



SENIOR DIRECTOR OF DEVELOPMENT, RADY SCHOOL OF MANAGEMENT  
[UNIVERSITY OF CALIFORNIA SAN DIEGO](#)  
San Diego, California



The Aspen Leadership Group is proud to partner with University of California San Diego in the search for a Senior Director of Development, Rady School of Management.

The Senior Director of Development will plan and implement strategies for the identification, cultivation, solicitation, and stewardship of major and principal gift prospects for the Rady School of Management. The Senior Director will formulate, manage, and implement the school's fundraising program including major and principal gifts, donor relations, and volunteer activities. The Senior Director will prepare written and oral presentations to prospective donors; develop gift opportunities consistent with the priorities of the Rady School and UC San Diego's mission; and collaborate with colleagues across Advancement and the campus.

UC San Diego was founded in 1960 as a forward-thinking research institution for graduate and undergraduate study. Scripps Institution of Oceanography, established in 1903 and now a division of the university, served as a catalyst for UC San Diego's initial growth. Today, the campus has evolved to encompass six academic divisions and six graduate and professional schools. In addition, all undergraduates enroll in one of seven colleges—each with distinct neighborhoods, residence facilities, staff, traditions, and general education requirements.

A \$1.5 billion research enterprise, UC San Diego is situated in the heart of one of the most densely concentrated innovation hubs in the nation. UC San Diego is a unique place where fresh ideas are translated into solutions that nurture the physical and economic well-being of the planet—from wireless health technologies and unlocking the mysteries of the human brain to developing sustainable methods of food and energy production. Entrepreneurism thrives with nearly a dozen incubator resource centers on campus. UC San Diego's research has helped launch licensed start-ups—more than 1,000 companies around the world use or have used technology created there, providing hundreds of jobs and fueling acquisitions by tech giants like Cisco and Apple. UC San Diego is the nation's 4<sup>th</sup> strongest university in start-up creation and provides \$16.5 billion in total annual economic impact in California.

At UC San Diego, challenging convention is its most cherished tradition. Through the *Campaign for UC San Diego*—a university-wide comprehensive fundraising effort concluding in 2022—UC San Diego is enhancing student support, ensuring student success, transforming its campus, connecting to its community, and redefining education on a global scale.

The Rady School of Management is a nexus for management research with economic impact. Its ethical, entrepreneurial leaders hone their skills and knowledge to make positive impact through novel, collaborative breakthroughs. It pioneers discoveries with its interdisciplinary peers and takes its shared insights into local, national, and international markets. Since its founding 14 years ago, the Rady School has emerged as a key resource for the San Diego region – its upstart alumni have founded more than 115 companies, generating an estimated \$150 million in revenue per year and employing over 1,025 people.

## **REPORTING RELATIONSHIPS**

The Senior Director of Development, Rady School of Management will report to the Senior Executive Director of Development, University Development, Rebecca Tseng Smith, and will directly supervise five staff: the Director of Development; Director of Alumni Engagement; Assistant Director, Alumni and Donor Programs; Assistant Director of Events; and Development Assistant.

### **FROM THE ASSOCIATE VICE CHANCELLOR**

*Thank you for your interest in the Senior Director of Development, Rady School of Management position and in becoming a member of the UC San Diego Advancement team. The SDOD fulfills a valuable leadership role in Advancement, serving as a valued development professional at UC San Diego that positions the university for philanthropic success as we close our historic \$2 billion+ Campaign for UC San Diego and begin planning for the next exciting endeavor. The successful candidate will work closely and collaboratively with Dean Lisa Ordóñez and will lead philanthropic efforts on behalf of the Rady School of Management and build on our current strengths to achieve an inclusive, inter-disciplinary, and fully integrated approach to transformative fundraising. In addition to leveraging a personal portfolio of major and principal gift fundraising opportunities, the SDOD will lead and develop a small, vibrant team of talented development professionals to amplify what is possible when the art and science of fundraising come together in one remarkable place.*

*With an Advancement team of nearly 300 dedicated professionals, the ability to work across multiple functional lines to maximize impact while honoring individual expertise will position the successful candidate for long term success. UC San Diego prides itself on challenging convention; since its inception the university has been shaped by exceptional scholars who aren't afraid to take risks and redefine conventional wisdom. The SDOD will embody this approach and will join us in charting a course for the future grounded in our mission to transform the student experience, our campus and, ultimately, the world. We are confident that this opportunity will be a challenging and rewarding professional experience, and we look forward to beginning conversations with highly qualified candidates.*

–Drew Hunsinger, Associate Vice Chancellor, University Development

## **UNIVERSITY OF CALIFORNIA SAN DIEGO'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION**

The University of California, San Diego is dedicated to learning, teaching, and serving society through education, research, and public service. Its international reputation for excellence is due in large part to the cooperative and entrepreneurial nature of the UC San Diego community. UC San Diego faculty, staff, and students are encouraged to be creative and are rewarded for individual as well as collaborative achievements. To foster the best possible working and learning environment, UC San Diego strives to maintain a climate of fairness, cooperation, and professionalism. These principles of community are vital to the success of the university and the well-being of its constituents. UC San Diego faculty, staff, and students are expected to practice these basic principles as individuals and in groups.

The university values each member of the UC San Diego community for their individual and unique talents, and applauds all efforts to enhance the quality of campus life. It recognizes that each individual's effort is vital to achieving the goals of the university. It affirms each individual's right to dignity and strives to maintain a climate of justice marked by mutual respect for each other. It values the cultural diversity of UC San Diego because it enriches lives and the university. It celebrates this diversity and supports respect for all cultures, by both individuals and the university as a whole.

UC San Diego is a university that adapts responsibly to cultural differences among the faculty, staff, students, and community. It acknowledges that society carries historical and divisive biases based on race, ethnicity, sex, gender identity, age, disability, sexual orientation, religion, and political beliefs. Therefore, it seeks to foster understanding and tolerance among individuals and groups, and it promotes awareness through education and constructive strategies for resolving conflict.

The university takes an active approach to cultivating a welcoming environment for all because excellence is only attainable when everyone is included, respected, and empowered. It is committed to providing a workplace free of discrimination and harassment.

To foster the best possible working environment in alignment with the [UC San Diego Principles of Community](#), Advancement employees strive to cultivate a rich and diverse environment, inclusive of varying social, cultural, economic, and ethnic backgrounds, and those with disabilities. It also encourages the opportunity to build a network of peers through the [UC San Diego Staff Associations](#) network.

The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, age, protected veteran status, gender identity or sexual orientation. For the complete University of California nondiscrimination and affirmative action policy, see: [Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment](#).

## **PRIMARY RESPONSIBILITIES**

### **Fundraising**

The Senior Director of Development, Rady School of Management will

- serve as an expert or lead development professional for the Rady School of Management, consulting with the Vice Chancellor, Associate Vice Chancellor, and Dean to identify, develop, initiate, and manage fundraising programs in support of the Rady School;
- under the general direction of the Senior Executive Director, develop, coordinate, and implement a comprehensive fundraising and donor relations program on behalf of the Rady School of Management for current funding priorities and ongoing needs, seeking both outright and planned major and principal gifts;
- coordinate Rady School activities with the Division of Advancement and conduct them in accordance with Advancement, campus, and university fundraising policies;
- steward and expand the Rady School fundraising program for private support from individuals, foundations, and corporations;
- work collaboratively and actively with development officers across Advancement to identify gift designations which are reflective of donor intent and the Rady School's priorities;
- manage a portfolio of donor prospects that include the most influential, complex or highest capacity-rated donors;
- personally identify, cultivate, solicit, negotiate, and provide stewardship for individuals, corporations, and foundations capable of contributing major and principal gifts in excess of \$100,000 to \$1M+;
- maintain principal and major gifts prospect/donor portfolio (\$100,000 to \$1M+) for personal solicitation, and design and execute individualized strategies for the solicitation, negotiation, and successful closure of major and principal gifts;
- prepare feasibility studies for proposed fundraising programs;
- assist individual departments, programs, and research units in planning and marketing specific initiatives and programs to prospective funding sources;

- collaborate on the development of leadership briefings, talking points, gift proposals, white papers, and/or informal descriptions for gift ideas;
- meet with administrators to identify needs and develop specific proposals and solicitation methods;
- maintain and manage portfolios of senior campus leadership including the Chancellor and Vice Chancellor, and provide staffing support to the Chancellor, the Vice Chancellor, the Associate Vice Chancellor, and the Dean in support of the Rady School of Management and the university;
- provide leadership for professional staff and other development officers in soliciting major and principal gifts, special and annual gifts, and planned gifts;
- work cooperatively with other development officers, faculty, volunteers, and administrative personnel to coordinate successful cultivation and solicitation efforts;
- identify, organize, and direct the efforts of Advancement and Rady School volunteers;
- create leadership mechanisms for volunteer participation in fundraising;
- qualify major gift prospects and solicit gifts directly;
- with the Associate Vice Chancellor and the Senior Executive Director, set fundraising priorities and solicitation strategies for programs and projects consistent with campaign priorities and in line with UC San Diego policies; and
- ensure that predetermined fundraising goals are met and design and implement highly specialized program activities to achieve these goals.

### **Management Administration**

The Senior Director of Development, Rady School of Management will

- present formal fundraising proposals to major donors and prospects and prepare senior management for the presentation of proposals;
- participate with members of the University Development leadership team to develop short- and long-term strategies for ongoing fundraising initiatives and campaign planning, with special emphasis on providing leadership to efforts to identify and cultivate prospects and build networks and create environments that enhance communication and collaboration between individuals responsible for a variety of development areas;
- serve as resource representing the Rady School, interacting with prospects, donors, staff, and outside professionals to provide information, advice, and counsel;
- manage, coach, and mentor Rady development staff toward achieving development goals;
- work effectively with University Development leadership and Human Resources regarding any personnel issues;
- prepare, monitor, report, and manage the annual budget for unit, and adhere to the allocated budget for the program;
- apply University values, policies, procedures, and regulatory requirements to ensure consistent operations and reliability of financial reporting, and coordinate and collaborate with appropriate offices in Advancement on all financial matters;
- analyze needs and create strategic and long-range plans for fundraising and other advancement programs and make commitments and precedent-setting decisions regarding program design, development, and procedures;
- establish and maintain an efficient records management system;
- ensure timely reporting on the status of pledges and gifts and actively use Blackbaud CRM (ESP);
- oversee the work of professional and support staff;
- manage an effective administrative unit including supervising professional and support staff for the Rady School development office and providing leadership and direction for the Rady School's fundraising program;

- write complex proposals for solicitation of high value individuals, corporate, and foundation prospects;
- in partnership with University Development communications colleagues, develop and review fundraising proposals; and
- ensure proposals correspond to prospect's interest and Advancement, campus, and UC policy.

### **Donor Relations and Stewardship**

The Senior Director of Development, Rady School of Management will

- develop, create, write, implement, and evaluate individualized marketing plans and strategies for cultivation and solicitation of major gifts, gift planning or corporate/foundation prospects;
- plan and implement special events and programs designed to involve an increasingly wider circle of current and prospective donors;
- partner effectively and coordinate Rady School of Management donor relations activities with the offices of Donor and Fund Stewardship and Donor Experience and Engagement;
- create, establish, and evaluate methods for building and maintaining prospect and volunteer constituencies, and identify, recruit, and direct the activities of high-level volunteers;
- oversee the recruiting and training of volunteer participation to assist in appropriate capacities in the fundraising program;
- plan and host visits by prospects, donors, or their representatives; and
- establish programs to increase community interest and involvement in Rady School programs.

### **Teamwork and Collaboration**

The Senior Director of Development, Rady School of Management will

- serve as a thoughtful, collaborative, and accountable member of the University Development team;
- utilize the services of and partner with central University Development and Advancement's central service teams to maximize effectiveness of development programs;
- participate as an effective team colleague in regard to campus-wide fundraising initiatives;
- work cooperatively with development officers, faculty, and administrative personnel to coordinate successful cultivation and solicitation efforts;
- attend and actively participate in University Development and Advancement team meetings, team-building activities, and committees;
- engage in committee, work groups, and task forces for Advancement as part of responsibility to the larger campus community;
- commit to fostering UC San Diego's Principles of Community by encouraging the best possible working and learning environment; and
- commit to the highest standards of civility and decency toward all and to promoting and supporting a community where all people can work and learn together in an atmosphere free of abuse.

## **KEY COLLEAGUES**

**Drew C. Hunsinger, JD**

**Associate Vice Chancellor, University Development**

**Vice President, UC San Diego Foundation**

Drew Hunsinger is the Associate Vice Chancellor for UC San Diego University Development. As the leader of University Development, Drew is responsible for all aspects of advancement for UC San Diego's general campus and Scripps Institution of Oceanography. His primary responsibilities include leading fundraising strategy and a team of more than 50 development professionals. The University

Development team secures transformative, principal and major gifts, while working collaboratively with faculty, campus and volunteer leadership to coordinate fundraising efforts to benefit the Divisions and Schools across UC San Diego.

Drew joined UC San Diego in January 2017 following over 14 years at Oregon Health & Science University Foundation (OHSUF), most recently serving as Vice President of Development. At OHSUF, Drew helped the organization achieve transformational growth in fundraising for OHSU, created and lead and worked on many of OHSUF's largest gifts. As a member of the OHSU Foundation senior management team, Drew co-led a redesign and rollout of the OHSU ONWARD comprehensive campaign, which secured more than \$1.4B in just over three years.

### **Rebecca Tseng Smith**

#### **Senior Executive Director of Development**

Rebecca Tseng Smith is the Senior Executive Director of Development for the University of California San Diego. Previously, she served as Vice President of Development for the University of Hawai'i Foundation and Associate Dean for External Relations at Stanford University's School of Education. Rebecca believes that the ideas of relational fundraising, as described by David R. Dunlop, provide the best principles to guide our practice, and she has had an opportunity to put these ideas to work at each of the universities she has served.

At Cornell University, she worked in the major and principal gift programs and later served as Assistant Dean for Alumni Affairs and Development in the College of Agriculture and Life Sciences. Cornell's \$1 billion campaign for endowment was launched and completed during her years there and she participated in many different aspects of it, from developing strategies for the solicitations of lead givers and recruiting and motivating campaign volunteers to celebrating in the College of Agriculture when they completed the campaign at 45 percent over goal. In 1997, she joined the major gift program at Harvard University where she worked with alumni in New York City and Washington, D.C., and assisted with Harvard's campaign to raise \$2.1 billion. At Stanford University she led the School of Education's participation in *The Stanford Challenge*, which raised new funds directed toward solving complex problems, like K-12 school reform. Smith served on the American Cancer Society's National Blue-Ribbon Advisory Committee, which studied and advised the society on its fundraising practices and long-term goals.

Rebecca earned a bachelor's degree in English literature and a master's degree in theology at Boston University. She spent her first undergraduate years at Eckerd College, a small liberal arts college in Florida.

### **Lisa Ordóñez**

#### **Dean, Rady School of Management**

Lisa Ordóñez became the Dean of the Rady School of Management at UC San Diego beginning September 2019. She previously served for 25 years at the University of Arizona as a research faculty member and later as Vice Dean for over four years.

As Vice Dean at the University of Arizona, Ordóñez significantly impacted the operations of the Eller College of Management. At Eller, Ordóñez supported the development of an online undergraduate program, an international program, and six master's programs. Ordóñez cultivated research by increasing funds and activities, successfully restructured the college-wide financial allocation model, initiated diversity and inclusion activities, and headed a successful AACSB review. She also co-chaired the university-wide strategic plan.

As Dean of the Rady School, Ordóñez applies her operational skills to lead the school and build on the strong foundation laid by founding Dean Robert Sullivan. As the second Dean of the Rady School, she intends to transition the school from a start-up to focus on growth and further cement the school's

global business research prominence and impact as an innovation focused, economic engine within the San Diego business community and beyond.

Ordóñez's academic interests are in the areas of decision making and behavioral ethics. Her research examines the negative aspects of goal setting. In particular, she has found that pursuing performance goals can lead to unethical behavior to meet those goals. She has published several scholarly articles and chapters in this field. She received a National Science Foundation (NSF) grant to support her work on ethical decision making and is a recognized expert in the field of ethical behavior in organizations. She has also examined the impact of emotions and other factors on decision making. Her research has been cited in numerous media outlets including *Money Magazine*, *New York Times*, *The Economist*, CNN, *Forbes*, *Running Magazine*, and *Real Simple Magazine* and on NPR Marketplace.

Ordóñez holds a Ph.D. in Quantitative Psychology, a Master's in Marketing, and a Bachelor's degree all from the University of California Berkeley.

### **PREFERRED COMPETENCIES AND QUALIFICATIONS**

University of California San Diego seeks a Senior Director of Development, Rady School of Management with

- expert knowledge of all aspects of fundraising, donor relations, and public relations concepts, principles, procedures, and techniques;
- experience in the full spectrum of development functions including gift policies, solicitations, stewardship, donor recognition, and administration;
- expert written and interpersonal communication skills, including the political acumen needed to establish and maintain good working relationships throughout the university and with outside constituencies;
- an ability to make persuasive and compelling presentations of goals and objectives on behalf of the Rady School and the university in order to secure gifts;
- an ability to communicate effectively one-on-one or in group settings, taking into account differences in social, cultural, professional, and educational backgrounds;
- competency and a commitment to equity, diversity, and inclusion, including the importance of ensuring an equitable, inclusive, and diverse working environment, with the ability to work as a part of a diverse and collaborative team;
- expert organizational, analytical, and critical thinking skills;
- expert project and program management skills, including an ability to set and meet program and project goals and objectives within budget and time constraints;
- success at fundraising by developing and implementing strategic solicitation fundraising plans and proposals that incorporate a concise definition of goals, targeted audiences, and strategies in-line with institution and academic goals in higher education and closing gifts with significant institutional impact from individuals, corporations, and foundations, both local and national;
- strong interpersonal skills needed to establish and maintain good working relationships with colleagues, faculty, donors, volunteers, and university officials, with an emphasis on tact, diplomacy, flexibility, professionalism, and discretion;
- skill in the technique of donor prospect research with the ability to extract pertinent, critical information from various documents;
- an ability to achieve fluency in all aspects of the university, its vision, mission, goals, objectives, achievements, and infrastructure;
- expertise in the utilization of on-line databases and other software needed to create, retrieve, and compile up-to-the-minute documents and historical information for reports;

- an understanding of the philosophy of quality service and group process, with an aptitude for working as part of a team; and
- administrative acumen and an ability to provide lead direction to staff and volunteers in accomplishing established goals and objectives and maintain office activities with respect to established procedures and guidelines.

A bachelor's degree is required for this position as is at least five years of experience as a successful frontline fundraiser.

### **SALARY & BENEFITS**

The University of California San Diego offers a competitive and comprehensive salary and package of [employee benefits](#).

### **LOCATION**

The University of California San Diego occupies 2,141 acres near the Pacific Ocean in the La Jolla neighborhood of San Diego, California.

### **APPLICATION INSTRUCTIONS**

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of the University of California San Diego and the responsibilities and qualifications stated in the prospectus.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

*To apply for this position, visit:*

[Senior Director of Development, Rady School of Management, University of California San Diego.](#)

*To nominate a candidate, please contact Anne Johnson:*

[annejohnson@aspenleadershipgroup.com.](mailto:annejohnson@aspenleadershipgroup.com)

*All inquiries will be held in confidence.*