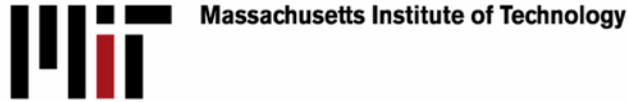




**EXECUTIVE DIRECTOR OF FOUNDATION RELATIONS
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
Cambridge, Massachusetts
web.mit.edu**



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

The Executive Director of Foundation Relations will lead and manage a centralized operation responsible for proactively seeking new funding opportunities and building partnerships with foundations and funding arms of philanthropic donors resulting in grants to support a wide range of Institute-wide, initiative, school, department, and program needs in research and education. Currently annual receipts to MIT from foundations track close to \$200M (of which the Foundation Relations team is involved with approximately \$60M-\$80M), with opportunities for expansion. The Executive Director of Foundation Relations will manage a staff of ten to twenty, including frontline professionals and administrative and support staff members. The successful candidate will demonstrate superior communication, organizational, interpersonal, and strategic skills and work regularly with senior leadership, administrators, and members of the faculty to obtain foundation funding for MIT priorities and objectives. The Executive Director of Foundation Relations must provide strong leadership based upon significant experience in this area; understand the role of foundation relationships and funding within a leading research university; understand science and technology sufficiently to be able to relate effectively with both faculty and funders; and bring energy, vision, and diplomacy to this position. The Executive Director of Foundation Relations should be able to work easily in a wide variety of settings with the ability to motivate the frontline staff to act as a team with an entrepreneurial bent as well as the ability to work internally and externally to negotiate and close agreements.

The Executive Director will track and inform leadership of new trends in the foundation sector that may affect success in this realm and will establish close cooperative working relationships with other offices within Resource Development and across the Institute in order to assure the best results for MIT. The Executive Director of Foundation Relations will establish appropriate annual goals for foundation giving and team results, track activity and success against those goals, and manage and motivate staff to assure that MIT realizes significant funding from foundations and other funding arms of philanthropic donors/organizations.

MIT is a world-class educational institution. A mission 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 21st century, teaching and research—with relevance to the practical world as a guiding principle—continues to be its primary purpose. MIT is independent, coeducational, and privately endowed. Its five schools encompass numerous academic departments, divisions, and degree-granting programs, as well as interdisciplinary centers, laboratories, and programs whose work cuts across traditional departmental boundaries.

MIT is committed to generating, disseminating, and preserving knowledge, and to working with others to bring this knowledge to bear on the world's great challenges. MIT is dedicated to providing its students with an education that combines rigorous academic study and the excitement of discovery with the support and intellectual stimulation of a diverse campus community. The Institute seeks to develop in each member of the MIT community the ability and passion to work wisely, creatively, and effectively for the betterment of humankind.

REPORTING RELATIONSHIPS

The Executive Director of Foundation Relations will report to the Associate Vice President and Chief Operating Officer and serve as a member of the Vice President of Resource Development's senior management team.

PRINCIPAL OPPORTUNITIES

MIT publicly launched the most ambitious comprehensive fundraising initiative in its history in 2016. With a goal of \$5 billion, MIT's [*Campaign for a Better World*](#) invites alumni, friends, and organizations to join MIT in addressing some of the planet's greatest challenges. Success will be determined by how well the Institute identifies and engages new and existing donor communities, builds sophisticated tools for evaluating data about its constituents, and manages the flow of information to leadership and volunteers. The opening of the position of Executive Director of Foundation Relations comes at an opportune moment to ensure that support from and through foundations is garnered for MIT to maximize its philanthropic support within the campaign and beyond.

The candidate who fills this role will have the opportunity to

- inherit a seasoned team with a deep commitment to and knowledge of MIT that can be leveraged for long-term success in foundation relations not only for campaign support, but also for future initiative planning;
- create new levels of strategic partnerships both within Resource Development and with other organizations at MIT with the intent of collaborating on new areas of foundation fundraising growth, thus positioning the Institute to meet changes and trends in the industry; and,
- spearhead the development of a strategic plan for the future evolution of Foundation Relations within Resource Development at MIT and become a thought leader for the advancement of this work across the industry.

PRIMARY RESPONSIBILITIES

The Executive Director of Foundation Relations will

- develop and implement strategic plans for the Office of Foundation Relations to identify, cultivate, and successfully secure grants from major foundations so as to maximize such funding in support of the research and education funding priorities of the Institute;
- maintain an active personal portfolio of foundation donors and prospects;
- oversee stewardship of key foundation relations;

- coordinate with the Provost, the Deans, the Vice President of Resource Development, and others as appropriate in the determination of Institute priorities for which foundation support will be solicited;
- direct and coordinate the activities of senior officers, schools, units, and departments at MIT relating to the solicitation of gifts from major foundations, both domestic and international, and direct such activities by others, as appropriate;
- direct and coordinate the activities of Resource Development and Foundation Relations staff to support senior officers, schools, units, and departments at MIT to solicit major foundation support;
- establish annual goals for the Office of Foundation Relations in concert with the goal setting process in Resource Development;
- direct foundation relations activities and allocation of resources to meet campaign goals and deliver strategic direction to the fulfillment of campaign priorities;
- identify and assign portfolio of foundation prospects;
- manage the Office of Foundation Relations team to assure that each member of the staff has clear and achievable goals, is motivated, and has the tools to achieve success;
- mentor staff and provide career guidance as appropriate and work to inculcate a spirit of collaboration and cooperation among the team, leading to successful realization of goals; and
- develop and maintain excellent cooperative relationships with other units within Resource Development and partners in the Offices of the President, Provost, Vice President for Research, Chancellor, and Deans.

KEY COLLEAGUES



Julie A. Lucas
Vice President for Resource Development

Julie Lucas has served as Vice President of Resource Development since November 2014. In this role she is responsible for the planning, development, and implementation of MIT's fundraising strategy, including communications to donors and prospects; prospect research; solicitation of foundation, corporate, and individual donors; gift planning; donor stewardship; and fundraising accounting. Julie is also leading efforts to shape MIT's upcoming capital campaign.

Julie is a member of the Institute's senior leadership team and reports directly to the President. She collaborates closely with the Provost, and Chancellor, the vice presidents, deans, faculty, Alumni Association, and volunteers, to build philanthropic support for key academic and research priorities and to meet the needs of MIT students, support faculty creativity, and maintain the Institute's world-class facilities.

A New England native, Julie joined MIT from the University of Southern California (USC), where she served as Associate Senior Vice President since 2012. She has also held senior advancement jobs at New York University and at Fordham University.

At USC, Julie helped to plan and implement an ongoing \$6 billion campaign, developing strategies to cultivate gifts from top prospects. The schools she oversaw raised \$1.4 billion toward this campaign, and 12 of them launched school campaigns. Julie solicited major gifts on behalf of USC, spearheading a global initiative to build relationships and raise capital worldwide.

Working with development staff across USC's schools, she created metrics for monitoring program effectiveness in individual schools and units.

Before joining USC, Julie spent a total of eight years in development and alumni relations at NYU: as a development officer and then Director of the Annual Fund and major gifts for NYU's School of Law, as Director of University Development and Major Gifts, and ultimately as Associate Dean of Development and Alumni Relations at NYU's Stern School of Business. In her capacity at NYU Stern, Julie led outreach to more than 100,000 alumni as well as all development activities, achieving a 15 percent increase in overall giving; a 24 percent increase in first-time donors; a 381 percent increase in planned gifts; and 100 percent participation from both leadership boards, a first in the school's history.

Julie was an Assistant Vice President at Fordham from 2004 to 2010, first for law school development and then for external affairs. She also served as Assistant Dean of Institutional Advancement at Fordham Law School, where she oversaw a \$100 million campaign, raising more money than had been raised in the previous 100-year history of the law school. Julie earned her BA in political science and Spanish from McDaniel College (formerly Western Maryland College) in 1995, and her MS in educational administration from Hofstra University in 1997. Before joining NYU, she worked in admissions at Hofstra.



David A. Woodruff

Associate Vice President and Chief Operating Officer

David is currently Associate Vice President and Chief Operating Officer for Resource Development at MIT and has served in this capacity since mid-2012. He oversees operations of the entire development staff. David also worked at MIT in prior development positions between 1984 and 2002 focused on corporate, international, and major gift fundraising. Prior to returning to MIT, David held the post of Executive Director and Chief

Operating Officer for Development at Massachusetts General Hospital (MGH) from 2008 where he guided the conception, execution, and near completion of a \$1.5 billion campaign. Between 2002 and 2008, David was Dean of Resource Development at Harvard School of Public Health and headed up initial planning for the School's portion of a university campaign.

David received his bachelor's degree from MIT and master's degree from Stanford University, both in civil engineering. David also earned his MBA from Babson College. David has been a frequent presenter at conferences held by CASE, AFP, and AHP and serves on a number of nonprofit boards. David is president-elect of the Massachusetts Chapter of AFP.



Dr. Arundhati Tuli Banerjee

Executive Director, Philanthropic Partnerships

Arundhati Tuli Banerjee is Executive Director of the MIT Office of Philanthropic Partnerships, where she works with MIT alumni, friends, and supporters across the globe to identify, help plan, and find support for MIT's priority initiatives at the principal gift level. In this role, she also works closely with MIT President Rafael Reif, senior officers, and faculty to align MIT's mission with the Institute's key partners and presidential allies.

Tuli is a lecturer in Global Studies and Languages at MIT and is a co-director at MIT's Center for Bilingual and Bicultural Studies. Her prior experience at MIT includes the faculty directorship of the MIT-India Program, when she worked closely with academic

institutions, government, industry, and private philanthropists in India to encourage and implement collaborative research between the two countries.

She received her MA in English from Jadavpur University (1986), India and her MA in French literature from Brandeis University (1988). Her MPhil and PhD in French literature are from Columbia University (1994). Before coming to MIT in 2000, she taught French at Tufts University. Banerjee has published in many academic journals, lectured at several academic conferences, and co-directed a documentary film "The Name of the Disease" (2006) on healthcare in India, with Professor Abhijit Banerjee, MIT professor and co-director of the Abdul Latif Jameel Poverty Action Lab.



Sarah Kruse
Campaign Director

Sarah Kruse joined Resource Development as the Campaign Director on October 19, 2015. Prior to coming to MIT, she was the Director of University Development Strategy at Harvard where she managed the University's Campaign Executive Committee, the volunteer activities of the University Campaign Chairs, and oversaw the development activity for the President and Provost. In this role, Sarah also managed relationships between the central and school development offices.

Prior to joining the University's development office, Sarah served as the Executive Director for Alumni Affairs and Resource Development at the Harvard Kennedy School. She led the early stages of campaign planning for the School in addition to overseeing annual giving, donor engagement, and development operations. In prior roles at the Kennedy School, Sarah directed events, alumni relations, and annual giving. In addition to her full-time roles at Harvard, she was also a Proctor for nine years, living in a freshman dorm providing residential oversight and serving as an academic adviser. Sarah has an MPA from Harvard University and a BA from Kalamazoo College.



Chris Toro
Executive Director, Office of Individual Giving

Chris Toro leads the major gift and planned giving teams, which are focused on closing gifts in the \$100,000 to \$5 million giving band. Chris re-joined MIT in 2012 to manage the eastern U.S. region for Resource Development's major gift operation. Prior to MIT, Chris served as Director of Development at Boston College where she advanced fundraising priorities for the College and Graduate School of Arts and Sciences and the Carroll School of

Management. From 2002-2005, Chris was a Senior Major Gifts Officer at MIT during its \$2 billion *Campaign for MIT* and focused on the New York Metro area.

Before fundraising, Chris worked in direct marketing with Brann USA in Chicago and in sales of consumer and commercial payment products (credit, debit, and purchasing cards) with Visa U.S.A. and Fleet Financial Group. Chris earned her AB in European History and German from Wheaton College (MA).



Deb Cunningham

Executive Director, Strategic Information Management

Deb Cunningham is currently the Executive Director, Strategic Information Management at MIT Resource Development. Prior to this position, Deb served as Vice President of Administration, CAO at the University of Connecticut Foundation, where she consolidated and expanded Advancement Services while also overseeing Annual Giving, Human Resources, and Facilities Management.

Prior to UConn, Deb consulted for SunGard Higher Education, delivering Advancement project leadership and management services to many outstanding institutions, among them Harvard, Dartmouth, Columbia, University of Colorado, the California State System, and Notre Dame.

Deb holds a bachelor's degree and an MBA from the University of Vermont. She also attended Mount Holyoke College.

CANDIDATE QUALIFICATIONS AND QUALITIES

The successful candidate for the position of Executive Director of Foundation Relations should have

- demonstrated strength in management and leadership in complex organizations;
- an ability to work closely with senior academics and administrators, and to discuss complex institutional initiatives with prospective funders;
- a track record of being a team player;
- significant knowledge of tax laws and practices affecting foundations and their associated funding vehicles;
- excellent verbal, written, and interpersonal skills;
- well proven human relations and communications skills;
- a demonstrated capacity to deal effectively, with poise and confidence, with potentially large benefactors of the Institute and work collaboratively with internal offices at MIT;
- a proven track record of directly soliciting major gifts from individuals or via their foundations;
- a proven record of accomplishment in a position requiring independent planning and efficient utilization of time and personnel resources;
- demonstrated leadership and the ability to successfully manage multi-functional or diverse program areas and staff; and,
- a willingness to travel.

A bachelor's degree is required for this position as is eight years of direct experience in foundation relations and gift solicitation for a college, university or large non-profit organization. An advanced degree is desirable.

SALARY & BENEFITS

The Massachusetts Institute of Technology offers a competitive salary and benefits package.

LOCATION

MIT is an integral part of its host city of Cambridge, Massachusetts, a diverse and vibrant community noted for its intellectual life, history, and thriving innovation climate. With a campus nestled between the active Central and Kendall Squares, and across the Charles River from Boston's Seaport District, the Institute is in an optimal position to engage in collaborative endeavors with its neighbors and contribute to the growing innovation community.

The city's approximately 105,000 residents, including more than 36,000 college and university students, together build a vibrant community within its 6.26 square miles. Cambridge is pedestrian- and bicycle-friendly, with 80 parks and playgrounds, six subway stations, a commuter rail line, 29 bus routes, multiple shuttles, 33 bike sharing stations, and numerous dedicated bicycle lanes, enabling visitors and students to get around the city and the MIT campus without a car.

MIT has a far-reaching impact on the economy of the region. The Institute is Cambridge's second largest employer and largest taxpayer, representing almost 13 percent of the city's revenue stream. MIT is also a magnet for investment and fuels the innovation economy with the research, start-ups, and talent pool that it generates. Kendall Square, at the eastern end of MIT's campus, is the seat of a growing innovation cluster in which MIT plays a catalyzing role, and the area has attracted offices of numerous life science and technology-related companies.

DIVERSITY AND INCLUSION

MIT understands that diversity spans the whole array of human characteristics that differentiate and shape the world, including, but certainly not limited to, race, gender, culture, sexual orientation, disability, socioeconomic background, age, religion, and language. MIT is committed to creating a culture of inclusion, so MIT can actively capitalize on its community's diverse skills and perspectives, and better advance the fundamental 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 21st century."*

Furthermore, MIT's Advancement community affirms the value of diversity. Its guiding principles of excellence, integrity, and respect are built upon the recognition that each person brings unique qualities, talents, and perspectives to the Institute. Each community member is empowered to engage in open dialogue in order to build alliances across differences. MIT's Advancement community aspires to create an inclusive and equitable workplace that represents, supports, and celebrates diversity at all levels.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. Before submitting your materials, please read them over for accuracy. Review of applications will begin immediately and continue until the successful candidate has been selected.

To nominate a candidate, please contact Don Hasseltine:
donhasseltine@aspenleadershipgroup.com.

All inquiries will be held in confidence.



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