M.J. Murdock
CHARITABLE TRUST

Chief Financial Officer Opportunity Profile

M. J. Murdock Charitable Trust

The M.J. Murdock Trust (The Trust), located in Vancouver, WA has given thousands of grants totaling almost a billion dollars to organizations who serve others by funding nonprofit projects and programs that enrich life throughout the Pacific Northwest.

The late Melvin J. "Jack" Murdock, co-founder of Tektronix, Inc., was an innovative, entrepreneurial leader with business interests throughout the Pacific Northwest. He believed that it was good for man to work, play, pursue knowledge, and create. Upon his untimely death in 1971, his will directed three Trustees to establish a charitable trust to nurture and enrich the educational, cultural, social and spiritual lives of individuals, families and community in the Pacific Northwest. Read more

The Trust with an endowment currently over $1 billion considers approximately 450 grant requests each year and funds roughly 300 requests with an average grant of $175,000, totaling nearly $50 million per year. The Trust has an annual administrative budget, including Trust initiated programs, close to $10 million. The specifics of recent grants can be viewed on the www.Murdock-Trust.org site.

TRUST DISTINCTIVES

- It is a regional foundation primarily focused on the Pacific Northwest (Montana, Idaho, Oregon, Washington, and Alaska).
- It has a highly respected grant-making process (The Trust's annual reports, available online, describe the grant-making process); Program Directors investigate and analyze each grant application and, following a rigorous collaborative review and process, proposals are presented to trustees for a decision. The grant application is so thorough that grantees sometimes say, "The application process was arduous but it helped me to better understand my organization, including its priorities and weaknesses."
- It is respected in the Pacific Northwest, both for its grantmaking and for its helpful and knowledgeable staff who understand and care for the sectors whom they serve. Its talented executives, program directors, and administrative staff work together to manage and implement Trust programs and activities every day.
- The Trust is extremely discerning of the grant applicant's organization, coming to understand its mission and strategic objectives, leadership capacity and style, and its ability to execute its plans.
- It initiated a unique set of programs, under the Christian Leadership Initiative, which seeks to attract young potential Christian leaders to consider lives in ministry as well as providing leadership training for those already committed to leadership in Christian organizations.
- The Trust's investments provide the financial resources to support and grow the mission. The Trust employs a long-term, somewhat unusual approach to investment program management, which is guided by the three Trustees.
- Unlike many foundations, The Trust's program directors are responsible to conduct a site visit for each grant application submitted.
- Program Directors act as the grant administrator throughout the life of each grant awarded, reviewing progress reports, and authorizing payments.
- It is known for being highly interactive and proactive in the development of grant programs.
- The Trust has an annual retreat for trustees, staff, and spouses, which are held in different areas throughout its funding region. The Trustees also participate in about a dozen board meetings per year, including four grant meetings, investment meetings, and an annual meeting.
- Program Directors meet with the trustees during grants meetings and also regularly gather for planning and proposal review meetings. Staff is given opportunities for professional development, education, networking, and teambuilding.

THE TEAM

Steve Moore is the Executive Director of The M.J. Murdock Charitable Trust. He is responsible for all programs and activities of The Trust. Steve joined The Trust in 2006 after serving in senior leadership positions at Asbury Theological Seminary, Baylor University, Seattle Pacific University, Texas Tech University, and Texas Tech Wesley Foundation. He received a Ph.D. from the University of Michigan and is a widely published author and frequent speaker at colleges, universities and conferences.

As CEO, Steve, reports to the three trustees. Reporting to the Executive Director are four areas: Investments (led by Elmer Huh, the Chief Investment Officer), Business and Finance (led by Julie Cieloha-Whitney, CFO), Grants (led by the Senior Programs Director for Grants, Dana Miller), and Enrichment (led by Senior Program Director for Enrichment, Terry Stokesbary).

The Trust does two things: manages its investments ($1 billion) and gives grants (around $50 million annually) to worthy non-profits in the Pacific Northwest.

Most members of the team have joined The Trust within the last ten to fifteen years. Morale is high, turnover is low and the staff has a collegial, yet highly motivated style. The current CFO is moving to semi-retirement but will still be working part-time on Trust projects, often remotely.

The entire team functions almost as a “self-directed work team” due to their respectful, cooperative spirit and commitment to The Trust’s mission. People find their work truly fulfilling, satisfying, and enjoyable because the team works so well together and has such a great mission to fulfill. There are 25 full-time team members.

THE POSITION

The Chief Financial Officer position is accountable for the functional areas of financial accounting and reporting, budgeting, human resources, tax, and treasury.

Reporting and Supervisory Relationships

Reports to Executive Director. Supervises Finance and Administrative Services Coordinator and Senior Accountant. Is a member of Leadership/Management Team.

Typical Responsibilities

Planning

- In coordination with other team members develop overall Trust budget and manage budget process.
- Assist in formulating The Trust's future direction and supporting tactical initiatives.
- Provide analysis and input for meeting The Trust spending requirement and granting objective.

Operations

- Participate in key decisions as a member of the Executive Management Team.
- Maintain in-depth relations and support all members of the Management Team.
- Manage the functional areas of financial accounting and reporting, budgeting, human resources, tax, and treasury.
- Forecast and monitor cash requirements and work closely with the CIO in investing of cash and investment funding and withdrawals.
- Oversee day-to-day investment transactions such as capital funding and distributions, proper recording, and valuation.
- Report financial and budget vs. actual results to Trustees and Executive Director.
- Prepare annual portfolio performance report.
- Signature authority on checks and online banking, and back up on all legal documents including investment documents.
- Retirement plan and benefits plan administrator.
- Oversee payroll and benefits administration.
- Corporate Secretary responsible for recording minutes at both grants and investment Trustee meetings.
- Works closely with Program Directors to analyze potential grantee financial information as requested.

- Coordinate annual review/audit of financial statements and maintain relationship with outside auditors.
- Coordinate preparation and review of annual tax returns, including some schedule preparation.
- Review tax returns when completed and maintain outside auditor/preparer.

Risk Management

- Establish appropriate internal controls.
- Maintain appropriate business insurance coverage.
- Responsible for charitable organization, tax, and foreign reporting compliance.
- Review all legal contracts prior to Executive Director's approval.
- Ensure that record keeping meets the requirements of auditors and government agencies.

Third Parties

- Maintain banking and custodian relationships.
- Maintain excellent relationships with investment managers as it relates to funding and withdrawals, and obtaining financial and performance information.
- Work with Benefit consultant on maintaining superior employee benefits and excellent service to employees.
- Be of service to potential grantees in completing grant application financial information.
- Volunteer on non-profit committees as requested.
- Maintain office building owner and property manager relationships.

Information Technology

- The CFO oversees Trust related IT projects managed by Director of Technology and Information Management Services.
- Direct strategic planning for lean, sustainable technology improvements.
- Recommend capital investment improvements to CEO as needed.

Personal Attributes

- Has some personal connection to the Pacific Northwest, hopefully both professional and personal contacts, he or she and family (if there is one) enjoys living in the region.
- Has a passion for the mission and work of The Trust.
- The ability to be objective and analytical and to handle and coordinate a variety of tasks simultaneously as necessary.
- The ability to clearly articulate and provide in written form The Trust's mission, priorities, and policies is essential.
- Curiosity, resourcefulness, and openness to fresh approaches are highly desirable, as are honesty, discretion, and humility.
- Proven ability to approach issues with an open mind, objectivity, and creativity.
- Ability to synthesize a large amount of complex information into a clear and concise summary.
- The candidate will embrace the breadth of organizations within the nonprofit sector served by The Trust.

- This person understands that The Trust is intentional about influencing regional, national, and international conversations in areas of interest to the work of the mission of The Trust.
- Must possess the gravitas to relate to high level leaders.
- The successful candidate will have an appreciation for a broad view of all areas across the spectrum of The Trust's work.
- Proactive in building and maintaining a contact network, attending professional meetings to make contacts; being a visionary.
- Exemplifies what The Trust is known for by being a leader who is caring, helpful, prudent, and honorable.
- Is known for wisdom, humility, a servant's heart, stability, and is trustworthy.
- Has integrity, stands behind his/her convictions, treats people fairly, and is known for doing the right thing.
- Has a fresh perspective; is open to opposing viewpoints and able to engage with convicted civility.
- Is gracious, approachable, personable, collegial, and authentic.
- Values good works and seeks personal growth; is an encourager and a mentor.
- Is decisive, yet thoughtful; can make tough decisions yet is sensitive to others.
- Has a healthy level of energy, yet balances work with personal or family needs.
- Is driven for excellence and is a positive example in all dimensions of personal and trust-related life.
- Will find great satisfaction in carrying on what is already going well, but at the same time, helping to make it even better.

Experience and Educational Requirements

- Bachelor's Degree in Accounting, Finance or related field. MBA preferred in Accounting or Finance.
- Professional accounting designation (CPA or equivalent).
- 10+ years' experience in a senior financial managerial position; having given periodic reports on the financial performance of a large investments portfolio and tracking of numerous projects or periodic grants is very helpful.
- Experience on the leadership team of a non-profit institution is valuable.

CONFIDENTIALITY

The Murdock Trust is an equal opportunity employer and does not discriminate in its practices or procedures on the basis of race, age, color, religion, national origin, sex, veteran status, medical condition, or physical or mental disability.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone without their prior consent, nor will reference contacts generally be made until mutual interest has been established.

BENEFITS

Salary is competitive and includes excellent benefits. The Trust is proud to be an Equal Opportunity Employer.

THE SEARCH AND SELECTION PROCESS

Bruce Dingman will conduct the search on behalf of the Dingman Company, Inc. an executive search firm which has a successful track record of numerous comparable searches www.dingman.com. This opportunity will be shared with many people who might be potential candidates or who might know potential candidates. The search firm will establish a list of interested and qualified persons and then conduct follow-up telephone calls.

Those candidates holding strong promise will prepare a detailed resume and respond to a prepared Candidate Questionnaire. The search consultant will then conduct personal interviews of the strongest, most appropriate candidates. The next step will include checking candidate's references, verifying degrees, and completing a background check.

In collaboration with M.J. Murdock Charitable Trust, the candidates will be interviewed comprehensively by the Chief Executive Director and his interviewing team.

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The Dingman Company, Inc. is a retained executive search firm devoted exclusively to serving our clients in matters of executive selection.

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We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including our client, without their prior consent, nor will reference contacts generally be made until mutual interest has been established. Reference checking will require that a candidate give the recruiter access to third parties. The recruiter and the Executive Director/CEO will be cautious and sensitive as needed in trying to preserve any candidate's anonymity.

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For further information on this position, please contact:

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M.J. Murdock
CHARITABLE TRUST

M. J. Murdock Charitable Trust Strategic Directive

OUR FOUNDING MISSION

To enrich the quality of life in the Pacific Northwest by providing grants and enrichment programs to organizations seeking to strengthen the region's educational, spiritual, and cultural base in creative and sustainable ways.

OUR VISION

To be a catalyst serving and strengthening nonprofits who align with the Trust mission and values.

In carrying out this vision, the Trust

- Serves its constituencies through strategic grantmaking, enrichment initiatives, and investments that advance the mission, build capacity, and increase the effectiveness of organizations consonant with the Trust's mission.
- Convenes groups of people to identify emerging issues of importance to the region and to areas of mutual interest.
- Promotes the sharing of ideas and networking of individuals and organizations among its constituencies and beyond.
- Encourages thoughtful and purposeful stewardship and investment of resources by individuals, families, and foundations.

OUR VALUES

Our work will be known for

- Thoughtful and deliberate grantmaking
- Stewardship, generosity, integrity, and humility
- Intentional assessment and listening
- An organization of hospitality, service, collaboration and celebration
- Being an interactive learning organization
- Celebrating the work done by those we serve
- Convenings and programs that advance understanding and effectiveness
- Thoughtful, informed, historical, innovative, and wisdom applied with relevance
- Honoring donor intent
- Taking the long view and honoring relationships

STRATEGIC PRIORITIES

Reviewed at annual meeting and used to inform goals formation for staff

- Make great grants to organizations in the sectors we seek to serve. Build and strengthen organizations and their leaders.
- Convene individuals and organizations in areas we believe important to the spiritual, educational, cultural and social lives of individuals, families and communities in our region and sectors we serve. Communicate learnings and best practices.
- Model best practices in operations and programs of the Trust; encourage staff development in best practices and in making their highest and best contribution.
- Provide leadership in the foundation and philanthropic community for serving the nonprofit community and the constituencies in sectors we serve.
- Set goals which maximize our effectiveness in fulfilling our mission and that provide alignment and congruence in our work. Do robust assessment to inform and improve our work.
- Make the grant process a beneficial learning experience for the applying organization. Make processes efficient and effective.
- Provide clear communication about our funding priorities, our processes, and our mission. Communicate these in ways that serve the constituencies, the public and our peers.
- Consider future opportunities for innovation and collaboration among the constituencies and sectors we serve.

TRUST PROGRAM FOCUS AREAS—GUIDING PRINCIPLES

Used in grants assessment

- Preventive Programs Serving Communities
- Scientific Research and Innovation
- Creative, forward thinking approaches to solving society's problems
- Faith-based solutions
- Promoting free-enterprise thinking
- Building and sustaining self-reliance
- Exceptional organizations or projects
- High leverage opportunities
- Principled living and family-friendly
- Building community capacity
- Strong private funding sources
- Evidence of a culture of learning
- Underserved sectors (e.g.: Rural, entrepreneurship)
- Honoring Trustee discretion

CRITICAL SUCCESS FACTORS (For Programs and Grants)

Used in grants assessment and enrichment programs

Trust principles of project evaluation

- Preventive Programs Serving Communities
- Scientific Research and Innovation
- Creative, forward thinking approaches to solving society's problems
- Faith-based solutions
- Promoting free-enterprise thinking
- Building and sustaining self-reliance
- Exceptional organizations or projects
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OUR WORK AT THE TRUST CAN BE DESCRIBED AS

- Weaving the fabric of a healthy and verdant culture
- Common grace for the common good
- Working to nurture a robust ecosystem in the Northwest that strengthens and supports thriving communities and institutions
- Serving those who advance growing individuals, healthy families, and thriving communities
- Robust and personal

WHAT WE WANT TO AVOID

- Being perceived as having our processes "trip up" organizations or be cumbersome
- Becoming rigid or bureaucratic in our application of principles, practices or prior Trust action
- Not being open to new ways of addressing intractable problems
- Unwilling to say no to good people (or organizations) with bad ideas and/or bad practices
- Driven by latest whims or trends in the foundation world
- Governmental overreach or assertiveness
- Over dependence on government funding
- Being heavy handed or overly directive

BRAND MANIFESTO

Primary Manifesto

The Murdock Trust invests in transformational ideas.
We build relationships for the common good. We work with purpose and enthusiasm, with creativity and grace. We believe in projects that teach, nurture and develop. Organizations that declare "what if" and ask "why not?" Programs that bridge cultures and beliefs and generations. We're drawn to pursuits that rebuild and renew, and innovate and transform, and strengthen and inspire in the service of families and individuals. We dig in deep, shoulder to shoulder, helping nonprofits sharpen their approach and sustain their mission. Because when a powerful idea fulfills its promise, lives are changed, communities thrive and our entire region prospers.

Alternative Manifesto

The Murdock Trust makes grants that enrich life in the Pacific Northwest.
We stand with those who serve others—the difference makers and forward thinkers, the caretakers and question-askers. Our partners do extraordinary things, and we are privileged to help them deliver strength to the underserved, knowledge to the seekers, inspiration to the innovators, and opportunities to those who advance our culture. We value new ways to challenge old problems, and we believe in the power of hope as an expression of faith. This is our work—but it's also our life. Because when individuals, families and communities flourish, we all move forward together.

Principles of evaluation