



**An Invitation to Apply for the Position of
Director of Development
Year Up San Francisco Bay Area
San Francisco, CA**

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 San Francisco Bay Area 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. Director of Development will be a key member of the San Francisco Bay Area team and will play a pivotal role in transforming the lives and economic prospects of low-income urban young adults in the Bay Area.

In this newly created role, the Director of Development (DoD) will build infrastructure for the site's development program and devise a long term fundraising strategy. Reporting directly to the Executive Director of the Year Up San Francisco Bay Area site, [Jay Banfield](#), and working with members of the national team, the Development Director will manage and implement all activities relating to fundraising, donor management, marketing, and events to support the San Francisco Bay Area site's annual operating budget. The operating budget for 2009 is \$1.8M, with a fundraising target of \$1M. The Development Director will leverage the time of the Executive Director and take the lead on cultivating and managing all donor relationships and stewardship.

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 skilled relationship builder with a demonstrated track record of successful fundraising, particularly in the individual major gifts arena in the not-for-profit world. Year Up San Francisco Bay Area 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.



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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 San Francisco Bay Area Site

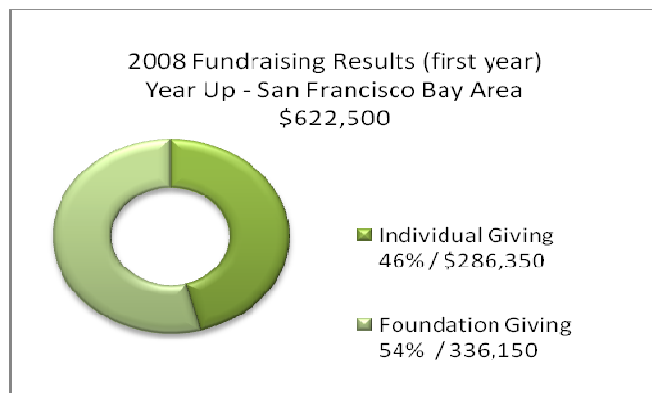
Year Up San Francisco Bay Area began serving students in the fall of 2008. Located in the heart of San Francisco, the site plans to annually serve 240 urban young adults from the entire Bay Area. The site currently serves students from San Francisco, Oakland, Berkeley, Richmond, Antioch, Pleasanton, San Lorenzo, San Pablo, Vallejo, South San Francisco, Daly City, Foster City, and Redwood City. The students who participate in the Bay Area program 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 14 college credits from City College of San Francisco. During the second six months, students apprentice at leading corporations, including Wells Fargo, Kaiser Permanente, Salesforce.com, California Pacific Medical Center, and Alibris. 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.

The Bay Area site is run by Jay Banfield, who graduated from Stanford University and began his career as a business development manager at Oracle Corporation in Washington, DC. While at Oracle, he built corporate volunteer programs and participated in the launch of the Clinton Administration's AmeriCorps program, thereby prompting a return to the University of California at Berkeley, where he earned a Master in Public Policy (MPP) degree. Jay has worked on local, state and national political campaigns and has served in both the legislative and executive branches of government. Jay was appointed the Assistant Treasurer for the City and County of San Francisco in 1999 where he spearheaded a national award-winning e-government initiative. He was awarded the city's Public Managerial Leadership Award in 2001 and later was appointed an Assistant General Manager of the San Francisco Public Utilities Commission. Jay has served on a number of Bay Area nonprofit boards, and prior to joining Year Up, served as the Executive Director of the San Francisco Parks Trust. For several years Jay also served as an adjunct faculty member at the Edward S. Ageno School of Business at Golden Gate University.

Development at Year Up San Francisco Bay Area

Year Up San Francisco Bay Area site is still quite young and, as such, has not had a formal development program distinct from the Executive Director’s function as yet. Last year, in its first year of fundraising, the site raised \$622,500.



Looking forward, the new DoD will have the opportunity to build a development shop within a program with many assets, including a positive approach to youth development with quantifiable results, an increasingly successful national fundraising program, a compelling mission, a bright and enthusiastic staff, and a highly motivated, fast moving, well connected CEO.



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Responsibilities

In this newly created position, the Director of Development will work closely with the Executive Director to grow Year Up San Francisco Bay Area'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.

Specific responsibilities include:

- Lead the creation and implementation of Year Up San Francisco Bay Area fundraising strategy in conjunction with the Executive Director, national development staff, and apprenticeship staff
- 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
- 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 execution of fundraising events and 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 local 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 function in an entrepreneurial nonprofit environment
- Experience developing and cultivating individual, corporate and foundation relationships; a preexisting knowledge of the Bay Area philanthropic community preferred
- 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
- Proficiency with Microsoft Office applications especially Word, Excel, Outlook and PowerPoint, and development database
- Bachelor's degree or equivalent experience required

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.



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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.

To apply, please visit:

<http://www.maxhire.net/cp/?E55C6F361D43515B775512653A5319260D2B>

Inquiries may be directed via email to:

Elise Lapomarda or Suzanne Isack

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Website: www.leodasgroup.com

For additional information about Year Up, please go to www.yearup.org

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