



**EXECUTIVE DIRECTOR OF ALUMNI RELATIONS**  
**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**  
Cambridge, Massachusetts



The Aspen Leadership Group is proud to partner with Massachusetts Institute of Technology in the search for an Executive Director of Alumni Relations.

The Executive Director of Alumni Relations will provide leadership and oversight to the Office of Alumni Relations, planning and executing the strategy and vision related to alumni engagement. The Executive Director will formulate and implement comprehensive and innovative Alumni Relations programs and volunteer support services that utilize the rich and varied resources of the Institution and offer value to MIT's nearly 145,000 alumni who are geographically diverse and have a wide array of personal and professional interests.

The Executive Director will provide direction based upon significant experience in the area of Alumni Relations, including understanding the critical impact of alumni and donor relationships in advancing a leading research university; building credible, productive relationships with MIT alumni and friends, as well as with colleagues within Resource Development, the President's Office, the Office of the Chancellor, Office of the Vice Chancellor, Board of Directors, and other senior leadership throughout the Institute; and bringing energy, vision, and diplomacy to this position while creating an inclusive and equitable workplace that represents, supports, empowers, and celebrates diversity at all levels.

Founded in 1861 to accelerate the nation's industrial revolution, MIT has risen over its history to become one of the most elite and productive higher education institutions in the world. With ingenuity and drive, its graduates have invented fundamental technologies, launched new industries, and created millions of jobs. At the same time, MIT is profoundly global. The Institute's community gains tremendous strength as a magnet for talent from around the world. Through teaching, research and innovation, MIT's exceptional community pursues its mission of service to the nation and the world. Originally located in Boston, MIT moved to Cambridge in 1916. Offering students opportunities to study and research in state-of-the-art classrooms, as well as acres of green spaces, gardens, and playing fields, the campus is home to nearly 12,000 students. A low student-to-faculty ratio promotes intensive learning that allows students to excel. MIT offers 56 undergraduate majors and has 50 departments and programs offering graduate degrees across its five schools. As an institution with a global reputation, MIT has been home to many internationally prestigious award winners such as Nobel laureates and MacArthur Fellows to name a few.

Supporting the Institute's alumni, the MIT Alumni Association (MITAA) operates with a vision to "engage and inspire the global MIT community to make a better world." It is a network of 145,000 of the most STEM-talented alumni in the world, and the mission of the MIT Alumni Association is to connect alumni to the Institute and to each other by offering a range of services and resources to help alumni strengthen these ties. The MIT Alumni Association is overseen by a dedicated staff and advised by a diverse Board of Directors.

With the global challenges faced in recent years, the MITAA staff and volunteers have experimented with new strategies and tactics to engage the Institute's alumni, innovating and risk-taking along the way in a spirit embodying the MIT ethos. The MITAA also maintained its role as a channel for sharing alumni sentiment with the Institute, serving to amplify voices on matters of importance to MIT, the alumni community, and the world. Within the Alumni Association's MIT Annual Giving operation, alumni and friend philanthropy continues to achieve solid results on a par with the Institute's peer institutions.

## REPORTING RELATIONSHIPS

The Executive Director of Alumni Relations will report to the Chief Executive Officer of the MIT Alumni Association, Whitney T. Espich. The Executive Director will oversee an Office of Alumni Relations team of up to 30 staff members while building a diverse culture of high achievement, accountability, and collaboration. The Executive Director will serve as a leader in the broader MITAA organization and on the Senior Management Team.

## FROM THE CHIEF EXECUTIVE OFFICER

*The MIT Alumni Association exists to connect MIT alumni/ae with each other and with the Institute. That is our mission. Our vision, and the spirit at the heart of our work, is "to engage and inspire the global MIT community to make a better world." With this note, I invite you to join us in pursuit of that vision. More than that, I invite you to help shape that pursuit.*

*MIT's 145,000-strong alumni community includes a diverse array of STEM-talented individuals. I experience them day-to-day as pragmatic optimists with a preference for "doing" and "fixing." When they arrive at MIT as students, they consistently report that they have "found their people" here in the MIT culture. As an alumni association, we seek to channel that energy—that optimism, that capacity for doing and comfort with change—in ways that are aligned with MIT's mission and that also keep alumni connections with MIT strong.*

*The incoming Executive Director of Alumni Relations will inherit a team with a strong foundation as we rebuild post-COVID. It is a team with optimistic and highly competent leaders ready for lift-off to support a new MIT President and her vision. The Alumni Relations team benefits from the support of a Strategic Communications and Marketing team, a Technology Services and Initiatives team, dedicated Human Resources and Finance, and close connections with our MITAA Annual Giving efforts for Reunion fundraising and volunteer cultivation. Our best work is collaboratively accomplished drawing on these various areas of expertise.*

*Importantly, this alumni relations leader, depending on speed of hiring, will have a chance to influence a three-year strategic plan refresh now under way, and certainly will be in a position to help shape the implementation of that plan when it goes into effect on July 1, 2023. I look forward to welcoming a leadership partner to the executive team.*

*As a humanist by training, I can remember feeling a little bit intimidated as I considered applying for a previous role at MIT—what did I know about AI or nuclear fusion or quantum physics or problem sets? It turns out I didn't need to worry. Everyone needs a translator and help connecting. If you are curious, have a sense of humor, and are interested in activating one of the most talented alumni communities on the planet for the common good, I hope you will consider applying. We look forward to meeting you!*

—Whitney T. Espich, CEO, MIT Alumni Association

## **MASSACHUSETTS INSTITUTE OF TECHNOLOGY'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION**

Massachusetts Institute of Technology's objective is to promote a workplace of inclusion that welcomes and supports people of varying backgrounds, different viewpoints, experience, talents, and ideas. By respecting and valuing differences in race, gender, ethnicity, age, physical and language abilities, culture, religion, and sexual orientation, opportunities become numerous. Approaches to problem-solving and decision-making are multi-dimensional, leading to success and empowering staff to thrive and do their best work. MIT is committed not only to meeting the requirements of laws, but also to creating an atmosphere of civility, collegiality, mutual respect, and inclusion that stimulates and supports all employees in their work at MIT.

MIT has offered generations of people the opportunity to change the trajectory of their lives, develop their full potential, and have an impact in the world. Yet the Institute is part of a society in which opportunity is not evenly distributed and in which not all people feel their contributions are valued. To more fully live up to its mission and increase its impact, MIT continues to increase the diversity and sense of belonging in its community, removing barriers to opportunity, and shaping an environment in which all people can do their best work and thrive.

### **PRIMARY RESPONSIBILITIES**

#### **Management of Alumni Relations**

The Executive Director of Alumni Relations will

- work collaboratively with senior colleagues in alumni leadership to formulate a strategic plan, set annual goals, and determine policies and procedures that will lead to greater alumni participation; innovative and robust programming; and stronger ties between alumni and the Institute, with one another, and with students;
- develop and implement sophisticated operational plans for programs and initiatives that engage alumni through a wide range of activities including campus and regional events and programming, alumni education opportunities, alumni travel program, alumni career services, volunteer management and training, reunions, class programs, student outreach, parent programs, and additional alumni engagement efforts;
- direct, manage, and promote alumni programs that require extensive personal interaction with MIT alumni and support the Institute's priorities in collaboration with colleagues within Resource Development, the President's Office, and throughout the Institute;
- partner with the Chief of Staff to deliver data-driven, actionable insights to inform the direction and maximize the performance of alumni relations efforts;
- lead the Alumni Relations team using data to improve, enhance, and measure the effectiveness of existing programs while formulating new initiatives that will resonate with alumni;
- provide meaningful and lifelong engagement, ultimately leading to participation in giving to MIT, reflecting a solid understanding of alumni interests;
- partner with the Executive Director, Annual Fund, on strategic initiatives to ensure effective integration of philanthropic and engagement activities for alumni, students, and other friends of MIT;
- partner with colleagues across Resource Development and the Alumni Association to create an integrated advancement model in which alumni engagement is meaningfully and intentionally embedded in development activities;

- collaborate with the Executive Director, Finance and Operations, to manage a substantial budget; develop a yearly budget proposal; provide quarterly projections; and set long-term budget needs assessments;
- ensure that Alumni Relations is viewed as a valued partner to MIT leadership, schools, colleges, departments, labs, and centers across campus to help colleagues meet the goals and objectives of their programs and the Institute's overall mission;
- develop collaborative and supportive relationships with key offices across campus, including the undergraduate admissions, career center, athletics, and student life;
- provide opportunities for alumni to support the goals and aspirations of these departments and the students they serve; and
- benchmark with similar institutions and identify best practices to continually engage alumni in ways that are distinctively MIT.

### **Management of Staff**

The Executive Director of Alumni Relations will

- partner with the Human Resources Strategic Talent Management team to ensure effective staff management, including hiring and orientation, training and development, workflow and performance management, and developing a diverse, equitable, inclusive work environment that promotes creativity and innovation;
- lead and support the implementation of strategic priorities and initiatives to advance diversity, equity, inclusion, and progressive change;
- provide guidance and promote excellence through well-defined and measurable goals for up to 30 professional and support personnel;
- ensure that staff understand their work within the context of MIT's mission and strategic priorities;
- foster a culture of achievement through mastery of best practices and implementation of new ideas in which effective teamwork, collaboration, accountability, proactivity, strategic thinking, and innovation are expected, recognized, and rewarded;
- lead by example through demonstrating and promoting professionalism, mutual respect, creativity, entrepreneurship, appropriate risk-taking, and cross-organizational cooperation; and
- provide professional development opportunities and encourage staff to pursue personal growth targets.

### **Management of Volunteer Training, Development, and Recognition**

The Executive Director of Alumni Relations will

- provide the overall strategy for volunteer leadership training, development, and recognition programs of the MIT Alumni Association, including the Alumni Leadership Conference and other training initiatives;
- oversee an effective stewardship program that conveys to volunteers that their service is valued and their support is appreciated while demonstrating to them the impact of their contributions; and
- provide strategic direction for staff development related to volunteer management.

### **Management of Alumni Leadership Pipeline**

The Executive Director of Alumni Relations will

- oversee the development and implementation models and strategies for the leadership nomination pipeline and development, working closely with alumni leaders and internal Alumni Association professional staff;

- ensure continuity, diversity, and capability in the volunteer pipeline, identifying alumni who have demonstrated an interest in supporting the Institution, are prominent in their fields, and may be willing to serve on panels, committees, boards, or in other capacities;
- determine effective ways to reach out to and meaningfully engage key constituencies on the importance of growing alumni participation numbers, particularly among younger alumni, to ensure a robust pipeline well into the future; and
- partner with Executive Directors on volunteer identification.

## LEADERSHIP

### **Whitney T. Espich**

#### **Chief Executive Officer, MIT Alumni Association**

Whitney T. Espich was named CEO of the MIT Alumni Association in August 2017. Prior to this role, she served as Executive Director of Communications, Events, and Donor Relations in MIT's Resource Development group, playing a significant role in launching the public phase of the *MIT Campaign for a Better World*. Before joining MIT, Whitney worked in Harvard University's Central Alumni Affairs and Development Office, first as Director of University Development Communications Initiatives and then as Senior Director of Strategic Marketing and Communications. Earlier in her career, she held communications and management positions at Harvard's Radcliffe Institute for Advanced Study, Citigate Cunningham, the Thomas Jefferson Foundation (Monticello), and Mary Baldwin College. Whitney serves on the board of the Council of Alumni Association Executives (CAAE) and sits on the Council for Advancement and Support of Education (CASE) Commission on Alumni Relations. Originally from Virginia, Whitney holds a B.A. from Indiana University-Bloomington, an M.A. from the University of Virginia, and an M.Phil. from St. Andrews University in Scotland.

### **Stephen D. Baker '84, MArch '88**

#### **President, MIT Alumni Association**

Steve Baker graduated from MIT with an undergraduate degree in Course 4 (Architecture). He later received his Master of Architecture degree from MIT, and he also studied at Harvard's Graduate School of Design. In 1994 he co-founded Baker | Wohl Architects (now known as BWA Architecture), a 25-person architecture firm in Boston, where he is President and Senior Principal. As a Principal of BWA, Steve has been responsible for the design and construction of more than \$350M in built projects, including several award-winning buildings. Steve is a 2017 recipient of the Bronze Beaver, the highest award bestowed by the MIT Alumni Association for service to the Institute and the Association. He previously received a Lobdell Distinguished Service Award in 2013, and two alumni volunteer organizations he has chaired have received Great Dome awards for their work. He served a three-year term on the Alumni Association's Board of Directors from 2013 to 2016, and a succeeding one-year term in 2016-17. He was previously a member of the Association's Corporation Nominating Committee. From 2009 through 2017, Steve served as a member of the MIT Corporation's Visiting Committee for the Division of Student Life, which provided advice to the Institute's senior leadership on matters concerning student life, residence life, student counseling, FSILG affairs, and other extracurricular activities.

### **R. Robert Wickham '93, SM '95**

#### **President Select, MIT Alumni Association**

R. Robert Wickham received an S.B. and S.M. in Aero Astro from MIT's School of Engineering in 1993 and 1995 respectively. He volunteers as an Educational Counselor and Career Advisor. Previously he has served as co-chair for his Reunion Gift Committee, an at-large member of the Annual Giving Board, WBRS Chair and Goals Committee member. He has served on the Alumni Association Selection Committee, the AA Board of Directors, the Awards Committee and as President of his class.

Robert has served as a Recent Graduate member on the MIT Corporation, Corporation Screening Committee Chair, and multiple Corporation Visiting Committees among many other volunteer roles. He was honored with the Harold E. Lobdell '17 Distinguished Service Award in 2004, the Volunteer Honor Roll of Service in 2005, The Great Dome Award in 2008, the Henry B. Kane '24 Award in 2009, and the Bronze Beaver Award in 2014. Robert also holds an M.B.A. from The Harvard School of Business. He is currently COO, Asia Pacific and Japan, Tableau at Salesforce.

### **PREFERRED COMPETENCIES AND QUALIFICATIONS**

Massachusetts Institute of Technology seeks an Executive Director of Alumni Relations with

- a commitment to the mission of MIT—to advance knowledge and educate students in science, technology, and other areas of scholarship that will best serve the nation and the world in the 21<sup>st</sup> century;
- comprehensive knowledge of all aspects of successful alumni relations practices;
- experience supervising staff, setting goals and effectively managing performance;
- an exemplary track record in both recruitment and retention of talented staff and discernment when hiring and evaluating individual and team performance;
- senior leadership experience with the ability to define a vision, develop strategic plans, and successfully lead a team toward the fulfillment of goals with transformational impact on the institutions they support;
- stature, credibility, and a capacity to build and sustain effective relationships with internal and external stakeholders, including alumni, board members, senior executive institutional leaders, employees, students, and parents;
- an ability to influence senior colleagues and to advocate for and secure resources in support of MITAA's agenda;
- an ability to achieve alignment, work cross-campus, and provide active support and close collaboration amongst a broad range of stakeholders in relation to strategic plans and execution;
- a creative problem-solving approach and a desire to act as a change-agent who makes significant positive and high-impact contributions as a member of a team;
- exemplary interpersonal, collaboration, and communication (written and verbal) skills as well as a high degree of comfort and cultural sensitivity engaging alumni throughout the United States and around the world;
- an ability to serve as a representative of the Institute to alumni, potentially large benefactors, and leading volunteers;
- strong presentation skills with an ability to command, improvise, and engage both small and large audiences;
- experience building strong teams of highly functioning and collaborative staff in a complex organization, preferably within a research university setting;
- experience improving the effectiveness of staff members through established objectives, performance standards, and accountability;
- a strong commitment to professional development and a desire to create a work environment that builds confidence, promotes diversity and inclusion, celebrates achievements, and encourages teamwork;
- an ability to analyze and evaluate data and implement metrics to achieve results;
- fluency in MS Word, Excel, and Outlook;
- an understanding of and experience with a wide variety of alumni engagement software platforms; and
- experience working closely with and motivating volunteers.

A bachelor's degree or an equivalent combination of education and experience is required for this position as is at least ten years of direct experience in alumni relations, fundraising, or volunteer leadership development in a nonprofit setting including four years of experience supervising staff. MIT considers equivalent combinations of experience and education for certain jobs. All candidates who believe they possess equivalent experience and education are encouraged to apply.

### **SALARY AND BENEFITS**

The salary range for this position is \$200,000 to \$250,000 annually based on years of experience. Massachusetts Institute of Technology offers a comprehensive [package of benefits](#) as well as flexible and hybrid work options.

### **LOCATION**

This position is in Cambridge, Massachusetts. MIT is an integral part of its host city of Cambridge, a diverse and vibrant community noted for its intellectual life, history, and thriving innovation climate. With a campus nestled between Central and Kendall Squares, and across the Charles River from Boston's Back Bay, the Institute is optimally positioned to collaborate with its neighbors and to contribute to its community. This position requires domestic and international travel.

### **APPLICATION INSTRUCTIONS**

All applications, nominations, and inquiries are invited. ***Applications must include a résumé and a cover letter of interest responsive to the mission of Massachusetts Institute of Technology as well as the responsibilities and qualifications stated in the prospectus.***

MIT is an equal employment opportunity employer. It values diversity and strongly encourages applications from individuals from all identities and backgrounds. All qualified applicants will receive equitable consideration for employment based on their experience and qualifications and will not be discriminated against on the basis of race, color, sex, sexual orientation, gender identity, religion, disability, age, genetic information, veteran status, ancestry, or national or ethnic origin. MIT's full policy on nondiscrimination can be found [here](#).

MIT requires COVID-19 vaccination for all MIT employees who work in the United States. New employees must receive all doses in the primary series of COVID-19 vaccine plus one booster (when eligible) before their date of hire. Individuals may request exemption from the vaccine requirement for medical or religious reasons. More information may be found at [MIT NOW - COVID-19 Policies and Information](#).

*To apply for this position, visit:*

[\*Executive Director of Alumni Relations, Massachusetts Institute of Technology.\*](#)

*Nominations and inquiries can be directed to: Clare McCully, [claremccully@aspenleadershipgroup.com](mailto:claremccully@aspenleadershipgroup.com).*

*All inquiries will be held in confidence.*