T.L.L. TEMPLE FOUNDATION
EST 1962
BUILDING A THRIVING RURAL EAST TEXAS

JOB DESCRIPTION

# Impact Director, Northeast Texas

| LOCATION | REPORTS TO | EMPLOYMENT CLASSIFICATION |
|---|---|---|
| Hybrid (combination in-person and remote in Northeast Texas subregion) | President & CEO | Full-Time, Exempt |

## About TLLTF

The T.L.L. Temple Foundation (TLLTF) is a private family foundation headquartered in Lufkin, Texas. It was established in 1962 by Georgie Temple Munz to honor her father, Thomas Lewis Latané Temple. It was her wish to create a foundation to improve the quality of life for residents of the geographic area wherein the Temple family operated its business enterprises and accumulated its wealth — rural East Texas. TLLTF now works alongside communities to build a thriving rural East Texas and operates with the following Core Values:

**Spirit of Generosity:** We approach our work with openness, kindness, and the assumption of good intent. We share credit, support one another, and extend trust.

**Learning & Continuous Improvement:** We stay curious, seek feedback, and turn challenges into opportunities for growth.

**Pursuit of Impact:** We focus on outcomes that matter, aligning time and resources toward what serves East Texans most in need.

**Respect Past, Build Future:** We understand and appreciate all that came before us and use forward thinking to continue growing opportunities and impact.

**Service Before Self:** We operate as a team and seek to act cohesively. Individual contributions lead to team solutions.

Since its inception, the Foundation has invested more than $630 million, primarily in East Texas. In 2025, the Board of Directors appointed a new President and CEO and for the last year, the Foundation has maintained its core work while simultaneously launching Operating Planning. The organization is at the midpoint of that process, which has yielded shifts. TLLTF is moving closer to our communities by significantly restructuring how we do our work. We recognize that our vast region is dynamic. As we center our work on place, we hope to grow trust, build on the momentum of local communities, and be a stronger catalyst based on the capacity, will, and desires of those we serve. We are building the team needed for a new operating model, including roles such as this one. Among other things, the planning to date has resulted in:

- A new mission statement: "The T.L.L. Temple Foundation works alongside communities to build a thriving rural East Texas." Based on feedback from stakeholders, we are now explicitly defining "thriving."
- Five Core Values inform the expectations and actions of our daily and long-term work. They define how we operate internally and externally and are a framework for those we are seeking to partner with in service to rural East Texas.
- We previously organized our work and program structure by *sector* (e.g., health, education, human services, etc.). We will now do so through a lens of *place* — geographic areas of Northeast, Deep East, and Southeast (see more here). This increase in physical presence allows for direct engagement and alignment with our communities.

The shift recognizes something we learned in our process — trust and presence are critical ingredients to implementation and sustainability, particularly in rural settings. Additionally, challenges in our communities are rarely, if ever, confined to a sector. **Read the full Operating Plan Midpoint Update here.**

# Position Summary

The **Impact Director, Northeast Texas** serves as a trusted representative of the T.L.L. Temple Foundation within an assigned geographic region of rural East Texas and is responsible for advancing the Foundation's mission through a deep understanding of the people, organizations, opportunities, and challenges within that community. They are a unique representative of the organization, the mission, and part of the Impact Team led by the President and CEO.

As the Foundation transitions from a sector-based approach to a place-based model, the Impact Director organizes their work in conjunction with team goals around the needs and priorities of the communities served rather than around a single program area or sector alone. Any sector expertise the Impact Director brings to the role will be part of a whole team contribution versus the driver of a portfolio. This is explained in detail in our recent Midpoint Operating Update here; please review it thoroughly. The Impact Director will bring to the role and continue to develop and maintain strong relationships across the assigned subregion and will work collaboratively with community leaders, nonprofit organizations, public agencies, philanthropic partners, businesses, and other stakeholders to identify opportunities, understand emerging needs, and help strengthen the region's capacity to thrive. The Impact Director is based within the subregion and is part of a team, accountable for the actions and progress in their subregion but also sharing responsibility for progress across the TLLTF service area.

The Impact Director will support the Foundation's grantmaking and community engagement activities within the assigned region, while also contributing specialized sector or functional expertise to the broader Foundation. This dual role — deep regional knowledge of the counties assigned and lived experience combined with a "history of getting things done" — will enable the Foundation to respond flexibly to the distinct priorities and opportunities of each community while maintaining shared strategic capabilities across the organization.

The sequence and emphasis of strategic priorities may vary by region, depending on local conditions, community readiness, emerging opportunities, and needs identified through ongoing engagement. The Impact Director is expected to be in the assigned counties a majority of time, exercise sound judgment and initiative in identifying and recommending where the team can create impact and set communities up for thriving.

# Expectations

The Impact Director, Northeast Texas role is grounded in the belief that addressing challenges and being a resource to our communities begins with showing up and being present. Success in this position requires more than

knowledge of the nonprofit sector, grantmaking processes, or a sector. The Impact Director must understand how local systems, relationships, history, resources, and opportunities intersect. They will maintain and build trust while managing outcomes in alignment to the Foundation's mission.

The Impact Director, Northeast Texas is expected to:

- **Be wholly fluent in all elements of the Northeast regional counties:** understand the communities, institutions, leaders, assets, challenges, and dynamics that shape the region.
- **Have existing connections and build trust intentionally:** have standing authentic relationships and credibility rather than relying solely on formal philanthropic relationships.
- **Have respect, passion and love:** for the people, culture, and possibilities of the communities we serve.
- **Listen before acting:** have baseline knowledge of and seek to grow community perspectives and priorities to inform where and how the Foundation should engage.
- **Think beyond individual grants:** consider all forms of capital (see more here) and how the Foundation can both leverage existing and contribute to growing broader community capacity, systems change, collaboration, and long-term impact.
- **Exercise regional judgment:** know service counties well enough to recognize variations in the appropriate strategy, timing, and sequence of priorities for implementation and sustained impact.
- **Connect locally and think systemically:** understand individual organizations and community leaders, while also recognizing the larger systems and relationships affecting regional outcomes.
- **Bring the region into the Foundation:** ensure community perspectives meaningfully inform the Foundation's strategy and decision-making.
- **Bring the Foundation into the region:** connect local partners to relevant Foundation resources, expertise, relationships, and opportunities.

# How You Will Contribute

## 1. Regional Knowledge and Representation

- Maintain and develop deep understanding of the assigned region, including its communities, history, demographics, assets, challenges, leaders, institutions, and emerging opportunities.
- Sustain and establish meaningful relationships on behalf of the Foundation with citizens, nonprofit, civic, governmental, educational, business, philanthropic, and community leaders.
- Serve as a visible, credible, and trusted representative of the Foundation and find ways to leverage the Foundation and leadership within the region.
- Maintain a strong and ongoing presence in the counties served, including regular participation in community meetings, events, convenings, and other activities that provide insight into local priorities and perspectives.
- Build relationships broadly across the region and plug those into the Foundation. Actively seek perspectives from individuals and communities that are getting things done or have the potential to do so.
- Monitor changes, trends, opportunities, and emerging issues that may affect the region and account for and communicate relevant insights to Foundation leadership.

## 2. Place-Based Investments

- Inform the Foundation's community investments (charitable and impact) for the assigned region in alignment with the Foundation's policies, mission, values, and priorities.

- Help inform alongside the community, partners, grantees and Foundation leadership what those priorities will look like and when to adjust.
- Develop a nuanced understanding of the region's most significant needs and opportunities and use that knowledge to inform grantmaking recommendations.
- Identify promising organizations, initiatives, collaborations, and community-led solutions that may benefit from Foundation support.
- Evaluate grant proposals and requests by considering both organizational capacity and the broader regional context in which the work occurs.
- Prepare clear, thoughtful grant recommendations and supporting materials for internal review and approval.
- Monitor funded initiatives and maintain appropriate relationships with grantees throughout the grant period.
- Evaluate the effectiveness and potential impact of the Foundation's investments, and use lessons learned to inform future grantmaking.
- Recognize that priorities may develop and progress differently across regions and adjust the sequencing and emphasis of grantmaking accordingly.
- Be proficient and comfortable with a "Design Thinking" framework and be open to dynamic approaches to the work as contributed to and as assigned by leadership.

## 3. Develop Community Relationships and Partnerships

- Act as a connector and convener, helping organizations and leaders identify opportunities for collaboration, coordination, and shared learning.
- Develop relationships that extend beyond traditional grantee relationships and reflect a broad understanding of the region.
- Identify opportunities for the Foundation to leverage its resources through partnerships, co-investment, collective action, capacity building, or other approaches.
- Participate in and, when appropriate, help facilitate regional initiatives, working groups, coalitions, and community conversations.
- Bring community perspectives and insights into Foundation-wide discussions and strategic planning.
- Build trust by listening first, following through on commitments, and maintaining consistent engagement with community partners.

## 4. Contribute Functional Knowledge Across the Foundation

- Any sector knowledge will complement the Impact Director role and be leveraged across the Foundation.
- Serve as an internal resource and thought partner to other Foundation colleagues in any area of expertise.
- Share knowledge, research, best practices, tools, and community insights that can strengthen the Foundation's work across regions.
- Collaborate with colleagues on cross-regional initiatives and opportunities that benefit from your functional knowledge.
- Help ensure that best practices inform the Foundation's place-based approach without allowing sector priorities to supersede local community needs.

## 5. Inform Foundation Strategy and Learning

- Translate community knowledge and relationships into actionable insights for Foundation leadership and colleagues.

- Identify patterns, gaps, opportunities, and emerging issues across the region that may warrant Foundation attention.
- Contribute to Foundation-wide priorities, program development, learning, and evaluation.
- Use data, community input, research, and direct observation to inform recommendations and decisions.
- Share lessons learned from the region that may be relevant to other communities or to the Foundation as a whole.
- Help the Foundation continuously assess whether its strategies and investments are responsive to changing community conditions.

### 6. Manage Portfolio and Grant Administration

- Maintain accurate and timely grant records, documentation, recommendations, and portfolio information.
- Work collaboratively with Leadership, Finance, Operations, and other Foundation teams to ensure grants are administered appropriately and efficiently.
- Monitor grant budgets, reporting requirements, outcomes, and other portfolio management responsibilities.
- Ensure compliance with Foundation policies, procedures, and applicable legal and regulatory requirements.
- Maintain appropriate documentation and records related to community engagement, grantmaking, and portfolio activities.
- Manage multiple priorities and projects while exercising sound judgment regarding competing demands.
- Perform other duties as assigned.

## What You Will Need

REQUIRED

- Lived experience within the defined "Northeast Texas" subregion. Evidence of lived experience includes a demonstrated fluency of and connections to the assigned region's communities served, including local organizations, institutions, leaders, history, culture, assets, challenges and key issues across multiple fronts.
- Current and/or planned residence at time of hire in defined "Northeast Texas" subregion.
- Desire and ability to maintain a strong, visible, and ongoing presence throughout the assigned subregion.
- Desire and ability to get work done in a high expectation, high accountability environment and put significant time and effort into getting things done for our communities.
- Engage in work with enthusiasm and optimism for the outcome of a thriving rural East Texas.
- Enter every day with a lens and actions towards supporting the mission, the people of rural East Texas, and a thriving region.
- Make decisions, support decisions, and look for contributions with the Foundation and community outcomes first and foremost, leaving personal ego at the door.
- Demonstrated knowledge of the assigned East Texas region and an established record of building and maintaining relevant community and professional relationships within that region.
- Demonstrated history of meeting outcomes and examples of learning and continuous improvement.
- Demonstrated ability to build and sustain effective, credible relationships with a broad range of stakeholders.
- Demonstrated ability to contribute to and lead a positive and healthy work culture.
- Strong written, verbal, interpersonal, and presentation skills.

- Ability to analyze complex information, identify meaningful patterns and opportunities, and translate insights into clear recommendations.
- Demonstrated ability to work independently, exercise sound judgment, and manage multiple priorities.
- Demonstrated ability to collaborate effectively across organizational functions and geographic regions.
- Commitment to the Foundation's mission, values, and place-based approach to philanthropy.
- Show up fired up for the work and demonstrate value in the mission above all else.
- Wake up every day thinking about what role you and the Foundation can play in serving rural East Texans.
- Lift up others before self.
- Established relationships (defined as: "you can get them on the phone") with nonprofit, civic, business, educational, governmental, and/or formal/informal leaders in the assigned rural East Texas counties. Familiarity with and inspired by the unique social, economic, demographic, cultural, and institutional characteristics of rural East Texas.

### PREFERRED BUT NOT REQUIRED

- Professional experience in mission-related work.

## Physical Demands

This position is a hybrid of office and remote but requires frequent travel throughout the assigned service area to meet with community partners, nonprofit organizations, community leaders, government officials, and other stakeholders. There will also be required travel to and activities at the foundation main office at regular intervals. The physical demands described below are representative of those that must be met to successfully perform the essential functions of the position:

- Remain seated and work at a computer for extended periods while performing administrative, research, communication, and documentation responsibilities.
- Frequently travel by automobile to meetings and community locations, which may include offices, nonprofit facilities, government buildings, schools, community centers, and other partner sites.
- Regularly walk, stand, and move about community and partner locations, including facilities where accessibility, terrain, or environmental conditions may vary.
- Occasionally navigate stairs, uneven surfaces, parking areas, or other conditions associated with visiting community locations.
- Ability to carry or transport typical work materials, documents, and equipment weighing up to approximately 20 pounds.
- Ability to communicate effectively with colleagues and community stakeholders through in person, telephone, and virtual interactions with or without reasonable accommodations.
- Ability to travel reliably throughout the assigned geographic area as required to perform essential duties with or without reasonable accommodations.
- Work may occasionally occur outside of a traditional office environment and may involve varying weather, environmental, or facility conditions associated with community-based activities.

*The T.L.L. Temple Foundation is committed to providing access, equal opportunity, and reasonable accommodations for individuals with disabilities in employment, its programs, and operations. As part of this commitment, TLLTF will ensure that persons with disabilities are provided reasonable accommodations.*

## Core Competencies

**Place-Based Knowledge:** Demonstrates deep knowledge of and commitment to the communities served and uses that understanding to guide decisions and relationships.

**Relationship Building:** Develops authentic, trusted relationships and maintains a strong network of community connections.

**Community Intelligence:** Effectively gathers, interprets, and synthesizes information from multiple sources to understand community conditions, priorities, and opportunities.

**Strategic Judgment:** Makes thoughtful decisions about where and when the Foundation can have the greatest impact, recognizing that priorities and timing may differ across regions.

**Philanthropic Acumen:** Understands effective grantmaking practices and the role of philanthropy in strengthening organizations, communities, and systems.

**Collaboration and Influence:** Builds alignment and facilitates collaboration without relying solely on formal authority.

**Systems Thinking:** Understands the relationships among organizations, institutions, policies, resources, and community conditions and considers the broader implications of Foundation investments.

**Communication:** Communicates complex ideas clearly and effectively with community partners, grantees, colleagues, leadership, and other stakeholders.

**Learning Orientation:** Remains curious, seeks diverse perspectives, learns from experience, and applies insights to improve Foundation strategy and practice.

**Adaptability:** Adjusts strategies, priorities, and approaches in response to changing community conditions and emerging opportunities.

## How to Apply

To apply, send a one-page cover letter and resume to: **hr@tlltemple.foundation**.

Please use: “Impact Director, Northeast Texas” as the subject line of your email.

Applications will be reviewed on a rolling basis until the position is filled.

Questions about the role may be directed to **hr@tlltemple.foundation**.