



community foundation[®]

Muskegon County

Position Guide

President/CEO

<https://cfmc.org/>



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POSITION GUIDE

POSITION: PRESIDENT/CEO
REPORTS TO: Board of Trustees
LOCATION: Muskegon, MI

MISSION

To engage donors and connect them with opportunities to make a lasting impact, build community endowment, provide leadership on key issues, and make grants that reflect the communities we serve.

VISION

The Community Foundation *for* Muskegon County will be a leader in community philanthropy to build a vibrant community with great opportunities for all.

ABOUT THE FOUNDATION

Established in 1966, the Community Foundation for Muskegon County (CFFMC), collaborates with donors, grantees, advisors and individuals to identify issues that are vital to the success of the community and region. By bringing people together around a common mission and creating links between resources and the community's vision for the future, CFFMC helps to ensure that its communities remain strong.

Every year, CFFMC awards grants and scholarships that benefit youth, education, the arts, community development, the environment, health and human services, and emerging community needs. Projects that the Community Foundation has initiated include the Boys & Girls Club of the Muskegon Lakeshore, Muskegon Farmers Market, Muskegon Covenant Academy, Muskegon Downtown Redevelopment, Frauenthal Center for the Performing Arts, the Muskegon Promise and HEALTHY Muskegon.

CFFMC has total current assets of \$223 million which consists of 845 funds under management. During 2017, over \$11.3 million in grants were distributed to support a wide variety of community needs and worthy projects in CFFMC's three-county service area. CFFMC continues to be recognized for its impact in the areas it serves. It has regularly ranked in the top 100 community foundations by its giving per capita, according to the results of the CF Insights Columbus Survey, and in 2015 was ranked in the top 25. The following are just a few examples of CFFMC's efforts:

Downtown Redevelopment

A decline in manufacturing led to a change in focus for downtown Muskegon, and in the 1970s, a covered urban mall was built to anchor the new direction. However, the advent of suburban malls was not far behind and in 2001, the downtown Muskegon mall was closed and torn down, leaving a massive vacant property available for developers. Together with the Paul C. Johnson Foundation and the Muskegon Area Chamber of Commerce, CFFMC formed the Downtown Muskegon Development Corporation (DMDC) and bought the mall property. After extensive collaboration and community input, external and internal resources were leveraged to get the project started.

During the past 17 years, projects totaling over \$123 million have infused new life into the blossoming downtown Muskegon area. CFFMC remains committed to downtown Muskegon redevelopment activities. Its staff serves on the Downtown Muskegon Development Corporation and Downtown Muskegon Now advisory boards. CFFMC supports continuing redevelopment initiatives with grant funding and program-related investments, including its annual operating investment in the Frauenthal Center—a historic cornerstone of downtown Muskegon.



HEALTHY Muskegon

Several years ago, CFFMC made a bold request to the [W.K. Kellogg Foundation](#). The result was \$700,000 in support of Muskegon County programs to improve access to healthy foods, and to create an endowment to fund related projects in the future. This was the beginning of HEALTHY (Healthy Eating and Access—Local Teams Helping Youth) Muskegon, a program committed to ensuring that everyone in Muskegon County has access to fresh, healthy food from local sources.

HEALTHY Muskegon has supported many initiatives, such as the Veggie Van and McLaughlin Grows Urban Farm, the new Muskegon Farmers Market, expanded Double Up Food Bucks, increased school gardens, healthy food pantries, and a study considering the economic development potential of a food hub in Muskegon County.

CFFMC's continued commitment to this important community initiative includes convening the Healthy Muskegon task force, administering the HEALTHY Muskegon endowment fund, and a \$315,000 grant from the [Michigan Health Endowment Fund](#) (MHEF) to extend current programs and develop new ones.

Boys & Girls Club of the Muskegon Lakeshore

After nearly a decade of discussion, the community was ready to make a Boys & Girls Club a reality for its kids. CFFMC convened community leaders, formed the original board, and brought in the leadership and technical assistance needed to get the club underway. CFFMC also provided a challenge match grant to help raise additional funding for the project. In April 2015, Muskegon's first Boys & Girls Club opened its doors to its community's youth, ages 6-18. Today, more than 1,000 boys and girls from the Muskegon area are members and active participants in the Club's after school and summer programming in the cities of Muskegon and Muskegon Heights

Affiliates

CFFMC manages two supporting organizations in the geographic region: [Community Foundation for Mason County](#) and the [Community Foundation for Oceana County](#). The former, an affiliate since 1996, awarded 327 grants last year totaling more than \$1.4 million to a variety of community projects. The latter, an affiliate since 1989, awarded 276 grants which totaled over \$950,000 to several projects in the community. In addition to these grantmaking activities, CFFMC awards approximately \$600,000 in scholarship awards to areas students every year.

THE OPPORTUNITY

The incoming President/CEO will inherit a strong, creative organization that is poised to enter a new era of activity and engagement with the community. As part of the Community Foundation's 2016 Strategic Plan, the Board of Trustees charted a bold course that is now guiding its community engagement, leadership and grantmaking priorities. Three new goals provide the infrastructure for its work:

- **Hope and Opportunity for Youth**
Empowering our youth to have aspirations for a bright future and creating opportunities for them to realize their dreams.
- **Collaboration**
Supporting active partnerships that are working together by sharing power and resources while making decisions for the common good.
- **Inclusivity**
Building a welcoming, accepting community that respects difference and actively promotes full participation by all people; a place where everyone has the opportunity to share their voice, to participate in decisions that affect their lives, and to have access to all the community has to offer.

These are the overarching goals that will shape the work of the next President/CEO and, in partnership with the Board, drive increased community engagement to achieve such aspirations.

POSITION SUMMARY

Reporting to the Board of Trustees, the President/CEO is responsible for the overall day-to-day leadership of the Foundations. Priorities of this position focus on delivering the highest quality donor services while safeguarding the financial sustainability of the organization through prudent business practices. The President & CEO provides leadership in executing an aggressive strategic plan; in collaborating with other leaders and decision makers in the broader community; in providing the vision to address future challenges and opportunities in the community; in fostering a developmental organizational climate that builds staff competencies and supports professional growth and development (currently 21 FTEs and 31 PTEs); and by representing the Foundation as its key spokesperson and representative in the community.

CANDIDATE PROFILE

We seek a leader who demonstrates a strong ability to raise community awareness of and to clearly articulate the innovative message of vision and direction of the Community Foundation for Muskegon County.

The person is a self-starter who pursues, cultivates and enjoys building and maintaining strong and authentic donor and stakeholder relationships. This person must be able to engender trust and empathy and relate to donors in a highly professional, honest and caring manner.

The ability to communicate exceptionally well in oral and written form is necessary for success in this position. As the key spokesperson for the Foundations, this person must be able to speak extemporaneously and appropriately on any number of subjects in a clear and transparent fashion in order to build trust and support.

The qualified candidate must demonstrate success in reaching out to the community, participating with people of diverse socioeconomic backgrounds and building rapport with those who have varying viewpoints and perceptions. High integrity and sound judgment are essential to success in this role. While a familiarity of the region and of Michigan is a plus, it is not a requirement. However, the ability to quickly understand the resources of the region and assimilate into the culture is a necessity.

Career experience in a top leadership position in a community foundation is highly desirable. However, an understanding of the community foundation's organizational and financial model is expected. Leading, growing, and empowering a highly competent staff group and a dedicated, committed Board are needed skills as well. Energy, natural optimism, the ability to be a good listener and a quick learner are important personal attributes. A sense of humor and humility are also valued.

The ideal candidate will show a high level of participation in the life of the community in which he or she works by virtue of civic involvement, public service, volunteerism and club or social activities. A Bachelor's degree is required. Advanced and continuing education/certification is a plus.

Applications and nominations are being received by Kittleman & Associates, LLC. To apply, please send a current resume and letter of interest to <https://www.kittlemansearch.com/community-foundation-for-muskegon-county/>

For more information on the Foundation, please visit www.cffmc.org.