

ASPEN • LEADERSHIP • GROUP

**CHIEF EXECUTIVE OFFICER OF THE MIT ALUMNI ASSOCIATION
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 a Chief Executive Officer of the MIT Alumni Association.

The Chief Executive Officer (CEO) of the MIT Alumni Association (MITAA) is responsible for the day-to-day operations of the Association and for managing all MIT employees serving the Association. As the most senior MIT employee serving the Association, the CEO is responsible to the MIT President and the MITAA Board of Directors for the conduct of MIT alumni relations. The MITAA CEO assists the MITAA President in the execution of his/her duties as described in the MITAA bylaws during his/her one-year term as the Chair of the MITAA Board of Directors and ex officio member of the MIT Corporation; the MITAA President's Committee; and MITAA's other committees and boards.

MIT alumni are members of one of the most diverse, talented, and invigorating communities in the world. The MIT Alumni Association is a gateway to this community. The Association provides services and resources that strengthen alumni ties to MIT and each other—across every stage of life and around the globe. Thousands of alumni volunteers work directly with the Association and the Institute, and many more support MIT through donations to the Annual Fund. Volunteers contribute as class or club officers, join the Educational Council, and serve on the MIT Corporation.

The MITAA Board of Directors sets the vision and strategy of the Association in a way that best serves the alumni and the Institute's interest. The board itself is chosen by the Alumni Association Selection Committee, which is elected by alumni. Alumni volunteers serve in leadership positions on boards and committees. In these roles, they work in partnership with the Alumni Association to provide strategic oversight of all Alumni Association activities.

The Massachusetts Institute of Technology is a world-class educational institution. Its mission is 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. 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.

MIT has an action-oriented culture of intense curiosity and creativity that leads to a diversity of accomplishments that some find surprising. While MIT is known for engineering and science and the 87 Nobel prizes won by faculty and alums, its social science programs were ranked number 1 worldwide. Its contributions to the arts and humanities were recognized by entities as varied as the Academy of Motion Picture Arts and Sciences, the Colbert Report, and the Pulitzer Prize. MIT is third in the number of Academic All American athletes, behind only the Universities of Nebraska and Notre Dame, and its teams are routinely ranked nationally in Division III.

REPORTING RELATIONSHIPS

The Chief Executive Officer of the MIT Alumni Association will report to the MIT President, who appoints the CEO with the advice and consent of the MITAA Board of Directors. The MITAA CEO is a member of MIT's senior administration, under the ultimate authority of the MIT President. As part of the regular annual process for performance and compensation review of MIT's senior officers, the MIT President will, in coordination with the MITAA President's Committee, set the CEO's annual goals, conduct the CEO's annual performance review, and decide the CEO's annual compensation.

PRINCIPAL OPPORTUNITIES

This position offers unique opportunities that stem from the bond between MIT and its alumni, the multi-part role of the MITAA, and MIT's ongoing Campaign for a Better World.

MIT alums deeply value the richness and rigor of their academic experience and strongly believe in MIT's efforts to make the world a better place. This is equally true for alumni from undergraduate and graduate programs.

The multi-part work of the MITAA includes engaging over 130,000 alumni with MIT, engaging alumni with each other, and engaging alumni with the world. The MITAA has a long history of connecting alumni to MIT's faculty, programs, and students, and in generating broad based, annual financial support for MIT. The traditional venues for alumni to alumni interactions have been reunions and the MIT Clubs, but in recent years MIT has seen rapid growth in ad hoc, interest based alumni networks enabled by social media.

The MITAA can also play a distinct and essential role in engaging alumni in MIT's expansion of its global reach to learners and problem-solvers everywhere. As MIT increases its global impact, it sees increased interest worldwide in engaging with and supporting MIT initiatives like MITx (www.edx.org/school/mitx), Solve (<http://solve.mit.edu/>), Climate Colab (<https://climatecolab.org/>), and OCW (ocw.mit.edu).

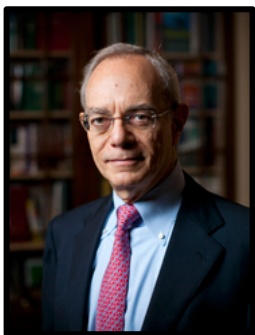
The Campaign for a Better World (betterworld.mit.edu) will advance MIT's work on the world's biggest challenges and will amplify the Institute's distinctive strength in education, research, and innovation. Over 80,000 alumni and other friends have provided financial support to MIT in recent years. The goals for this campaign go beyond the \$5 billion target. The campaign presents an opportunity to expand and deepen engagement of all alumni, increase the number of alumni and others who regularly include MIT in their giving, and expand the ranks of our friends.

PRIMARY RESPONSIBILITIES

The Chief Executive Officer of the MIT Alumni Association will

- lead a team of over 100 staff members and oversee the day-to-day work of the Association;
- manage a team of six senior directors charged with delivering innovative, best-in-class engagement results across all of the Association's cohorts;
- ensure the continuous enhancement of the Association as the platform for MIT's engagement with its alumni, alumni engagement with other alumni, and the engagement of alumni with the world;
- ensure, within the guidance of the Board of Directors, the meaningful engagement of volunteers and alumni in the activities of the Association;
- manage the alignment of the Association's vision, strategy, and operations with MIT's vision, strategy, and operations, within the boundaries articulated for the Association by its Board of Directors and for MIT by its President;
- facilitate the volunteer-led processes by which the MITAA nominates candidates for membership on the MIT Corporation and its Visiting Committees, work closely with those volunteers and with the Chairman and the MIT Office of the Corporation, and facilitate the processes by which alumni and the Association nominate and select candidates for the Association's several committees and boards;
- manage the operations and growth of the MIT Annual Fund to advance MIT's priorities, working closely with MIT's Vice President for Resource Development;
- recruit and inspire the highest quality MIT employees to serve the Association, encourage and inspire volunteers to engage in and serve the Association, and ensure a harmonious and synergistic relationship between volunteers and employees;
- initiate and enhance relationships between the Association and schools, departments, and programs across campus who conduct their own alumni efforts; and
- maintain the database of record on alumni and friends.

KEY COLLEAGUES



L. Rafael Reif
President, MIT

Since July 2012, Rafael Reif has served as the 17th President of the Massachusetts Institute of Technology (MIT), where he is leading MIT's pioneering efforts to help shape the future of higher education. A champion for both fundamental science and MIT's signature style of interdisciplinary, problem-centered research, he is also pursuing an aggressive agenda to encourage innovation and entrepreneurship.

In education, his central focus has been the development of the Institute's latest experiments in online learning, MITx and edX, which he spearheaded in his previous role as MIT provost. As of March 2017, the open online learning platform edX had engaged more than 11 million unique learners. The final report of his Institute-wide Task Force on the Future of MIT Education spurred rapid adoption of blended learning models in MIT classrooms and the October 2015 announcement of a MicroMaster's credential from MITx, the Institute's portfolio of massive open online courses.

In keeping with MIT's mission to "bring knowledge to bear on the world's great challenges," in May 2014, Dr. Reif launched the MIT Environmental Solutions Initiative, and in October 2015, Dr. Reif and his leadership team issued MIT's Plan for Action on Climate Change, centered on research, education, campus sustainability, and a strategy of industry engagement.

To enhance MIT's innovation ecosystem and equip the next generation of innovators to drive their ideas to impact, in October 2016, Dr. Reif launched The Engine, an accelerator specially geared to help "tough tech" ventures deliver innovations that address humanity's great challenges. Additional steps include the October 2013 launch of the MIT Innovation Initiative, the creation of the MIT Hong Kong Innovation Node, a new Minor in Entrepreneurship and Innovation, and the MIT Sandbox Innovation Fund Program.

To accelerate research and innovation at the nanoscale, MIT is also constructing MIT.nano, a major new facility at the heart of campus set to open in 2018. And because MIT's entrepreneurial ecosystem extends well beyond the campus, Dr. Reif is leading an ambitious, decade-long redevelopment initiative in Kendall Square.

On May 6, 2016, Dr. Reif announced the \$5 billion "MIT Campaign for a Better World."

A member of the MIT faculty since 1980, Dr. Reif has served as director of MIT's Microsystems Technology Laboratories, as associate department head for Electrical Engineering, as head of the Department of Electrical Engineering and Computer Science (EECS), and as provost.

An elected member of the National Academy of Engineering and the American Academy of Arts and Sciences, Dr. Reif is the inventor or co-inventor on 13 patents, has edited or co-edited five books, and has supervised 38 doctoral theses. He received the degree of Ingeniero Eléctrico from Universidad de Carabobo, Valencia, Venezuela, and his doctorate in electrical engineering from Stanford University.

SEARCH COMMITTEE MEMBERS



Kirk Kolenbrander

Vice President in the Office of the President at MIT

Kirk Kolenbrander works closely with the Institute's senior academic leadership to implement MIT's emerging initiatives. He also oversees MIT's communications, marketing, and Institute events. He first came to MIT in 1990 as an assistant professor in the Department of Materials Science and Engineering and has served three MIT presidents as a member of the senior administration since 1998. Outside MIT, he serves as Vice Chair of the Board of Trustees at Wheaton College in Norton, MA. Dr.

Kolenbrander has a Ph.D. in chemistry from the University of Illinois at Urbana-Champaign (1988) and a B.A. from Central College, Pella, Iowa (1983). He and his wife, Terri, and their two college-aged daughters, live in Belmont.



Hyun-A Park '83, MCP '85

President of Spy Pond Partners, LLC

Hyun-A Park's term as President of MITAA will begin on July 1, 2017 following Nicolas Chammas SM '87. She received her B.S. and M.C.P. in Urban Studies & Planning from the MIT School of Architecture and Planning. Park has received the Presidential Citation, the Harold E. Lobdell '17 Distinguished Service Award, and the Bronze Beaver Award. She is the President of the Class of '83 and has served in leadership positions for the Council for the Arts at MIT, PKG Public Service Center,

and her Class Reunion Committee, among her numerous volunteer positions. She is the current President-Select for the MIT Alumni Association Board of Directors. She lives with her husband, Jacob, in Arlington, MA, and has two children—a son, who is a student at MIT, and a daughter, who is in high school.



Charles J. (C.J.) Whelan III '92, '93

Co-founder of Adigo

Whelan's term as President of MITAA will begin on July 1, 2018 following Hyun-A C. Park '83, MCP '85. Whelan is also an elected public official, serving on both the City Council of Centennial, Colorado, and as President of the Cunningham Fire Protection District. He earned both his S.B. in Electrical Engineering and S.B. in Management Science from MIT. Whelan is a recipient of MIT's Harold E. Lobdell '17 Distinguished Service Award. His volunteer work for MIT includes multiple leadership stints with the MIT Club of Colorado, including Club President, being an Educational Counselor since 2002, and a term with the Alumni Association Board of Directors. Whelan and his wife, Holly, live in Centennial, Colorado (a suburb in the Denver metro area). Whelan is an avid bicyclist and skier, and loves working on cars, bicycles, and just about anything else he can tinker with.



Kenneth Wang '71

President of U.S. Summit Company

Wang earned a bachelor's degree in economics from MIT in 1971, and an M.B.A. from Harvard Business School in 1976. Today, Wang is president of U.S. Summit Company, based in New York, which markets and distributes ethical pharmaceuticals, specialty chemicals, and consumer products in Southeast Asia. Previously, he worked for Fairfield-Maxwell Ltd.; Bank of America in New York City, in shipping and ship financing; and the Oceanic Petroleum Corporation. Wang also owns and operates golf-related properties in and around New York. He also serves on the MIT visiting committees for Architecture, Dean for Student Life, and Humanities and is a past President of the MITAA. MIT awards include Life Sustaining Fellow (1979), Henry B. Kane '24 Award (1993), Harold E. Lobdell '17 Award (2006), and the Bronze Beaver (2010).



Donald E. Shobrys '75

Co-Director of the MIT Venture Mentoring Service

Don Shobrys became co-Director of the MIT Venture Mentoring Service after a career in supply chain management. He has an S.B. in Civil and Environmental Engineering from MIT, an S.M. in Civil Engineering from Northwestern University, and a Ph.D. in Operations Research from Johns Hopkins. He received the Bronze Beaver and Henry B. Kane '24 Awards. Shobrys chaired the record-setting Class of 1975 25th Reunion Gift Committee, which received a Presidential Citation. He serves on the MIT Corporation as well as on three visiting committees, and he is a past chair of the Annual Fund Board and past President of the MITAA. He and his wife, Carol, live in Concord, MA.

CANDIDATE QUALIFICATIONS AND QUALITIES

The ideal candidate for the position of Chief Executive Officer of the MIT Alumni Association will have

- strong understanding of MIT culture;
- strong and highly developed leadership skills;
- ability to connect with people from many backgrounds and across many generations;
- ability to relate to students, alumni, faculty, administrators, and other constituents as well as an ability to bring people together;
- experience in many different types of communities;
- ability to inspire people and cultivate a positive environment;
- ability to manage projects and people, especially initiatives with multiple stakeholders;

- acute listening skills;
- highly developed skills in collaboration and diplomacy and the ability to navigate the interface between the MIT President and MITAA volunteer leadership;
- ability to build cohesion between MIT Resource Development and the fundraising and communications functions of MITAA;
- highly developed strategic thinking skills;
- vision and a high capacity for visionary thinking;
- optimistic and positive temperament;
- strong communications skills with the ability to engage and inspire;
- strong relationship management skills;
- strong managerial skills both upward and downward;
- willingness to take risks;
- ability to delegate tasks with confidence;
- focus and organizational acumen;
- a proven track record of successful leadership of large teams in a highly complex environment;
- a robust sense of humor; and
- at least ten years of experience in higher education advancement, or very closely related experience, including alumni engagement experience, in an institution with global impact.

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

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 Ron Schiller at ronschiller@aspenleadershipgroup.com or Tim Child at timchild@aspenleadershipgroup.com.

All inquiries will be held in confidence.

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