



## LEADERSHIP PROFILE



**President**

**Year Up**

**Likely Boston, New York or San Francisco**

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*“[Year Up] is a win for the urban communities, it's a win for the students, and it's a win for our company.”*

--Ken Chenault, CEO, American Express Company (since retired)

*“I'm living proof that young adults are capable and hungry for an opportunity to succeed.”*

--Carlos Carrillo, 2015 alumnus, Year Up Bay Area  
Application Operations Specialist –GE Software

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## THE OPPORTUNITY

**Year Up is the nation's largest, fastest-growing youth service organization started in this century.** It has operations in 21 cities, with 850 staff and an operating budget of \$150 million. Upon next year's planned retirement of the incumbent, Year Up seeks a compelling President to work with the accomplished team, and Founder & CEO, to capitalize on the extraordinary successes to date and ensure even greater impact in the future.

## THE MISSION

**Five million young Americans are unemployed or stuck in dead-end jobs.** Disconnected from educational and employment opportunities, these 18-24 year-olds have little or no access to the mainstream economy, due to systemic educational and socio-economic inequities. At the same time, American employers are challenged to recruit motivated, talented entry-level employees in

**Finding leaders that matter for missions that matter®**

middle-skilled roles – the largest and fastest-growing segment of the labor market.

**Year Up was created to close this Opportunity Divide and have low-income young adults seen as assets to be nurtured rather than as social liabilities.**

By connecting motivated low-income youth with educational and employment opportunities in a structured, year-long program, Year Up has helped thousands of young people prepare for a brighter future.



**From a standing start in Boston in 2000, Year Up has grown to be a national nonprofit serving thousands of students in [21 cities nationwide](#).**

Relationships with more than 250 [corporate partners](#) and funding from an array of foundations and individual philanthropists have facilitated rapid growth in both reach and impact.

**Year Up’s mission is the foundation of its strong culture.** The culture is further shaped and sustained by the staff’s commitment to Year Up’s core values, operating principles, and leadership behaviors. These components of Year Up culture are lived daily through staff and student communications, an open feedback environment, performance assessments, and staff recognition.

**Vision**

In the future, every young adult will be able to reach their potential.

**Mission**

Year Up’s mission is to close the opportunity divide by providing urban young adults with the skills, experiences and support that will empower them to reach their potential through professional careers and higher education.

**Core Values**

- Respect and value others
- Build trust; be honest
- Engage and embrace diversity
- Be accountable
- Strive to learn
- Work hard and have fun



**Operating Principles**

- High support
- High expectations
- High service
- Cultural Competency

**Leadership Behaviors**

- Inspire people toward mission
- Relentlessly develop and empower people
- Foster diversity, equity, and inclusion
- Be an agent of feedback and lifelong learning
- Drive for results
- Personify integrity

## THE ORGANIZATION



**Year Up was founded in 2000 in Boston by business executive and social entrepreneur Gerald Chertavian to close the Opportunity Divide.** Chertavian's vision for Year Up grew out of his college experience as a mentor to low-income youth. Impressed by the ambition and talents of the young people he came to know, he realized they had little access to the mainstream economy. A combination of educational disadvantage and lack of exposure to corporate America kept many from entering the economic mainstream.

**Year Up has become a national model for economic and social impact.**

Year Up's Direct Service model is an intensive, one-year training program that has given 20,000 motivated young adults the opportunity to develop marketable technical and professional skills in a setting of high expectations and high support that prepares them for professional careers and further education.

- During the first six months, Year Up participants undergo intense classroom-based career training in information technology, finance and other key skills in demand by employers.<sup>1</sup>
- During the second six months, students work with leading corporate partners who support internship placement.

**After their Year Up graduation, students join the Year Up alumni organization** to significantly advance their own career and to play a role in helping close the Opportunity Divide. They are also aided in career advancement by [YUPRO](#), a for-profit public benefit corporation and staffing firm wholly owned by Year Up. YUPRO's goal is to put alumni to work and create resources to invest back into Year Up.

**Year Up's results are exceptional:**

- 100% of qualified Year Up students secure placements in internships.
- 90% 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 \$38,000 per year.
- Over 90% of Corporate Partners would recommend Year Up to other potential employers.

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<sup>1</sup> This training is provided at core sites with Year Up personnel or in co-location models in partnership with local community colleges (known as Professional Training Corps or "PTC"). The adoption of the PTC model has enabled Year Up to expand rapidly and economically



**Year Up currently has two dedicated efforts to expand impact: Grads of Life and 100x.** [Grads of Life](#) is a Year Up-incubated national initiative that catalyzes market demand for Opportunity Youth by transforming employer perceptions and hiring practices.

Industry-specific pilots with such employers as T-Mobile and Hilton also serve to change hiring practices and normalize Opportunity Youth as a viable talent source. These pilots develop best-in-class talent pipelines, training requirements and prove the ROI and business value of hiring Opportunity Youth.

**100x is a start-up being launched within Year Up to create models of products and services that are significantly more scalable and sustainable.** A board-endorsed commitment to innovation is pervasive, and funding has been dedicated to support this. Year Up continues to explore an array of services and products that advance the nonprofit's ability to close the Opportunity Divide.

**Year Up has been recognized as the national leader with the willingness and proven ability to solve the challenges of the Opportunity Divide and to provide leadership to others during the process.** Year Up has received national recognition through participation in the Clinton Global Initiative, a site visit from President Obama, and a feature on [60 Minutes](#). This recognition has triggered growth opportunities across the nation.

Full information can be found on the extensive [website](#). Three years of financial data, both audited statements and IRS Form 990s, are available [here](#). Year Up's 2016 Annual Report is available [here](#).



## THE RESPONSIBILITIES

**The President will lead and manage Year Up operations with excellence and effectively drive growth and impact.** Reporting to the Founder & CEO, the President will be a compelling, successful leader with credibility in the market, passion for closing the Opportunity Divide and a proven track record of leadership, innovation and growth. She or he will have authentic passion for working with low-income young adults and an unshakeable belief in their potential. The President will:

- **Provide leadership and vision across the entire organization**
  - Provide collaborative, forward-thinking leadership that ensures continuing growth and impact of Year Up nationwide.
  - Inspire confidence with staff, peers and the community, and lead the organization to broad-based success.
- **Deliver operational excellence and change management processes**
  - Strengthen clarity and accountability regarding expectations, performance and evaluations, both collectively and individually.
  - Implement change management processes to ensure the organization operates efficiently and effectively in a climate of rapid growth.
  - Demonstrate the willingness to take a fresh look at the business and challenge assumptions, saying “no” when necessary.
- **Be a strong manager of the people and the business.**
  - Manage and motivate across the matrixed organization, instilling partnership and shared objectives.
  - Lead fiscal and operational success within a sustainable model.
  - Set clear expectations, empower team and individual achievement, and build a culture of accountability.
  - Develop senior leaders to manage larger portions of the organization.
- **Evaluate and implement new business models to support quality growth through Direct Service and innovation.**
  - Provide financial modeling and evaluation of new business models.
  - Implement new business models and drive change through complex organizations.
- **Grow and promote the mission and resources of Year Up through effective external engagement**
  - Connect willingly and compellingly with donors, corporate partners, community partners, and large audiences in a variety of settings including media interviews, large forums and the corporate boardroom.

- Leverage current and potential networks, systems and processes to garner significant financial and programmatic support for the Year Up mission.
- **Be a thought partner and strategic advisor to the CEO and the senior team.** Working in true partnership with the CEO, be a trusted advisor working to the benefit of the organization and the students it serves.

## THE CANDIDATE

**The ideal candidate is a proven, low-ego leader with the drive, motivation, commitment and proven track record of running a growing, complex and innovative organization.** The client is open to creative career paths, but the ideal candidate can be expected to have:

- Genuine passion for the mission and a demonstrated commitment to the students served, as evidenced by relevant prior engagement on boards, in nonprofits or in a volunteer capacity
- The cultural competency to lead a pluralistic organization deeply committed to diversity and inclusion
- Gravitas and a personal style that inspires others to engage and support the mission of Year Up
- Experience leading an innovative fast-paced, matrixed environment at scale; a record of managing growth in such a context will be important as well
- Strong business acumen, ease with financial modeling and the ability to dive deep into detail as needed
- Excellent communication skills and the ability to connect with ease to donors, students, corporate and community partners
- The ability to engage, manage, motivate and unite people around common goals and strategies, and to drive teamwork and results
- An authentic and approachable style, with the humility of a servant leader



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## THE RELATIONSHIPS

The President will report to the Chief Executive Officer, work with the National Board of Directors and manage the Year Up team. The President:

<b>Reports to</b>	<ul style="list-style-type: none"><li>• Founder &amp; Chief Executive Officer</li></ul>
<b>Manages</b>  <i>Italics indicate dual reporting to President &amp; CEO</i>	<ul style="list-style-type: none"><li>• <i>Chief Operating Officer</i></li><li>• <i>Chief Officer of Innovation and Scale</i></li><li>• Chief Financial Officer</li><li>• National Site Directors</li><li>• National Director of Program</li><li>• National Director of Development</li><li>• National Director of Corporate Engagement</li></ul>
<b>Key relationships</b>	<ul style="list-style-type: none"><li>• Senior leadership team</li><li>• Community College partners</li><li>• Corporate partners</li><li>• Current and prospective donors and partners</li><li>• Year Up students and alumni</li><li>• Community partners</li><li>• National Board of Directors</li></ul>

## THE LOCATION

The President will be located in a major metropolitan market where Year Up already has a sizable presence. Likely locations include Boston, New York, and San Francisco.

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**For potential consideration or to suggest a prospect, please email [YearUpPresident@BoardWalkConsulting.com](mailto:YearUpPresident@BoardWalkConsulting.com) or call Crystal Stephens, Sam Pettway or Patti Kish at 404-262-7392.**

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