



Northwestern University

Search for the Associate Vice President for Strategic Initiatives Alumni Relations and Development Northwestern University Evanston, Illinois

THE SEARCH

Northwestern University seeks a seasoned, collaborative, and analytical fundraising leader to serve as associate vice president (AVP) for strategic initiatives. Reporting directly to the vice president for alumni relations and development (ARD), the AVP will lead four front-line fundraising teams and serve as a key member of the vice president's executive leadership team. This is an exciting, newly created position to unite cross-constituency teams, with a focus on driving philanthropic support for institution-wide priorities outlined by President Michael Schill.

In the last three decades, Northwestern has firmly rooted itself as a preeminent national and global university. The University was chartered in 1851 to serve the Northwest Territory, and for much of its history, it retained its regional character, serving a dynamic metropolitan area that remains a dominant asset to the University. Northwestern's ascent into the upper echelon of major research universities has been guided by a series of excellent and long-serving presidents, who have consistently strengthened critical components of the University and attracted and enabled first-class faculty, students, administrators, and staff to realize the mission of the institution. With an endowment of approximately \$14 billion, Northwestern is among the best-endowed institutions in the world. Its most recent comprehensive fundraising campaign, ***We Will. The Campaign for Northwestern***, concluded in June 2021, with a total of \$6.1 billion raised.

The AVP will lead a 30-person team responsible for fundraising efforts with a cumulative annual fundraising goal of \$200+ million in cash and commitments. This individual will lead cross-university fundraising strategies and comprehensive fundraising campaigns and serve as a leader, advisor, and strategist on the identification, cultivation, solicitation, closure, and stewardship of major and principal level gifts from individuals and organizations nationally and internationally. The team includes principal gifts and international fundraising, gift planning, foundation relations and corporate engagement, and

research initiatives. The AVP will foster a strong sense of team, a spirit of collective enterprise, and a shared commitment to ARD's organizational goals, policies, and procedures. The AVP will also manage a portfolio of approximately 25-30 major and principal gift prospects, as well as a select number of leadership-level volunteers, demonstrating how to craft complex proposals and inspire a diverse group of donors to make transformational gifts.

In addition to leading a team, the AVP will be a collaborative partner with peers on the executive leadership team and serve as a strategic advisor to the vice president for Alumni Relations and Development. Critical to this position is the ability to collaborate with University colleagues beyond central ARD to drive prospect strategy for transformational gifts.

The ideal candidate will be a senior fundraising professional with strong analytical, managerial, and frontline fundraising skills. The successful candidate will be a dedicated and motivational team leader adept at optimizing, retaining, and advocating for a seasoned, diverse, and talented staff, while facilitating team success. The AVP will be a self-assured, results-oriented development professional with a collegial and accessible leadership style. This individual must possess strong strategic planning, organizational, and program-building skills; a keen understanding of best practices in fundraising, and a comprehensive knowledge of all major advancement functions. Collaboration and integrity are paramount in this position. A complete list of the desired qualifications and characteristics can be found at the conclusion of this document.

Northwestern University has retained Ms. Rachel Ellenport of the national executive search firm Isaacson, Miller to assist in conducting this important recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document and will be held in the strictest confidence.

NORTHWESTERN UNIVERSITY

[Northwestern University](#) is a preeminent national and global research university with a broad array of [12 schools](#), all of which are highly recognized. These schools are integrated throughout three campuses – the primary campus in Evanston, on the beautiful shores of Lake Michigan; the Chicago Campus, nestled in the heart of a world-class city; and the University's campus in Doha, Qatar.

University leadership has moved to strengthen every aspect of research and scholarship at Northwestern, investing in faculty and expanding research space on the Evanston and Chicago campuses by nearly 30 percent over the past ten years. Northwestern is home to more than 90 school-based centers and more than 50 University research centers. With an interdisciplinary culture, Northwestern's research spans a spectrum of areas, including neuroscience, nanotechnology, biotechnology, and drug discovery. In 2023, sponsored research—just one measure of scholarly excellence—exceeded \$1 billion, putting Northwestern among a very small number of private research universities to reach this level.

The University is uniquely positioned in science and engineering with large academic and research programs within a comprehensive private institution. Northwestern holds a global leadership position in areas like materials science, chemistry, astrophysics, and nanoscience – started in engineering and chemistry and quickly married into medicine – and molecular chemistry, enhanced today by an expansion of its computer science and data science activities. There are very few universities in the top ten that can boast the same level of excellence across arts, humanities, social sciences, and professional schools paired with a sizeable science, engineering, and medical complex. This full range of academic breadth is integrated through joint appointments and institutes across the university.

Powerful undergraduate, graduate, professional, and post-doctoral programs contribute to the prestigious brand and hallmark of quality for the institution. Today, Northwestern enrolls more than 8,000 undergraduate students and more than 14,000 graduate students across a range of nationally renowned programs. At the crux of all of this is a collaborative and naturally interdisciplinary ethos that fosters creative and path-breaking programs and research across schools and disciplines. With a highly ambitious student body, Northwestern is devoted to excellence across all its schools in teaching future leaders.

Northwestern is a founding member of the Big Ten Athletic Conference and sponsors 19 varsity teams that compete against the best in the nation. Student-athletes at Northwestern have the highest graduation rate among schools in the Division I Football Bowl Subdivision (FBS), which is the most competitive subdivision of the NCAA. In 2023, Northwestern was the Big Ten champion in softball and women's lacrosse, with recent titles in swimming, wrestling, field hockey, soccer, diving, golf, fencing, and tennis. Northwestern's combined excellence in academics and athletics is unparalleled.

Northwestern is dedicated to supporting a diverse and inclusive campus community. The four intertwined strands of access, equity, enrichment, and well-being guide the focus of the institution's work through the development and implementation of strategic diversity, equity and inclusion (DEI) initiatives across the University. EDI (DEI) efforts dovetail closely with the University's commitment to open access through a no-loan policy with financial aid that meets 100 percent of every student's demonstrated financial need.

The University's financial achievements have been made possible due to generous alumni, parents, and friends, and the translation of its powerful science enterprise. The most recent fundraising campaign, ***We Will. The Campaign for Northwestern***, concluded in June 2021, with a total of \$6.1 billion raised from 174,380 donors.

ALUMNI RELATIONS AND DEVELOPMENT

Alumni Relations and Development (ARD) is dedicated to advancing the mission of Northwestern as a premier research and teaching institution. Guided by the University's strategic priorities, ARD nurtures lifelong, mutually beneficial relationships with a diverse group of more than 260,000 alumni, as well as parents, friends, and organizations that result in volunteer engagement and philanthropic support. ARD is currently engaged in an organization-wide innovative endeavor to render our business practices as

inclusive as possible. ARD's central operation includes more than 280 full-time staff based in Evanston and two regional offices. Another 100 colleagues are based in Feinberg School of Medicine, Kellogg School of Management, and Pritzker School of Law, with dotted line reporting into the ARD vice president. In Fiscal Year 2022, Northwestern secured \$1.1 billion in gifts and pledges, including a \$480 million gift, the largest in the institution's history. In Fiscal Year 2023, Northwestern secured over \$700 million in gifts and pledges.

ASSOCIATE VICE PRESIDENT FOR STRATEGIC INITIATIVES

Major Functions and Responsibilities

- Lead and set strategy for a cohesive fundraising program that includes principal gifts and international fundraising, gift planning, foundation relations and corporate engagement, and research initiatives. Lead the development of cross-university fundraising strategies and serve as the campaign manager for future university-wide campaigns.
- Provide leadership, supervision, and talent management for direct reports (assistant vice president, principal gifts and international fundraising; senior executive director, foundation relations and corporate engagement; senior executive director, gift planning; and director of development, research centers and institutes) including recruiting, hiring, onboarding, professional development, training, performance management, feedback, recognition, and retention. Promote equity and inclusivity throughout the employee lifecycle.
- Partner with fundraising managers to set performance metrics for individual fundraisers. Work in conjunction with staff to conduct annual strategy and goal setting, including setting measurable, meaningful, and appropriate targets for individual staff members.
- Serve as a strategic advisor to the vice president for alumni relations and development and as an interactive and collaborative partner on the ARD executive leadership team; demonstrate strong leadership and the ability to problem solve with peers to meet mutual objectives.
- Personally develop and manage a diverse portfolio of approximately 25-30 major and principal gift prospects and a select number of leadership-level volunteers. Facilitate productive relationships between donors, senior administrators, and colleagues to develop strategies to solicit individuals in support of fundraising priorities.
- Collaborate with school/unit colleagues to prioritize strategies that will result in the highest-level gifts and will improve diversity among our donor populations; develop relationships with professional school colleagues to maximize fundraising for intra-university priorities.

- Ensure compliance with all relevant regulations, ethical standards, and reporting requirements related to fundraising. Uphold the highest ethical standards in donor interactions and gift management.
- Utilize data analytics and insights to inform decision-making, track progress, and refine fundraising strategies. Ensure the accuracy and completeness of alumni and donor records within the institution's database.
- Maintain best-practice expertise in the field of development through participation in regional and national networks and industry-related associations.
- Perform other duties as assigned at the direction of the vice president.

Skills and Qualifications

- A deep appreciation for the mission, culture, achievements, and aspirations of Northwestern University, and the ability to articulate its uniqueness and relevance. A passion for education, the pursuit of knowledge, and the discipline of academic research.
- At least 10 years of development experience in positions of increasing responsibility in academic fundraising at a college or university with a comprehensive development program.
- Demonstrated success in personally cultivating, soliciting, and stewarding principal and transformational gifts.
- Demonstrated experience and expertise in developing successful fundraising strategies and new programs; experience with fundraising campaigns.
- Proven management skills in establishing a team- and goal-oriented environment that empowers staff through active communication, transparency, and delegation and that builds confidence, promotes diversity of thought, and celebrates achievements.
- Commitment to diversifying donor and volunteer populations to ensure continued organizational success.
- The political savvy to navigate a complex academic community; the ability to build bridges and strong collaborative relationships with all members of an operation across the University and a diverse body of alumni and constituents.

- A decisive consensus-builder who enjoys cross-departmental collaboration. The ability to create excitement around Northwestern's mission and encourage others to support the university.
- Superior written and oral communication skills; the ability to synthesize information from varying and complex sources to make decisions thoughtfully and move to action quickly; the ability to understand and translate information for all audiences clearly and compellingly.
- Demonstrated commitment to inclusion, diversity, equity, and accountability.
- Strong personal integrity and work ethic coupled with a sense of humor and perspective.
- An understanding of and appreciation for the use of technology.
- The flexibility to travel domestically and internationally, and work evenings or weekends as required.
- Bachelor's degree required.

TO APPLY

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

<https://www.imsearch.com/open-searches/northwestern-university/associate-vice-president-strategic-initiatives>

Northwestern University is an Equal Opportunity, Affirmative Action Employer of all protected classes, including veterans and individuals with disabilities. Women, racial and ethnic minorities, individuals with disabilities, and veterans are encouraged to apply.

The Northwestern campus sits on the traditional homelands of the people of the Council of Three Fires, the Ojibwe, Potawatomi, and Odawa, as well as the Menominee, Miami, and Ho-Chunk nations. The greater Chicago area was also a site of trade, travel, gathering, and healing for more than a dozen other Native tribes, linking the Great Lakes to some 100,000 tribal members in the state of Illinois.

ADDENDUM: LEADERSHIP

Michael H. Schill

President

Michael H. Schill took office as Northwestern's 17th president on September 12, 2022. He also serves as a professor of law in Northwestern Pritzker School of Law, and a professor of finance and real estate in the Kellogg School of Management.

Schill previously spent seven years as president of the University of Oregon (UO), where he raised the university's profile in teaching, research, innovation, student access and diversity. Under Schill's leadership, UO built the Phil and Penny Knight Campus for Accelerating Scientific Impact, increased its four-year graduation rates by 10 percentage points and launched the Ballmer Institute for Children's Behavioral Health in a new campus in Northeast Portland. Schill also led the extension and historic close of the university's fundraising campaign in 2021, which exceeded its goal with \$3.2 billion total raised.

Schill is a nationally recognized expert in property, real estate and housing law and policy. He is the author or co-author of three books and more than 40 scholarly articles. His work includes studies of the determinants of value in condominium and cooperative housing, the impacts of subsidized housing programs on property values, the enforcement of Fair Housing laws, mortgage securitization and the effects of housing market regulation. His casebook, "Property," co-authored with Jesse Dukeminier, James E. Krier, Gregory S. Alexander and Lior Jacob Strahilevitz, is one of the most widely adopted casebooks in American law schools.

Schill served as dean and professor at the law schools of the University of Chicago and UCLA, and also held tenured faculty positions at New York University and the University of Pennsylvania. In 1995, Schill founded NYU's Furman Center for Real Estate and Urban Policy, which has become one of the nation's leading research centers on housing and the built environment. He has served on several nonprofit boards and civic bodies, including Argonne National Laboratory, ITHAKA, the Chicago Innovation Exchange, and The Preservation Compact.

Before beginning his career as a professor, Schill served as law clerk to the Honorable Marvin Katz of the Eastern District of Pennsylvania and was a real estate attorney at the New York City law firm of Fried, Frank, Harris, Shriver and Jacobson. Schill graduated with an AB in Public Policy from Princeton University and a JD from Yale University.

David Lively

Vice President for Alumni Relations and Development

David Lively was named vice president for Alumni Relations and Development at Northwestern University in February 2024. Lively joined Northwestern University in January 2012, where he managed, *We Will*.

The Campaign for Northwestern. Lively was promoted to senior associate vice president in 2017 and also served as interim vice president.

Prior to joining Northwestern, Lively served as vice president of development at DePaul University in Chicago, where he oversaw the university's first fundraising campaign in more than two decades. During his nine-year tenure at DePaul, Lively held several positions, including senior director of development at the Driehaus College of Business. Before moving to DePaul, he also held development positions at the University of Denver, the University of Colorado Foundation, and Northwestern's Pritzker School of Law.

Lively earned a bachelor's degree in history from Southern Methodist University (SMU), a master's degree in history from Colorado State University, an MBA from the University of Denver's Daniels College of Business, and a certificate from the Management Development Program (MDP) at Harvard University's Graduate School of Education. In April 2017, he authored *Managing Major Gift Fundraisers: A Contrarian's Guide* (published by CASE).

Board of Trustees

Northwestern is governed by a group of 67 trustees who establish policies for the governance of the University and are responsible for general oversight of the management of the institution. **Peter Barris** '74, chair emeritus and retired managing general partner of venture capital firm New Enterprise Associates, Inc. (NEA), was elected chair of the Northwestern University board of trustees, effective September 1, 2022.