



POSITION ANNOUNCEMENT

Title: National Director of Development & External Affairs

Location: Boston, MA

POSITION OVERVIEW:

Year Up seeks a National Director of Development & External Affairs (NDD&EA) to set strategy and drive execution of organization-wide development/fundraising efforts and to provide strategic oversight on external affairs. This is a new role created to leverage the CEO and support sites based on recent and expected organizational growth.

Reporting directly to the Founder and CEO, the NDD&EA is accountable for devising Year Up's long term fundraising strategy, ensuring Year Up hits annual development targets (in 2009, 60% of \$24MM budget, or \$14.5MM), providing key introductions for the CEO, and creating internal capacity for a well-oiled and sustainable "fundraising machine." In addition, s/he will ensure staff involved in external affairs, such as marketing, communications, branding, and public relations, have appropriate senior-level guidance, management, support, and context to ensure successful outcomes.

The NDD&EA will directly manage a team of 4 national staff (Senior Director of Marketing, Development Coordinator, Development / Marketing Assistant, and a contract Senior Grants Writer) and manage via dotted reporting a minimum of one local development staff member at each of our six sites. S/he will sit on Year Up's senior leadership team with the CEO, National Director of Finance & Operations, National Director of Strategic Growth & Impact, and National Site Director.

In keeping with Year Up's values, the NDD&EA will also interact with students, participating in creating and sustaining a positive educational environment with trust among students and staff.

KEY RESPONSIBILITIES:

Development and Revenue – External (45%)

- Generate leads and initiate conversations with new sources of funding (target = ~\$4MM of new source revenue in 2009)
- Provide introductions and strategically leverage CEO for closing business
- Serve as CEO's go-to and partner for networking and soliciting major gifts
- Fundraise the National Site budget (~\$4.9MM in 2009), with assistance of CEO (for closing), contract Senior Grants Manager, and Development Coordinator
- Collaborate with the Senior Director of Apprenticeships, who brings in corporate sales or ~40% of revenue in 2009, by opening doors and making connections; may close some sales as needed, but immediately pass off relationship

Development and Revenue – Internal (30%)

- Oversee long term fundraising strategy that ensures fundraising capacity stays ahead of growth goals and includes sustainable fundraising model
- Oversee company wide annual fundraising forecasting process
 - Ensure all teams well versed in forecasting tools and producing forecasts that meet short term and long term needs (annual cash, future year pledge goals)
 - Ensure teams stay on track to meet fundraising goals and are appropriately tracking progress
 - If plans not on track, trouble shoot and work with national team to alert plans where appropriate (e.g., one site falls short, devise plan to make up the difference)
 - Based on organizational need, provide top cover and/or assist local sites in lead generation, closing business, writing grants, covering for apprenticeship revenue, etc
 - Meet regularly with CEO to update on development activities and leverage his expertise
- Ensure individual and corporate gift collection and recording processing SOPs in place and tightly managed
- Oversee foundation management strategy and grant tracking process
 - Create cross site structure for coordinating foundation requests
 - Oversee grant tracking process
- Develop expertise in requirements for federal / government funding



- Lead cost/benefit process for determining where cost of reporting requirements may outweigh benefit of funding
- Ensure systems are in place for reporting for government funds prior to receipt of funding (or plan is in place to deliver by date needed)
- Oversee national management of donation tracking in Salesforce database

External Affairs (15%)

- Oversee long term external affairs strategy
- Manage, coach and support staff team focused on the external affairs “machine” – marketing, PR, communications, website, etc
 - Current team includes Senior Director of Marketing & temporary Marketing/Development Assistant
- Hold team accountable to defined (and to-be defined as Year Up evolves) outcomes
 - In a way that commands respect, produces results, and empowers, utilize both tools (e.g., dashboard, RGAs, reviews) and interpersonal skill (e.g., conversation) to hold staff accountable
 - Assist in managing information flow to and from team to ensure alignment with organizational strategic priorities
- Assist team in operationalizing external affairs as needed, with goal of leveraging team to carry out internal operational components over time

Executive Team Leadership (10%)

- Senior Leadership Team
 - Embody position as a critical thought partner and company leader
 - Provide integrated analysis and strategic consultation on major issues impacting the organization
 - Prep for and attend quarterly board meetings and strategy sessions
 - With other Senior Leaders, develop and implement effective and appropriate ongoing communications that share organizational strategy and plans to stakeholders
- Matrix Management
 - Facilitate ongoing relationship management with central and local development & marketing teams
 - Work closely with leadership across the organization (Site Executive Directors, site Development Directors, site Marketing functions, and Directors of functions served by Development/Marketing) to ensure competing organizational initiatives are prioritized for staff

KEY COMPETENCIES:

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

- Fostering Change
 - Understands and embraces the ‘big picture’ of change; comfortable working with change
 - Comfortable with ambiguity, adapting to change, and managing under different circumstances
 - Demonstrates comfort working with complexity, and using it as an opportunity to improve work products
- Communicating and Building Relationships
 - Interacts with a broad range of stakeholders with different interests and needs
 - Manages complex, controversial and/or nuanced messages
 - Builds buy-in through persuasion, smarts, and logic rather than “I said so”; facilitates discussions and engage others in collective problem solving and collaboration
 - Mobilizes the hearts and minds of staff members
- Set Direction and Drive Execution
 - Leads strategic, long-term planning across complex organizations
 - Translates executive-level organizational goals into specific departmental or site initiatives
 - Drives results through collective achievement
 - Manages “out” and indirectly influences to ensure priorities are met, needs of sites are expressed, heard, and addressed appropriately, and goals are aligned

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.** 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.

PREFERRED EXPERIENCES:

- Minimum previous annual development targets of \$10MM
- Demonstrated ability to generate leads and close business without topcover
- Consummate net-working skills; able to move comfortably and credible in the community & enjoys doing so
- Minimum previous annual marketing budget of \$1MM
- Working in small office / start-up environment:
 - With shared accountability and "roll up sleeves" attitude as necessary
 - With high growth and change
- Success experience in navigating through complex organizational structures (i.e., matrix with multiple dotted line reporting between local and national) where influence and soft skills are required to move initiatives forward
- Strong organizational and time management skills with exceptional attention to detail
- Ability to manage operations
- 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
- Ability to plan, introduce and lead a process that enables high quality growth
- Ability to lead, willingness to be led, and comfortable with situational leadership
- Heavy management and operations experience
- Experience in client service, non-profit, consulting and/or public sector/campaign environments
- Some out-of-state travel as required
- Experience working with high-performing non-profits serving low income urban youth is a significant plus.
- Significant time spent at a mission-driven organization with strong culture and passionate people
- Proficiency with Microsoft Office required; Salesforce experience preferred
- 15+ years work experience expected; Masters degree a plus

Salary is commensurate with education and experience. Year Up is an Equal Opportunity Employer.

TO APPLY:

E-mail a resume and thoughtful cover letter stating the skills/experience you have that match the qualifications of this position as well as how you heard about the position to Heather Wininger at hwininger@yearup.org. Please title the e-mail "National Director of Development & External Affairs."



ORGANIZATION DESCRIPTION:

Year Up is a non-profit organization with a mission to prepare urban young adults aged 18-24 for life and work in our technology-driven society, while guiding them toward successful careers and higher education. Through a one-year, intensive training program, students receive a unique combination of hands-on technical and professional skills, college credit, and corporate internships.

In our ninth year of operations, Year Up serves more than 500 students per year across six sites in Boston, Providence, Washington, D.C., New York City, San Francisco and Atlanta, and expects to add 1-2 sites per year over the next 4 years. Year Up has received numerous awards, including Fast Company Magazine's Social Capitalist Award for innovative business model and social impact in 2005, 2007 and 2008. See www.yearup.org for more information about our program.