



**SEARCH FOR THE  
VICE PRESIDENT, INDIVIDUAL GIVING  
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 a strategic and aspirational development professional to serve as Vice President, Individual Giving (VP) at an exciting moment of growth and transformation. For more than 50 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. The organization’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. Over the last decade, Rare has grown dramatically and is increasingly recognized as an emerging leader in the environmental community, as evidenced by articles in *The New York Times*, *The Guardian*, and *Stanford Social Innovation Review*. The organization’s current five-year strategic plan calls for doubling in size again while importantly forging an organization capable of developing and scaling critically needed conservation solutions. Rare’s plan is designed to address some of the leading causes of biodiversity loss within common pool resources – particularly freshwater and marine habitats, forests, and soil – by meeting resource users where they are, using approaches that benefit them socially and economically, preserving habitats, and boosting resource productivity and overall climate resilience. Critical to achieving such results is a robust development enterprise, inclusive of a growing individual giving program, that inspires the next generation of donors to support Rare’s simple yet profound mission: to inspire change so people and nature thrive. This is therefore an exceptional and unique opportunity for the incoming VP to leverage current board and major donor support in order to significantly grow the number and value of individual gifts to Rare, thereby fueling programmatic growth and building the diversified support needed for sustainability.

Reporting to the Chief Development Officer (CDO) early in her tenure, the VP will provide overall strategic leadership and management of a nationwide individual giving program, with an emphasis on major gifts, to meet Rare’s resource goals. This individual will develop and implement comprehensive fundraising

strategies in partnership with the CDO, CEO, President, members of the Board of Trustees, programmatic leaders, and other key constituents. As Rare is in the midst of executing the priorities outlined in its current strategic plan, the organization seeks to cumulatively raise \$150 million over the next three years. As such, this position is accountable for devising strategies for individual giving in order to meet and exceed this overarching fundraising objective while continuously growing and diversifying Rare's donor base for sustainable growth. Leading by example, the VP will carry a portfolio of approximately 25 donors and prospects. The VP is also a member of the development and communications management team and Rare's leadership team, and directly supervises a cohort of five individual giving professionals based in Arlington, Virginia; San Francisco, California; Chicago, Illinois; and Boston, Massachusetts.

The successful candidate will possess a minimum of 15 years of senior-level individual giving experience in a global organization as well as at least five years of management and leadership experience, preferably within a fast-paced and high-growth environment. This individual will also bring a proven track record of building and executing an individual giving fundraising program; raising six- and seven-figure gifts; and elevating the overall productivity of a comprehensive development enterprise. The candidate sought is dynamic, results-oriented, and influential with multiple internal and external constituents, as well as energetic, flexible, and proactive in order to positively impact both strategic and tactical goals and initiatives. The incoming VP will thrive in an environment that emphasizes excellence and enthusiastic commitment to Rare's mission and core values.

Rare has retained 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 more than 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 unique and proven 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. Each year, thousands of environmental practitioners are trained in behavior-centered design (BCD) through the BE.Center, and the total value of environmental NGO partner projects using Rare's BCD approach is upwards of \$100 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 more than a decade 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.

### **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. On average, Lands for Life engages more than 3,000 farmers, ranchers, and agricultural extension agents across nearly a dozen municipalities.

### **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 2021, Rare published its inaugural [Climate Culture Index](#), a first-of-its-kind nationwide study in the U.S. that identifies impactful predictors of behavior change and establishes a baseline of the public's beliefs about climate behaviors.

## FINANCIAL & FUNDRAISING OVERVIEW

With a development team consisting of 36 staff members, Rare raises approximately \$35 million on average annually, with most of those funds deriving from individual donors, foundations, governments and corporations. In FY24, 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, and under the leadership of its recently appointed CDO, 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.

*Anne Schouw, Chief Development Officer*

**Anne Schouw** has 25 years' experience as a fundraising and development professional working in the charity, not-for-profit, and higher education sectors. Her experience includes managing complex principal and major gift strategies and solicitations, international fundraising, and capital campaigns; strategic planning and implementation; and collaborating with Boards of Directors, academics, and senior leadership.

Prior to joining Rare, Anne served in leadership positions at various organizations including the World Wildlife Fund, American Red Cross, Elizabeth Glaser Pediatric AIDS Foundation, London Business School, and Conservation International. Most recently, she was the Chief Development Officer at One Campaign evolving the organizations resource mobilization strategy. For London Business School, Anne led the School's first ever comprehensive capital campaign in support of its strategic plan. In all of her positions, she has had the opportunity to work with thought leaders and philanthropists around the world, cultivating extensive experience and relationships in Africa, Latin America, and Europe.

Beyond her professional career, Anne has served on the board of governors at London Business School, is a trustee of Nature for Justice, and currently chairs the fundraising committee and serves as board secretary at Planet Women.

Anne earned a bachelor of arts degree in international affairs and modern foreign language from James Madison University and a master of science degree in management consulting and organizational change from Birbeck University in London.

### *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.

### **VICE PRESIDENT, INDIVIDUAL GIVING**

Reporting to the Chief Development Officer (CDO), and working in close partnership with the CEO, President, members of the Board of Trustees, programmatic leads, and other key constituents, the Vice President, Individual Giving (VP) is a senior leader among Rare's development enterprise. The VP will establish and implement strategies to grow and diversify individual giving at all levels to the organization, in support of Rare's current strategic plan and ongoing campaign efforts to raise \$150 million over the next three years. This individual is responsible for reinforcing a culture of philanthropy among individual benefactors; 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 support for restricted and unrestricted purposes. With a minimum of 15 years of senior-level individual giving experience in a global organization, and at least five years of managerial experience, the successful candidate will bring a track record of building and executing an individual giving fundraising program to greater levels of success.

**Following are the key responsibilities and duties of this position:**

## Fundraising and Strategy

- Serving as a senior member of the development team, define and execute comprehensive overarching strategy for all individual fundraising programs.
- Lead efforts to achieve annual fundraising goals from high-net-worth individuals.
- Effectively cultivate and manage a portfolio of approximately 25 individual donors and prospects, focusing primarily on gifts in the \$100,000 to \$1,000,000 range.
- Oversee and grow donor circles and identify opportunities to engage and solicit high-potential individual prospects for six- and seven-figure gifts.
- Partner with Rare's Stewardship Manager to develop and implement creative, donor-centered strategies for timely, accurate, and meaningful donor stewardship and recognition, as appropriate based on giving programs and relationships.
- Partner with the CDO to manage the Board of Trustees' Comprehensive Campaign Steering and Regional Committees.
- Develop and implement annual plans and budgets for the individual giving team.
- Contribute strategic leadership to the planning for a future capital campaign and long-term fundraising strategy, including developing tools to identify and track prospect activity and project results.
- Create and execute a planned giving program for Rare, including the identification of prospect pools and development of a comprehensive communication and solicitation strategy.

## Leadership and Management

- Serve as a member of Rare's leadership team, participating in organizational strategy development and implementation.
- Strengthen existing structure for staff and volunteer support to maximize fundraising productivity.
- Supervise a team of five development professionals – three directors, a manager, and a coordinator – ensuring team members have tools and resources to meet identified goals, excel in their efforts on behalf of Rare, and enjoy opportunities for professional development.
- Collaborate closely with the CDO, CEO, President, members of the Board, and VP of Marketing and Communications on donor communication, cultivation, and solicitation strategies.
- Build relationships with and inspire support from a variety of constituent groups ranging from dedicated conservationists to venture philanthropists.
- Provide guidance to Rare's leadership team and executives, including board members, on the techniques and methods for making successful donor solicitations.
- Work closely with senior members of the development team and other departmental leads to identify programs and projects that would appeal to individual donors.

- Provide effective management within the development and communications team to ensure that it functions in a collaborative, inclusive, and productive fashion that relies on Rare's core values and strengthens Rare's culture.
- Ensure the development team is aligned with the latest program progress and that effective and regular communication exists between the global partners as well as with regional offices; the Fish Forever Global Initiative; development, marketing, and global programs; talent; finance; and operations teams.
- Manage direct reports' performance and career advancement throughout the year, as well as lead their professional development, training, and mentoring.
- Develop mechanisms to build the leadership and management capacity of mid-level managers to operate at a higher impact level to ensure continuity and delivery of outcomes.

### **Budgeting, Reporting, and Systems**

- Provide weekly and monthly revenue forecasts, reports, and analyses to the CDO.
- Develop and manage expense budgets and revenue goals for all individual fundraising efforts.
- Prepare major gifts program revenue projections and expense budgets, in consultation with the regional deputy directors and management.
- Monitor major gifts revenue and report monthly on progress toward goals.
- Optimize donor record management systems by managing and updating plans and actions in Salesforce including completing timely and accurate contact reports; communicating progress to ensure strong processes among individual giving team; and effectively manage and track donor cultivation activities.

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

- Exceptional writing, communications, and public speaking and presentation skills with a demonstrated ability to generate and deliver clear and persuasive oral and written communications.
- Exemplary organizational, staff management, and relationship building skills with a wide range of internal and external audiences, including executive leaders, major donors, and strategic partners.
- Sound business judgment and the ability to manage shifting priorities and competing deadlines to ensure accuracy and high-quality standards while applying a systems view of outcomes and impact.
- Prior experience in an international, cross-cultural work environment with the willingness to work flexible hours on an as-needed basis to serve the needs of a global organization with diverse time zones.
- Proven financial management experience, including the preparation and management of budgets and contracts.



- Penchant for problem-solving and collaborating with different teams in a fast-paced and entrepreneurial work environment.
- Initiative to take on new projects and continually exhibit a positive, proactive attitude toward all tasks and people.
- Willingness to be hands-on in a role that is demanding and requires a high level of energy, relationship building, and staff development.
- Intellectual curiosity, coupled with an innovative and entrepreneurial drive.
- Comfort with change and ambiguity, as well as possessing a strong bias for action.
- Experience in the environmental field, and knowledge and appreciation of the environment and role of science in developing conservation strategies, strongly preferred.
- Creativity, patience, drive, and a sense of humor.
- Fluency in Spanish, Portuguese, Tagalog, Mandarin, and Bahasa Indonesia language skills is a plus.
- Bachelor's degree required; master's degree or MBA highly preferred.

### To Apply

Jack Gorman is leading this search with Nicole Poe 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/vice-president-individual-giving>

*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.*