



LEADERSHIP PROFILE



CEO The JF Maddox Foundation Hobbs, NM

"We think big, dig deep, and connect the community so that together we can cultivate big-picture possibilities for all our Lea County neighbors."

--The JF Maddox Foundation's guiding principle

OVERVIEW

Few foundations have had as big an impact on the people and institutions of their region as is the case with the [JF Maddox Foundation](#). Based in the southeasternmost county of the state, the Foundation has had a quiet, pervasive influence on Lea County and its 70,000 residents for almost six decades.

The JF Maddox Foundation was established in 1963 by Jack and Mabel Maddox, transplants from central Texas who moved to Hobbs, NM in 1931, where Jack enjoyed significant success, initially in the utility industry and later in banking, real estate and gas pipeline operations. Jack Maddox was an astute businessman and a generous civic leader, with special interest in youth programs and higher education.

The Foundation was a vehicle for their personal charity, and it was a primary beneficiary upon their deaths (Jack in 1978 and Mabel in 1987). Because the Maddoxes had no children, leadership of the Foundation fell to Jack's brother, Donovan, and Donovan's two sons, Don and Jim, both of whom have lived in Hobbs since the late 1960s and collectively raised five children there.

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These five children, the third generation of Maddoxes, now shepherd the Foundation. While none of the third generation still lives in Hobbs, all of them grew up there, and their commitment to Hobbs and Lea County is unwavering—and formalized in the Foundation’s strategy, updated in 2019.

Today, the JF Maddox Foundation has assets of just over \$250 million,¹ a heritage of impactful engagement and a near-final draft of its **RoadMap to 2030**, the Foundation’s vision for the next decade.

The Foundation’s grants continue to vary in size, approach and desired outcomes, but all embrace the potential for significant benefit to the residents and institutions of Lea County, New Mexico.

The Foundation’s CEO for the past quarter century has been Bob Reid, an executive steeped in business and nonprofit management who had never run a foundation before moving to Hobbs at the Maddox family’s invitation. Since joining the Foundation in the mid-1990s, Bob has brought structure and strategy to the Foundation’s grantmaking, and his leadership has helped inspire both the staff and the larger community to expect great things of each other.



*[The CORE](#),
Hobbs's Center of Recreational Excellence*

In September 2019, Bob [announced](#) his plans to retire as CEO by the end of 2020, thus prompting the search for his successor.

THE ORGANIZATION

The JF Maddox Foundation is not only the largest grantmaker in Lea County (pop. ~70,000); it is the largest in all of New Mexico (pop. ~2.1 million).

No surprise, therefore, that the transition to what will be just the second non-family CEO in the Foundation’s history is of great interest to everyone touched by its work.² Happily, the board and staff have spent the better part of two years formalizing the strategy for the next decade, and thus the overall direction has been confirmed.

¹ Unaudited estimate as of December 31, 2019

² The Foundation’s by-laws do not allow a family member to serve as CEO

Much work remains to be done, of course, but the Foundation’s commitment to the people and institutions of Lea County is unchanged, with clear focus on three mission areas:

- Innovation in education;
- Innovation in social service; and
- Innovation in community development.

Operationally, the Foundation will continue to deploy three types of grantmaking:

- *Responsive grants*, prompted by requests from grantees
- *Foundation-initiated grants*, which constitute the majority of the JF Maddox Foundation’s projects, addressing needs identified by staff and often designed to increase capacity or to address systemic community issues. These grants frequently focus on the area’s most difficult and complicated issues and generally involve multiple parties working collaboratively.
- *Opportunistic grants*, made to take advantage of special opportunities for community investment not anticipated in prior planning.

In some cases, the Foundation may provide initial funds to launch an idea or initiative; in others, it may provide final funds needed for completion. Regardless, essentially all grants are intended to further the Foundation’s vision for 2030:

***“With opportunity for all,
Lea County is a place we are proud to call home.”***

An overview of the Foundation’s focus and a list of representative grants are available online. Any list highlighting the inspiring work supported by the Foundation would be incomplete, but the following examples speak to the innovating ideas and approaches in evidence, in scales large and small:

- At \$62.5mm the largest collaboration of public and private entities in the state of New Mexico, [The Core](#) is testament to the power of persistence. The project survived 20 years of planning and turnovers of six mayors, six city managers, three school superintendents, four college presidents—and one tenacious



*The Foundation's service area
(highlighted in yellow)*

foundation. The [opening day video](#) hints at the many thousands of area residents captivated since by this extraordinary community resource.

- Since 2001, [Camp Corazon](#), a service of the [Children's Grief Center of New Mexico](#), has been a refuge for kids who have lost a parent, sibling or other loved ones. Scholarships from the Foundation make attendance widely available.
- The local [Boys & Girls Club](#) is a critical educational, social and recreational resource for youth throughout the county. A \$10mm grant from the Foundation made the current state-of-the-art facility possible.
- In a region with a significant number of transient workers, [Habitat for Humanity](#) provides affordable permanent homes for qualified low-income families. The Foundation has provided significant support to HFH over the years.
- From pre-k onward, schools and colleges throughout the region are among the Foundation's most impactful partners, centers of innovation, and targets of long-term investment.



Across its portfolio, the Foundation has long contributed leadership and intellectual resources for community/economic development, education reform and quality-of-life initiatives.

In addition to responsive, initiated and opportunistic grants, the Foundation proudly supports several long-term initiatives in leadership development:

- **Distinguished Scholarship Program**, which awards one full and four partial merit scholarships to rising juniors in Lea County high schools.
- **The Maddox Leadership Institute**, a nine-month leadership development program taught by faculty from the [J.W. Fanning Institute for Leadership Development](#) out of the University of Georgia. Each annual cohort consists of a diverse group of about 30 emerging leaders from Lea County communities. Launched in April 2018, the program already has some 63 alumni, who continue to work together through a partnership program with the Hobbs Chamber of Commerce.



- **The Jack Maddox Distinguished Lecture Series**, hosted by the [University of the Southwest](#), has been bringing notable speakers to Hobbs since 1989. The 2019 program featured Kareem Abdul-Jabbar; past speakers have ranged from Laura Bush to Malcolm Gladwell to P.J. O'Rourke to Mike Rowe.

The work of the JF Maddox Foundation cannot be divorced from the people and communities it serves. Most of the current board members grew up in Hobbs, and all members of the staff make their home in the area, where they are purposefully entwined with the community.

Everyone involved takes the commitment to southeastern New Mexico very personally. Numbers in grant reports are not just data points, they are *people*, people with whom the staff work, worship, volunteer and play. In short, “What distinguishes [the JF Maddox Foundation and other embedded grantmakers] from conventional philanthropies is an unusually intimate and enduring engagement with the communities in which they live and work.”³



This sort of intimate connection between Foundation and community makes the work exceptionally rewarding, but it also has its challenges, one of which is the regular need, especially for senior staff, to navigate the balance between accessibility and objectivity.

Conversations with an array of local leaders suggest the team accomplishes this feat remarkably well, for the Foundation is widely respected and appreciated. “These are real people,” noted one observer. “They lead with humility,” noted another. “Bob [Reid, CEO] is down to earth,” said a third, smiling, “but he can still be intimidating!” Or, as another local leader put it, “The Foundation is huge for Lea County, and many of us don’t fully understand just what they bring to the community. They have plenty of common sense, though, and they’re respected, wise and comfortable to work with.”

The Foundation has an exceptional team of grant managers and financial managers, many with long service. They respect one another, and they are comfortable with a culture that honors open discussion and even disagreement.

³ Per a study by the Chapin Hall Center for Children, University of Chicago, cited by the Center for Strategic Philanthropy and Civil Society, Duke University,

The staff are understandably nervous about the impact a new CEO could have on the current operating dynamics, but their main worry is over losing the momentum that has been so carefully cultivated over the past few years.

The Foundation is currently governed by a board of five family Directors, all from the third-generation, and two non-family Directors.⁴ One non-family Director lives in Hobbs; two family Directors live elsewhere in New Mexico, and the other four Directors reside in Texas, Missouri, New York and Massachusetts. As a result, the board by design and necessity relies on its local management for the Foundation's effectiveness, and the boundaries between governance and management are both intentional and respected.

We're thirsting to learn more!

--a long-serving member
of the Foundation's board

The Board meets each quarter for two days; three of the quarterly meetings are typically held in Hobbs and the other elsewhere (usually Dallas). Discussions with subject matter experts or grantees are a regular feature of board meetings, as is an informal reception for grantees and regional leaders. The board also convenes for a three-day strategic planning retreat every three years.

THE MANDATE

The next CEO of the JF Maddox Foundation will be joining at a propitious time. The work of transitioning from family to professional management has been accomplished, as has the transition to the third generation of family governance. The infrastructure is strong and well established, yet always subject to improvement. The strategic direction—*RoadMap to 2030*—has been agreed upon and is all but ready to be put into action. The strategic plan is meant to be the compass, not the specific route to follow, and targets of greatest opportunity for grants will be the subject of continued discovery and discussion.

The next CEO will inherit a surprisingly straightforward mandate, given the Foundation's scale and sophistication:

- ***Ensure stability.*** The current CEO celebrates his 25th anniversary with the Foundation this month. Accordingly, none of the staff and few leaders in the community have worked with any other head of the Foundation. For the next

⁴ Per the Foundation's articles of incorporation and by-laws, Directors are nominated by the full board, but they are elected by Members, which, by definition, are Donovan Maddox's lineal descendants between the ages of 21 and 72. All Members between the ages of 30 and 72 are eligible to be elected as Directors.

CEO, managing the transition with grace and sensitivity while establishing one's own identity in the new context will be critical to long-term success—not because the parties are resistant, but because they've never been through this precise process before.

- **Promote leadership.** As one board member put it, “We’re changemakers and thought-leaders, and we work with a variety of institutions and people to assist us in our work, from progressive foundations to first-rate money managers to the night-shift manager at Walmart, all of whom know us.” Providing and promoting leadership across such a spectrum requires a nuanced balance of self-confidence and humility.



The Foundation's approach to the governance/management continuum

- **Know the family.** Family foundations are a special niche, and the Maddox family is a special family. Many foundations on the cusp of their fourth generation of family involvement will have succumbed to the temptation to spread their giving to minimize (or mend) family jealousies, diversifying geographic focus in response to the inevitable dispersal of family members to the point that real impact becomes elusive.

The JF Maddox Foundation has taken the opposite tack, having reaffirmed its commitment to Lea County, where the founding donor thrived and two succeeding generations lived. With the nearest family Director living 300 miles from Hobbs, the Foundation must be a staff-driven grantmaker. It is thus critical for the CEO to understand the family—its history, its choices and its make-up—and to develop a relationship of respect and confidence with each member.

An additional priority whose importance will increase over time is providing the mechanisms and mentoring to embrace emerging fourth-generation family members in the Foundation's work. Unlike their parents, all of whom grew up in Hobbs, none of the fourth generation has such direct ties to Lea County.

There are currently five Maddoxes in the fourth-generation, ranging in age from 18 months to 21 years. At age 21, a lineal descendant of Donovan Maddox becomes an Associate, with more formal involvement in the Foundation’s affairs. Two members of the fourth generation turned 21 in 2019, and thus both are now Associates; a third will become an Associate upon turning 21 in 2022.

There are well developed strategies in place for engaging the fourth generation beginning at age 18, strategies in which the CEO is actively engaged. Instilling a passion for the Foundation’s work, and perpetuating the individual commitment to sustain that work, will be critical to long-term success.

- **Collaborate.** Some foundations want to be the source of right answers. By contrast, the JF Maddox Foundation wants to be sure to ask the right *questions*. The CEO must not just be willing to collaborate, s/he must *insist* on it, recognizing that “We can do together what one of us cannot do alone.” That spirit of collaboration requires openness, vulnerability and patience, but it also adds to community buy-in, whether the community be the staff, the board or the whole of Lea County.

THE RELATIONSHIPS

The CEO reports to	<ul style="list-style-type: none"> • Board of Directors, JF Maddox Foundation
And manages a staff of ~10 through	<ul style="list-style-type: none"> • Vice-President, Grants • Vice-President, Finance & CFO
While stewarding other important relationships, such as	<ul style="list-style-type: none"> • Associates and the emerging generation(s) of future Maddox family board members • Grantees and program partners • Local and statewide leaders and their organizations • Peers in philanthropy, regionally and nationally

THE CANDIDATE

The Foundation’s search committee and board are open to a variety of career paths, and they intend to be creative in their assessments. Grantmaking experience per se is not a prerequisite, but sensitivity to community dynamics is critical, as is a record of excellence in a collaborative environment.

The next CEO of the JF Maddox Foundation must be a leader who embodies the collective passion for impact and progress in Lea County, embraces the lifestyle of southeastern New Mexico and shares the vision of “a place we are all proud to call home.”

The ideal candidate will be an executive with demonstrated success leading a catalytic community, or community-based organization, through changes necessary to achieve sustainable progress towards ambitious goals.

Competence: Among the other traits being sought, the Foundation expects to hire...

- A leader fully comfortable as the chief advocate for progress in Lea County
- A respectful, empowering CEO comfortable leading a team of smart colleagues who are ambitious for their foundation, invested in their community and accustomed to an environment of candor and collegiality
- A collaborative change-maker experienced in cross-sector leadership; service at the helm of a community-based enterprise respected for sustained impact would be of special interest
- A financially literate manager with the savviness to oversee a \$250mm investment portfolio and a \$12-15mm grant budget.
- A culturally astute leader fully at home with people of diverse backgrounds, socioeconomic circumstances and perspectives.
- A CEO who respects the power of data but never forgets that the Foundation’s data represents real people dealing with real challenges
- A board-savvy manager energized by the opportunity for real impact and realistic about the hurdles ahead
- A leader with the education, experience and people skills to lead a foundation proud of its roots, ambitious in its goals, and creative in its execution.



One of many affinity groups among the Foundation's partners

Culture: We expect to attract...

- A credible, passionate and tireless proponent for the Foundation’s mission and constituencies, someone who “rides for the brand,” representing the Foundation faithfully and well wherever s/he goes
- A leader who exhibits both gravitas and grace in dealings with others; someone with an empathic orientation who has the heart and head for this important work
- A leader who exudes authenticity, whether in the boardroom, the classroom or the pump house

- A developer of talent: An active learner, a patient teacher and an effective mentor
- A CEO with a penchant for action without the need for control
- An executive whose cultural skills and emotional intelligence are at least as well developed as his/her management skills; someone who can meet others where they are, not where s/he thinks they ought to be
- A CEO comfortable leading from behind, affirming the leadership of others, including community leaders, grantees and the Foundation's own staff.

Character: We seek a CEO who is...

- Tolerant of ambiguity and smart mistakes
- Tenacious, decisive and respectful in pursuit of agreed-upon objectives
- Someone the community enjoys engaging with, even in the face of potential conflict or disappointment
- Alert to the special joys (and potential challenges) of a family enterprise, especially one involving multiple generations
- A joyful leader who derives genuine pleasure from supporting the successes of others.

THE LOCATION

The JF Maddox Foundation is headquartered in [Hobbs, New Mexico](#), the largest city in [Lea County](#), the Foundation's philanthropic focus area.

Located in the heart of the Permian Basin, one of the richest oil fields in the country, Lea County is nearly three times the size of Rhode Island. The area is demographically diverse. A majority of county residents are of Hispanic or Latino origin (mainly of Mexican heritage, a source of pride); just under 5% are African-American.



Click the graphic for additional information on the region and links to local resources

With a population density of about 15 people per square mile, Hobbs and its neighbors in Lea County hold particular appeal for those who take to open spaces (the sunsets are legendary). If one needs a break from the flatlands, such attractions as [Carlsbad Caverns National Park](#) and New Mexico's extraordinary [mountains](#), many of them over 10,000 feet, are just a drive away.

As is typical with place-based foundations, the CEO of the JF Maddox Foundation will be expected to be (or to become) a full-time resident within the service area and a fully engaged member of the larger community. Those who thrive in urban environments may find southeastern New Mexico challenging to adapt to. Those

with prior experience in this or similar locales, such as west Texas, will know they are *home*—and blessed to have the opportunity for impact in a community with a rich heritage and a promising future.

“I credit the Foundation for my own leadership skills. I’ve always been outgoing and outspoken, but Maddox’s leadership training and retreats have been especially valuable, and for me the source of impactful, lasting relationships.”

*--a respected small-business owner,
himself a civic leader in Hobbs*

For potential consideration or to suggest a prospect, please email

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