



Senior Director of Development for Strategic Initiatives  
Massachusetts Institute of Technology  
Cambridge, Massachusetts

## THE SEARCH

The Massachusetts Institute of Technology (MIT, the Institute) seeks an experienced, strategic, and entrepreneurial development professional to serve as the senior director of development for strategic initiatives (SD). In this inaugural role, the SD will work closely with and report to the chief innovation and strategy officer (CISO) and collaborate with the vice president of resource development and the office of resource development (RD) to support the office of innovation and strategy in the development, funding, and implementation of MIT's top priorities including, climate change and sustainability, artificial intelligence and computing, the life sciences and health, humanities, quantum, and manufacturing.

This is an exceptional opportunity for an accomplished and enthusiastic fundraiser to partner closely with the CISO to develop and implement a multiyear strategy to ensure the sustainable, long-term growth of critical contributed resources in support of MIT's highest-level initiatives and priorities. The SD will build trust and establish and deepen key relationships, partnering closely with the Institute's senior leadership, including the president and provost, as well as frontline fundraisers, deans, department heads, center directors, and faculty, to articulate funding priorities and engage donors to secure principal and transformational gifts to MIT. Working with the CISO, the SD will leverage these internal relationships as well as external partnerships to build initiatives and new collaborations supporting MIT's strategic priorities. In coordination with the CISO, the SD will navigate and manage complex conversations regarding key initiatives across the Institute, build consensus with internal constituents, and serve as a collaborative partner with the office of resource development to identify, cultivate, solicit, and steward current and prospective donors. Over time, the SD will be responsible for managing a small, focused portfolio of 20 to 25 active prospects capable of making significant gifts in support of the Institute.

The SD will be a proven major and principal gift strategist and an inclusive and approachable colleague who leads with integrity and has a strong track record of securing seven-figure gifts—including cultivation, solicitation, and stewardship—in complex higher education and/or research environments. International fundraising experience and deep experience with cause-based fundraising are essential. The SD will have a sophisticated understanding of how to align a donor's interests with the initiatives and priorities of an institution, as well as experience developing and managing partnerships with industry, government, and

other external entities. The ideal candidate will have demonstrated success in strategic leadership roles in higher education, research institutions, or industry and the ability to build trust, achieve alignment, and collaborate closely with a broad range of constituents. The SD will possess exceptional communication skills and the ability to convey the vision and mission of an institution to a diverse group of prospects and donors in clear and compelling language. The ideal candidate will have the intellectual depth and curiosity necessary to understand and translate academic, technical, and research information for all audiences.

MIT has retained Jack Gorman of the national executive search firm Isaacson, Miller to conduct this important recruitment. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

## MASSACHUSETTS INSTITUTE OF TECHNOLOGY

MIT's first students enrolled in 1865, marking the culmination of an extended effort to establish a new kind of educational institution relevant to an increasingly industrialized nation. The MIT motto, "Mens et Manus," Latin for "Mind and Hand," expresses the institute's ideal of a productive continuum between reflection and action. In the land-grant tradition, MIT promoted teaching coupled with research, focusing attention on real-world problems, and forging the notion of the teaching laboratory.

MIT is independent and co-educational, with a private endowment of over \$23.46 billion, a total annual operating budget of approximately \$4.51 billion, and a workforce of approximately 17,180 on campus and at Lincoln Laboratory. MIT focuses on scientific and technological research and is divided into five schools—comprising more than 30 academic departments as well as interdepartmental programs, laboratories, and centers—and one college. The schools include Architecture and Planning; Engineering; Humanities, Arts and Social Sciences; Science; and the Sloan School of Management. The Fall of 2019 marked the opening of the MIT Steven A. Schwarzman College of Computing. The Schwarzman College is a bold initiative to accelerate pioneering research and innovation in computing, build a profound awareness of the ethical implications and societal impact of computing, and, above all, educate leaders for the algorithmic future.

MIT alumni bring a rare combination of technical mastery and creativity to the solution of complex problems in the commercial, academic, and civic sectors. A study released in February 2009 by the Kauffman Foundation estimated that MIT graduates had founded 25,800 active companies. These firms employed about 3.3 million people and generated annual world sales of \$2 trillion, or the equivalent of the eleventh-largest economy in the world. Distinguished alumni include Apollo 11 astronaut Buzz Aldrin, former UN Secretary-General Kofi Annan, and former Federal Reserve Bank Chairman Ben Bernanke.

MIT's current and former faculty are distinguished for their groundbreaking research and have received some of the highest honors bestowed upon individuals for contributions to science, engineering, the humanities, and social sciences, including the National Medal of Science, National Medal of Technology and Innovation, John Bates Clark Medal, Pulitzer Prize, A.M. Turing Award, Millennium Technology Prize, Guggenheim Fellowship, Fulbright Scholarship, and MacArthur Fellowship. Most notably, 32 present and

former members of the MIT faculty have received the Nobel Prize, including nine current faculty members (recognized individually or as part of a team). Close to 350 current MIT faculty hold membership in some of the most distinguished scientific and academic associations, including the National Academy of Sciences, the National Academy of Engineering, and the National Academy of Medicine.

Ranked #1 by Forbes as America's best large employer, MIT is located on the north shore of the Charles River Basin in Cambridge, Massachusetts, on 168 acres that extend more than a mile along the Charles River. The central group of interconnecting buildings, dedicated in 1916, was designed by architect W. Welles Bosworth (Class of 1889) to permit easy communication among schools and departments.

## SENIOR DIRECTOR OF DEVELOPMENT FOR STRATEGIC INITIATIVES

Partnering closely with and reporting to the chief innovation and strategy officer, the senior director of development for strategic initiatives will support the office of innovation and strategy in the creation, funding, and implementation of MIT's top priorities. The SD will craft a multi-year strategy to ensure sustainable, long-term growth in philanthropic assets from multiple sources to advance and support these priorities. In partnership with the CISO, the SD will work with key constituents across MIT and external partners to build initiatives and new collaborations supporting the Institute's strategic priorities. The SD will actively partner with the Institute's senior leadership, including the president and provost, as well as other key internal and external constituents, to articulate funding priorities and engage donors to secure principal and transformational gifts.

### Characteristic Duties and Responsibilities

#### Program Development and Management

- Work closely with the CISO to create and implement a comprehensive plan to advance MIT's strategic research, educational, and entrepreneurship priorities, ensuring alignment with the president's vision.
- Provide oversight and expand existing entrepreneurship and innovation programs within the Institute.
- In collaboration with the office of resource development and other constituents across the Institute, build and maintain strong relationships with key industry leaders to foster collaborations that benefit MIT's strategic goals.
- Work with senior leadership and RD to identify opportunities to create and launch new programs that support student, postdoc, and faculty entrepreneurs.
- Partner with faculty and academic departments to establish new academic programs that prepare students for diverse career paths in an evolving global landscape.
- Collaborate with internal departments and external partners to promote a culture of innovation and entrepreneurship. Foster an environment conducive to groundbreaking research, ensuring that faculty and researchers have the tools and support they need to succeed.

- Support the CISO in leading initiatives that translate research and innovation into practical, industry-relevant applications.
- Report regularly to the CISO, president, and provost on the progress of strategic initiatives.
- Assess and establish annual and multiyear goals that grow the pipeline of donors, corporate partnerships, and cross-disciplinary giving opportunities for MIT's strategic research, educational, and entrepreneurship priorities.
- Provide qualitative and quantitative reporting to track performance and ensure effective strategies are developed and executed that result in meaningful engagement and successful donor solicitation.
- Foster an environment that rewards risk-taking and creativity, strives for excellence through mastery of best practices and implementation of new ideas, and ensures the continued collaborative and collegial nature of the work.
- Establish and manage the fundraising budget for CISO initiatives, including travel, events, and related expenditures.

### **Leadership Engagement**

- Guide and support the CISO, acting as the spokesperson, administrator, and fundraiser in cultivating and soliciting transformational gifts that will lead to greater levels of distinction.
- Engage department heads, center directors, and faculty members in the fundraising process, ensuring their time spent is highly productive; build strong and mutually beneficial relationships between faculty and external audiences such as donors, alumni, and corporate and foundation leaders.
- Engage senior leadership and other staff members to develop priorities and design strategies and plans that are specific to the philanthropic goals of the CISO-led initiatives.

### **Collaborate, Advocate, and Raise Awareness**

- Formulate a keen understanding of the Institute's priority research, educational, and entrepreneurship initiatives, the vision of the president and CISO, and the aspirations of key faculty members and leaders; identify stories that will elevate awareness and understanding of funding priorities; work in collaboration with communications colleagues across the Institute to convey those stories in clear and compelling terms with multiple internal and external audiences.
- Foster strong collaborative working relationships with colleagues in RD (including, but not limited to, the teams for philanthropic partnerships, leadership giving, foundation relations, development planning and initiatives, strategic information management, and communications, events, donor relations and stewardship); school development officers; MIT corporate relations and the industrial liaison program; MIT communications units; MIT alumni association; and members of the MIT Corporation, CDC, visiting committees, and other external volunteers.

- In conjunction with the CISO and RD, produce and disseminate compelling content related to the Institute's priorities, including briefings for special initiatives and opportunities for funding and reaching important goals.
- In collaboration with Institute colleagues, prepare marketing communication materials and disseminate content-rich fundraising collateral and briefings for special initiatives.
- Work with MIT colleagues to plan events to cultivate and steward new and current donors.

### Frontline Fundraising

- Over time, develop and manage a portfolio of up to 20 to 25 prospects who are capable of making major, principal, and transformational gifts through identification, cultivation, and solicitation of individuals, corporations, foundations, and the government. Develop and manage a portfolio following MIT and RD protocols for prospect management and ensure alignment and coordination with RD.
- Devise cultivation plans and solicitation strategies that lead to gifts in support of the Institute's priority research, educational, and entrepreneurship initiatives; leverage the network of existing donors and launch systematic initiatives that will identify new individual and institutional prospects capable of making significant contributions.
- Research and prepare background information, draft high-level strategy briefings, and prepare correspondence or other communications as needed.
- Collaborate with the offices of the president, provost, deans, heads and directors of departments, labs, centers, institutes, and faculty members to articulate the funding priorities and aspirations to key colleagues within RD and to potential individual and institutional donors.
- Work closely with RD to bring potential donors and prospects to campus. Participate in visits with faculty, unit and program heads, deans, and senior administrators as appropriate; strategically orchestrate meetings and other interactions between faculty/staff and current or prospective donors; maximize unit head/faculty travel to engage with prospective donors; provide updates on engagement activities for inclusion in donor/prospect database records.
- Develop the agenda, lead, and provide follow-up summaries for prospect review meetings involving the president, CISO, corporation chairman, provost, chancellor, vice president for resource development, and others as needed.

### Qualifications And Experience

- Ten or more years of progressive experience effectively managing complex programs in advancement, higher education, and/or research institutions.
- Direct fundraising experience and a proven track record of closing major and principal gifts from non-alumni friends and corporations. International fundraising experience and deep experience with cause-based fundraising are required.
- Proven experience in strategic leadership roles within higher education, research institutions, or industry.

- Demonstrated skill in achieving alignment, working cross-campus, providing active support and close collaboration amongst a broad range of constituents in relation to strategic plans and execution.
- Experience in successfully developing and managing partnerships with industry, government, and other external entities.
- Experience setting and implementing strategy, managing multiple diverse projects with deadlines, and establishing and meeting goals and priorities.
- Exceptional communication skills (written, oral, and listening) with the intellectual depth and curiosity necessary to understand and translate academic, technical, and research information for all audiences. Demonstrated ability to confidently and effectively present in public platforms.
- Strong knowledge and understanding of fundraising communications.
- Superior interpersonal skills with the ability to engage comfortably and effectively with faculty, leadership, professional and administrative staff, donors and alumni, and other external constituents to advance the Institute's fundraising agenda. Must be adept at gaining the confidence and trust of others.
- Experience in highly matrixed, complex organizations, including a demonstrated ability to understand and learn organizational relationships and dynamics and use them to achieve objectives.
- A problem solver who can anticipate challenges and obstacles and has the decisiveness, creativity, and tenacity to provide and execute strategic and effective solutions.
- Demonstrated capacity to deal effectively, with finesse and confidence, with potentially large benefactors of the Institute and to fairly represent the interests of both the Institute and the donors to the other party.
- Ability to influence peers toward a common vision or goal, build a case, and market it to others.
- A truly collaborative and collegial leadership style that values consultation.
- Must have sound judgment and work ethic and the ability to work with confidentiality and discretion.
- Strategic and creative thinker who welcomes and is proficient at navigating change and dealing with ambiguity in a fast-paced work environment.
- Proficiency with computers and standard applications (including Microsoft Word, Excel, PowerPoint, and Zoom).
- Familiarity with business travel. Willingness and ability to travel domestically and internationally as needed and work scheduled as needed to accomplish the goals.
- A deep commitment to higher education and the ability to understand MIT's mission and goals and articulate its uniqueness and relevance.
- A wide-ranging intellect as well as comfort with complex scientific material is preferred.
- Experience with Ellucian Advance Web is helpful.
- A bachelor's degree is required; an advanced degree is preferred.

## COMPENSATION AND LOCATION

This is a permanent, full-time position in Cambridge, Massachusetts. The wage/salary of the finalist selected for this role will be set based on a variety of factors, including but not limited to qualifications, experience, education, licenses, specialty, and training.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/massachusetts-institute-technology-office-innovation-and-strategy/senior-director>. Electronic submission of materials is strongly encouraged.

Jack Gorman is leading this search with Bryce Ervin and Lisa Clayton.  
Isaacson, Miller

MIT is an equal education/employment opportunity institution dedicated to building a diverse community. As part of our commitment to diversity, equity, and inclusion, we strongly encourage applications from women, minorities, individuals with disabilities, and veterans. We strive to be and promote a family-friendly environment and recognize that supporting this culture, at times, includes assisting dual-career couples with employment needs.

## ADDENDUM

### Leadership

#### **Dr. Anantha Chandrakasan**

#### **Chief Innovation and Strategy Officer; dean of the School of Engineering**

Anantha P. Chandrakasan is MIT's chief innovation and strategy officer, dean of the School of Engineering, and the Vannevar Bush Professor of Electrical Engineering and Computer Science. He serves as chair of the MIT Climate and Sustainability Consortium and the MIT AI Hardware Program, as well as co-chair of the MIT-IBM Watson AI Lab, the MIT-Takeda Program, and the MIT and Accenture Convergence Initiative for Industry and Technology.

He earned his bachelor's (1989), master's (1990), and doctoral (1994) degrees in electrical engineering and computer sciences from the University of California, Berkeley. He joined the MIT faculty in 1994 and was the director of the MIT Microsystems Technology Laboratories from 2006 to 2011. He was appointed head of the Department of Electrical Engineering and Computer Science (EECS) in July 2011, a position that concluded with his appointment as dean in July 2017.

During his six-year tenure as head of MIT's largest academic department, Chandrakasan spearheaded a number of initiatives that enabled students, postdocs, and faculty to conduct research, explore entrepreneurial projects, and engage with EECS. For students, one of these included the Advanced Undergraduate Research Opportunities Program, known as SuperUROP, a yearlong independent research program that provides tools for students to do publication-quality research. It was launched in EECS in 2012 and expanded to the whole School of Engineering in 2015.

As MIT's inaugural chief innovation and strategy officer, Chandrakasan collaborates with key constituents across MIT, as well as external partners, to launch initiatives and new collaborations in support of the Institute's strategic priorities. In this new role, he will help develop and implement plans to advance research, education, and innovation in areas that MIT's president has identified as her top priorities — such as climate change and sustainability, artificial intelligence, and the life sciences.

In addition, Chandrakasan is committed to advancing diversity and the enhancement of the student experience. While at the helm of EECS, he created the Rising Stars program, an annual event that convenes graduate and postdoctoral women for the purpose of sharing advice about the early stages of an academic career. He also created Start6, which expanded to StartMIT, an Independent Activities Period class, and provides students and postdocs the opportunity to learn from and interact with industrial innovation leaders.

Chandrakasan also leads the MIT Energy-Efficient Circuits and Systems Group, whose research projects have addressed security hardware, energy harvesting, and wireless charging for the internet of things;

energy-efficient circuits and systems for multimedia processing; and platforms for ultra-low-power biomedical electronics.

He is a co-author of *Low Power Digital CMOS Design* (Kluwer Academic Publishers, 1995), *Digital Integrated Circuits* (Pearson Prentice-Hall, 2nd edition, 2003), and *Sub-threshold Design for Ultra-Low Power Systems* (Springer, 2006). He was also recognized as the author with the highest number of publications in the 60-year history of the Institute of Electrical and Electronics Engineers (IEEE) International Solid-State Circuits Conference.

Chandrakasan is the recipient of the 2019 Solid-State Circuit Society's Distinguished Service Award, the 2013 IEEE Donald O. Pederson Award in Solid-State Circuits, the 2009 Semiconductor Industry Association University Researcher Award, an honorary doctorate from KU Leuven in 2016, and the 2017 UC Berkeley EE Distinguished Alumni Award. He is also the recipient of the 2022 IEEE Mildred Dresselhaus Medal.

A fellow of the IEEE, he was elected to the National Academy of Engineering in 2015, elected to the American Academy of Arts & Sciences in 2019, and elected as fellow of the Association for Computing Machinery in 2020.

Chandrakasan currently serves on the board of Analog Devices Inc. and the SMART Governing Board.

### **Julie Lucas**

#### **Vice President for Resource Development**

Julie A. Lucas has served as the vice president for resource development at MIT since 2014. She reports to the MIT president and directs the Institute's fundraising enterprise, securing resources to ensure MIT's leadership in higher education. She led the MIT Campaign for a Better World, which concluded in 2021 after raising \$6.24 billion to help the people of MIT tackle humanity's urgent global challenges. Under her leadership, the Office of Resource Development has exceeded its annual fundraising target of \$500 million for the past eight years, including a couple of banner fiscal years with results upwards of \$900 million.

Lucas has more than 25 years of experience as a development professional. She currently serves on the steering committee and is the immediate past chair of CASE 50, the Council for Advancement and Support of Education group that includes the top 50 fundraising institutions in the world. In addition, she is a founding member of Aspen Leadership Group's Chief Development Officer Network. She previously held senior roles at various institutions prior to joining MIT, including University of Southern California, Fordham Law School, Hofstra University, and New York University and its business and law schools.

Lucas earned a BA from McDaniel College, an MS from Hofstra University, and advanced certification from NYU's Center for Philanthropy and Fundraising. She also completed an executive education course in Strategic Management at the USC Marshall School of Business and the Executive Certification in Management and Leadership program at the MIT Sloan School of Management.

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**Sally Kornbluth**  
**President**

Sally Kornbluth became MIT's 18th president on January 1, 2023. She is a cell biologist whose eight-year tenure as Duke University's provost earned her a reputation as a brilliant administrator, a creative problem-solver, and a leading advocate of faculty excellence and student wellbeing.

In her first year at MIT, in addition to conducting a campus-wide listening tour and launching a new podcast series to showcase the work of recently tenured faculty, she has championed the Institute's commitment to freedom of expression, intensified MIT's efforts to help make sure that AI is broadly beneficial for society, and, most recently, galvanized the community to help solve the interlocking crises of global warming with the Climate Project at MIT.

A native of Fair Lawn, New Jersey, Kornbluth graduated from Williams College in 1982 with a BA in political science. Making a sharp pivot toward biology, she received a scholarship to attend Cambridge University, where she earned a BA in genetics in 1984. In 1989, Kornbluth received her PhD in molecular oncology from Rockefeller University, and then completed postdoctoral training at the University of California, San Diego. In 1994, she joined Duke as an assistant professor of pharmacology and cancer biology, and by 2005 had risen to full professor. She stepped into administration the following year as vice dean for basic science at the Duke School of Medicine, a post she held until she became provost in 2014.

As Duke's provost, Kornbluth served as the university's chief academic officer, with broad responsibility for carrying out its teaching and research missions, developing its intellectual priorities, and partnering with others to achieve wide-ranging gains for faculty and students. She led efforts to develop a pipeline of faculty from underrepresented groups and created an Office for Faculty Advancement that led a 30% increase in the number of Black faculty from 2018 to 2022.

In her research, Kornbluth has focused on the biological signals that tell a cell to start dividing or to self-destruct — processes that are key to understanding cancer as well as various degenerative disorders. She has published extensively on cell proliferation and programmed cell death, studying both phenomena in a variety of organisms. Her research has helped to show how cancer cells evade this programmed death, or apoptosis, and how metabolism regulates the cell death process; her work has also clarified the role of apoptosis in regulating the duration of female fertility in vertebrates.

Among other honors, in 2012, Kornbluth received the Basic Science Research Mentoring Award from the Duke School of Medicine and in 2013, the Distinguished Faculty Award from the Duke Medical Alumni Association. She is a member of the National Academy of Medicine, the National Academy of Inventors, and the American Academy of Arts and Sciences.

She lives in Gray House with her husband, Daniel Lew, a professor in MIT's Department of Biology. They have two grown children.