

(This search was completed in June, 2000, with the appointment of Suzanne Feurt, Coordinator of the Community Philanthropy Initiative at the European Foundation Centre in Brussels, Belgium, and former program officer of the Charles Stewart Mott Foundation in Flint, Michigan.)

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## **Job Announcement**

### **Council on Foundations Managing Director, Community Foundations** (Posted: November 12, 1999)

The Council on Foundations in Washington, DC, is looking for an individual to lead and manage the staff, volunteers, and financial resources necessary to advance an action agenda for community foundations that will enable them to thrive individually and as a field. This agenda, created over the past year through extensive national outreach, focuses on professional and organizational development, legislative advocacy, national marketing to promote community foundations as a vehicle for charitable giving, use of new technology, community problem-solving through grant-making and convening, and the establishment of standards of practice.

This is an exceptional opportunity for a person with both leadership and management skills, and a deep commitment to philanthropy at the community level. Applications and nominations will be accepted until the position is filled, but interested candidates should note that interviews will begin in December.

#### **Council on Foundations**

The Council on Foundations, based in Washington, DC, is the nation's leading association of grant-making foundations and corporate giving programs. Its mission is to serve the public good by promoting and enhancing responsible and effective philanthropy. Founded 50 years ago, the Council currently has 1,850 members, most of which are independent foundations, family foundations, corporate grantmakers, or community foundations. In 1998, these grantmakers held assets estimated at \$246 billion, representing more than half of all assets held by U.S. foundations, and distributed an estimated \$13.5 billion.

The Council has a staff of 90 and an operating budget of \$13 million, which comes primarily from member dues and grants for special initiatives. For more information about the Council on Foundations, please see <http://www.cof.org>.

#### **Community Foundations**

The number of grantmaking organizations active in the United States, and the amount of money that they are distributing as grants, are at record levels. A key component of this unprecedented growth is the rapid expansion of community foundations. With funds raised from the public—particularly from individuals who set up endowed funds to support well-defined interests—community foundations make grants covering a broad array of programmatic areas, including arts and culture, education, health, economic development, and housing—typically in the geographic area where the foundation is located.

There are about 550 community foundations now operating in the United States. Approximately 400, including several community foundations in other countries, belong to the Council. These members have assets totaling \$23 billion, and in 1999 will approve grants totaling about \$1.4 billion.

Community foundations range in size. With \$1.8 billion in assets, the New York Community Trust is the country's largest. Most community foundations, however, are closer in size to the Rockford Community Foundation (in Illinois), which has over \$36 million in assets, making it the 100<sup>th</sup> largest community foundation; or the Permian Basin Area Foundation in Midland, Texas, with \$10 million in assets.

### **Principal Responsibility of the Managing Director, Community Foundations**

Over the past year, the Council on Foundations and the Committee on Community Foundations, made up of 29 community foundation leaders, have developed a new action agenda to meet the needs of this important and growing constituency. The new Managing Director's primary responsibility will be to implement this agenda, whose priority components, as listed above, include professional and organizational development, legislative advocacy, national marketing to promote community foundations as a vehicle for charitable giving, use of new technology, community problem-solving through grant-making and convening, and the establishment of standards of practice.

The Committee on Community Foundations, which will soon be renamed the Community Foundation Leadership Team to reflect its new goals and composition, will be the Managing Director's key link to the rapidly expanding community foundation field. The Leadership Team, jointly with the Managing Director and other senior management colleagues, will play a continuing and key role in developing annual workplans and priorities.

The Managing Director is a new senior management position, reporting to the Vice President for Constituency Services, Char Mollison. The Constituency Services Group at the Council also includes services to family foundations and corporate grantmakers, as well as international programs and research. The Managing Director is also accountable to the new Community Foundation Leadership Team, which meets four times a year.

## Desired Skills and Characteristics

To be successful in this new position, the Managing Director must be:

1. **Capable of mobilizing people and resources.** To carry out a broad and robust set of activities, the Managing Director must be effective in identifying and mobilizing financial and human resources, both inside and outside the Council. The Managing Director should have the ability to work with senior colleagues at the Council in government relations, legal services, communications, professional development, and other constituency services to advance the community foundation agenda.
2. **Capable of building consensus among volunteers.** Community foundations represent a diversity of practices, sizes, individuals, and viewpoints. To realize their vision of acting collectively as a field, they need a leader who will help them reach consensus on difficult issues. The Managing Director needs to have the political and diplomatic skills to create consensus toward a coherent program that the volunteer leadership, and the field to which it is accountable, agree is meeting their needs.
3. **A proven manager.** The Managing Director must be able to manage a department staffed by four other professionals who will look to the Managing Director for leadership and direction, and must be able to initiate and manage staff teams drawn from other departments. The Managing Director must also be able to develop an annual budget and workplan, and then monitor spending and program results throughout the year.
4. **A superb speaker and writer.** The Managing Director will be in a highly visible position, with many opportunities to speak before community foundations and other organizations involved in philanthropy. The Managing Director also needs to be able to write clear, concise, and persuasive documents for internal and external audiences.
5. **Willing to travel.** To establish and maintain effective relationships with community foundations and to attend key conferences and meetings, the Managing Director must be able to travel approximately four to eight days a month, at least during the first year. Most of the travel will be trips lasting two to three days.
6. **A true believer in customer service.** Community foundations pay dues to belong to the Council, and expect results. Their membership is voluntary. To retain them as members, the Managing Director's instinctive reaction should be to figure out how to make things happen, and to do so quickly and effectively.

## Desired Experience

The Managing Director for Community Foundations should have the following experience:

1. At least 10 years professional experience. Direct experience with community foundations or membership organizations is desirable.
2. Demonstrated commitment to philanthropy and the goals of community foundations.
3. Senior management experience, including hiring and supervising professional staff and managing budgets.

4. A track record of achievement in one or more of the priorities endorsed by the community foundation field: professional development, legislative advocacy, technology, standards of practice, community problem-solving, and marketing.
5. An excellent reputation for working with volunteers and being accountable to multiple constituencies.

### **Compensation**

Salary will be commensurate with experience and qualifications. Compensation also includes a comprehensive benefits package.

### **To Apply**

This search is being conducted by a Search Committee made up of community foundation and Council staff leadership. The Committee requests that applicants mail or e-mail a cover letter, resume, and three-year salary history (which will be held in strictest confidence) directly to its consultant:

Larry H. Slesinger  
Slesinger Management Services  
5809 Augusta Lane  
Bethesda, MD 20816  
Tel.: 301-320-0680  
E-mail: LSlesinger@erols.com (please attach files in Microsoft Word only)

This job announcement can also be found at <http://www.SlesingerManagement.com> and at <http://www.cof.org>.

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