



EXECUTIVE DIRECTOR, OFFICE OF PHILANTHROPIC PARTNERSHIPS
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
CAMBRIDGE, MASSACHUSETTS



Aspen Leadership Group is proud to partner with Massachusetts Institute of Technology in the search for an Executive Director, Office of Philanthropic Partnerships.

The Executive Director, Office of Philanthropic Partnerships (OPP) will be responsible for the overall leadership and direction of MIT's cause-based major and principal gift fundraising efforts, with a special focus on non-alumni friends and corporations, both domestic and international. While raising funds at all levels, the OPP focuses most of its energy on principal and transformational gifts. While the OPP occasionally works with alumni, its primary donor focus is on non-alumni and corporations capable of making lifetime gifts of \$5 million or more. Philanthropy from previously unaffiliated donors has become a significant revenue stream for MIT, as individual and corporate donors develop relationships with MIT based on shared objectives for impact on society in areas including artificial intelligence, climate change, and life sciences.

The Executive Director will be responsible for setting and implementing strategies for donor development, market development, volunteer management, and resource allocation in collaboration with the offices of Strategic Information Management; Communications, Events, Donor Engagement, and Stewardship; Development Planning and Initiatives; and Finance and Operations. The Executive Director will work closely with the Executive Director of the Office of Individual Giving and the Executive Director of the Office of Foundation Relations to maintain a pipeline of solicitation activity towards an annual giving goal determined by Institute leadership. In addition, the Executive Director will be responsible for identifying and informing leadership of new trends in cause-based giving that may affect success in this realm. The Executive Director will also establish close cooperative working relationships with other offices within Resource Development and across the Institute to assure the best results for MIT. The Executive Director will establish and track progress towards appropriate goals and manage and motivate staff to assure that MIT realizes significant funding from this constituency.

Founded in 1861 to accelerate the nation's industrial revolution, MIT has risen over its history to become one of the most distinguished and productive higher education institutions in the world. With ingenuity and drive, its graduates have invented fundamental technologies, launched new industries, and created millions of American jobs. At the same time, MIT is profoundly global. The Institute's community gains tremendous strength as a magnet for talent from around the world. Through teaching, research, and innovation, MIT's exceptional community pursues its mission of service to the nation and the world. Originally located in Boston, MIT moved to Cambridge in 1916. Offering students opportunities to study and research in state-of-the-art classrooms, as well as acres of green spaces, gardens, and playing fields, the campus is home to nearly 12,000 students. A low student-to-faculty ratio promotes intensive learning that allows students to excel. MIT offers 56 undergraduate majors and has 50 departments and programs offering graduate degrees across its five schools. As an institution with a global reputation, MIT has been home to many internationally prestigious award winners such as Nobel laureates and MacArthur Fellows.

OFFICE OF PHILANTHROPIC PARTNERSHIPS

The OPP was created in 2009 and has grown substantially, as the opportunities for philanthropic partnership with previously unaffiliated donors from around the world are nearly limitless. The office nurtures the Institute's relationships with its most generous non-alumni individual and corporate donors, and cultivates and engages potential donors from around the globe who have the capacity to contribute \$5 million or more. It complements and works in close partnership with the Office of Individual Giving, whose focus is on alumni giving.

The OPP has the primary responsibility of managing relationships with individuals living outside of the United States capable of making gifts of \$5 million or more to MIT. Secondary responsibilities include collaborating with faculty leaders to develop and implement the Institute's global strategy and the myriad funding relationships that result from that strategy. In partnership with the schools, the OPP also supports school-based strategies and engages school leaders to support Institute-wide goals.

REPORTING RELATIONSHIPS

The Executive Director, Office of Philanthropic Partnerships, will report to the Senior Executive Director, Resource Development, Dr. Arundhati Tuli Banerjee, and serve as a Resource Development Senior Management Team member. They will oversee a total team of twenty-four, four of whom are direct reports, including two Senior Directors, the Director of OPP Operations & Strategy, and the Senior Development Assistant.

FROM THE SENIOR EXECUTIVE DIRECTOR

Since 2009, when the Office of Philanthropic Partnerships was established in MIT's Office of Resource Development, and as it evolved over the years, the team took on the mission of collaborating closely with the Institute's leaders and thought leaders across the world to support the extraordinary work of the Institute's talented faculty and students, to find solutions for some of the most pressing challenges of the globe. Over the years, the challenges addressed have included critical global issues like poverty, water and food security, health, responsible AI, climate and the environment, and accessible education. The success of the most recent \$6B+ capital campaign was a testament to the passion and drive of our faculty, students, and all staff to contribute to a better world.

The Executive Director of the Office of Philanthropic Partnerships will join MIT at a more-than-ever exciting time. In the wake of MIT's last \$6B+ capital campaign, Resource Development is now beginning to work with the Institute's new President and our other visionary and entrepreneurial senior leaders to develop a strategic plan for the next decade or more. Thus, the Executive Director will have the unique opportunity to mentor, inspire, and position a dedicated, accountable, and responsible team to nurture existing connections and to forge newer and deeper connections with non-alumni friends and corporations who want to make a meaningful impact on the world through their philanthropic partnerships with MIT. The Executive Director will also be a key contributing partner of the 11-member Senior Team of the Vice President of Resource Development, joining forces with colleagues as we collectively strategize, plan, and execute to meet the ambitions of a 160+ year old Institute, focused on inventing, discovering, and making for a better planet.

As Senior Executive Director of Resource Development, I'm looking for a committed and trusted thought partner and strategist—someone who is talented, energetic, and a bold and positive thinker, who can drive and nurture a team, and equally importantly, is someone who can collaborate across Resource Development and the campus, motivating the team to think in the most creative of ways. The Executive Director of OPP must also deeply embrace MIT's and Resource Development's mission and values, understand the value of teamwork with the Resource Development senior team, and especially value the common platform and shared strategy with the Executive Directors of the Office of Individual Giving and the Office of Foundation Relations, as we move ahead together to accomplish the Institute's lofty and exciting goals.

I very much look forward to your application.

—Tuli Banerjee, Senior Executive Director, Resource Development

MASSACHUSETTS INSTITUTE OF TECHNOLOGY'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Massachusetts Institute of Technology's objective is to promote a workplace of inclusion that welcomes and supports people of varying backgrounds, different viewpoints, experience, talents, and ideas. By respecting and valuing differences in race, gender, ethnicity, age, physical and language abilities, culture, religion, and sexual orientation, opportunities become numerous. Approaches to problem-solving and decision-making are multidimensional, leading to success and empowering staff to thrive and do their best work. MIT is committed not only to meeting the requirements of laws, but also to creating an atmosphere of civility, collegiality, mutual respect, and inclusion that stimulates and supports all employees in their work at MIT.

MIT has offered generations of people the opportunity to change the trajectory of their lives, develop their full potential, and have an impact in the world. Yet the Institute is part of a society in which opportunity is not evenly distributed and in which not all people feel their contributions are valued. To more fully live up to its mission and increase its impact, MIT continues to increase the diversity and sense of belonging in its community, removing barriers to opportunity, and shaping an environment in which all people can do their best work and thrive.

PRIMARY RESPONSIBILITIES

The Executive Director, Office of Philanthropic Partnerships will

- work closely and strategically with the Vice President for Resource Development, Senior Executive Director, Resource Development, and other Executive Directors to ensure the implementation of the Resource Development Strategic Plan, the smooth adoption of Resource Development operations and projects, and full adherence to community values;
- develop and implement strategies for maximizing cause-based fundraising opportunities in order to meet overall monetary goals with a special focus on key Institute priorities;
- oversee the OPP budget and staffing resources and the allocation of those resources in order to meet monetary goals and deliver strategic direction to the fulfillment of Institute priorities;
- provide leadership and mentoring to the OPP staff;
- promote excellence through well-defined and measurable goals, ensuring staff members understand their work within the context of MIT's mission and strategic priorities;
- cultivate a solid team-oriented culture of accountability, focusing on creating best-in-class experiences for current and prospective donors as well as internal partners;

- partner with the Human Resources Strategic Talent Management team to ensure effective staff management, including hiring and orientation, training and development, workflow and performance management, and the development of a diverse, equitable, inclusive work environment that promotes creativity and innovation;
- assist in supporting the fundraising activities of MIT's President and other senior officers;
- collaborate on the fundraising efforts of colleagues in MIT's five schools, colleges and departments, labs, and centers, working closely with senior administrators, deans, and school development officers, members of the faculty, and external constituents including volunteers;
- manage a personal prospect portfolio and solicit gifts from individuals, corporations, and family foundations alone or in combination with volunteers, senior officers, deans, or other representatives of the Institute;
- oversee strategy for the assignment of principal gift prospects to prospect managers;
- develop strategies for volunteer recruitment and management in support of principal gift fundraising;
- train volunteers on cultivation and solicitation techniques;
- understand, articulate, and champion the Institute's mission, academic programs, and research and fundraising objectives;
- ensure that all OPP staff are knowledgeable about fundraising priorities, ways of giving, donor development processes, and the management of volunteers;
- serve as the primary advocate for the OPP within Resource Development, and build strong collaborations with other Resource Development teams across MIT;
- work closely with the Senior Executive Director, Resource Development and the Executive Directors of the Office of Individual Giving, Foundation Relations, and Development Planning & Initiatives, to develop and implement a principal gift strategy that supports multi-year, mega-campaigns and fundraising initiatives;
- work closely with the Senior Executive Director, Resource Development, the Associate Vice President and Chief Operating Officer, and others to create meaningful reporting on gift production, strategy, and results;
- oversee the coordination of high-level, fundraising-related requests for time on the President's calendar from Resource Development and other fundraising units and manage the planning processes for all Resource Development travel schedules with the President;
- develop the agenda, lead, and provide follow-up summaries for prospect review meetings involving the President, Corporation Chairman, Provost, Chancellor, Vice President for Resource Development, and others; and
- serve as an engaged member of the Resource Development Senior Management team, effectively contributing to a cohesive platform built on a deeply collegial culture.

LEADERSHIP

Dr. Arundhati Tuli Banerjee

Senior Executive Director, Resource Development

Dr. Arundhati Tuli Banerjee is Senior Executive Director of Resource Development at the Massachusetts Institute of Technology, where she oversees the Offices of Philanthropic Partnerships, the Offices of Leadership Giving and Gift Planning, and the Office of Foundation Relations. In this role, she and her teams work with MIT alumni, friends, foundations, and corporations in the United States and across the globe, to engage them with the Institute and find support for MIT's key initiatives, aligning MIT's mission with both domestic and international partners.

Banerjee also holds a Lectureship in Global Languages and Literatures at MIT, teaching South Asian literature and cinema. Her prior experience over her twenty-four years at MIT includes being Co-Director at MIT's Center for Bilingual and Bicultural Studies, and holding the position of a Faculty Director of the MIT-India Program, when she worked closely with academic institutions, government, industry, and private philanthropists in India to encourage and implement collaborative research between the two countries.

She received her B.A. in English Literature from St. Xavier's College Calcutta, India, her M.A. in English from Jadavpur University (1986), India, and her M.A. in Comparative Literature (French and German) from Brandeis University (1988). Her M.Phil and Ph.D. in French Literature are from Columbia University (1994). Before coming to MIT, she taught French at Tufts University.

Banerjee has published in many academic journals, lectured at several academic conferences, and co-directed a documentary film "The Name of the Disease" (2006) on healthcare in India, with Professor Abhijit Banerjee, MIT, Nobel Laureate and Co-Director of the Abdul Jameel Poverty Action Lab. She is a member of the Knowledge Advisory Group at the World Economic Forum, and a Board member of the Tata Foundation.

Julie A. Lucas

Vice President for Resource Development

Julie A. Lucas has served as the Vice President for Resource Development at MIT since 2014. She reports to the President and directs the Institute's fundraising enterprise, securing resources to ensure MIT's leadership in higher education. Her chief responsibility is establishing strategic direction for fundraising teams and the departments that support them. This includes identifying, cultivating, soliciting, and stewarding major, principal, leadership, and planned gifts to build philanthropic support for the Institute. In 2016, Lucas spearheaded the public launch of the *MIT Campaign for a Better World*, an ambitious \$5 billion fundraising initiative that amplified the Institute's distinctive strengths in education, research, and innovation, and has advanced MIT's work on some of the world's biggest challenges. Under her leadership, the Institute elevated its fundraising aspirations to embrace the tremendous possibilities of the new MIT Stephen A. Schwarzman College of Computing. In December 2018, MIT's President announced that the Institute would increase the Campaign goal to \$6 billion. In June 2021, MIT completed the Campaign and surpassed the goal, raising a total of \$6.24 billion. Under her leadership, the Office of Resource Development has exceeded its annual fundraising target of \$500 million for the past eight years. Lucas has more than 25 years of experience as a development professional and currently serves as Chair of CASE 50, the Council for Advancement and Support of Education group that includes the top 50 fundraising institutions in the world. She has held senior roles at various institutions prior to joining MIT, including University of Southern California, Fordham Law School, Hofstra University, and New York University (NYU) and its business and law schools. She earned a B.A. from McDaniel College, an M.S. from Hofstra University, and advanced certification from NYU's Center for Philanthropy and Fundraising.

PREFERRED COMPETENCIES AND QUALIFICATIONS

Massachusetts Institute of Technology seeks an Executive Director, Office of Philanthropic Partnerships with

- a commitment to the mission of MIT—to advance knowledge and educate students in science, technology, and other areas of scholarship that will best serve the nation and the world in the 21st century;
- an appreciation for MIT's extraordinary opportunities for impact on society, and an excitement about engaging the interest of philanthropic partners whose giving objectives are aligned with that potential impact;

- the entrepreneurial skill required to identify and cultivate productive relationships with previously unaffiliated donors based on shared strategic objectives;
- an ability to successfully manage multifunctional and diverse program areas utilizing a collaborative and collegial leadership style that values consultation;
- significant leadership experience including experience managing, motivating, inspiring, and leading large, experienced frontline fundraising teams through established objectives and performance standards;
- experience with constituency-building as well as a history of soliciting principal gifts from non-alumni friends and corporations;
- an understanding of international fundraising;
- an ability to work with faculty, senior Institute officers, and staff across the Institute to represent and advance the Institute's fundraising agenda with top donors and prospective donors;
- an ability to balance responsibilities for managing relationships with superiors, relationships with colleagues across MIT, and relationships with prospective donors while preserving time and attention to manage, motivate, and bring out the best in every member of the Office of Philanthropic Partnerships team;
- strong written and verbal communication and listening skills across platforms and an ability to confidently and effectively present in public to various constituents;
- strong interpersonal skills and an ability to gain the confidence and trust of others;
- experience in highly matrixed, complex organizations including an ability to understand and learn organizational relationships and dynamics and use them to achieve objectives;
- experience improving effectiveness through a commitment to building and sustaining a work environment that advances diversity, equity, and inclusion, celebrates achievements, and encourages teamwork;
- the capacity to deal effectively, with finesse and confidence, with potentially large benefactors of the Institute and to fairly represent the interests of both the Institute and donors;
- an ability to influence peers toward a common vision or goal, build a case, and market that case to others;
- a history of accomplishment in a position requiring independent planning and efficient utilization of time and personnel resources;
- sound judgment and a strong work ethic, an ability to think strategically and act decisively and manage change with proficiency and creativity;
- an understanding of higher education organization and structure, and ongoing economic and political issues in the higher education sector; and
- experience with Ellucian Advance Web (preferred).

A bachelor's degree or an equivalent combination of education and experience and at least ten years of direct fundraising experience including soliciting and closing principal gifts, as well as at least four years of experience supervising a staff of ten or more, setting goals, and managing performance and budgets is preferred for this position as is experience within a major research institution, medical center, or university. Massachusetts Institute of Technology will consider candidates with a broad range of backgrounds. If you are excited about this role and feel that you can contribute to MIT, but your experience does not exactly align with every qualification listed above, we encourage you to apply.

SALARY AND BENEFITS

The salary range for this position is \$250,000 to \$300,000 annually. Massachusetts Institute of Technology offers a comprehensive [package of benefits](#).

LOCATION

This position is in Cambridge, Massachusetts. The Executive Director must be able and willing to travel domestically and internationally.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Massachusetts Institute of Technology as well as the responsibilities and qualifications presented in the prospectus.*** Review of applications will begin immediately and will continue until the successful candidate has been selected.

MIT is an equal employment opportunity employer. It values diversity and strongly encourages applications from individuals from all identities and backgrounds. All qualified applicants will receive equitable consideration for employment based on their experience and qualifications and will not be discriminated against based on race, color, sex, sexual orientation, gender identity, religion, disability, age, genetic information, veteran status, ancestry, or national or ethnic origin. MIT's full policy on nondiscrimination can be found [here](#).

To apply for this position, visit:

[Executive Director, Office of Philanthropic Partnerships, Massachusetts Institute of Technology.](#)

To nominate a candidate, please contact Ron Schiller:

ronschiller@aspenleadershipgroup.com.

All inquiries will be held in confidence.