



LEADERSHIP PROFILE



National Site Director – West Coast

Year Up

Location TBD

“To close the Opportunity Divide by providing urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education.”

~ Year Up Mission

THE OPPORTUNITY

Year Up is an award-winning, national non-profit which guides 18-24 year old urban young adults from poverty to professional careers in the span of one year.

Growing at 25% a year, Year Up is transforming the lives of urban young adults across the nation. Year Up seeks a National Site Director (NSD) to lead, manage and inspire teams across the

western U.S.. Currently in five locations from Dallas to Seattle, including Year Up’s newest location in Los Angeles, the western sites expect to serve 1,200 students in 2017 with a staff of 200 and budgets totaling \$35M.



As the most senior leader in the region, reporting to the President, the National Site Director will ensure Year Up operates with excellence, captures market opportunity and is an outstanding resource for under-served young adults in

Finding leaders that matter for missions that matter®

the western region. The National Site Director will directly manage a team of high performing Executive Directors and have strategic accountability for the region’s performance, operating as a regional general manager. As a member of the Senior Leadership Team, the National Site Director will also share in leading and shaping the direction of the national organization; leveraging local and national resources and best practices to the benefit of the entire Year Up organization.



THE ORGANIZATION

Year Up was founded in 2000 by Gerald Chertavian, who, after a successful business career, became a social entrepreneur. While he was in college, Chertavian began volunteering as a mentor and Big Brother to low-income youth – something he did for decades. He was impressed by the ambition and talents of the young people he got to know, but he saw that they had little opportunity to “plug in” to the mainstream economy. A combination of limited or poor educational opportunities and a lack of exposure to the culture of corporate America prevented many from entering the economic mainstream. Year Up was established to bridge this Opportunity Divide.



Since its inception, Year Up’s high-expectation, high-support program has combined marketable job skills, stipends, corporate internships and college credits. It addresses students’ social and emotional development and provides appropriate support to place young adults on a path to economic self-sufficiency.





During the first six months, students are provided technical and professional training in areas such as business operations, IT and cyber security, followed by a six-month internship at top companies like Microsoft, Symantec, and Salesforce.

After graduation, students are supported in their job search and in building their professional networks through Year Up's local and national alumni associations, as well as through

Year Up Professional Resources, a wholly-owned staffing firm that serves Year Up alumni.

As a national model for economic and social impact, the Year Up program gives companies a cost-effective solution for recruiting entry and mid-level talent while providing young adults with an essential stepladder for career success.

Year Up has proven national results:

- 100% placement of qualified Year Up students into internships.
- Over 90% of Corporate Partners would recommend Year Up to a friend or colleague.
- 85% of graduates are gainfully employed or attending college full-time within four months of completing the program.
- Employed Year Up graduates' starting wage averages more than \$17 per hour – with average starting salaries of \$36,000 per year.

Year Up has been recognized at the national level through participation in the Clinton Global Initiative, a site visit from President Obama, and was a feature on [60 Minutes](#). This recognition has triggered growth opportunities in every region with the largest expansion in the western region of the U.S.

With an \$86 million operating budget, Year Up currently serves more than 3,000 students across 17 sites: Atlanta, Boston, Chicago, New York City, Baltimore, Bay Area (San Francisco and Silicon Valley), Providence, Seattle and Washington, D.C., and Year Up college-based sites in Baltimore, Philadelphia, South Florida, Jacksonville and Phoenix. Two new sites in Dallas and Los Angeles were launched in 2016.

Please visit www.yearup.org for more information.

THE RESPONSIBILITIES

The National Site Director will partner with the Executive Directors and regional/national functional teams to strategically grow the local markets and take performance of the sites to the next level of impact. He or she will:

- 1. Provide strategic leadership and empowerment.** The National Site Director will inspire confidence and provide collaborative, forward-thinking leadership. He or she will develop a long-term regional market strategy and support the Executive Directors' development of local market plans. The National Site Director will sponsor and manage the risk of strategic and innovative growth initiatives. He or she will also be an advisor, coach and talent manager to the Executive Directors and extended leadership team.
- 2. Manage performance of the region.** The National Site Director will have accountability for the combined P&L's of each site and for all performance and key metrics in the region, including a demand-driven sales plan, and annual fundraising goals. He or she will proactively monitor site performance with strong executive leadership, clear objectives and accountability for the team. The National Site Director will build a collaborative culture, effectively teaming with national resources to ensure the organization hits growth and performance targets and that staffing and personnel development plans align with Year Up best practices.
- 3. Develop Personnel and Boards.** The successful candidate will lead the hiring and on boarding process for Executive Directors as needed, and provide ongoing coaching and inspiration for the leadership team. Additionally, he or she will help shape strong local cultures and build robust talent pipelines for long-term success. The National Site Director will also provide coaching on local Board development and management and serve as a point of contact for local Board Chairs.
- 4. Provide organizational leadership.** The National Site Director is a member of Year Up's Senior Leadership Team, responsible for driving the goals of the region while effectively leveraging and connecting with both national and peer leaders across the organization. He or she will be experienced working in a matrix environment and comfortable including and leveraging resources outside of his/her direct team and ensuring



teams within the region do the same. The National Site Director will represent the unique characteristics and trends of the region while helping shape and execute organization-wide initiatives.

5. **Be a credible and compelling advocate and keeper of the culture.**

The National Site Director will be adept at connecting with others in an authentic and caring way. He or she will be a powerful advocate for the Year

Up mission and culture by regularly engaging with local staff and students and modeling the behavior expected within the region.



6. **Oversee program management.** In partnership with national Program leadership, the National Site Director will ensure Year Up's program model is implemented effectively in sites across the region, to ensure the highest level of performance for admissions, academics, student services, internships, job placement and alumni services. The National Site Director will promote regular assessments and reinforce the importance of a cross-functional approach and coordination with national subject matter experts as needed.

THE CANDIDATE

The ideal candidate will bring general management experience leading a multi-dimensional, growth-oriented organization. He or she will be committed to the mission of Year Up and excited by the mandate to grow and increase the impact through effective management of others.

The ideal candidate will:

- Be passionate about working with urban young adults, have an unshakable belief in their potential and a strong commitment to the mission of Year Up
- Have an understanding of the Opportunity Divide and its drivers
- Possess a proven track record of leading a senior team, managing a P&L and driving organizational growth through strategic, creative management strategies
- Have experience serving constituents in a complex, multi-state, multi-site, results-driven environment

- Have demonstrated ability to lead teams through change in a flexible, team-oriented high growth environment
- Be a servant leader willing and able to lean in when needed to help the team achieve its goals
- Have excellent written and oral communication and presentation skills
- Share a commitment to diversity and inclusion
- Possess an engaging personal leadership style that inspires others to support Year Up and the ability to communicate and advocate the mission clearly and persuasively
- Be a values-driven, inspirational servant-leader with high emotional intelligence
- Be facile at balancing mission and margin while advocating for both
- Be able to travel up to 50-75% of the time



THE RELATIONSHIPS

Reports to	President
Manages	<ul style="list-style-type: none"> • Executive Director, Year Up Arizona • Executive Director, Year Up Bay Area • Executive Director, Year Up Dallas • Executive Director, Year Up Los Angeles • Executive Director, Year Up Puget Sound
Key relationships	<ul style="list-style-type: none"> • National and regional Year Up staff • Corporate partners • Year Up students and alumni • Local advisory boards • Community partners • Current and prospective donors and partners

THE LOCATION

The National Site Director will be based in one of the current cities of operation. Because this position will be working with Executive Directors across the west coast and the southwest, there is some flexibility in the exact location.



**For potential consideration or to suggest a prospect,
please email
YearUpWestCoast@BoardWalkConsulting.com
or call Crystal Stephens or Laura DiBacco at 404-262-7392**
