



THE 360 GROUP
— EXPECT THE UNEXPECTED —

James F. and Marion L. Miller Foundation

Executive Director

Position Description & Candidate Profile

Executive Director

Location

Portland, OR (hybrid schedule; a combination of in-office and remote work)

Reports to

Board of Directors

Our Client

The James F. and Marion L. Miller Foundation, evolving over the past 18 years under its original Board Chairman and Executive Director, envisions an Oregon where arts and culture thrive in supportive communities, and educational supports -- often beginning with early childhood learning experiences -- enable systemic improvements in education. The Foundation has helped Oregon's children benefit from early interventions that contribute to effective teaching and learning in classrooms across the state. In honor of Jim Miller's philanthropic vision, the experienced Board of Trustees and knowledgeable staff work to identify, support, and work with grantees that deepen Oregon's commitments and successes in these specific areas. The Miller Foundation invests in proven community bedrock institutions as well as small, upstart program models; in both cases, encouraging strategic approaches that enable grant funds to have significant, long-term effects on the arts and culture and education sectors. Additionally, the Foundation extends its impact as a thought leader, partner, convener, connector and policy influencer among peer philanthropic and nonprofit organizations as well as governmental entities.

The Miller Foundation, a key member of Oregon's philanthropic community, provides uniquely impactful leadership that illustrates vision, pragmatism and inclusion through the Foundation's engagement and grantmaking approaches. Through its work, the Foundation has exhibited a magnetic force in the region, aligning varied interests to collectively improve arts and education. Instead of narrowing the aperture over the past few years, the Foundation opted to increase and accelerate support, expanding its statewide grantees, further acknowledging the importance of operating support initiatives. The board and staff has intentionally worked to add to and further diversify the portfolio of grantees, providing a lifeline to many organizations while still maintaining commitments to longtime grantees and partners.

Traditionally, the Miller Foundation has granted approximately \$10 to \$15 million annually, with an eye to supporting pillar organizations as well as a vast network of proven and fledgling entities that depend on philanthropic operational support. Over the past two years, the Foundation has distributed 150% to 200% of normal grantmaking dollars. This increase, prompted by wildfire and pandemic relief circumstances, demonstrates strong leadership and the power of a capable, motivated staff willing to scale their work to meet grantee needs. Upon the retirement of the long-term Executive Director, the Foundation expects the collaborative, problem-solving nature of this organization to endure with a leader who embraces its values and propels the work with the board, staff and network of partners. With invested partners, Miller's legacy of valuing and raising up arts, culture and education plays a critical role in improving Oregon's arts landscape and educational foundation.

We invite you to learn more about the James F. and Marion L. Miller Foundation at <https://www.millerfound.org/>!

Position Responsibilities

The Foundation seeks a new Executive Director to provide thoughtful strategic and practical operational leadership, promoting the fulfillment of the Foundation's mission, while helping the Board of Directors realize their collective vision of maximizing human potential. The preferred candidate will have a compelling mix of experiences, skills, personal characteristics and motivations to collaborate, lead, manage, administer and advance the Foundation's initiatives, grantmaking, evaluation and external engagement in order to achieve the Foundation's purpose.

With a relatively small staff, the new Executive Director will play a variety of roles. The Executive Director will continue to develop and lead an experienced staff; manage the finances strategically and effectively; work closely with an expanded Board; and lead grantmaking, convening and other activities of the Foundation as it continues to lead within the sectors it serves. Initially, it will be important that the new Executive Director develop collaborative and productive relationships with the staff and Board while becoming familiar with the landscape—systems, processes, norms, cadence, grantees and partners. The new Executive Director will continue to integrate the voices of grantees and other community partners into the Foundation's work. The successful candidate will likely have deep experience or familiarity in nonprofits or philanthropy, as such knowledge would serve as a framework for identifying and focusing on ideas and models that have proven their impact.

Specifically, the Executive Director's responsibilities will include:

Leadership

- Providing leadership, information, support and counsel that enhance the governance of the Foundation
- Hiring, developing, mentoring and managing staff to ensure that the Foundation's programs advance the organization's mission and vision and achieve the desired impact set out in its priorities
- Establishing and maintaining positive relationships with an active Board of Directors, grantee partners, and other funders, to effectively leverage and promote the Foundation's statewide reach and impact
- Cultivating new relationships and strengthening existing ones with the Foundation's key stakeholders, including other private funders, public sector leaders, nonprofit and foundation leaders, private sector partners and other opinion leaders; this function will be particularly important to position the Foundation in participating in and leading funding collaboratives
- Leading external communications on behalf of the Foundation in philanthropy through representing the Foundation in private and public venues
- Driving thought leadership perspectives and dissemination strategies to clearly present the work of the Foundation and its grantees to funders, other partners in the work, and the community at large in contemporary ways
- Advising, counseling and directing staff activities; ensuring staff team operates at a high professional level
- Ensuring that the Foundation's staff is a diverse one, representing a range of backgrounds, life experiences, skills and viewpoints; in short, a work environment that values integrity, transparency, equity and inclusion

Strategic Development and Management

- Assisting the Board, on an ongoing basis, to refine the Foundation's mission, vision and strategy
- Ensuring that the Foundation creates a flexible framework for giving and other programmatic activities that can nimbly respond to changes in the external environment, as exhibited in response to wildfires and the pandemic
- Further centering equity and DEI practices in the Foundation's operations and grantmaking
- Balancing creative and visionary thinking with operationally measurable and quantifiable implementation of the Foundation's strategy, identifying approaches to extend the Foundation's impact, such as systems and policy change

- Orienting the Foundation to be a learning organization: increasing and applying new knowledge, measuring its impact, listening to grantees and others who are closest to the issues and communities the Foundation seeks to address, and striving for continuous improvement in strategy and operations

Grantmaking

- Identifying and assessing needs in the Foundation's fields of interest, and developing appropriate foundation grantmaking priorities; working with the Board and staff to develop and implement the Foundation's grantmaking
- Refining a vision and direction for how the Foundation practices philanthropy, i.e. level of engagement with grantees and the broader field
- Engaging deeply with the program areas and grantees, in order to gain context, advise the Board, partner with staff, and credibly work with partners
- Managing the administration of the Foundation's grant cycles, directing the work of the staff with grantee partners to connect with the Board's priorities
- Sharing best practices with the field, and staying abreast of issues facing the Foundation's fields of interest

Board Management

- Engaging Board members in the actual work of the Foundation and, more specifically, its grantees
- Leading the planning and preparation process for Board meetings
- Identifying and planning appropriate trainings to deepen Board knowledge and education as it relates to contemporary issues in the sectors Miller funds
- Facilitating key Board discussions, ensuring follow-up on decisions and action items

Operational and Financial Management

- Ensuring that the Foundation sustains the highest level of effectiveness and efficiency through its people as well as through internal controls, budgeting and finance; in addition, ensuring that the annual audit is accurately prepared on an appropriate schedule and there are no significant management findings
- Supporting the mission of the Foundation through the investments and financial activities of the Foundation, in conjunction with the Board and consulting support, as needed
- Ensuring effective grants management, record-keeping and legal compliance, staffing appropriately to fulfill these functions

Profile of the Successful Candidate

The Miller Foundation seeks a smart, curious lifelong learner who leads with humility and enduring values that meet this moment in time, as well as being able to embrace an unknown future. A background that provides familiarity with nonprofit models, finances, management, and challenges as well as an inquiry-based approach that wears well over time will be valuable. The ability to collaborate, build consensus and maintain durable relationships that influence direction and systemic improvement will further enable the Foundation to help the arts and education sectors to thrive. Recognizing and minimizing the inherent power dynamics found between philanthropy and grantees will continue to be important. Organizational management and principled equity, diversity and inclusion skills will deepen the work of the Foundation and its grantees as Oregon seeks to provide greater access and opportunities to all its citizens. The new Executive Director could come from a variety of leadership backgrounds; the successful candidate will have a demonstrable commitment to human potential – as expressed through education, arts and culture or other relevant areas – with experience in nonprofit leadership, or, more broadly, the public, private or philanthropic sectors.

Critically, the Foundation seeks a leader who has a track record of effective and judicious deployment of financial resources, and one that demonstrates strong integrity and a commitment to professional excellence, combined with values that align with those who value educational access and creative pursuit. As this position works closely with an intimate staff and a board appointed by the Chairman, the successful candidate will need to be flexible, approachable, and responsive.

More specifically, the Foundation seeks a seasoned professional who has:

- Leadership experience in – or adjacent to – the philanthropic arena or the nonprofit, public sectors – in organizations of similar size, scope or influence
- Deep concern for underserved communities and a disposition to help build their leadership capacity and resilience
- Knowledge of the nonprofit infrastructure environment
- Understanding of the role and nuances of philanthropy in closely supporting grantee partners
- Demonstrated success in working with boards and other private and public funders
- Successful experience in grantmaking program development and board relations, especially in a close, collegial environment

- Demonstrated ability to develop and continuously improve an efficient and effective organizational infrastructure
- A communicative and collaborative approach, evidenced through strong written and oral skills as well as strong listening skills
- An inclusive, consensus-building leadership style both in and out of the public spotlight that inspires and attracts others
- Solid experience in quantifying and measuring the performance of organizations
- An enthusiasm to know the Foundation's grantees and the field deeply, which may include travel around Oregon and beyond

Start Timeframe

We seek to have someone in place in Winter 2022.

Compensation

This position offers a competitive salary and includes a comprehensive benefits package. *We actively welcome all candidates from a wide range of backgrounds who have the skills to fulfill this role – regardless of compensation history.*

To Apply

All applications are held in strict confidence. Please submit your credentials and a letter of interest through our private applicant portal to The 360 Group at:

<https://the360group.us/portal>

Applications should be directed to the attention of Melissa Ulum, Of Counsel, or Monica Rodgers, Senior Consultant. Applications will be reviewed on a rolling basis. Earlier applicants may receive priority consideration. To be considered, The 360 Group encourages all interested candidates to submit their applications promptly, via the confidential applicant portal linked above.

At The 360 Group, we know that a richly diverse mix of professionals makes organizations more effective. Using that principle as our “North Star,” we make diversity a hallmark of our firm, and all of our search engagements.

Learn more about The 360 Group at the360group.us.