



# National Recreation and Park Association

Vice President of Individual Giving  
Ashburn, VA



*Creating a world where everyone has easy access to  
park and recreation opportunities in sustainable communities*



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# The Mission

***Public parks are not a luxury, they are a necessity. They are essential to the livability of our communities and the health of our citizens.***

The National Recreation and Park Association is a network of 50,000 park professionals, volunteers, and citizens partnering to maintain and improve more than 100,000 public parks that create a better future for their communities. At a time when our concerns are ever more global and our lives are ever more digital, public parks remain an often taken-for-granted backbone of local communities—providing green oases among concrete and glass; offering healthy walks, bike trails, playgrounds, and athletic fields away from buzzing highways; and acting as great equalizers that connect us with both the outdoors and with each other. NRPA fosters effective investment in parks as spaces of **conservation, health and wellness**, and **social equity** by developing standards and training for its members, engaging in public advocacy with citizens and policy makers, and forging private partnerships that deliver quality programming for hundreds of thousands.



Public parks and lands are essential to protect open space and preserve nature—and with it our access to clean air, clean water, and protection from extreme weather events. Open space has psychological effects, too. According to the American Academy of Pediatrics, active children—those who spend time playing outside—are 20% more likely to earn an A in English and math. Just 20 minutes spent playing in a park helps children with attention deficit hyperactivity disorder and allows children to focus better.



Top health officials at U.S. Health and Human Services and the Centers for Disease Control and Prevention have recognized the scientific evidence that parks and recreation build healthier communities and are a critical solution for our nation's health epidemic. Park professionals have adopted strategies to improve access to healthy food, increase opportunities for physical activity, decrease tobacco consumption, and much more. These solutions have made a real difference: in Montgomery, AL, leadership by the park and recreation agency helped reduce the rate of obesity from 34 to 30.9 percent, taking the county from the Most Obese in 2010 to 15th in 2012.



Public parks are one of the only places in the country that are truly open to all, no matter the color of their skin, age, income level or ability. Yet despite the mounting evidence of the importance of these spaces, many low-income communities—who already see the deepest cuts to in-school recess time—have no safe, quality park within walking distance. Public parks are the nucleus of a strong community and should be accessible to all, no matter where they live.



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# The Culture

NRPA employees live the mission that they work for, both in their own lives and in the workplace. Their commitment inspires a dedication to thoroughness and detail in the development of support for the association’s mission, as well as an organization-wide attentiveness to the cultivation of the healthy, balanced living that it promotes for the national public.

## Research-based Organization

NRPA is committed to the development of unassailable research that advances its engagement of all of its stakeholders. In addition to publishing 3 refereed journals that advance the rigorous academic study of leisure (*Journal of Leisure Research*, *Therapeutic Recreation Journal*, and *Schole*), NRPA collects and analyzes data that:

- o shapes legislative advocacy at the federal level through studies on the contribution of public parks to key public goods
- o articulates operational standards through member conferences, databases, and publications
- o develops programs that support both its members and the general public, such as PRORAGIS, a one-stop national database that helps local agencies plan and manage their resources and facilities, and *Serving Kansas Communities*, an NRPA-funded pilot project to use parks to improve children’s health.



### Top-Ranked Workplace

NRPA has been recognized on the Washington Post’s list of Top Work Places for 2014, 2015, and 2016. Its employees report engagement levels 26% higher than those of non-profits across the country. Staff live the organization’s mission in the office, which is located on a regional park with walking trails and a volleyball net and hosts cookouts every other Friday during the summer. In addition to engaging its staff at work, NRPA is also committed to offering a host of benefits designed to promote a healthy work-life balance.

Beyond its general commitment to its staff, NRPA has made the development department an immediate priority. A wealth screening of the association’s database was recently commissioned and completed, and President Barbara Tulipane has committed to investing in staff to capitalize on its results and to build a long-term individual giving program.

*“We have the opportunity to bring about positive change within a variety of communities.”*

*“The mission is something I am happy to support.”*

### 2015 PARTNERSHIP IMPACTS




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# The Opportunity

NRPA is seeking a Vice President of Individual Giving who will develop and execute the strategic direction for the individual fundraising that advances the association's mission. The VP's primary responsibilities are to lead an ambitious year-round individual giving program that initiates and fosters relationships with high-net-worth individuals, aggressively expand a major gifts program, foster an emerging planned giving program, and build a high-caliber staff that can carry out all elements of the individual giving program. NRPA has established ambitious goals in its current 3-year strategic plan, which will cost a total of \$28M to carry out. The VP of Individual Giving will play a critical role in generating the revenue to execute this plan and improve the lives of millions across the country.

## Individual Giving Strategy

- ❖ Understand and become an authoritative voice on NRPA's mission, values, policies, programs, and finances.
- ❖ Develop an integrated major and planned giving program that is capable of generating at least \$1.5M in annual revenue and of promoting awareness in the philanthropic community of NRPA's mission, accomplishments, and opportunities for growth.
- ❖ Establish measurable annual goals and operational plans for major and planned giving initiatives and evaluate and report progress against benchmarks.
- ❖ Working with the CEO, develop and execute a long-term plan to deepen the engagement of the Board of Directors in the fundraising process.
- ❖ Create partnerships with local members that maximize giving and ensure the expansion of resources to low-income communities.

## Portfolio Management

- ❖ Develop and oversee the implementation of an annual prospecting strategy, utilizing NRPA's existing database along with donor and volunteer networks, in order to build a pipeline of high-level prospects and donors.
- ❖ Create and execute targeted plans for cultivation, solicitation, and stewardship of existing and new prospects that secure gifts and move donors up the giving ladder.
- ❖ Become broadly conversant in NRPA's three pillars of conservation, health and wellness, and social equity, and ensure the development and execution of strategies to connect a diverse range of individual donors to them.
- ❖ Personally manage a diverse portfolio of prospects and donors qualified for \$50K+ gifts.
- ❖ Serve as a national ambassador for NRPA, traveling as needed to cultivate donors and volunteers in regions across the country.
- ❖ Ensure that donor records are maintained and updated and direct the regular analysis of data to devise and refine fundraising initiatives.

## Volunteer and Staff Leadership

- ❖ Evaluate individual giving program needs; recommend a staff structure; and build, develop, and retain a highly-qualified team of fundraising professionals who are fully engaged in NRPA's mission.
- ❖ Provide staff supervision consistent with NRPA's high management standards: establish clear goals and evaluative metrics, provide timely and constructive feedback, and create opportunities for team building.
- ❖ Create and implement skill development sessions for volunteers and staff, as needed, regarding prospect development, major and planned giving, and donor relations and stewardship.
- ❖ Effectively engage NRPA's Board of Trustees, program staff, and external stakeholders in the individual giving program.



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# The Candidate

The ideal Vice President of Individual Giving will be a mission-driven fundraiser who understands both the internal and external relationships essential to charitable donation development and has the entrepreneurial temperament to use that knowledge to spearhead a major fundraising program expansion. The VP will have practical knowledge of all facets of donor pipeline management—especially the cultivation of long-term relationships with key individuals, the solicitation of new funding opportunities, the development of strategies that support a national initiative, and the staff structure necessary to carry out a national fundraising program. The VP will combine his/her own knowledge with the patience and persistence to train and cultivate others.

## Knowledge, Skills, and Experience:

- ❖ At least 8 years of fundraising experience in fundraising and/or association management, with at least 5 of those years focused on major giving.
- ❖ Strong record of managing a major donor portfolio at all stages, including identification, cultivation, solicitation, and stewardship.
- ❖ History of securing 5- and 6-figure gifts from high-net-worth individuals.
- ❖ Demonstrated ability to develop and expand a donor pipeline; a candidate with existing connections in one or more of the 3 pillars of NRPA's fundraising strategy is desirable.
- ❖ Knowledge of fundraising concepts and techniques, including gift planning and procedures, as well as current trends in charitable giving in the areas of major and legacy gifts.
- ❖ Experience crafting innovative strategies for successful fundraising initiatives or for targeted funding campaigns.
- ❖ Prior experience leveraging senior leaders, Board members, and high-level volunteers in a fundraising program.
- ❖ Evidence of the ability to engage, motivate, and develop a high-performing staff.
- ❖ Excellent communication skills in both conversation and writing, with experience developing or overseeing the development of compelling major donor proposals.
- ❖ Experience serving as a representative of an organization in public settings, including at meetings and conferences.
- ❖ Some experience working in a member-based national organization is desirable.
- ❖ Bachelor's Degree required, Master's in Education, Business Management, Park and Recreation, or related field preferred. CFRE is a plus.

## Work Style

- ❖ Mission-driven approach to work, with a personal enthusiasm for the mission and vision of NRPA.
- ❖ Ambitious and exacting in setting professional goals; committed to the creation of space for staff to balance professional and personal lives.
- ❖ Ability to establish trusting relationships with people of diverse backgrounds.
- ❖ Flexible, patient, and persistent demeanor in engaging Board members and volunteers in a young individual giving program.
- ❖ Ability to travel both locally and nationally is essential.



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To Apply



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Questions, résumés, and CVs should be sent  
to [search@driconsulting.com](mailto:search@driconsulting.com)

All first round interviews for this position will take place at Development Resources, *inc.* at 1820 N. Fort Myer Drive, Suite 702, Arlington, VA 22209, (703) 294-6684, or via telephone/video conference.

The National Recreation and Park Association is an Equal Opportunity Employer and is seeking a diverse slate of qualified candidates for formal consideration.



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