

Social Finance Head of Institute

2022



Organization Overview

OVERVIEW

[Social Finance](#) is a national impact finance and advisory nonprofit. By working with the public, private, and social sectors, we create partnerships and investments to measurably improve lives. In the past decade, we have mobilized over \$350 million to realize improved outcomes in education, economic mobility, health, and housing.

We believe that social and economic systems should enable all people to thrive and that we can create the most meaningful and measurable change in communities when governments and markets work together. We work across three core practice areas: Impact Investing, Impact Advisory, and Field Building. Through our Impact Investing portfolio, we develop and manage innovative investments, including the [Career Impact Bond](#) (CIB) and the [Social Impact Bond](#) (SIB).

But our vision is larger than our work to date.

We aspire to realign social and economic systems around outcomes and scale our impact, such that financing, policy, and practice enable an inclusive economy where capitalism serves everyone.

To work towards this vision, we are launching the Social Finance Institute: an action-oriented field building effort that will accelerate our impact and catalyze changemakers towards outcomes-based and time-tested financing, policy, and project implementation.

OUR VALUES & OUR PEOPLE

PEOPLE

People are at the center of all that we do; we are committed to the individuals we serve, our team, and our partners.

PERFORMANCE

We are guided by a results-driven ethos; our work demands rigorous thought, inquiry, and analysis.

INTEGRITY

The highest standards of accountability and transparency underpin all of our work.

COLLABORATION

We build strong, enduring relationships across sectors to align diverse interests and advance our collective mission.

[Our Team](#) [Board of Directors](#)

Tracy Palandjian is the CEO and Co-Founder of Social Finance. Tracy has worked for over a decade to reimagine the role of the capital markets in enabling social progress. Building on the work of Social Finance UK, Tracy co-founded Social Finance in 2011 with Sir Ronald Cohen and David Blood to launch the Social Impact Bond field in the United States.



Our Commitment to DEI

At Social Finance, we are fundamentally dedicated to realigning social and economic systems to enable people of all identities and experiences to thrive. To achieve this mission, we acknowledge and address the inequality, oppression, and racism that has long existed within society. Simply put, we believe that a deep and enduring commitment to diversity, equity, and inclusion is critical to realizing a more just world. As we act on our commitments, we welcome all views and beliefs that lead people to work with us in good faith to end racial disparities and inequality. We believe our DEI efforts must address both how we operate internally as an organization, and how we operate externally through our work. DEI must be part of both who we are and what we do. To help us follow through on our commitment to DEI, we have developed a [DEI action plan](#) that defines specific strategies and steps for us to take over the next two years. The plan has five priority areas, and we commit to publishing our annual DEI goals each year as they are developed.

WHAT THIS MEANS FOR US ORGANIZATIONALLY

Our DEI work is prioritized internally because our people are our most valuable resource. By building a team whose members have diverse identities, experiences, and perspectives, we can collectively brighten our ideas, deepen our insights, and amplify our impact. Providing an equitable and supportive environment where people can lead with their strengths and be empowered and successful enables our team to thrive

WHAT THIS MEANS FOR OUR WORK IN COMMUNITIES

To truly achieve our mission, we must incorporate DEI into all facets of our work. We must design and implement action-oriented partnerships and investments that remove systemic barriers to access and opportunity. We must also integrate beneficiary and community voices to develop and refine solutions that translate to long-term impact.

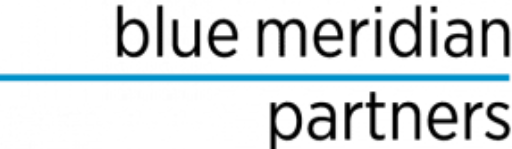
OUR DEFINITIONS

Diversity: We understand that diversity manifests in observable and unobservable ways, and that diversity across all dimensions of identity, thought, belief, race, gender, sexual orientation, ability, economic status, ethnicity, citizenship status, lived experience, and beyond makes us stronger.

Equity: We believe equity is achieved when everyone can prosper and thrive, and positive outcomes are not correlated with specific backgrounds, identities, statuses, or experiences.

Inclusion: We believe everyone should be heard, respected, supported, and valued.

Our Partners



Institute Overview

COHORT ACTION

Bringing Changemakers Together to Learn and Act

We will engage changemakers to learn from experts and peers, apply outcomes-based approaches, and generate tangible action plans. This may include:

- Learning modules, such as an impact-first investing series featuring experts, roadmaps, and peer learning, for investors and funders seeking to pursue innovative strategies
- Convenings, such as regional gatherings of cross-sector leaders, to identify local opportunities to apply learnings from our [Workforce Realigned](#) publication

PUBLISH

Amplifying Practitioner Insights and Applied Research

We will elevate “what works” in pursuing results-focused change by publishing insights from our and others’ work and highlighting where innovative partnerships and financing strategies have a high potential for impact. This may include:

- Roadmaps and resources, such as a toolkit for companies pursuing workforce finance efforts, highlighting market-based research on successful (and unsuccessful) efforts, and offering an actionable framework for employers
- Publications, such as a second volume of *Workforce Realigned*, focused on corporate and employer engagement with talent development and finance

ADVOCATE

Driving Policy to Support and Enable Outcomes-Led Change

We will advocate for and inform policies that increase opportunities for public and private dollars to maximize social impact – and support leaders in finding ways to partner with policymakers to drive change. This may include:

- Briefs and memos, such as a set of recommendations on upcoming policies and legislation related to outcomes-based funding and workforce finance (e.g., revisions to the Workforce Innovation and Opportunity Act (WIOA) and Social Impact Partnerships to Pay for Results Act (SIPRA))
- Supporting public-private partnerships by providing resources and workshops to help state governments leverage federal dollars and assisting investors, companies, and funders seeking to engage with policymakers in “social finance” partnerships

EARLY FOCUS ON WORKFORCE: The Institute will ground its early efforts in our growing set of insights on reimagining the workforce towards economic mobility. This work will draw from our own impact investment and advisory work, as well as from on-the-ground efforts and learning from peers.

The Position

THE POSITION

Role Head of the Social Finance Institute

Location Preference for Boston, MA, Washington, D.C., or New York, NY; Open to Austin, TX or San Francisco, CA

Reports To [Tracy Palandjian](#), Chief Executive Officer and Co-Founder, Social Finance

Summary Social Finance is seeking a bold, innovative leader to help build this initiative from the ground up, including establishing a vision, building the team, setting the agenda, leading the work across cohort-based action, publications, and policy advocacy, and amplifying the impact of our organization. We envision that the individual in this role will have the experience and ability to make connections and build bridges across both the public and private sectors, across the ideological spectrum, and across a breadth of issue areas. The Head of the Institute will serve on our leadership team and contribute to the building and development of staff, the firm, and the field.

The Head of the Institute will work with Social Finance senior leadership and the Board of Directors to set the initial vision, strategy, and operational plan for the Institute, including focus areas, policy perspectives, and priority partners. Social Finance expects this leader to propose resourcing and hiring plans to structure the work of the Institute. They will have immediate support from members of the programmatic teams. We contemplate that the following “Roles & Responsibilities” will be led by the Institute Head and a dedicated team.

Roles & Responsibilities

The Head of the Institute will be responsible for building and leading a team, crafting a vision and direction for the Institute, and executing on that vision to amplify the work of the Institute. The following tasks comprise the main activities that the Head of the Institute will be responsible for leading.

COHORT ACTION: COLLABORATE WITH CHANGEMAKERS ACROSS SECTORS

- Oversee planning and delivery of workshops, training series, cohort-based programs, and other convenings or forums in order to engage changemakers to learn from experts and peers, apply outcomes-based approaches, and generate tangible action plans
- Amplify existing partnerships (e.g., Social Finance's work with the Federal Reserve Banks of Atlanta and Philadelphia) and launch new efforts
- Develop other innovative ways to bring together practitioners, policymakers, philanthropists, investors, and others to share best practices and scale and iterate on what works
- Build and maintain strong relationships and partnerships with government representatives, funders, impact investors, think tanks, consultants, employers, corporations, academics, and other thought leaders
- Represent and serve as an ambassador for Social Finance externally, including through attending events to build networks and make connections

PUBLISH: AMPLIFY PRACTITIONER INSIGHTS & APPLIED RESEARCH

- Leverage accessible, action-oriented formats – such as podcasts, infographics, one-pagers, roadmaps, and how-to guides – to publish insights from our and others' work in pursuit of outcomes-led change
- Partner with academic or research institutions to generate new insights through applied research; collaborate with these institutions and with the Social Finance team to create policy proposals and recommend actionable approaches based on the results
- Highlight how impact-first tools can drive mobility and inclusion for historically marginalized communities by amplifying examples of our and others' work that apply an equity lens to data, community input, and program design and delivery
- Lift up the voices of the communities we serve

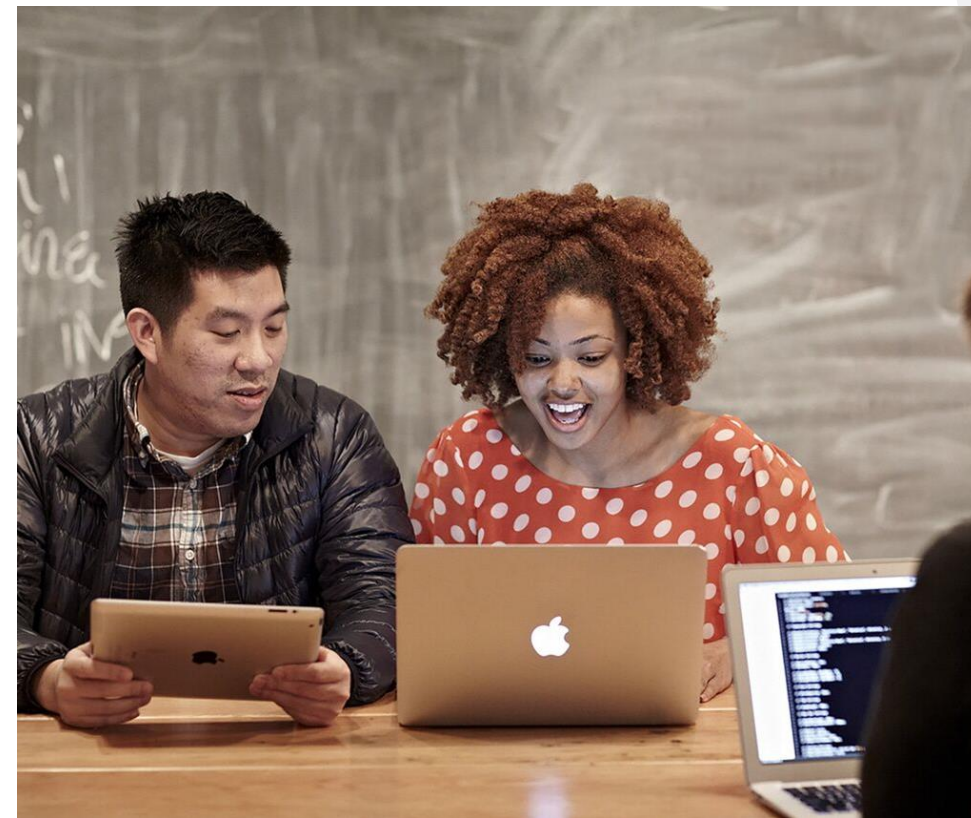
Roles & Responsibilities (Cont'd)

ADVOCATE: DRIVE POLICY TO SUPPORT OUTCOMES - FOCUSED CHANGE

- Advocate for and secure the passage of policies that increase opportunities for public and private dollars to maximize social impact by creating briefs and memos for policymakers at the state and federal levels, testifying before legislatures, and supporting regulatory and legislative development and implementation plans
- Stay abreast of and anticipate policy shifts that may have implications for the work, and find opportunities to embed impact-oriented approaches in policy design
- Seek out opportunities to make federal policy actionable for local leaders interested in pursuing outcomes-based contracting and impact investing
- Support policy recommendations that target equitable services and positive outcomes for diverse populations

OTHER LEADERSHIP RESPONSIBILITIES

- Partner with the leadership team on overall firm management, which may include refining the strategic direction of the firm, overseeing appropriate allocation of resources, and assisting in organizational goal setting
- Serve as a development manager to members of the Institute Team and, as relevant, other staff from across the organization supporting adjacent work
- Support Social Finance's internal capacity building and talent management efforts via recruiting, professional development, DEI efforts, and participating in ongoing performance management



The Person

EXPERIENCE & EXPERTISE

MULTI-SECTOR BACKGROUND

15+ years of work experience within government, think tanks, corporations, academia, policy/advocacy organizations, philanthropy, trade associations, or other relevant organizations, with strong preference for expertise within the public sector. Experience should include meaningful engagement in two or more sectors of focus for the Institute (government or policy, impact investing, thought leadership, academia, corporate, media, etc.).

BROAD SUBJECT MATTER EXPERTISE

Demonstrated experience in evidence-based policy or impact investing, and a deep desire to understand and contribute to the systems which Social Finance seeks to impact.

STAKEHOLDER MANAGEMENT

Experience influencing and working with a variety of stakeholders on strategy development and execution. Demonstrated ability to build and maintain relationships across sectors and ideologies and bring diverse groups together toward the achievement of common goals. Strong and inspirational leader.

STRONG COMMUNICATOR

Superior written and verbal communication skills (e.g., policy papers, op-eds, conference presentations). Proven track record of translating complex ideas to a wide array of audiences; clearly articulates the Institute's purpose and value proposition to others.

CULTURE IMPACT

ENTREPRENEURIAL: Intellectually curious and agile. Thrives in ambiguity and fast-paced environments. Excels at bridging and knitting connections.

BUILDER: Passionate about building something from the ground up. Can set a vision and drive toward it.

COMMITMENT TO EQUITY: Demonstrated commitment to elevating equity and inclusivity in all endeavors – via outward-facing change work and internal culture contributions.

Engagement Team

Social Finance, Inc. is an equal opportunity employer, and all qualified applicants will be afforded equal employment opportunities without discrimination because of actual or perceived race, color, national origin, sex, age, religion, creed, disability, marital status, citizenship, ancestry, personal appearance, sexual orientation, gender identity or expression, political affiliation, military status, status as a protected veteran, genetic information, or any other legally protected status.

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