

## San Francisco General Hospital Foundation

### Chief Development Officer

***The philanthropic support organization for San Francisco's public hospital seeks an experienced leader, a seasoned major donor, institutional and corporate gifts fundraiser and strategist to design and execute a comprehensive plan to increase capital and program revenue; support, inspire and collaborate with a highly talented team; and create best-in-class systems for accountability and transparency.***

[San Francisco General Hospital Foundation](#) (the Foundation) is the nonprofit fundraising organization dedicated to promoting equity in healthcare for all at the Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center (ZSFG). [ZSFG](#) is the only provider of trauma (Level 1) and 24-hour psychiatric emergency services for 1.5 million people in San Francisco and northern San Mateo counties. Through private and public fundraising including its signature [Hearts of SF event](#), the Foundation has raised over \$245M in its first 30 years and has an expansive 5-year plan to raise \$250M to support and fund excellence in patient care and innovation at ZSFG.

A comprehensive medical center, ZSFG provides quality health care with compassion and respect to 100,000 inpatient and 500,000 outpatient visits per year, including many of San Francisco's most vulnerable community members. Through a long-standing affiliation agreement with [UCSF](#), ZSFG is one of the nation's top tertiary academic medical centers conducting clinical training and research. The Foundation's past capital campaign enabled the construction of ZSFG's state-of-the-art acute care building in 2016, opening new doors to underserved populations in need of the same level of acute healthcare as the best private hospitals, an important step towards increased public health equity. The Foundation is now in the quiet phase of a multi-million-dollar capital campaign to renovate an outpatient center of equal caliber to the acute care hospital.

The Foundation is a mature organization led by a dynamic CEO who is an excellent fundraiser and is laser-focused on ensuring that revenue goals are met and current and future needs of ZSFG are funded. In the past three years, the organization raised nearly \$46M annually and consistently has a strong balance sheet. As the organization continues with the quiet phase and prepares future phases of the capital campaign, it will create a refreshed comprehensive fundraising strategy to ensure that time and activities are spent effectively working towards revenue goals, the team has the support and tools to do their best work, and there are established mechanisms for metrics, accountability and transparency.

The Chief Development Officer (CDO) reports to the CEO, serves as a key member of the senior leadership team, interacts frequently with the Board of Directors, and is an active participant in making strategic decisions affecting the Foundation. The CDO has six direct reports including the: Directors of Individual and Corporate Giving, Operations & Grants Management, and Events; Associate Director, Institutional Giving; Capital Campaign Officer; and Senior Development Associate.

### **THE POSITION**

In close partnership with the CEO, the CDO is responsible for all fundraising, development operations and grantmaking activities for the Foundation. The CDO will be someone who is ambitious on behalf of the Foundation, wants to significantly make a difference on behalf of the people that ZSFG serves, and can imbue confidence from the CEO, Board, team and donors.

The priorities for the Chief Development Officer are to:

- Work closely with the CEO, the Development team and the Board of Directors to establish the Foundation's annual and strategic long-term philanthropic priorities.
- Design, execute and monitor the annual Development plan, along with the infrastructure needed to increase revenue from individual gifts, capital campaign, events, planned giving and institutional and corporate support.
- Actively cultivate, solicit and steward a major and leadership-level donor portfolio as well as energize and support the Board of Directors with their fundraising commitments.
- Provide high-level, proactive advancement and strategic guidance to the CEO to advance fundraising.
- Provide inspiring leadership, management and development to a talented team of professionals; help them prioritize and stay focused on their goals and objectives; and advocate on their behalf.

## **ONGOING RESPONSIBILITIES**

### GOALS, STRATEGY AND ACCOUNTABILITY

- Aligned with the SFGHF five-year strategic plan, provide leadership in setting revenue budget and operational goals for all charitable gifts to the SFGHF.
- Lead the Board of Directors' Development & Stewardship Committee and Development team in creating a meaningful annual Development Plan tied to the budget and reflecting fundraising priorities. The plan will guide Board Committee work and Development department fundraising activity.
- Develop and implement meaningful metrics of progress at the individual and team levels and create reporting mechanisms for internal, executive and Board review and monitoring.
- Play a critical role in the Foundation's execution of its multiyear Capital Campaign, currently in its quiet phase, including case for support, budgets, portfolio management, proposal development, cultivation events and reporting to senior leadership, campaign cabinet and the Board.

### FUNDRAISING & GRANTMAKING

- Carry a personal portfolio of ~30 major and corporate giving, Board members, capital donors and prospects.
- Ensure portfolio management is leveraged and managed by Development operations in collaboration with the fundraising team to ensure best practices are followed. Ensure consistent execution of portfolio management; provide thoughtful counsel to staff on donor strategy based on experience and best practices; and help monitor all portfolios and progress toward goals.
- Provide leadership and expertise on the different philanthropic tactics and approaches needed to secure gifts from individual philanthropists (high net worth donors, major donors and annual fund donors), institutional foundations and corporations.

- Share knowledge and guidance on the different channels to reach donors including newsletters, impact reports, direct response (mail, email and social media) and events.
- Provide strategic advancement for the CEO's portfolio.
- Work with members of the Board and other fundraising volunteers to identify, cultivate and solicit donors. Model and lead best practices for Board engagement in fundraising within the context of portfolio management.
- Work with the Chief External Relations & Communications Officer to ensure effective coordination between MarCom and Development for consistent messaging about the Foundation to raise the Foundation's profile, cultivate and steward donors and communicate the impact of the Foundation's work.

#### MANAGEMENT, ADMINISTRATION, AND SYSTEMS

- Manage, motivate and develop a mission-driven, focused and high-performing team; encourage cross-functional collaboration and cohesion; promote a culture where new ideas are embraced; provide mentorship focused on decision-making, problem-solving and growth.
- Promote external visibility of the Foundation, prioritizing funder-facing meetings, interactions and events.
- Develop, oversee and execute the annual Development Department's revenue and expense budget.
- Work closely with the Chief Financial Officer to ensure thorough and accurate financial reporting, compliance and budget forecasting in all categories of fundraising and other administrative requirements related to the ZSFG, UCSF and the City of San Francisco relationship.
- Work closely with the Chief Financial Officer on cross-functional relationships, processes and procedures between Development and Finance for proposals, reports and moving funds through the City Accept and Expend process.
- Work closely with the Chief Financial Officer on all HR and staffing matters.
- Oversee the continued refinement and implementation of systems and strategies for donor engagement, stewardship and pipeline development.
- Provide leadership for upward and outward reporting on fundraising activities to other senior foundation leaders, members of the Board, hospital leaders and others. Create a culture of transparency for Accept and Expend compliance requirements, accuracy and integrity of departmental planning, metrics, data and reporting.
- Manage consultant and vendor contracts.

#### BOARD RELATIONS AND DEVELOPMENT COMMITTEE

- Provide primary staff leadership to the Board Development and Stewardship Committee. Work with committee members to review and approve the annual Development budget and plan, including the goals and metrics for the committee itself. Report on progress against plan at D&S meetings. Work with individual members of the committee to execute their own assignments.

- Partner with the CEO to provide leadership to the Capital Campaign Cabinet and Board Governance committee.
- Attend and present at Board meetings and Executive Committee meetings. Develop and oversee reports for the Board.
- Support and promote the work of individual members of the Board in fundraising, Board recruitment and cultivating outstanding volunteer leaders.

## **QUALIFICATIONS**

The Chief Development Officer will have 15+ years of fundraising and development experience with at least five years in a senior leadership role overseeing operational and performance outcomes. Critical to the success of the CDO is the ability to develop and implement strategies for major and leadership-level gift solicitations. Additionally, it will be important for the CDO to build, manage and bring cohesion to an evolving Development team. In addition, the successful candidate will possess the following:

- Commitment to the mission of the Foundation and supporting a public health hospital operating in a complex environment.
- Commitment to the organization's statement of inclusivity and support to operationalize diversity, equity and inclusion.
- Experience with sizable organizations that includes annual operating, grantmaking and capital elements; background managing all aspects of fundraising; verified track record of meeting or exceeding measurable fundraising goals; broad-based knowledge of various development activities including proposal and grant development, planned giving, capital campaigns, event planning and management, and different approaches to direct solicitations.
- A record of personal success in raising leadership-level gifts, including at the seven-figure and above levels from individuals, foundations, corporations and community partners.
- An ability to work closely with local and Bay Area executive-level and senior business professionals and philanthropic donors, physicians and hospital leaders, and nonprofit and government professionals; adept at collaborating with various subject matter experts and in leveraging the abilities and knowledge of such leaders for fundraising purposes.
- Experience shaping fundraising systems and data that are operationally sustainable and leveraging fundraising databases and support systems, including Blackbaud Raiser's Edge, for donor segmentation, research and volunteer management.
- An understanding of different types of outreach to various segments of philanthropists, foundations and corporations, with specific experience in structuring long-term relationships and deep experience in portfolio management and moves management strategies.
- An authentic, confident and seasoned communicator; exceptional written, verbal and presentation skills.

- Skilled at motivating, directing and managing staff, Board members and consultants and in coordinating and supporting the fundraising activities of others.
- Business acumen; experience creating budgets and forecasting revenue; data-driven; organized.
- A good listener; intrepid yet tactful; determined yet with the flexibility to find alternative ways to reach funding objectives when barriers arise; a skilled negotiator who does not drive themselves or others into a corner; a person able to analyze and formulate disparate information into sound, well-organized plans.
- Emotionally mature and imbues confidence; the flexibility and sensitivity to work with diverse personalities and situations.
- Bachelor's degree.

The expected compensation range for this position is \$240,000 - \$275,000 based on experience. The position is expected to work in the office two days a week, be available to come to the office or have donor meetings as needed on all weekdays, be available for evening and weekend events or meetings as needed and telecommute on days when not in office. SFGHF offers a very competitive benefits package including health, dental and vision benefits along with a 403B savings plan.

**Statement of Inclusivity:** "SFGHF is proud to support ZSFG in providing equity, access and quality health care for all. As part of our work towards health equity, we strive to embrace diversity in all its forms, including, but not limited to race, ethnicity, gender identity, sexual orientation, age, religion, ability, and socio-economic status. We are committed to fostering a workplace and community that values diversity and inclusion and are proud to partner with those who share those principles."

For more information please contact:

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