



KORN FERRY



Confidential Position Specification

Gary Community Investments

President and Chief Executive Officer

2019

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Position	President and Chief Executive Officer
Organization	Gary Community Investments (Gary Community Investment Company and The Piton Foundation)
Location	Denver, CO
Reporting Relationship	Board of Directors of Gary Community Investment Company (GCIC) and Board of Directors of The Piton Foundation (“Piton”)
Website	https://www.garycommunity.org/

ORGANIZATION BACKGROUND

Gary Community Investments (GCI), which includes Gary Community Investment Company and The Piton Foundation, invests in for-profit and philanthropic solutions for Colorado's low-income children and their families.

GCI was founded by Denver oilman Sam Gary with the belief that business and philanthropy can—and should—work together to create opportunities for those who need it most. By aligning all of its assets with its mission, GCI makes creative investments that not only yield a financial return, but can also improve the lives of Colorado’s children. Currently, total assets are roughly \$350 million, and the team includes 30-40 employees.

Unlike most foundations, GCI does not seek to exist in perpetuity. By approximately 2035, it intends to fully invest all of its financial assets into organizations, including nonprofits, government entities and for-profit businesses, that have the power to sustain its mission after it ceases to exist. GCI is committed to investing in ways that permanently improve systems and accelerate the rate of change, and it intends to leave behind platform investments that continue to work toward its vision and are adaptable to a changing landscape.

History

Since the Piton Foundation was founded more than 40 years ago, it has been making philanthropic investments across Colorado in an effort to improve the lives of low-income children. Through its experience as an operating foundation, it has learned that philanthropy alone is not enough. Overcoming persistent issues of inequality and lack of opportunity require new ways of thinking and investing that combines business and philanthropy. To help facilitate this collaboration and bring about the change that is needed, GCI was created in 2014 to leverage a full spectrum of financial tools to help address the issues facing Colorado’s low-income children and their families.

Vision

All children in Colorado have the opportunity to grow up healthy and reach their full potential.

Shared Missions

Gary Community Investment Company: To improve the lives of Colorado’s low-income children and families by investing in quality early childhood and youth development systems and expanding sustainable economic opportunities.

The Piton Foundation: To improve the lives of Colorado’s low-income children and families by increasing access to quality early childhood and youth development opportunities and by fostering healthy family and community environments.

Values

- Transparency
- Taking Smart Risks
- Humility
- Working Together and Engaging Community

Investments, Initiatives & Programs

INVESTMENTS: GCI’s leadership and staff work together to identify promising, mission-aligned opportunities that span the full spectrum of capital, from philanthropic to market rate. It believes that investing in early childhood yields the greatest social return, and it focuses the majority of its resources on improving outcomes for young children, prenatal through five years old. But, GCI understands that addressing the needs of children does not solve the challenges facing their parents, which is why it takes a two-generation approach, investing in children up to 18 years old and the families, communities and systems that foster their development.

INITIATIVES: GCI builds platforms and infrastructure that are essential for the long-term, durable success of our mission. If it recognizes a need in the community, it helps create or reinforce platforms to fill that gap. Over the years, GCI has incubated many of Denver’s most influential nonprofits, including the Colorado Children’s Campaign, the Denver Preschool Program and Urban Land Conservancy. Currently, it is incubating Elevation Community Land Trust to help address Colorado’s housing affordability crisis, and Futurebound, an initiative to catalyze an ecosystem in Colorado that is focused on fueling innovation in child development.

PROGRAMS: GCI operates a suite of programs that support families and drive social change in low-income communities. These programs, which include Tax Help Colorado, Get Ahead Colorado and Shift Research Lab, complement its investment strategy and are integral to achieving its long-term vision for Colorado children.

POSITION SUMMARY

The Boards of Directors are seeking a strategic leader to build on the organization’s established platform of impact across Colorado. This leader will provide the vision, dynamism and management to drive future impact in our core issue areas. This leader will live the values of the organization and inspire a culture of collaboration and inclusivity that honors the legacy of Sam and Nancy Gary.

The CEO is appointed by and reports to the Board of Directors of Gary Community Investment Company (“GCIC”) and the Board of Directors of The Piton Foundation (“Piton”) (collectively, the “Boards”). The CEO manages the senior executive team, including the officers of GCIC and Piton.

The CEO will have overall accountability, responsibility and authority for the management of the business and affairs of GCIC and Piton in accordance with their respective strategic plans and the objectives adopted and approved by the Boards.

KEY RESPONSIBILITIES

The CEO will provide the vision, direction, inspiration and motivation necessary to ensure the success of both GCIC and Piton. The CEO will be responsible for the planning, implementation, control and achievement of strategic business plan objectives. Essential to GCI is delivering value across the state for children of Colorado.

- Vision/Mission Stewardship. President/CEO will work with the Boards and staff to define the vision/mission of GCIC and Piton, communicate it effectively within GCIC and Piton to ensure that it serves continuously as an inspiration and guide in the execution of the strategic plans to ultimately achieve the vision/mission.
- Board Relations. President/CEO will work with the Boards to help ensure that they are properly constituted and have the resources and information necessary to conduct effective governance.
- Values and Ethical Standards Management. President/CEO will work with the Boards and staff to ensure adoption of and adherence to appropriate values and ethical standards in all GCIC and Piton business.
- Identity Management. President/CEO will work with the Boards and staff to ensure proper care and development of the history, culture, reputation and image of both GCIC and Piton.

Management

CEO will make decisions that result in efficient and effective functioning of GCIC and Piton.

- Staff Management. President/CEO will ensure that staff are properly selected, supported and guided, and that their professional development is nurtured; President/CEO will inspire key talent and champion the continuing development of the team. President/CEO will promote a culture of strong integrity, high trust and performance, open and direct communication, meaningful collaboration and continuous improvement that values learning and commitment to quality.
- Financial Management. President/CEO will work with the Boards and staff to develop asset investment management and financial administration strategies and systems that are effective and aligned with the vision/mission of GCIC and Piton, and ensure that such strategies and systems are implemented well. President/CEO is a member of the Investment Committee.

- Programmatic Management. President/CEO will work with the Boards and staff to develop programming, grant-making and investment strategies (across the full continuum of capital – grants, PRIs and market-rate investments) as well as systems that are effective and aligned with the vision/mission of GCIC and Piton, and to ensure that such strategies and systems are implemented well.
- Legal Issues Management. President/CEO will work with the Boards and staff to develop legal strategies and systems that are effective and aligned with the vision/mission of GCIC and Piton, and ensure that such strategies and systems are implemented well.
- Accountability and Evaluation Management. President/CEO will work with the Boards and staff to establish accountability standards and systems that track the effectiveness and impact of GCIC and Piton, including consciously identifying learning objectives and intended outcomes, as well as incorporating feedback loops to promote continuous learning and to inform future strategy and tactics.

External Affairs

President/CEO will contribute to the dialogue, vision and direction of the local community in the focus areas of GCIC and Piton, including helping to shape the agenda and decision-making of government and other external stakeholders. The President/CEO will also work collaboratively with other private and/or public funders and grantees for greater social impact.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

Core competencies of a successful candidate include:

- Integrity
- Management and culture building skills and experience – successful track record of building and managing high-performing teams and empowering diverse professionals and content experts
- Strategic thinking
- A business approach to or experience with philanthropy and an entrepreneurial spirit
- A demonstrated commitment to accountability
- Deep commitment to mission
- Strong external relationship building and communication skills

Additional ideal qualifications and characteristics will include:

- Social impact commitment: experience working in or a demonstrated commitment to social impact investing
- Philanthropic and/or nonprofit leadership experience
- Expertise in one or more of GCI's issue areas
- Intellectual curiosity
- Capacity to see opportunity, potential for leverage, and impact
- Serious about diversity, equity, and inclusion
- Collaboration skills
- Discipline and drive

EDUCATION

An undergraduate degree from an accredited college or university is required. An advanced degree and/or pertinent experience is preferred.

COMPENSATION

A competitive compensation package will be offered to attract and retain the most qualified candidates.

KORN FERRY CONTACTS

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