



Position Specification

The Pew Charitable Trusts

Executive Vice President, Chief Operating Officer and Chief Financial Officer (EVP)

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Our Client

Organizational Overview

The Pew Charitable Trusts uses data to make a difference. For more than 70 years, Pew has focused on serving the public, invigorating civic life, conducting nonpartisan research, advancing effective public policies and practices, and achieving tangible results. Through rigorous inquiry and knowledge sharing, Pew informs and engages public-spirited citizens and organizations, linking diverse interests to pursue common cause. The organization comprises a dedicated team of researchers, communicators, advocates, subject matter experts, and professionals working on today's big challenges. With Philadelphia as its hometown and the majority of its staff located in Washington, DC, its U.S. and international staff find working at Pew personally and professionally rewarding.

Wise stewardship of resources allows Pew employees to pursue work that strategically furthers their philanthropic mission in significant and measurable ways. Pew collaborates with a diverse range of philanthropic partners, public and private organizations, and concerned citizens who share their interest in fact-based solutions and goal-driven investments to improve society. Pew attracts top talent, people of integrity who are service-oriented and willing to take on challenging assignments. They provide competitive pay and benefits, a healthy work-life balance, and a respectful and inclusive workplace. Pew employees are proud of their colleagues, proud of where they work, and proud of the institution's reputation.

Mission, Values, and Strategies

The Pew Charitable Trusts is a global nongovernmental organization that was established in 1948. Inspired by its founders' entrepreneurial and optimistic spirit, Pew has evolved with the challenges and demands of the times while remaining true to the institution's enduring values. Pew's mission is to:

- Improve public policy by conducting rigorous analysis, linking diverse interests to pursue common cause, and insisting on tangible results.
- Inform the public by providing useful data that illuminate the issues and trends shaping the world.
- Invigorate civic life by encouraging democratic participation and strong communities, particularly in its hometown of Philadelphia.

Pew's projects are ambitious, consistent with a tested investment philosophy and designed to reap measurable benefits for the public. Throughout its history, Pew has turned indifference into action – asking tough questions, studying problems, working with strong partners, and striving for effective solutions that bring diverse stakeholders together. Every decision Pew makes and every project it undertakes is based on long-held values, including humility, mutual respect, inclusiveness, honesty, transparency, and nonpartisanship, recognizing the importance of rigorous data and information, measurable results, and service to the public interest.

The Role

Reporting to the President and Chief Executive Officer (CEO), the Executive Vice President, Chief Operating Officer and Chief Financial Officer (EVP) will serve as an integral member of the executive team and be responsible for Pew's financial management strategy and operational performance. Working in collaboration with other executives, the EVP will provide executive leadership and guidance to help advance Pew's strategy and achieve greater impact. They will contribute to shaping the organization's strategic direction, aligning resources and talent to key priorities through deep engagement with Pew's senior leaders.

A new position, the EVP ensures the organization has sophisticated operational systems and structures, policies and procedures, and institutional initiatives that are responsive to both the domestic and international financial and operational needs of the institution. As CFO, they will ensure that effective financial and operational controls are in place to support current business needs and future growth. The incumbent will serve as secretary to the Audit and Finance committees of the Board of Directors.

The EVP will be responsible for the Finance, Information Technology, Human Resources, and Workplace Services departments, leading a team of over 175 professionals. In close partnership with leadership of these departments, the EVP will set the overall vision and build the 1-, 3-, and 5-year strategic plan and priorities for operational functions as a whole and individually, ensuring these are integrated with the CEO's overall strategic plan. The EVP will effectively communicate the operational vision, mission, and priorities to the larger executive team and organization.

The EVP will maintain collaborative and ongoing relationships with the trustee of the seven trusts under which Pew is the beneficiary and from which it receives significant funding. It is the investments under the trustee's management which underpin the substantial majority of Pew's work, and it is critical that this investment performance is subject to detailed scrutiny and, where necessary, to constructive challenge. This includes the agreement to appropriate performance benchmarks and careful review and analysis of asset allocation, investment policy, and other trust company documents and coordinate Finance committee presentations. They will also oversee the distribution calculation and work with the investment advisor on reports and presentations.

Working with senior leadership, the EVP will support long-term external funding, budgeting, and financial planning in alignment with Pew's strategic plan, creating financial and budgeting systems that inform and empower the organization to raise funds and deploy resources to maximally advance program goals. The successful candidate will partner with the CEO and other senior leaders in strategy development, managing a complex set of workstreams and underlying activities across the organization, ensuring coherence, rigor, and timeliness of execution with a focus on achieving maximum impact while building and maintaining a strong team culture anchored on Pew's core values. Pew is a global public charity with offices in several countries including Australia, Belgium, Chile, and the United Kingdom, among others, and the EVP will oversee the organization's global operations and financial and grantmaking activities consistent with its strategy and operational excellence.

Primary responsibilities of the role include, but are not limited to:

- Facilitate seamless integration of departments with the overall Pew organization, leveraging shared services and ensuring shared learning and other synergies are realized.
- Collaborate closely with the CEO on both strategic and operational issues at Pew. The EVP provides the CEO with significant leverage regarding operational matters, thus enabling the CEO to focus time on broader strategic issues.
- Liaise and engage meaningfully with program leadership to understand their operational needs and ensure effective and efficient operational support across talent, culture, finance, and workplace.
- Drive and implement all operational aspects of Pew strategy: team coordination, integration, and strategic processes to support a highly complex innovative portfolio of work. The EVP will rely on a team of direct reports to deliver on much of this work.
- Oversee financial planning and investment of funds for the organization. Prepare scenario planning, financial, and cash flow forecasts for future financial decisions and positions based on investments, asset management, donor funding, and projected grant commitments and expenses.
- Oversee institutional investment portfolio. Design the investment process, asset management, risk assessment, asset allocation levels, and overall investment analysis aimed at creating a portfolio of investments in compliance with Pew's investment policy. Preserve company assets and the investment of surplus funds through investment advisors and managers.
- Ensure that the investment policy established by the Board is executed effectively, and provide quarterly updates to the CEO for ultimate presentation to the Finance Committee of the Board. Develop and oversee plans for cash flow, investments, asset management, and donor funding.
- Oversee the production of performance reports, capturing current performance, risks, and future potential. Contribute to the preparation of materials and talking points for Board updates.
- Cultivate a strong team culture grounded in agreed upon core values and guiding principles and reinforced by processes, systems, and norms such as collaboration, establishing and managing team meeting agendas and norms, and launching team events, delegating where appropriate.
- With direct reports, coordinate and lead the annual independent audit process, liaise with external auditors, prepare year-end functional allocation and financial statements, and lead the presentation to the Audit Committee of the Board. Oversee preparation, review, and filing of annual IRS Form 990 and Form 990-T.
- Lead and support the organizational budgeting process, manage effectively within this budget, and report accurately on progress made and challenges encountered. Provide oversight and support to the Finance vice president in plans, analysis, and reporting related to financial plans.
- Maintain knowledge of regulations and laws affecting nonprofit organizations, and develop and implement policies to assure compliance.

Candidate Profile

Pew is seeking a strategic thinker and proven executive leader to build on the successes of the current finance organization, and to ensure an agile operational structure able to further the Trusts' overarching goals and ambitions. The successful candidate will bring an expertise in developing and managing

external and internal relationships with diverse constituencies in diverse environments. The EVP will be aligned with Pew's mission and core values.

The successful candidate will bring strong problem solving and creative skills, as well as the ability to exercise sound, informed judgment and make decisions based on accurate and timely analyses. The EVP will bring a demonstrated ability to lead, motivate, and develop high-performing and diverse teams who deliver on ambitious goals and benchmarks. They will be committed to building and fostering a diverse, inclusive, and collegial workplace, displaying a multicultural competence, and working across lines of difference.

They will have a deep expertise in organizational, strategy, and budget development, with the capacity to allocate resources strategically and manage spending against budget. The successful candidate will also be able to understand and generate insights of organizational financial processes as well as analyze and assess complex quantitative and qualitative data. They will have exceptional written, oral, interpersonal, and presentation skills, including the ability to effectively interface with staff, senior executives, and the Board of Directors.

The EVP will be highly energetic, self-motivated, and entrepreneurial, able to balance a highly detailed and rigorous professional approach with a flexible and empathic demeanor that is responsive to the needs of others. They will have a proactive attitude, future-focused thinking, sense of humor, and ability to achieve in a fast-paced environment. While skilled at working independently and actively advocating own points of view, they will respect and remain open to the contributions of others.

The EVP will be a seasoned and mature leader with at least fifteen years in progressively responsible financial leadership roles who can preferably draw on experiences from multiple sectors. They will bring ten or more years of experience managing complex projects, teams, and relationships in a leadership role. This leader will have a BS in Accounting or Finance, MBA, or equivalent advanced degree. A CPA is strongly preferred.

The successful candidate will have impeccable integrity and discretion and will actively promote the values and practice of inclusion, diversity, and equity.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- Excellent organizational and project management skills, with a strong track record of delivering against agreed goals and milestones.

- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- A leader who is self-reflective and aware of their own limitations, leads by example, and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.

Setting Strategy

- The ability to create and articulate an inspiring vision for the organization, not only for the areas they are directly responsible for, but the enterprise as a whole.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

The Pew Charitable Trusts is an equal opportunity employer, committed to a diverse, inclusive, and equitable workplace. Pew considers qualified applicants for employment without regard to age, race, color, sex (including pregnancy), nation of origin, ethnicity, religion, disability, marital status, sexual orientation, gender identity or expression, genetic information, military/veteran status, or any other basis prohibited by applicable law.

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