



## Manager, Program Operations

Eden Prairie, Minnesota

### EXECUTIVE SUMMARY

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**Margaret A. Cargill Philanthropies (MACP)** seeks nominations and applications for the newly created role of **Manager, Program Operations**.

MACP created the program operations function in 2018 within a culture that fosters a high level of cross-functional collaboration to improve the quality of its grantmaking. Embedded within the program team, Program Operations works closely with MACP leadership to ensure the effectiveness of MACP's grantmaking, promoting a culture of rigor, stewardship, strategic clarity and accountability, and impact.

Following the hire of the first Director, Program Operations, the growing team now is responsible for: 1) supporting the effective operation and ongoing improvement of MACP's grantmaking processes, practices, policies and systems; 2) supporting cross-functional efforts to ensure that MACP is in compliance with regulations and laws that govern our work; and 3) supporting the planning and implementation of program leadership goals.

The Manager, Program Operations will join the team during an exciting moment of growth and opportunity to play a critical role in the evolving scope of work of the MACP Program Operations team. Reporting to the Director, Program Operations, this position will focus primarily on facilitating the implementation of key program leadership initiatives and program operation priorities, the continual improvement of MACP's grantmaking practices and processes, the implementation and optimization of a new business intelligence reporting tool for Programs, as well as assisting with special projects.

### ABOUT MARGARET A. CARGILL PHILANTHROPIES (MACP)

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MACP consists of two grantmaking entities –Margaret A. Cargill Foundation and Anne Ray Foundation, both of which were funded by the late Margaret A. Cargill. MACP organizes most of its grantmaking activities into seven program domains with defined strategic boundaries. These seven domains include: Animal Welfare, Arts & Cultures, Disaster Relief & Recovery, Environment, Quality of Life, Teachers, and Legacy & Opportunity. Additional funds are awarded through special grant programs including an employee matching gift program.

The two foundations have separate boards and investment portfolios but share a common mission of providing meaningful assistance and support to society, the arts, and the environment. In 2019, their national and international grantmaking efforts consisted of 498 grants totaling more than \$240M.

- **Margaret A. Cargill Foundation** is a private foundation that came into existence upon Ms. Cargill's death in August 2006. In 2019, MACF's total assets were \$3.1 billion.
- **Anne Ray Foundation** is a supporting organization, which may make grants only to beneficiary organizations specifically named by Ms. Cargill. In 2019, ARF's total assets were \$4.3 billion.

MACP's well developed Philosophy of Grantmaking underscores the values and guiding principles of Margaret A. Cargill by: using education and innovation as a means to achieve core purposes; empowering people to be self-sufficient; maintaining a low profile while meeting the needs of others; supporting programs that could have a broad impact, have socially redeeming values and standards, and that value life; and relieving suffering in times of disaster. As a core element of its philosophy, MACP invests in long-term relationships with key grantee organizations in order to find solutions that are consistent with the values of both parties.

MACP's grantmaking is guided by the following cultural values:

- **Making a Difference:** MACP's collective efforts are focused on furthering its mission; engaging with colleagues and partners to achieve meaningful shared goals; recognizing that everyone's contributions count, and even small actions have great value; and encouraging self-sufficiency.
- **Excellence:** MACP is committed to bringing its best every day, where its high-performing teams set and meet challenging goals; believing collaboration leads to better results; investing in expertise and bringing the right resources to the table; and being responsible stewards.
- **Integrity:** MACP takes on commitments thoughtfully, delivering on its promises; striving to earn and maintain results; being committed to results without sacrificing its values; and acting and interacting with honesty and authenticity.
- **Respect:** The MACP team lives full lives and is appreciative of each other's time; listens to understand and encourages candid, constructive dialog; welcomes and values diverse perspectives and world views; actively supports organizational decisions; and shows compassion to those in need.
- **Learning:** MACP is committed to mentoring and developing its people; is willing to try new things; learns from its experiences, including its own mistakes; and embraces change as a means of growth.
- **Humility:** The MACP team is grateful for the opportunity to be part of the Philanthropies' work, focusing recognition on those who do the good work; valuing expertise and honoring what others contribute, always mindful of the power dynamics in philanthropy.

Additionally, MACP is currently exploring a **diversity, equity, and inclusion process** that includes:

- Building on intercultural competency and emotional intelligence work at an organizational level, to include deeper learning and dialogue on racial and social equity.
- Increasing local racial equity grantmaking to fund local efforts to address systemic racism and social inequities; and,
- Reviewing each programmatic domain to more formally examine the role equity and inclusion currently play and can play in MACP's grantmaking.

## OPPORTUNITIES AND CHALLENGES FACING THE NEW MANAGER, PROGRAM OPERATIONS

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The new Manager, Program Operations will engage the following opportunities and challenges:

**Partnering with the Director, Program Operations in support of Program Leaders on an evolving list of annually selected cross-domain project planning and implementation priorities.** Recent examples of program priorities include:

- Streamlining and optimizing MACP's grantmaking practices from sourcing to closing grants
- Delegating increased authority and accountability for defined activities with appropriate guidelines to empower staff to carry out assigned activities with confidence, consistency, accountability, and full visibility as appropriate
- Right-sizing defined measurement and evaluation activities expected for each program strategy
- Deepening MACP Program team's understanding of diversity, equity, and inclusion
- Examining how issues of social inequality and racism show up in the domain priorities, and how we can support our grantee partners in addressing these issues

**Overseeing the implementation and managing the optimal use of a business intelligence tool for Programs and its stakeholders.** This includes:

- Developing and designing dynamic data visualizations and reports for Boards, MACP leadership, and other audiences
- Providing trend analysis and other management information on MACP's grantmaking
- Training staff in using the business intelligence tool, validating reports, and troubleshooting issues as needed

**Collaborating with program and cross-functional staff around priority projects.** This includes:

- Managing the design and implementation of continual improvements to MACP's grantmaking practices and processes
- Providing project support for coordinating the Programs' budgeting process and conducting data analysis as needed
- Supporting the preparation and communication of presentations and agendas for and facilitation of program leadership team meetings and other internal meetings for program staff
- Partnering with hiring managers, Human Resources, and Grants Management to develop program and role specific onboarding plans for new program staff and other relevant trainings on MACP's grantmaking practices for all program staff
- Facilitating the review process for Program-related Board and Executive Program Review materials

## QUALIFICATIONS OF THE IDEAL CANDIDATE

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While no one candidate will embody all the qualifications enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes and experiences:

- Five years or more of relevant project management, organizational development, or related planning experience; Experience managing operational, organizational development or other

significant change efforts within a growing organization with perseverance, resilience, and flexibility in the face of change.

- Strong project management and planning skills including the ability to organize and prioritize tasks, effectively manage time, meet multiple competing deadlines, work independently and in a team environment, quickly develop written materials, maintain a positive attitude under pressure, and manage budgets.
- Proven ability to think strategically and synthesize large amounts of information, and strong analytical skills to help program staff leverage the data it collects to most effectively inform decision-making at all levels within the Program function.
- Experience managing a business intelligence tool, including building complex datasets, developing interactive data visualizations, training other staff in using the business intelligence tool, and troubleshooting.
- Collaborative, positive, and able to navigate well with ambiguity and change; adept at building collegial relationships and able to respond to issues with clarity and diplomacy; Demonstrated ability to inspire and foster trust and confidence in staff, management, and their colleagues; ability to do much of their work hands-on and across multiple internal stakeholders, without much direct support.
- Demonstrated knowledge of and commitment to addressing racism and other societal inequities, as well as a commitment to intercultural understanding and sensitivity.
- Excellent verbal and written communication skills, including developing visually appealing presentations and producing clear and concise written documents; demonstrated ability to facilitate meetings, effectively engaging staff in interactive and creative ways.
- An undergraduate degree in a related field or equivalent work experience is expected.

#### **TRAVEL**

Minimal travel required, primarily for conferences or other professional development opportunities.

*The above statements are not intended to encompass all functions and qualifications of the position; rather, they are intended to provide a general framework of the requirements of the position. Job incumbents may be required to perform other functions not specifically addressed in this description.*

#### **TO APPLY**

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MACP is partnering with Allison Kupfer Poteet, Cara Pearsall, and Julian Jackson of [NPAG](#) in this search. Applications including a cover letter, addressed to the MACP hiring team, describing your interest that includes a short statement about how you have fostered a positive, values-based organizational culture, your resume (in Word format), and where you learned of the position should be sent to: **macp-mpo@npag.com**. *In order to expedite the internal sorting and reviewing process, please type your name Last, First) as the only contents in the subject line of your e-mail.*

***Margaret A. Cargill Philanthropies is an equal opportunity employer and encourages candidates of all identities, experiences, orientations and communities to apply.***