



Margaret A. Cargill  
PHILANTHROPIES



Appointment of  
**Managing Director,  
Programs**

July 2023



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# About Margaret A. Cargill Philanthropies (MACP)

Margaret A. Cargill Philanthropies (MACP) is the umbrella over the grantmaking foundations created by the late Margaret Cargill: Margaret A. Cargill Foundation and Anne Ray Foundation. MACP provides meaningful support through long-term relationships with strategic grantee partners across seven program domains: Environment, Disaster Relief & Recovery, Arts & Cultures, Teachers, Animal Welfare, Quality of Life, and Legacy & Opportunity. The collective assets of MACP place it among the 10 largest philanthropies in the United States.

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.

Margaret Cargill was an heir of Cargill, Inc., one of the world's largest agribusiness companies, which was co-founded by her grandfather. Ms. Cargill used her wealth to support organizations doing work important to her. During her lifetime she made significant, but usually anonymous, donations to organizations globally, nationally, and in Southern California, where she lived most of her adult life.

In keeping with Ms. Cargill's direction, MACP develops and implements integrated grantmaking strategies across seven domains:

Animal Welfare	Wellbeing of domestic animals and injured wild animals, and ways to increase empathy toward animals among children and adults
Arts & Cultures	Folk arts, Native American art, music, tactile art, and artistically significant crafts that foster human creativity
Disaster Relief & Recovery	Natural disaster preparedness, relief, and recovery, with emphasis on communities prone to low-attention disasters
Environment	Conservation of natural resources and protection of natural habitats
Legacy & Opportunity	Opportunities aligned with MACP's strategic priorities and support for geographies of importance to our founder, Margaret Cargill
Quality Of Life	Supporting children, young adults, families, and older adults throughout life's journey
Teachers & Students	Supporting the teaching profession and student success



## About Us



### Our Philosophy of Grantmaking

Our grantmaking reflects our values and Margaret Cargill's guiding principles and is always directed toward our mission and core purposes. We expect our grantmaking to have these characteristics:

- We **lead with our values**, internally and externally.
- We **partner with capable organizations** that have demonstrated their ability to work successfully in our interest areas and in a manner consistent with our values. We look to our grantees as partners and co-learners.
- We provide **meaningful support** to **strategic grantees**.
- We support work in and with communities toward sustainable solutions.
- We pay special attention to **underserved** or **low-attention** areas, populations, or issues.

- We value and affirm the integration of all functions of the Philanthropies in our grantmaking.
- We make **measurable impact** on focused goals.
- We **evaluate** our work, **reshape our approaches as we learn, share, and apply** our learning to future grantmaking.

All this we do, not to bring recognition to ourselves, but to support our grantees in the work **they** do to provide meaningful assistance and support to society, the arts, and the environment, in a manner consistent with our founder's wishes and intent. **Done well, this will distinguish us.**

**To live more fully into our philosophy of grantmaking, we adopted a DEIJ vision statement to guide our work; view it [online here](#).** The motivation and guidance for this diversity, equity, inclusion, and justice work is drawn from our mission and vision, our direction from Margaret Cargill, and the caring and compassionate culture we strive for through work with grantees, partners, and each other. Embracing this vision will have a transformational influence on our organization, our partnerships, the work we do, and the impact we ultimately seek.

MACP's DEIJ Vision and the commitments embodied within are a living document, a guidepost, and they will evolve as we learn and grow. This statement is intended as a framework to guide our shared efforts as we develop the action steps and accountability measures necessary for the next phase of our work.

# About Us

## Our Core Purpose

The purpose of our grantmaking is to provide assistance and support in order to:

- Enhance the quality of life for children, families, and seniors
- Prevent and relieve suffering of children, families, and seniors
- Preserve and promote the environment and the arts
- Encourage and support the humane treatment of animals

## Our Core Values

- Honor the wishes of Margaret A. Cargill
- Use education and/or innovation as a means to achieve core purposes
- Empower people to be self-sufficient
- Maintain a low profile, while meeting the needs of others
- Support programs that could have a broad impact
- Support programs that have socially redeeming values and standards
- Support programs that value life
- Relieve suffering in times of disaster

## Our Core Guiding Principles

Margaret A. Cargill Philanthropies uses the following principles to guide our operations, including grant making and grant evaluation. These principles were expressed by and validated with Margaret Cargill:

- We support programs that help others help themselves

- We make grants to address needs, not to seek recognition
- We strive to make the world better for everyone, not just a select few
- We support causes that may not be well known or have broad financial support
- We support programs that encourage creativity and initiative in meeting important needs
- We support programs that help people respect the views of others, understand and accept divergent views, and help people resolve conflicts constructively
- We preserve capital over time to the best of our abilities in order to provide a permanent source of funding of worthy causes, unless there are special circumstances

In respecting the guidance and wishes of Margaret Cargill, we do not support:

- Programs that are off-color or beyond socially accepted norms. A guideline we use is to avoid things that would be inappropriate for children to see or participate in
- Medical research
- Abortion (although family-planning programs are appropriate)
- Programs or organizations primarily focused on advocacy (i.e., public policy) or activist (i.e., publicly vocal) activities
- Programs that are not environmentally friendly
- Programs that do not respect life
- Programs that do not respect human rights



# About our Grantmaking Entities

Margaret A. Cargill Philanthropies is the manner in which we refer collectively to our grantmaking entities, Margaret A. Cargill Foundation (MACF) and Anne Ray Foundation (ARF). 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.

- **Margaret A. Cargill Foundation** is a private foundation that came into existence upon Ms. Cargill's death in August 2006. At year-end 2022, MACF's assets are approximately \$3.3 billion.

## Our Common Mission:

To provide meaningful assistance and support to society, the arts, and the environment.

- **Anne Ray Foundation** is a supporting organization, which may make grants only to beneficiary organizations specifically named by Ms. Cargill. At year-end 2022, ARF's assets are approximately \$4.7 billion.
- Our grantmaking approach is anchored in providing meaningful support through long-term relationships with strategic grantee partners to make a meaningful, measurable, and sustainable difference on priority problems within our domains. In 2022, total grants were \$303 million.





# About our Workplace

Our community of more than 115 employees brings expertise from a variety of professional and personal experiences. We are inspired by a common mission, shared values, and the difference we can make by working together.

In January 2023, we adopted our Employee Value Proposition (EVP) that shares our commitments to our team member's careers. We are committed to ensuring a diverse workforce where all team members feel like they belong, and we put equity at the center of our approach to individual development. We make a robust investment in each team member's professional development to ensure they can contribute meaningfully to MACP's mission, grow in their roles, and achieve their career goals both within and outside of MACP. We also value staff retention, and the stability and consistency of a dedicated team. You can read our full EVP [online here](#).

We are also proud to offer a welcoming workplace that supports our employees' careers, health, and overall wellbeing. We supplement that environment with activities throughout the year that promote collaboration, learning, and fun. Reflecting our investment in staff wellbeing, we have deepened our commitment to flexible work schedules and have implemented an innovative new approach to work arrangements in 2022.

All MACP staff have a reduced workweek, with half-day Fridays, year-round, with the option of working remotely up to two days per week.

MACP's home in Eden Prairie, Minnesota is a foundational aspect of our identity, reflecting an organizational commitment to sustainability, balance, and collaboration. In spring 2016, MACP completed a major building expansion, and our LEED Platinum certified building features include sustainable materials, outdoor meeting areas, a fitness room, and unique art and keepsakes from Ms. Cargill's personal collection and others, that reflect our grantmaking and the communities where we work. Our space is a living reminder of our values.

Eden Prairie is part of the Twin Cities metro area including Minneapolis and St. Paul, which have over 3 million residents and together make up one of the metropolitan areas in the country. A unique blend of small town and major cosmopolitan hub, both urban cores boast a thriving business atmosphere.

For more information about MACP, [please visit our website](#).



# Role Description

The Managing Director, Programs (MD) is responsible for overseeing multiple domain teams to ensure that effective strategies, in service of MACP's mission, are guiding the work of domains, grantmaking aligns with broader domain goals, the domain teams are appropriately resourced and supported, and teams have established clear and accountable ways of communicating the impact of their work.

Reporting to the Vice President, Programs (VPP), this role also takes on program-wide management responsibilities, providing leadership to help support program function priorities and those specific to assigned teams and serving as a thought partner to functional teams and program committee / board members across MACP. The domains that we currently envision to be under the responsibility of this MD include Animal Welfare, Quality of Life, Teachers & Students, and our Local Initiatives.

This role reports directly to the Vice President of Programs (VPP) who holds responsibility for overseeing the entire program portfolio. The VPP is supported by two Managing Directors, Programs and one Managing Director for Program Operations. As the successful candidate, you will lead a team of nineteen individuals in diverse positions including Program Directors, Program Officers, Program Associates, and Administrative Specialists.

For more information about the staff at MACP, please visit the [Our People page](#) of our website.



## Role Description

### Responsibilities include:

**Domain and Program Management:** Ensure MACP's vision and mission, grounded in donor intent, inform the design, operations, and management of a team of program professionals dedicated to identifying and implementing strategically aligned program priorities.

- Ensure the development and implementation of domain strategies and approaches and annual and multi-year strategy reviews, ensuring that a diversity, equity, inclusion, and justice (DEIJ) lens is considered within and applied to all programmatic work;
- Provide oversight of and manage the design and development of strategies involving multiple domains, as appropriate;
- Ensure the development of multi-year program portfolios and grantmaking plans;
- Advise and support the Program Directors (PD) as they oversee the sourcing and implementation of grantmaking plans;
- Work closely with PDs to ensure meaningful and productive relationships exist with our grantees and other partners;
- Ensure alignment of grantmaking practices and role clarity across domains and advise when proposals should be elevated to senior leadership / program committee;
- Participate in select trips in support of program domains, particularly relating to new programmatic efforts, work beyond the scope of strategy, new or challenging geographies, or to support onboarding of new staff to domain and/or MACP leadership;
- Review and approve grant recommendations in accordance with MACP's delegated grant approval policy;
- Champion MACP's commitment to DEIJ by demonstrating awareness of systemic racism and other forms of structural injustice and committing to embed DEIJ in management decisions to net optimal program outcomes;
- As a Program thought leader, effectively lead organization-wide initiatives among Program staff by modeling behaviors and promoting the importance of the initiatives' alignment within Programs;
- Ensure the development and implementation of evaluation and learning frameworks to ensure consistency of practice across domains, and support opportunities for cross-domain work;
- Provide oversight of and support the implementation of consistent policy/ practice recommendations that support MACP's Philosophy of Grantmaking and MACP's DEIJ Vision Statement;
- Work collaboratively with the VPP and other managing directors to facilitate reflection and learning amongst and across domain teams;
- Work collaboratively with other managing directors, the VPP, and with program directors to provide leadership within Programs and across the organization on work relating to MACP's grantmaking and other organizational priorities;
- Support the cultivation of authentic relationships with peers in philanthropy and social sector organizations to facilitate shared learning and, where appropriate, align efforts and resources.

## Role Description

**Build and Develop Domain Teams:** Working with Program Directors, build and motivate high-performing Program teams guided by MACP values and donor intent, domain strategies, and commitment to learning and equity.

- Supervise PDs of assigned domains, ensuring they create a team climate that encourages and supports respectful relationships externally with grantees and other partners and internally with MACP program and cross-functional staff;
- Collaborate with Human Resources on recruiting PDs and other positions in the domains assigned to the MD and oversee the talent development opportunities;
- Ensure that domain team members assigned to the MD are receiving appropriate onboarding, training, development, coaching, and management;
- Build a positive environment for ensuring healthy board-staff relations;
- Build cross-functional partnerships and collaborate with other cross-functional teams, particularly Evaluation and Organizational Learning team, Finance, Legal, and Communications to support MACP grantmaking policies and aligned grantmaking practices;
- Advise on and oversee team alignment to broader MACP goals / initiatives, particularly our commitments to DEIJ.



**Board Interaction:** Collaborate with the VPP to build relationships and credibility with MACP Board and Program Committee members to help ensure they are connected to domain impact, learning and stewardship.

- Advise senior leadership on the design and planning for program committee / board meetings;
- Advise and collaborate with MACP senior leadership to facilitate discussions with Board / Program Committee members on program strategy, execution, and progress towards desired impact;
- Support the development of Board / Program Committee member collective learning within and across domains, including effective site visits and Program Committee trips;
- Effectively translate to Program staff, the Board's desired direction related to Grantee focus and grantmaking activity.

# Person Specification

## Education, Experience, and Other Qualifications

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

- Minimum of 15 years of relevant foundation, philanthropy, and/or non-profit experience required;
- Graduate level academic degree in a human services field, non-profit leadership, or related field or equivalent level of experience preferred. Minimum requirement is an undergraduate degree with relevant experience in areas which could include non-profit management, human services, organizational development, community development, collective impact, or philanthropy;
- Proven experience in working in some area of human and/or social services with a clear sense of solutions, enabling conditions and implementation requirements for successful impact;
- Demonstrated leadership experience, including experience leading and building teams, directly managing program staff, and collaborating and problem-solving cross-functionally;
- Demonstrated experience, or at least an understanding, of grantmaking across a range of interests and in ways that leverage philanthropy's contribution with larger societal, governmental, or community objectives;
- Proven ability to think strategically and ability to experience leading teams through organizational change;
- Strong organizational skills with demonstrated results in effectively planning and achieving goals, managing multiple priorities, managing budgets, and delivering high quality/impact programs;
- Proven ability to effectively support and interact with executive leadership and board or program committee members;
- Demonstrated ability to translate the goals and strategies of the organization into actionable plans that align to the stylistic preferences of the organization;
- Strong project and change leadership skills;
- Perseverance, resilience, flexibility in the face of change;
- Strong interpersonal and communications skills. Professional demeanor with proven ability to build collaborative relationships and operate in a team environment;
- Self-motivated and able to work independently;
- Ability to generate innovative ideas and practices;
- Deep awareness of systemic racism and resulting inequities; ability to lead teams and organizations through the operationalization of equity, inclusion, and diversity into organizational programs, strategy, operations, and relationships;
- Exceptional written and verbal communication skills paired with a relational style and ability to adapt messages and modes as called for in a dynamic environment.



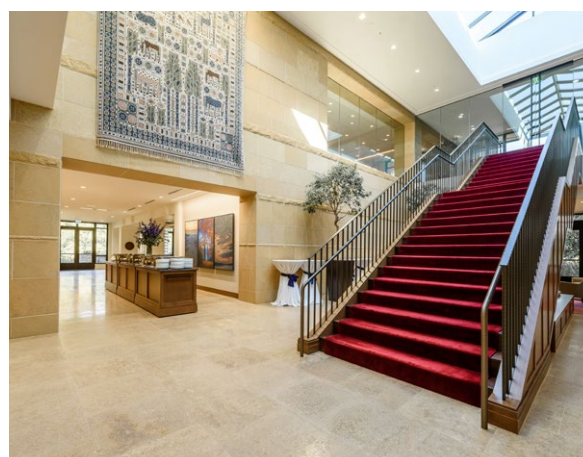
## Person Specification

### Travel

- Up to 30% including international travel. Some travel is directly related to grantmaking, but also to attend team conferences, retreats, and meetings.

### Physical Requirement and Work Environment

- The work environment is an office setting with a designated workspace at the Margaret A. Cargill Philanthropies office in Eden Prairie, MN, and optional remote work up to 2 days per week;
- This position is primarily a sedentary role with an adjustable sit/stand desk;
- This position requires regular use of a computer to complete work responsibilities. It also includes regularly working with other office equipment and communication technology, such as a videoconferencing, telephone, copy machine, and printer;
- The person in this position needs to occasionally move about inside the office to access file cabinets, office equipment, attend meetings or events, etc.;
- This role also frequently performs multiple tasks simultaneously and works closely with others as part of a team. Occasionally, the person in this role may be required to adjust to time pressures and frequent changes. Infrequently, this role may require an irregular schedule or overtime;
- During field visits, the employee may occasionally be required to travel and stay in wilderness or remote rural conditions for a few days at a time, or to travel by boat or small aircraft to access points or people of interest;



- Occasional or intermittent blocks of time spent in high/low temperatures indoor/outdoor, outdoor elements such as precipitation, wind, or high/low elevation;
- Occasional or intermittent physical activities will include bending, reaching, twisting, stooping, and climbing.

Margaret A. Cargill Philanthropic Services, LLC is committed to the full inclusion of all qualified individuals interested in this role. As part of this commitment, we will ensure that persons with disabilities are provided reasonable accommodations. If reasonable accommodation is needed to participate in the job application or interview process, to perform essential job functions, and/or to receive other benefits and privileges of employment, please contact Perrett Laver via Madeleine Loll, Senior Research Associate, at [madeleine.loll@perrettlaver.com](mailto:madeleine.loll@perrettlaver.com).

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.



# Compensation and Benefits

MACP has identified a salary range of \$264,000 - \$313,000 USD for this role. Actual starting salary of candidate will be commensurate with years, breadth, and depth of relevant experience, education, certifications, credentials, special skills, accomplishments, and other factors relevant to the position.

MACP benefits are generous and include:

- Competitive compensation, including relocation support;
- Professional development benefits, including opportunities to participate in relevant membership organizations and external learning activities;
- A tuition reimbursement for employees pursuing college or advanced degrees or a certificate;
- Strong medical, dental, and vision benefits for staff and their dependents with competitive monthly premiums and flexible spending accounts;
- Reduced work week for all staff, with half-day closures on Fridays, year-round;
- Minimum of four weeks of paid time off, in addition to a week-long year-end office closure;
- Retirement programs, including 401(k) matching at 5%, with access to employer-paid financial planning resources;
  - In addition, the Organization may provide a discretionary contribution to employees' 401(k) plan that vests over a five-year period;
- Matching gift program for charitable donations;
- Additional benefits such as an employee assistance plan, an onsite fitness room, and paid parental leave.

# How to Apply

Perrett Laver is conducting an executive search process in parallel with the public advertisement of the role.

To apply, please upload a full curriculum vitae (detailing the nature, scope and scale of responsibilities held) alongside a covering letter of application detailing relevant skills, experience and motivation to <https://candidates.perrettlaver.com/vacancies/> quoting reference number **6690**.

The deadline for applications is **Friday, August 11, 2023, at Midnight CDT**.

We know that engaging, building trust, and making a difference relies on the collective wisdom and strength of a truly diverse organization. Margaret A. Cargill Philanthropies is an equal opportunity employer, and we strongly welcome the interest of people who bring a variety of lived experiences, including people of color, all gender identities, people from the LGBTQ+ community, people with disabilities, and others who are excited to contribute their skills to our work.

Margaret A. Cargill Philanthropies is an equal opportunity employer, and we consider applicants without regard to race, color, religion, gender, pregnancy, sexual orientation, age, national origin, marital status, citizenship, disability, veteran status, or any other protected characteristic as established under law.

## Perrett Laver Accessibility Statement

For a conversation in confidence, please contact Madeleine Loll, Senior Research Associate, via email at [madeleine.loll@perrettlaver.com](mailto:madeleine.loll@perrettlaver.com).

Should you require access to these documents in alternative formats, please contact Mary Hungerford, Senior Project Manager, via email at [mary.hungerford@perrettlaver.com](mailto:mary.hungerford@perrettlaver.com).

If you have comments that would support us to improve access to documentation, or our application processes more generally, please do not hesitate to contact us via [accessibility@perrettlaver.com](mailto:accessibility@perrettlaver.com).

## Perrett Laver GDPR Statement

*Protecting your personal data is of the upmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.*

*Perrett Laver is a Data Controller and a Data Processor, as defined under the General Data Protection Regulation (GDPR). Our legal basis for much of our data processing activity is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website <http://www.perrettlaver.com/information/privacy-policy/>.*





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