

Tenacity
Senior Director – Pathway to Post-Secondary Success Programming
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 4000 in a summer reading, tennis, and fitness program each year in Boston and Worcester. .

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 2019, 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 program leader to serve as its Senior Director of the Pathway to Post-Secondary Success Department and to design, direct and oversee the success of pathway programs. Reporting to CEO & Founder, Ned Eames, this person will work closely with Ned to strategically plan and implement a comprehensive pathway program with the goal of ensuring improved results for middle and high school students to higher education and/or meaningful career pathways.

The Senior Director of Pathway to Post Secondary Success needs to be a catalyst and serve in a highly visible role to our strategic program partners and both internal and external stakeholders. This is a perfect position for a values driven sophisticated professional with demonstrated results - a savvy and experienced collaborator and manager who understands the world of non-profit educational partnerships and is motivated to make a significant impact on at-risk youth in Boston. This is a unique opportunity for an entrepreneurial, high integrity team player with a passion for Tenacity's mission.

The successful candidate will be a high-performance, driven, and competent leader. The senior director must be a multi-tasker with a strong foundation in program management and commitment to achieving measurable results. A strong presence, persuasive voice, and professional manner will complement Tenacity's management team.

Our Pathway Programs

Tenacity offers four core "pathway" programs, all of which are free of charge: 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 Program (EP):

Tenacity launched the EP 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 five 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 (CP/PSS):

All participants who complete MSA are offered continued support and opportunities through the College Prep/Post-Secondary 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/Post-Secondary 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 (STRP):

In 2018, Tenacity's Summer Tennis & Reading Program celebrated its 20th summer with more than 4,000 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
- 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. When Eames was 11, his father followed his calling as a social activist and moved his family to the Plumley Village housing project in Worcester and began working to improve living conditions for the tenants.

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.

KEY RESPONSIBILITIES:

Programming:

- Lead both the Middle School Academy and College Prep/Post-Secondary Services (CPPSS) teams in the design, delivery and success of Tenacity's Pathway Programs, ensuring improved results for middle and high school students to higher education and/or meaningful career pathways

Management/Administration:

- Ensure an effective, on-going staff recruitment process that incorporates an external marketing plan of continuous recruitment/networking; reviewing current processes and making recommendations to attract a broad candidate pool; and collaboration with the Operations Department to ensure that systems and processes are in place to recruit a diverse pool of candidates
- Supervise staff (including coordinators and managers), including providing feedback and coaching, to ensure the program meets its goals and objectives, while balancing the needs of the organization
- Work with the CEO to develop and oversee the department budgeting processes.
- Work closely with other Directors and Senior Leadership, which includes having a presence in leadership meetings and at our administrative office
- Organize and implement comprehensive professional development for Pathway staff that addresses key teaching and related program and work skills (e.g. core competency, curriculum development, classroom delivery, child advocacy, family engagement, behavior management, supervisory skills, relationship management, and organizational skills). Identify and recruit outside experts who can provide training to staff as needed.
- Continually review the "value" of metrics we use to measure our results to determine their impact on our ability to improve our outcomes
- Identify data to be collected and help drive analysis and continuous improvement of output in collaboration with BPS and individual schools
- Coordinate processes with Development/AmeriCorps/Management Team to identify internal metrics necessary for outcome reporting

Supervision

- Offer weekly supervision to all Tenacity Pathway Staff through formal meetings
- Perform quarterly "rubric reviews" of all Pathway staff on their performance
- Perform individual staff check-ins once per semester
- Perform Performance Review and Goal Setting of all staff
- Along with AmeriCorps Director ensure that AmeriCorps members are well supervised and performing at a high level
- Oversee the recruitment of new students and families

Professional Development

- Create a “core competency” development plan for Pathway staff
- Organize and implement professional development for Pathway staff. This includes:
 - Curriculum Development
 - Classroom Delivery
 - Child/Young Adult advocacy skills and Family Engagement
 - Build trusting relationships between parents, Tenacity staff and the partner school
 - Identify best practices for engaging parents and families in ways to support learning and develop a strategy for sharing these practices across MSA Sites
 - Behavior Management
 - Supervisory skills
 - Relationship Management
 - Organization and Time Management
- Identify and recruit outside experts who can provide training to staff

Curriculum Development and Delivery

- Oversee lesson plan development and execution
 - Analyze standard test results and supervise creation and execution of student development plans for academic improvement
 - Oversee Site goal setting for academic performance and engagement
- Curriculum Delivery Review – provide classroom observation feedback and improvement strategies
- Supervise and standardize classroom/behavior management strategies and tools
- Guide the development and execution of Family Engagement.
 - Develop essential parental follow-up and impact strategies to gauge results of workshop content
 - Recruit outside experts to complete program audits

Relationship Management

- Build and expand the relationships with the Boston Public Schools Central staff.
- Guide development of principal/Tenacity Site relationships
 - Attend regularly scheduled status meetings with principals
- Ensure strong relationships are developed between Tenacity, parents and school counseling resources
- Oversee, with school staff, the planning and implementation of teacher relationship building

Hiring and Recruiting

- Create and Implement an “external marketing plan” of continuous recruitment/networking to secure best possible candidates for open Pathway staff positions
- Work with Operations Department to ensure that systems and processes are in place to recruit diverse candidates across all Tenacity programming

Programmatic Systems and Processes

- Lead transition process of students in elementary program, who are eligible, into MSA
- Create/maintain calendar and/or system for site observations, performance feedback and quarterly “rubric” reviews
- Create a system for implementation of “summer working groups” in particular areas in which programmatic improvement is deemed necessary
- Work with AmeriCorps Program Director to enhance system for “member development” that culminates in a members’ ability to lead a Tenacity Summer Tennis & Reading Program site

Data Analysis and Reporting

- Continually review the “value” of the metrics we use to measure our results to determine their impact on our ability to improve our outcomes
- Work with Operations to ID data to be collected and help drive analysis and continuous improvement of output
- Create system of “site reporting” and data management monthly, semi-annually and annual program reports

Fundraising/Marketing:

- Ensure Tenacity's brand presence in Partner Schools with appropriate signage, clothing and materials
- Coordinate processes with Development/AmeriCorps/Management Team to identify internal metrics necessary for reporting
- Assist with activities related to planning, coordinating and holding the Tenacity Cup and other fundraising events
- Perform other duties as may be assigned by the Chief Executive Officer

Qualifications & Key Attributes:

- Minimum 10 years of experience working with urban, under-resourced youth and their families, preferably including classroom experience
- Significant experience advising high school students regarding college and career goals and options
- Minimum 5 years' experience supervising and mentoring staff
- Experience using and developing data and metrics to improve student academic and engagement outcomes
- Track record of nurturing and growing partner relationships
- Strong management skills, with the ability to mentor, coach, and supervise professional development
- Strong organizational and time management skills with excellent writing skills
- High integrity & honesty with a commitment to and passion for the mission of Tenacity
- Results-oriented and driven with an entrepreneurial approach to fundraising and problem-solving
- A professional and resourceful style with the ability to work independently and as a team player, to take initiative and manage multiple tasks and projects at a time
- An affable and compassionate nature with a good sense of humor
- Well versed in Microsoft Office Suite, including Word, Excel, and PowerPoint

Education/Training:

Master's Degree in education, youth development or related field preferred

To Apply:

Send resume and cover letter to garyphillips@tenacity.org. Please be sure to include the position for which you are applying 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.