

ASPEN • LEADERSHIP • GROUP

EXECUTIVE DIRECTOR, STRATEGIC INFORMATION MANAGEMENT

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, Massachusetts

<http://mit.edu>



Massachusetts Institute of Technology

The Aspen Leadership Group is proud to partner with the Massachusetts Institute of Technology in the search for an Executive Director, Strategic Information Management.

The Executive Director, Strategic Information Management (ED) is responsible for the overall leadership and direction of the Office of Resource Development's appropriation, analysis, management, and reporting of data relevant to its fundraising efforts, and for the harnessing of that data to enhance prospect development and management to achieve its ambitious fundraising goals. The Prospect Development (Prospect Identification, Research and Management) team and the Resource Development Information Technology (RDIT) team report to the Executive Director.

The Executive Director is responsible for determining, implementing, and managing strategic direction for both organizations including change and process management, data analytics, technology adaptation, prospect research, identification and management. S/he will provide vision and leadership in the development and implementation of programs, processes, and products and will identify new projects and services that will increase the effectiveness of both the Prospect Development and RDIT teams in meeting the fundraising needs of the Institute. S/he will also establish strategic partnerships with fundraising leadership and other offices in Resource Development and across the Institute, especially the MIT Alumni Association, Schools, and Office of the Recording Secretary, in order to assure information of the highest integrity for MIT. The Executive Director establishes appropriate metrics to track progress towards goals, and manages and motivates staff to assure that MIT is equipped to realize significant funding from alumni and friends, foundations, and corporations.

The Massachusetts Institute of Technology 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, Strategic Information Management reports to the Associate Vice President and Chief Operation Officer and serves as a member of the Resource Development Senior Management Team.

PRINCIPAL OPPORTUNITIES

MIT has recently launched the most ambitious comprehensive fundraising initiative in its history. The *Campaign for a Better World* invites alumni and friends 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 donors, builds sophisticated tools for evaluating data about its constituents, and manages the flow of information to leadership and volunteers. The creation of the position of Executive Director, Strategic Information Management comes at an opportune moment to ensure that these efforts are aligned for MIT to maximize its philanthropic support.

The candidate who fills this role will have the opportunity to

- meld two existing teams into a new entity with the expertise to be a powerful source of strategically focused business intelligence for fundraising, engagement, and decision-making in Resource Development;
- create a new level of partnership with frontline fundraising and donor-facing staff and leadership, enabling greater levels of fundraising effectiveness and performance through a combination of sophisticated support tools, data analytics, and a data-driven process for managing the pipeline of prospective donors; and
- spearhead the development of a strategic plan for the future evolution of data, analytics, prospect development, and technology within Resource Development at MIT, and become a thought leader for the advancement of this work across the industry.

PRIMARY RESPONSIBILITIES

The Executive Director, Strategic Information Management will

- lead the successful development and integration of a Strategic Information Management structure within Resource Development to meet its current and future needs and increase efficiencies throughout the organization;
- provide focused, business-minded leadership and management, emphasizing measureable contributions and metrics for Prospect Development (Prospect Research, Identification and Management) and RDIT;
- contribute actively to strengthening the overall performance and capacity of Resource Development through innovative applications of technology, tools, and business intelligence designed to support key operations across the organization;
- work with key business stakeholders to define requirements for new technology implementation and utilization;
- direct the development of a framework for the application of data-based methods for Prospect Research, Prospect Identification and Prospect Management and provide recommended process/procedure enhancements;
- lead the development of prospect analytics to provide insight through metrics, dashboards, and full-spectrum analysis and predictive modeling;

- design and implement a range of strategies and projects aimed at expanding and refining the prospect pool, including working with vendors and other departments, overseeing alumni and faculty screening efforts, determining priorities for prospects identified through the various processes, and setting guidelines for rating and entry of prospects into the Prospect Management System;
- recruit and retain highly qualified personnel in the fields of data science, database management, user training, prospect development; and
- perform other responsibilities as required.

KEY COLLEAGUES



Julie A. Lucas

Vice President for Resource Development

Julie Lucas has served in that position at the Massachusetts Institute of Technology since November 2014. The Vice President for Resource Development 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, 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 Massachusetts Institute of Technology (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. 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.



Dr. Arundhati Tuli Banerjee

Executive Director, Philanthropic Partnerships

Arundhati Tuli Banerjee 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. 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. 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.

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 9 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).



Whitney Espich

Executive Director, Communications, Events and Donor Relations

Whitney Espich joined MIT's Resource Development group in August 2014 after holding positions in Harvard's central Alumni Affairs and Development Office as director of University development communications and later as senior director of strategic marketing and communications. In these roles she developed and oversaw University-wide marketing and communications for Harvard's \$6.5 billion dollar campaign launched September 2013.

Prior to those roles, she served for seven years as director of communications at the Radcliffe Institute for Advanced Study. She has also spent time in the corporate sector as an account manager in the Cambridge offices of Citigate Cunningham, a UK-owned, high-tech communications agency.

Before moving from Virginia to the Boston area in 2000, Whitney handled communications for Monticello, the home of Thomas Jefferson, and Mary Baldwin College. She holds a BA in English from Indiana University, Bloomington; an MA in English from the University of Virginia; and a MPhil in philosophy from the University of St. Andrews in Scotland.



Lindley Huey

Executive Director, Foundation Relations

In her role as Executive Director of the Office of Foundation Relations, Lindley Huey leads a team of thirteen focused on developing, managing, and stewarding relationships with a broad range of independent foundations and unaffiliated family foundations. She brings to the role seventeen years of experience at MIT, first in the Office of Corporate Relations, where she held increasingly responsible positions in the research unit, and then in Foundation Relations, which she joined as an associate director in 2002. Lindley became director of OFR in 2010, and since then has led the

team's efforts to define goals and set strategy for securing foundation support for major Institute and school priorities and faculty projects, working in close collaboration with senior officers, deans, other faculty, and staff across the Institute. Prior to coming to MIT, she worked as an attorney, first at a non-profit agency in New York City (now Safe Horizon), and then at a small general practice law firm in Peterborough, New Hampshire. She also spent a year working in a start-up in the Boston area. Lindley received a bachelor's degree in anthropology from Wesleyan University and earned her J.D. from Fordham Law School.



Bill Fitzgerald

Executive Director, Finance, Operations and RD Systems

Bill Fitzgerald, the Executive Director of Finance and Operations for both the Alumni Association and Resource Development (RD) and the Executive Director for RD Information Technology, has worked at MIT for over 37 years in the areas of finance, administration, and facilities operations, including construction project management. He has balanced the books in every type of MIT unit—a large academic department, central administrative offices, even Lincoln Laboratory. He has served on many cross-Institute committees and working groups, including a three-year term on the MIT Federal Credit Union Board of Directors.

Bill earned his BA in Management Information Systems from Northeastern University, nights, while working for the Institute. He is a member of CASE, Educause, the Eastern Association of College and University Business Officers (EACUBO), and the Alumni Business Managers Group.

In his spare time, Bill enjoys a rich family life and hobbies including reading, hiking, and a variety of do-it-yourself home projects. He also volunteers for the Leukemia and Lymphoma Foundation, the Massachusetts Special Olympics, and was recently nominated for service on the Massachusetts Down Syndrome Board of Directors. Bill and his wife Christine make their home in Northborough, MA.

CANDIDATE QUALIFICATIONS AND QUALITIES

The ideal candidate for the position of Executive Director, Strategic Information Management will have

- demonstrated leadership, strategic planning and change management experience and the ability to successfully manage multi-functional or diverse program areas and staff;
- knowledge of descriptive, predictive, and prescriptive analytics and modeling and experience in their application for fundraising and alumni relations environments;
- experience in a high-performing prospect research/management organization;
- excellent human relations and communications skills;
- demonstrated capacity to deal effectively, with poise and confidence, with key stakeholders;
- industry knowledge of IT, research standards, database or CRM conversion;
- experience administering ADVANCE C/S in a Unix/Oracle environment;
- the ability to juggle multiple tasks, often under tight time constraints; and,
- a proven record of accomplishment in a position requiring independent planning and efficient utilization of time and personnel resources.

A bachelor's degree is required for this position. An advanced degree is desirable. The successful candidate will have at least seven years of experience in advancement; the ideal candidate will have ten or more years of experience including significant experience in higher education. Experience within an institution of strong science and engineering programs is preferred.

BENEFITS

This position offers an excellent and highly competitive benefits and compensation package. Benefits include retirement, comprehensive health care, paid vacation, and opportunities for continued professional development.

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.

APPLICATION DEADLINE

Before sending your résumé for this position, please read it over for accuracy. Review of applications will begin immediately and continue until the successful candidate has been selected.

To nominate a candidate, please contact Susan Faraone at susanfaraone@aspenleadershipgroup.com or Ron Schiller at ronschiller@aspenleadershipgroup.com.

All inquiries will be held in confidence.

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