



UNIVERSITY of
ROCHESTER

**ASSOCIATE VICE PRESIDENT FOR ARTS, SCIENCES,
ENGINEERING AND UNIVERSITY ADVANCEMENT**

UNIVERSITY OF ROCHESTER
ROCHESTER, NEW YORK

THE SEARCH

The University of Rochester seeks an experienced and ambitious associate vice president for arts, sciences, engineering and university advancement to provide strategic leadership and overall supervision to central and unit-based advancement staff in order to increase the capacity and potential of the University's overall philanthropic programs.

Founded in 1850, the University of Rochester is one of the nation's leading research universities and is the cultural, artistic, and educational leader for the region. The University's motto, *Meliora*, embodies the goals of the University, which are to "learn, discover, heal, create – and make the world ever better." The University is a member of the prestigious Association of American Universities and is regularly ranked in the top 35 national universities by *US News and World Report*. The associate vice president will join the institution after it completed its \$1.2 billion *Meliora Challenge at aspirational level of \$1.37 billion*, the largest comprehensive capital campaign in the University's history. Under President Seligman's decade-long leadership, the University has completed two strategic plans and embarked on \$850 million in capital projects, including research, education, medical, athletic and cultural buildings.

The associate vice president for arts, sciences, engineering and university advancement reports to the senior associate vice president for advancement and will serve as a member the chief advancement officer's eight-person Executive Management Team. The associate vice president will oversee a \$6.7 million budget and 50 advancement staff assigned to Arts, Sciences and Engineering, athletics, libraries, regional advancement programs, and parents fundraising, providing the highest level of support to the deans and unit directors. He or she will work collaboratively across advancement and the wider University to set new benchmarks for success in philanthropy and donor engagement, creating an institutional drive to greater efficiency and effectiveness.

This is an exceptional opportunity for a dynamic and accomplished individual to join an organization that continually surpasses prior accomplishments, sets clear strategic goals, and has a strong and ongoing commitment to excellence. The ideal candidate will be a seasoned advancement professional capable of managing and mentoring a large and diverse staff across a complex environment, and who is a thoughtful strategist, a natural collaborator and convener, and an exceptional steward of internal and external relationships. The associate vice president will have at least 10 years of progressively responsible experience in advancement as both manager and front-line officer with a track record of pushing development programs to ever

higher performance levels across all metrics. Superior communication skills, excellent judgment, diplomatic orientation and a sense of humor are all keys to success. Bachelor's degree required; an advanced degree is preferred.

The University of Rochester has retained Jack Gorman of Isaacson, Miller to assist in conducting the search. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.

UNIVERSITY OF ROCHESTER

The University of Rochester is noted among top research universities as being exceptionally collaborative, and it offers both the intellectual excitement of a major research university with a top medical center and the intimacy and opportunities of a great liberal arts college.

The University of Rochester enrolls more than 11,000 students annually, of whom nearly 6,000 are undergraduates. The School of Arts and Sciences and Hajim School of Engineering and Applied Sciences are home for most undergraduate students. Students at both the undergraduate and graduate levels enjoy access to the other schools of the University: the Eastman School of Music; School of Medicine and Dentistry; School of Nursing; Simon Business School; and the Warner School of Education. The University is also home to the Memorial Art Gallery, which boasts more than 12,000 objects in its permanent collection and serves as the community art gallery; the Eastman Theater, which offers three state of the art performance venues for more than 20 student ensembles from the Eastman School of Music; and the Laboratory for Laser Energetics, which operates two of the world's most powerful high-energy and high-intensity lasers. Academic strengths at the University include optics, political science, economics, physics, and engineering. Among the University's more than 2,500 faculty are recipients of MacArthur Awards, Guggenheim, Sloan, and Packard Fellowships, and members of the National Academies. Undergraduate students in AS&E regularly earn Fulbright, Churchill, and Goldwater scholarships.

The University of Rochester receives more than \$350 million annually in sponsored research funding; consistently ranks among the top universities nationally in federally financed science, engineering, and medical, research; and offers more than 45 doctoral programs.

The Meliora Challenge: The Campaign for the University of Rochester

The University of Rochester publically launched *The Meliora Challenge* in February 2012 with a goal of raising \$1.2 billion. At that time, the University had already raised \$793 million; The campaign concluded on June 30, 2016, raising more than \$1.37 billion.

Rochester Model 2021: Strategic Plan for University Advancement

In 2015, the University completed a comprehensive strategic plan for advancement designed to maintain and increase the momentum generated through the campaign.

The Rochester Model is based on three principles: building a culture of partnership between the University and its broad-based community in support of the University's mission; a commitment to excellence in both engagement and philanthropy; and a pledge to steward University relationships, resources, our reputation and our mission. The three drivers of our fundraising program—URMC, Arts, Sciences and Engineering (ASE), and our school and unit programs—

are managed from an integrated yet distinct perspective. Achieving significant growth in all school and unit programs is critical to fundraising productivity.

2013 STRATEGIC PLAN AND CAPITAL IMPROVEMENTS

In 2013, the University, Medical Center, and each school within the institution adopted new five-year strategic plans which emphasize quality while maintaining cost efficiency through the following initiatives:

- Strengthen the University's position as a leading research university
- Emphasize quality education
- Improve health care for the greater Rochester community
- Strengthen the University's service to the community and society

The University has made significant progress since the adoption of the 2013 strategic plans, including the creation of the Institute for Data Science; full approval from the State Education Department for the Warner School of Education to serve as superintendent of East High School in the City of Rochester; decisive steps toward a comprehensive regional Population Health Management strategy; enhanced quality of student life through the new Brian Prince Athletic Complex; and plans for a new student activity space, language center, and intercultural center.

In the last decade, the University has started or completed over \$850 million in capital improvements, many of which were driven by the current strategic plans. These include: the Eastman Theatre renovation and expansion project, the new Saunders Research Building for the Clinical and Translational Science Institute, the expansion of the Wilmot Cancer Institute, the School of Nursing's construction of the Loretta Ford Education wing, the new Raymond F. LeChase Hall for the Warner School of Education, the new Robert B. Goergen Hall for Biomedical Engineering and Optics, the new Ronald Rettner Hall for Media Arts and Innovation, and the new O'Brien Hall and Jackson Court. The \$100 million College Town project and the new Golisano Children's Hospital, the largest construction project in the University's history, opened in the summer of 2015. Plans are also under way to construct a building to house the new Institute for Data Science. Looking ahead, emerging strategic priorities for the institution include continued investment in the areas of data science; neuroscience and neuromedicine; humanities and the performing arts; and the revitalization of Rochester's urban areas.

The University is the area's largest employer—and New York State's eighth-largest employer—with nearly 29,000 full-time employees. Its annual operating budget is \$3.7 billion, its endowment exceeds \$2 billion, and fundraising exceeds \$100 million annually. Rochester is a member of the CASE 50, the top 53 college and university fundraising programs in the U.S. and U.K. To be included, a university must meet specific criteria including raising an average of \$100 million a year for the last three years and completing or managing a fundraising campaign of more than \$1 billion.

To learn more about the University of Rochester, please visit: www.rochester.edu.

LEADERSHIP**Joel Seligman, President**

Joel Seligman, President of the University of Rochester since July 1, 2005, also holds a faculty position in the Department of Political Science in the School of Arts and Sciences and in the Simon School. Seligman served as Dean of Washington University's School of Law from 1999 to 2005. He was Dean and Samuel M. Fegtly Professor of Law at the University of Arizona College of Law from 1995 to 1999. He also served on the faculty at the University of Michigan Law School, George Washington University Law School and Northeastern University Law School. He received his J.D. from Harvard Law School and his bachelor's degree in political science from UCLA. Seligman is one of the nation's leading experts on securities law, and is the co-author, with the late Louis Loss and former SEC Commissioner Troy Paredes, of the 11-volume *Securities Regulation*, the leading treatise in the field, and author of *The Transformation of Wall Street: A History of the Securities and Exchange Commission* and *Modern Corporation Finance*.

Thomas J. Farrell, '88, '90W (MS), Senior Vice President and Chief Advancement Officer

Tom Farrell became the senior vice president and chief advancement officer for the University of Rochester in November 2014. In this role, he oversees a comprehensive advancement and alumni engagement operation for the entire University and the University of Rochester Medical Center.

Farrell began his career in advancement as a class fundraiser for the University of Rochester in 1990. From 1993-95, he served as director of the University's reunion major gifts program, managing multi-million dollar regional campaigns during the \$375 million *Rochester's Campaign for the 90's*. He then led the fundraising program at the University of Buffalo School of Law, before joining Dartmouth College as director of gift planning. In 2001, Farrell began a 10-year stint at the University of Pennsylvania where he managed Penn's undergraduate and individual giving program and served as a member of its senior management team responsible for coordinating all institutional advancement activity, including serving as the key planner for the \$4.3 billion *Making History* capital campaign. In 2010, Farrell joined the University of Chicago as vice president for alumni relations and development, leading a staff of 450 advancement professionals from all schools, divisions and units, including the University of Chicago Medical Center, and planning Chicago's \$4.5 billion campaign. Prior to his current role, Farrell served as chief development officer for the University of Illinois and president / chief executive officer of the University of Illinois Foundation beginning in 2012.

Farrell earned a bachelor's degree in history and political science, and an MS in education, both from Rochester. In 2005, he completed his EdD at the University of Pennsylvania in higher education management.

Stephen Dare, Senior Associate Vice President for Advancement

Steve Dare has more than 34 years of experience in advancement, including more than 25 years at major research universities, and has worked on seven transformational fundraising campaigns. Dare joined the University of Rochester in 2013 as senior associate vice president for academic programs, directing the efforts of the four River Campus schools as part of the \$1.2 billion *Meliora Challenge* campaign. He has also served as chief operating officer for University Advancement between February 2014 and June 2015. He currently oversees

fundraising for five academic units (College of Arts, Sciences, and Engineering; Eastman School of Music; Simon School of Business; Warner School of Education; Memorial Art Gallery) as well as the offices of gift planning, foundation relations, center for business engagement, and regional advancement.

Dare began his career in 1986 at The Johns Hopkins University, working for the Whiting School of Engineering and helping to raise over \$27 million during the \$644 million *Campaign for Johns Hopkins*. From 1994 to 1998, he served as director of development for endowment and capital programs at Boston College. In 1998, Dare became director of resource development at the Massachusetts Institute of Technology (MIT) and served as chief operating officer for the \$2 billion *Campaign for MIT*. He also organized and launched the \$500 million *Campaign for Students*, which was successfully completed in 2011.

From 2008 until 2013, Dare was the vice president for college relations at Union College in Schenectady, New York. Working with institutional leaders and volunteers, he oversaw the successful completion of the \$258 million *You are Union Campaign* in 2012.

Dare received his bachelor's degree in Communications and his MA in Educational Public Relations from Rowan University. He received certificates from the Harvard University Institutes for Higher Education, Executive Leadership Program, and from MIT's Executive Leadership, Leader-to-Leader Program.

ASSOCIATE VICE PRESIDENT FOR ARTS, SCIENCES, ENGINEERING AND UNIVERSITY ADVANCEMENT

Reporting to the senior associate vice president for advancement, the associate vice president (AVP) will provide strategic direction and leadership to all University Advancement (UA) staff assigned to Arts, Sciences and Engineering, libraries, athletics, regional advancement, and parents fundraising. The AVP will set and implement the strategic direction for this core component of the University's advancement program. He or she will serve on the UA's Executive Management Team (EMT), work closely with the senior associate vice president and the senior vice president on all matters of strategic planning for the University advancement program, and collaborate with UA peers and constituents across the University.

Major Functions and Responsibilities

Oversee all professional activity and performance measures for 50 staff members and a budget of \$6.7 million, assuring the highest quality of advancement support to the deans, schools and units. The deans of each academic division are partners with the advancement staff in fundraising and engagement activity.

- Oversee, supervise and lead the activities and daily operations of all UA staff in the areas of Arts, Sciences and Engineering, libraries, athletics, and parents fundraising.
- Create and implement advancement strategy for deans and faculty for academic programs at the University.
- In conjunction with the EMT, develop overall strategy for academic development prospect management.
- Oversee the regional advancement program

- Work with assigned UA staff, deans, and directors to identify, cultivate, and solicit regionally-based alumni and friends.

Serve as a valued member of the EMT and overall UA office, providing strategic insight on a broad range of programs and initiatives and modelling success and best practices in major and principal gift fundraising.

- Play a leadership role in establishing priorities and future campaign planning.
- Collaborate closely with the Principal Gifts office with respect to donors with strong ties to specific academic units as well as broader University potential.
- Personally manage a portfolio of major gift prospects, with a particular focus on principal and major gift prospects (\$100,000 and up).
- Interact with trustees and other University leaders as appropriate.
- Serve as a volunteer manager for unit-specific and regionally-based advisory councils and boards as appropriate, pushing their commitment and participation to ever higher levels.

Design, implement, and coordinate all assigned advancement activity, including the hiring and management of UA personnel assigned to the academic units, libraries, athletics and parents programs.

- Promote a collaborative organizational culture within each fundraising unit and in working with other departments, always focusing on the common goal for moving prospects towards readiness to make increasingly generous gifts for priority purposes.
- In collaboration with UA leadership and peers, implement and monitor management systems to measure activity and progress for all reporting fundraising teams.
- Lead, mentor, and motivate staff members to perform at a high level and to advance their own career aspirations.
- Collaborate with UA officers on all gifts and participate directly as required to ensure maximum coordination of activities across Advancement units.
- Oversee the daily operations of all assigned Academic Development programs.

Ensure close collaboration with alumni relations staff to coordinate activity and accomplish common objectives as well as other UA divisions. Similarly, serve as an ambassador to the rest of the University.

- Represent the efforts of the Office of University Advancement as necessary to all levels of University personnel.
- Interpret and communicate UA's policies and procedures as necessary.

The ideal candidate for associate vice president will have many of the following characteristics and experiences:

- At least 10 years progressively responsible development experience with demonstrable success as a manager and a gift officer, preferably in a complex academic environment.
- Proven ability to provide management oversight, leadership and strategic direction.

- Demonstrated success in developing and managing fundraising programs in a performance-based culture and an in-depth understanding of advancement and development programs. Must possess strong critical thinking and analytical skills.
- Superior strategic skills with a strong grasp of best practices and a holistic understanding of all aspects of advancement. Substantial experience evaluating the strengths of existing philanthropic programs and identifying opportunities for improvement.
- Personal track record of success in major and principal gift fundraising, cultivating and stewarding key donors for an institution and increasingly raising their commitments.
- Proven success in building productive, long-term relationships with senior University administrators, faculty, staff, volunteers and boards.
- Superior communication skills and the ability to connect with a variety of audiences; clear and effective written and oral presentation. The experience, ability, and inclination to be an effective, outgoing representative of the University of Rochester.
- Experience working in an environment serving internal and external constituents, often with shared responsibility for advancement and donor cultivation and stewardship. Ability to build relationships and collaborate across the institution, serving as a resource to others and obtaining their input. Persuasive, persistent, and determined to achieve goals.
- A leadership style which creates strong teams and motivates, engages, energizes and focuses staff on results.
- Strong management skills, including expertise in personnel management, program implementation, fiscal planning and accountability.
- Ability to work collaboratively within a hybrid/decentralized development operation.
- Collaborative and collegial; eager and able to engage a diverse audience and build strong professional relationships. A convener who is able to synthesize many ideas and offer strategies and solutions that address a wide variety of goals and objectives.
- Strong personal integrity and work ethic, as well as a sense of humor and perspective.
- Record of creative and entrepreneurial staff management; the ability to build, lead, mentor, and motivate staff; and to encourage change and growth in both people and programs. A strong commitment to personal and professional development, and the ability to build a robust, autonomous, and collaborative team.
- A keen eye for operational efficiency and optimal use of resources; the ability to plan, monitor, and manage a budget.
- A desire to deeply engage in the University and local community. The ideal candidate will reflect and embrace the University of Rochester's emphasis on academic excellence and commitment to the important role it plays in enriching the City of Rochester.
- Bachelor's degree required; advanced degree preferred.

To APPLY

This search is being led by Jack Gorman with Elizabeth Neustaedter. For more information, to make a nomination, or to apply for this role, please visit:

www.imsearch.com/6170

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