



**Michelle Whiting & Associates**

**Foundation Relations, Development Assessment and Planning, and Executive Search  
For the Nonprofit Sector**



## **Chief Development Officer**

Think Together was founded in 1997 with the mission to partner with schools to change the odds for kids. This year, Think Together is impacting more than 180,000 students in 500+ programs through partnerships with 47 districts, making it one of the largest education support providers in California. Through a robust suite of programs and services, Think Together equips students with the tools to succeed from preschool through high school by ensuring they develop the academic and social emotional skills and knowledge critical for college and career readiness.

With an eye to creating lasting systemic change, in 2014, Think Together acquired Orenda Education (formerly Principal's Exchange) whose mission is to empower K-12 leaders—from the district boardroom to the school classroom—with the strategies, tools, and training to ensure every student receives a premium education with pathways to college and career. This year, Orenda is impacting more than 80,000 students through partnerships with 72 schools in 5 districts. Orenda's inside-out approach utilizes an equity-grounded, data-informed framework to guide and support partners through a systems transformation that has evidence of raising student achievement across every demographic.

Through the collaboration of district partners across California, the groundwork has been laid to help transform the school landscape for over 2 million students on the wrong side of the achievement gap. Over the last 20 years, Think Together has provided academic support services for underserved students and has built a network of 47 school district partners. Think Together and Orenda Education have the goal of scaling their innovative systems change work to reach underserved students throughout California. Through public/private partnerships, we seek to provide the necessary training and coaching to equip school leaders with the tools they need to transform the futures of our kids and make California the #1 state in education again.

Think Together/Orenda are change-agents in California's K-12 education, employing over 2,400 staff throughout the state. With a 2019/2020 fiscal year budget of \$70M, Think/Orenda are accelerating their growth plans through a campaign to bring their systems change work and student supports to a targeted group of vulnerable school districts/schools, networks of districts/schools and other mission-aligned organizations. We are committed to designing and delivering data-driven programs and solutions to help kids reach proficiency and achievement levels necessary to progress through school and prepare for college and career.



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### SEARCH SUMMARY

In the past five years, Think/Orenda have seen our greatest programmatic growth in Silicon Valley and most recently Los Angeles County. With an eye to expanding board leadership in these regions and bringing fundraising activities to scale, Think/Orenda is seeking a senior level development change maker with a fearless approach to opening new philanthropic markets and the ability to map, staff, and implement a sophisticated fundraising program that is cohesive yet understanding of regional nuances.

The Chief Development Officer, a newly created position, will restructure, design, and spearhead all fundraising programs and campaigns and serve as a critical member of the senior leadership team. In partnership with the CEO, the Chief Development Officer will re-imagine the giving culture of Think/Orenda, shaping the future of the organization's philanthropy programs.

### PRIORITIES AND RESPONSIBILITIES

The Chief Development Officer's priorities will be to:

- In collaboration with the CEO, set the strategy and tone for fundraising, emphasizing the implementation of innovative and creative ideas and leveraging public sector dollars to attract increased private support.
- Partner with the CEO on identifying and expanding board leadership in unrepresented regions with a strong focus on recruiting Los Angeles board members.
- Support a culture of fundraising integration across all regions.
- Raise Think/Orenda's profile and strengthen its reputation among donors, constituents, volunteers, organizational partners, other key stakeholders, and the general public.
- Create a strategic and systematic fundraising plan to increase overall net contributed income, while thoughtfully enhancing the staffing and infrastructure to achieve development goals.
- Work closely with the Board to inspire greater participation in development efforts while capitalizing on board members' resources, talents, and networks.
- Exercise diplomatic persistence in the cultivation of donors. Demonstrate the ability to close the deal.
- Set the overarching direction, establish metrics and lead the organization in the execution of the fundraising plans. Working with the development staff, see that fundraising plans are implemented, goals achieved, timely reports generated, and information shared.
- Evaluate and refine processes to support fundraising success. Build a culture of continuous improvement by using data to drive decisions and make course corrections when necessary.
- Monitor key fundraising trends and issues and communicate their implications to the CEO with suggested actions.

### FINANCIAL TARGETS

The targeted budget for the current fiscal year is \$60 million. The contributed revenue comprises roughly \$3.7M of the annual budget. Over the next three to four years, Think Together seeks to grow the overall philanthropic contribution to \$7-8M annually.



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### **REPORTING RELATIONSHIPS**

This position reports directly to the CEO. The Chief Development Officer will be a key member of the CEO's leadership team. The Chief Development Officer will initially supervise a staff of four located in the Think Together Orange County headquarters. The Chief Development Officer will assess the staffing needs both locally and regionally and determine how best to further build the Development team necessary to meet increased fundraising goals.

### **LOCATION**

The Chief Development Officer will establish a Los Angeles-based Development Office, likely on the Westside or Downtown, and work from there the majority of the time, with some travel to the Orange County office as well as to Silicon Valley required.

### **IDEAL EXPERIENCE AND CHARACTERISTICS**

The Chief Development Officer should thoroughly embrace and represent Think Together's mission and education philosophy and have the following experience and qualifications:

- Successful leadership experience with a nonprofit organization achieving fundraising goals in a senior executive role.
- An exemplary reputation with stature and credibility.
- Proven ability for unifying different regional fundraising departments to work together toward a shared vision and goals.
- The ability to interact professionally with dedicated Board and staff members who have diverse professional skills and perspectives.
- Skills to manage and implement change, as well as motivate and mentor staff while increasing performance.
- Flexibility and the demonstrated ability to think creatively and thrive in a fast-paced, complex environment, juggling numerous projects and satisfying varied constituencies simultaneously.

### **REQUIREMENTS, CAREER PATH, AND EDUCATION BACKGROUND**

The ideal candidate has a creative, entrepreneurial, and innovative approach to work. The ability to represent Think Together with professionalism and strong and engaging communication skills (both written and spoken) are essential. Knowledge of K-12 education issues is beneficial. At a minimum, this position requires:

- A Bachelor's Degree, a Master's Degree is preferred.
- Ten years minimum of increasing experience and responsibility in a development or advancement department, including oversight of individual, corporate, and foundation giving.
- Experience as a frontline fundraiser with demonstrated success in personally cultivating, soliciting, and securing major and lead gifts of \$50,000+.
- Demonstrated success in recruiting effective board members/volunteer leadership.
- Strong staff leadership, management, and administrative skills.
- Vast knowledge of the Greater Los Angeles County and Southern California philanthropic landscapes, its leaders, and trends. Knowledge of Silicon Valley philanthropic landscape a plus.



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### COMPENSATION

Think Together is offering a highly-competitive compensation package based on the candidate's significant qualifications and experience. Think Together also offers six weeks paid time off per calendar year (pro-rated based on hire date), along with health, vision, dental, life and pet insurance. A 403(b) retirement plan is available.

### APPLICATION PROCESS

Please submit the following to [Michelle@MichelleWhitingandAssociates.com](mailto:Michelle@MichelleWhitingandAssociates.com).

- 1.) Cover letter: All candidates are strongly encouraged to submit a cover letter that outlines your qualifications, experiences, and past successes in top-tiered management of a comprehensive development program and how these qualifications fully intersect with Think Together's needs for this position.
- 2.) Resume/CV
- 3.) Compensation requirements

All three attachments must be received. Incomplete applications will not be considered. Due to the anticipated volume of applications, only principal, qualified candidates will receive a response. We ask that no phone calls be placed to Think Together.

To learn more about Think Together and Orenda please visit these websites:

[www.Thinktogether.org](http://www.Thinktogether.org) and [www.orendaed.org](http://www.orendaed.org)

*Think Together is an Equal Employment Opportunity Employer and actively seeks a diverse pool of candidates.*