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Position Specification



The Marine
Mammal Center®

Chief Advancement Officer

10 March 2023, vF



Carlson Beck advises **The Marine Mammal Center** on the basis of an exclusive consulting assignment. The following details are for your information and should be kept **confidential**.



The Marine
Mammal Center®

POSITION SPECIFICATION

THE POSITION: CHIEF ADVANCEMENT OFFICER

REPORTS TO: CHIEF EXECUTIVE OFFICER

LOCATION: SAUSALITO, CALIFORNIA

THE OPPORTUNITY

A Compelling Leadership Opportunity in the Full Spectrum of Advancement with a Premier Multi-Sector Environmental Organization

The CEO and Executive Team of **The Marine Mammal Center** (“the Center”), headquartered in Sausalito, California, seeks an experienced senior executive to serve as **Chief Advancement Officer** to lead this unique nonprofit organization’s advancement strategy – fundraising, resource development, communications, marketing – and the functional execution of this work.

The Marine Mammal Center, with its exemplary reputation, is positioned better than it has ever been to leverage almost fifty years of field experience and research towards improving the health of our ocean for marine mammals and people alike. Decades of impact are reflected by the tens of thousands of patients treated and students educated, more than one hundred peer-reviewed publications, and a team of world-class professionals. This history and body of fieldwork has created a powerful framework from which to build out high impact programs to mitigate threats to ocean health, influence policy and legislation at the state and federal level, as well as inspire action on the part of passionate citizenry in this pursuit. The relevancy of this work is critical and the time is now for the Center to take major strides towards achieving its big picture, aspirational, and environmentally impactful mission. The Center is an exciting and compelling example of an organization marrying “big brains” with “big hearts” to achieve global outcomes and impact.

The Center has undergone significant organizational growth over the past 15 years, with particularly robust growth over the past five years, even during the global pandemic. The Center has a team of a total of 120 staff who are all mission-committed. There are also more than 1,300 passionate volunteers working throughout our response range along the California coast and in Hawaii on the Big Island and Maui. The organization has a \$21 million annual operating budget and is governed by a 20-member board of directors.



The Center is seeking an innovative and visionary leader to take its development and communications functions to the next level as its Chief Advancement Officer. This is an exciting leadership opportunity to have a significant impact on the sustained growth of this exceptional, well-established, well-respected, financially robust organization with passionate staff and volunteers, and an enviable global reputation.

THE POSITION

The Chief Advancement Officer (“CAO”) is a key strategic leadership position at The Marine Mammal Center and reports directly to the CEO. The CAO works in close cooperation with the Center's senior leadership and board of directors on all advancement activities for the Center. The CAO is a critical frontline fundraiser for the Center and will be leading the highest level, most impactful revenue experiences with donors and colleagues.

The executive in this position is responsible for leading a large, dynamic team of approximately - 29 professionals in achieving annual fundraising, as well as integrated communications and marketing goals. Hence, the CAO will need to be a savvy, adept manager of people, able to inspire, motivate, delegate, and hold accountable the members of this large team. The CAO will also be responsible for setting goals and prioritizing objectives, balancing an ambitious advancement agenda with a culture of self-care and well-roundedness. The CAO has seven team members reporting directly to the position, representing the functional teams of:

- Communications and Marketing (7 staff)
- Institutional Giving and Grants (3 staff)
- Individual Giving and Major Gifts (9 staff)
- Retail (2 staff)
- Donor Services (7 staff)
- And an indirect reporting line of Conservation Education (1 staff).

Executive management skills such as big picture vision, strategic planning of advancement goals, and effective implementation of such while providing prioritization and clarity of goals to team members will be critical.

The CAO is responsible for the full spectrum of revenue generation for the Center, including membership, annual fund, events, major gifts, institutional support (government grants and foundation support), as well as corporate support, cause marketing, and planned giving. When appropriate in the future, the CAO will be responsible for the strategic leadership and management of any capital campaigns, including any external consultants, created to support the Center’s critical functions via newly constructed or expanded and enhanced physical structures.

The CAO will strategically partner and work collaboratively with members of the Executive Leadership Team, partnering on the design and execution of revenue support for specific programs and initiatives when appropriate. This could include leveraging partnership opportunities with multiple positive outcomes for the Center, such as increased visibility, membership, educational opportunities, and retail revenue generation. An exciting project underway, which will be managed by the CAO, is at PIER 39 on the San Francisco Bay waterfront and will serve as an excellent example of this type of multi-channel partnership.

The successful candidate is a strategic leader and manager, deeply collaborative, optimistic, a proven front-line fundraiser, and must possess a can-do attitude. They need to be passionate and committed to the success



of the Center's complex and sophisticated ocean conservation mission, including marine mammal care, scientific research, education and advocacy.

QUALIFICATIONS / EXPERIENCE

Candidates should possess:

- Demonstrated growth and success in previous positions, with a **minimum of ten years** senior development experience
- **Marketing and communications experience at a strategic level**, working in partnership with the manager responsible for these functional areas
- **Broad and deep fundraising experience** employing a wide array of strategies to support a diverse range of channels (e.g., membership, major gift, foundation, corporate giving, direct mail, special event, planned giving, on-line giving, endowment and capital campaign)
- Experience in the **procurement and management of significant government funding** (e.g., National Science Foundation grants)
- Demonstrated success and skill **cultivating and stewarding donors and prospects** who have significant gift-making capacity
- Strong **database management skills**, and experience with Raiser's Edge fundraising and donor management software
- Knowledge of, and professional experience with, **environmentally oriented major donors and foundations** nationally as well as in the San Francisco Bay Area

Education: A Bachelor's degree is required. Additional credentials, such as a CFRE designation or a degree from a recognized fundraising program (e.g., Lilly School of Philanthropy at Indiana University), or a graduate degree in organizational development or a behavioral science is preferred.

COMPETENCIES / ATTRIBUTES

The traits listed below are representative of the knowledge, skills, behaviors, and attributes required to be successful in this role.

- Develops and leads a comprehensive and diversified fund development strategy to sustain and grow the revenue base of the Center
- Leads membership, individual giving, corporate and foundation giving, donor stewardship and data, retail operations, marketing and external communications, direct mail, special event, planned giving, online giving, endowment and capital campaign programs, to achieve fundraising goals
- Employs analytics and metrics to chart progress towards goals, and adjusts plans as necessary
- Maintains an up-to-date level of knowledge on best practices in nonprofit fundraising, especially compliance and disclosure requirements and regulations, tax law and other IRS rulings as they relate to charitable giving.
- Maintains accountability standards to donors, and ensures compliance with the code of ethical principles and standards of professional conduct for fundraising executives
- Serves as staff liaison to board level committees and provides support, guides strategy, and ensures timely and effective communication
- Leads the identification, cultivation and solicitation of top-level gifts by lead volunteers and major donors
- Leads the development of a short- and long-term integrated marketing plan; sets strategy, assigns priority, and determines allocation of resources to ensure that the Center is promoted to various



communities to enhance the Center's image, prominence and visitation, to support retail and education program goals, and ultimately to increase revenue

- Sets and implements marketing strategies that include advertising, promotion, public relations, direct marketing, online channels, newsletters, social networking as well as special event and visitation marketing
- Cultivates strategic partnerships that align the Center with other entities to maximize mission impact through resource provision and subject matter expertise

For more information visit <http://www.marinemammalcenter.org>.

COMPENSATION

A competitive annual salary, plus a comprehensive benefits package, will be offered commensurate with experience. The targeted annual salary range is \$230,000 to \$270,000.

The Marine Mammal Center has an organizational commitment to Diversity, Equity and Inclusion; it encourages the candidacy of professionals with diverse lived experiences.

CONTACT INFORMATION

For additional information regarding this opportunity, please contact:

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