



**THE NATIONAL ASSOCIATION FOR THE ADVANCEMENT  
OF COLORED PEOPLE (NAACP)**

**Director, Foundation Relations**

**POSITION SPECIFICATION**

May 2009

## **THE OPPORTUNITY**

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The National Association for the Advancement of Colored People (NAACP), the nation's preeminent civil and human rights organization, seeks an entrepreneurial, results-oriented director of foundation relations. S/he will build and manage a comprehensive foundation relations program that will assist the organization in achieving a range of strategic program/research objectives and help propel its advocacy agenda to new levels of accomplishment.

Since its inception one hundred years ago, the NAACP and its allies of all races have been at the forefront of framing the public discourse on the critical issues concerning social and racial justice. And today, under the executive leadership of a new president and CEO, Benjamin Todd Jealous—a former foundation executive, newspaper editor, community organizer and Rhodes Scholar, the organization is investing considerable resources to build the infrastructure required to solidify its role as the principal legal advocate for civil rights issues and focus on disparities in economics, health care, education, voter empowerment and the criminal justice system. Central to the realization of its aspirations is the recruitment of a seasoned and dynamic director.

Reporting to the senior director of development and working in close partnership with other members of the organization's leadership, the director of foundation relations is primarily responsible for leading and managing the NAACP's ongoing efforts to identify, cultivate, solicit, and steward foundation prospects and donors. S/he serves as a senior member of the development team and oversees the design and successful implementation of specific tactics, strategies and core messages, ensuring their coordination and alignment within the organization.

A strong advocate for the organization's mission and programs, the director of foundation relations provides considerable expertise, direction, and discretion in advancing the NAACP's case for support in highly competitive and specialized philanthropic arenas. Key to his or her success is an ability to work independently, yet manage a small team and interface effectively with and leverage the knowledge, talents and resources of individuals within a robust and highly changing environment.

The ideal candidate will have strong ties to the progressive foundation community and considerable expertise in domestic social justice issues. S/he will possess a minimum of seven years development related experience and have played a leadership role in securing significant foundation (and government) grants on behalf of a similar nonprofit organization(s). The new director must also have exceptional interpersonal and communications skills and the ability to gather and distill relevant data/information and disseminate it throughout the organization. Demonstrated personal qualities of integrity, self-confidence, team work, diplomacy, passion and intellectual curiosity are essential.

Recruitment will continue until the position is filled. Information about how to nominate someone or to apply for this opportunity may be found near the end of this document in the section entitled "Procedure for Candidacy."

## **THE NAACP: AN OVERVIEW**

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Founded in 1909, the NAACP is the nation's oldest, largest and most widely recognized grassroots-based civil rights organization. Headquartered in Baltimore and with offices in Washington, D.C. and throughout the country, the organization's almost half-million members and supporters throughout the world are the premier advocates for civil rights measures in their communities, statehouses, and the nation's capital, conducting voter mobilization and monitoring equal opportunity in the public and private sectors.

Over the last century, the NAACP's commitment to compel America to redefine itself in each generation has resulted in big victories that helped to reshape the social, political and economic landscape of our country. The organization has:

- Ended lynch mobs;
- Inspired civil and human rights movements from South Africa to India;
- Desegregated the military, public institutions and corporations;
- Made the political playing field more level.

Today, and as a result of profound changes in the political environment, there is newfound interest in the work of the NAACP. The organization—together with the growing support of institutions, organizations, foundations, businesses and individuals representing all sectors of society—is once again uniquely positioned to pursue a vigorous advocacy agenda grounded in the most critical social justice issues. With an important aspect of its agenda in 2009 revolving around its efforts to improve the lives of young people, the NAACP is committed to:

- Encouraging high achievement in the arts, science, math and technology;
- Addressing the staggering drop-out rates of minority high school students;
- Training and developing the next generation of leaders who will continue to shape an evolving American democracy in ways that are relevant to the lives of all Americans.

### **Benjamin Todd Jealous**

In 2008, the NAACP National Board of Directors confirmed Benjamin Todd Jealous, as the organization's 17<sup>th</sup> President and Chief Executive Officer and the youngest person to ever hold the position.

Jealous was well-positioned to answer the call. He grew up believing that there was no higher calling than to further the cause of freedom in this country and in the world. It is a mindset he inherited from his parents and grandparents. Their drive for community betterment blazed the trail for Jealous' own deep commitment to social justice, public service and human rights activism.

During his career, he has served as president of the Rosenberg Foundation, director of the U.S. Human Rights Program at Amnesty International and Executive Director of the National Newspaper Publishers Association (NNPA), a federation of more than 200 black community

newspapers. From his early days of organizing voter registration drives up until his nomination and election as NAACP president, Jealous has been motivated by civic duty and a constant need to improve the lives of America's underrepresented. All things considered, Jealous' leadership roles and active community involvement have well prepared him for his current duties as president of the NAACP. In fact, his path through journalism and the Black Press is not unlike several other former NAACP presidents, including Roy Wilkins, Walter White, Ida B. Wells and W.E.B. Dubois.

As a student at Columbia University, he worked in Harlem as a community organizer for the NAACP Legal Defense Fund. On campus, Jealous led school-wide movements, including boycotts and pickets for homeless rights, a successful campaign to save full-need financial and need-blind admissions when other national universities were cutting such programs, and an environmental justice battle with the University.

These protests ultimately led to the suspension of Jealous and three other student leaders. Jealous used this time off to work as a field organizer helping to lead a campaign that prevented the State of Mississippi from closing two of its three public historically black universities, and converting one of them into a prison. He remained in Mississippi to take a job at the *Jackson Advocate*, an African American newspaper based in the state's capital. His reporting -- for the frequently firebombed weekly -- was credited with exposing corruption amongst high-ranking officials at the state prison in Parchman. His investigations also helped to acquit a small black farmer who had been wrongfully and maliciously accused of arson. His work at the *Jackson Advocate* eventually led to his promotion to Managing Editor.

Jealous returned to Columbia University and completed his degree in political science. With the encouragement of mentors, he applied and was accepted to Oxford University as a Rhodes Scholar where he earned a master's degree in comparative social research. Jealous eventually went on to serve as Executive Director of the National Newspaper Publishers Association (NNPA). While at the NNPA, he rebuilt its 90-year old national news service and launched a web-based initiative that more than doubled the number of black newspapers publishing online.

Most recently, Jealous was President of the Rosenberg Foundation, a private independent institution that funds civil and human rights advocacy to benefit California's working families. Prior to that, he was Director of the U.S. Human Rights Program at Amnesty International. While there he led efforts to pass federal legislation against prison rape, rebuild public consensus against racial profiling in the wake of the September 2001 terrorist attacks, and expose the widespread sentencing of children to life without the possibility of parole.

Active in civic life, Jealous is a board member of the California Council for the Humanities, and the Association of Black Foundation Executives, as well as a member of the Asia Society. He is married to Lia Epperson Jealous, a professor of constitutional law and former civil rights litigator with the NAACP Legal Defense and Educational Fund. They presently reside in Washington, DC with their young daughter.

For more information about the organization's mission, history, programs and leadership, please visit its website at [www.naacp.org](http://www.naacp.org)

## **THE ROLE AND RESPONSIBILITIES OF THE POSITION**

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The director of foundation relations serves as a key strategist who appreciates the dynamics at play in an evolving organization. S/he is far-sighted about the NAACP's potential and brings to the organization an entrepreneurial vision for foundation relations together with the development protocols and best practices needed to realize it. Reporting to the senior director of development, he or she:

- Serves as a senior member of the development department's staff with primary responsibility for advancing the organization's program(s) to successfully identify, cultivate, solicit, and steward foundation prospects and donors.
- Is responsible for devising, implementing, and managing effective, creative and often original strategies to individually and systematically interest, engage and secure a wide range of key foundation prospects to meet or exceed program, departmental and organizational funding goals.
- Manages, in collaboration with others, a portfolio of foundation prospects and donors that comprise many of the organization's most important and sensitive relationships; works in consultation with the president & CEO, the senior director of development, program directors, vice presidents, and key board and volunteer leaders and contacts to discuss and devise individually tailored approaches and strategies.
- Shapes key organizational and development related messages through the direction and preparation of foundation-related proposals, solicitation letters, and other materials for prospects and donors; ensures that they are persuasively communicated to target audiences and are consistent with the efforts of others to strategically position the organization in the marketplace.
- Establishes and maintains a personal rapport and a first-class working relationship with the organization's vice presidents/program directors, department heads and other key personnel; works to foster an atmosphere of cooperation by reinforcing a common sense of purpose and establishing an ever increasing understanding of and comfort with development principles, plans, and strategies designed to achieve critical organizational objectives.
- Collaborates (in instances of prospect overlap) with senior staff to plan strategies and "move steps" that are coordinated and place the donor/prospect's interests and objectives first; arranges "discovery" meetings and facilitates site visits by foundation leaders.
- Provides input and shares responsibility for the strategic planning and implementation of the development department's total fund raising goals in collaboration with the senior vice president, senior director of development, other staff and volunteer leaders.
- Shares responsibility with the senior vice president, the senior director of development and others for the information and staffing needs of relevant boards, councils and

committees. Prepares briefing documents and accompanies board representatives and other volunteers to meetings with foundation leaders. In specific instances, provides guidance and training in the appropriate relationship development and solicitation techniques.

- Directs/manages the work of a grants manager and grants writer; assumes responsibilities for the unit's personnel related matters, including oversight of the recruitment, selection, motivation, recognition, performance evaluation, professional training, and collective and personal goal setting activities.
- Participates in the annual planning process for the development department (and research/program areas as appropriate), including a complete review of the years' activities and sets specific goals and objectives for the next and future fiscal years. Responsible for developing the segment of the plan that relates specifically to the goals/objectives for the foundation relations unit.
- Travels and works nights and weekends as necessary to successfully meet established goals and objectives.
- Other projects and duties as assigned.

## **OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP**

The Director of Foundation Relations will be a seasoned professional who possesses outstanding project management and written and verbal communications skills. Among the many opportunities to demonstrate leadership, the following will be among the most important to address during the first twelve months of his or her tenure. These are presented in no particular order of importance.

### **Strengthen research capacity**

President & CEO Benjamin Jealous and his executive leadership team believe that the best way to strengthen *and* inform the organization's advocacy agenda and achieve significant impact over the long-term is to increase the breadth, stature and translational nature of its research profile. To that end, the organization has already assembled the beginnings of a new and first-rate team of scholars and practitioners in this area, including Executive Vice President, Steven Hawkins (formerly of The Atlantic Philanthropies), Vice President, Monique Morris (formerly of the UC Berkeley School of Law) and Dr. Deborah Bey (formerly of Newman and Associates), and Roger Vann (formerly of the African American Hiring Initiative).

As both a de facto member of the program department and an integral leader within the NAACP's comprehensive development efforts, the Director of Foundation Relations plays a critical role in connecting the worlds of research/advocacy and philanthropy. Possessing extraordinary self-confidence and the experiential underpinnings within the progressive/social

justice movement, s/he uses this unique perspective to influence the scope and trajectory of the organization's foundation partnership objectives.

Critical to the director's success will be an ability to aid in the construction (and maintenance) of a large, but defined, conceptual framework and operating paradigm for the organization's program/research goals. Participating as a peer in the evaluation of comprehensive program strategies, the director must be a master of foresight and extrapolation, analyzing a broad range of information and data and anticipating ways to "fill in the blanks" that enable the NAACP to most effectively pursue new, promising and potentially unseen funding opportunities while staying on mission.

### **Reinvigorating the brand**

Historically, much of the NAACP's creative and entrepreneurial reputation has emanated from within its vast programmatic domain. And when the organization has appeared to be at its best in the eyes of external stakeholders, there has always been a common denominator: its ability to harness passions and clearly communicate a collective sense of purpose.

Working across the organization, the director will create a concise, integrated development and communications plan that conveys its new operating philosophy and objectives and the critical role private resources play in empowering it to most optimally advance a collective, meaningful human and civil rights agenda. Perhaps no single resource available to the director will be as valuable in this regard as the vision, energy and passion of Benjamin Jealous. He has already devoted significant time and attention to the business of personal outreach within the foundation community and has enjoyed tremendous success in motivating prospects and donors.

### **Nurture teamwork**

An honest broker with the single goal of positioning the NAACP to achieve greater access to larger philanthropic resources, the director will play a critical role in building a strong sense of community and camaraderie among the development and program staffs in particular. By working closely with the leadership across the organization, s/he will provide the wisdom and encouragement to help to break down functional, departmental and geographical silos that undermine total fund raising results and nurture development/communications practices that foster the success of both individual programs and the NAACP as a whole.

The director must envision and leverage opportunities to create and manage a program that is integrated both within the development department itself and across the organization. Despite the geographical and other challenges associated with coordinating headquarters and satellite operations, programs like research and foundation relations must work in concert on a daily basis and be completely in sync with the rest of the development program to ensure a long-term pipeline of prospects. To accomplish this, resources must be properly allocated, metrics established, and rewards distributed in ways that value and incentivize pan-organizational collaboration and teamwork.

### **Build development infrastructure**

The NAACP's foundation relations program requires reinvigoration. Like the larger development program, foundation relations has experienced considerable turnover in recent years. With two other positions open within the department (grants writer and grants manager); the organization is in need of a team of permanent appointments who can bring new energy, vision and a consistent philosophy of operation.

While enjoying several long-established fund raising programs, the NAACP has often underinvested and underperformed (relative to its peers) in most areas of development. However, today as it enters a new and more ambitious era in its history, efforts are underway throughout the organization to build a stronger culture of philanthropy and invest in an expanded, high performance development staff and infrastructure to nurture and sustain such an environment.

Bolstering its image and brand on today's challenging philanthropic landscape will demand that the organization invest in more state-of-the-art systems, institutionalize more rigorous standards and utilize appropriate best practices. From creating boilerplate materials and proposal templates to establishing better grant tracking systems and reporting calendars to hiring the right people for the right positions, the director will have ample flexibility to create the type of program(s) needed to establish strong partnerships, achieve results, and impact the larger advancement agenda as well.

## **QUALITIES AND QUALIFICATIONS**

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While seeking to instill a "lateral leadership/management philosophy," the NAACP is nonetheless a highly matrices, geographically disperse, (national) membership organization. As a result, the new director of foundation relations must be someone who is capable of engaging and earning the confidence and respect from a diverse group of individuals, including the executive leadership team, the research, advocacy, and program staff, and other leaders. He or she will possess an open and accessible style, an unrelenting commitment to a team approach, and a compelling personality that lends itself to forming trusting relationships and strong lasting bonds with colleagues throughout the organization.

In addition, the ideal candidate will possess:

- A bachelor's degree from an accredited four-year institution or equivalent experience; a master's degree is preferred.
- A minimum of seven years development related experience and have played a leadership role in cultivating, soliciting and stewarding significant major and principal foundation (and government) gifts/grants on behalf of a similar nonprofit organization(s).
- A demonstrated ability to flourish within a complex and changing organization and effectively represent it to internal and external audiences through the use of strong verbal and written communications skills and the marketing of concepts and ideas.

- The ability to think and act strategically on at least three levels—organizationally, as a standard bearer for a multi-dimensional social justice agenda; departmentally, as a member of a comprehensive development team seeking to engage multiple internal and external stakeholders; and individually, as major/principal gifts fundraiser and leader of a very important program/team.
- Proven research, prospect management, administrative and follow-through skills; the ability to work independently and on teams with staff and volunteers and to multi-task, prioritizing and coordinating a large number of projects simultaneously with minimum supervision.
- Superior interpersonal, communications and listening skills; the ability to work collaboratively, engage and inspire others, and develop rapport with and gain confidence of a diverse group of stakeholders.
- The ability to embrace the mission of the NAACP; a boundless curiosity and enthusiasm for its work; and the passion to assist others in enhancing its reputation.
- A strong work ethic and sense of purpose, a positive “can do” attitude, patience, a tolerance for ambiguity, and a sense of humor.
- Computer literacy: proficiency in Word, Excel, Outlook, research tools and donor databases, Raiser’s Edge preferred.

## **PROCEDURE FOR CANDIDACY**

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Recruitment will continue until the position is filled. Nominations, expressions of interest, and applications (including cover letter and resume) should be submitted via email to [foundationsearch@naacpnet.org](mailto:foundationsearch@naacpnet.org)

Material that cannot be emailed may be sent to:

Coordinator, Foundation Relations Search  
 NAACP  
 Attention: Executive Offices  
 4805 Mt. Hope Drive  
 Baltimore, MD 21215  
 410-580-5777

*The NAACP does not discriminate on the basis of race, creed, color, ethnicity, national origin, religion, sex, sexual orientation, gender expression, age, height, weight, physical or mental ability, veteran status, military obligations, and marital status.*