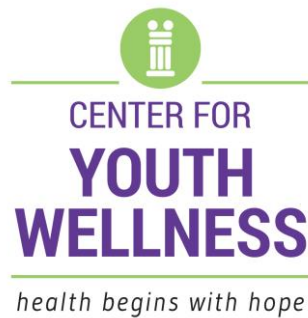




CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Vice President of Development

19 October 2017



Carlson Beck advises **Center for Youth Wellness** on the basis of an exclusive consulting assignment. The following details are for your information and should be kept **confidential**.



POSITION SPECIFICATION

CENTER FOR YOUTH WELLNESS

THE POSITION: VICE PRESIDENT OF DEVELOPMENT

REPORTS TO: EXECUTIVE DIRECTOR

LOCATION: SAN FRANCISCO, CALIFORNIA

THE ORGANIZATION

CYW's Mission

To improve the health of children and adolescents exposed to Adverse Childhood Experiences.


Overview

The Center for Youth Wellness (“CYW”) was founded by pediatrician Dr. Nadine Burke Harris in 2012 to build a healthier future for children exposed to Adverse Childhood Experiences (“ACEs”). CYW is working to change the way pediatric clinicians – and society in general – respond to and treat ACEs and toxic stress in children. *CYW's vision is for every pediatrician to screen children for ACEs exposure by 2028.*

According to the National Survey of Children’s Health, 34.8 million children across the United States are impacted by Adverse Childhood Experiences. ACEs are exposures in childhood such as abuse, neglect, parental incarceration, divorce and domestic violence that have been shown to affect just about every domain in which a child functions. Research has documented a dose-response effect between ACEs and behavioral problems, learning impairment, incarceration, drug addiction and long-term health issues, including heart disease, diabetes, cancer, stroke, Alzheimer’s and suicide. Over the past two decades emerging science has identified the mechanisms through which early adversity changes the developing brain, immune systems, hormonal systems and DNA regulation of children resulting in a condition now known as toxic stress.

We know, thanks to increased scientific research and real-world practice at clinics such as Center for Youth Wellness (“CYW”) and its partner Bayview Child Health Center (“BCHC”), early detection and interventions can prevent or mitigate the effects of toxic stress. *The importance of early detection cannot be under-emphasized*, because, although the science of toxic stress is an emerging field, all of the research indicates that early detection affords the greatest opportunity to shape the developmental trajectory of neuro-endocrine-immune pathways and DNA regulatory mechanisms.

Thanks to advances in science and clinical practice, we know there is now hope to improve the health of children exposed to ACEs. Population-level improvements in health outcomes are possible with early detection and early intervention of ACEs. However, routine screening is required to enable early detection. According to a 2013 periodic survey (PS85) from the American Academy of Pediatrics



(“AAP”), only four percent of pediatricians regularly screen for ACEs¹. CYW’s goal is to reduce the population level burden of toxic stress by supporting pediatricians to include ACE screening as a regular part of the pediatric well exam and by raising national awareness of ACEs and toxic stress by educating parents, pediatricians and policy-makers on the health risks of toxic stress and the benefits of early detection and intervention.

Track Record

CYW has spent its formative years becoming a pioneer with a reputation as a national leader in the field of ACEs and toxic stress – understanding the science, developing tools, screening patients for ACEs, providing evidence-based child interventions, building and convening partnerships, and raising awareness.

Over the past five years, CYW has:

- Operated an innovative community-based clinical program in partnership with BCHC, in which *universal* screening for ACEs allows for early detection and intervention through an integrated medical model.
- Developed a clinical screening protocol that calculates cumulative exposure to ACEs in children age 0 to 19. This protocol is intended for use in pediatric settings to identify patients at increased risk for chronic health problems, learning difficulties, mental and behavioral health problems and developmental issues due to changes in brain architecture and developing organ systems brought on by exposure to extreme and prolonged stress. The protocol has been downloaded by over 2,000 clinicians in 28 countries.
- Conducted a systematic investigation of over 15,000 scholarly articles and a thorough scan of the pediatric and scientific field to identify current best measures, practices and interventions. The results of this work yielded two compendia, one on measures and one on interventions, as well as several scientific publications and research protocol.
- Created the [Bay Area Research Consortium on Toxic Stress and Health](#) in partnership with UCSF Benioff Children’s Hospital Oakland and UCSF to launch a first-of-its kind randomized controlled trial to validate its ACE screening tool, assess the association between ACEs and biomarkers as well as clinical outcomes, and assess the impact of intervention on clinical outcomes and biomarkers.
- Launched the #ChildrenCanThrive campaign, reaching over 3 million people thanks to Dr. Nadine Burke Harris’ [TEDMED Talk](#), social media and in-person speaking engagements across the nation.
- Developed successful partnerships and collaborations, including the [California Campaign to Counter Childhood Adversity \(4CA\)](#) in partnership with over 30 public and private organizations in multiple child-serving sectors across California to develop a [shared action plan](#) to advocate for policies that address childhood adversity.
- Hosted convenings in 2014 and 2016 on ACEs and toxic stress, bringing together statewide and national leaders to build relationships, advance practice and inspire action. The [2016 convening](#) attracted more than double the attendance of the initial conference, selling out with a waitlist of >100, and included a pediatric symposium to share tools and best practices for screening and treatment in primary care.
- Launched the [National Pediatric Practice Community \(NPPC\)](#) to engage 1,000 pediatric providers

¹ Kerker, B. D., Storfer-Isser, A., Szilagyi, M., Stein, R. E., Garner, A. S., O’Connor, K. G., ... & Horwitz, S. M. (2016). Do pediatricians ask about adverse childhood experiences in pediatric primary care?. *Academic pediatrics*, 16(2), 154-160.



in a learning network designed to advance screening for ACEs.

- Developed a plan for a National Public Education Campaign based on both qualitative and quantitative consumer insights research on the issue of ACEs and toxic stress evaluating current awareness of the topic, perceptions of the role of parents and caregivers and willingness of key audiences.

Approach

Based on the research and clinical expertise developed over the past five years, CYW understands that early detection through screening is foundational for identifying risk for toxic stress and enabling intervention. In order to achieve universal screening, CYW recognizes that it must not only educate pediatric practitioners and support them with tools to ready their practices, it must also create demand for systemic and policy change by engaging and activating parents and caregivers to understand toxic stress as a health issue and demand access to early intervention.

Further, CYW knows from its own insights research with parents and its communications with pediatricians, there is an “understanding-action” gap in the field where ACEs and toxic stress knowledge is not being translated and made relevant and accessible to audiences who are making decisions and acting upon children’s health on a daily basis. As part of raising national awareness, CYW is focusing on bridging the “understanding-action” gap for parents, caregivers and pediatric clinicians through three key strategies:

1. Translate ACEs and toxic stress knowledge into relevant, compelling and actionable messages for parents, caregivers and pediatric clinicians
2. Create learning and dissemination platforms to move parents, caregivers and pediatric clinicians from understanding to action
3. Evaluate all components for ongoing refinement and iteration

Vision and Strategies

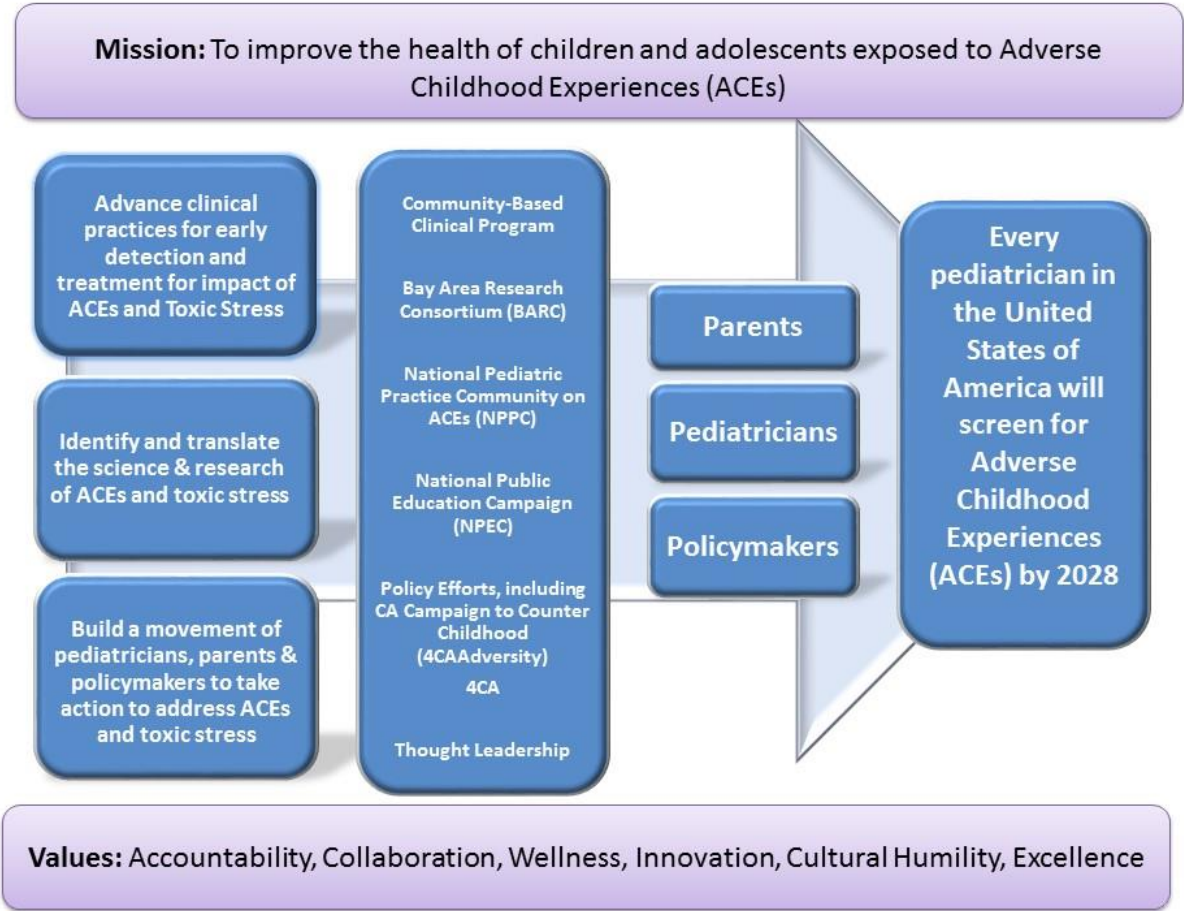
Over the next five years, with an increase in capacity, CYW believes that it can accomplish the following:

1. **Triple the number of pediatricians** routinely screening for ACEs (Baseline: 2560 (4%); target in 5 years, 7500 pediatricians). With a conservative estimate of 300 children screened per pediatrician – this means 2.25M children screened annually.
2. **Reach 38.9 million adults annually** through an online ACEs and toxic stress National Public Education Campaign (estimated 155.8M total impressions per year, assuming 4x maximum exposure = 38.9M total unique impressions with projected investment and planned platforms).
3. **Estimated 5% engagement potential of parents (1.95M annually) to take action**, visiting CYW website, accessing education tools and information (based on industry standard rates).

The long-term potential of early detection and intervention is even larger. According to the 2010 Census data there are 74,181,467 children and adolescents in the United States ages 0-18. CYW’s vision is that ACE screening becomes a routine part of pediatric primary care by 2028. CYW feels that the next five years will be a critical time for converting societal momentum into enduring practice.



CYW’s strategic framework for the next five years:



Major Initiatives Include:

National Public Education Campaign (NPEC)

CYW’s NPEC is a multi-phased awareness and education initiative spanning five years designed to build parents’ awareness of the connection of ACEs to health, provide them tools to be strong buffers for their children, and to move them to be advocates for ACEs screening with pediatricians and, in the long-term, with policymakers.

- Given that 72% of adult internet users say they have searched online for information about a range of health issues, the core of the program will be a digital hub for education and action.
- Social media will be used as a highly efficient and effective dissemination channel as parents today use the medium not only to access useful information but also as a key parenting learning tool.
- CYW will develop tools designed to educate and empower parents and caregivers to turn knowledge about ACEs and their impacts on health into action.
- The NPEC will leverage the national platform provided by Dr. Burke Harris’ book release in 2018 and the expected media attention and available forums.
- Built into the campaign will be ongoing public opinion surveys to gauge increased knowledge and changed behavior.



National Pediatric Practice Community on Adverse Childhood Experiences (NPPC)

Designed as a learning collaborative, NPPC is focused on increasing the number of pediatricians screening for ACEs.

- CYW will provide coaching, content and protocols on the science of ACEs, screening practices, and effective communications with parents on the issue.
- The NPPC will gain and share insights on pediatricians and their knowledge acquisition journey and identify successes, challenges and barriers to adopting ACEs screening in various pediatric clinical settings.
- The NPPC will identify and test communication, training materials, and dissemination channels, and surface ideas from practice that may need to be tested through research.

Clinical Program & Research

CYW is preparing to embark on a formative evaluation of its integrated community-based medical and behavioral health model. The results of this evaluation will inform both the NPPC and NPEC. In addition, process learnings and clinical research data from the Bay Area Research Consortium on Toxic Stress and Health (BARC) will inform the NPPC and the NPEC. It is anticipated that results from the BARC trial will be published in 2019 and will be used to advance the clinical detection of toxic stress.

CYW will continue to support the field and its initiatives through the development and dissemination of evidence-based and scientifically supported content, protocols and practices. Over the next five years, CYW will serve as a content hub for translating research into actionable measures and interventions to inform and amplify the NPPC, NPEC and the broader field.

Thought Leadership & Partnerships

Since its development of the 4CA initiative, membership has grown to over 50 organizations. In this time, CYW has learned not only the power of collaboration but also what it takes to make collaboration successful. As CYW moves forward in executing against its ambitious vision, they anticipate partnering with other national child champions including the American Academy of Pediatrics, Zero To Three and other organizations. CYW's goal is to serve both as a resource to others and also to leverage partner networks to disseminate evidence-based messages on the science of ACEs and toxic stress.

For more information on Center for Youth Wellness please see www.centerforyouthwellness.org.

Operations

CYW has an annual operating budget of \$8 million. There are currently 26 staff members. The nine-member Board of Directors is comprised of passionate, committed community leaders who come from medicine, community health, philanthropy and the social justice sector.

The senior leadership team is comprised of:

- Founder/CEO
- Executive Director
- Chief Medical Officer
- Chief Financial Officer / Vice President of Operations
- Vice President of Development



The VP of Development will oversee the following staff:

- Director of Institutional Giving
- Associate Director of Individual Giving (start date Nov 02)
- Donor Relations Manager (to be hired)
- Development Manager

THE POSITION

The **Vice President of Development** (“VP of Development”) at the Center for Youth Wellness will develop, implement, and lead all fundraising efforts for CYW primarily in conjunction with the Executive Director, and including the Board of Directors and the Founder/CEO. CYW is a fast-growing organization with an annual budget of \$8 million. The VP of Development will be responsible for developing the organization’s overarching, multi-year development plan and carrying out a variety of fundraising strategies to ensure this budget is met, and that the organization is set up to successfully meet its short and long-term growth goals. In addition, the VP of Development will help establish a culture of philanthropy across the entire organization, and work to improve the day-to-day operations of a high-performing Development department.

The Opportunity

This position is an exciting opportunity to expand a Development function with an organization that is doing innovative, cutting edge movement-leading on a national and international basis. CYW is in a critical phase of development as an organization. Given its strong track record over the past five years, as well as the rising national profile of Founder and CEO, Dr. Nadine Burke Harris, CYW is faced with the unique opportunity to bring awareness of and screening for ACEs and toxic stress to scale. The forthcoming launch of Dr. Burke Harris’ book, *The Deepest Well*, backed by the publishing team behind Paul Tough’s best-seller, *How Children Succeed*, provides a powerful platform to raise national awareness, advance solutions, and generate funding. All signs show that our nation is at a tipping point for this issue and now is the time to leverage the science, clinical understanding and public interest momentum, and develop a population-level response to reach thousands of pediatricians and millions of parents. CYW, with its track record, experience and expertise, is poised to lead these efforts.

CYW is seeking a smart, ambitious, independent best-in-class development leader and manager to take the Development function to the next level. This professional will possess vision, the strategic thinking and tactical expertise to bring the vision to life, and an ownership mindset that values accountability. S/he will build trust with internal and external colleagues. S/he will be proactive, thoughtful, and deliberate, creating opportunities for donors and funders to support CYW, while creating opportunities for partnerships.

Areas of Responsibilities

Strategy/Planning

Partner with the Executive Director and Board to:

- Develop and implement a comprehensive and aggressive, multi-year fundraising strategy and plan to support a plan to grow revenue from \$8 million to more than \$12 million over the next five years to support the Center for Youth Wellness’ strategic goals;
- Strategize, engage, and support the CEO in development activities, as appropriate; and

- Support Board members and CYW staff in development activities, as appropriate.

Direct Fundraising

- Cultivation, solicitation and stewardship of major and minor gift prospects, including foundations, corporate sponsors, and individuals;
- Development and execution of a nontraditional funding and revenue generation strategy within a social enterprise context (corporate co-branding campaigns, online lead / demand generation and conversion, data analysis, fee for service potentials);
- Cultivation, solicitation and stewardship of a pool of major individual donors (major donor defined as \$10,000+ in annual giving);
- Development and execution of annual appeals, matching gift opportunities, and other giving vehicles;
- Develop and implement a volunteer council of existing donors to support the identification and cultivation of new donor prospects; and
- Planning and execution of all major and minor fundraising, cultivation activities and events.

Development Communications

- Work with Marketing and Communications staff and consultants to develop content for website, publications, newsletters, invitations, and other communications as it relates to fundraising;
- Oversee the research, writing and preparation of grant applications, corporate sponsorship solicitations, and funder reports;
- Prepare prospect briefings, compelling proposals, appeals, and other correspondence and presentations for prospects, donors, the CEO, the Executive Director, and the Board of Directors; and
- Represent CYW with external constituency groups such as funders, program partners, elected officials, community members, and others as needed.

Development Operations Support

- Oversee a prospect tracking system and donor database, ensuring efficient tracking of donor information and timely acknowledgement of gifts;
- Work closely with Communications staff in annual planning, budgeting and goal setting; and
- Oversee the measurement and tracking of progress against the department's budget and goals.

Staff Management

- Supervise, professionally develop, and retain a high-performing team;
- Model a management style that is transparent, supportive, and encouraging to staff, treating team members as respected colleagues; and
- Implement development best practices to enhance and continuously improve the day-to-day activities of an effective, efficient Development department and its staff.

CANDIDATE QUALIFICATIONS/EXPERIENCE

Experience: A minimum of five years of experience in fundraising in a senior leadership position. A proven **track record of soliciting and securing six- and seven-figure gifts** is strongly desired.





Education: A Bachelor’s degree is required. An advanced degree in Business or Public Administration is preferred.

The successful candidate will have the following professional skills and experience:

- **Thorough and specific knowledge of effective fundraising strategies and tactical execution** of major gift fundraising, corporate support, foundation funding, mass annual giving, government grants, and planned giving;
- Experience **building and managing a high performing and motivated development team** and developing fundraising systems, processes and strategies;
- Experience with strategic relationships with **local, state, and national donors, foundations, corporations, and partners**, where existing relationships with these entities are preferred; will possess a track record of successful cultivation, solicitation, and stewardship of donors and funders;
- Experience with **leveraging board members and the Board Development Committee** in effective fundraising; and
- Demonstrated track record of successfully **working cross functionally with Marketing and Communications** staff for effective fundraising.

COMPETENCIES/ATTRIBUTES

The successful professional will have or be:

- **Commitment to and passion for the health of children and families;**
- Ability to articulate CYW’s vision and programs to make a **compelling, inspirational case for financial support;**
- Experience in **fast-growing social enterprise** environment, or related experience;
- Demonstrated ability to effectively **“manage up”** in order to lead, organize and motivate the CEO, ED and Board of Directors to successfully execute their fundraising responsibilities;
- **Results-driven** approach to fundraising with the ability to set concrete goals and achieve them;
- Ability to **simultaneously manage and effectively prioritize** a large number of fundraising activities;
- Highly skilled at the **nuances of working with sophisticated board members;**
- **Excellent oral and written communication** as a passionate communicator and excellent public speaker;
- Strong **problem solver and solutions seeker;**
- Willing to **take risks** and to address **complex issues creatively** and effectively;
- **Culturally competent** with ability to get along with diverse individuals; and
- Knowledge of **health disparities in low-income communities**, with knowledge of ACEs and toxic stress preferred.



COMPENSATION

CYW offers a competitive compensation package, including benefits, commensurate with experience and skills.

CYW is an equal opportunity employer and encourages candidates of all backgrounds to apply.

For additional information on this opportunity, please contact:

Sally Carlson

Managing Partner

415.433.2299 direct

415.203.5259 mobile

sally@carlsonbeck.com

Ann Kletz

Senior Principal

510.333.3016 direct

ann@carlsonbeck.com