



UNIVERSITY *of*
ROCHESTER

Associate Vice President for University Advancement

University of Rochester

Rochester, New York

THE SEARCH

The University of Rochester seeks an experienced and ambitious associate vice president for university advancement with primary responsibility for the School of Arts and Sciences, Hajim School of Engineering and Regional major gifts, student life, athletics, libraries, international and parents development programs. The position will provide strategic leadership and overall supervision to these central and unit-based advancement staff in order to increase the capacity and potential of the University's overall advancement program.

Founded in 1850, the [University of Rochester](#) is one of the nation's leading research universities and is the cultural, artistic and educational leader for the region. The University's motto, [Meliora](#), embodies the goals of the University, which are to "learn, discover, heal, create – and make the world ever better." The University is a member of the prestigious Association of American Universities (AAU); a founding member of the Consortium of Financing Higher Education (COFHE), a group of the 35 leading private colleges and universities in the United States; and a founding member of the UAA athletic conference. The University completed the \$1.2 billion Meliora Challenge comprehensive campaign in 2016, raising over \$1.37 billion. Sarah Mangelsdorf assumed the presidency in July 2019. President Mangelsdorf's vision for Rochester builds on the University's distinctive strengths and broad excellence while encouraging greater collaboration across schools and promoting key values of diversity, equity and inclusion. David Figlio became Provost in July 2022 and is collaborating with President Sarah Mangelsdorf and other University leaders to launch an ambitious and distinctive [strategic plan](#) in spring 2023.

The associate vice president for university advancement reports directly to the senior vice president and chief advancement officer, and is a member of the advancement executive leadership team. The associate vice president will oversee a \$6.7 million budget and 40+ advancement staff assigned to Arts and Sciences, Hajim School of Engineering, athletics, international, libraries, regional advancement programs and parents fundraising, working closely with deans and unit directors. This leader will work collaboratively across advancement and the wider University to set new benchmarks for success in philanthropy and donor engagement, creating an institutional drive to greater efficiency and effectiveness.

This is an exceptional opportunity for a dynamic and accomplished individual to join an organization that continually surpasses prior accomplishments, sets clear strategic goals, and has a strong and ongoing commitment to excellence. The ideal candidate will be a seasoned advancement professional capable of managing and mentoring a large and diverse staff across a complex environment, and who is a thoughtful strategist, experienced and enthusiastic fundraising officer, a natural collaborator and convener and an exceptional steward of internal and external relationships. The associate vice president will have at least 10 years of progressively responsible experience in advancement as both manager and front-line officer with a track record of pushing development programs to ever higher performance levels across all metrics. Superior communication and fundraising skills, excellent judgment, diplomatic orientation and a sense of humor are all keys to success. Bachelor's degree required; an advanced degree is preferred.

The University of Rochester has retained Jack Gorman of Isaacson, Miller to assist in conducting the search. All inquiries, applications and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.

UNIVERSITY OF ROCHESTER

The University of Rochester is noted among top research universities as being exceptionally collaborative, and it offers both the intellectual excitement of a major research university with a top medical center and the intimacy and opportunities of a great liberal arts college.

The University of Rochester enrolls more than 12,000 students annually, of whom nearly 6,000 are undergraduates. The School of Arts & Sciences and the Hajim School of Engineering & Applied Sciences are home for most undergraduate students. Students at both the undergraduate and graduate levels enjoy access to the other schools of the University: the Eastman School of Music, School of Medicine and Dentistry, School of Nursing, Simon Business School and the Warner School of Education.

The University's academic units include: the School of Arts and Sciences, the Hajim School of Engineering and Applied Sciences, the Eastman School of Music, the Simon Business School, the Warner School of Education, the School of Medicine and Dentistry, the School of Nursing and the Eastman Institute of Oral Health. Arts and Sciences, Engineering, Business and Education are co-located on the River Campus, immediately adjacent to the Medical Center. The Eastman School of Music, Memorial Art Gallery and NextCorps, a University-affiliated business incubator, are located in downtown Rochester, a short shuttle ride away, while the Laboratory for Laser Energetics, the world's largest university-based laser facility, is a short drive from central campus. Taken together, the University has major areas of excellence in the arts, music, and the humanities; social sciences; natural science and engineering; and medical research, and this physical proximity works to foster interdisciplinary collaborations across schools.

The University of Rochester Medical Center (URMC) is one of the nation's leading academic medical centers. It forms the centerpiece of the University of Rochester's health research, teaching and patient care missions. URMC includes Strong Memorial Hospital, the Eastman Institute for Oral Health, the University of Rochester School of Medicine and Dentistry, with its faculty practice (University of Rochester Medical Faculty Group), and the University of Rochester School of Nursing.

The University's clinical enterprise, UR Medicine, consists of six hospitals located throughout the Finger Lakes and Southern Tier regions. About 3,000 people are dedicated to scientific research, studying

common and rare illnesses, from cancer and heart disease to Parkinson's and pandemic influenza. The University is also home to the Memorial Art Gallery, which boasts more than 12,000 objects in its permanent collection and serves as the community art gallery; the Eastman Theater, which offers three state of the art performance venues for more than 20 student ensembles from the Eastman School of Music; and the Laboratory for Laser Energetics, which operates two of the world's most powerful high-energy and high-intensity lasers. Academic strengths at the University include optics, political science, economics, physics and engineering. Among the University's more than 2,500 faculty are recipients of MacArthur Awards, Guggenheim, Sloan and Packard Fellowships, and members of the National Academies. Undergraduate students in Arts and Sciences and the Hajim School of Engineering regularly earn Fulbright, Churchill and Goldwater scholarships.

The University of Rochester receives more than \$450 million annually in sponsored research funding; consistently ranks among the top universities nationally in federally financed science, engineering and medical research, and offers more than 45 doctoral programs.

ROCHESTER MODEL 2030: STRATEGIC PLAN FOR UNIVERSITY ADVANCEMENT

The Rochester Model 2030 Advancement strategic plan is designed to build on progress of the University of Rochester Advancement program.

The 2030 Rochester Model plan serves as a guide for the next stage in the program's evolution—focusing on continued excellence, strategic investment, and measurable growth—as a best-in-class advancement organization that generates and sustains charitable gifts, institutional advocacy and broad-based engagement across the University's schools, units and programs.

The Rochester Model is based on four main principles:

- A commitment to excellence in both engagement and philanthropy.
- A commitment to intentionality.
- Mission and values are the core of our work – Building and sustaining University relationships, resources, our reputation and values, and our mission.
- Building a culture of ownership between the University and its broad-based community – in support of the University's mission.

The University recently entered into a formal quiet phase for a potential \$1.5 billion to \$2 billion comprehensive campaign.

BOUNDLESS POSSIBILITY: STRATEGIC PLAN

The University of Rochester is in the process of implementing a strategic plan – [Boundless Possibility](#) – that sets the collective direction and vision for the institution, including the academic medical center, for the next seven years. Its goals reflect our strengths and successes as well as the ambition many have to create a culture and environment that encourages and inspires boundless possibility. With those aspirations in mind, the University has identified five strategic goals.

- **Research Excellence and Global Reputation:** Increase our reputation as a leading global research institution by investing in innovation and growth in our areas of distinction.
- **Exceptional Undergraduate and Graduate Education:** Reimagine undergraduate and graduate education at a research-intensive institution.
- **Health Care of the Highest Order:** Reinforce and further enhance our position as a leading national academic medical center.
- **Faculty + Staff Success:** Cultivate an inclusive culture that prioritizes the well-being, development, engagement, success, and diversity of our people.
- **Sustainable Growth:** Implement a new University finance and operational model that will enable future and sustainable growth and success.

The plan will inform how the University make decisions; allocate resources; develop the roadmap for expansion and innovation; prioritize, coordinate and collaborate; and better tell the story of the University. The following elements are foundational to the strategic plan and were validated through the planning process, which included significant input from student, faculty, staff and alumni leaders; members of the Board of Trustees; and community partners.

The University is the area's largest employer—and New York State's fifth-largest employer— with 30,000 employees (27,000 FTEs). Its annual operating budget is \$3.9 billion, its endowment exceeds \$2 billion, and fundraising exceeds \$100 million annually.

To learn more about the University of Rochester, please visit: www.rochester.edu.

LEADERSHIP

Thomas J. Farrell, '88, '90W (MS)

Senior Vice President and Chief Advancement Officer

Tom Farrell became the senior vice president and chief advancement officer for the University of Rochester in November 2014. In this role, he oversees a comprehensive advancement and alumni engagement operation for the entire University and the University of Rochester Medical Center.

Farrell began his career in advancement as a class fundraiser for the University of Rochester in 1990. From 1993-95, he served as director of the University's reunion major gifts program, managing multi-million dollar regional campaigns during the \$375 million *Rochester's Campaign for the 90's*. He then led the fundraising program at the University of Buffalo School of Law, before joining Dartmouth College as director of gift planning. In 2001, Farrell began a 10-year tenure at the University of Pennsylvania where he managed Penn's undergraduate and individual giving program and served as a member of its senior management team responsible for coordinating all institutional advancement activity, including serving as the key planner for the \$4.3 billion *Making History* capital campaign. In 2010, Farrell joined the University of Chicago as vice president for alumni relations and development, leading a staff of 450 advancement professionals from all schools, divisions and units, including the University of Chicago Medical Center, and planning Chicago's recent \$4.5 billion campaign. Prior to his current role, Farrell served as chief development officer for the University of Illinois and president / chief executive officer

of the University of Illinois Foundation beginning in 2012.

Farrell earned a bachelor's degree in history and political science, and an MS in education, both from Rochester. In 2005, he completed his EdD at the University of Pennsylvania in higher education management.

ASSOCIATE VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT

Reporting to the senior vice president and chief advancement officer, the associate vice president (AVP) will provide strategic direction and leadership to all University Advancement (UA) staff assigned to Arts and Sciences, the Hajim School of Engineering, libraries, athletics, regional advancement and parents fundraising. The AVP will set and implement the strategic direction for this core component of the University's advancement program. This leader will serve on the UA's Executive Management Team (EMT), work closely with the senior vice president on all matters of strategic planning for the University advancement program and collaborate with UA peers and constituents across the University.

Major Functions and Responsibilities

- Oversee all professional activity and performance measures for 40 staff members and a budget of \$6.7 million, assuring the highest quality of advancement support and partnership to the deans, schools and units.
- Oversee, supervise and lead the activities and daily operations of all UA staff in the areas of Arts and Sciences and Hajim School of Engineering, libraries, athletics, and parents fundraising.
- Create and implement advancement strategy for deans and faculty for academic programs at the University.
- Personally manage a portfolio of major gift prospects, with a particular focus on principal and major gift prospects (\$100,000 and up).
- Oversee the regional advancement program, and work with assigned UA staff, deans and directors to identify, cultivate and solicit regionally- based alumni and friends.
- Serve as a valued member of the EMT and overall UA office, providing strategic insight on a broad range of programs and initiatives and modelling success and best practices in major and principal gift fundraising.
- Play a leadership role in establishing priorities and future campaign planning.
- Collaborate closely with the Principal Gifts office with respect to donors with strong ties to specific academic units as well as broader University potential.
- Interact with trustees and other University leaders as appropriate.
- Serve as a volunteer manager for unit-specific and regionally-based advisory councils and boards as appropriate, pushing their commitment and participation to ever higher levels.
- Design, implement and coordinate all assigned advancement activity, including the hiring and management of UA personnel assigned to the academic units, libraries, athletics and parents programs.

- Promote a collaborative organizational culture within each fundraising unit and in working with other departments, always focusing on the common goal for moving prospects towards readiness to make increasingly generous gifts for priority purposes.
- In collaboration with UA leadership and peers, implement and monitor management systems to measure activity and progress for all reporting fundraising teams.
- Lead, mentor and motivate staff members to perform at a high level and to advance their own career aspirations.
- Collaborate with UA officers on all gifts and participate directly as required to ensure maximum coordination of activities across Advancement units.
- Oversee the daily operations of all assigned programs.
- Ensure close collaboration with alumni relations staff to coordinate activity and accomplish common objectives as well as other UA divisions. Similarly, serve as an ambassador to the rest of the University.
- Represent the efforts of the Office of University Advancement as necessary to all levels of University personnel.
- Interpret and communicate UA's policies and procedures as necessary.

Qualifications and Experience

The ideal candidate for associate vice president role will have many of the following characteristics and experiences:

- At least 10 years progressively responsible development experience with demonstrable success as a manager and a gift officer, preferably in a complex academic environment.
- Proven ability to provide management oversight, leadership and strategic direction.
- Demonstrated success in developing and managing fundraising programs in a performance-based culture and an in-depth understanding of advancement and development programs. Must possess strong critical thinking and analytical skills.
- Superior strategic skills with a strong grasp of best practices and a holistic understanding of all aspects of advancement. Substantial experience evaluating the strengths of existing philanthropic programs and identifying opportunities for improvement.
- Personal track record of success in major and principal gift fundraising, cultivating and stewarding key donors for an institution and increasingly raising their commitments.
- Proven success in building productive, long-term relationships with senior University administrators, faculty, staff, volunteers and boards.
- Superior communication skills and the ability to connect with a variety of audiences; clear and effective written and oral presentation. The experience, ability and inclination to be an effective, outgoing representative of the University of Rochester.
- Experience working in an environment serving internal and external constituents, often with shared responsibility for advancement and donor cultivation and stewardship. Ability to build

relationships and collaborate across the institution, serving as a resource to others and obtaining their input. Persuasive, persistent and determined to achieve goals.

- A leadership style which creates strong teams and motivates, engages, energizes and focuses staff on results.
- Strong management skills, including expertise in personnel management, program implementation, fiscal planning and accountability.
- Ability to work collaboratively within a hybrid/decentralized development operation.
- Collaborative and collegial; eager and able to engage a diverse audience and build strong professional relationships. A convener who is able to synthesize many ideas and offer strategies and solutions that address a wide variety of goals and objectives.
- Strong personal integrity and work ethic, as well as a sense of humor and perspective.
- Record of creative and entrepreneurial staff management; the ability to build, lead, mentor and motivate staff, and to encourage change and growth in both people and programs. A strong commitment to personal and professional development, and the ability to build a robust, autonomous and collaborative team.
- A keen eye for operational efficiency and optimal use of resources; the ability to plan, monitor and manage a budget.
- A desire to deeply engage in the University and local community. The ideal candidate will reflect and embrace the University of Rochester's emphasis on academic excellence and commitment to the important role it plays in enriching the City of Rochester.
- Bachelor's degree required; advanced degree preferred.

TO APPLY

This search is being led by Jack Gorman with Grace Zakim and Lisa Clayton. For more information, to make a nomination, or to apply for this role, please visit:

<https://www.imsearch.com/open-searches/university-rochester/associate-vice-president-university-advancement>

EOE Minorities / Females / Protected Veterans / Disabled