

DARTMOUTH

Search for the Executive Director of Regional Advancement for Western Region Dartmouth San Francisco, CA

THE SEARCH

Dartmouth seeks a strategic, ambitious, and proven fundraiser as the Executive Director of Regional Advancement for Western Region. Dartmouth's development program is a key agent in its strategy to advance its mission through a highly engaged and philanthropically supportive global community. This moment holds exceptional opportunity for the right individual as Dartmouth welcomes its 19th president, [Sian Leah Beilock](#), whose visionary leadership will launch a new phase of strategic planning and initiatives and is celebrating the recent conclusion of *The Call to Lead* campaign, which surpassed its goal to \$3.77 billion. Under the direction of outgoing President Phil Hanlon, Dartmouth has increased annual fundraising by more than 100 percent in less than a decade and is committed to accelerating mission impact by growing private gift revenues further.

Reporting to and partnering with the Associate Vice President for Development (AVP), the Executive Director (ED) will lead a critical arm of Dartmouth's development program to plan and execute a sophisticated regional philanthropic and engagement strategy for Dartmouth alumni and parents west of US states bordering the Atlantic. Based in San Francisco and uniting efforts across the Western US, the ED will serve as the office leader and support expansion efforts as a highly-visible, externally-facing Dartmouth ambassador. This individual will directly manage a seasoned fundraising team of six and personally manage a portfolio of high-capacity donors in key emerging markets within a metrics-driven, research-based program. The ED will leverage collaborative partnerships across Dartmouth's development enterprise as part of a comprehensive plan to raise sights and build cohesion for annual, leadership, principal, and planned gifts in an expansive geographic area. In Fiscal Year 2022, these areas raised an average of \$25 million in restricted gifts and \$10 million in unrestricted annual fund gifts.

The successful candidate will have at least ten years of fundraising management experience with a proven track record as a leader, manager, and strategist in a complex organization. The successful candidate must possess a keen understanding of best practices in development and demonstrate significant personal success in donor cultivation, solicitation, and stewardship at the major and principal gift levels. Ideally, this individual will have demonstrated success working in regional or developing markets, preferably within higher education; an ability to work and engage faculty and senior administrators; the personal

energy, enthusiasm, and drive to outperform historical benchmarks and continually surpass goals; and a strong intellectual curiosity in and personal commitment to Dartmouth.

Dartmouth 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.

DARTMOUTH COLLEGE

Founded in 1769 and located in Hanover, New Hampshire, Dartmouth is defined by a comprehensive liberal arts education combined with focused graduate programs in medicine, business, the sciences, and engineering. A founding member of the Ivy League, Dartmouth is consistently ranked among the country's best research institutions. In *U.S. News and World Report's* 2022-2023 ranking of "Best Colleges," Dartmouth ranks 12th among national universities. It educates approximately 4,500 undergraduates and 2,200 graduate students in the Arts & Sciences and its four graduate and professional schools: the [Geisel](#) School of Medicine, the [Guarini](#) School of Graduate and Advanced Studies, the [Thayer](#) School of Engineering, and the [Tuck](#) School of Business. With strong graduate programs and an unqualified commitment to research, Dartmouth is a research university and yet – in size and commitment to transformative teaching – also remains a college.

Dartmouth has a profound sense of place. From the Connecticut River to the Green Mountains to the West and the White Mountains to the North, Dartmouth's [physical location](#) leaves a mark on all who study and work there. Among Dartmouth's greatest assets is its beautiful, historic campus anchored by Baker-Berry Library. The central campus consists of 269 acres and encompasses 6.5-million gross square feet in 161 buildings, ranging from housing to specialized laboratories, gymnasiums, high-tech classrooms, playing fields, and libraries.

Undergraduate Education

The [undergraduate](#) college offers a four-year program in the liberal arts with more than 40 academic departments. This year represents the third consecutive admissions cycle in which Dartmouth received more than 28,000 applications for its first-year class. Similarly, it is the third consecutive year in which Dartmouth's acceptance rate is six percent. The student body is evenly divided between men and women, with 39 percent of undergraduate students identifying as BIPOC and 14 percent as international. Dartmouth practices universal need-blind admissions for all applicants including all international citizens. This more inclusive admissions policy is effective immediately and applies to all applicants for Dartmouth's Class of 2026. Dartmouth is fully committed to the principles of access and affordability and guarantees to meet 100 percent of students' demonstrated need throughout their undergraduate years. Moreover, approximately 54 percent of the undergraduate student body received need-based scholarships, totaling roughly \$136 million. This significant enhancement of Dartmouth's holistic admissions policy underscores Dartmouth's dedication to creating a globally-minded teaching and research community of students and

faculty drawn from around the world. In doing so, Dartmouth becomes the sixth college or university in the United States with universal need-blind admissions. It is a dramatic institutional commitment to access and equity for all students, regardless of citizenship.

A year-round academic calendar and flexible enrollment plan provide many opportunities for study abroad and off-campus experience. Prior to the pandemic, over 50 percent of Dartmouth's undergraduate students participated in one or more of the greater than 40 off-campus programs led by faculty in approximately 30 countries throughout the world. More than 20 percent of students participate in intercollegiate athletics at the NCAA Division I level, an experience that plays an important role in the development of many Dartmouth students.

Graduate and Professional Education

Since 1885, when Dartmouth awarded its first PhD, graduate students at Dartmouth have combined world-class research facilities with an outstanding faculty. The Guarini School of Graduate and Advanced Studies, formed in 2016, awards all PhD, MS, and MA degrees across a broad range of programs, including several interdisciplinary and doctoral programs connected to the professional schools at Dartmouth. Guarini is home to more than 865 graduate students.

The Geisel School of Medicine, the nation's fourth-oldest medical school, includes clinical and basic science departments and draws on the resources of Dartmouth and its affiliated teaching hospitals. In addition to the MD degree (395 students), Geisel offers graduate education (nearly 140 students) in the biomedical sciences, public health, and healthcare delivery science.

One of the oldest professional schools of engineering in the country, the Thayer School of Engineering features a single unified department of engineering sciences. Thayer administers both the undergraduate bachelor of arts degree in engineering sciences and the bachelor of engineering degree, and enrolls nearly 330 graduate students at the master's and doctoral levels.

Founded in 1900 as the first graduate school of management, the Tuck School of Business at Dartmouth has long been recognized as a top ten business school and enrolls just over 590 MBA students. The Tuck School is distinguished by its personalized education and a rigorous self-analysis approach to leadership development.

Research, Faculty, and Staff

Dartmouth attracts faculty from around the world and ranks among the highest universities in the country per capita research funding. There are over 940 faculty members across the institution, with more than 620 who are tenured or on the tenure track. Across the full faculty body, nearly 40 percent identify as women and 20 percent as BIPOC. As a member of the American Association of Universities (AAU) and a Carnegie R1-ranked research university, Dartmouth provides a high-intensity research environment, with

world-class facilities and outstanding extramural support for scholarly activities for faculty and students. Dartmouth researchers receive more than \$200 million in outside [research funding](#) annually.

Dartmouth has attracted a talented staff that provides business continuity and ensures ongoing operations at the institution with expertise and devotion. Dartmouth currently employs more than 2,940 full-time and 250 part-time staff members.

Financial & Fundraising Overview

Prudent financial leadership and management ensure Dartmouth's resource base remains stable and sustainable for the future. In fiscal year 2022, Dartmouth had nearly \$1.03 billion in operating expenses, and the endowment stands at more than \$8 billion. The central advancement team raises nearly \$270 million annually, with \$100 million raised from central advancement.

Dartmouth benefits from highly motivated staff and volunteer organizations that have consistently inspired new approaches to fundraising and stewardship. In the 1950s, Dartmouth was one of the first colleges to model the comprehensive capital campaign. In the 1980s, a group of volunteers reinvented the [Dartmouth College Fund](#) to become one of the most productive annual funds in the country, regularly generating annual participation of 36 percent and higher in contrast to declining national trends. In the past decade, Dartmouth has inspired new levels of support from women, entrepreneurs, and young alumni that are now the subject of national study. The Council for the Advancement and Support of Education (CASE) has recognized Dartmouth in each of the past three years with national awards of distinction for program performance.

In this context, Dartmouth launched its most recent campaign, [The Call to Lead](#), in 2018 and concluded this historic fundraising effort on June 30, 2023. The campaign has outperformed all expectations and reached more than \$3.7 billion in investments toward key initiatives, transforming the physical campus with a major series of capital investments, and adding more than \$1 billion to Dartmouth's endowment. The campaign has also reached 60 percent undergraduate alumni participation. Notably, the Tuck School of Business reached 81 percent alumni participation.

EXECUTIVE DIRECTOR OF REGIONAL ADVANCEMENT FOR WESTERN REGION

Based in San Francisco, California, the Executive Director of Regional Advancement for Western Region will plan and execute a sophisticated regional philanthropic and engagement strategy for Dartmouth alumni and parents west of US states bordering the Atlantic. Reporting to the Associate Vice President for Development, the Executive Director (ED) is an instrumental partner to the development leadership team to guide the work of Dartmouth's fundraising efforts and attract significant gifts to Dartmouth for its funding priorities from key markets in the western US, both new and well established. This role serves as the office leader and will be a visible and active presence for Dartmouth throughout the region. The ED will carry and expand a personal portfolio of high-capacity donors and manage six experienced frontline

staff. This individual will work with development colleagues across Dartmouth as part of a comprehensive effort to increase philanthropic revenue and build cohesion in all fundraising efforts but in the western geography and across the US.

Specific responsibilities will include:

- Providing strategic vision, leadership, and orchestrated management of a comprehensive regional program for all cities within the Western region, including all constituents across the division Presidential Initiatives and Principal Giving (PIPG), Dartmouth College Fund (DCF), Professional Schools, Marketing & Engagement (M&E), Gift Planning, Conference & Events (C&E) in the strategy and execution.
- Responsibility for identification, qualification, cultivation, solicitation, and stewardship of approximately 30-50 individual prospects capable of making current-use and capital commitments of \$500,000 or more over a five-year period.
- Working in concert with senior officers, trustees, colleagues, and volunteers to implement strategies including the direct solicitation of gifts; developing collegial and productive relationships with colleagues in other Dartmouth programs, particularly those in DCF, Gift Planning, Principal Giving, Alumni Relations, Family Giving as well as with colleagues in the three professional schools and the offices of the Provost and Dean of Faculty.
- Serving as the primary coach, trainer, and manager of six accomplished fundraising professionals to uphold and strengthen a community culture with standards of accountability and performance. Advising staff on matters of prospect strategy, solicitation techniques, and creative solutions to gifts that are particularly complex in nature.
- Recruiting, organizing, training, motivating, and providing staff support to regional campaign volunteers responsible for soliciting leadership gifts. Working with the AVP and other senior Development managers to refine appropriate campaign volunteer structures.
- Setting clearly defined and measurable goals for the western region development team and establish appropriate metrics to assess individual and team performance. Such systems should inspire all staff and engender commitment to reaching personal goals and to raising maximum dollars for Dartmouth.
- Demonstrating a commitment to diversity, inclusion, and cultural competency through actions, interactions, and communications with others.

- Setting a personal example of frontline fundraising success, carrying a select portfolio of high-potential individual, corporate, and foundation prospects.
- Developing a knowledge base of tax, investment, and legal aspects of charitable giving; articulating this knowledge clearly and effectively in discussions with prospective donors, their counsel, colleagues, and volunteers.
- Serving as an important institutional representative for the Western Region; responding to on-campus requests and creating opportunities for increased visibility and strengthened Western Region presence.
- Staying abreast of philanthropic, economic, social, and educational trends related to fundraising. Ensuring that senior leadership are informed of changes in regional legislation and other trends that might impact Dartmouth's fundraising efforts.
- Performing other duties as assigned.

Required Qualifications

The successful candidate will possess:

- Demonstrated success in soliciting and closing seven-figure gifts or more.
- A track record of significant personal success in donor cultivation, solicitation, and stewardship at major and principal gift levels, evidenced through professional references and reputation.
- Strong organizational skills combined with individual initiative, energy, enthusiasm, and dexterity to work independently with a high degree of autonomy as well as productively in a fast-paced, team-oriented environment.
- A record of achievement in building and retaining high performance teams of talented individuals.
- Strong interpersonal skills with professional credibility, intellectual depth, maturity, wisdom, and collaboration skills to garner the trust and confidence of institutional leaders, senior staff, faculty, trustees, alumni, volunteers, and other key constituents.
- Excellent written and verbal communication; ability to speak persuasively about the mission and programs of Dartmouth; excellent relationship-building and negotiation skills.

- Bachelor's degree required with 10 years of progressive experience in fundraising management in complex organizational environments.

Preferred Qualifications

- Higher education experience in complex development shop settings with regional programs.
- Experience with large capital projects or comprehensive campaigns lending interactions between academic clients, finance, facilities, and advancement colleagues.
- Resolve for success and an entrepreneurial spirit.

Location & Compensation

This position is remotely based in San Francisco, California. Dartmouth is located in a cultured college town of Hanover, New Hampshire. The sweeping 269-acre Dartmouth campus gathers into one walkable community of a liberal arts college, a medical school, a school of engineering, a business school, athletic and arts complexes (including a world-class museum), plus a number of cafes and other dining options. Hanover offers restaurants, shops, and a wide array of services. At the edge of campus, the renowned Hopkins Center for the Arts-named by the National Endowment for the Arts as one of the nation's exemplary performing arts centers-integrates the Dartmouth community into downtown life. Review campus maps or take a virtual tour of the campus.

The anticipated salary range for this position is \$210,000-\$230,000 annually, commensurate with the successful candidate's experience. Dartmouth's values the contribution each team member brings to the organization. Final determination of a successful candidate's starting pay will vary based on a number of factors, including, but not limited to education and experience within the job or the industry. The pay scale listed for this position is generally for candidates that meet the specified qualifications and requirements listed on this specific job description.

To Apply

Jack Gorman is leading this search with Christina Garrison and Ryan Cheung. For more information, to submit a nomination, or to apply for this role, please visit:

<https://www.imsearch.com/open-searches/dartmouth/executive-director-regional-advancement-western-region>

Dartmouth is an equal opportunity/affirmative action employer with a strong commitment to diversity and inclusion. We prohibit discrimination on the basis of race, color, religion, sex, age, national origin,

sexual orientation, gender identity or expression, disability, veteran status, marital status, or any other legally protected status. Applications by members of all underrepresented groups are encouraged.

ADDENDUM: LEADERSHIP

Robert (Bob) Lasher '88, Senior Vice President for Advancement

Bob Lasher '88 helps passionate teams realize their full potential and purpose. He believes that committed, talented, and creative thinking can best advance the goals of ambitious, mission-driven institutions. Lasher has led Dartmouth's global alumni relations and development organization since 2013. In this position, he mobilizes Dartmouth's external-facing teams of staff and volunteers to advance institutional strategy and promote inclusive constituent engagement. Lasher reports directly to Dartmouth's president and is a member of Dartmouth's senior leadership team. He is the chief staff member for *The Call to Lead*, Dartmouth's \$3 billion campaign.

Lasher works with emerging and established philanthropists to translate their goals into real solutions that benefit the community, the nation, and the world. As a strategist and program innovator, Lasher has held leadership roles at a diverse array of higher education and cultural institutions including the San Francisco Museum of Modern Art, the San Francisco Symphony, the National Geographic Society, and the University of Virginia. Bob holds an undergraduate degree in history from Dartmouth College.

President-Elect Sian Leah Beilock

Sian Leah Beilock is the president-elect of Dartmouth College. She is the first woman to be elected president of Dartmouth by the Board of Trustees and will begin her tenure in the 2023-24 academic year.

Beilock will join Dartmouth from Barnard College at Columbia University where she has served as the 8th president. During her tenure, Beilock has enhanced Barnard's STEM research and teaching programs to parallel Dartmouth's renown in the arts and humanities; implemented *Feel Well, Do Well*, a campus-wide health and wellness initiative; and launched *Beyond Barnard*, a one-stop shop for career resources at Barnard and beyond. Building on Barnard's relationship with Columbia University, Beilock has established options for students to transition directly from Barnard into a range of master's programs at Columbia through unique five-year BA/MS degrees. Beilock has also led Barnard to record fundraising, increased applications for admission, and increased diversity among students, faculty, and staff. Almost half of Barnard students identify as women of color.

Before joining Barnard, Beilock spent 12 years at the University of Chicago, where she was the executive vice provost, serving as an officer of the university, and the Stella M. Rowley Professor of Psychology. As executive vice provost, Beilock oversaw and had budgetary responsibility for major academic centers including the University's library system, the University of Chicago Press, the University's art museum, and its professional theater. Beilock was also responsible for campus-wide space allocation and oversaw several major building projects. She played the lead role in developing a system to account for how income (such as tuition and grants) and expenses flowed across the undergraduate college, the graduate, and professional schools, and UChicago Medicine. She created and led UChicagoGRAD, a university-wide

initiative designed to prepare the University's 10,000 graduate students and postdoctoral fellows for leadership roles in academia, government, industry, and the nonprofit sector.

Beilock is one of the world's leading experts on the brain science behind "choking under pressure" in business, education, and sports. In the last several years, her research has focused specifically on success in math and science for women and girls and on how performance anxiety can either be exacerbated or alleviated by teachers, parents, and peers.

Beilock is the author of the critically acclaimed *Choke* and *How the Body Knows Its Mind*, which have been published in more than a dozen languages, and she has published 120 peer-reviewed scientific papers. She works closely with individuals, Fortune 500 companies, sports teams, and government organizations to help them build high-performance teams and use research-driven strategies to create environments that attract, retain, and get the best out of their talent. Beilock is an independent director on the Bridgewater Associates Operating Board of Directors and serves on the Board of Advisors for C Street Advisory Group.

Beilock's research has been featured in media outlets including *The Wall Street Journal*, *The New York Times*, *The Washington Post*, *Time*, and CNN. She was chosen as one of 25 "Women to Watch" by Crain's Chicago Business and won several awards from national and international societies devoted to psychology, sports psychology, and education. Most notably, Beilock is the recipient of a CAREER award from the National Science Foundation and, in 2017, she won the Troland Research Award from the National Academy of Sciences for her "fundamental contributions to our understanding of human skill learning and performance breakdowns in high-pressure and anxiety-provoking situations." Her 2017 TED Talk has been viewed more than 2.5 million times.

Beilock earned her bachelor of science in cognitive science from the University of California, San Diego, and doctorate degrees in psychology and kinesiology from Michigan State University.

Board of Trustees

Dartmouth's Board of Trustees consists of the President of Dartmouth, the Governor of New Hampshire (ex officio), and twenty-four other trusteeships: sixteen Charter Trustee positions and eight Alumni Trustee positions. Charter Trustees are nominated and elected by the Board itself; Alumni Trustees are nominated by the alumni and elected by the Board. Duties and powers of all the Trustees are the same. Both Charter Trustees and Alumni Trustees normally serve no more than two four-year terms. The Board is currently chaired by **Elizabeth Cahill Lempres '83**, senior partner emeritus at McKinsey & Company.