



# UNIVERSITY of ROCHESTER

## ASSOCIATE VICE PRESIDENT FOR ALUMNI AND CONSTITUENT RELATIONS

UNIVERSITY OF ROCHESTER  
ROCHESTER, NEW YORK

### THE SEARCH

The University of Rochester seeks a seasoned and innovative associate vice president (AVP) for alumni and constituent relations to provide strategic leadership and management of the university's integrated, university-wide alumni and constituent relations program. The AVP will significantly expand the depth and breadth of alumni and constituent engagement to further the overall philanthropic goal of building a sustainable culture of philanthropy and engagement in support of the university's mission.

Founded in 1850, the University of Rochester is one of the nation's leading research universities and is the cultural, artistic, healthcare 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; 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; a founding member of the UAA athletic conference (along with Brandeis University, Carnegie Mellon University, Case Western Reserve, Emory, NYU, University of Chicago, and Washington University in St. Louis); and is regularly ranked in the top 35 national universities by *US News and World Report*. The University completed the \$1.2 billion Meliora Challenge comprehensive campaign in 2016, raising over \$1.37 billion.

University advancement developed the Rochester Model 2021 advancement program strategic plan to leverage the momentum of the campaign and foster a sustained culture of philanthropy and engagement between the university and its constituencies. Building on an existing culture of best practices and donor engagement, the university seeks to partner with its broader community and execute on strategies that lead to long-term, meaningful engagement with all stakeholder groups. Alumni and constituent relations figures prominently in this endeavor, with significant allocation of resources and heightened prominence within the greater advancement strategy.

The AVP for alumni and constituent relations reports directly to the senior vice president and chief advancement officer, and is a member of the executive leadership team. The AVP will lead an ambitious effort to build on the significant progress the program has made over the last few years, including pursuing a set of goals in fundamental alumni relations activities and building a peer-to-peer class agent and volunteer structure, diversity and affinity initiatives, school based programs, and a comprehensive regional alumni engagement strategy. The AVP will lead an aggressive effort to meaningfully engage and foster long-term commitment and loyalty to the University of Rochester among alumni, students, parents, friends, volunteers, faculty, and university leadership.

This is a rare opportunity for an enterprising, collaborative individual to join an organization that, true to its motto, strives to be ever better, continually surpasses prior accomplishments, sets clear strategic goals, and has a deep and lasting commitment to excellence. Ideal candidates will be seasoned, energetic alumni relations professionals capable of designing and executing successful engagement strategies and managing and mentoring a professional staff in a complex environment. Successful candidates will be natural conveners and collaborators, thoughtful strategists, and exceptional relationship stewards of both internal and external constituencies. The associate vice president will have substantial, progressively responsible experience in advancement, with at least seven years in alumni relations, as well as direct personal experience engaging and cultivating alumni and other stakeholder groups. Exceptional communication skills, wise judgment, discretion, diplomacy and a sense of humor are all desirable traits. Bachelor's degree required; Masters degree or equivalent experience 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 11,000 students annually, of whom nearly 6,000 are undergraduates. The School of Arts and Sciences and Hajim School of Engineering, Applied Sciences and the renowned Eastman School of Music enroll 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 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 AS&E regularly earn Fulbright, Churchill, and Goldwater scholarships.

The University of Rochester receives more than \$350 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.

### ***The Rochester Model: 2021 Strategic Plan for University Advancement***

The University of Rochester concluded *The Meliora Challenge* campaign on June 30, 2016, raising more than \$1.37 billion. This was the largest comprehensive fundraising campaign in University history, exceeding the initial goal by more than \$168 million.

With the campaign's completion, Advancement launched *The Rochester Model: 2021 Strategic Plan for University Advancement*. The six-year plan sets forth specific, measurable ways to grow private giving, advocacy, and engagement in support of the University's mission.

*The Rochester Model* balances ambitious metrics with a commitment to long-term, meaningful engagement. It recognizes that by developing lasting relationships with our alumni, parents, and friends, the broader community will feel fully invested in—and responsible for—the University's success.

### **2013 Strategic Plan and Capital Improvements**

In 2013, the University, Medical Center, and each school at the University adopted new five-year strategic plans that emphasize quality while maintaining cost efficiency through the following initiatives:

- Strengthen the university's position as a leading research university
- Emphasize quality education
- Improve health care for the greater Rochester community
- Strengthen the university's service to the community and society

The university has made significant progress since the adoption of the 2013 strategic plans, including the creation of the Institute for Data Science; full approval from the State Education Department for the Warner School of Education to serve as superintendent of East High School in the City of Rochester; decisive steps toward a comprehensive regional Population Health Management strategy; enhanced quality of student life through the new Brian Prince Athletic Complex; and plans for a new student activity space, language center, and intercultural center.

In the last decade, the University has started or completed \$850 million in capital improvements, many of which were driven by the current strategic plans. These include: the Eastman Theatre renovation and expansion project, the new Saunders Research Building for the Clinical and Translational Science Institute, the expansion of the Wilmot Cancer Institute, the School of Nursing's construction of the Loretta Ford Education wing, the new Raymond F. LeChase Hall for the Warner School of Education, the new Robert B. Goergen Hall for Biomedical Engineering and Optics, the new Ronald Rettner Hall for Media Arts and Innovation, and the new O'Brien Hall and Jackson Court. The \$100 million College Town and the new Golisano Children's Hospital, the largest construction project in the University's history, opened in 2015. In April 2017, Wegmans Hall opened its door for Data Science. Looking ahead, emerging strategic priorities for the institution include continued investment in the areas of data science; neuroscience and neuromedicine; humanities and the performing arts; and the revitalization of Rochester's urban areas.

The University is the area's largest employer—and New York State's eighth-largest employer—with more than 28,000 full-time employees. Its annual operating budget is \$3.9 billion, its endowment exceeds \$2 billion, and fundraising exceeds \$100 million annually. As Rochester's largest employer, the University has a well-known major economic impact on the immediate community. A 2018 report by the Center for Governmental Research shows that Rochester is also the largest private employer in upstate New York and the fifth largest in the state overall, with an economic influence that reaches far beyond the region.

To learn more about the University of Rochester, please visit: [www.rochester.edu](http://www.rochester.edu).

## **LEADERSHIP**

### **Richard Feldman, President**

Richard Feldman became interim president of the University of Rochester in March 2018. He has been a distinguished scholar, professor, and administrator at the University for more than 40 years. A presidential search is well underway with a goal of naming the next president in 2019.

Feldman joined the University of Rochester in 1975 as a professor of philosophy. He chaired the philosophy department for 13 years before becoming dean of the College in 2006. Feldman stepped down as dean at the end of the 2016-2017 academic year. As dean, he oversaw the College's undergraduate programs and led units, programs and initiatives that serve the academic and non-academic needs of undergraduates in Arts, Sciences, and Engineering.

A distinguished epistemologist, he also directed a unique internship program placing undergraduate students in the Rochester City School District to help city school children develop writing, critical thinking, analytical reading, and problem-solving skills. In 2014, he oversaw the University's re-accreditation process by the Middle States Commission on Higher Education and in 2016, he co-chaired the Presidential Commission on Race and Diversity.

Feldman received fellowships and grants from the Mellon Foundation, the National Endowment for the Humanities, the National Defense Education Act, and the American Council of Learned Societies. He has written or edited five books and authored more than 75 papers on subjects of epistemology and metaphysics. He was ranked among the 25 most important epistemologists since 1945 by his philosophy peers in a survey led by the Leiter Reports philosophy blog.

Feldman has a bachelor's degree from Cornell University and a PhD from the University of Massachusetts, Amherst.

### **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 stint 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 strategy 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 \$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 in higher education management at the University of Pennsylvania.

## **ASSOCIATE VICE PRESIDENT FOR ALUMNI & CONSTITUENT RELATIONS**

Reporting to the senior vice president and chief advancement officer, the associate vice president (AVP) will provide strategic direction and leadership for alumni and constituent relations at the university. As part of the advancement division's strategy, the AVP will set and lead implementation of strategy for a newly invigorated and generously resourced alumni relations program.

### **DUTIES & RESPONSIBILITIES**

#### **Campus Partnerships**

- Position alumni relations as a university-wide shop responsible for strategically supporting and coordinating engagement for all alumni and constituents.
- Develop collaborative and supportive relationships with key offices and partners across campus including admissions, school and unit staff and leadership, and athletics, to strategically engage alumni and friends and support and coordinate constituent engagement for all schools and units.
- Develop and implement plans for coordinated, integrated volunteer engagement in partnership with admissions and the Gwen M. Greene Career and Internship Center.
- Consult with deans and appropriate advancement staff in developing alumni relations programs to support academic and university priorities.
- Ensure that campus academic leadership, including faculty, are meaningfully engaged in alumni relations programs and have ample opportunity to meet and develop relationships with alumni and other constituents.
- Work with medical center colleagues to ensure events and programs meet the needs of non-alumni.
- Develop partnerships with student organizations and university units that lead to greater involvement of and/or service to alumni.

- Partner closely with the advancement communications and annual giving communications teams to develop a strategic plan to communicate effectively with alumni through a variety of media, including social media.

### **Staff Management and Administration**

- Serve as the chief alumni relations officer and lead a staff of 25 full-time professionals to create a balanced approach to engagement and giving.
- Promote excellence and an environment of achievement by providing clear direction and setting priorities for staff; ensure staff members understand their work within the context of the University of Rochester's mission and strategic priorities.
- Work in conjunction with the management team to ensure that each staff member establishes mutually agreed upon, well-defined and measurable goals; provide guidance and support necessary for staff members to achieve their goals; hold them accountable if they fail to meet their objectives.
- Provide professional development opportunities and encourage staff to pursue personal growth targets.
- Maintain a leadership style that is open and fluid. Foster an environment that rewards new ideas and risk taking, builds confidence, encourages teamwork and collaboration, and promotes diversity.
- Celebrate current achievements and set clear expectations for future success. Create and contribute to a work environment of openness, candor, and mutual respect.
- Build on the existing strength of the staff and work to incorporate new skills and capabilities over time to sustain a strategic and innovative alumni and constituent relations program.

### **Alumni and Volunteer Engagement**

- Initiate and execute a plan to engage alumni leaders in meaningful volunteer roles on and off campus. Ensure continuity, diversity and capability in the volunteer pipeline, identifying alumni that have demonstrated an interest in supporting the university, are prominent in their fields, and who may be willing to serve on panels, committees, boards, or in other capacities.
- Work collaboratively with colleagues to align alumni relations, constituent engagement, and annual giving within advancement to maximize engagement opportunities and outcomes through coordination of planning, audience segmentation, marketing, and communications.
- Continue to build and oversee a robust regional club structure concentrated on core and secondary geographic markets to raise the visibility and effectiveness of alumni relations across the institution. Lead and staff a national alumni board.
- Personally cultivate and nurture relationships with alumni and other constituents individually and in groups regionally, nationally, and internationally in support of advancement and overarching university goals.
- Convey to alumni, student and other volunteers that their service is valued by the University and their support is appreciated; demonstrate to volunteers the impact of their contributions to the university.

- Develop and implement the Rochester Engagement Model to measure and analyze overall as well as regional alumni engagement and encourage greater volunteerism, attendance at events, and giving.

### **Qualifications & Experience**

- At minimum, 10 years of related work experience, including at least seven years of progressive alumni relations/advancement management experience in higher education.
- Track record of significantly increasing visibility and effectiveness of alumni relations. Strong executive experience successfully envisioning, developing, and implementing a comprehensive, integrated alumni relations program across a complex enterprise.
- Proven success overseeing and directly participating in volunteer engagement and cultivation.
- Superior strategic skills with a comprehensive grasp of alumni relations and industry best practices. Considerable experience evaluating the strengths of existing alumni relations programming and identifying opportunities for improvement.
- The intellectual depth, experience and confidence to work with and command the respect and confidence of alumni, students, faculty, senior administrators, trustees, and the president.
- Demonstrated ability to work effectively with academic and administrative colleagues and influence their involvement in alumni engagement.
- 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.
- Collaborative and collegial. Strong personal integrity and work ethic, as well as a sense of humor and perspective.
- A keen eye for operational efficiency and optimal use of resources; the ability to utilize metrics and analytics and to plan, monitor, and manage a budget.
- Flexibility and willingness to travel extensively.
- An appreciation for the history, mission, achievements, and contributions of the University of Rochester, and the ability to effectively articulate those to alumni, friends, parents, students, staff, and faculty of the University of Rochester.
- A desire to deeply engage in the university and local community.
- Bachelor's degree required; master's or equivalent combination of experience and training preferred.

**To APPLY**

This search is being led by Jack Gorman with John Solmonese. For more information, to make a nomination, or to apply for this role, please visit:

[www.imsearch.com/6761](http://www.imsearch.com/6761)

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