



EXECUTIVE DIRECTOR OF PHILANTHROPIC OPERATIONS

BAYLOR COLLEGE OF MEDICINE

Houston, Texas



GIVING LIFE TO POSSIBLE

The Aspen Leadership Group is proud to partner with Baylor College of Medicine in the search for an Executive Director of Philanthropic Operations.

The Executive Director of Philanthropic Operations will provide strategic leadership for Baylor College of Medicine's fundraising infrastructure and serve as a key partner to colleagues in Advancement to utilize data and analytics to drive fundraising success. The Executive Director will lead three essential teams — Database Operations and Analytics; Gift Operations; and Constituent Strategies which includes Prospect Research and Moves Management — to create and sustain a customer-service oriented and donor-centric Advancement operation. The Executive Director will align business support functions, policies and procedures, and technology infrastructure with the strategies, resources, and priorities of the College.

Baylor College of Medicine is a health sciences university that creates knowledge and applies science and discoveries to further education, healthcare, and community service — locally and globally. Baylor College of Medicine provides individualized, cutting-edge diagnosis and treatment in a compassionate manner to everyone. Its patients have access to the latest advances in medicine, thanks to close collaborations between its physicians and scientists. BCM's private adult practice, Baylor Medicine, includes nationally and internationally recognized physician experts and care teams, offering an array of services from primary care to highly specialized procedures. Its physicians care for patients in locations within the Texas Medical Center and throughout Houston. Its primary private adult teaching hospital is Baylor St. Luke's Medical Center in the Texas Medical Center. BCM physicians and trainees also care for patients at Ben Taub Hospital, Children's Hospital of San Antonio, Memorial Hermann — The Institute for Rehabilitation and Research, The Menninger Clinic, Michael E. DeBakey Veterans Affairs Medical Center, Texas Children's Hospital, and The University of Texas MD Anderson Cancer Center.

Baylor College of Medicine ranks in the top 20 worldwide for Molecular Biology & Genetics, Gastroenterology & Hepatology, and Cell Biology on the *2021 U.S. News & World Report Best Global Universities* list — including the #1 Genetics program that is driving the future of medical discovery. The scale of BCM's research enterprise, the exceptional caliber of faculty it attracts, and the richness of biomedical research resources within the Texas Medical Center support creativity, innovation, and discovery.

Baylor College of Medicine educates healthcare providers and scientists in programs considered among the elite in the world. Degree programs at BCM include a M.D. program, Dual degree programs (M.D. plus Ph.D., M.B.A., M.P.H., or J.D.), Ph.D. programs, a doctoral program in nurse anesthesia, a physician assistant program, an orthotics and prosthetics program and a genetic counseling program. A diploma course in tropical medicine prepares individuals interested in this growing field for certification.

Baylor College of Medicine is a global leader in biomedical education, innovative research, and cure discovery. Philanthropy is a key driver in its quest to accelerate its research programs and bolster the activities of its educators and learners, and its ability to invest in creating the ideal patient experience. In 2020, the BCM philanthropic mission received and stewarded more than 7,542 gifts and raised \$70 million. In its current fundraising cycle, Baylor College of Medicine is on track to raise over \$120 Million in fiscal year 2022. Supported by an engaged Board of Trustees, a global cadre of alumni, and an active volunteer base, BCM is working to increase its donor numbers regionally, nationally, and internationally.

THE OFFICE OF INSTITUTIONAL ADVANCEMENT

Baylor College of Medicine's Office of Institutional Advancement and Alumni Affairs (OIAAA) serves the mission of BCM. As part of the OIAAA team, the Executive Director of Philanthropic Operations will help create data-driven strategies to inspire donors and Baylor College of Medicine alumni to give through a variety of ways to advance the College's priorities across four mission areas: healthcare, education, research, and community. OIAAA activities encompass fund development — at all levels — including major and planned gifts, alumni relations, philanthropic communications, corporate relations, and volunteer programs. The Executive Director also will play a mission-critical role in BCM's quest to power the future of health, from helping secure funding for cutting-edge cancer research to obtaining scholarships for aspiring physicians, health professionals, and scientists. Baylor College of Medicine's success depends on attracting, promoting, and retaining top-notch talent. OIAAA is committed to BCM's values of respect, integrity, creativity, teamwork, and excellence. It strives to maintain a welcoming and supportive environment where team members can apply and grow their talents and skills in support of the College's vision of improving health through science, scholarship, and innovation.

REPORTING RELATIONSHIPS

The Executive Director of Philanthropic Operations will report to the Assistant Vice President, Advancement Services, Stacey Cook. The Executive Director will oversee a total of eight staff.

FROM THE ASSISTANT VICE PRESIDENT

Can you imagine a more important time than now to be part of a renowned academic medical institution and healthcare provider? Baylor College of Medicine is a leader in the biomedical field that uses this scientific knowledge to set the standards of medical practice and healthcare training and education across the world.

Most people choose the fundraising industry for their career because they want to make a positive and big impact on the global community. That was certainly the case for me. There are few places that can truly do this in such comprehensive ways. It was Baylor College of Medicine that set in motion the creation of the Texas Medical Center — today the world's largest medical center — nearly 80 years ago. BCM revolutionized medical education and continues to be a leader in training current and future doctors and healthcare professionals, and is currently ranked as the #1 medical school in Texas. Baylor College of Medicine excels as a research powerhouse that attracts the best and the brightest minds, which is why we are consistently the largest recipient of National Institutes of Health (NIH) funding. We have the honor to work alongside brilliant BCM alumni and faculty who have made groundbreaking discoveries and developments such as identifying the gene that causes Rett syndrome, a genetic neurological disorder that occurs primarily in girls, the co-invention of the HPV vaccine, and so much more.

But what many also don't realize is that Baylor College of Medicine faculty are the ones who provide the majority of patient care at many of the prominent regional hospitals and health systems, including Texas Children's Hospital, Baylor St. Luke's Medical Center, the Michael E. DeBakey Veterans Affairs Medical Center, Ben Taub, The Menninger Clinic and countless other facilities across the globe.

I personally have always known that my passion lies in healthcare and higher education, so when the opportunity came up to join an organization that does both so well, I couldn't pass it up. It was also a unique chance to bring my experiences and knowledge to help build a world-class fundraising program that Baylor College of Medicine and the community so deserve. And this opportunity to create a sustainable business model and culture of philanthropy is what still exists for you today. The leadership of BCM is investing a lot in the growth of the Advancement program. As a senior leader of the Advancement Services team, the Executive Director of Philanthropic Operations will provide strategic leadership and innovation to create a successful data-driven program through the integration of data science and technology. The Executive Director will also be responsible for inspiring, enabling and empowering others on the philanthropic operations and prospect research teams to do their absolute best together to realize Baylor College of Medicine's overall vision while also supporting and encouraging its workplace culture that deeply values work/life balance. And most importantly, it's a chance to truly make a big impact on countless lives.

–Stacey Cook, Assistant Vice President, Advancement Services

BAYLOR COLLEGE OF MEDICINE'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Baylor College of Medicine fosters diversity among its students, trainees, faculty, and staff as a prerequisite to accomplishing our institutional mission and setting standards for excellence in training healthcare providers and biomedical scientists, promoting scientific innovation, and providing patient-centered care. Diversity, respect, and inclusiveness create an environment that is conducive to academic excellence, and strengthens our institution by increasing talent, encouraging creativity, and ensuring a broader perspective. Diversity helps position Baylor College of Medicine to reduce disparities in health and healthcare access and to better address the needs of the community we serve. BCM is committed to recruiting and retaining outstanding students, trainees, faculty, and staff from diverse backgrounds by providing a welcoming, supportive learning environment for all members of our community.

PRIMARY RESPONSIBILITIES

The Executive Director of Philanthropic Operations will

- provide broad administrative oversight and strategic leadership in the planning, integration, implementation, improvement, and evaluation of functions and operations within Philanthropic Operations;
- oversee the planning and evaluation of the technology infrastructure necessary to promote and sustain development, marketing, and alumni relations activities;
- develop and maintain a comprehensive program for data management including the development, implementation, and maintenance of short- and long-term strategic planning initiatives to improve and enhance products and services provided, ensuring the quality and timeliness of data;
- ensure the timely and accurate data entry of gifts and/or biographical information, including gift coding, fund compliance, as well as compliance with IRS regulations of gift substantiation, CASE guidelines as well as BCM policies and procedures;

- provide direction and support to the Gift Operations team, including evaluating current business practices and resources, and optimizing performance for fundraising and campaign success;
- provide oversight of the Constituent Strategies team, which includes management of proactive and reactive research on individuals, corporations, and foundations — as well as moves management;
- oversee policies and procedures for effective fundraising management and ensure accurate data and reporting;
- provide direction and support to the Database Operations and Analytics team; drive the generation of guidelines and systems for best-practice utilization of advanced data analysis and reporting tools; and ensure that data requests and reporting needs are met with timely, consistent, and accurate provision of information; and
- provide oversight and on-site expertise for fundraising data management system, currently Raiser's Edge NXT.

LEADERSHIP

Paul Klotman, M.D., FACP

President, Chief Executive Officer, and Executive Dean

Dr. Paul Klotman began serving as President, CEO, and Executive Dean of Baylor College of Medicine September 1, 2010. He received his B.S. degree in 1972 from the University of Michigan and his M.D. from Indiana University in 1976. He completed his medicine and nephrology training at Duke University Medical Center. He stayed at Duke as a faculty member, rising to the rank of Associate Professor of Medicine, before moving to the NIH in 1988 where he became Chief of the Molecular Medicine Section in the Laboratory of Developmental Biology. In 1993, he became Chief of the Viral Pathogenesis Laboratory in the NIDR/NIH. In 1994, he moved to Mount Sinai School of Medicine as the Irene and Dr. Arthur M. Fishberg Professor of Medicine and the Chief of the Division of Nephrology. In 2001, he was selected to be the chair of the Samuel Bronfman Department of Medicine of the Mount Sinai School of Medicine.

Dr. Klotman's research has been a blend of both basic and clinical research in molecular virology and AIDS pathogenesis. He developed the first small animal model of HIV-associated nephropathy using transgenic techniques. He is the author of more than 200 publications, and he has been a visiting professor and lecturer internationally in the field of HIV pathogenesis. He has been elected to both the American Society of Clinical Investigation and the Association of American Physicians. He is on the editorial boards of journals — both in the United States and in Europe — and he has served on and chaired numerous study sections, including those from the NIH, the American Heart Association, the National Kidney Foundation, and the VA research service.

In addition to his laboratory efforts, Dr. Klotman has been an active clinician, teacher, and mentor. Students from his laboratory have won prestigious scientific competitions. He has trained over 50 clinical fellows, postdoctoral fellows, and students in his laboratory since 1984, most of whom are independently funded. Four of his mentees are now chairs of medicine and four others lead major institutes or centers. He has been listed in both Castle Connolly and New York Magazine as one of the region's Best Doctors. He was named Physician of the Year by Mount Sinai nurses. As the Chair of Medicine, he moved the Department of Medicine at Mount Sinai to a top-tier academic program by expanding the Faculty Practice, increasing basic and clinical research revenues, developing new community projects, and focusing on the educational mission.

Stephanie Young**Senior Vice President for Institutional Advancement**

Stephanie L. Young serves as Senior Vice President for Institutional Advancement at Baylor College of Medicine. Her tenure at BCM began in July of 2020.

Young's 25-year career includes advising family foundations on philanthropy and governance, building collaborative partnerships, marketing communications, and stakeholder engagement. She has more than 20 years of direct experience in academic and hospital fundraising. Young is the Founder and President of SLY Consulting whose local, national, and international clients include private foundations, biotech companies, philanthropists, and global healthcare leaders. Prior to starting her own firm, she was with MD Anderson Cancer Center for 16 years, rising to the position of Associate Vice President for Development.

Young is a graduate of the University of Texas at Austin and later continued her education and executive development through the Harvard Management Pilot Program at MD Anderson and other advanced educational opportunities. As a recipient of the Rotary Club International Ambassadorial Scholar Program, Young completed a nine-month advanced study program at the University of Guadalajara and is fluent in Spanish. She is an active member in the Houston community.

Stacey Cook**Assistant Vice President, Advancement Services**

Stacey Cook is the Assistant Vice President of Advancement Services in the Office of Institutional Advancement and Alumni Affairs at Baylor College of Medicine, where she currently leads a team of over 20 members who are dedicated to supporting the organization's fundraising goals. In her role, she provides strategic direction for annual giving, database management and analytics, prospect research and moves management, video production, writing, graphic design, donor relations, gift operations, and special events. Before leading Advancement Services at Baylor College of Medicine, Cook led the Philanthropy Services team at Texas Children's Hospital during her nearly 16-year career there. She led the program through two comprehensive campaigns, which in total raised more than \$1 billion for new construction, program support, and research. One of her proudest accomplishments was leading the organization through the identification and implementation of a new CRM, which dramatically improved business operations and fundraising.

Cook's love for smart, strategic, and targeted storytelling is what drives her passion for all the areas within Advancement Services. At her core, she believes every role her team plays always comes back to successful storytelling, whether that be the more traditional route through writing and video or through the stories that analytics and data tell us about our fundraising programs and prospects.

Cook earned a communications degree from The University of Texas at Austin.

PREFERRED COMPETENCIES AND QUALIFICATIONS

Baylor College of Medicine seek an Executive Director of Philanthropic Operations with

- a commitment to the mission of Baylor College of Medicine to create knowledge and apply science and discoveries to further education, healthcare, and community service locally and globally;
- a broad knowledge of fundraising planning, coordination, implementation, evaluation, and communications and marketing;
- strong organizational skills and an ability to coordinate multiple complex projects simultaneously;
- an ability to work with a wide variety of personalities;
- an ability to effectively plan, set goals, execute tactics, and drive results to meet goals;

- management and leadership experience, preferably in higher education and/or healthcare advancement;
- critical thinking and analytical abilities, strong written and oral communication skills, and the ability to delegate and manage numerous projects simultaneously;
- an ability to motivate, build long-term relationships with internal and external constituents, and act as a team player and collaborative contributor;
- an ability to identify and analyze complex situations and recommend or implement effective courses of action in a rapidly changing and deadline-driven environment; and
- experience with Blackbaud products (preferred).

A bachelor's degree is required for this position as is at least ten years of relevant experience, including six years working in complex relationship database management system, and four years of management experience.

SALARY & BENEFITS

Baylor College of Medicine offer competitive compensation and [comprehensive benefits](#).

LOCATION

Baylor College of Medicine is located in Houston, Texas. The College currently offers a hybrid model: working in the office three days a week, and at home two days a week.

When you think about Houston, do you envision cowboys and tumbleweeds? Well, forget those ideas. Contrary to these preconceived notions, Houston — the fourth most populous city in the United States — boasts modern industries, a thriving intellectual and cultural environment, lush vegetation and much more. Houston is also the most diverse city in the nation with a great mix of people, culture, and industries. Houston consistently ranks high in surveys related to quality of life, including

- #1 in total park acreage among U.S. cities with more than one million residents. The city has more than 350 parks and more than 20 green spaces. The Houston Parks and Recreation Department maintains nearly 165 miles of biking and hiking trails that loop within parks or run along streets and bayous.
- #1 Highest Average Starting Salaries (adjusted for cost of living)
- #1 Top Metros Where Young Adults are Moving (*The Brookings Institute 2019*)
- #2 Top U.S. Metros for Job Growth (*U.S. Labor Statistics 2019*)
- #2 Best U.S. Metro Areas for STEM Workers (*American Enterprise Institute's Housing Center 2019*)
- Top 10 Best Foodie City in the country with more than 11,000 restaurants

Houston's cost of living is 23 percent below the average cost of living in the 20 most populous U.S. cities. This means affordable housing. Plus, there are no state or local income taxes.

More than 500 institutions are devoted to the performing and visual arts, science, and history in Houston. Houston's Theater District features seven renowned performing arts organizations and many smaller ones. The Houston Museum District is one of the country's most visited and diverse cultural centers with 19 museums within close proximity. The Houston Zoo receives 2.55 million visitors per year and is among the most-visited zoos in the U.S. The city is also home to many professional and college sports teams. There are also festivals and special events throughout the year.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Baylor College of Medicine as well as the responsibilities and qualifications presented in the prospectus.*** Review of applications will begin immediately and will continue until the successful candidate has been selected.

To apply for this position, visit:

[Executive Director of Philanthropic Operations, Baylor College of Medicine.](#)

To nominate a candidate, please contact Steven Wallace, stevenwallace@aspenleadershipgroup.com.

All inquiries will be held in confidence