

Job Opportunity

United Way
of Snohomish County

www.uwsc.org



Title: Director of Philanthropy & Business Development
Hiring Range: \$85-\$100 Annual Salary
Reports to: President & CEO
Benefits: Health/403(b)/Paid Leave & More
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Erase your old image of United Way. United Way of Snohomish County has reinvented itself, and it needs an entrepreneurial and strategic fundraising leader with the passion and talent to help lead a transformed UWSC into the future.

For generations, United Way helped nonprofits in local communities through highly efficient and successful corporate campaigns. Millions of dollars were raised from employees and corporations through these efforts. Participating in a United Way campaign was almost a given, and corporate leaders saw it as their civic duty to help make their local United Way campaign a success. Corporate campaigns remain the back-bone of United Way fundraising and now the innovative United Ways across the country are expanding from this base with efforts to attract more individual and foundation support.

Philanthropy is not a static enterprise. It is dynamic and constantly changing, but unfortunately, the community problems which philanthropy must address remain stubbornly in our lives. To succeed, UWSC seeks a fundraising leader who believes in the power of community philanthropy; who can thoughtfully create new strategies and outreach activities to raise the bar on our fundraising. Our next fundraiser-in-Director must be a leader who appreciates our past and will drive us into a new and sustainable future with more diversified and sustainable sources of revenue. The need for UWSC and our services has grown, and we are even more committed and optimistic about our future. We now need a dynamic fundraising leader to join our team and work with our staff and volunteers in building a new foundation for our fundraising success, who will serve as an important presence in the community promoting the importance of UWSC and how corporations, individuals, foundations, and governments support can be brought together to address critical needs in our community.

Background

United Way of Snohomish County serves all of Snohomish County area; a rich mix of academic institutions, businesses, government, and an abundance of nonprofits all contributing to vibrant cities and communities. With a population of over 700,000, the region is growing fast and becoming more diverse with each passing year. Living in this area, however, is not without its challenges. Too many members of the community lack the resources necessary for a healthy and successful life. That is where UWSC is so vital, providing leadership and funding to improve long term outcomes for these families, neighborhoods, and the community at large.

UWSC currently employs 22 staff, is overseen by a 32-member Board of Directors, and works from a budget of \$4.1 million. In January of 2017, UWSC began a transformative process that continues to the present. We made the decision to create an organization that meets the needs for our times – collaborative and solutions-oriented. This “community impact” model is dramatically different from the agency-centered model of the past. Through research of local and national reports and data, agency feedback sessions, volunteer workgroups and committees and donor feedback we have adjusted our direction toward making the greatest impact where it is most needed by bringing together and supporting nonprofits to collaborate in providing direct services and systemic change. In addition to continuing our efforts to support those who cannot afford or obtain necessities, we are evolving into an organization that has a greater focus on families with young children in order to shift the life of a child, a family, a neighborhood,

and our community for generations to come. UWSC granted more than \$1.5 million to community programs – 5 CORE Collaboratives and 18 basic needs programs. Donor-designated distributions totaled another \$1million.

Last year, UWSC raised a total of \$5 million with the vast majority coming through the workplace and annual campaigns. In addition to the workplace campaign, the organization fundraises and generates greater awareness through its Tocqueville Society (\$10,000+ donors), Leadership Society (\$1,000+ donors), and other individual and corporate engagement initiatives. To succeed and to really move the needle on its community impact goals, the fundraising program must be ambitious with a goal of raise \$10 million a year over the next five to eight years and to break out of its current fundraising plateau. To reach \$10 million, the fundraising program will need to be smarter, more creative in uncovering new sources of revenue, more engaging, better organized and more diversified. The community impact model is better positioned to appeal to corporate leaders, foundations and individual donors who understand the need to change systems and work collaboratively on long-term outcomes, however, the organization needs a resource development effort that is up for the challenge.

New Approach – CORE Collaboratives

United Way of Snohomish County is the only funder in Snohomish County investing in a new, innovative approach to solving familial poverty, through CORE Collaboratives and Basic Needs grants.

Creating Open Roads to Equity (CORE) helps place children birth to age 8 and their families with low income at the core of a collaborative system of care to address the unique root causes of a family’s struggle and dismantle the systems that keep families trapped in poverty. CORE Collaboratives consists of partnerships between multiple nonprofit, public, and private partners working to meet the needs of both the child and the adults in their life, together.

This strategy utilizes two promising national models—the 2-Generational Approach and a Collective Impact framework—that places families at the center of services, building a system of care around them. These cross-sector Collaboratives will promote five components through this approach: early childhood education, postsecondary and employment pathways, economic assets, social capital, and health and well-being.

We’ve invested in 5 CORE Collaboratives across Snohomish County, consisting of 84 partners ranging from nonprofits to banks to pharmacies to school systems. Brief descriptions of the five are below:

Casino Road Opportunity for All Collaborative is comprised of nonprofit and public sector partners committed to serving families in the greater Casino Road community, home to the highest concentration of poverty in Snohomish County. This Collaborative will serve immigrant, low-income, non-English speaking families with children ages 0-6, as nearly 25% of foreign-born Casino Road families with young children live below the poverty line. Working in concert with the Casino Road Initiative, this Collaborative will address systemic issues related to poverty, race, and immigration by meeting basic needs and evolving their network of services to a family-centered, versus agency-centered, approach.

Homeward House Collaborative came about in response to the opioid epidemic in Snohomish County and its impact. Homeward House will provide wrap-around services and support for parents and children 0-8 (predominantly drug-affected infants) with active dependency cases. Families will be connected to specialized services and visitation will be enriched by mentoring and interactive parenting education. Parenting skills, drug & alcohol, and psychological assessments will be available and scheduled upon entry, based on each individual need and court-ordered services. All parents will be offered Dependency 101 and 201 Classes and assistance of a Parent Ally Mentor.

Improving School Attendance for Homeless Families seeks to reduce intergenerational poverty by improving educational outcomes for homeless children and their parents. This Collaborative will give families the tools, knowledge, and resources to ensure children’s regular school attendance during times of instability. Parents will receive services from Education and Employment Specialists, who will assist in career planning, advanced education, and employment training. This Collaborative aims to strengthen families so that parents and children can support and motivate each other to succeed in school, explore career pathways, and achieve success.

Making Life Work is a community-based Collaborative dedicated to enabling families in poverty to become stable and self-sufficient, and ensuring the children of those families attain early educational success and are set up to sustain that success throughout their school years and beyond.

The Collaborative will combine three promising, complimentary models to ensure success:

1. The Aspen Institute's 2-Generational model to ensure a comprehensive and holistic focus on both parents and children.
2. The Collective Impact Model for the Collaborative, itself, to ensure long-term effectiveness, measurable results, and accountability.
3. EMPATH's Intergenerational Mobility Mentoring model to integrate all the activities of the various collaborators into a single, seamless, comprehensive program for families. This model is designed to work in a whole-family way, using three primary tools:
 - The Bridge to Self Sufficiency (for adult family members)
 - The Child Bridge to a Brighter Future (for each child in the family)
 - The Family Carpool Lane Tool (for the family as a whole).

North Counties' Community Collaborative will serve low-income families with children ages prenatal through eight, residing within the Darrington School District—an isolated, rural community in northeast Snohomish County. The Collaborative focuses on building a community network which will include activities related to early childhood education, health and well-being, economic assets, and post-secondary and employment pathways. This community partnership will also work to increase access to services outside of the Darrington/Arlington area through improved internet connectivity.

When you join United Way of Snohomish County, you are joining a forward-thinking, solutions-believing, roll-up-your-sleeves team.

Candidate Description

UWSC's next Director of Philanthropy and Business Development (DPBD) must be a proven and successful fundraiser or business development professional with the presence and confidence to close six-figure asks. It will require that unique individual whose passion and understanding of our mission will inspire, engage, and educate people of all walks of life to make significant and meaningful financial contributions. It will require a leader with a head for strategy and an entrepreneurial spirit who will take a deep dive into UWSC's current fundraising model and, working with key staff and stakeholders, create, and implement a new engagement and fundraising model to fuel UWSC's future success.

Creating processes and procedures and establishing the pathway for donor engagement must be a priority for the new leader. A high-level, customer-service oriented stewardship program will be required to sustain and grow this new level of support while a vibrant prospect identification process will ensure a pipeline of qualified prospects. In addition, UWSC will need to develop new strategies to engage leadership level donors (gifts \$1,000 - \$9,999) and Tocqueville Society donors (\$10,000+) as well as develop major gift and foundation grant prospects. The DPBD will be able to draw from a database of existing donors but the best prospects might be individuals, foundations and corporations who do not know the new United Way and our new community impact model for community change. We know from experience that our community impact model is appealing to donors and can attract support. It now needs to be scaled up for maximum return.

Collaboration is a critical component of our new model and it needs to be part of the DPBD's practice in the community and within the organization. It will take collaborations across the public, private and philanthropic sectors to bring about change, and an understanding of and experience with this process will place the DPBD in positions of

leadership in the community. The DPBD must exemplify those same collaborative and cross-functional skills within UWSC to ensure that the entire organization and its processes are working in concert. The DPBD will be an important member of the CEO/President's leadership team which includes the Director of Impact & Investment, Director of Marketing & Engagement, Director of Finance, and Director of Human Resources.

The DPBD will lead a five-member team covering three interrelated functional areas – corporate partnerships/workplace giving campaign, major and leadership giving, and grants. The success of the DPBD will depend in large part on the effectiveness and efficiency of the resource development team. The DPBD must be able to spend a significant amount of time out of the office meeting with major and principal-gift level donors which requires trust in the team. This will come from building on the work-ethic of the current team, by setting clear goals so that the best of each team member is utilized. Each member of the team must embrace and understand his/her role in the overall success of the fundraising program and be encouraged to play an active role in the development of strategy and evaluation. The DPBD must be able to encourage, thrive in, and take advantage of the team's creativity and excitement.

This job provides a unique opportunity for a creative, assertive, and collaborative leader with a proven history for building effective teams, improving fundraising or new business development outcomes, and can personally or with a team secure six-figure contributions. UWSC is not selling widgets; it is creating change, opportunity and hope, and the perfect candidate will understand how important this is to the success of the entire enterprise. UWSC transformed so it can have a greater impact on the community, and the next DPBD will be a critical member of the team driving that transformation forward.

Responsibilities

High-End Fundraising / Business Development and Strategy

- Lead the creation of a new strategy and create the plans that will ensure successful fundraising campaigns as UWSC builds toward \$10 million with a greater emphasis on major gifts (\$25,000+) and principal gifts (\$100,000+).
- Create an annual written fundraising and business development plan that is clear in its objectives, target audiences, timelines, and assignment of responsibilities.
- Work with staff and volunteers to develop a functional and effective donor pipeline of corporations, individuals, and foundations.
- Create a new focus on prospect and donor research.
- Ensure that the processes, procedures, and assignments of responsibilities are designed to meet fundraising goals in an efficient, manageable, and effective manner; evaluate staff and programs on a regular basis and make changes as necessary.
- Evaluate the fundraising activities annually to ensure quality, productivity, and relevance towards meeting goals.
- Maintain a portfolio of top corporate, foundation, leadership and Tocqueville donors and prospects; develop and implement strategies for engagement in UWSC activities and increased giving.
- Work with the Director of Marketing & Communications and her team on engagement initiatives, social media and other fundraising support and collateral to be used by the resource development team.
- Create regular opportunities for the resource development team to meet with other divisions within the organization to keep the team informed and to generate stories about the impact.
- Serve as a passionate and informed advocate for UWSC, able to communicate its message clearly one-on-one and to large groups, in the spoken and written form; network to reach goals and to ensure that the work and impact of the UWSC is known by the right people.

Collaborative Leadership

- Work collaboratively with the leadership team to refine, implement and evaluate the organization's strategic plan and direction.
- Work collaboratively with the Board and co-lead the CORE Engagement Committee engaging them in the planning and execution of the engagement and fundraising plan. Keep the Board informed of resource development team activities; provide data relevant to tracking fundraising progress and planning; train Board members in fundraising and help to identify and recruit new Board members. Keep the resource development team informed of Board decisions and involve team members with the Board whenever possible/feasible.
- Hire, motivate, supervise, evaluate, and mentor the resource development team and create a supportive, goal-oriented and productive work environment based on respect, meaningful communication and team work.
- Lead the work of the resource development team and ensure the team is meeting or exceeding the goals set for fundraising.
- Ensure staff receive the professional development they need to stay current and productive in their fields and support them in their professional development.
- Represent UWSC in the community on boards, panels and commissions and events that support UWSC's community and fundraising goals.
- Stay informed and up-to-date on community, state and national issues that have a bearing on the work of UWSC and ensure that the resource development team is also kept informed and current.
- Develop a thorough knowledge of the founding, history, major accomplishments and challenges, and the significant events affecting UWSC and United Way nationally.

Financial and Administrative

- Create and monitor the resource development budget; work with the leadership team in creating the organization's overall budget by providing accurate information and the best forecasts possible.
- Assist the financial office in data necessary for reporting to funding sources and other external requirements.
- Work with the Information Systems team to ensure that software programs are meeting the needs of the resource development team in meeting the fundraising goals and client relationship documentation needs.

Education and Preferred Qualifications

- Bachelor's degree required (graduate degree preferred) with five or more years of progressive leadership experience.
- Proven history of high level, high return fundraising or business development results based on building strong, lasting relationships with donors/customers.
- Experience with securing foundation and/or government grants, a plus.
- Knowledge of and experience working in Snohomish County, a plus.

- History of working effectively with all people irrespective of their history, economic status, challenges, race, gender, educational level, or sexual orientation; believes in the importance of diversity and has a history of creating diverse organizations.
- Comfortable with corporate and foundation leaders, high net-worth individuals, and community leaders.
- Experience leading organizational and operational change.
- Seasoned, team- and goal-oriented leader experienced in creating and supervising effective teams where staff enjoy working, contributing, and reaching organizational goals; knows how to create and nurture healthy work environments which inspire creativity and commitment; can analyze staffing needs and performance and make changes when required.
- Powerful advocate for scaling social change and building an infrastructure of opportunity.
- Strong collaborator within and outside of an organization. Collaborative cross-sector experience and a demonstrated competence in public, private and philanthropic partnerships.
- Excellent written and oral communication and networking skills with the ability to engage, inspire and educate in personal meetings, group settings and in the written form.
- Exceptional planning and execution skills with a results-oriented record of achievement; the ability to set goals, meet deadlines and evaluate results.
- Open mind, entrepreneurial and willing to learn from others.
- Brings humility and a deep commitment to philanthropy and empathy for those who struggle to maintain self-sufficiency, personal well-being, and hope.
- Energetic, diplomatic, adaptable and with a good sense of humor.
- Unqualified passion for the mission of the UWSC.

Compensation: Commensurate with experience and abilities and reflective of salary levels in nonprofit organizations.