

Managing Director of Development

Position Profile

Boston, MA

About Bottom Line

A college education unlocks social and economic mobility. With a degree, students gain the flexibility to take risks and pursue their greatest ambitions. They can explore—and choose—from a broader world of professional pathways. Students, equipped with the knowledge, confidence, and skills produced by a college education, can build meaningful careers, stable financial futures, and successful lives.

However, many are left behind by higher education. Most colleges were not designed with students from low-income backgrounds—a disproportionate percentage of whom are people of color—in mind. As a result, low-income students graduate from college at significantly lower rates than their peers. In 2016, 58% of high-income students earned bachelor's degrees within six years—compared to only 11% of students from the lowest-income quartile, according to the Pell Institute. Due to racial disparities they may have experienced since childhood, students of color are most likely to miss out on this proven pathway to higher earnings and greater opportunity.

Bottom Line seeks to bridge this educational divide. By matching students with highly trained advisors who provide knowledge and encouragement into and through college, Bottom Line has helped thousands of students from under-resourced communities enter college, earn degrees, and launch thriving careers.

Bottom Line offers two signature programs and an artificial-intelligence-powered innovation to help students reach their college goals.

- **Access Program.** Through the Access Program, Bottom Line advisors guide high school seniors as they create lists of colleges that meet their personal criteria, write and edit application essays, prepare and submit their college and financial aid applications, and decide which college will be the best overall fit. Bottom Line encourages students to carefully consider their personal and academic interests, while still making an affordable choice. This focus on affordability is critical: a 2021 study showed that 42% of students who leave college cited financial reasons for disengaging.
- **Success Program.** The Success Program supports college students to persist through graduation and begin their careers. Bottom Line advisors serve as a constant presence in students' lives. Through a variety of platforms—campus visits, virtual meetings, emails, cards, care packages, and events—they offer guidance and counsel in four areas: Degree, Employability, Affordability, and Life. With advisors' support, students learn to perform well in class, stay on track to graduate, develop professional skills, secure jobs and internships, manage financial aid and scholarships while avoiding excessive debt, and navigate the challenges of life.
- **Blueprint.** Blueprint, a new virtual advising program, offers a hybrid model that combines emerging technologies with personal advising. Like other organizations, Bottom Line's adoption of virtual programs accelerated during the pandemic. In Bottom Line's case, student outcomes related to the new virtual advising program increased the organization's confidence in this hybrid technology.



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Blueprint harnesses artificial intelligence to power a smart chatbot named BLU, programmed to address over 1,500 frequently asked questions. BLU shares weekly information related to financial aid, study tips, career readiness resources, and encouragement. Students have access to a Virtual College Success Advisor—a live person—whenever needed. Blueprint is a key element of Bottom Line’s broader strategy to share its model with an ever-larger group of students in the years to come.

The Opportunity

Bottom Line seeks an experienced, strategic development leader to oversee the organization’s Greater Boston Region’s continued fundraising growth and success. Supervising a team of at least four fundraising professionals, the Managing Director of Development will be a key member of the organization’s leadership team, a thought partner to a visionary Executive Director, and liaison to the Development Committee of the organization’s Regional Advisory Board. Together with these partners, the incoming Managing Director of Development will build and implement a strategy to maximize philanthropic support for Bottom Line’s mission.

This position carries tremendous opportunity. Today, Bottom Line reaches 7,000 students across the nation with its proven approach. While the organization is proud of every student engaged, this is a *small fraction* of the total need. In partnership with donors, Bottom Line seeks to expand its impact in a radical way: to annually support and guide 20,000 students in their educational journeys by 2030.

Massachusetts is Bottom Line’s founding state. This is where Bottom Line’s supporters first saw quantitative evidence of its impact: students in the Boston area participated in the randomized controlled study that documented the incredible effect of Bottom Line’s work. Philanthropy has played a vital role in fueling Bottom Line’s ability to serve students in Massachusetts each year. Now, by supporting this vision for expansion, philanthropy will launch even bolder, brighter dreams for our students and our state. The incoming Managing Director of Development will play an integral part in this growth and, by extension, in the lives of thousands of students in their community and beyond.

The Managing Director of Development will be a **strategic** leader with a deep understanding of fundraising principles, methods, and tactics. They will be **results-driven**, highly collaborative, and a strong motivator who will promote a culture of philanthropy among the Regional Advisory Board, partners, and staff. In addition, they will bring a keen understanding of management, team dynamics, and accountability to lead a high-performing development staff to continued excellence. **In their first 18 months**, they will be charged with aligning the development strategy to the region’s programmatic priorities and goals (outcomes and scale), including re-designing an events strategy that better engages donors and partners.

Critically, the Managing Director of Development will be responsible for building and maintaining a culture and team-member experience with the following values in mind:

- **Sustainability:** we commit to students for up to 7 years and need the financial stability to continue to do so with confidence
- **Longevity:** we seek tenure of 3+ years for all team members and 2 terms for Committee Members
- **Reliability:** we honor our commitments with honest timelines and clear communication

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- Ambition: we strive to do our very best in order to support our students, staff, and external stakeholders
- Equity: we recognize the complexities inherent in fundraising; we talk about them, and commit to transforming the practices within our control that perpetuate racial, socioeconomic, and gender inequities

Key Position Functions

The Managing Director of Development (MDD) will lead the MA region's efforts to engage stakeholders in raising the funding and resources needed to support students to get into college, graduate, and go far. The primary responsibility of the MDD is to develop and execute a strong and multi-faceted development plan that has both philanthropic and fee-for-service components.

The MDD will oversee the full regional portfolio, directly managing a mid-sized portfolio of partners (institutional and some individual) of their own while providing strategic guidance to both the ED and the portfolio managers who report to them, to ensure strong stakeholder engagement across all segments.

Major areas of responsibility include:

Drive Regional Fundraising Strategy – 25%

- Build strong short- and medium-term development plans aligned with long-term strategy and organizational priorities that include
 - In alignment with Bottom Line's brand playbook and communication strategy, establish a regional communication strategy to elevate the organization's profile within MA
 - Refine and build local efforts to grow individual major gifts program
 - Assess and improve the local event strategy that includes both corporate and individual donor events
 - Evaluate the opportunity for fee-for-service partners and structure a five-year plan to increase revenue from this model
- Establish monthly/quarterly reporting mechanisms for regional leadership and board
- Manage progress to goal of the region, setting and evaluating performance goals on a quarterly basis
- Oversee and ensure strong donor engagement and stewardship across portfolios

Coach and support Development Team – 25%

- Hire, train, retain, and develop regional development team members in line with organization-wide staffing structure
- Provide adaptive coaching and support to empower staff to grow, learn, and develop as fundraisers and professionals; create intentional succession plans in pursuit of dramatically increased tenure for all team members
- Build a strong team culture grounded in inclusivity and belonging as well as fierce dedication to fueling the organization's mission
- Ensure team members have tools, resources, role clarity, and support to achieve ambitious portfolio goals

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Engage top donor portfolio - 25%

- Directly manage a portfolio of top donors in the region, focusing on corporate partners and individual donors with complex or overlapping connections to Bottom Line
- Develop and execute individual strategies to engage top donors to the region. These strategies should serve as a model for the team

Steward Advisory Board members and their ambassador and fundraising roles – 10%

- Work with the Executive Director and Regional Advisory Board Development Committee to engage board members in fundraising strategy, and advance individual board member giving initiatives
- Support the Executive Director with Regional Advisory Board member recruitment, onboarding, and meeting coordination, ensuring the leadership pipeline reflects the diverse identities of Bottom Line's students
- Work with the annual Event Committee to meet and exceed event attendance, auction, and fundraising goals
- Oversee employee relations work to build partnerships with existing and prospective employers for internship and job placements for current students and graduates

Actively contribute to strong culture across MA region – 10%

- Serve as an active member of the regional leadership team, assuming leadership on key projects
- Actively contribute to building/maintaining an organizational culture aligned with our efforts to become an anti-racist, multicultural organization that consistently manifests its core values and commitment to Diversity, Equity, and Inclusion
- Model and actively support the building of a strong inclusive culture that ensures all team members feel a sense of belonging
- Ensure conditions for a culture of philanthropy across the region, underscoring the mutual interdependence across all teams
- Serve as an organizational model delivering direct and actionable feedback
- Maintain a "students first" perspective, actively building connections with colleagues on the program team to build understanding of each other's work

Collaborate across all Bottom Line regions in pursuit of organization-wide goals – 5%

- Work collaboratively with the National Office and other regions on shared projects and opportunities relevant to events and donor communications
- Represent Bottom Line at relevant events and engage in public issues that help increase visibility around Bottom Line's mission
- Serve on cross-regional planning committees as needed

Qualifications

Competencies and Attributes for Success in the Position:

- Drives vision and purpose
- Strategic mindset
- Builds effective teams
- Develops talent
- Drives engagement
- Interpersonal savvy

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- Communicates effectively
- Plans and aligns
- Nimble learning
- Collaborates
- Values differences
- Balances stakeholders
- Drives results
- Manages ambiguity

Required Qualifications:

- Bachelor's degree and work authorization
- Demonstrated commitment to Bottom Line's mission, vision, and core values
 - Belief in Bottom Line's unique approach to supporting students and unwavering commitment to the students served by the organization
- Attended anti-racist training and workshops and comfortable engaging in conversations around the intersections of power, privilege, and identity
- Minimum of five to eight years of development or related experience, with a track record of successfully growing a fundraising pipeline
- Hands-on program-management experience and a track record of effectively leading a performance- and outcomes-based program and staff

Desired Qualifications:

- Experience with Salesforce for donor management and reporting
- Experience in college access, college completion, and/or workforce readiness
- Direct service program experience
- Desire to see the team through this projected growth period (end of FY26)
- Previous experience working within a matrix-modeled organization

Compensation

Bottom Line is pleased to offer a competitive compensation and benefits package for all employees. Minimum starting salary for the position of Managing Director of Development is \$150,000.

Application Process

Benefactor Group is pleased to be assisting Bottom Line with this executive search. Applications will be reviewed as they are received. All applications are considered highly confidential. To be considered for this position, please send a cover letter and resume to:

Benefactor Group Recruitment Team

HR@benefactorgroup.com

<http://www.benefactorgroup.com>

To learn more about Bottom Line, please visit: <https://www.bottomline.org/>

Please do not contact Bottom Line staff or board with questions or interest in the role. All inquiries about the position should be directed to Benefactor Group.