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POSITION DESCRIPTION

FOR THE POSITION OF NATIONAL DIRECTOR OF DEVELOPMENT AND COMMUNICATIONS



A BETTER CHANCE

2021



POSITION DESCRIPTION

POSITION	National Director of Development and Communications
ORGANIZATION	A Better Chance
REPORTS TO	Francisco J. Tezén President and Chief Executive Officer
LOCATION	New York, New York
WEBSITE	abetterchance.org

ORGANIZATIONAL OVERVIEW

A Better Chance was founded in 1963 by headmasters of 16 leading independent secondary schools. The timing was the height of the Civil Rights Movement and less than a decade after the historic Brown vs. Board of Education Supreme Court ruling that ended legal discrimination for public education. While progress has been made in the nearly six decades since the ruling, significant gaps in academic achievement based on race persist. A Better Chance continues the relentless pursuit of helping underserved, young people of color access a rigorous and comprehensive education that can propel them to college and leadership roles in society.

A Better Chance administers the oldest and only national program of its kind, empowering academically talented youth of color in grades 6-12 to change their life trajectory by attending the nation's highest performing college preparatory schools. A Better Chance primarily executes its mission through its signature College Preparatory Schools Program (CPSP). It is a competitive, four-phase program:

- 1) Identify academically talented, underserved students of color through a network of community partners, schools, and A Better Chance families.
- 2) Prepare students and their families for admission to the nation's highest performing preparatory schools. A Better Chance expertly guides students and families through the application process, including interview skills, essay writing, and testing.
- 3) Place - advocate, recommend, and help negotiate the final Member School selection for student applicants. The impact of this phase is securing ideal-fit placements to provide Scholars with the

Vision

To be the preeminent resource for identifying, recruiting, and developing leaders among young people of color throughout the United States.

Mission

To increase substantially the number of well-educated young people of color who are capable of assuming positions of responsibility and leadership in American society.

greatest potential to successfully adjust to their new school environment and take advantage of all opportunities to excel.

- 4) Support Scholars to ensure that they thrive in their new school environments – academically, socially, and emotionally—and have opportunities to explore post-secondary and career pathways throughout their experience as Scholars and upon becoming Alumni of the program.



When Scholars gain the knowledge, experiences, and relationships with contemporaries and trailblazers, these assets provide the critical foundation to secure leadership roles. As more people of color gain seats at influential decision-making tables, vital progress can be made to impact communities, families, and future generations.

Overall, A Better Chance annually recruits and places approximately 350 new Scholars and supports approximately 2,200 currently enrolled Scholars in over 200 Members Schools across 27 states. Student performance metrics demonstrate the program’s success:

- ▲ Ninety-six percent of A Better Chance graduates enroll directly in college, compared with 24 percent of students of color nationwide.
- ▲ Over the last eight years, 85 percent of A Better Chance Alumni earned undergraduate degrees, compared to just 57 percent of all students.
- ▲ Half of A Better Chance Alumni have gone on to complete a graduate or professional degree.
- ▲ Seventy-five percent of A Better Chance Scholars attend the most selective colleges (institutions that admit fewer than 25 percent of its applicants).

Alumni Testimonial

I always felt like I wanted to do something big, but I never knew how to get myself to that point. Thankfully, A Better Chance connected me to a school that would put me on the right path.

But A Better Chance did so much more than help me get into prep school. Through conferences, college tours, career panels, and more, A Better Chance gave me a community of people of color to rely on while I pursue my dreams.

Through a Better Chance, I learned I am an intelligent, driven student of color and I am not the exception to a rule – there are MANY of us out here! I will never feel like an anomaly because of my race. Because of A Better Chance, I am confident. I know that I can be in predominately non-black spaces and remain authentic. I know that I can claim my place at the table and not let other people’s perceptions of me influence the goals I set.

*Kristen Palmer
Poly Prep Country Day School, 2019
Massachusetts Institute of Technology, 2023*

See Appendix beginning on Page 9 for biographies of A Better Chance leaders.

CONTEXT FOR RECRUITMENT AND ROLE SUMMARY

Over the course of A Better Chance’s nearly 60-year history, the organization has been a driving force in the effort to increase educational attainment among youth of color. A Better Chance is the oldest and only national organization of its kind serving more than 2,200 students in 14 metropolitan hubs. In 2020, the organization celebrated the placement of 525 Scholars into college preparatory schools. The tremendous potential of these Scholars to impact our world, and the sheer scope of the number of lives they will touch, are what set A Better Chance apart among organizations that support talented students of color to realize their great potential. More than 17,000 Alumni have already graduated from the College Preparatory Schools Program to become policy makers, CEOs, academics, innovators, and more. A Better Chance is proud of their work and accomplishments – and we all enjoy a better world with them leading the way. The successes of A Better Chance’s Alumni demonstrate the cumulative impact of the organization: opportunities have transformed individual lives, increased status and access to wealth, and continued to enrich communities and create a more representative leadership pool for American society at large.

A Better Chance enjoys energetic, visionary senior administrative leadership, and a National Board of Directors and a National Advisory Council that are both highly engaged and committed. In addition, 700 volunteers help to make every aspect of A Better Chance possible, aiding with logistical planning, delivery of program events, advocacy within their communities, administrative work, fundraising and serving on advisory panels. To fully leverage A Better Chance’s exceptional mix of programmatic excellence, leadership, and volunteer support for philanthropy, the organization seeks to elevate the efficiency, productivity, and strategic thrust of its



development and communications functions to a corresponding best-in-class status. The confluence of this organizational focus and burgeoning societal attention to matters of diversity, equity, and inclusion well positions A Better Chance to grow external engagement and philanthropic support.

Amid this favorable context, A Better Chance seeks candidates for National Director of Development and Communications (National Director). Reporting to the President and Chief Executive Officer, the National Director will oversee A Better Chance’s comprehensive fundraising initiatives and communications. The National Director will develop and execute a program of strategic fundraising and communications designed to advance the awareness and reputation of the organization and meet the fundraising goals against a \$4 million budget, as well as develop a plan for growth. The National Director will be a strategic thought partner to the President and Chief Executive Officer, serve on A Better Chance’s senior Management Team, and be chiefly responsible for advancing a culture of philanthropy on an organization-wide scale. The National Director will work closely with the Board’s Development Subcommittee for leadership, guidance, and support in meeting the organization’s short and long-term development goals.

The successful candidate will also direct the engagement of key stakeholders about A Better Chance's programs, goals, and accomplishments, building financial and emotional support for its mission, including collaborating with the National Director of Programs to strategically integrate Alumni Relations with development and communications initiatives.

The National Director will be entrepreneurial, high-energy, and results oriented, and be a strategic, creative, and progressive thinker and collaborator with peers. The National Director will also be comfortable working with a high degree of autonomy and responsibility in a nimble work environment, advancing the mission of A Better Chance. The National Director will embrace a strategic approach to fundraising and be able to set and surpass goals. The successful candidate will have superior communication skills coupled with the ability to be an active listener and persuasive communicator.

Principal Duties and Responsibilities

Fundraising and Reporting:

- ▲ Lead the development and implementation of a comprehensive strategic fundraising program, working closely with stakeholders. Establish annual and multi-year goals aligned with organizational priorities.
- ▲ Collaborate with the President and Chief Executive Officer and other senior colleagues to identify and refine fundraising priorities, translating those priorities into compelling opportunities for support.
- ▲ Develop a pipeline of donors through prospect research to feed an individual major gifts program, annual fund program, and growth strategy in coordination with the President and Chief Executive Officer and Board of Directors.
- ▲ Carry a personal portfolio of top prospects and donors, including individual, corporate, and foundation sources, moving them through the stages of cultivation, solicitation, and stewardship. Assign donor portfolios to staff as appropriate.
- ▲ Lead and oversee donor cultivation and solicitation opportunities that involve the President and Chief Executive Officer, senior administrators, Board members, and other high-level volunteer leaders. Manage connections between these leaders and prospective or current donors, ensuring the preparation of strategic communications, reports, briefings, and other materials, as necessary. Exercise sound judgment and efficiently communicate prospect strategies when involving administrative or volunteer leaders.
- ▲ Oversee the coordination of the major gifts, foundation, and corporate outreach programs.



- ▲ Supervise the development and submission of grant proposals for funds from private foundations and corporations.
- ▲ Oversee the reporting to individual donors, private foundations, and corporations.
- ▲ Build and maintain relationships with A Better Chance staff toward effective prospect identification, proposal development, and reporting.
- ▲ Manage the execution of targeted cultivation and stewardship of individual and institutional donor events, with budget funding, strategic profile-raising, and stewardship goals in mind.

Board of Directors:

- ▲ Work with A Better Chance President and Chief Executive Officer to enhance Board relations, meaningfully engaging members in the organization’s work and needs, particularly tied to their areas of interest.
- ▲ Critically evaluate current revenue sources both tactically and strategically in order to create sustainable, repeatable sources of income. Work with the President and Chief Executive Officer and the Development Committee to build the long-term fundraising plan.
- ▲ Work with Directors to follow up on their identification of prospective funding opportunities.

Alumni Relations:

- ▲ Collaborate with the National Director of Programs to strategically integrate Alumni Relations with development and communications initiatives.
- ▲ Establish and build relationships with a wide range of Alumni on local, regional, and national scales, appropriately cultivating and securing their philanthropic support over time.
- ▲ Maintain regular communication with Alumni via direct contact, email blasts, Alumni web pages, print publication, and social media.

Marketing and Communications:

- ▲ In collaboration with the President and Chief Executive Officer, oversee the evolution of an effective brand strategy and marketing and communications plan, including digital media, traditional marketing techniques, and public relations and communications to achieve organizational objectives.
- ▲ Oversee any redesign of the website and all digital communication and channels.
- ▲ Supplement an online and social media strategy to raise the organization’s profile among prospective partners, funders, students, and parents.





- ▲ Measure results of marketing and promotional programs, and make data-driven decisions about how to invest A Better Chance's marketing resources for maximum impact.

Management:

- ▲ Foster a culture of philanthropy among staff, Alumni, donors, and Board to create a robust pipeline that starts with Alumni, annual, and major donors.
- ▲ Manage a professional staff of five to six individuals.
- ▲ Manage a cadre of vendors including events counsel (as needed), graphic design, writers, website counsel, prospect research vendors, a data analyst, and more.
- ▲ Measure performance of staff and vendors against established metrics, reassigning, training, and amplifying staff as needed.
- ▲ Leverage and manage volunteers' time to create a more engaged volunteer and Alumni body.
- ▲ Serve as a member of the senior Management Team for A Better Chance.
- ▲ Develop, manage, and participate collaboratively in the development of the organizational budget.

Operations:

- ▲ Provide overall direction for development and communications operations and infrastructure needs to ensure the efficiency and efficacy of programs, procedures, and protocols. Areas of oversight include the following: database management, prospect research and prospect development, reporting and stewardship, website, and email communications.

CANDIDATE PROFILE

Professional Skills and Competencies

- ▲ Ten or more years of experience leading and enhancing/expanding a development program for a national nonprofit organization, preferably in the education space or other mission-driven environment. Experience in both established and startup environments would be highly valued.
- ▲ Proven ability to recruit, manage, develop, and retain a high performing team with clear quantitative and qualitative objectives that drive performance while fostering a collegial, constructive, and transparent environment. A thorough understanding of current institutional advancement best practices.
- ▲ Experience in developing the case for support and strategic fundraising plans, including capital campaign(s), and executing plans to achieve goals and objectives. Demonstrated experience cultivating, training, and working collaboratively with senior-level colleagues, board members, and other high-level volunteer leaders on successful development-related activities. Experience integrating giving programs at various levels to cultivate greater donor commitments.

- ▲ Successful track record of personally cultivating, soliciting, and stewarding major gifts from individual and institutional donors at the level of six to seven-figures or greater.
- ▲ Strength in prospect discovery, with a track record of utilizing new methods of donor engagement and connectivity. A forward thinker who will be driven by innovation in developing philanthropic best practices in the current and post-COVID-19 world.
- ▲ Proven success creating strategic cultivation and stewardship events for engagement and participation by individual and institutional donors.
- ▲ Demonstrated ability in planning and executing integrated, strategic, and innovative communications in support of achieving fundraising goals, branding, or other organizational priorities. Experience identifying and coaching project spokespeople, and working knowledge of public relations, marketing, and communications strategies that broaden the donor pool.
- ▲ Financial management skills, including budgeting and forecasting for expense and income.
- ▲ Well-organized, thoughtful, and able to balance and complete multiple tasks simultaneously with close attention to detail and prioritization to meet deadlines.
- ▲ Demonstrated analytical and organizational skills in evaluating existing programs, conceiving and implementing new programs or strategies, and resolving complex and/or sensitive operational and interpersonal issues. The ability to extract and analyze data to make effective, efficient decisions about donor strategy and process, as well as working knowledge of modern data management practices and innovations that can streamline the development process and contribute to the integration of related functions.
- ▲ Bachelor's degree required; Master's degree a plus.



Personal Characteristics

- ▲ Passion for and commitment to the mission of A Better Chance. Ability to authentically engage and inspire others as a senior representative of the organization.
- ▲ Unimpeachable integrity and high ethical standards; mature judgment in handling sensitive information. Values-driven, committed to personal and professional development, and leads by example and with humility. Elevates institutional goals and values beyond personal gain, ensuring efforts are mission-focused and quality driven.



- ▲ An understanding of and commitment to diversity, with the ability to work effectively with and align stakeholders from disparate backgrounds; cultural competency with respect to issues such as racial, cultural, religious, sexual, and gender identity.
- ▲ Emotionally intelligent leader, with the interpersonal skills to develop and sustain impactful relationships with a wide variety of constituencies, including with Alumni, students, faculty, administrators, other stakeholders, and the public. Superb written and oral communication skills, a sense of humor and perspective, and a penchant for transparency, consultation, and collaboration.
- ▲ A self-starter who is highly organized and detail-oriented, with a strong sense of professionalism and an outgoing and positive personality. Ability to work effectively and proactively in a nimble, growing organization, including pivoting as necessary to achieve goals.

A Better Chance is committed to a policy of nondiscrimination and equal opportunity for all qualified applicants and employees, without regard to race, color, religion, gender, sexual orientation, age, national origin, ancestry, disability, or any other classification protected by federal, or applicable state or local law. A Better Chance is committed to a work environment in which relationships are characterized by dignity, courtesy, respect, and equitable treatment; and in which there are opportunities for participation, challenge, broadening experiences and advancement.

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APPENDIX - LEADERSHIP

Francisco J. Tezén | President and Chief Executive Officer

Francisco Tezén became President and Chief Executive Officer of A Better Chance in February 2020. He joined A Better Chance from the Food Bank For New York City where he served as the Chief Development Officer. Francisco has created and managed growth, visibility, and partnership strategies for educational and social service organizations with community-based, national, and global reach.

Prior to joining the Food Bank, he held positions at Year Up, The New School, and Columbia Business School. Francisco earned his BA in History and Latin-American Studies at Wesleyan University and his MS in Nonprofit Management at The New School.



Francisco Tezén

Theo Killion | National Board Chair

Theo Killion is the former Zale Corp. Chief Executive Officer who led the jewelry retailer's turnaround and its sale to Signet Jewelers Ltd. Prior to leading Zale, Theo led the human resources and operations functions of Tommy Hilfiger, L Brands, and HSN. He began his career at Macy's Inc., where he started as a management trainee and rose up the corporate ladder to Senior Vice President of Human Resources.



Theo Killion

Theo currently serves as a board member of Claire's Inc. He is a Managing Partner of The Sierra Institute and a member of The National Association of Corporate Directors.

Theo holds a Bachelor of Arts degree in History and English and a Master of Education degree from Tufts University.

Theo is an Alumnus of A Better Chance (The Hill School) and was the recipient of the *Benjamin Mays Award* in 2000 and the *Dreambuilder Award* in 2013. He served on the National Board of Directors previously and most recently served on the 50th Anniversary Campaign Cabinet.

Gennell A. Jefferson | National Board Member

Gennell is Managing Director, Business Development and Private Equity at State Street Global Advisors ("SSGA") and a member of SSGA's senior leadership team. She is responsible for sourcing, underwriting and monitoring private equity investments and supports the Global Fiduciary Solutions team for institutional client business development. As a private equity portfolio manager, Ms. Jefferson oversees \$1.2 billion in commitments and sits on the Limited Partner Advisory Boards for several private equity firms making investments in the



Gennell Jefferson



communications, education, financial services, healthcare, media and technology sectors. She also leads diversity and inclusion efforts with the firm's women and minority investment partners.

Ms. Jefferson joined SSGA in 2016 through its acquisition of GE Asset Management ("GEAM") where she served as Senior Vice President, Strategic Business Development. In that role, she managed the firm's minority & emerging manager program and private equity investments. Additionally, Gennell supported the office of the CEO for financial industry outreach, diversity recruiting and talent development. She was also the Operating Leader for GE's African American Forum affinity network comprising 200 members in southwestern Connecticut.

Prior to joining GEAM in 2012, Gennell spent over 20 years in corporate and investment banking at several firms including Bank of America and Lehman Brothers. As a banker, she raised debt and equity capital in excess of \$600 billion for Fortune 500 companies in the automotive, financial services, media, technology and telecom sectors. Gennell also has corporate treasury and product management experience. She began her career at Bank of New York, where she completed the bank's credit training program with commendation and covered Wall Street investment banking firms.

Gennell earned an MBA from the University of Michigan and a BS in engineering from Washington University in St. Louis. She serves on the board of directors of the National Association of Securities Professionals and A Better Chance, Inc. She is also a member of the Private Equity Women Investor Network, the Chicago Finance Exchange and the Service Club of Chicago. Gennell received The Network Journal's 25 Influential Black Women in Business Award in 2015. She previously sat on the board of Gateway Charitable Foundation and held FINRA Series 7, 24, and 63 licenses.