



The Asia Foundation
LEADERSHIP PROFILE
President & CEO
The Asia Foundation
San Francisco, CA

"A peaceful, just and thriving Asia."
– Vision of The Asia Foundation

The Opportunity

The Asia Foundation is a trusted partner for the world's fastest-growing, most dynamic and developing region. Asia and the Pacific is home to half the people on the planet, exceedingly diverse, and undergoing enormous change. At a time of sweeping global challenges, what happens in Asia impacts the globe.

The Asia Foundation is an international development organization working in 18 countries in Asia and the Pacific. Over 68 years, the \$100 million organization has established deep credibility and trust across the region. With a global staff of 686, more than 80% locally-based in Asia and the Pacific, the Foundation has abiding respect for local context, and tailors its programs and expertise to local needs and potential. The Asia Foundation uniquely works in trusted partnerships at both governmental and community levels.

After 12 years of successful leadership, President & CEO David Arnold will retire in early 2023, leaving a foundation of program innovation, financial security, and a talented, mission-centered staff.

The new CEO will lead a vibrant organization to its next level of impact. The CEO will be a visionary leader with Asia, policy and international development experience, and adept at navigating rapidly shifting global dynamics. The CEO will be a source of fresh ideas, organizational strategy, and passion for the future of Asia and the Pacific, and the potential of the Foundation.



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The Asia Foundation improves lives, expands opportunities, and helps societies flourish across a dynamic and developing Asia. We work with innovative leaders and communities to build effective institutions and advance pathbreaking reforms. Together with our partners, we are committed to Asia's continued development as a peaceful, just, and thriving region of the world.

- Asia Foundation Mission

The Organization

The Asia Foundation is a nonprofit international development organization committed to improving lives across a dynamic and developing Asia. Informed by close to seven decades of experience and deep local expertise,

the Foundation focuses on good governance, women's empowerment and gender equality, inclusive economic growth, environment and climate action, and regional and international relations.

The CEO will join a dynamic organization at a time of rapidly changing global socioeconomic, climate and political dynamics. The Asia

Foundation is respected at global, regional and local levels for its knowledge of Asia and the Pacific, technical expertise, and commitment to working closely with partners in government, civil society, the private sector, and the international community. As a result of its credibility and experience, the organization is able to achieve uncommon impact at the country level, and to have growing opportunities for programing and impact at the regional level.

The Asia Foundation's role and work in Asia is as urgent and relevant today as when it was founded in 1954. With an approach that is nuanced, multi-dimensional and appropriate to local dynamics, the Foundation brings together individuals, communities, civil society organizations, and governments who are shaping Asia's future. Among the Foundation's distinct strengths is its ability to navigate Asia's political context for reform and development. With the increasing convergence of development assistance and diplomacy, the Foundation's record as a trusted advisor to donors, diplomatic missions and agencies is unique and valued.



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The Asia Foundation receives funding from the U.S. Government, through the Department of State, USAID, and a Congressional appropriation, and funding from the Government of Australia through the Department of Foreign Affairs and Trade, along with multiple grants from other bilateral and multi-lateral partners. Public sector funding represents about 90% of the Foundation's \$100 million annual budget. Private sector funding accounts for 8-10% of annual resources, and is a growing opportunity.

As outlined in the Strategy 2025 plan, the Asia Foundation's Program pillars are:

- Good Governance
- Women's Empowerment and Gender Equality
- Inclusive Economic Growth
- Environment and Climate Action
- Regional and International Relations

The Foundation has a well-earned reputation for program excellence, technical quality, and relevance to local needs and opportunities. Program examples include Books for Asia, with its digital Let's Read initiative; disaster relief and recovery efforts; parliamentary services and legal development; small business support; addressing gender-based violence; remote learning support for women; and the exploration of innovative new ways to tackle critical cross-cutting issues. Professional exchanges include the Development Fellows program, now in its eighth year, which convenes cohorts of promising, accomplished under-40 leaders from across Asia for a dynamic, multi-faceted learning and leadership development program.

Asia and the Pacific continues to face critical issues that threaten the aspirations of billions. Many communities are impacted by the lack of access to justice, rising inequality,



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pervasive subnational conflicts, the challenges of urbanization, violence against women, and a closing space for civil society. Such challenges threaten Asia and the Pacific’s many political and economic gains, and undermine its future prospects. The Foundation works in highly diverse countries at various stages of socioeconomic development, increasingly including “advanced middle-income countries,” such as Malaysia and Thailand, as they plan for new growth and opportunities.

The Foundation is a decentralized organization.

Its 18 country office teams have, and need, significant autonomy to deliver programs and counsel consistent with local context, development needs and opportunities. Through its headquarters in San Francisco and Washington, DC office, the Foundation has expertise in programs, policy, fundraising, communications, and organizational operations. Evolving the Foundation’s infrastructure to enhance efficiencies and collaboration is an opportunity. The CEO will seek changes that respect country office needs and advance enterprise-wide systems, practices, processes, risk management, accountability and technology.

The Asia Foundation engages longstanding and ever-expanding networks, nurtures new talent and rising young leaders, and draws on deep local and regional knowledge. In so doing, the Foundation is able to [play a catalytic role](#) in advancing Asia’s development and social progress.

Asia Foundation Core Values

Our core values are a shared foundation manifested in each of our different country offices and local settings. These principles are a common thread to guide our programs, our partnerships, our institutional culture, and our approach and decisions made by our staff.

- **Trust and partnership** | Our operations and programs reflect the integrity and accountability

of our staff who are trusted by individuals and institutions across Asia and the Pacific.

- **Longstanding presence and commitment** | Our programs have made history through far-reaching reforms and inclusive development. We will continue to value a forward-thinking approach in the years ahead.
- **Deep respect for local context** | We are immersed in the social, political, environmental, and economic realities in the region and informed by a community-led approach.
- **Inclusion of differing views** | We believe in the importance of myriad perspectives and encourage inclusive dialogue and engagement to nurture homegrown talent and ideas.
- **Innovating and adapting for impact** | We are known for our ability to identify, respond, and iterate rapidly to issues and events affecting the places and communities where we work.

Mandate for the President & CEO

The President & CEO will be dynamic, credible, knowledgeable and passionate about Asia and international development. The CEO will have a good understanding of geopolitical, demographic, social and economic trends and a sense of the Foundation's vital role in a diverse, changing and developing Asia region.

The President & CEO will:

1. **Provide inspiring, strategic leadership.**

The CEO will be a visionary leader who unites, excites and activates the organization around clear vision, purpose and priorities. The leader will embrace and articulate the Foundation's uniqueness and capacities. The CEO will be an active listener, communicator,



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The CEO will be a compelling representative and builder of relationships, spanning heads of State, legislators, public and private donors, global and local partners, civil society organizations, and community members in cities and remote villages.



consensus-builder and decision maker who works effectively with a committed Board and experienced staff. The CEO will advance organizational collaboration, equity, inclusion, cohesion and commitment to shared vision and values.

- 2. Grow relationships and resources.** The CEO will be a compelling representative and builder of relationships, spanning heads of State, legislators, public and private donors, global and local partners, civil society organizations, and community members in cities and remote villages. The leader will be an excellent fundraiser, able to sense donor priorities, deepen current relationships, and lead the Foundation to new sources of support. Opportunities include growing relationships with individual donors and shared-value initiatives with corporate, foundation, public and private partners.
- 3. Enhance the Foundation's reputation and profile.** The CEO will be a credible, charismatic leader and communicator. The CEO will have expertise managing crises and emerging issues, and be or become deeply expert in issues relevant to the Foundation, Asia and the Pacific, and our partners. The CEO will be skilled at strategic messaging, and will promote strong brand positioning and a robust digital presence. The CEO will also inspire other Foundation leaders to engage externally.
- 4. Be a great team builder and organizational leader.** The CEO will build and empower a strong, collaborative team and seek to develop leaders across the organization. The CEO will apply financial, technology and change-management skills to creating an enterprise-wide approach to systems, processes, infrastructure and knowledge sharing that enables the Foundation to meet mid-21st century needs and challenges.

5. Build the Asia Foundation of the future. The CEO will position the Foundation to maintain and enhance its vitality and relevance for a dynamic, changing Asia region. The leader will lean into strategic innovation, experimentation, calculated risk-taking and development of cross-cutting practices and processes. The CEO will champion promising ideas, entrepreneurial and evidence-based approaches and clear decision-making processes that translate to action and impact.

Personal Characteristics

The ideal candidate will have substantive Asia experience and a sophisticated understanding of international development, policy and geopolitics.

The CEO will have skills and experience including:

- Proven leadership ability, vision and strategic acumen
- Expertise dealing with crises, change and conflict
- Ability to build consensus and make tough decisions
- Adaptive leadership, innovation and enterprise management skills
- Financial, technology, organizational and change-management skills
- Fundraising, communication, diplomatic and negotiation skills

Personal assets will include:

- Credibility, high energy, and an inspiring persona
- Confidence, self-awareness and humility
- Team-building, collaboration and coaching skills



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The President & CEO reports to an engaged Board of Trustees and leads a global staff of 686, with about 120 based at San Francisco headquarters and in the Washington, DC office.



- Emotional intelligence, listening, and relationship-building skills
- Lived values that center equity, inclusion and respect

The Relationships

The President & CEO reports to an engaged Board of Trustees and leads a global staff of 686, with about 120 based at San Francisco headquarters and in the Washington, DC office.

Current direct reports to the CEO include:

- The EVP and Chief Operating Officer, who oversees the country offices, finance, HR and other administrative services
- The SVP based in Washington, DC, who leads that office and works closely with the U.S. Government
- The SVP of Programs
- The Chief Philanthropy Officer
- The VP of Communications

The Location

Headquartered in San Francisco, The Asia Foundation works through its network of offices in Asia and the Pacific and in Washington, DC. Country offices are located in Afghanistan [currently suspended], Bangladesh, Cambodia, China, India, Indonesia, Fiji, Japan [liaison office], Republic of Korea, Lao PDR, Malaysia, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Timor-Leste and Vietnam.

Residence in the Bay Area is ideal, as the CEO will spend material time at headquarters, but is not mandatory. Domestic and international travel will likely average one week per month.

Where We Work

ASIA

Afghanistan
Bangladesh
Cambodia
China
India
Indonesia
Japan
Korea
Laos
Malaysia

Mongolia
Myanmar
Nepal
Pacific Islands
Pakistan
Philippines
Singapore
Sri Lanka
Thailand
Timor-Leste
Vietnam

UNITED STATES

San Francisco
Washington, DC
New York City



The Asia Foundation is an equal opportunity employer, and seeks a broad and diverse set of prospective candidates for the President & CEO position. Employment selection and related decisions are made without regard to sex, race, age, disability, religion, national origin, color or any other protected class. The Foundation's Code of Business Ethics and Ethical Conduct; Gender Equality policy; Privacy policy; and Child Protection policy are available on-line.

For potential consideration or to suggest a prospective candidate for the position, please email AsiaFoundation@BoardWalkConsulting.com or call **Kathy Bremer, Patti Kish,** or **Michelle Hall** at 404-262-7392.

For the status of this and other searches, please visit www.BoardWalkConsulting.com.