BoardWalk CONSULTING

The Asia Foundation

LEADERSHIP PROFILE

Vice President / Chief Operating Officer
The Asia Foundation

San Francisco, CA

"A peaceful, just, and thriving Asia."

Vision of The Asia Foundation

The Opportunity

The Asia Foundation **is an international development organization committed to improving lives and expanding opportunities across Asia and the Pacific.** Home to half the people on the planet, Asia and the Pacific are diverse, dynamic, and fast growing. In an era of sweeping global challenges, what happens there impacts the globe.

The Asia Foundation's work is as urgent and relevant today as when it was established 70 years ago. Informed by decades of experience and deep local knowledge, the Foundation works in more than 20 countries with a focus on governance, climate action, gender equality, inclusive growth, education, leadership, and international cooperation. Its annual $116 million budget is funded by a wide range of governments and multilateral development agencies, foundations, corporations, and individuals.

The Foundation is revered for its local impact and long-term commitment to each country in which it works across a broad geographic footprint. It has a strong and growing capability and reputation for multi-country and regional programs. With 17 country offices and several satellite teams across Asia and the Pacific as well as two U.S. offices, the Foundation is operationally complex. The organization's commitment to being embedded in the places where it works enables exceptional nimbleness, tailoring of programs to local needs, cultivation of sustained partnerships, and responsiveness to contextual dynamics.

As the Foundation has grown, the need to increase operational cohesion and reinforce supporting structures has also grown. The organization is poised to develop a stronger operational backbone to serve country-focused and regional teams and headquarters with a more efficient, supportive working environment.

> The Asia Foundation is committed to improving lives and expanding opportunities across Asia and the Pacific.

> The COO will develop a big-picture vision and lead implementation of a cohesive operational backbone that balances the needs of country offices, regional teams, and headquarters.

The VP/Chief Operating Officer position responds to the need for global operational leadership. The COO is charged with creating coherent cross-organizational systems, processes, standards, and policies, and with ensuring implementation. The overarching goal is to support and improve organizational operations, to advance the mission, and to help make the Foundation a best place to work.

The COO Mandate

The Chief Operating Officer/Vice President (COO) reports to the President and CEO and is a member of the Executive Team. The COO leads the Operations Team that oversees and supports the organization's operations across the Asia-Pacific region and in the United States. They are responsible for driving operational excellence, fostering a culture of innovation and collaboration, and ensuring compliance with regulatory standards and organizational policies.

The COO will be a dynamic leader with a track record of managing complex operations within a nonprofit or similar environment. The COO will have international operations experience, ideally in connection with Asia or the Pacific. They will have the professional and interpersonal skills to create more seamless, cohesive systems, policies and processes across headquarters and the country offices.

The COO will:

Be a visionary operational leader. The COO will develop a big-picture vision and lead implementation of a cohesive operational backbone that balances the needs of country offices, regional teams, and headquarters. The COO will listen, build trust, and lead systems, processes, and operational solutions and change consistent with the 2025-30 organizational strategic plan. The COO will develop a strategic operational plan that maps transformation to a seamless, user-friendly operational infrastructure. The plan will guide sequencing, budgeting and timely implementation.

Enhance communications, inclusivity, and culture. The COO will foster a culture of transparency, fairness, collaboration, inclusion, team building and problem solving. In partnership with People and Culture and the Executive Team, the COO will champion responsive internal communications, professional development and performance management approaches. In collaboration with other Executive Team members, they will develop knowledge management and other systems that contribute to cohesion, engagement, productivity, talent development, and job satisfaction.

Provide valued, effective support to the country offices. The COO will gain deep understanding of current and emerging country office needs. They will work to create the right balance between centralized support systems and decentralized decision-making flexibility. They will create processes and technology solutions that are supportive, helpful and valued. Together with the Chief of Asia and Pacific Operations, the COO will proactively work with stakeholders to address the needs and opportunities of country offices.

Ensure operational integrity and reputation. The COO will be a big-picture leader of enterprise risk management, compliance and security. They will implement comprehensive compliance and risk management frameworks that align with the Foundation's mission and ethical and legal standards; and ensure adherence to regulations and requirements across the U.S. and diverse global donors and partners. The COO will monitor and identify potential risks and develop mitigation strategies to address them proactively, updating processes as needed. They will prepare emergency response plans to address natural and humanitarian crises, coordinating with local teams and partners for rapid and effective responses.

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The COO will have relevant experience in dispersed international operations, ideally in Asia, and passion for the Foundation's mission, vision and values.

Represent the Foundation externally. As a member of the Executive Team, the COO will be a compelling external representative and advocate for the Foundation and its initiatives. The COO will build relationships with key stakeholders at government agencies, partner organizations, donors and peer networks. They will identify opportunities for partnerships and collaboration, and will represent the Foundation in meetings, conferences and events.

Personal Assets and Experience

The COO will have relevant experience in dispersed international operations, ideally in Asia, and passion for the Foundation's mission, vision and values.

They will have personal assets that include:

- Leadership skills, vision and strategic acumen; orientation to the big picture as well as the details
- A dynamic, inspiring personality
- Strong interpersonal, listening and communication skills
- High emotional intelligence
- Self-confidence combined with humility
- Ability to deal well with ambiguity
- A balance of empathy and backbone: ability to listen, adapt, make and implement tough decisions
- Orientation to transparency, problem analysis and resolution
- Team management and mentoring skills

The COO will have professional experience including:

- Operational leadership in complex, dispersed organizations in and beyond the U.S., ideally including Asia, in multi-donor funding contexts
- Change management expertise
- A hybrid background that could include nonprofit, government, corporate and other relevant contexts
- Business acumen, plus knowledge of financial management, measurement, and donor compliance in a complex, regulated environment.

The Organization

Founded in 1954, The Asia Foundation is an internationally recognized nonprofit committed to improving lives and expanding opportunities across Asia and the Pacific. Societies in Asia and the Pacific continue to face critical issues that threaten their aspirations, such as lack of access to justice, inequality, violent conflict, impacts of urbanization, violence against women, and access to information and participation in civil society.

The Asia Foundation seeks to enhance opportunity in over 20 countries in Asia and the Pacific. Its staff of 800 is over 85% locally-based. The Foundation builds partnerships and brings together individuals, communities, and governments that are shaping their futures. Informed by its decades of experience and deep local expertise, the Foundation focuses its work on governance, climate action, gender equality, inclusive growth, education, leadership, and international cooperation. A particular strength is the ability to navigate political contexts to facilitate reform and play a catalytic role in advancing development and social progress.

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The Foundation is known and trusted for its long-term commitment to each country it serves and for the integrity and results of its work. Its country offices are empowered to address changing local needs and offer unique, enduring solutions. The organization's international offices and programs are supported by a headquarters office in San Francisco and an office in Washington, DC.

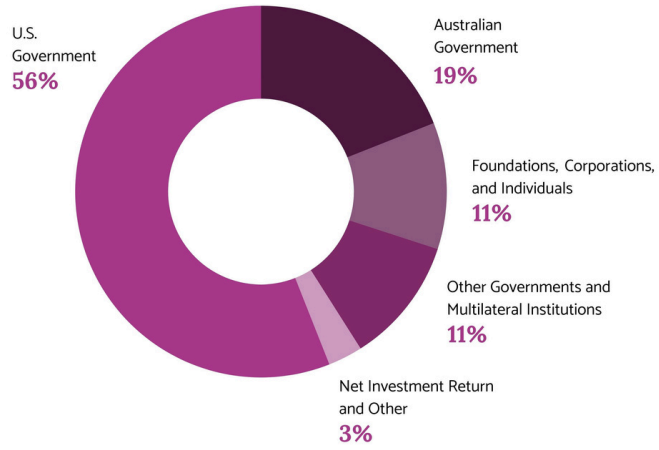
Growth in size and complexity has led the Foundation to seek more integrated, cohesive and supportive operating systems and processes, part of the Chief Operating Officer's mandate. The organization is currently developing its next strategic plan, which will build upon and beyond the Strategy 2025 roadmap.

During FY23, the Asia Foundation had a budget of $116.4 million, with 85% of expenditures supporting programs. Over half the Foundation's funding came from U.S. Government grants, and 30% from Australia and other governments and multilateral institutions. Foundations, corporations and individual donors provided 11% of the support, with the remaining 3% from investment and other returns.

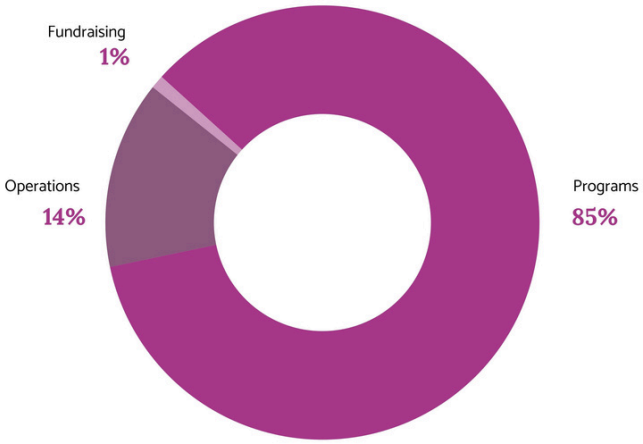
The Asia Foundation FY23 Revenues

Sources of Funds

Total: $116.4 Million



Uses of Funds



**Financial highlights are condensed.*

The Relationships

The Chief Operating Officer reports to the President and CEO and is a member of the Asia Foundation Executive Team. The COO interacts across the 20-plus countries and 800 members of staff. In terms of key relationships, the COO:

Reports to:	• President and CEO
Manages direct reports including:	• Chief People Officer • Chief of Asia and Pacific Operations • Director of Compliance (position to be established) • Other positions to be determined as the COO builds out and shapes the Operations Team
Collaborates closely with:	• VP/Chief Financial Officer • Vice President for Programs • Vice President for Strategic Partnerships • Senior Vice President, Washington, DC • Chief Communications Officer • Country Representatives • External partners, peers and donors

The Location

The Asia Foundation headquarters and leaders of operational teams are based in San Francisco. There is a smaller office in Washington, DC. The organization prefers that the VP/COO is based in San Francisco.

The Compensation

A competitive compensation package of salary and full benefits will be offered to attract an outstanding candidate. The anticipated range for total compensation is $245,000-305,000.

For potential consideration or to suggest a prospect, please email asiafoundation@boardwalkconsulting.com

or call Kathy Bremer or Patti Kish at 404-BoardWalk (404-262-7392)