



**SEARCH FOR THE
CHIEF DEVELOPMENT OFFICER**

RARE
Arlington, VA

"What the planet needs is a coordinated global shift in human behavior, one that addresses the increasingly clear tragedies of the commons, of the land, waters, and atmosphere that have made life possible."

- **Brett Jenks, CEO**

THE OPPORTUNITY

Rare, the leading behavior change organization in the conservation space, seeks an experienced and aspirational chief development officer (CDO) to join the organization at an exciting moment of transformation. For over 45 years and across 60 countries, Rare has inspired and empowered millions of people and their communities to shift their behaviors and practices to protect our shared planet. Rare's unique approach facilitates solutions that help individuals, their communities, and their local leaders tackle global environmental challenges, manage their resources, and take charge of their futures. Rare's belief in the cumulative power of individual and community action has resulted in transformative change and is a proven pathway to safeguarding and restoring the world's shared waters, lands, and climate.

As Rare embarks on a new strategic plan, and with the threat of climate change looming over every facet of the human and natural world, the organization's approach to facilitating a coordinated global shift in human behavior is more relevant than ever. Looking ahead, Rare aspires to build on its proven success while continuing to build a scalable suite of solutions to restore coastal fisheries and habitats, regenerate the soil and ecosystems on which agriculture depends, and enable the average citizen to play a meaningful role in reducing the threat of climate change. Critical to achieving such results is a robust development enterprise that inspires the next generation of donors to support Rare's simple yet profound mission: to inspire change so people and nature thrive.

A vital leadership role within Rare, the CDO is presented with a unique opportunity to evolve and lead a strategic, creative, and entrepreneurial development program. Reporting to the president early in his tenure, and working in close partnership with the CEO, the CDO will set organizational fundraising goals and objectives which build upon the strengths of the current development program to meet and exceed

Rare's needs, now and into the future. Importantly, this individual will play a key role in galvanizing a new generation of funders while maintaining deep and meaningful ties with the organization's long-standing and most generous benefactors.

The CDO will oversee a team of 27 – four of whom are direct reports – across all areas of fundraising and engagement including major, principal, annual, and institutional giving; donor engagement and stewardship; marketing and communications; development operations; and board relations. By aspiring to new levels of excellence and possibility, the CDO will strategically enhance the development function into a philanthropic enterprise of unsurpassed effectiveness through the implementation of creative fundraising tactics; innovative engagement strategies; robust donor pipeline development, including the diversification of funding sources and an emphasis on growing individual giving; clear and achievable goals; and data-informed decision making. The CDO will also demonstrate success in personally cultivating, soliciting, and stewarding major and principal gifts from individuals and foundations, as well as the ability to guide and support senior leaders in their own fundraising efforts, serving as an advisor and co-strategist for soliciting transformational gifts.

The successful candidate will have a proven track record of elevating a comprehensive fundraising and engagement operation that sets a high bar for philanthropic revenue; the ability to work effectively in a complex structure; and the enthusiasm, drive, and professionalism to achieve organizational goals. As a leader and manager, the CDO will promote a culture of excellence, collaboration, and professional growth and set clear direction, priorities, and measurable goals for the development team. The CDO will also provide the highest level of support to Rare's Board of Trustees and its Development Committee, with an emphasis on further cultivating and stewarding the philanthropic generosity of the Board and assisting the CEO in the identification and recruitment of new Board members, as appropriate. With superior written and oral communication skills, the CDO will demonstrate the ability to champion the impact, strategic priorities, and vision of Rare, adopting the organization's message and voice, and translating it to diverse audiences. To this end, the CDO must also demonstrate an ability to fully immerse themselves in the life of the organization to effectively serve as a chief spokesperson to prospective and existing donors. Importantly, the CDO will bring an unresolved passion for Rare's mission and vision, with a strong understanding of and appreciation for the organization's history, impact, achievements, and vision.

Rare has retained Mr. Jack Gorman of the national executive search firm Isaacson, Miller to conduct this important recruitment. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

ABOUT RARE

[Rare](#) is an international nonprofit organization specializing in social change for people and the planet. For nearly 50 years, Rare has partnered with individuals, communities, and local leaders on the frontlines of conservation to promote the adoption of sustainable practices. With a behavior-based approach, Rare empowers individuals and communities to better manage and protect nature, on which all of us depend.

Four key global programs drive Rare's agenda: The Center for Behavior & the Environment, Fish Forever, Lands for Life, and Climate Culture. Together, these unique initiatives support the shared goal of driving collective action at the local level to address global challenges.

Center for Behavior & the Environment

The [Center for Behavior & the Environment](#) (BE.Center) is the world's first center of its kind dedicated exclusively to behavioral science and design for the environment. With a diverse team of world-class behavioral and social scientists, designers, and trainers, the BE.Center connects research and insights from behavioral and social sciences and design thinking to practitioners on the frontlines of the world's most urgent environmental changes to improve results and create more enduring impact.

In 2022, more than 2,500 environmental practitioners were trained in behavior-centered design (BCD) for the environment through the BE.Center. That same year, the total value of environmental NGO partner projects using Rare's BCD approach amounted to \$118 million.

Fish Forever

[Fish Forever](#), one of Rare's most established programs, is a global initiative to revitalize the world's coastal fisheries. Rare's work in this space empowers coastal communities and their local leaders to protect, restore, and manage the coastal waters and habitats on which we all depend. In countries and regions such as the Mesoamerican Reef, Brazil, Mozambique, Indonesia, and more, Fish Forever applies insights from biological, behavioral, and social sciences to achieve tangible, sustainable, and long-term results for the climate, biodiversity, gender equity, livelihoods, food security, and fisheries productivity.

Fish Forever started ten years ago in three countries with just a few pilot sites. It has since expanded to working in eight countries with over 1,700 communities and 160,000 fishers, benefitting nearly two million coastal people. Poised to continue this growth trajectory to meet the ongoing challenges facing the world's coastal waters, Rare is undertaking a campaign to raise \$105 million to put Fish Forever on the path to global scale over the next five years.

Lands for Life

Rare's regenerative farming program, [Land for Life](#), seeks to transform and reimagine how we farm for the future. Through Lands for Life, Rare partners with farming communities in Colombia to implement regenerative and low-carbon agriculture as a powerful climate solution. By partnering with smallholder farming communities, building peer-to-peer networks, and using the science of human behavior and social marketing, Lands for Life empowers these communities to protect and manage their resources regeneratively and collectively.

In 2022, Lands for Life engaged more than 3,200 farmers, ranchers, and agricultural extension agents across 10 municipalities. The program also planted over 98,000 native trees; launched an experimental call center to support mobile agronomic advice; and developed a community-based carbon monitoring system to help farmers monitor and mitigate their contributions to climate change.

Climate Culture

Rare's U.S. [Climate Culture](#) program harnesses the organization's expertise in using the science of human behavior to empower tens of millions of Americans to act against climate change. Rare's core strategy engages people's social nature, showing how individual actions can significantly reduce emissions, and encouraging those who adopt the behaviors to share their journeys to influence collective change. The program applies behavioral science to build momentum through four strategic channels:

- **Climate Culture Hometown** for societal change
- **GreenShift** for employers
- **Climate Culture Entertainment Lab** for streaming, TV, and film
- **Digital Campaigns** for social media and online

In 2022, Rare engaged more than 100 social media influencers to test their abilities to shift their followers' beliefs about climate-friendly behaviors, and 2,450 employees engaged in the GreenShift pilot. Rare also published its inaugural [Climate Culture Index](#), a first-of-its-kind nationwide study in the U.S. about what people are thinking and doing about climate change.

FINANCIAL & FUNDRAISING OVERVIEW

With a development team consisting of 28 staff members (including the CDO), Rare raises approximately \$30 million on average annually, with most of those funds deriving from individual donors, foundations, and corporations. In FY23, Rare raised \$40.3 million, of which \$13.9 million came from individuals, \$23.4 million from corporate and foundation support, and \$3 million from other sources.

As Rare continues its growth trajectory and bolsters its sustainable financial position, the organization's development enterprise will place renewed emphasis on increasing individual giving; broadening outreach to a more diversified set of donors; growing unrestricted giving, particularly among the Board of Trustees; and building a coalition of foundations to fund innovation and scaling strategies.

LEADERSHIP

Brett Jenks, Chief Executive Officer

Brett Jenks has championed behavior change in the conservation community for more than 20 years. As CEO, he leads Rare's international mission to equip people in the world's most biologically diverse countries with the tools and motivation needed to sustainably manage their natural resources.

During his tenure with Rare, Jenks has created large-scale, global partnerships with Bloomberg Philanthropies, The Nature Conservancy, Conservation International, Oceana, Environmental Defense Fund, UNESCO, AVEDA, Encourage Capital, National Geographic, and the ministries of environment and fishers of many nations.

Under his leadership, Rare has grown 3,000 percent since 2000. He is now focused on helping the organization expand climate-smart solutions at the scale of the challenge. These include Fish Forever, the world's largest philanthropically supported coastal fishery recovery effort; the [Meloy Fund](#), a \$25 million impact investment fund; Lands for Life, an emerging climate smart smallholder agriculture program in Colombia; conservation's first Center for Behavior & the Environment; and Climate Culture, a breakthrough climate strategy designed to get the U.S. back on track to hit its target under the Paris Agreement.

Jenks's professional career began as a 22-year-old political correspondent for the Hudson Reporter, when he published a series of articles detailing horrific conditions in the Hudson County Jail. His coverage was eventually picked up by the *New York Times* and credited with ultimately closing the infamous facility.

After his time in journalism, Jenks worked in film production, creating television commercials for Fortune 100 companies including Dunkin' Donuts and American Express, and some of the early music videos on MTV. He ultimately quit the film business and traveled to Costa Rica, where he built an award-winning eco-tourism program, training local people as guides.

Jenks is a Catto Fellow, Braddock Scholar, and McNulty Prize laureate with the Aspen Institute. He is also a member of the Closed Loop Fund's investment committee, a trustee to the Jeremy and Hannelore Grantham Trust, and, in 2017, received the Rose-Walters Prize for Environmental Activism.

Caleb McClennen, Ph.D., President

Dr. Caleb McClennen joined Rare as president in October 2022 and in this new role, partners with Rare's CEO on the development and execution of Rare's strategy and organizational governance. McClennen leads Rare's programs and operations and serves as a key spokesperson for Rare's organizational mission.

Prior to joining Rare, McClennen served as the vice president, global conservation at the Wildlife Conservation Society (WCS) where he led and supported the organization's cross-cutting conservation strategies, including programs for oceans and fisheries, health, climate, communities, and capacity development. Over the course of his tenure at WCS, McClennen led a range of partnerships and launched numerous new initiatives including the Local Conservation Partners Fund, End the Trade, Wild For All, 50 Reefs/Vibrant Oceans, the Shark Conservation Fund, and the MPA Fund.

McClennen has also served as an adjunct faculty member at Columbia University's School of Public and International Affairs. He serves as a board member of the Woods Hole Sea Education Association, an advisor to the New England Aquarium Marine Conservation Action Fund, and a board member of the Great Barrier Reef Foundation's Resilient Reefs Project.

McClennen previously served for over eight years as the executive director of WCS' Marine Conservation portfolio, quadrupling its size and impact. He has spent over ten years at sea and abroad as an environmental advisor to the Republic of the Marshall Islands, a GIS analyst, and marine scientist with Woods Hole Sea Education Association. McClennen holds an undergraduate degree from Middlebury College in Environmental Studies and Geography and a master's and PhD from the Fletcher School of Law and Diplomacy at Tufts University in international environmental policy and development economics.

Board of Trustees

Rare is governed by a strong and active [Board of Trustees](#). **Dorothy Batten**, president of the DN Batten Foundation, serves as chair of the board, which comprises a dedicated group of leaders across business, academia, finance, social justice, and conservation.

CHIEF DEVELOPMENT OFFICER

Reporting to the president, and working in close partnership with the CEO, the chief development officer (CDO) serves as a key member of the executive team and partners with this group to establish funding priorities and strategies for all of Rare's goals and objectives. The CDO will establish and implement a comprehensive and strategic development program designed to fully support the organization's mission and programs, building upon the strengths of existing philanthropic efforts while strategically pursuing new opportunities for funding and engagement.

This individual is responsible for reinforcing a culture of philanthropy among all stakeholders, from donors to board members to volunteers and staff; promoting Rare to new audiences and prospects, thereby generating new interest and support for the organization; and increasing the depth and breadth of private individual and institutional support for restricted and unrestricted purposes.

Following are the key responsibilities and duties of this position:

Strategic Vision & Fundraising

- Serve as architect and leader of a strategic, cohesive, and systematic development program to broaden fundraising, outreach, and engagement activities, and increase philanthropic revenue year-over-year.
- Prepare Rare for future fundraising endeavors, ensuring an optimally deployed staff and an effective, efficient infrastructure that will support success.
- Assess Rare's fundraising potential and craft a sophisticated multi-year fundraising and engagement strategy that will result in sustainable long-term growth in philanthropic contributions, in keeping with the mission and core values of the organization.
- Based on Rare's emerging strategic plan, identify compelling funding priorities and match them with existing and potential donors. Leverage the new strategic plan to energize, inspire, challenge, and motivate the Rare community.
- Personally cultivate, solicit, and steward a select prospect portfolio. Lead the frontline fundraising team by example, demonstrating success and ensuring that timely steps are taken toward solicitation.
- Develop and deploy a strategic and forward-thinking operating model that utilizes and is enabled by metrics, data, and development benchmarking with an eye toward best practices.

Executive Engagement

- Guide and support the CEO and president in their roles as chief spokespeople and fundraisers, serving as an adviser and co-strategist in cultivating prospective donors and soliciting transformational gifts. Similarly guide and support senior leaders, volunteers, programmatic staff, and other key constituents in all development-related activities, ensuring that their time spent is productive, meaningful, and personally rewarding.
- Serve as an active member of the executive team. Build collaborative professional relationships with peers and foster a strong team orientation. Work with a broad range of diverse individuals and groups to achieve shared goals.
- Participate in organization-wide strategic planning efforts and contribute to discussions that guide strategies and policies shaping Rare's future. Listen and contribute to strategic insights.

- Promote a culture of philanthropy among the Board of Trustees and staff through continuous education about the critical importance of philanthropy, especially unrestricted giving, to Rare's organizational health.
- In coordination with the CEO and president, advance philanthropic conversations at the board level and solicit board participation in executing development plans.

Staff Management

- Lead, support, and mentor Rare's development staff of 27 (four direct reports), promoting a culture of excellence, collaboration, and professional growth. Further develop a diverse and high-caliber staff that is well prepared to meet the ongoing challenges and opportunities of an ambitious program.
- Oversee development personnel activities, including the hiring, training, defining of job descriptions, and performance review processes for the team. Enhance professional development, career planning, and employee wellness opportunities for development staff.
- Actively and meaningfully prioritize, promote, and maintain a commitment to diversity, equity, and inclusion within the development enterprise and throughout the organization.
- Maintain a leadership style that is fair, equitable, open, inspiring, empowering, and motivating to staff. Foster a work environment that recognizes and rewards performance, supports new ideas and risk-taking, builds confidence, encourages interaction and teamwork, and reduces silos. Serve as an advocate for staff, representing their concerns and needs.

Critical to success will be the possession of the following skills:

- A minimum of 10 years of progressively responsible experience envisioning, developing, and implementing a successful and comprehensive development program in a fast-paced environment.
- A passion for and commitment to the mission and vision of Rare, as well as an appreciation for and understanding of the organization's impact and programmatic breadth.
- A genuine and proven commitment to diversity, equity, inclusion, and belonging among the development team, the Rare community, and beyond.

- Strong planning and analytical skills, proven experience in developing and effectively implementing an organization-wide development plan.
- Results-driven with personal experience cultivating major and principal gifts, including supporting donor strategies, solicitation approaches, and donor stewardship.
- A range of experience from a variety of sources including individual and institutional giving, with a track record of results across all areas. Fluency in a range of gift vehicles.
- Deep understanding of resource management in terms of time, effort, budget, and funding, and evidence of strategic decision making in allocation and tracking of resources.
- Exemplary organizational development skills in building and managing strong teams, plus the ability to inspire and motivate staff in line with Rare's focus, key performance indicators, and expectations.
- Experience as an influential leader and manager, with a proven track record of strong hiring, team development, career progression, and promotion.
- Demonstrated history of implementing new ways of thinking and engagement while also thinking strategically and tactically.
- Experience building upon an existing program, resulting in a transformative increase in philanthropic revenue for an organization. Success in increasing the effectiveness of a program and its staff through established objectives and performance standards.
- A data-driven approach, and the ability to articulate metrics in broadly accessible terms.
- Success working closely with executive team, board, and staff members, including examples of working across the aisles to break down silos with diverse groups to elevate team culture and shared camaraderie.
- The credibility, maturity, and sound judgment required to effectively engage and leverage Rare's leadership and volunteers in the cultivation, solicitation, and stewardship of key prospects and donors, including high-net-worth individuals and philanthropists.
- Strong personal integrity and work ethic, as well as a sense of humor and perspective.
- Bachelor's degree required.

To Apply

Jack Gorman is leading this search with Nicole Poe, Christina Garrison, and Sandeep Kaur. For more information, to submit a nomination, or to apply for this role, please visit:

<https://www.imsearch.com/open-searches/rare/chief-development-officer>

Rare is an equal opportunity employer that is committed to diversity and inclusion in the workplace. Rare prohibits discrimination and harassment of any kind based on race, color, gender, religion, sexual orientation, national origin, disability, genetic information, pregnancy, or any other protected characteristic.