

DIRECTOR OF FUNDRAISING OPERATIONS

[FISTULA FOUNDATION](#)

SAN JOSÉ, CALIFORNIA



FISTULA
FOUNDATION

The Aspen Leadership Group is proud to partner with Fistula Foundation in the search for a Director of Fundraising Operations.

The Director of Fundraising Operations will provide strategic oversight of Fistula Foundation's large and growing donor database, increasing the Foundation's ability to utilize data and analytics to drive fundraising success. The Director of Fundraising Operations will manage an integrated donor database that supports prospect development, gift administration, systems and records management, and data analytics for all fundraising activities including multiple campaigns and giving levels.

Fistula Foundation is the global leader in fistula treatment, providing surgeries to more women than any other organization, including the U.S. government and United Nations. The Foundation believes no woman should endure a life of misery and isolation simply for trying to bring a child into this world.

At its founding in 2000, Fistula Foundation was an all-volunteer organization that supported only one hospital in Ethiopia—the pioneering Addis Ababa Fistula Hospital—but there were at least a million women across Africa and Asia who were living in misery. On February 27, 2009, Fistula Foundation officially expanded its mission to fight fistula globally. Today, the Foundation is the undisputed leader in fistula treatment and its path-breaking treatment networks in the Democratic Republic of Congo, Kenya, and Zambia are thriving. In recent years, the Foundation is increasingly finding and treating women suffering from severe perineal tears and helping women with this devastating condition accounts for approximately 20% of the repair surgeries currently provided.

Fistula Foundation works to engage the support of people worldwide who are eager to see a day when no woman suffers from obstetric fistula or a severe perineal tear. Raising funds from donors around the globe, Fistula Foundation strategically directs funds to doctors and hospitals providing life-transforming surgery in areas of high unmet need. The goal is to end the needless suffering of women with fistula or untreated tears, restoring their health and ability to fully contribute to their families and communities.

Fistula and severe perineal tears are most prevalent in sub-Saharan Africa and Asia, which is where Fistula Foundation focuses its efforts. Partnering with carefully selected doctors and hospitals that are trusted by the communities it serves, the Foundation has supported treatment in 33 countries, providing more than 75,000 surgeries, in Africa and Asia since 2009. The Foundation works to identify local surgical teams in Africa and Asia already successfully treating women with fistula and perineal tears, then works to amplify their efforts. Funding requests are accepted only from the very best hospitals and doctors who are trusted by the communities they serve and are working in areas with the greatest need. These often happen to be the world's poorest regions—some in war zones that significantly challenge the ways doctors can deliver care.

Fistula Foundation listens carefully to its partners and responds quickly to empower them to do more. Foundation grants support a combination of areas including cost of surgery, surgeon training, facilities, outreach, and reintegration. Obstetric fistula ranks as one of humanity's most disabling injuries, but it can be cured by a low-cost surgery. Fistula foundation focuses on delivering this surgery because of its ability to have enormous impact. With each surgery provided, the Foundation is helping to change a woman's world forever. The ripple effect of a woman's restored health—on both her family and community—is profound.

A significant aspect of the Foundation's success lies in its decision to focus on one critical and measurable outcome: repair surgeries for women injured in childbirth. Fistula Foundation only supports activities that directly enable the treatment of women with fistula and severe perineal tears. This focus allows the Foundation to closely track results and continually improve efforts. As a lean, "learning" organization, Fistula Foundation adheres to the highest financial standards; rigorous auditing of its partners; low administrative costs; and technology-driven efficiencies.

REPORTING RELATIONSHIPS

The Director of Fundraising Operations will report to the Chief Marketing Officer, Michael Slind. The Director of Fundraising Operations will supervise two staff members dedicated to managing donations and donor data.

FROM THE CHIEF MARKETING OFFICER

Before coming to Fistula Foundation in 2021, I had almost no experience in nonprofit fundraising. I was a writer, editor, and communication professional who had, in various career iterations, devoted a great deal of attention to the topic of excellence in organizational leadership. What drew me to the Foundation was the way that it exemplifies key attributes of high-performance organizations in both the business and nonprofit sectors—a tight focus on a small, coherent set of strategic goals; a commitment to attracting, retaining, and promoting high-quality talent; and a keen understanding of how "soft" factors (such as organizational culture and creative messaging) interact with "hard" factors (such as financial discipline and data management) to create value for all stakeholders.

What has kept me at the Foundation, and what has led me to take responsibility for marketing our work to current and prospective supporters, is the power of our singular mission. We work to advance a little-known, highly neglected cause that affects women whom most of our donors will never meet. To these donors, we offer the promise that their gift will translate into immediate, life-changing impact.

We like to say that Fistula Foundation is fundamentally a bridge—a span that connects generous donors to our partners in Africa and Asia that deliver fistula care services to women in need. Which is to say: We are, first and foremost, a fundraising organization. We don't engage in direct service work, but our success as fundraisers makes it possible for dedicated healthcare professionals in more than two dozen countries to work directly with, and for, some of the world's most vulnerable women.

Fistula Foundation has indeed enjoyed considerable success in its fundraising efforts. Over the past several decades, the U.S. nonprofit sector has grown by about 2% per year. By contrast, the Foundation has increased its revenue by 8% to 10% since 2009, when it launched its strategy to provide fistula treatment on a global scale. What's more, unlike many nonprofits that work in fields such as international development and global health, we have not relied on support from a small set of institutional funders. Instead, we have thrived by attracting and retaining individual donors at all giving levels—from those who give a \$25 onetime donation to others who make repeated seven-figure gifts.

We are a small, entrepreneurial organization that, in crucial ways, reflects the ethos of Silicon Valley startups that flourish in the region near our headquarters in San Jose, California. We embrace the power of digital technology to enable close, rich connections both with our program partners in Africa and Asia and with our donors all around the world. We aim high, work smart, and respond quickly to new challenges and opportunities.

Today, we are looking for a partner to help us design and manage the next stage of our fundraising journey. We have thousands of active donors in our database, and we are optimistic about adding new donors in large numbers over the next few years. Tracking and stewarding these donors effectively—making and maintaining long-term connections to them—lies at the very core of our operations.

In our fundraising work, we are keenly aware of the need to balance a focus on matters of “the head” with a focus on matters of “the heart.” For the position of Director of Fundraising Operations, we seek a professional who will bring a sharp, tough “head” to overseeing key functional areas—while also applying a “heart”-driven appreciation of who our donors are and what they need from us.

—Michael Slind, Chief Marketing Officer

THE FISTULA FOUNDATION'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Fistula Foundation, as an organization dedicated to health equity, has long valued and advanced inclusion in its organizational structure and operations, as well as in the design, development, and implementation of its programs. It knows that diversity, equity, and inclusion in the workplace are essential to bringing onboard the rich variety of perspectives and talents that it needs to confront complex challenges and to succeed in its mission. The Foundation considers gender equality to be a fundamental human right and it takes seriously its responsibility to work toward its fulfillment. Fistula Foundation also recognizes that restrictive gender norms undermine other fundamental rights, including the right to good health, which lies at the core of its mission.

PRIMARY RESPONSIBILITIES

The Director of Fundraising Operations will

- oversee the management of the Foundation's large and growing donor database;
- generate and analyze reports on fundraising activity across multiple campaigns and giving levels;
- support the transition of the donor database from Raiser’s Edge to Salesforce;
- direct the collection and tracking of all donations, which come in multiple forms and through multiple channels;
- oversee donor service work and direct donor contact efforts performed by junior staff members;
- support project management for multiple major print mailing projects per year, along with occasional smaller print projects;
- support project management for routine fundraising tasks, such as mailing acknowledgments, tax receipts, and annual statements to donors;
- enlist and manage volunteer and temporary staffing support to assist with print mailings and other administrative tasks; and
- collaborate with colleagues in marketing, donor relations, and communication roles to develop and improve efforts to reach and retain donors.

LEADERSHIP

Michael Slind **Chief Marketing Officer**

Michael Slind, who joined Fistula Foundation in 2021, has extensive experience as a strategic communication professional. He previously served as Director of Communication at King Philanthropies, a grantmaking organization that focuses on alleviating global poverty. From 2013 to 2016, he was the Senior Editor of *Stanford Social Innovation Review*, a quarterly journal for makers of social change. Prior, he worked at Harvard Business School, where he wrote case studies on corporate strategy and entrepreneurial management. Slind is also co-author, with Boris Groysberg, of *Talk, Inc.: How Trusted Leaders Use Conversation to Power Their Organizations* (Harvard Business Review Press, 2012). Earlier in his career, he served as the Managing Editor and as a Senior Editor of *Fast Company* magazine. In addition, Slind has served as an editorial consultant for business author Tom Peters, among others. He holds a master's degree in history from Cornell University and a Master of Public Affairs degree from the University of California, Berkeley.

Kate Grant **Chief Executive Officer**

Kate Grant joined Fistula Foundation as its first Chief Executive Officer in 2005. She led the expansion of the Foundation from supporting one hospital in one country, Ethiopia, to its current position as the global leader in fistula treatment. Today, under her leadership, the Foundation supports treatment partners in more than 20 countries across Africa and Asia. Grant has formed partnerships with key organizations such as Astellas Pharma EMEA, Johnson & Johnson, Direct Relief, Engender Health, and The Life You Can Save (founded by Peter Singer). During her tenure as CEO, Fistula Foundation has earned 16 consecutive four-star ratings from Charity Navigator, placing it in the top 1% of nonprofit organizations evaluated. It has also consistently earned an "A" rating from Charity Watch, has been named one of the top 50 charities in the United States by Consumer Reports, and has earned more than 700 five-star ratings on GreatNonprofits. Since Grant took charge of the Foundation, it has helped build new women's hospitals in Bangladesh, the Democratic Republic of Congo, Kenya, and Tanzania, and has increased the number of surgeries that it supports annually by a factor of 20. In recognition of these achievements, Grant in 2014 was named Nonprofit Marketer of the Year by the American Marketing Association and American Marketing Association Foundation.

Before joining Fistula Foundation, Grant served on the House Foreign Affairs Committee staff and as Special Assistant and Deputy Chief of Staff at the U.S. Agency for International Development (USAID). She also consulted to USAID's mission in Tanzania, the Rockefeller Foundation, the International AIDS Vaccine Initiative, and the Women's Funding Network. Grant holds a master in public affairs degree, with a focus on international development, from the Princeton School of Public and International Affairs, where she was elected chair of the graduate student body. Previously, she was an advertising executive at two leading agencies—Leo Burnett in Chicago and FCB in San Francisco—and managed campaigns for Fortune 500 companies such as Clorox, Levi Strauss, and McDonald's. She graduated with honors from the Haas School of Business at the University of California, Berkeley. She also completed the Executive Education Program in Nonprofit Management at Harvard Business School. Grant has served on several boards, including the Governing Board of Graduate Alumni of Princeton University.

PREFERRED COMPETENCIES AND QUALIFICATIONS

Fistula Foundation seeks a Director of Fundraising Operations with

- a commitment to the mission of Fistula Foundation—to end the needless suffering of women with obstetric fistula or other childbirth injuries;
- database management and gift processing experience;
- a commitment to data integrity, including an understanding of gift processing dynamics and a talent for solving problems related to data and gift entry;
- an understanding of fundraising strategy and an ability to see and manage connections between database management and fundraising needs;
- experience managing a Raiser’s Edge donor database or Salesforce customer base, coupled with a willingness to fill knowledge gaps in the management of both platforms;
- facility with the management and analysis of data, with an emphasis on using and understanding donor or customer behavior data;
- exceptional project management skills, including an ability to anticipate, plan for, adjust to, and communicate about multiple inputs and outputs that make up a project;
- experience supervising staff and overseeing recurring processes such as data entry, database maintenance, and donor acknowledgment;
- experience managing large direct-mail projects;
- a keen operations mindset that focuses on maximizing efficiency, meeting project timetables, and supporting strategic objectives;
- a collaborative approach and an eagerness to learn from colleagues; and
- a capacity for adapting quickly to new conditions, assignments, and deadlines and a willingness to pitch in with tasks large and small.

Fistula Foundation will consider candidates with a broad range of backgrounds. A bachelor's degree or an equivalent combination of education and experience and at least three years of experience managing nonprofit fundraising databases is preferred.

SALARY AND BENEFITS

The salary range for this position is \$120,000 to \$140,000 annually with the potential for performance-based bonuses and increases. Fistula Foundation offers a comprehensive benefits package including health insurance, a 403b retirement plan (with a generous employer match), a subsidy for gym membership, a dog-friendly office, and a generous vacation plan that begins in the first year of employment.

LOCATION

The position is in San José, California. Fistula Foundation follows a hybrid work model that allows staff members to work remotely up to two days per week. The Director of Fundraising Operations will be expected to work on-site three days per week.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Fistula Foundation as well as the responsibilities and qualifications presented in the prospectus.*** Preference will be given to applications received by June 19, 2023.

To apply for this position, visit:

[Director of Fundraising Operations, Fistula Foundation.](#)

To nominate a candidate, please contact Gregory Leet, [gregoryleet@aspenleadershipgroup.com.](mailto:gregoryleet@aspenleadershipgroup.com)

All inquiries will be held in confidence.