

# Operation Smile


**Development Director, West Coast  
San Francisco, CA**



We believe every child deserves exceptional surgical care and  
all children deserve to be treated as if they were our own




# The Organization

Operation Smile mobilizes a world of generous hearts to heal children’s smiles and transform lives across the globe. Its network of thousands of credentialed medical volunteers from over 80 countries repairs childhood facial deformities, including cleft lips and cleft palates, in more than 60 countries. Since 1982, Operation Smile has worked with local medical professionals, governments, hospitals, and other NGOs to deliver the safest care to each of its patients, establishing care centers wherever possible to offer children ongoing medical treatment. To date, Operation Smile has provided more than 240,000 free surgeries for children and young adults.

Every  3 minutes a child is born with a cleft lip or cleft palate.

Treating such deformities changes children’s lives:



-  malnourishment – Operation Smile’s surgeons remove obstacles to healthy eating during critical growth periods
-  speech impediments – Its speech therapists help children who have never spoken a word learn to talk
-  social ostracism – Operation Smile helps children find confidence in their communities

In 2015, Operation Smile volunteers donated approximately 335,000 hours – \$26,000,000 worth of time – to complete these repairs and to change people’s lives.



Operation Smile has turned the hundreds of medical missions it carries out into the backbone for an end-to-end set of interventions that create lasting change in local communities around the world. College students join missions in a student leadership program. All missions include training and education for local medical professionals, so doctors and nurses can provide basic care within their own communities and help others around the world. Operation Smile conducts research into the causes of cleft lip and palate to try to reduce its incidence while also developing more effective approaches to its treatment. And it advocates world-wide to establish a human right to the kind of safe, well-timed surgical services that it provides to all who need them.



Locations of Operation Smile missions

# The Opportunity

The Development Director, West Coast will have the best of two worlds: the opportunity to build a new major gifts fundraising program and the opportunity to work in a well-established and widely-respected non-profit with a mission that changes the course of children’s lives. The Director will identify and follow major gift leads in the West Coast market to create a largely untapped revenue source for Operation Smile. S/he will at the same time enjoy a tight-knit, passionate, and financially stable organization that has a network of volunteers ready to support expansion of fundraising into this philanthropically significant area of the country.

## *Passion and Planning*

The Development Director will find in Operation Smile a passionate community that plans carefully to cultivate that passion among a wide network of supporters. The organization was born when Dr. William Magee and Kathleen Magee encountered so many patients on a medical mission to the Philippines that they vowed they would be back. The spirit of their promise radiates through Operation Smile today.



The Development Director will join a staff that is intimately connected to each other by the rewards of fulfilling it—of working on a problem that is devastating but highly treatable. These connections weave together



the many participants in Operation Smile, who feel the same transformative experience that Bill and Kathleen Magee did decades ago. In 2015, volunteers Conducted 161 medical missions across 112 sites in 29 countries around the world.



## *Opportunity to Build*

The Development Director will take on the exciting project of galvanizing Operation Smile’s loosely distributed supporters on the West Coast, turning them into part of an organized network of volunteers, prospects, and donors. The Director will be able to build on Operation Smile’s growing presence in the San Francisco Bay area as s/he does this work. In addition to local connections, the Development Director will have an established fundraising budget for the region, will be able to work with Operation Smile’s prospect researcher and donor stewardship team, and will have access to polished fundraising collateral to develop proposals. These resources will give the Director ample time to devote to active donor pipeline development and management.



# The Responsibilities

The Development Director, West Coast will be responsible for establishing and expanding a major gift fundraising program in the San Francisco Bay area and surrounding states. Beginning with a portfolio of 150 prospective donors, the Director will engage in all elements of donor pipeline management, including identification, cultivation, solicitation, and stewardship, to raise more than \$1M annually. Reporting to the Vice President of U.S. Philanthropy, the Development Director will serve as Operation Smile’s ambassador on the West Coast and will play a major role in developing region-specific fundraising strategies to expand the organization’s resources.

## The Director’s specific responsibilities will include:

- ❖ Thoroughly understand Operation Smile’s mission, values, culture, history, policies, key stakeholders, programs, and finances.
- ❖ Direct and execute the plan to strengthen Operation Smile’s overall philanthropy program on the West Coast.
- ❖ Adopt effective strategies to increase the number of regional donors, to move key donors up the giving ladder, and to increase engagement with Operation Smile.
- ❖ Implement a comprehensive moves management process to methodically secure 5- and 6-figure gifts from individuals and family foundations.
- ❖ Engage in proactive telephone and email outreach to prospective donors to meet personally with a minimum of 100 donor prospects annually.
- ❖ Conduct well-planned meetings with prospective donors, articulating Operation Smile’s mission and explaining the Case for Support in a concise and compelling manner that increases awareness and enthusiasm.
- ❖ Present giving options and overcome objections in order to secure gift commitments both during and after face-to-face appointments.
- ❖ Track prospect and donor contact, status, follow-up, and essential information in Raiser’s Edge database.
- ❖ Leverage the networks of Board members, volunteers, and existing donors to share these responsibilities.
- ❖ Maintain a thorough and accurate understanding of Operation Smile’s programs to effectively match supporters to funding needs.
- ❖ Exhibit respect for and excellent service to donors and all supporters of Operation Smile through prompt and courteous communications.
- ❖ Prepare proposals, reports, gift agreements, letters, and other fundraising materials.
- ❖ Travel extensively throughout the West Coast region, and intermittently to Operation Smile missions globally.



# The Candidate

The successful Development Director will be an entrepreneurial, results-oriented major gift fundraiser who is comfortable strategically designing and energetically implementing all phases of the major gift cycle. S/he will thrive on face-to-face meetings with volunteers and donors and on building networks among them. The Director will combine these characteristics with the exceptional level of initiative and organizational skills necessary to coordinate with Operation Smile headquarters in Virginia Beach, VA while working independently on the West Coast. Operation Smile prefers for the selected applicant to be located in San Francisco.

## Qualifications and Required Skills:

- ❖ 5-7 years of progressively responsible fundraising or sales and marketing experience.
- ❖ Record of securing 6- and 7-figure gifts from individuals and family foundations.
- ❖ Demonstrated analytical and strategic fundraising skills, with the ability to recognize short- and long-term opportunities.
- ❖ Proven success in managing a portfolio and meeting fundraising or sales goals in a metric-driven environment.
- ❖ Record of designing and implementing effective cultivation, solicitation, and stewardship strategies that grow revenue, expand a donor base, and strengthen existing donor relationships.
- ❖ Demonstrated success at energizing and leveraging a member or volunteer network for fundraising initiatives.
- ❖ Strong communication and rhetorical skills in every register, including written and verbal communication and formal presentations; able to adapt messages for different audiences.
- ❖ Ability to make passionate, story-driven appeals that represent Operation Smile in a positive and professional manner.
- ❖ Aptitude for forging strong working relationships with others and inspiring trust.
- ❖ Capacity to deal comfortably and sensitively with high-level donors.
- ❖ Work experience that demonstrates the ability to work independently while maintaining strong communication with a supervisor.
- ❖ High level of integrity in dealing with confidential information.
- ❖ Strong understanding of the fundraising landscape of the Northeast region; network of existing prospects is a plus.
- ❖ Computer literacy that includes facility with web conferencing, databases, and web-based fundraising tools, in addition to Microsoft Word, Excel, and PowerPoint.
- ❖ Bachelor's degree in any field.
- ❖ Bilingual language skills are a plus.
- ❖ Residency in San Francisco is preferred.



# To Apply



**Development Director, West Coast  
San Francisco, CA**

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.

Operation Smile is an Equal Opportunity Employer and is seeking a diverse slate of candidates for consideration.



Search conducted by  
Development Resources, *inc.*  
[www.driconsulting.com](http://www.driconsulting.com)