



TEXAS
The University of Texas at Austin

Vice President for Development



ISAACSON, MILLER

The University of Texas at Austin

THE SEARCH

The University of Texas at Austin (UT), one of the world's leading public research universities and the flagship institution of the University of Texas System, seeks a visionary, strategic, and highly relational vice president for development (VP). This is an exceptional opportunity for a collaborative, high-performing, and aspirational development professional to build upon the university's remarkable upward trajectory and philanthropic success by providing bold leadership to further advance UT's mission to achieve excellence in the interrelated areas of undergraduate education, graduate studies, research, and public service.



In partnership with President Jay Hartzell, who assumed office in 2020, the VP will catalyze the internal and external constituents of UT in support of expanded engagement, aggressive philanthropic growth, and innovation, with an immediate goal of the successful completion of the current \$6 billion *What Starts Here* campaign. Informed by the institutional priorities outlined in UT's strategic plan, *Change Starts Here*, the campaign endeavors to invest in three major areas: supporting the university's talented students and faculty; amplifying the unmatched potential of UT's place in Austin and Texas; and leading innovation through world-changing research pursuits. With more than \$4 billion secured to date from UT's loyal Longhorn Nation, *What Starts Here* is successfully on track to become the most ambitious fundraising endeavor in university and state history.

Looking ahead, UT aspires to sustain its current level of philanthropic success while identifying strategic opportunities to continuously grow its development enterprise. Such growth will be dependent upon a fundraising strategy that maximizes the personal and philanthropic engagement of alumni, parents, and

The University of Texas at Austin

friends, as well as corporations and foundations – particularly given Austin’s emergence as a hub for technology, innovation, and entrepreneurialism. Especially critical to success will be seizing opportunities to harness the fundraising potential of the recently established Dell Medical School, the first medical school in nearly half a century to be built from the ground up at a top-tier Association of American Universities research university, and its aspirations to redefine the academic health environment in Texas and beyond.



By aspiring to new levels of excellence, the next VP must build upon the existing program to continuously improve the development function into a philanthropic enterprise of unsurpassed effectiveness through the implementation of creative fundraising tactics; innovative engagement strategies for alumni relations that contribute to robust donor pipeline development; clear and achievable goals, representative of both the science and art of fundraising; and data-informed decision making. Specifically, the VP will enhance the infrastructure of the Office of Development to further coalesce and fully mobilize its nearly 500 staff members and lead the integration and coordination across its various functions and among academic and development leadership within the colleges and schools. To that end, the VP will provide deans and their respective chief development officers (CDOs) with the resources and tools necessary to leverage the strengths of their most successful alumni and donors in supporting the needs and aspirations of their colleges and schools, while strategically identifying opportunities for interdisciplinary giving. Most critically, the VP will ensure the successful conclusion of UT’s current campaign while simultaneously readying the development enterprise for future fundraising ambitions and endeavors.

Reporting to President Hartzell and serving as a productive and contributing member of his senior leadership team, the VP will define a vision for development, invest in building authentic relationships across the enterprise, and implement the necessary infrastructure to support a comprehensive program that harnesses the university’s culture of philanthropy and supports institutional and strategic priorities. Of importance, the VP will identify creative ways to broaden the reach of alumni engagement activities among the university’s graduates and more fully integrate these activities into UT’s fundraising efforts.

The University of Texas at Austin

Further, the VP will partner with the president – in doing so, forging collaboration with the president’s office – as well as with academic leadership and Development Board members to ensure the effective use of their time and will develop and sustain an engaged cohort of volunteers. With a broad institutional perspective, and through open and proactive channels of communication across campus, this individual will develop solid partnerships across the university’s various units to leverage philanthropic engagement opportunities, particularly those at the transformational gift levels.

In accordance with its core values and mission, UT is especially dedicated to recruiting individuals who can build relationships with an ever-increasing variety of alumni, and a proven track record of raising funds to support mission-critical goals. The ideal candidate will be a seasoned and dedicated team leader adept at maximizing, leveraging, retaining, and advocating for a talented staff, while facilitating team success and striving to build a cohesive team culture among the development enterprise. The successful candidate will be a self-assured, results-oriented development professional with a collegial and accessible leadership style. With more than 15 years of leadership experience, preferably in first-rate development operations, the ideal candidate will possess superb strategic planning, managerial, and motivational skills; a keen understanding of best practices in fundraising and a comprehensive knowledge of all major development functions, including a depth of multi-billion-dollar campaign experience; and a track record of significant personal success in donor cultivation, solicitation, and stewardship at major and principal gift levels.

The University of Texas at Austin has retained Ms. Rachel Ellenport 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.



The University of Texas at Austin

THE UNIVERSITY OF TEXAS AT AUSTIN

By virtue of its public mission, culture of innovation, location, size, and rich history, [The University of Texas at Austin](#) (UT) is one of the highest impact universities in the world. As the top public university in Texas and the flagship of [The University of Texas System](#), UT is an influential catalyst for scientific, economic, and societal progress throughout the state, across the nation, and around the globe.

Founded in 1883, UT is a bold, ambitious leader supporting some 52,000 diverse students, 3,500 teaching faculty, and top national programs across 18 [colleges and schools](#). Tied for 10th among national public universities and 38th among both public and private schools, as determined by *U.S. News & World Report*, UT's rise in rankings illustrates its strong academic reputation and reflects the university's strategic investments in faculty, research, and the quality of the learning experience for its students. At the graduate level, 55 programs rank among the top 10, representing 12 of the university's colleges and schools. Nearly 40 other programs rank in the top 25.

The university is a leader in the fields of energy, computer science, entrepreneurship, and national security, and its graduate programs in accounting, petroleum engineering, geology, Latin American history, and sociology of population rank first in the United States. UT is a designated Hispanic-Serving Institution and is among the top producers of doctoral degrees in the nation.

UT offers more than 150 undergraduate degree programs and more than 230 graduate programs across its 18 colleges and schools in the sciences, arts, humanities, and professions:

- Cockrell School of Engineering
- College of Education
- College of Fine Arts
- College of Liberal Arts
- College of Natural Sciences
- College of Pharmacy
- Dell Medical School
- Graduate School
- Jackson School of Geosciences
- LBJ School of Public Affairs
- McCombs School of Business
- Moody College of Communication
- School of Architecture
- School of Information
- School of Law
- School of Nursing
- School of Undergraduate Studies
- Steve Hicks School of Social Work



The University of Texas at Austin



Each year, UT researchers publish work that focuses on fighting and treating diseases, devising solutions to global problems, addressing critically important societal issues, and improving the human condition. As just one example, the lab of Jason McLellan, a faculty member in the Department of Molecular Biosciences, was critical to the development of COVID-19 vaccines.

A member of the Association of American Universities since 1929, UT attracts nearly \$800 million annually for [research](#). Through a succession of large grants from the National Science Foundation, UT has built a collection of the fastest supercomputers for open research in the world. The Department of Defense has designated UT's Applied Research Laboratories as one of five University Affiliated Research Centers for the Navy, and the university is a major collaborator with the Army Futures Command.

In addition to its main campus near downtown, UT extends to the J.J. Pickle Research Campus in north Austin, the Lady Bird Johnson Wildflower Center in south Austin, the McDonald Observatory in west Texas, the Marine Science Institute in Port Aransas, and several cultural and historic sites across the state. Over the past decade, the campus has undergone a significant modernization and expansion of its research, academic, and community spaces. Recent new buildings – such as the Gates Computer Science Complex and Dell Computer Science Hall, the G.B. Dealey Center for New Media, the Health Discovery and Health Transformation Buildings, Robert B. Rowling Hall, and the Engineering Education and Research Center – have added new state-of-the-art facilities, high-tech laboratories, and dynamic collaboration spaces that are transforming the student and faculty experience.

The University of Texas at Austin

The university's growing and diverse student body, storied history, strong and supportive community, and richness of tradition have given rise to a proud alumni base of more than 550,000. These "[Texas Exes](#)" include founders or co-founders of Dell Computers, American Airlines, DreamWorks, 7-Eleven, National Instruments, Carmax, and Clear Channel Communications. Among UT's many well-known alumni are Matthew McConaughey, Kevin Durant, Michael Dell, Laura Bush, Jenna Bush Hager, Neil deGrasse Tyson, Wes Anderson, Robert Rodriguez, Renee Zellweger, Owen Wilson, Marcia Gay Harden, Sanya Richards Ross, Sam Rayburn, James Baker, Kay Bailey Hutchinson, Brené Brown, Jim Allison, Rex Tillerson, Bill Moyers, and Walter Cronkite, as well as current Texas Governor Greg Abbott.



Leadership and Governance

Jay C. Hartzell, President

Jay Hartzell is the 30th president of The University of Texas at Austin. He holds the Trammell Crow Regents Professorship in Business and is also a Texas Ex. Prior to serving as president, Hartzell served as the 12th dean of the McCombs School of Business, one of the largest and most distinguished business schools in the country. As dean for over four years, Hartzell launched the Goff Real Estate Labs; elevated the Canfield Business Honors program; and opened Rowing Hall, the home of UT's MBA program. He helped create many significant partnerships with colleges and schools across campus including the Dell Medical School, the College of Fine Arts, the College of Liberal Arts, the College of Natural Sciences, and the Moody College of Communication.

The University of Texas at Austin



Hartzell joined UT in 2001 after teaching at New York University's Stern School of Business. Prior to his time as dean, he held several key administrative roles at the McCombs School of Business. His most notable positions include his service as the senior associate dean for Academic Affairs, chair of the Department of Finance, and executive director of the McCombs School's Real Estate Finance and Investment Center. Hartzell holds a bachelor of science in business administration and economics (cum laude) from Trinity University and a PhD in finance from The University of Texas at Austin. His research focuses on real estate finance, corporate finance, and corporate governance. His articles have been published in leading journals in the field, including the *Journal of Finance*, *Journal of Financial Economics*, *Real Estate Economics*, and *The Review of Financial Studies*.

Development Board

Established in 1937, The University of Texas at Austin's [Development Board](#) supports the university's mission by assisting the president, vice president for development, deans, directors, and other university leaders in increasing philanthropic support for UT. Board membership is the highest level engagement opportunity at the university, and members inspire others through their leadership, guidance, and dedicated support. The members of the Development Executive Committee, of which there are 14, are appointed by the president and chair for two-year terms. Executive Committee members recruit and nominate new Development Board members, recommend reappointments and life memberships, and directly advise the president on university fundraising priorities and strategies.

The University of Texas at Austin



Fundraising Overview

UT's [Office of Development](#) works to support and advance the mission of the university by forging strong relationships with and securing philanthropic support from alumni, parents, friends, students, faculty, and staff, as well as key foundation and corporate partners. Over the past decade, philanthropic contributions to UT have more than doubled and in fiscal year 2022, the university raised a groundbreaking \$715 million. Total philanthropic contributions over the past six fiscal years amount to more than \$3.75 billion.

There are nearly 500 staff members in development across the university operating in a hybrid centralized-decentralized model and under a unified "Texas Development" ethos. Every Texas Development team member embodies the division's [BIGGER](#) core values (Boldness, Integrity, Greatness, Growth, Enthusiasm, and Results), and key to the next vice president for development's success will be to further promote and exemplify these values in their own leadership style.

The *What Starts Here* Campaign

The most ambitious comprehensive fundraising drive in UT's history, and among the largest ever by a U.S. public university, [What Starts Here](#) launched publicly in March 2022 with a \$6 billion goal. The campaign is informed by the institutional priorities outlined in UT's strategic plan, [Change Starts Here](#). The quiet

The University of Texas at Austin

phase of *What Starts Here* began on September 1, 2016, and to date, more than \$4.15 billion has been secured.

One of the specific goals of *What Starts Here* is to strengthen UT's student talent pipeline by raising \$1 billion for scholarships and student support programs that expand experiential learning opportunities, help students graduate on time, and prepare them for success after graduation. Other campaign priorities include recruiting and retaining faculty and graduate students, upgrading physical facilities, enhancing research, improving health in the state of Texas, stimulating innovation and entrepreneurship, and leveraging other competitive advantages of Austin and Texas. Particular emphasis will be placed on further advancing UT as a national leader in health research and scholarship by supporting research and new models of healthcare through the Dell Medical School.

Among the major campaign gifts received to date are two donations of \$100 million or more. The Moody Foundation gave a \$130 million grant for the university's new basketball arena and events center, named the Moody Center. Additionally, the Michael & Susan Dell Foundation pledged \$100 million to fund need-based financial aid for UT students.



The University of Texas at Austin

Location

Located beside the picturesque Hill Country of Central Texas, Austin is the state capital and the 4th largest city in Texas, which is among the top five most diverse states in the nation. As the 11th largest city in the nation, Austin is a vibrant and rapidly growing economic hub, widely regarded as a friendly, active, and innovative community. It is consistently regarded as a national creative center that attracts talented people from around the world.

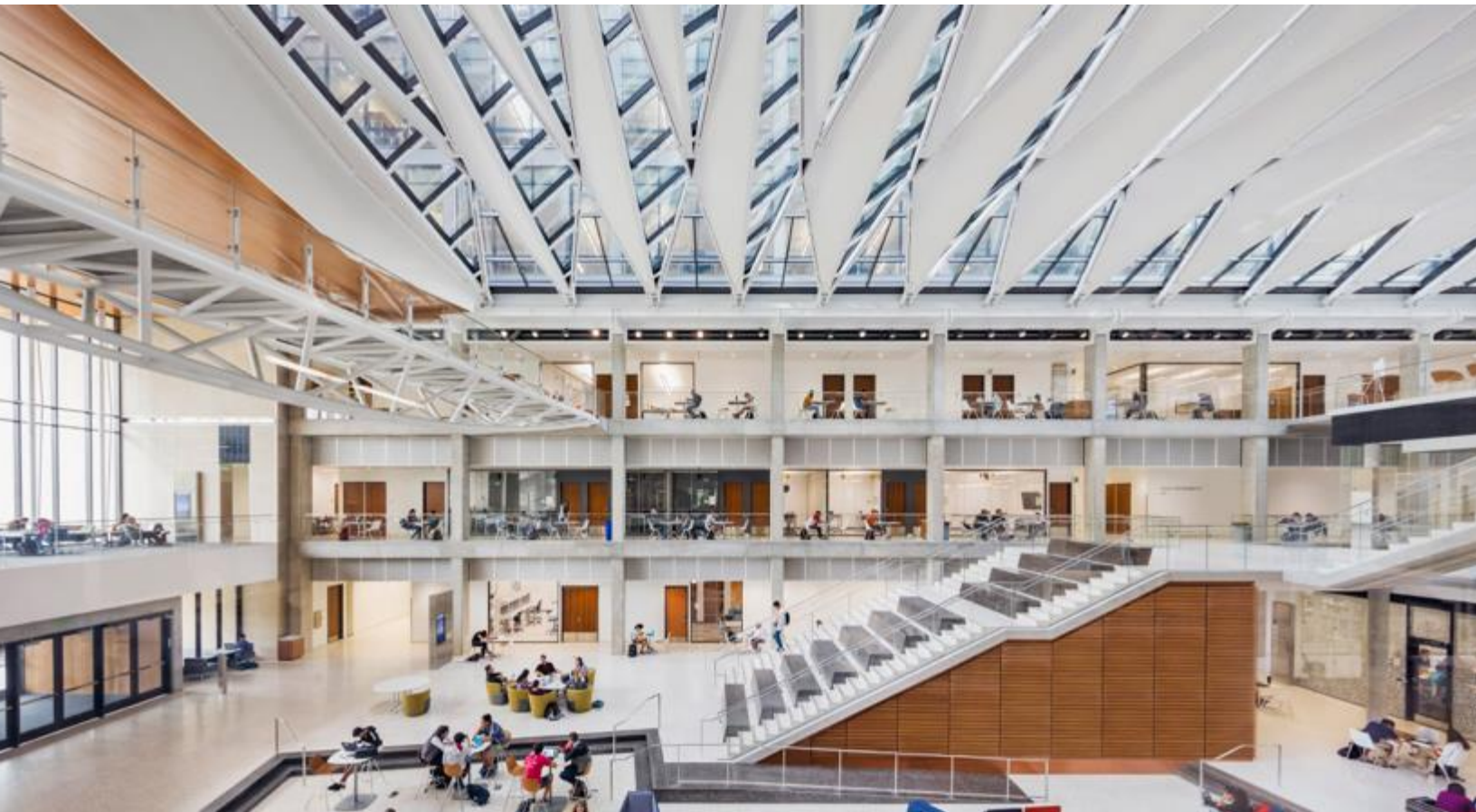


Austin serves as the corporate headquarters for Fortune 500 companies such as Oracle, Dell, Whole Foods, Tesla, and many successful tech startups. The city also hosts research and development offices for major technology-oriented companies such as Amazon, AMD, Apple, and Google, which have established their operations in Austin in large part to draw from the highly skilled talent the university produces. *U.S. News & World Report* consistently ranks Austin among its [Best Places to Live in America](#), and Expedia recently ranked it number one in its 21 [Super-Cool U.S. Cities](#) list.

VICE PRESIDENT FOR DEVELOPMENT

The position of vice president for development (VP) at The University of Texas at Austin (UT) is an outstanding opportunity for an experienced, ambitious, and collaborative development professional to play a significant role in ensuring the ongoing success of one of the nation's top public research universities. Reporting to President Jay Hartzell and serving as a key member of his senior leadership team, the VP will define a vision for development and implement the necessary infrastructure to support a comprehensive, world-class program that effectively engages a large and loyal base of alumni, parents, and friends in the life of UT and establishes new connections with a wider community of individuals, corporations, and foundations, making the case for transformational philanthropy.

To this end, the VP will work collaboratively with UT's academic and administrative units, including the president's office, to integrate and advance the fundraising priorities and strategic initiatives of the university. Importantly, the VP will also define and promote strategies for further collaboration with Texas Exes, the official alumni association for UT, especially as it relates to broadening the reach of alumni engagement efforts and building robust donor and volunteer pipelines. Within the Office of Development, the VP will foster a strong team orientation, encouraging collaborative and professional relationships among the various functions and throughout the university.



The University of Texas at Austin

Following are the specific responsibilities and duties of this position:

Leadership Support and Engagement

- Guide and support the president in his role as chief spokesperson and fundraiser, serving as an advisor and co-strategist in cultivating prospective donors and soliciting transformational gifts. Similarly guide and support senior leaders, volunteers, deans, faculty, and other key constituents in all development-related activities, ensuring that their time spent is productive, meaningful, and personally rewarding.
- Serve as an active member of the senior leadership team. Build collaborative professional relationships with peers and foster a strong team orientation. Work with a broad range of diverse individuals and groups, including senior executives, to achieve shared goals.
- Participate in university-wide strategic planning efforts and contribute to discussions that guide strategies and policies shaping UT's future. Identify compelling major and principal funding opportunities within the university and match them with existing and potential donors.
- In conjunction with the president and senior leaders, develop clear, consistent, cohesive, and compelling messages around funding opportunities that leverages the uniqueness, strengths, and aspirations of UT in a way that reflects the excitement for the university's future direction and results in philanthropic support for various priorities.

Programmatic Elevation and Fundraising

- Assess the fundraising potential of the university and craft a sophisticated multi-year fundraising and engagement strategy that will result in sustainable long-term growth in philanthropic contributions, in keeping with the mission, core values, and strategic priorities of UT.
- Ensure the successful conclusion of UT's current campaign while preparing the university for future fundraising endeavors, ensuring an optimally deployed staff and an effective, efficient infrastructure that will support future successful endeavors.
- Evaluate, strengthen, and enhance existing individual giving (annual, major, principal, and planned), and corporate and foundation relations programs. Develop and implement new and innovative plans to systematically and strategically identify and acquire prospective individual and institutional donors; increase donor retention; and upgrade and renew existing donors.

The University of Texas at Austin

- Personally cultivate, solicit, and steward a select prospect portfolio. Lead the frontline fundraising team by example, demonstrating success and ensuring that timely steps are taken toward solicitation.
- Pioneer new and innovative strategies for alumni outreach, ensuring that existing alumni relationships are deepened and maintained while proactively seeking out relationships with other alumni and friends of UT.

Staff Management

- Lead, support, and mentor UT's development staff of nearly 500 (10 direct reports), promoting a culture of excellence, collaboration, and professional growth. Further develop a high-caliber staff that are well prepared to meet the ongoing challenges and opportunities of a first-rate development program, and position Texas Development as a national employer of choice for development professionals.
- Oversee development personnel activities, including the hiring, training, and defining of job descriptions and performance review processes for the team. Enhance professional development and career planning opportunities for development staff as a means of retention.
- Set clear direction, priorities, and measurable goals for development professionals and administrative support personnel. Assess current staff effectiveness and overall organizational structure; create and nurture a culture of transparency, communication, and collaboration. Ensure that all staff members have a common commitment to advancing the university and its priorities.
- Maintain a leadership style that is fair, open, and fluid, and one that is capable of inspiring, empowering, and motivating all staff. Foster a work environment that recognizes and rewards performance, supports new ideas, builds confidence, encourages cooperation toward shared goals, promotes teamwork, reduces siloes, and retains staff.

Volunteer and Board Engagement

- Provide the highest level of support to volunteer leadership and Development Board members for their activities on behalf of UT. Ensure that their experience is meaningful, productive, and enjoyable, and that their intellectual and emotional connections to UT and each other are strengthened.
- Assist the president and Development Board leadership in the identification, recruitment, and cultivation of new Development Board members, identifying potential key leaders with an affinity

The University of Texas at Austin

for the mission of UT while building a volunteer structure that fosters a culture of philanthropy and promotes a sense of belonging.

- Build capacity and volunteer engagement by identifying, tracking, and nurturing UT's alumni, parents, and friends. Develop meaningful and strategic frameworks to leverage and mobilize volunteers and to raise sights and involvement with volunteers and donors at all levels.
- Ensure that UT draws upon the skills and talents of its alumni. Convey to volunteers that their service is valued, and their support is appreciated. Create alumni programming and engagement opportunities for UT's nearly 550,000 living alumni that enhances and supports the university's vision and aspirations.

The ultimate hire will bring many of the following professional qualities and experiences:

- An appreciation for the history, tradition, achievements, and aspirations of UT and the ability to effectively articulate the president's vision to a diverse audience.
- At least 15 years of progressively responsible fundraising and managerial experience in development. Depth of knowledge in all key areas of development; a demonstrated ability to plan, manage, and successfully close a comprehensive campaign.
- Demonstrated ability and experience building upon an existing development program, resulting in a transformative increase in philanthropic revenue for an organization. Success increasing the effectiveness of a development program and its staff through established objectives and performance standards.
- Proven management skills in establishing a team- and goal-oriented environment that empowers staff through active communication and delegation and that builds confidence, promotes diversity of thought, and celebrates achievements. An approach to management that leads by example, bringing out the best in staff and yielding pride, ownership, and a sense of team effort.
- Demonstrated success in personally cultivating, soliciting, and stewarding principal gifts from individuals, foundations, and corporations. A track record of raising funds to support mission-critical goals.
- The political savvy to navigate a complex academic community and the ability to build bridges and strong collaborative relationships with all members of an operation across a university and diverse body of alumni and constituents.

The University of Texas at Austin

- The credibility, maturity, and sound judgment required to effectively engage and leverage UT's leaders and volunteers in the cultivation, solicitation, and stewardship of key prospects and donors.
- Excellent interpersonal and listening skills with the ability to garner trust and confidence; a demonstrated ability to work well with people at all levels of an organization, across a diverse range of educational and social backgrounds.
- Superior written and oral communication skills; the ability to understand and translate information for all audiences adopting the university's message and voice; clarity, crispness, and elegance in writing and speaking. The ability to succinctly communicate a vision and process to the president and other key constituents, appropriately utilizing data and metrics and a foundation for development programs.
- A sharp eye for operational efficiency and the best use of resources, including a demonstrated understanding of budgets and the ability to manage them.
- A self-assured problem solver and highly motivated self-starter who can anticipate challenges and obstacles and has the intelligence, creativity, and tenacity to provide and execute strategic and effective solutions on behalf of a team.
- Strong personal integrity and work ethic coupled with a high emotional intelligence and perspective, as well as a keen interest in deeply engaging in the campus and local community.
- The ability to create excitement and energy around UT's mission and encourage others to support the university; a persuasive, persistent, and determined approach.
- A highly organized working style and strong attention to and appreciation for detail.
- The flexibility to travel and work evenings or weekends as required.
- Bachelor's degree required.

The University of Texas at Austin

To Apply

Rachel Ellenport is leading this search with Nicole Poe and Megan Gorman. For more information, to submit a nomination, or to apply for this role, please visit:

<https://www.imsearch.com/open-searches/university-texas-austin/vice-president-development>

The University of Texas at Austin, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The university is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, or veteran status in employment, educational programs and activities, and admissions.



