



An Invitation to Apply for the Position of

Executive Director

NATURAL RESOURCES COUNCIL OF MAINE

'Protecting the Nature of Maine'
Augusta, Maine

The Natural Resources Council of Maine is a nonprofit membership organization protecting, restoring, and conserving Maine's environment, now and for future generations. NRCM works statewide for clean air, healthy waters, safeguards for our people and wildlife, forest protections, and clean, renewable energy solutions. We harness the power of science, the law, and the voices of more than 12,000 supporters across Maine and beyond. Help us protect the nature of Maine.

Mission Statement

THE SEARCH

The Natural Resources Council of Maine (NRCM) seeks an executive director to lead one of the nation's most successful and highly regarded state environmental advocacy organizations. NRCM is Maine's largest environmental advocacy organization and plays a leading role in state environmental affairs. It also plays a national role within the State Environmental Leadership Project, as National Wildlife Federation's Maine affiliate, and through coalitions with national and state environmental advocates.

Since its founding in 1959, NRCM has grown into one of New England's most important environmental advocacy groups, with a long list of significant victories, a roster of influential donors and trustees, and a talented, committed staff. Initially a collection of affiliate organizations focused on specific campaigns, NRCM has evolved into a highly professional, widely respected, and effective advocate for Maine's environment. It is known for its ability to craft creative, effective initiatives to attain environmental goals, using policy and scientific expertise, media outreach, coalition-building, grassroots organizing, lobbying, administrative proceedings, referenda, and other flexible tools including the support of over 12,000 concerned citizens.

Having reached its 50th anniversary of environmental activism in 2009, NRCM also celebrates 26 years under the influential leadership of Everett "Brownie" Carson. The new executive director will have the opportunity to build on Brownie's legacy, leading NRCM to "protect the nature of Maine" for years to come. This pivotal role calls for a talented, passionate professional with both advocacy and operational strengths. The strongest candidates will already be active in and well informed about environmental advocacy, and will have a track record of successful leadership experience in an

Natural Resources Council of Maine
Executive Director

organization of at least comparable scale and complexity. Intellectual rigor, political savvy, outstanding advocacy skills in communication and persuasion, and a collegial, deft management style are essential, as are skills in fundraising and donor cultivation.

The Board of Trustees has established a Search Committee of eight board and staff members and retained Isaacson, Miller, a national executive search firm, to assist in recruiting the new executive director. All inquiries, applications, and nominations should be directed to the firm as indicated at the end of this document. This position profile has been approved by the Search Committee to be shared with candidates and key contacts. Thank you for participating in the search.

THE NATURAL RESOURCES COUNCIL OF MAINE

The following descriptive materials are a brief introduction to the accomplishments and potential of NRCM. Further information is available on the NRCM's website (www.nrcm.org) and will be shared with candidates invited for interviews.

Background

NRCM was created on May 14, 1959, in Augusta, in the Senate office of Jim Briggs, a State Senator from Caribou. The immediate challenge was to protect the Allagash River from development and hydroelectric dams, but the larger issue was a more general concern for Maine's environment. Those twin concerns led a set of existing organizations, all sharing a common interest in protecting the environment, to join together in coalition as a "council."

The creation of the Allagash Wilderness Waterway was NRCM's first victory. Over time, it has led or provided key energy to campaigns to oppose the proposed Lincoln-Dickey and Big A dams, and to protect Katahdin Lake, the Penobscot River, the Kennebec River, and other water bodies. NRCM led the fight to pass Maine's bottle bill, to ban billboards, and, through a precedent-setting Federal Energy Regulatory Commission decision, to require a dam on the Kennebec to be removed to allow sea-run fisheries to return to that river. NRCM is a leader in a creative initiative to purchase and remove three hydro dams on the Penobscot River, permitting Atlantic salmon and other species of native sea-run fish to access hundreds of miles of new habitat while maintaining the existing level of power generation. It played a major role in passing legislation or adopting regulations to ban liquidation harvesting of timber, place costs of collection and safer recycling of electronic waste and toxics on manufacturers, reduce mercury and global warming emissions, apply the "product stewardship" principle to children's products, encourage development of wind and other renewable resources, establish a regional market in carbon, foster a smart grid and energy conservation, and . . . the list, proudly, goes on and on.

Natural Resources Council of Maine
Executive Director

Over the decades, NRCM has evolved from an essentially volunteer, membership-based organization comprised of a series of affiliated groups to a highly professional, independent organization. In 1981, NRCM had a staff of six, a membership of around 3,000, and a total income of \$193,000 with roughly 75 percent of that revenue coming from membership dues and small contributions. By 1993, the number of staff had grown to 23, membership had reached 5,900, and the budget was \$1.28M. New and renewal memberships accounted for about 20 percent of income, and 75 percent came from major donors and grants. Today, the organization has 23 staff members with more than 12,000 supporters from across Maine and beyond, and operates on a budget of \$2.16M.

Current Advocacy Programs

NRCM advocacy work currently focuses in four program areas:

- Energy Efficiency and Clean Renewable Energy

Improving energy efficiency is the best way for Maine to reduce air and global warming pollution. NRCM played an important role in the recent passage of legislation establishing the Efficiency Maine Trust, an independent agency charged with overseeing and implementing the State's energy conservation and climate change initiatives. The organization has also recently led successful efforts to pass legislation that reduces auto emissions, improves air quality, and addresses climate change. NRCM works for policies promoting clean, renewable energy, including appropriately sited wind power projects. NRCM is also working in coalition to get Maine's two key senators to support climate change legislation in Washington.

- Protection from Toxic Chemicals

In recent years, NRCM's toxics program has focused on "product stewardship," through which manufacturers of consumer products that contain toxic chemicals take responsibility for the cost of collection and safe recycling of these products at the end of their useful life. NRCM's work has made Maine a national leader in this area and has resulted in safe collection and recycling programs for computers and TV monitors, mercury-containing switches and thermostats, CFL bulbs, and other products. NRCM has also been successful in establishing policies that require identification and phase out of dangerous chemicals in a wide range of consumer products, from baby bottles to home furniture.

- Protecting Maine's North Woods

NRCM's founding in 1959 led to one of the most important historical victories for Maine's North Woods: establishment of the Allagash Wilderness Waterway. Since then, the organization has made important contributions to state policies that protect the wilderness character and back-country recreational values of this special area –

the largest undeveloped forest east of the Mississippi. NRCM is currently helping to lead a coalition of landowners, mills, conservationists, sporting and recreational interests, tribal nations, and communities seeking to identify shared interests and a common pathway forward in the Keeping Maine's Forests initiative. This unprecedented common effort seeks to conserve the State's North Woods while maintaining a vibrant, sustainable forest industry. As pressures on Maine's North Woods change and increase, NRCM will continue to consider creative approaches to balance sustainable forestry with the conservation, wilderness, and recreational values strongly supported by NRCM.

- Healthy Rivers and Watersheds

NRCM's watersheds program focuses on cleaning up Maine's waterways and restoring native fisheries. Much of this work has been to improve water quality and remove dams in order to restore fisheries, primarily for sea-run species. Significant progress has been achieved on the Kennebec, Sebasticook, and Penobscot Rivers, where dams have been removed or are slated to be purchased and removed and millions of sea-run alewives and other anadromous fish are returning. NRCM is part of an international coalition working to restore fish passage on the St. Croix River. NRCM has also been a leader in efforts to reduce waste discharges from industrial facilities, including pulp and paper mills, through legislation, administrative initiatives, and actions brought under the Clean Water Act.

Finances

NRCM has weathered the recent financial downturn well and remains in a solid financial position. As expected, the endowment was hit hard, dropping from \$4.9M to \$4.2M. There were limited layoffs, benefits were temporarily reduced, salaries were frozen, and a planned 50th anniversary capital campaign for endowment was delayed. These decisions were taken reluctantly by the Board, which holds ultimate fiduciary responsibility for NRCM. The decisions were prudent and effective.

The FY11 operating budget totals \$2.16M. It is tight but benefits from an FY10 operating surplus. The financial key for many years has been effective major donor fund raising and grant writing. NRCM owns its building debt-free and is careful in its spending. Salaries and benefits account for just under 70 percent of the budget; the staff is the heart of the organization, and the budget clearly reflects that priority.

NRCM is a soft-money organization that, with the exception of multi-year grants and limited funding from the endowment, must raise its entire budget each year. It therefore depends on the fundraising skills of the executive director and the development team. Most of the small endowment is unrestricted, so there is some protection in a difficult year. NRCM has a strong history of making its budget, and the Board takes its fiduciary obligation to monitor finances seriously. As a mission-driven, advocacy organization, it

must earn the support of its individual and foundation donors each year by achieving demonstrable benefits for Maine's environment.

THE EXECUTIVE DIRECTOR

The executive director is responsible for guiding the operation of NRCM, for maintaining its leadership role among environmental advocacy organizations in Maine, and for ensuring that NRCM is financially healthy. Working with the advocacy team, the executive director helps to determine the strategy and priorities for advocacy initiatives. He or she builds a strong staff-board partnership; builds strong relationships with major donors, key foundations, and opinion leaders; and serves as NRCM's spokesperson in high profile campaigns. The executive director reports to a 26-member Board of Trustees and oversees all aspects of the organization. He or she must be both a creative environmental leader and a competent manager. The executive director meets regularly with senior staff members and shares the leadership of NRCM with them and the Board.

NRCM is currently organized around a strong deputy structure with the executive director serving as the chief executive officer and the deputy as the chief operating officer. The executive director, the deputy, and the four senior directors work together as a management and leadership team to ensure across-the-board needs of the organization are being met. The advocacy team consists of nine individuals operating in four teams under a senior director. Eight individuals under two senior directors focus on the fundraising, member relations, marketing, and public affairs work of the organization. Two individuals under a senior director manage day-to-day finance and administration. All of the senior directors report to the deputy, with a dotted line report to the executive director for the advocacy and development senior directors. As would be expected, NRCM is an intense and issue-oriented community that operates within its organizational structure, but can also move as needed across lines of authority. NRCM's leader must bring to this assignment the leadership skills to work both inside the organization, with the support of a strong deputy and senior management team, and outside the organization as NRCM's lead fund raiser and spokesperson.

OPPORTUNITIES/CHALLENGES FACING THE EXECUTIVE DIRECTOR

The overall leadership challenge facing the new executive director is to add strength and stature to NRCM's advocacy work, while keeping revenues strong and enhancing long-term sustainability. NRCM has built excellence and rigor into its campaigns, has attracted a high quality staff, and is, with this hire, positioning itself for future initiatives.

The challenges described below suggest several current opportunities likely to face the new executive director. There will, of course, be other important issues, and NRCM's new leader will also bring his or her own ideas to this position – but we see the following as emerging opportunities and challenges. Taken together, these issues suggest the

Natural Resources Council of Maine
Executive Director

dynamic and healthy outline of an innovative, effective environmental advocacy organization.

Advocacy – The Soul of NRCM

The new executive director will be expected to add energy, strategic insight, and inspirational leadership to NRCM's core work. Credibility and significant expertise in an area within NRCM's advocacy work will give the new executive director traction both inside the organization and externally. He or she will also need to have demonstrated strengths as a thoughtful advocate willing and able to use a full range of advocacy tools. The challenge is to have the combination of stature, judgment, strategic thinking, courage, and fairness undergirding successful advocacy work. Conflict and confrontation may be necessary at times, but as a means to an end, not as an operating style; the trick is to find and effectively use the tools appropriate to achieve the goal in question.

With an exceptional advocacy staff already in place, NRCM's new leader will join an established team. He or she will effectively participate in advocacy initiatives through shaping priorities, adding strategic insight, and acting as a spokesperson. New challenges will emerge and, over time, new areas of work will need to be carefully chosen. All other activities of NRCM support its advocacy mission.

Management and Leadership – NRCM's People and Tools

Over time, the current strong deputy management system has evolved to free the executive director to focus externally and to move flexibly within the organization between various advocacy initiatives and supporting staff as needed. The new executive director will inherit a well functioning management structure, and will have time to listen and observe before considering any adjustments in that structure.

The challenge and opportunity here is to gradually tune the organization to take maximum advantage of the strengths of the new executive director. NRCM is a staff driven organization, and it will be important to connect with the staff and contribute thoughtfully to the organizational structure before considering changes. With resources focused on advocacy and fund raising, the organizational structure is flat and management is deliberately minimal. It will be important for the new executive director to find the right balance between advocacy and allocating resources to support and maintain healthy management and technical systems. Transparency and collaboration are key elements of NRCM's organizational culture. There will never be enough money to do everything that a talented staff will want and even need to do. One measure of the new executive director's success will be how well resources and management systems support, and are consistent with, NRCM's vision and urgently pursued initiatives.

Natural Resources Council of Maine
Executive Director

Fundraising – Fuel to Support Advocacy

NRCM must transition major donor and certain foundation relationships seamlessly from Brownie to the new executive director, utilizing his or her own skills and approach to fundraising. Over time, Brownie has become the primary contact with most major donors. They are his friends and he has understandably handled the annual requests for support. Under new leadership, there will be an effort to diversify the sources of funding for NRCM, as well as to increase the involvement of Board members and senior NRCM leaders in asking for support.

There is no doubt that a significant portion of the new executive director's time will be invested in getting to know, and then asking for support from, major donors, foundations, and other key funders. The search seeks a person with both the internal management oversight skills and the external marketing and fundraising skills to maintain and expand NRCM's development program. When the economy recovers sufficiently, the currently on-hold capital campaign will be launched; this will require considerable time and effort from NRCM's new leader.

Orchestration – Connecting Advocacy, Staff, Tools, and Fuel

NRCM is finishing out the term of its 2007 strategic plan, and is poised to develop and implement a new plan under the leadership of the new executive director. The board and staff have achieved a number of the 2007 objectives, including improved fish passage on the Kennebec River through removal of the Fort Halifax Dam, passage of legislation to establish a framework for chemical policy reform, and an improved permitting process for wind power projects, while also increasing public awareness of NRCM. Part of that new plan will be a decision on the timing of a capital campaign for endowment. The plan may include a review of the strong deputy management structure, as well as setting new goals for membership and fundraising. The current four areas for advocacy work will be reviewed and new issues considered. The new executive director should arrive in time to help lead the development of the new strategic plan.

The Summary Challenge: Teamwork, Integrity, and Excellence

Success at NRCM will only be possible with the coordinated efforts of the Board, a strong leadership team, and talented staff members, all focused around and motivated to achieve clear, well established objectives. The new executive director will lead that joint effort.

The new executive director must be an unrelenting advocate for Maine's environment and demonstrate complete integrity in leading NRCM. We seek a leader excited about these challenges, comfortable in the lively marketplace of environmental advocacy, and respectful of the talented staff that makes NRCM such a rich and productive community.

LEADERSHIP AND CHARACTER

The experiences and qualities we seek in candidates grow directly out of the challenges facing the new executive director, including the rigorous accountability inherent in leading a premier advocacy organization. We seek highly ethical individuals of exceptional intelligence and maturity, well grounded in organizational and personnel management, comfortable in an environmental advocacy role, and committed to NRCM's activist mission. Candidates should be able to work effectively with Maine's legislature and environmental agencies, as well as with other Maine environmental organizations and civic leaders, and should enjoy living in this beautiful state. We expect strong candidates to have at least seven years of increasing leadership responsibility in an organization comparable to NRCM.

Advocacy Leadership

We first seek an executive director with a passion for environmental advocacy and the capacity to lead NRCM to undertake visionary yet achievable initiatives. NRCM's new leader must be skilled in the use of advocacy tools, disciplined to work within budgetary limits, respectful of NRCM's mission and the culture of Maine, and fueled by new energy and ideas.

The executive director will be expected to:

- Provide a personal example of being an advocate and an environmentalist;
- Be passionate about protecting Maine's environment;
- Be able to build effective relationships with individuals, organizations, foundations, legislators, commissioners, and anyone prepared to advance NRCM's mission;
- Bring strategic insight to advocacy initiatives;
- Communicate a strong vision of NRCM's role and value, while continuing to build its stature; and
- Have at least a master's degree in a relevant field.

Organizational Management

The new executive director must ensure that NRCM operates effectively, not single handedly, but through a team effort coordinated through the deputy director. We seek in this appointment a proven, highly effective leader, open in management style, respectful of alternative points of view, comfortable in a collegial environment, capable of decisive action and leading by persuasion, and willing to work within NRCM's current management structure.

The executive director will be expected to:

- Recruit and lead a diverse, empowered, and exceptional staff group;
- Embed performance-based procedures and values;

Natural Resources Council of Maine
Executive Director

- Bring financial and administrative skills to get the maximum impact from NRCM's limited resources;
- Drive, with the board and staff, the strategic actions of NRCM – make choices; take risks; open, merge, and close initiatives; build momentum; and leverage success;
- Be comfortable in the caldron of environmental advocacy, and use a broad range of tools to increase NRCM's effectiveness; and
- Bring patience, humor, and an ability to handle a number of tasks at once.

Building Relationships

A major portion of the executive director's energy will be directed toward garnering resources. NRCM cannot move forward without a leader capable of marshalling its constituents and building support for its campaigns. This will require coordinated fundraising efforts by the Board, the executive director, the development group, and the advocacy teams.

The executive director will be expected to:

- Organize fund raising around NRCM's initiatives through the development of an effective strategic plan;
- Help to implement the development and external affairs elements of that plan;
- Support the entrepreneurial energies of the advocacy teams;
- Work closely and well with individual donors and foundations, while also growing the NRCM financial base; and
- Bring personal strengths that wear well and attract ongoing and growing support.

Personal Character

The personal style and sensitivity of its leader tend to shape the culture of every organization. We seek an executive director equally at home in a board room, in the field, at the Legislature, and with an individual donor, and comfortable with Maine's culture and people. We need a leader with presence and stature, open to all people, passionate about Maine's environment, who will thrive in this challenging position.

The executive director will be expected to:

- Bring outstanding communications skills as a listener, writer, and articulate speaker; be open to the ideas of others; thoughtfully speak his or her mind;
- Provide an example of enthusiasm, optimism, resiliency, strength;
- Have the scars and maturity that come from having mostly, but not always, succeeded—and having learned from experience; and
- Finally, be trustworthy, have integrity, and be of good character.

Natural Resources Council of Maine
Executive Director

SCHEDULE, SALARY, AND TO CONTACT

The search is actively under way, will remain open until an appointment is announced, and is currently scheduled to conclude in the winter of 2010-11. After significant outreach, there will be initial evaluations of written materials followed by interviews and extensive background checks. The new executive director will start as soon after being appointed as possible, and no later than July 1, 2011. Compensation will be competitive and commensurate with the successful candidate's experience.

Inquiries, referrals, and resumes are encouraged by email and in confidence, with a cover letter from applicants sent to 4079@imsearch.com. The search may be also contacted as follows: Liz Vago, tel: 978-744-3442; or Jerry Pieh, 87 Spinney Mill Road, Arrowsic, ME 04530; tel: 207-443-2256.

*NRCM is an equal opportunity employer and hires staff without regard to race, color, religion, national origin, age, gender, sexual orientation, marital status, or disability.
Diverse candidates are encouraged to apply.*

Visit NRCM online at www.nrcm.org