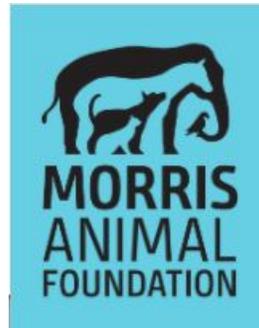




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MORRIS ANIMAL FOUNDATION CHIEF OPERATING OFFICER

POSITION SPECIFICATIONS

CLIENT

Our client, **Morris Animal Foundation** (the “**Foundation**”), is a global leader in supporting scientific research that advances animal health. The **Foundation’s** reputation and scientific expertise are second to none. Since its founding in 1948, the **Foundation** has been dedicated to improving and protecting the health of animals through scientific innovation, education and inspiration. The **Foundation’s** investment in research has yielded life-saving vaccines, new treatments for critical diseases, superior screening tests and advanced diagnostic tools. The **Foundation** responds to emerging animal health threats that endanger entire species and makes new discoveries in basic animal biology to support applied research. With every study funded – more than 2,800 to date – the **Foundation** strives to advance the science of veterinary medicine, honoring the principles of Dr. Mark L. Morris Sr. to benefit animals worldwide.

One of the **Foundation’s** research projects, the Golden Retriever Lifetime Study, is among the largest, most comprehensive prospective canine health studies in the country. The Study’s purpose is to identify the nutritional, environmental, lifestyle and genetic risk factors for cancer and other diseases in dogs. Each year, with the help of veterinarians and dog owners, the **Foundation** collects health, environmental and behavioral data on more than 3,000 enrolled golden retrievers.

Additional research is being funded to help animals worldwide enjoy longer, healthier lives. The **Foundation** has funded studies leading to advanced veterinary care for dogs, cats, horses, llamas/alpacas and hundreds of wildlife species on every continent. The **Foundation** has helped to develop diagnostic tests, identify ways to prevent disease, advance treatment for cancer and other fatal diseases and helped save endangered species. Many of these breakthroughs have become industry standards and are used in every veterinary practice in the country.

Consultants in Executive Search

Each year, \$6M-\$8M in research funding is committed through working practices and scientific review boards to ensure only the most scientifically robust and impactful studies receive support. The Foundation supports between 150-200 active studies at any given time. The Foundation also funds 20-25 veterinary student research projects annually. Building on this impressive and solid history, the Foundation is entering an exciting new era. With society's increasing recognition of the vital role animals play in our lives, the Foundation is poised for extraordinary growth in its mission and reach.

Morris Animal Foundation History Overview

In 1948, Dr. Morris, a visionary veterinarian, believed there was a need for a foundation that solely addressed animal health and welfare. Dr. Morris was also a humanitarian and animal health pioneer and one of the very first veterinarians to use diet to control disease. Dr. Morris envisioned a world in which scientific discoveries would transform the health of animals. His dream began with Buddy, who was among the first guide dogs in the United States.

Buddy suffered from kidney disease and his owner, Morris Frank, then the national ambassador for the Seeing Eye, sought Dr. Morris's advice. Dr. Morris created a special diet that dramatically improved Buddy's health. He and his wife, Louise, canned the food in their kitchen. When they could no longer meet increasing demand from the veterinary community, they partnered with the Hill Packing Company to produce what later became the first Hill's Pet Nutrition Prescription Diet. Dr. Morris used the royalties from that diet to establish **Morris Animal Foundation**.

Dr. Morris became an entrepreneur in creating diets that could manage disease in animals and a leader who shaped the veterinary industry. His vision and love for animals also made the **Foundation** what it is today: a foundation for the sake of animals and dedicated to improving their health.

By the Numbers

The **Foundation** is governed by a 17-member Board of Trustees and maintains five scientific advisory boards (large animal, canine, feline, wildlife and animal welfare); in addition to ad hoc scientific advisory boards for RFPs outside the scope of the primary review process. The **Foundation** employs 50 staff members spread among Administration, Marketing and Brand Strategy, Scientific Programs, Development and Information Systems functional areas.

The **Foundation** is based in Denver. For more information, please visit, www.morrisanimalfoundation.org.

THE OPPORTUNITY

Reporting to the President & CEO of the **Foundation**, the **Chief Operating Officer (COO)** will be responsible for strategic management of the internal operations of the **Foundation** including the Finance, People and Culture, and Information Technology teams and systems including facilities management, operational protocols and analyses of data. As a member of the Leadership Team, the **COO** is vital to supporting the mission and strategic plan through efficient and effective administrative and IT support. The **COO**

will work closely with the People and Culture department to ensure a positive culture that supports retention and growth of top talent. Each day will bring new challenges such as planning and projecting financials, making recommendations for budget decisions and aiding fellow teammates in workforce planning.

The **COO** will be expected to master issues of nonprofit finance as they pertain to an international foundation funding multi-year grants and managing numerous restricted funds annually. The **COO** will also be expected to guide efficient and effective operational support through technology that ensures the protection and integrity of the **Foundation's** information systems.

The **COO** will manage the day-to-day administrative operations of the **Foundation** and collaborate with other Leadership Team members to develop, implement and analyze comprehensive strategic and tactical business plans to meet the organization's goals and objectives. The **COO** will oversee the development and implementation of policies and standard operating procedures as well as conduct regular operational reviews for senior managers. While working with staff, trustees and **Foundation** attorneys, the **COO** will assume ownership of minimizing risk to the **Foundation** and work closely with the President & CEO and Board Chair to direct oversight of the **Foundation's** financial planning and investment portfolio.

Direct reports to the **COO** are the Vice President of Finance and Administration, Director of People and Culture and the Information Technology Manager.

Within three months, the COO will be expected to:

- *Develop intimate familiarity with the **Foundation's** financial systems, processes, operational budget, endowment, investment portfolio performance and cash flow.*
- *Create monthly reporting summaries tracking KPIs towards established goals.*
- *Devise robust financial analysis tools that provide financial insight into a complex system of restricted funds.*
- *Ensure the IT needs of the **Foundation** are met in a hybrid work environment.*
- *Make necessary investments in IT infrastructure to support a hybrid workforce and the growth demands, in terms of required systems, of the **Foundation**.*
- *Develop a comprehensive risk assessment for the **Foundation**.*

Within six months, the COO will be expected to:

- *Develop recommendations for business process and procedure improvements.*
- *Devise and implement IT policies which support the **Foundation's** culture and key initiatives in a secure and efficient manner.*
- *Streamline annual performance review processes for maximum impact and lessen the burden on supervisors.*
- *Provide insights on governmental and other external mandates that could affect the **Foundation**.*
- *Proactively monitor, recommend and implement correction actions to ensure progress towards established goals and business objectives.*
- *Lead succession planning analyses and hiring/training plans to ensure the long-term stability and growth of the **Foundation**.*

- *In conjunction with the President & CEO and Strategic Planning Committee, develop robust and meaningful Diversity, Equity and Inclusion initiatives that impact culture and hiring processes.*
- *Develop multi-year revenue and expense projections, managing the processes for financial forecasting and budgets and overseeing the preparation of all financial reporting.*
- *Create a strategic roadmap for continuous improvement of all internal IT systems, tools and processes to meet the security and productivity needs of the organization.*
- *Provide strategic recommendations to the CEO/president and members of the executive management team.*

THE TEAM

The **Foundation's** Leadership Team is a passionate and driven team fueled by its love of animals and dedication to innovative science that will better the lives of animals. The Leadership Team takes pride in living by the **Foundation's** core values of Excellence, Respect, Compassion, Collaboration, Innovation and Determination, and incorporating them in day-to-day interactions, projects and goals. The Leadership Team places immense value on a culture built on trust, accountability and transparency.

THE PERSON

The **Foundation** seeks an innovative, experienced and highly mission-driven leader for this newly created role. Other qualities sought include:

- An undergraduate degree; an advanced degree will distinguish the most attractive candidates.
- Substantial (ideally 10 or more years) progressively responsible experience managing operational, technology, administrative and financial functions preferably in a nonprofit setting.
- Advanced financial acumen and the ability to effectively create and translate financial data into KPIs.
- A strong understanding of IT systems and supporting infrastructure, especially as it relates to a hybrid workforce during pandemic restrictions.
- Strong knowledge of budget construction and ongoing oversight.
- Demonstrated experience with refining organizational processes in the spirit of continuous process improvement.
- Prior experience working closely with board members or trustees and their committees is preferred.
- Familiarity with institutional investment portfolio construction and management, while not required, is preferred.
- Demonstrated staff management and development experience; a strong record of effective team building.
- Proven project leadership/management skills (examples will be sought).
- A passionate personal alignment with the vision and mission of the **Foundation**.

PERSONAL CHARACTERISTICS

- An energetic, hands-on, confident but down-to-earth leader with a passion for the mission of the **Foundation** and who embodies the **Foundation's** core values.
- An inspirational leader; proven ability to support the Leadership Team and diverse groups of people to grasp the mission and reach **Foundation** goals.
- A combination of solid business experience and acumen and an appreciation for revenue generation and sustainability especially within the nonprofit community.
- Results-oriented and driven to move things forward; strives toward continuous improvement and measurement against goals.
- A “people person” who is compassionate, operates with humility and effectively integrates into the **Foundation's** culture and environment, rapidly gaining the trust and respect of colleagues and team members throughout, even as he/she simultaneously drives change and operational process improvements.
- A relationship builder who is able to develop strong relationships with senior management, external partners and stakeholders.
- Oral and written communications abilities – strong presentation skills; persuasive and articulate; diplomatic and open style; a good listener; credible.
- Impeccable ethics and highest integrity.
- A proactive leader; intellectually curious; regularly investigates and brings new ideas to the organization, especially with regard to operational best practices and staff leadership; skilled in critical and creative thinking to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to issues.

COMPENSATION

The **Foundation** will offer the successful candidate a competitive base salary dependent on experience and qualifications. The **Foundation** offers a full range of benefits that includes paid employee health, dental, vision, LTD, life insurance and a matched 403b retirement account. Employees are given a lifestyle and fitness reimbursement, work-from-home equipment reimbursements and a generous PTO allowance.

APPLICATION PROCESS

EFL Associates, an executive search firm, is assisting the **Foundation** with this important search. All calls and inquiries should be made through the search firm representatives listed below. Referrals and applications will be held in confidence. Review of applications will begin immediately and will continue until the position is filled.

NON-DISCRIMINATION

Our client and EFL Associates firmly support the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, creed, national origin, disability, veteran status or any other protected category pursuant to applicable federal, state or local law.

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