



# CHIEF OPERATING OFFICER

Hybrid, at least three days in the Rockland, ME office

[www.islandinstitute.org](http://www.islandinstitute.org)

## THE ORGANIZATION

For more than 40 years, Island Institute has worked courageously and collaboratively to strengthen the resilience of island and coastal communities. It boldly navigates climate and economic change with island and coastal communities to expand opportunities and deliver solutions. It operates under the philosophy that the people most affected by challenges should be at the center of the solutions — rallying resources, fostering partnerships, and mobilizing expertise to strengthen Maine's coast.

Island Institute is a well-positioned, financially secure organization with a \$9M annual operating budget, a strong donor base with a diversified revenue structure, a robust balance sheet and more than 50 passionate and talented staff. This role offers a unique opportunity for a mission-driven executive leader to join the most influential organization in Maine working at the intersection of climate, environment, and coastal community resilience.

## PRIORITIES

Marine Economy	Climate Solutions	Community Capacity
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## VALUES

Hopeful Persistence	Connection to Place	Authentic Collaboration	Clarity of Purpose	Resourcefulness
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## STRATEGIC IMPERATIVES

Develop a long-term sustainable business model	Cultivate a unified & values-driven culture	Be the most trusted voice on coastal issues	Implement community-led climate solutions	Build an enduring & prosperous marine economy	Meet urgent needs for community capacity
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Island Institute’s programmatic work includes working waterfront protection and decarbonization, community climate and energy resilience, the future of fishing, housing, and the Island Institute Fellows program. Island Institute is also well-known for its longstanding publications *The Working Waterfront Newspaper* and *The Island Journal*.



## THE POSITION

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The Chief Operating Officer (COO) reports to the President, serves on the Senior Leadership Team and oversees a team of 10 people in Finance, People and Culture, Technology and Facilities, Program Impact, and Grantmaking. The COO will build Island Institute's capacity to deliver on its ambitious new strategy and will serve as the primary internal resource for translating mission-related priorities into organizational action. Of the Six Strategic Imperatives, the COO will be responsible for developing a long-term sustainable business model and cultivating a unified & values driven culture. Additionally, the COO may lead major external projects as needed.

This position intersects with a range of critical institutional functions — people and culture, programs, finance, strategy and measurement, philanthropy, and facilities/IT — and requires exceptional people and operational leadership skills.

## THE RESPONSIBILITIES

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### Strategy Execution, Resource Allocation, & Prioritization

- ◆ Partner with the President to establish annual and longer-term priorities, monitor progress against organizational goals, and establish efficient systems to get to impact faster.
- ◆ Oversee long-range and annual planning to advance strategy goals and lead strategy reviews and refreshes.
- ◆ Work collaboratively with the Chief Financial Officer and Chief People and Culture Officer to ensure the organization's operational functions are effective and efficient.
- ◆ Incorporate nonprofit best practices, working closely with the President and CFO on operational budgets, audits, and planning.
- ◆ Partner with the Senior Leadership Team on new revenue generating activities and innovative deployment of grant and loan funds.
- ◆ Partner with the Chief People and Culture Officer to build a strong, hybrid work environment, strengthen onboarding and professional development pathways, ensure succession planning, and implement performance management with a goal of building a values-based culture that supports retention and organizational impact.
- ◆ With the Chief People and Culture Officer, ensure staff committees such as the DEI team and the CREW (Culture, Recreation, Events and Wellbeing) Council are supported and effective.
- ◆ Ensure the allocation of financial and human resources advances mission priorities.
- ◆ Manage the operations team and deploy their talents and resources effectively to support the organization's strategic priorities.
- ◆ Oversee facilities, vendor relations, renovations, and maintenance of physical property, including building and boat, in partnership with the CFO.
- ◆ Lead major organizational change management initiatives.
- ◆ Serve as organizational leader in the absence of the President if needed.

### Organizational Collaboration and Process Improvement

- ◆ Lead daily operations to achieve organizational goals established by the Board and President
- ◆ Develop effective internal communications, coordination and management structures to advance Island Institute's work and deepen community impact through greater integration across teams.
- ◆ In collaboration with the CFO, oversee the annual budget development and annual priority-setting processes.



- ◆ Leverage technology to better advance Island Institute's mission by promoting consistent, effective use of systems such as Salesforce, Asana, and Slack, enabling stronger communication, collaboration and more informed, data-driven decisions.
- ◆ Develop a strategy for future IT needs that aligns technology investments with organizational priorities and enhances Island Institute's ability to deliver on its mission.
- ◆ Ensure close collaboration across the organization and partner with the President to focus leadership time on organizational priorities and longer-term planning.
- ◆ Establish clear decision-making rights at appropriate organizational levels and ensure decisions, once made, are communicated and sustained.

### **Board Relations**

- ◆ Inform and liaise with the Board on internal organization issues.
- ◆ Aid the President in creating and preparing high-quality, decision-focused board materials and ensure committee meetings advance priority, organizational issues.
- ◆ Partner with Chief Community Development Officer and Chief Policy and External Affairs Officer to engage board in deep learning related to strategy.
- ◆ Present occasionally to the Board.

## **THE QUALIFICATIONS**

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Candidates will ideally bring a compelling blend of skills and experiences, to include as many of the following as possible:

- ◆ Functional leadership and management across key operational areas (IT, People and Culture, finance, facilities, etc.)
- ◆ Demonstrated success translating an ambitious strategic plan into tangible goals and systems within a complex, mission-driven organization.
- ◆ Experience leading and developing high-performing teams, and coaching/mentoring colleagues.
- ◆ Record of overseeing multiple simultaneous projects with tangible outcomes; exceptional organizational skills, attention to detail, and discipline in running effective meetings with clear objectives.
- ◆ A thorough understanding of advanced business/nonprofit planning and processes, including measurement and evaluation.
- ◆ Prior experience in change management, governance, and high-stakes facilitation and organizational decision-making.
- ◆ Experience with community grantmaking and innovative financing helpful.
- ◆ Outstanding verbal and interpersonal communication skills; ability to listen and foster collaborative discussions that result in effective organizational processes.
- ◆ The ability and willingness to provide, solicit and receive constructive feedback with employees at all levels of the organization.
- ◆ Strong proficiency with technology, including Office 365, finance and CRM systems (Asana, Salesforce, and Sage Intacct preferred). Brings an informed, pragmatic perspective on AI and is prepared to lead the organization in defining clear and responsible policies and practices.
- ◆ Facilities management experience is a plus.
- ◆ Experience from the for-profit or nonprofit sectors considered.
- ◆ Based in, or willing to relocate to, Mid-Coast Maine.



## THE ATTRIBUTES

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The winning candidate should possess the following professional qualifications and personal attributes:

- ◆ Passion for Island Institute's mission and values.
- ◆ A bachelor's degree is required, an MBA or an advanced degree in a related field is a plus.
- ◆ A confident, motivational leader who communicates clearly and asks for direction when needed.
- ◆ Creative problem solver who has a record of introducing new ideas to leadership.
- ◆ Ability to juggle multiple priorities and prioritize appropriately.
- ◆ Strong change management experience and experience executing against a strategic plan and measuring impact.
- ◆ Strong interpersonal skills and strength in collaborating and building consensus across diverse teams and organizational structures. Makes data-informed decisions while remaining attuned to people and context.
- ◆ Skilled at advancing big projects and unstopping bottlenecks.
- ◆ A humble, curious listener who takes time to understand the organization's history, culture, and the expertise of its staff before acting.
- ◆ Skilled at cultivating organizational trust and fostering a culture of transparency, accountability, and belonging.
- ◆ Able to adapt communication style across a diverse, mission-driven team—comfortable engaging both the analytical and task-driven leaders at the senior level and the community-oriented staff throughout the organization.
- ◆ Understanding of and experience working effectively with small, rural communities is a plus.

## THE COMPENSATION & BENEFITS

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Island Institute anticipates cash compensation of \$150,000–\$190,000, depending on experience and qualifications. Comprehensive benefits package includes medical, dental, life, and disability insurance; paid time off including 30 paid leave days plus 14 paid holidays; and a 403(b) retirement savings plan matched at 6%.

## THE APPLICATION PROCESS

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Email all inquiries, nominations, and applications to Cydnee Dubrof of The Dubrof Group at [cydnee@dubrof.com](mailto:cydnee@dubrof.com). Any communication with Island Institute will be forwarded to The Dubrof Group. Applications should include a complete resume in MS Word. Please indicate in your cover email where you learned about this opportunity. Due to the volume of applicants, we are not able to respond to phone inquiries.

The Dubrof Group is committed to social justice and access to opportunity; we actively cultivate relationships with leaders with varied life experiences and the skills needed to lead strong, innovative organizations. The team is also committed to your privacy and to protecting your personal data. To view The Dubrof Group's privacy policy, please visit [www.dubrof.com](http://www.dubrof.com).

Island Institute provides equal employment opportunities without regard to race, color, religion, sex, national origin, age, disability, marital status, veteran status, sexual orientation, gender identity, genetic information and/or any other protected characteristic under applicable law. Individuals from underrepresented groups are encouraged to apply.