



MARGARET A. CARGILL FOUNDATION | ANNE RAY FOUNDATION

Director, Program Operations Eden Prairie, MN

Executive Summary

Margaret A. Cargill Philanthropies (MACP) is seeking applications and nominations to fill the newly created position of Director, Program Operations. As the Philanthropies undergoes transformational change through the implementation of an organization-wide grantmaking strategy, the new Director will work collaboratively across program, evaluation, finance and legal functional teams to ensure excellence, efficiency, and consistency in the operational management of MACP program activities in support of strategically aligned grantmaking that maximizes impact.

Founded by the late Margaret A. Cargill, MACP supports efforts to enhance quality of life for children, families, and seniors; preserve and promote the environment and the arts; assist in the response to, and recovery from natural disasters and encourage the humane treatment of animals. MACP actively partners with capable organizations to make a lasting difference for individuals and communities, with particular attention paid to overlooked causes. With 7 billion in assets, MACP is among the top ten grantmakers in the United States. In 2016, MACP's national and international grantmaking efforts consisted of 375 grants, totaling more than \$260 million.

The Director, Program Operations role is a position that has been created within a culture that fosters a high level of cross-functional collaboration to improve the quality of its grantmaking. The successful candidate will have the opportunity to work with MACP leadership in ensuring the effectiveness of our grantmaking, promoting a culture of rigor, stewardship, strategic clarity and accountability and impact.

Reporting to Managing Program Director, who oversees the Quality of Life domain and Program Operations, the Director will lead the cross-functional management of an efficient grantmaking process. As a member of the Program Leadership Team, s/he will support MACP-wide goals that model the values-based culture, content, and philanthropic expertise MACP represents to employees and grantees, and will provide effective leadership for staff, including: training and staff development, assigning and directing work, and appraising performance. The Director will work closely with program leadership and the finance team to ensure an effective budgetary process across the Programs, and develop systems to track distributions and inform decision making regarding domain strategy and grantmaking.

The ideal candidate will be a seasoned leader, manager, and influencer with extensive experience in operational management, preferably in settings that include strategic grantmaking and/or a complex nonprofit. S/he will demonstrate knowledge of grants processes and related financial and compliance matters and an understanding of online systems that support grantmaking workflows. The Director will be a dynamic, engaging, and approachable manager and colleague with effective interpersonal and



relational skills, including a demonstrated ability to work successfully across complex, matrixed teams and with roles at multiple levels.

Margaret A. Cargill Philanthropies has retained the assistance of Allison Kupfer Poteet and Cara Pearsall of the national search firm [NPAG](#) in this effort. Instructions on how to submit nominations and applications can be found at the end of this document.

About Margaret A. Cargill Philanthropies (MACP)

Margaret A. Cargill Philanthropies refers collectively to two 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. MACF's assets are approximately \$3 billion.
- **Anne Ray Foundation** is a supporting organization, which may make grants only to beneficiary organizations specifically named by Ms. Cargill. ARF's assets are approximately 4 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 develops and implements integrated grantmaking strategies across seven programmatic domains:

- **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 low attention areas
- **Environment:** conservation of natural resources and protection of animal habitats
- **Animal Welfare:** care of domestic and injured wild animals and increasing empathy toward animals among children and adults
- **Quality of Life:** supporting life's journey at vulnerable stages for children, young adults, families and the aging
- **Teachers:** recruitment, training, and retention of qualified people for the teaching profession and maintaining their skills at the highest level
- **Legacy & Opportunity:** other interest of Margaret A. Cargill and flexible funding for opportunities aligned with MACP values and philosophy



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.

Challenges and Opportunities for the Director, Program Operations

In 2017, MACP unified several distinct grantmaking processes into a single, efficient, and risk adjusted approach designed to support grantmaking across all domains, and implemented a new cloud-based software platform to support grantmaking (Fluxx). Given these internal changes, the position of Director, Program Operations was created within the Program Leadership Team as a critical cross functional partner, empowered to ensure consistency in the operational management of MACP program activities in an overall effort to support strategically aligned grantmaking and maximum impact.

In the first 18 months and beyond, the Director, Program Operations can expect to engage the following core opportunities and challenges:

Lead the cross-functional management of a highly efficient grantmaking process. The Director will lead the grants management function, including oversight of processes and software to ensure continuous improvement and enable quality control, objectivity, and fidelity in the grantmaking process. In partnership with the Managing Program Director, s/he will be responsible for managing and developing the grants management team, and will be a key champion for the full implementation of a unified grantmaking process, now underway. Specific activities include:

- Ensuring that compliance requirements and necessary accountabilities are incorporated into MACP grantmaking standard operating procedures.
- Providing analytical support for senior management through development of internal management reporting related to grantmaking.
- Creating and implementing structures for training and ongoing support of staff and grantees to utilize and optimize grant processes and systems.



- Overseeing the coordination of grantmaking and similar programmatic management and programmatic Board reports and materials.
- Representing MACP program operations to external constituent groups as appropriate.

Serve as a member of the MACP Program Leadership Team in support of organization-wide goals.

As a member of the Program Leadership Team, the Director will participate in strategy discussions and decision making that impact programs and grantmaking, providing crucial perspectives on the operational implications of decisions and promoting a culture of accountability and consistency. As in all activities, the Director will embody effective and respectful teamwork in keeping with MACP values.

Provide oversight and thought partnership in the development of grantmaking and operational budgets for MACP Programs. The Director will work closely with Program Directors (PDs), Managing Program Directors (MPDs), and the finance team to support effective development and implementation of budgets, sharing data analysis, forecasting, learning, and insights to ensure excellence, strategic alignment, and compliance within a collaborative culture.

Manage systems to track distributions and develop projections to inform decision making and strategy among program and cross-functional leadership. The Director will provide coordination, tracking, and regular communication for program leaders to ensure that pipeline and grantmaking processes fulfill distribution requirements. S/he will ensure a unified and mutually accountable system for working across functions to develop management reports that support the grantmaking process.

Qualities of the Ideal Candidate

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:

- Fifteen-plus years of experience working in a grantmaking and/or operations management role, preferably in a nonprofit setting or a related field; Graduate level academic degree in business administration, social work, public administration, or a related field or equivalent level of experience is preferred. Bachelor's degree required.
- Extensive experience in managing operations, preferably in a setting that includes strategic philanthropic grantmaking; Deep knowledge of the field and best practices in philanthropy and strategic grantmaking; Experience working across the social sector with foundations, non-profits, and mission-driven organizations.
- Demonstrated knowledge of grants processes and related financial and compliance matters, preferably in a philanthropic environment; An understanding of online systems that support grantmaking workflows; Experience with Fluxx software or similar is preferred.
- A dynamic influencer with highly effective interpersonal and relational skills, including a demonstrated ability to work successfully across complex, matrixed teams and with roles at multiple levels; Experience leading teams through organizational change.
- A seasoned people manager with demonstrated ability to develop strengths of individual team members and to build effective, values-based teams.



- Leadership experience in a client service organization and/or reporting to a Program Leadership Team or Board; demonstrated ability to translate enterprise-wide goals and strategies into actionable plans that align with the culture and norms of the organization.
- Expert written and verbal communications skills and ability to convey complex information and data visually and orally in a concise, effective, and engaging way; Professional demeanor with proven ability to build collaborative relationships, operate in a team environment, and honor donor intent.
- High capacity executor who thrives on balancing multiple priorities and tasks simultaneously; Effective time management skills with demonstrated ability to manage a diverse and demanding workload in a fast-paced environment.
- Demonstrated commitment to MACP's vision and values with the ability to embody them in daily interactions; A sense of humor that contributes to team spirit.

Eden Prairie and the Twin Cities

MACP's home in Eden Prairie, Minnesota is a foundational aspect of its identity, reflecting an organizational commitment to sustainability. In spring 2016, MACP completed a major building expansion focused on sustainable design practices. The original building renovation earned LEED Gold certification, and for the expansion, MACP is pursuing LEED Platinum certification from the U.S. Green Building Council.



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 the 14th largest metropolitan area in the country. A unique blend of small town and major cosmopolitan hub, both urban cores boast a thriving business atmosphere. Saint Paul, as the state capital, is home to state government and has a more historical vibe. Minneapolis is the larger and more commercial of the two cities. Both cities share a common root of being river towns - and the great outdoors are still a major attraction for residents and visitors alike.

Nominations and Applications

More information about the **Margaret A. Cargill Philanthropies** may be found at: www.macphilanthropies.org.

Due to the pace of this search, candidates are encouraged to apply as soon as possible. Applications including a cover letter describing your interest and qualifications and your resume (in Word format) should be sent to: MACP-DPO@nonprofitprofessionals.com. In order to expedite the internal 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. Candidates of all backgrounds are encouraged to apply.