

POSITION AND CANDIDATE SPECIFICATION

UNIVERSITY OF CALIFORNIA, BERKELEY

Vice Chancellor – Development and Alumni Relations (VC-DAR) President, UC Berkeley Foundation

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ABOUT BERKELEY

The University of California, Berkeley, is one of the world's most renowned teaching and research institutions. Berkeley is the original campus of the University of California, chartered as California's only Land Grant College, and since 1868 has generated unparalleled scientific, technological, and economic value to California, the United States and the world, as well as being an extraordinary vehicle for social mobility. Berkeley's culture of openness, freedom, and acceptance—academic and artistic, political and cultural—make it a singular community for students, faculty and staff.

The campus is home to over 31,000 students, 1,400 faculty, 6,700 staff members, and boasts an alumni base of over 400,000 worldwide.

The Berkeley campus is spread across 1,232 scenic acres overlooking the San Francisco Bay. More than 130 academic departments are organized into 14 colleges and schools: Walter A. Haas School of Business, College of Chemistry, Graduate School of Education, College of Engineering, College of Environmental Design, School of Information, Graduate School of Journalism, Berkeley Law, College of Letters and Science, College of Natural Resources, School of Optometry, School of Public Health, Richard and Rhoda Goldman School of Public Policy, and School of Social Welfare.

Berkeley perennially ranks in the very top tier of preeminent universities in all national and international assessments of academic excellence. The campus is exceptionally comprehensive, with unparalleled strength and depth across a very broad range of arts, humanities, social sciences, and professional faculties. It has an esteemed history of path-breaking and world-changing research. It is renowned for the distinction of its faculty, students, and alumni, the impact of its publications, the size and quality of its library collections, and the excellence of its laboratory and educational facilities.

More information can be found at <http://www.berkeley.edu/index.html>.

DEVELOPMENT AND ALUMNI RELATIONS

Development and Alumni Relations (DAR) is responsible for all programs that strengthen philanthropic relations with alumni, parents, and friends of UC Berkeley. This endeavor involves approximately 234 individuals and has an operating budget of \$45 million.

The mission of Development and Alumni Relations is to increase support for UC Berkeley through outreach, engagement, and fundraising. Private support from individuals, corporations, and foundations is raised in the context of building long-term relationships with the university, which are nurtured by careful cultivation and principled stewardship

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of donors. UC Berkeley's development program has emerged as a blended model with centralized and decentralized components with DAR providing leadership, direction, infrastructure, and strategic planning in support of campus-wide fundraising priorities. Many of UC Berkeley's schools, colleges, and programs have strong unit-based development programs, where they can connect directly with donors and build relationships and support for their own priorities. DAR supports these unit-based programs in principal gifts, gift planning, annual gifts, regional programs, and corporate and foundation relations, as well as such areas as events, communications, research, gift administration, stewardship, and information systems.

In addition, the University of California, Berkeley Foundation is a California nonprofit public benefit corporation. It is organized to encourage private gifts, trusts, and bequests for the benefit of UC Berkeley and is Cal's primary vehicle for enlisting fundraising volunteers from the private sector. The Berkeley Foundation works closely with DAR and unit development programs to encourage support for the university's instructional and research activities. Together, the volunteers on the Board of Trustees and the professional development staff across campus serve as the most important advocates for increasing private sector support for the university. The Berkeley Foundation is entirely supported by DAR, and DAR staff serve as the foundation's principal administrative officers—its president, vice presidents, secretaries, and treasurers.

More information can be found at: <http://www.urel.berkeley.edu>

OVERALL RESPONSIBILITIES / ACCOUNTABILITY

Reporting directly to the Chancellor, and with a dotted line relationship to the Executive Vice Chancellor & Provost, the Vice Chancellor - Development and Alumni Relations (VC-DAR) serves as the Chief Development Officer for the UC Berkeley campus. As such, she or he provides campus-wide leadership on all philanthropic endeavors and manages the development programs within the central Development and Alumni Relations Office. She or he also provides oversight and guidance to the activities of approximately 50 different fundraising programs in the schools, colleges, and other campus units. The management scope of this position includes:

- Annual Programs
- Corporate and Foundation Relations & Leadership Gifts
- Advancement Marketing Communications
- External Relations
- Gift Planning
- International Relations

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- Multidisciplinary Fund Raising
- Principal Gifts
- Campaign Planning and Management
- Professional Development, Training, and Outreach for Fundraising Staff
- Finance, Administration, and Human Resources
- Fundraising Planning and Analysis
- Fundraising Information Management
- Information Technology
- Prospect Development
- Donor and Gift Services

In addition, the VC-DAR will assume greater responsibility as campus fundraising grows to meet UC Berkeley's demands for philanthropic support. This growth will both expand the size of existing functions and require a more extensive role in managing the unit-level fundraising programs in concert with the relevant deans and directors. Among other roles, the VC-DAR position will come to include more responsibility for and leadership of a broad range of systems and processes for oversight of unit fundraising, the evolution of the fundraising culture on the UC Berkeley campus, growth of the infrastructure supporting robust fundraising growth, significant recruitment of new talent and the retention of existing talent in a competitive market, and a broad range of alumni engagement programs.

In consultation and collaboration with the Chancellor, the Executive Vice Chancellor & Provost, other Vice Chancellors, Deans, and unit and program development directors, the VC-DAR is responsible for creating comprehensive fundraising strategies and plans to ensure that philanthropy is supporting and enhancing Berkeley's pre-eminence. The VC-DAR directly solicits leadership gifts from the University's most influential and generous friends and provides expert counsel and advice to the Chancellor, the Executive Vice Chancellor & Provost, Deans, Directors, Faculty, and Trustees in evaluating and implementing plans to meet campus funding needs from private philanthropy.

The VC-DAR leads the planning for the role of fundraising in a range of campus financial models including: multiple-source-financing plans for various capital projects, support of faculty and students, research programs, and other initiatives. The VC-DAR represents the campus as the Chief Development Officer, which includes acting as a campus leader and spokesperson in both external and internal campus venues where philanthropy is a meaningful component of the constituent relationships.

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The VC-DAR also serves as the President of the UC Berkeley Foundation, a California non-profit public-benefit corporation with assets of approximately \$2 billion, which raises, invests, and administers donation funds for the benefit of the university. In this capacity, the President of the Foundation acts as the Chief Executive Officer in all respects and provides leadership of its programs, mission, and activities.

CURRENT OPPORTUNITIES

The University of California, Berkeley is widely recognized as one of the world's top universities, routinely ranking in the top five in various international assessments. Increasingly, that preeminence is dependent on private philanthropy. Although Berkeley has enjoyed success in its philanthropic efforts—for instance raising over \$462 million in the last fiscal year from more than 95,000 gifts and having a total endowment of over \$4 billion—improving its success remains a critical objective. Having closed its third comprehensive campaign, UC Berkeley seeks to grow the amount of support raised from philanthropy to levels comparable to those at its peer private institutions—an increase of more than 50% in the average annual fundraising total. UC Berkeley's prospect base of nearly 500,000 alumni makes this an achievable goal. Critical to doing so will be balancing the need for central oversight and coordination within a multi-faceted and meaningful decentralized fundraising organization.

Exceptional skills are necessary to fulfill the campus's expectations and objectives with regard to philanthropy. Challenges include: the magnitude of the annual and long-term goals; the need for short and long-term strategic planning; the size and diversity of the Berkeley campus and its academic programs and initiatives; the challenge of maintaining collegial and productive working relationships among competing development efforts; the necessity to influence, inspire, and communicate effectively with a wide variety of people at different levels and from a variety of backgrounds; and the need to carefully and diplomatically coordinate and oversee fundraising goals between the central Development Office and the Deans and development operations in units.

PROFESSIONAL AND PERSONAL CHARACTERISTICS

- Requisite experience, knowledge, and skills in advancement strategies for complex, academic institutions and experience in leading major fundraising campaigns. Experience in public institutions is desirable.
- Ability to lead, manage, and inspire high levels of performance, productivity and collegiality among a diverse workforce.

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- Proven success in communicating with major donors about the strategic direction of the University and linking them with appropriate philanthropic opportunities.
- Proven success in setting and meeting fundraising goals and priorities.
- Demonstrated experience in establishing effective relationships with donors, faculty, university administrators, trustees, volunteer leaders, and the public.
- Ability to drive results in a shared governance environment.
- Requisite knowledge of management principles and a proven ability to link planning, budgeting, and personnel-management policies to strategic objectives.
- Understanding and appreciation of communications, events, prospect development, information and database systems, and gift/fund administration programs in support of development programs across the campus.
- Commitment to principles of non-discrimination, equity, and inclusion.
- A collegial, collaborative management style aligned with the ability to be well-organized, focused, decisive, and results-oriented.
- Highly developed interpersonal, public speaking, oral and written communication skills for a wide range of audiences, both internal and external to the University.
- Originality, creativity, commitment, and personal integrity.