



Tenacity
Operations Coordinator – Development Department
Boston, MA
<http://www.tenacity.org>

Tenacity’s Mission

To provide a *Pathway to Post-Secondary Success* for Boston’s at-risk youth by combining literacy, life skills, family engagement and fitness/tennis to improve their scholastic, character, and physical development.

Tenacity Today

Tenacity has a national reputation and is recognized by business and scholastic leaders as one of the most impressive and largest youth development programs in greater Boston. Boston’s City Officials, including Mayor Walsh, and the Superintendent of Schools have embraced Tenacity as a critical asset to solving the achievement gap for at-risk youth in the Boston Public Schools. What began as principally an after-school and summer tennis program in 1999, has been transformed into a leading education program that now serves over 1000 students in a school-based Pathway to Post-Secondary Success and over 5000 in a summer reading, tennis, and fitness program each year.

Summary of Achievements/Results:

- Over 70% of Tenacity alumni graduate from college compared to an overall Boston Public School (BPS) rate of 60%.
- 80% go on to higher education compared with overall rate of 35% for BPS.
- Students enrolled in the Tenacity Middle School Academy significantly outperform their Boston Public School peers in the English Language Arts MCAS.
- Tenacity has formed a strong partnership with the Boston Public Schools as both an in-school and after-school program
- Tenacity has solid, closely tracked and measureable results.
- In June 2016, Tenacity was awarded a National AmeriCorps Grant for AmeriCorps Tenacity Fellows. This very competitive grant by the Corporation for National and Community Service recognizes the value of the Tenacity program and its ability to successfully manage a major government grant.
- Tenacity has raised over \$50 million in donations from a diverse donor base that includes public funding and many of Boston’s leading individual, foundation, and corporate philanthropists.



The Opportunity

Tenacity seeks a highly capable and professionally well-rounded member of the Tenacity Development Department. The Operations Coordinator must be a “multi-tasker with a solid foundation in the best practices of development department operations and a commitment to achieving measureable results.

Our Pathway Programs

Tenacity offers four core “pathway” programs, all of which are free: the Elementary School Program, the Middle School Academy, and the College Prep/Post -Secondary Services Program, which operate during the school year; and the Summer Tennis & Reading Program, which operates from June through August.

The Elementary School Program (ESP):

Tenacity launched the ESP in the fall of 2011 to extend its pathway by two years, starting in 4th grade. We are serving over 500 students in 4 schools. This program helps identify “right fit” youth at Tenacity’s partner K-8 schools for the pathway programs, introducing college as a goal while providing reading instruction and introduction to tennis.

The Middle School Academy (MSA):

Working in close partnership with the Boston Public Schools, MSA is an intensive three year literacy instruction, homework help, study-skills, life-skills and fitness/tennis program which currently serves 225 at-risk middle school students 4 days/week for 3 hours/day, with programming equally split between academics and tennis. MSA teaches 225 low-income youth in partnership with four schools where 90% of students receive free or reduced lunch: McCormick, Frederick (both Dorchester), Umana Academy ELT (East Boston) and Curley (Jamaica Plain). Youth are 36% Latino, 30% Black, 20% White, 9% Asian and 5% other/bi-racial.

College Prep/Post -Secondary Services Program:

All participants who complete MSA are offered continued support and opportunities through the College Prep/Alumni Services Program. Tenacity strongly encourages graduates to remain connected to Tenacity by supporting them in a variety of ways throughout the transition into the 9th grade, high school, college, and beyond.

Students are first introduced to College Prep/Alumni Services as part of their 8th grade year in MSA, when College Prep Program staff members partnering with MSA staff provide individualized assistance with the high school selection and transition processes.

Later, as they graduate from MSA and move into high school, alumni have access to: ongoing academic support and educational enrichment resources including tutoring, homework help, study skills workshops, and writing assistance; SAT prep; assistance with the college process



including the application, selection and financial aid processes; job, internship, volunteer and leadership opportunities; ongoing tennis opportunities; opportunities to serve as leaders and mentors for current MSA students and in their communities; fun, social and recreational alumni events combined with a positive peer network.

Summer Tennis & Reading Program:

In 2018, Tenacity's Summer Tennis & Reading Program celebrated its 20th summer with more than 5,000 youth in Boston and Worcester from ages 6-16. Tenacity provides fitness/tennis, literacy and wellness programs in partnership with the City of Boston's Centers for Youth and Families throughout the summer at more than 20 Boston neighborhood sites. Many MSA graduates over the age of 14 are employed as tennis and literacy instructors during the summer.

Future Vision

Tenacity staff and Board of Directors are working towards:

- Maximizing program quality and scale through the exploration of new services
- Exploring the potential of serving as a convener regarding key issues impacting the success of Boston youth
- Adopting a systems approach to organizational development
- Exploring new funding markets and strategic partnerships
- Achieving a more diverse professional staff and board of directors
- Enhancing the long-term sustainability of the organization

Background and Leadership

Tenacity was founded with the goal of providing a pathway to excellence from elementary school to college, in response to staggering concerns regarding literacy and academic achievement, across the United States, 34% of children in 5th through 8th grade are not enrolled in any type of after-school programming. Yet, researchers have repeatedly shown that children in after-school programming do better than those who are home alone, watching unmonitored television, playing violent video games, or making poor nutritional choices. Over time, these children experience increased incidences of accidents, injuries, lower social competence, lower GPAs, lower achievement test scores, and a greater likelihood of participation in delinquent or other high risk activities such as experimentation with alcohol, tobacco, drugs, and sex.

Tenacity has addressed this issue by partnering with the City of Boston and other local institutions to bring literacy, academic support, and fitness/tennis to those who would not otherwise have the opportunity, thereby developing skills in youth which enable them to achieve success in the classroom, on the court, and in life. In Boston alone, there are approximately 10,000 students each year who do not have access to quality out of school time programs that include a well-structured mix of academic learning, life-skills training, and sports.

Ned Eames is the CEO & Founder of Tenacity and is responsible for the overall management and strategic direction of the organization and plays a major role in fund raising. In 1999, Ned traded corporate life to pursue his vision of developing an intensive youth and community development organization combining academics, life- skills, family engagement and



tennis/fitness – with the knowledge that this powerful combination could help provide urban youth with a reason to stay in school and achieve post-secondary success.

In 2008, the Boston Business Journal quoted Larry Mayes, Boston’s Chief of Human Services as saying about Ned, “The name Tenacity is completely appropriate for Ned Eames because no one is more tenacious than he is. He also understands what he is doing. To have someone who understands he is accountable to stakeholders and believes a good business model can bring success, that’s enormous.”

Ned spent his early childhood on the campus of Governor’s Academy in Byfield, where his grandfather was headmaster and his father a teacher.

Eames began playing tennis in high school, discovering both a niche and a supportive community. He went on to play Division I Collegiate tennis at San Diego State University where he was Captain of the Men’s Tennis Team in 1982 and 1983 and played professionally on the ATP Satellite Tour for three years from 1983 to 1985. Ned’s business experience includes five years in sales and marketing prior to becoming a management consultant, in strategic organizational change, to *Fortune 1000* companies from 1991 to 1997. He earned his MBA from Boston University.

Advancement at Tenacity

In FY 2019, \$4.2 million will be raised from the following: 38% individual gifts, 32% foundation and corporate support, 10% government and 20% corporate and event net revenue. Each year, Tenacity raises funds through a variety of sources. Major gifts work – developing, soliciting and stewarding key suspects and prospects – is the top priority. Individual giving and participation from the Board of Directors and Friends of the organization has opened many doors and engages new donors. The annual Tenacity Cup grosses over \$1 million, and has become a “favorite” among Boston philanthropists.

Position Overview:

The Development Operations Coordinator will be responsible for general administrative support for the Development team, including gift processing, annual fund, database management (Raiser’s Edge), event planning support, PowerPoint presentation support, correspondence, and other tasks as assigned. The Coordinator will frequently interact with and assist the CEO/President in his development work.



Key Responsibilities:

Database Entry and Management:

- Check Processing: enter and track all gifts and pledges received.
- Write and manage mailing list queries.
- Add new constituent records; edit existing records.
- Produce reports upon request (*e.g. donor prospecting status report; data and graphs for Board meetings, etc.*).
- Continue to refine and strengthen the use of Raiser's Edge by the development team
- Assist internal team members, donors and end users with the set up and utilization of online fund raising tools.
- Continue the development of a user's manual

Administrative:

- On a timely basis, write and prepare gift acknowledgments, receipts and reports on giving. Activities involve letter reviewing, editing, photocopying and filing.
- Ensure that all gift transactions and back-up materials are carefully filed for audit purposes.
- Create mailing lists, labels and mail-merge files for segmented and customized letters and emails (*e.g. Annual Appeal, Newsletter*).
- Manage large mailings and provide data for mass email communications.
- Assist with development of marketing materials (*e.g. Newsletter, Program Brochures*).
- Manage in-kind donations.
- Maintain library of marketing materials; track inventory; work with vendors.
- Manage Constant Contact projects and oversee various social networking initiatives.
- Assist the CEO and Development Leadership with a variety of administrative tasks, including pathway site visits coordination.
- Assist in the budget development and projections process.
- Prepare and mail bank deposits.

Support Revenue-Generating Activities:

- Provide annual fund and marketing support
- Provide administrative support for fundraising and cultivation events (*e.g. mailing lists, marketing materials/handouts, day-of event support and other duties as needed*).
- On an as-needed basis provide administrative support to Grants Manager, such as assembling materials for grant submissions and acquiring necessary pathway data.
- Working closely with the Tenacity CFO in providing all pledges, stock transfers, gifts and donations received for processing, budget tracking and quarterly reconciliation.
- Provide a support role for marathon team manager and other special Tenacity events and peer to peer fundraisers.
- Serve a point of contact for all matching gift requests and donor advised funding.

Annual Fund Management

- Work closely with the Development Staff to develop, implement and evaluate detailed annual plan to meet annual fund goals.
- Assist in the development of strategies to increase number of donors, average gift, donor retention.



- Create and manage donor acquisition and cultivation strategies.
- Develop and execute strategies for:
 1. Direct Mail
 2. E-appeals and online donations
 3. Acknowledgements and inserts
 4. Monthly Giving
 5. Peer to Peer Fundraising Support

Special Talents and Skills:

- Bachelor's degree required.
- Excellent organization and administrative skills: consistent attention to detail; organized work style; ability to juggle several projects at one time and to meet deadlines and work under pressure.
- Experience and high comfort level with data bases and information management systems. Experience with Raiser's Edge software package, required. Familiar with R.E.N.X.T a significant plus.
- Proficient knowledge of Microsoft Word, Excel, and PowerPoint expected. Publisher, Photoshop, and HTML a plus.
- Proficient and comfortable with the internet.
- Previous administrative experience required; experience in fundraising and marketing a plus. Previous work in a nonprofit preferred.
- Good problem solving skills, flexibility, determination and good humor.
- Creative, results-oriented, self-starter, willing to learn and committed to team work.
- Strong writing and verbal skills.
- Commitment to donor confidentiality.
- Valid Massachusetts Driver's License required; access to a reliable vehicle strongly preferred
- Ability to lift at least 30 lbs.

TO APPLY: Please send a cover letter and resume to garyphillips@tenacity.org, and include "Development Operations" in the subject line of your email.

We are an equal opportunity employer and do not discriminate based on race, religion, gender, age, sexuality, gender identification, or physical ability.