



**An Invitation to Apply for the Position of  
Director of Development  
Year Up NYC  
New York, New York**

**Summary of the Search**

[Year Up](#) (YU), an innovative, rapidly growing national training and apprenticeship program for urban young adults, seeks an experienced and highly entrepreneurial Director of Development in its New York City office. [Recognized by Fast Company and The Monitor Group](#) as one of the top 25 organizations in the nation using business excellence to engineer social change, Year Up's mission is to close the Opportunity Divide in our country by providing urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education. This Director of Development will be a key member of the New York City team and will play a pivotal role in transforming the lives and economic prospects of low-income urban young adults in New York.

In this newly created role, the Director of Development (DoD) will mold and build upon the existing development program, while creating the site's long term fundraising strategy. Reporting directly to the Executive Director of the Year Up New York site, [Lisette Nieves](#), and working with members of the national team and the [Advisory Board](#), the Development Director will manage and implement all activities relating to fundraising, donor management, marketing, and events to support the New York site's 2009 operating budget of \$6.2M. The Development Director will leverage the time of the Executive Director, take the lead on cultivating and managing all donor relationships and stewardship, and manage a team of two.

YU prides itself on its "high expectation, high support" culture for both the students and staff. Its employees' dedication to the organization's mission can tangibly be seen on a daily basis, where they all, regardless of role, interact regularly with students, contributing to an environment that invites interaction and engagement throughout all levels of the organization.

The new DoD should be a strategic thinker and advisor who can quickly assess the existing development program and opportunities for growth and create and implement plans to achieve the new fundraising goals. To this end, s/he should have a demonstrated track record of successful fundraising, particularly in the individual major gifts arena in the not-for-profit world,



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and solid management and leadership skills. Year Up NYC seeks a candidate who will embrace its mission, commit to expanding its reach, and craft ways to convey its goals so that they translate to a measurable increase in monies raised.

## **Year Up (YU)**

Founded in 2000, Year Up is a one-year, intensive education and training program that provides urban young adults, ages 18-24, with marketable job skills, stipends, apprenticeships, college credit, a behavior guidance system and several levels of support to place them on a viable path to economic self-sufficiency. Equal emphasis is placed on developing the professional skills required in today's workplace, such as effective communication, leadership and teamwork. (To read more about YU's curriculum, visit <http://www.yearup.org/aboutus/curriculum.htm>)

The organization was founded by Gerald Chertavian to help bridge the opportunity divide between the estimated 4.3 million youth in this country who are neither employed nor enrolled in higher education and the rest of the U.S. workforce. Armed with skills honed through a career as a successful corporate CEO and an intimate knowledge of the challenges facing disconnected youth attained through involvement in the Big Brother mentoring program, Gerald founded Year Up on the belief that myriad problems could be solved by connecting urban youth with corporations in need of entry-level talent. With [research](#) supporting many of the observations he'd made, Gerald opened Year Up in Boston in 2001 to 22 high school graduates, some of whom had limited college experience, but none of whom had prospects other than minimum-wage employment. Since then, Year Up's growth trajectory has been steep. With sites in Boston, New York City, Providence, Washington, D.C., Atlanta and San Francisco, Year Up now serves more than 800 students. Through its ambitious national growth plans, Year Up aims to serve several thousand students annually by 2016. It will accomplish this by building programs in up to 25 cities where demographic data show the greatest concentration of disconnected youth. Already, it has increased its annual operating budget from \$700K in 2001 to \$24Million in 2009. And, it has developed a network of more than 80 corporate [partners](#); companies that support Year Up's apprenticeship program, which currently accounts for over 40% of Year Up's operating revenue.

Year Up, as an organization, is focused heavily on results and accountability. It tracks its overall program outcomes using a "Management Dashboard" that generates a scorecard to monitor progress with the staff and Board. The scorecard tracks 19 metrics in seven key program areas: student pipeline cultivation, consistent student support, teaching marketable skills, providing quality service to partners, student success, staff recruitment and retention, and sustainable program infrastructure.

## **The New York Site**

Year Up NYC began serving students in the fall of 2006. Located across the street from the New York Stock Exchange, in the heart of New York City's financial district, in 2009, the site will serve 160 urban young adults from across the five boroughs. Depending on market conditions,



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Year Up NYC plans to continue to expand to serve more of the 200,000 disconnected young adults who reside in New York City.

Year Up NYC students are high school graduates or GED holders but are otherwise disconnected from the economic mainstream. For six months, students attend classes full-time, learning technical skills and the attitude, behavior and communication practices that allow them to succeed in entry-level corporate positions without a college degree. They also can earn up to 16 college credits from the New York site's academic partner, Pace University. During the second six months, students apprentice at leading corporations, including American Express, Bloomberg, Citi, JPMorgan Chase, Marsh & McLennan Companies, and Mount Sinai Medical Center. Corporate partners gain access to trained, screened, diverse entry-level talent, while students demonstrate their value and forge mentoring relationships that often result in post-apprenticeship employment offers. Year Up NYC students also benefit from an innovative partnership with the Community Service Society, which provides social work services to Year Up participants.

### **Local Leadership**

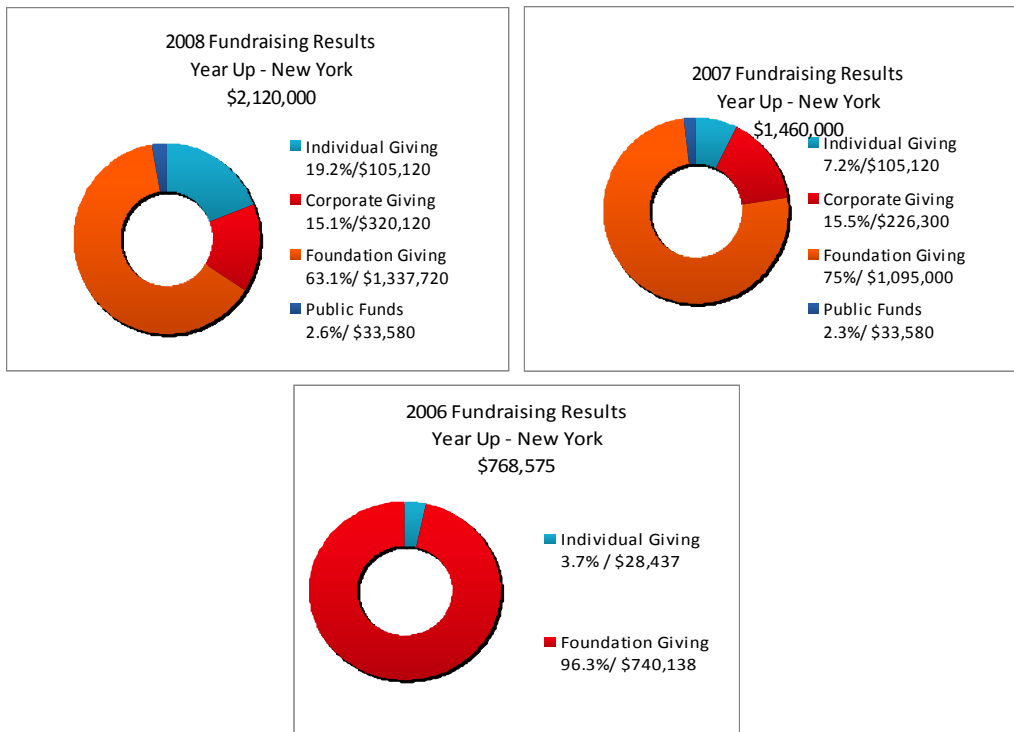
Year Up NYC is headed by Lisette Nieves, who brings to her role significant experience in community and youth development. Prior to Year Up, Lisette was a consultant to nonprofit organizations in strategic planning, program development and management and an instructor in Graduate Studies of Public Administration at Brooklyn College. She is the former Chief of the Staff for the NYC Department of Youth and Community Development (DYCD). Prior to DYCD, Lisette was the Director for Special Projects at The After-school Corporation where she designed forums for superintendents and principals, as well as piloted youth mentoring programs in the local high schools. Lisette has also worked at the Upper Manhattan Empowerment Zone, where she served as Director of Grants Management. Lisette also served as a Senior Program Officer for the Corporation for National Service, overseeing AmeriCorps programs in the Northeast. Her previous board experience includes being a national board member for Jumpstart, a Trustee of her alma mater Brooklyn College and the Board Chair of the East Harlem Block Schools. Lisette is also a Truman Scholar from 1990, Rhodes Scholar from 1992 and a graduate of the Woodrow Wilson School of Public Affairs at Princeton.

### **Development at Year Up New York City**

The New York site's development function is, in addition to the new Director of Development, comprised of a Cultivation Manager, Grants Coordinator and Events Coordinator. The Year Up revenue model is diverse: up to 60% of revenue is supplied by corporate partners. Currently, Year Up NYC receives relatively little public funding (2%), but is looking to grow this source of revenue. The Director of Development and his or her team will be responsible for revenue from other sources, including individuals, foundations, and corporate philanthropy. Of these revenue sources, currently, private foundations are the most significant source of fundraising dollars for New York and, while the site has experienced positive results in cultivating and soliciting a few

major donors, fundraising activities are events-heavy; therefore, the New York program needs to develop a more sophisticated, complex, individual major-gifts program.

In recent years, non-corporate partner fundraising results at Year Up NYC have been as follows:



The new DoD will have the opportunity to build upon a program with many assets, including, a positive approach to youth workforce development with quantifiable results, an increasingly successful fundraising program (as highlighted above), a compelling mission, a bright and enthusiastic staff, and a highly motivated, fast moving, well connected local Executive Director and national CEO. Achieving the next level of success, however, with larger and greater numbers of incoming gifts, particularly in major giving, requires a program that is even more strategic, data-driven, results-focused and ambitious. Year Up NYC is poised to achieve this increased level of activity and will rely on a skilled DoD to chart a course for future success.

**Responsibilities**

In this newly created position, the Director of Development will work closely with the Executive Director to grow Year Up NYC’s individual and institutional donor base. The successful hire will be responsible for creating the systems, processes and procedures for a high-performing development department. S/he will steward existing donors as well as identify new prospects from outside the current donor pool, cultivate those relationships, identify gift opportunities that match donor interests, and secure major gifts from prospects. S/he will also be responsible for writing compelling grant proposals and managing grant reporting.



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Specific responsibilities include:

- Lead creation and implementation of Year Up New York fundraising strategy in conjunction with the Executive Director, other development staff, policy and events team and apprenticeship team
- Cultivate, manage, steward, and track relationships with all donors and prospects including individuals, corporations, and foundations; leverage the Executive Director's time in cultivating high-potential donors and prospects
- Plan and execute successful events that build the Year Up brand, including annual gala, semi-annual graduation ceremonies, friend raisers, dinners, receptions, conferences, etc.
- Lead and motivate development team – providing professional development where appropriate – to ensure high performance.
- Develop and manage annual fundraising budget and provide progress reports to Executive Director and national staff on a regular basis
- Ensure the effective use of fundraising database and development files
- Oversee the preparation of high-quality donor correspondence, proposals, grants, reports, mailings, and acknowledgements required to support ongoing fundraising activities
- Act as a spokesperson for the organization in the press, business and political community

### **The Ideal Candidate**

Year Up seeks an outstanding professional with the necessary skills and experience to head the Development effort. Ideally, key experiences and qualifications will include:

#### **Qualifications:**

- 5 - 7 years of experience managing a development team in an entrepreneurial nonprofit environment
- Experience developing and cultivating corporate and foundation relationships; a preexisting knowledge of the New York philanthropic community preferred
- Experience planning and executing galas, ceremonies, friend raisers, dinners, receptions, conferences, etc.
- Strong organizational and time management skills with exceptional attention to detail
- Commitment and passion for the mission of Year Up
- Excellent writing skills with demonstrated success in grant and proposal writing
- A professional and resourceful style with the ability to work independently and as a team player, to take initiative and manage multiple tasks and projects at a time



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- Proficiency with Microsoft Office applications especially Word, Excel, Outlook and PowerPoint, and development database
- Bachelor's degree or equivalent experience required

Moreover, the successful candidate will not only have a passion for, and ability to communicate YUs mission, but will be energized and genuinely excited about being a member of a highly talented, mission-driven, entrepreneurial culture. S/he will be expected to interact with students as a mentor and group facilitator, participating in creating and sustaining a positive educational environment with trust among students, faculty and other staff.

### **Key Competencies:**

Emphasis will be placed on this individual's demonstrated track record in the following:

#### **Setting Direction and Driving Execution**

- Organizes and develops processes to ensure deadlines met and goals achieved
- Meticulously manages details that ensure the job is done
- Manages "up" and indirectly influences to ensure priorities met and goals aligned

#### **Communicating and Building Relationships**

- Interacts with a broad range of stakeholders with different interests and needs
- Demonstrates advanced uses of empathy in building rapport with new contacts and cultivating relationships on behalf of Year Up
- Communicates persuasively and articulately

### **Key Qualities and Beliefs:**

#### **An unshakeable, deeply held personal belief that:**

- An opportunity divide exists in U.S., especially for young adults
  - This opportunity divide must be closed to achieve economic justice and remain a globally competitive nation
- The potential of young adults is unlimited; the right skills, experience and guidance will lead to professional careers and higher education

#### **Respects and values others.**

- Builds relationships marked by respect, trust, and integrity. Treats others as would like to be treated. Does not feel 'threatened' by others' strengths.

#### **Strives to learn.**



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- Personally engaged in life-long learning and growth. Strong sense of self-awareness. Able to seek feedback, adapt practices, and continue to evolve.

**Cultural competence, diversity, and inclusivity.**

- Committed to being part of an organization in which talented individuals from all walks of life and past work experiences make significant contributions.

**Comfortable in an environment of high energy, rapid change, and entrepreneurship.**

- Self-starter. Flexible and comfortable working with ambiguity.

To apply, please visit:

<http://www.maxhire.net/cp/?E55C6E361D43515B775512653A5318260D2B>

Inquiries may be directed via email to:

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For additional information about Year Up, please go to [www.yearup.org](http://www.yearup.org)

*Year Up is committed to diversity among its staff and encourages qualified candidates from all backgrounds to apply.*