

# ASPEN • LEADERSHIP • GROUP

## EXECUTIVE DIRECTOR, ALUMNI RELATIONS

TUFTS UNIVERSITY

Medford, Massachusetts

<http://tufts.edu>



## THE OPPORTUNITY

The Aspen Leadership Group is proud to partner with Tufts University in the search for an Executive Director, Alumni Relations.

The Executive Director, Alumni Relations is an important ambassador to the Tufts community of alumni, parents, students, and friends. The successful candidate will represent Tufts to these audiences in groups large and small and will be a visible and active presence on campus and in the Tufts community locally, nationally, and internationally. S/he will engage the Tufts community with energy and enthusiasm, leading a cutting edge alumni relations program that nurtures and strengthens the Tufts network and which serves Tufts alumni at all stages of their lives.

The Tufts University Alumni Association is one of the oldest college alumni associations in the United States and has more than 100,000 members worldwide who have helped make Tufts University a leading global institution. Tufts' alumni are actively engaged in making a difference in their communities throughout the world. Tufts Alumni is a proud organization that helps to link its alumni to the University and to each other.

The Executive Director will craft a vision and mission for this area that complements and supports the aspirations articulated by the leaders of Tufts University, University Advancement, and the Tufts University Alumni Association. The Executive Director plays a strategic role in developing the alumni relations base in support of the University's goals and fundraising objectives.

## TUFTS UNIVERSITY



**Mission:** Tufts is a student-centered research university dedicated to the creation and application of knowledge. The University is committed to providing transformational experiences for students and faculty in an inclusive and collaborative environment where creative scholars generate bold ideas, innovate in the face of complex challenges and distinguish themselves as active citizens of the world.

Tufts University, located on three Massachusetts campuses in Boston, Medford/Somerville, and Grafton, and in Talloires, France, is recognized among the premier research universities in the United States. Tufts enjoys a global reputation for academic excellence and for the preparation of students as leaders in a wide range of professions. A growing number of innovative teaching and research initiatives span all campuses, and collaboration among the faculty and students in the undergraduate, graduate and professional programs across the University is widely encouraged.

For more than ten years Tufts has been ranked among the top 30 universities in the nation. It is organized into seven schools: the School of Arts and Sciences, the School of Engineering, Cummings School of Veterinary Medicine, Fletcher School of Law and Diplomacy, the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, the School of Dental Medicine and the School of Medicine. Through the Jonathan Tisch College of Citizenship and Public Service, Tufts emphasizes civic engagement across the university in all disciplines. Tufts has a strong reputation in the life sciences and global education. Under the leadership of President Monaco, a 10-year strategic plan lays out a vision that will position the university to address challenges facing higher education, while remaining true to its core values of teaching and learning, research and scholarship and impact on society.

### **REPORTING RELATIONSHIPS**

The Executive Director, Alumni Relations reports to the Vice President, University Advancement.

### **PRINCIPAL OPPORTUNITIES**

Tufts is in the leadership phase of a University campaign that will build upon the successes of the \$1.2 billion *Beyond Boundaries* campaign that ended in 2011. The Executive Director, Alumni Relations will participate in planning efforts already ongoing for the next campaign and will be expected to design a program that complements the goals and objectives of the University campaign and which establishes measurable goals for increased engagement within the Tufts alumni community.

### **TUFTS UNIVERSITY ADVANCEMENT DIVISION**

The Tufts University Advancement Division (UA) is a comprehensive development and alumni relations enterprise with a staff complement of approximately 170 full-time employees. Functional units within UA include development/fundraising, alumni relations, stewardship and donor relations, special events, gift processing, research and prospect management, gift planning, corporate and foundation relations, and information systems and management.

UA's mission is to build strong, lifelong relationships with Tufts University's constituents, match donors' interests with the University's needs and priorities, and secure the financial resources necessary for Tufts to achieve excellence in teaching, research, and scholarship. The Division is strongly committed to serving the academic agenda of the University, creating a culture of philanthropy in the extended Tufts community, and pursuing excellence and best practices in its work. Integrity, collegiality, diversity, accountability, mutual trust, and respect for the individual as well as the intentions of our donors are the values that guide the Division's work.

In 2011, Tufts completed its \$1.2 billion *Beyond Boundaries* campaign. In anticipation of the next major Tufts fundraising effort under the leadership of President Anthony Monaco and Provost David Harris, UA has continued its comprehensive strategic planning activities and is working to position the Division and the University for future campaign success.

## PRIMARY RESPONSIBILITIES

### Strategic Planning and Implementation

The Executive Director, Alumni Relations will

- as a member of University Advancement's senior management team, participate in high level planning efforts resulting in the establishment of an effective advancement program;
- participate in high level operational and budget planning;
- work with the Alumni Relations team to develop strategic and tactical plans for serving alumni around the world, from every school, and representing a growing number of special-constituencies, improving existing programs and developing new and innovative programming as opportunities arise;
- prepare the University and build the infrastructure necessary to execute a strategic plan for alumni relations in coordination with appropriate university staff and alumni leadership;
- support Tufts' fundraising goals, including promoting and increasing alumni philanthropic participation;
- manage volunteers associated with the Associations' many programs, services and component parts;
- provide training and development opportunities to alumni volunteers;
- manage program budgets, totaling over \$2.5 million; and
- ensure effective tracking, forecasting, and reporting of program budgets.

### Marketing and Communications

The Executive Director, Alumni Relations will

- work collaboratively with University Communications to develop and update the TUAA brand and develop an effective communication system for alumni including the use of new technologies, utilizing social media;
- utilize marketing strategies to survey alumni to determine the most effective programming and communication vehicles;
- build a communication and marketing plan that will help to identify, cultivate, and attract future volunteer leadership, building a pipeline of dynamic new leaders for the TUAA; and
- serve as the University's key spokesperson on alumni affairs, and provide periodic reports and updates to the university's administration, UA colleagues and TUAA leadership.

### Relationship Building

The Executive Director, Alumni Relations will

- establish and maintain relationships and programs with university offices outside of OAR, including athletics, undergraduate admissions, career center, student life, academic departments, the Provost's office, etc. to stay current on events and opportunities on campus;
- organize periodic meetings with the key alumni relations staff in all of Tufts' school-based Development and Alumni Relations offices;
- coordinate with each school office the ongoing data input and data integrity management needed to create annual engagement reports;
- promote strong communication and collaboration between and among those who have primary responsibility for alumni relations programming in their office;
- create strong relationships with and serve as a primary liaison to the Alumni Association's Executive Committee and key committee volunteers;
- guide the council in establishing alumni association policies;
- serve as ex-officio member on all board committees;

- serve as a principal liaison and university representative to the Tufts Alumni Council, and attend the major Council meetings (fall and spring) each year;
- provide updates and major reports and presentations to the members of the Council – and report on issues related to the OAR staff and resources;
- work with the Associate Director on the assignment and training of staff who act as liaison responsibilities; and
- assist with developing strategies and communications related to program changes – with the support and input from the volunteer leadership of TUAA.

### **Staff Management**

The Executive Director, Alumni Relations will

- provide leadership and direction to staff members charged with developing, sustaining, improving, or retiring any of the standard traditional programs as needed;
- hire and develop staff, set goals that are aligned with OAR, the division and the University, meet with staff regularly to ensure progress on goals, conduct mid-year and performance reviews;
- provide opportunities for staff to increase and enhance their skills to work effectively in positions of increasing responsibility;
- empower staff through inclusive communication and delegation;
- ensure staff accountability for excellence through clear measurable goals;
- explore opportunities to assure coordination and productivity, communication, and to promote staff collaboration and professional satisfaction; and
- ensure that staff contribute to the collection and enhancement of alumni information and that data is mined, accessed, and used to drive sound decision making.

## **UNIVERSITY ADVANCEMENT SENIOR MANAGEMENT TEAM**



**Eric Johnson**

### **Vice President, University Advancement**

Eric Johnson joined Tufts in 1988 as a major gifts officer for the School of Arts and Sciences, later rising to executive director of Advancement. In that role he managed seven school-based fundraising teams along with the principal and leadership gifts group. He assumed the role of acting Vice President on March 1, 2012, upon the departure of Brian Lee, and was named Vice President shortly thereafter. He has worked closely with the president and other senior leaders on leadership gifts to the University. He also helped develop the President's Marathon Challenge in 2003, the year he ran his first marathon. Since then, he has stayed active in the program and has run 30 marathons, including the World Marathon Majors. Eric's parents are both Tufts alumni from the class of 1954. He holds a B.A. in political science from George Washington University.



**Marah Atwell**

### **Executive Director of Advancement Services**

Marah Atwell oversees the central service units within UA including Prospect Development, Gift and Information Services, Advancement Information Systems, Donor Relations, Special Events, and Planning and Administration. She also serves as the UA liaison with HR, TTS, and the Budget Center. Marah joined Tufts in 2004 as a business analyst on the Advance implementation and later managed the information systems team for seven years. Prior

Tufts, Marah held previous positions at Dana-Farber Cancer Institute, Massachusetts Biotechnology Council, and Providence Children's Museum. Marah holds a B.A. in American Studies from Colby College and an M.B.A from University of Massachusetts, Boston.



**Margot A. Biggin**  
**Executive Director, University Advancement**

Margot Biggin oversees the fundraising teams for the School of Arts and Sciences, the School of Engineering, Tisch College of Citizenship and Public Service, Tufts Annual Giving, Gift Planning, and Corporate and Foundation Relations. Prior to joining Tufts in 2013, she served the not-for-profit sector for nearly 30 years. Most recently, she served as vice president at The Wayland Group, where she consulted on fundraising, planning, and board and leadership development. Previously, she served as director of development at the Harvard Graduate School of Education, director of development at the Big Brother Association of Greater Boston, and held positions at two United Ways, in Boston and White Plains, NY. Margot served on the Board of Directors of the Association of Fundraising Professionals, Massachusetts Chapter for 18 years. A graduate of Smith College, she earned an MBA from the Boston University Graduate School of Management.



**Bill Gehling**  
**Senior Advisor**

Bill Gehling, A'74, G'79 is senior advisor building strong network of athletics alumni and exploring fundraising opportunities in support of Tufts Athletics, the School of Arts and Sciences and other university priorities. During his 16-year tenure as director of athletics, he oversaw the construction of new facilities, multiple NCAA championships won by teams and individuals and the expanded reach of the program. His connections and dedication to Tufts grow out of more than four decades at the University, first as a student, then a coach, and, ultimately, as director of athletics in 1999



**Jonathan Schwartz**  
**Director of Campaign Management**

Jonathan Schwartz has responsibility for planning, directing, implementing, and evaluating comprehensive campaign activities, in close collaboration with senior management and numerous partners within UA. Prior to joining Tufts in 2014, he oversaw the University of Rochester's first \$1 billion campaign and played a key role in a dramatic reshaping of its entire Advancement enterprise. He worked previously at Washington University in St. Louis, where he played a central role in completing their \$1.5 billion campaign, with particular focus on capital and special projects. His Advancement career started at Caltech, which included principal and major gifts work, staffing Board task forces and committees, and co-management of a \$100M campaign for biological sciences. He is a graduate of Georgetown, where he majored in History and English. He has a master's degree in Radio, TV, Film from Northwestern, and has also done extensive coursework in Film and Television Critical Studies at USC.



**Jo Wellins**  
**Executive Director, University Advancement**

Jo Wellins' Tufts career includes serving as associate director of development in Corporate and Foundation Relations, director of development and alumni relations for the Friedman School of Nutrition Science and Policy, and deputy director for Development during *Beyond Boundaries*. Her areas of oversight are the five professional schools (Cummings, Dental, Fletcher, Friedman, and Medicine), and Principal Gifts and University Initiatives. She also oversees the

development activities of the International Board of Advisors. Jo has 35 years of fund-raising experience, including 12 years in the public broadcasting system. In her spare time, Jo enjoys reading, films of all kinds, traveling, and staying active. Jo holds a B.A. in communication studies from the College of Behavioral Sciences at the University of Massachusetts, Amherst.

### **CANDIDATE QUALIFICATIONS AND QUALITIES**

The ideal candidate for the position of Executive Director, Alumni Relations will have

- strong management and team building skill;
- sound judgment and the ability to set the tone for a department driven by values based on integrity, productivity, responsiveness, a strong work ethic, responsibility, collaboration, and open communication;
- the ability to craft and communicate a compelling vision;
- the ability to unleash creativity in others;
- excellent written and communication skills;
- senior leadership experience and a record of success in constituent relations;
- experience using complex information management systems/databases (Advance, Millennium, Raiser's Edge);
- knowledge of web based communications, tools and best practices, including Facebook, LinkedIn, and other social media; and
- the ability to work effectively in a variety of situations demonstrating flexibility and initiative and using multiple resources to achieve desired results; seeking input and assessing risks when decision making.

At least seven years of management experience in alumni relations or fifteen years of higher education administration are required for this position as is a bachelor's degree. An advanced degree is preferred.

### **SALARY & BENEFITS**

Tufts University offers an excellent and competitive benefits and compensation package.

### **LOCATION**

This position is located in Medford, Massachusetts three miles northwest of Boston.

### **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 Tim Child: [timchild@aspenleadershipgroup.com](mailto:timchild@aspenleadershipgroup.com).*