



## Associate Vice Chancellor for Development

Prospectus

October 2022



## Executive Summary

The University of California, Riverside seeks an experienced and aspirational fundraising executive to oversee development and create an ambitious, collaborative, and robust private support program designed to increase financial resources to fuel UC Riverside's ascendant trajectory of excellence, impact, and reach.

UC Riverside evolved from an agricultural research station in the early 1900s into a college serving a largely local population fifty years later, and is today a world-class research university that excels at providing access to higher education while also contributing significant intellectual and social capital to society and the world. It is consistently ranked as one of the most ethnically and socioeconomically diverse universities in the U.S. and is repeatedly recognized for the strength of its faculty and research through competitive awards and extramural funding.

The associate vice chancellor for development (AVC) joins UCR at a time of accelerating growth and national recognition. Over the past 10 years, UCR hired hundreds of new faculty, opened new schools of medicine and public policy, increased research grants by more than 60 percent, and added thousands of residential spaces on campus for its growing student population. In 2020, UCR successfully closed *Living The Promise*, the first comprehensive campaign in the history of the university.

The AVC reports to Monique Dozier, vice chancellor for university advancement, and oversees 45 staff, providing innovative leadership and strategic vision for the university's efforts to generate private philanthropic support. In addition, the AVC supports Chancellor Kim Wilcox and his cabinet in the cultivation, solicitation, and stewardship of high-level prospective donors and collaborates closely with campus deans and unit-based gift officers to create compelling proposals for support of the university, its research, academic programs, students, faculty, and facilities, enabling UCR to achieve its ambitious aspirations. The AVC also serves as executive vice president of the UCR Foundation, a 501(c)(3) corporation that promotes private support of UCR and manages donated assets on its behalf. In this role, the AVC is an officer of the corporation and works closely with the board of trustees to solicit gifts and introductions, and engages the development team to develop a robust culture of philanthropy on campus and in the community.

The ideal candidate will have at least 15 years of experience securing major and principal gifts and leading high-performing fundraising teams. The AVC will have keen strategic planning and organizational-development skills and experience; a thorough understanding of the principles and practices of effective fundraising; experience securing private support for multi-disciplinary initiatives; outstanding staff-, budget-, and project-management skills; and a comprehensive understanding of the development process. A collaborative and collegial orientation is key, as are strong managerial skills and institutional savvy. The ability to make strategic decisions based on data analysis is critical, including experience goal setting and establishing key performance indicators to evaluate program and staff success. A bachelor's degree is required; an advanced degree in a relevant field is preferred.

In accordance with its core values and mission, UCR is especially interested in recruiting members from diverse and underrepresented communities and individuals with a commitment to diversity, equity, and inclusion.



## About UC Riverside

### Overview

At UC Riverside, our vibrant, diverse, and thriving campus is a rocket ship, accelerating ideas and powering new possibilities. With more than 60 years of real-world, high-impact research conducted by award-winning faculty — including two Nobel Prize winners — we are redefining the role of a great 21st century public research university.

A proud member of the world's most prestigious public university system, UC Riverside both embodies and empowers the California Dream. Our nearly 1,200-acre campus is a thriving engine of transformation, fueled by a community that is fluent in culture and context. We're among the top 1.3% of universities worldwide, according to the Center for World University Rankings, and continue to be named the nation's leader for social mobility by U.S. News among public universities.

Our more than 26,000 students and 930 faculty blaze trails — literally and figuratively. Off campus, they have access to our region's diverse geography, from the desert to the coast, as well as cultural and recreational activities right here in Riverside. And on campus, they continually find new ways of thinking, doing, and achieving to make a difference in an increasingly multicultural and interconnected global society.

### Notable Distinctives

- UCR's distinguished faculty boasts two Nobel Prize winners and 13 members of the National Academies of Science and Medicine.
- UCR's research funding increased more than 39% in the past 5 years.
- Located in the 10th most populous county in the U.S. and in California's fastest-growing region, UC Riverside contributes \$2.7 billion to the U.S. economy.
- Contributes \$1.9 billion in statewide annual economic activity, \$1.4 billion of which occurs in the Inland Empire.

- More NSF CAREER program awards than any other public university in California.
- UCR School of Medicine students train in hospitals across Inland Southern California, while UCR Health rapidly expands access to health care across the region.
- Ranked No. 2 in the world, UCR's Department of Entomology maintains one of the nation's largest collections of insect specimens.
- As California's top resource for citrus research, UCR partners with growers to protect California's \$7 billion+ citrus industry.
- Home to the largest indoor atmospheric test chamber, UCR is a national leader in air pollution and alternative fuels research.
- UCR ARTS is home to the Barbara and Art Culver Center of the Arts and the California Museum of Photography, the largest photographic center in the Western United States.

UC Riverside has received recognition in many national and international rankings:

- No. 1 public university in the U.S. for social mobility four years in a row – U.S. News & World Report
- No. 1 for Hispanic enrollment among selective universities – Urban Institute
- No. 2 in the country for financial aid – Business Insider
- Top 1.3 percent in the world – Center for World University Rankings
- No. 3 in Hispanic STEM graduates in the nation – National Science Foundation
- No. 4 for Pell Grant student performance – Washington Monthly
- Top 10 colleges that pay off the most in big cities – CNBC
- No. 11 most diverse medical school – U.S. News
- Top 12 public university – Forbes "America's Best Value Colleges"
- No. 20 public university – Princeton Review Best Schools for Making a Public Impact
- No. 26 in the world in plant and animal sciences – U.S. News & World Report

UC Riverside's award-winning faculty include:

- 2 Nobel Prize Winners
- 2 Guggenheim Awards
- 4 UC University Professorships
- 11 Fulbright Scholars
- 26 National Academies Members

## University Leadership

### **Kim A. Wilcox, Chancellor**

Kim A. Wilcox was appointed UC Riverside's ninth chancellor in August 2013. As UC Riverside's chief executive officer, Wilcox oversees a campus community of more than 26,000 students, 930 faculty members, and 4,800 academic and administrative staff members. During his tenure, UC Riverside has become the nation's fastest rising university, and seen transformative growth across its education, research, and public service missions, as well as the establishment of new schools of medicine and public policy. Guided by UC Riverside's long-term strategic plan, Wilcox has initiated an ambitious effort to grow the faculty and the campus's physical facilities.

Over the last four years, UCR has grown its faculty by over 200, including two Nobel Laureates, while increasing the racial, ethnic, and gender diversity among incoming faculty members. Likewise, UCR has added or renovated more than 100,000 square feet of building

space on campus since 2013, most notably the Multi-discipline Research Building, with another \$1 billion in capital projects underway. During Wilcox's tenure, UC Riverside has become a national model for achieving student success, particularly across socio-economic and ethnic categories. In the past five years, four-year graduation rates at UC Riverside have increased by 16 percentage points and six-year rates by 5 points. UC Riverside is one of the few institutions nationwide that has eliminated graduation-rate gaps across income levels and ethnicity. Research and economic development funding have also increased by nearly \$50 million in this time frame.

In 2016, the Association of Public and Land-grant Universities (APLU) recognized this achievement with their Project Degree Completion Award, which goes to one university nationwide that has demonstrated innovation in student success. Under Wilcox's leadership, UC Riverside became a charter member of the University Innovation Alliance (UIA), a collaboration of major public research universities in America seeking to improve student graduation rates and outcomes across all socio-economic and ethnic backgrounds.

Wilcox has been an active participant on a variety of higher education advisory boards and committees. He currently serves on the NCAA Presidential Forum and as a member of the board of directors for the Coalition of Urban Serving Universities. He serves as a representative of the University as a member of the Council on Competitiveness, a nonpartisan organization consisting of university presidents, CEO's, labor leaders, and national lab directors working to promote innovation and growth in the U.S. economy. He serves on the Monday Morning Group of the Greater Riverside Chambers of Commerce, as a council member for the Inland Empire Economic Partnership, and as a board member for Growing Inland Achievement.

From 2005 to 2013, he served as provost at Michigan State. Previously, he was dean of the College of Liberal Arts and Sciences at the University of Kansas, from 2002 to 2005, and president and chief executive officer of the Kansas Board of Regents from 1999 to 2002. He also spent ten years as the chair of the Department of Speech-Language Hearing at the University of Kansas.

A first-generation college graduate, Wilcox attended Michigan State University, where he earned a Bachelor of Arts in audiology and speech sciences. He also holds master's and doctoral degrees in speech and hearing science from Purdue University. His research focuses on speech acoustics, and he has directed teaching, research, and service projects funded by the National Science Foundation and the U.S. Department of Education.

### **Monique Dozier, Vice Chancellor for University Advancement**

Monique Dozier arrived at UC Riverside in August 2022 as its vice chancellor for university advancement. She joined UCR from Morehouse College in Atlanta, which is the nation's only historically Black liberal arts college dedicated to educating and developing men of color, specifically Black men. At Morehouse, she served as vice president for advancement and chief advancement officer.

During her four-year tenure, Dozier overhauled Morehouse's fundraising, which resulted in the highest giving years in the college's history. Under her leadership, Morehouse launched the \$500 million campaign, "Making Men of Consequence," which has secured \$200 million to date. Also,

during her tenure, the percentage of alumni who give to the college increased from 13 to 18%.

Prior to Morehouse College, Dozier worked for 13 years at Michigan State University in advancement roles, including as assistant vice president of Advancement Information Systems and Donor Strategy and director of development and external relations in the College of Nursing. She has also held advancement roles during her 25-year career at DePaul University and Saint Mary's College in Indiana.

Dozier is on the board of trustees for the Council for Advancement and Support of Education, or CASE, and on the Salesforce Advancement Advisory Board and Microsoft Surface Customer Advisory Board. She was appointed as an Aspen Institute Leadership Fellow in 2011. She holds a bachelor's degree from Bethel University in computer information systems management.

### **University Leadership**

In addition to the vice chancellor for university advancement, the chancellor's executive team includes the provost and executive vice chancellor and the vice chancellors for planning, budget, and administration; research and economic development; and student affairs. The academic administration includes ten deans and a university librarian.

The Riverside Division of the UC Academic Senate serves as the representative body for UCR tenured and tenure-track faculty. Academic Senate officers come from a variety of backgrounds across campus. The senate is responsible for the selection and ratification of courses, admissions conditions and faculty members. The senate also advises the chancellor and campus administrators on some of the most critical decisions made at UCR.

UCR is one of 10 campuses in the prestigious University of California system. The system's governing Board of Regents includes leaders from industry, government, and education, and oversees a \$35.7 billion operating budget. Each of the ten campuses has its own 501(c)(3) foundation that promotes philanthropy and serves as fiduciary of endowed donations to the University. The UCR Foundation incorporated in 1977, is overseen by a 37-member board of trustees, and had \$163 million under management as of January 31, 2019.



## Associate Vice Chancellor for Development Position

The AVC will report to Vice Chancellor for University Advancement Monique Dozier. The AVC will oversee 45 staff across annual giving, gift planning, regional and pipeline development, college/school/unit major and principal gifts fundraising, and corporate and foundation relations. The AVC will serve as one of the architects and leaders of future campaign efforts, including the planning, launch, and successful execution of UCR's second comprehensive fundraising campaign.

To this end, the AVC will work closely with the vice chancellor, chancellor, provost, deans, and advancement and university leadership to set priorities and annual goals to meet long-term university-wide objectives. They will also actively solicit feedback and input from deans, faculty, donors, and alumni to ensure that UCR's fundraising efforts are effective and reflect institutional priorities. The AVC will lead the development staff and ensure they are effective, strategic, innovative, flexible, donor-centric, and reflect UCR's overarching values and vision. Lastly, the AVC will build strong relationships with advancement colleagues and partners and teams across the university, strengthening the culture of philanthropy, collaboration, and service.

### Major Functions and Responsibilities

- Carry a high-level portfolio of principal gift prospects, soliciting and closing significant philanthropic commitments that benefit the research, teaching, and service mission of UCR.
- Provide inspiration, motivation, accountability, and role modeling for a talented, ambitious team of professional and support staff across seven colleges and schools, a library system, athletic department, graduate division, museums, and continuing professional education programs. Manage central development programs in a responsive, accountable, and collaborative manner that advances the success of the academic units and the entire campus.
- Guide and support Chancellor Wilcox, Vice Chancellor Dozier, provost, deans, and other academic and administrative leaders, serving as coach, advisor, and co-strategist in cultivating and soliciting principal-level gifts. Ensure that senior leadership is professionally and effectively staffed regarding fundraising activities and that their time is optimally utilized.
- Provide analytic oversight to moves management systems, productivity and output metrics, and forecasting of private support throughout the course of the year.
- Collaborate in the planning for UCR's second comprehensive campaign, overseeing creation of the case for giving, capacity analysis, and feasibility study to inform goal setting, timing, and priorities.
- Function as a collaborative member of an integrated advancement leadership team, ensuring smooth coordination with follow senior leaders to optimize support for broad institutional aspirations.
- Set clear direction, priorities, and key performance indicators for a staff of professional and administrative support personnel across development. Continually assess staff strengths and recruit new staff as necessary, maintaining a high-quality, diverse development team.
- Promote excellence through clearly articulated, well-defined, and measurable goals; inspire and motivate staff through the free flow of information; and continually framework and projects within the context of UCR's strategic priorities and mission. Provide professional development opportunities as appropriate and encourage staff to set personal growth targets.
- Maintain a leadership style that is open and fluid, empowering staff through active communication and delegation. Manage expectations and resources to ensure that overall fundraising goals and activities are ambitious, challenging, and attainable.

- Foster an environment that rewards new ideas and innovation, builds confidence, and encourages teamwork and collaboration. Celebrate current achievements and set clear expectations for future success. Create and contribute to a work environment of openness, inclusion, candor, and mutual respect.
- Establish and develop cultural norms, practices, and behaviors that support high engagement, high quality staff recruitment, employee retention, and professional growth and development.

### **Required Skills and Experience**

- A deep appreciation for the distinctive mission, history, achievements, and aspirations of UCR, and the ability to effectively articulate the university's vision and philanthropic priorities to diverse audiences, both internal and external. A refined and nuanced ability to craft and disseminate messages in ways that reflect, engage, and enhance various complex cultural perspectives.
- At least 15 years of experience envisioning, developing, and implementing a successful and comprehensive program to generate private support across a complex enterprise with multiple constituencies and a wide variety of donor populations, preferably in higher education.
- Demonstrated experience developing and articulating a substantive and cohesive vision for strategic fundraising based on an institution's history and goals; successfully identifying and engaging prospective donors; and recognizing the need to adapt and adjust as appropriate over time.
- A refined and nuanced ability to craft and disseminate messages in ways that reflect, engage, and enhance various complex cultural perspectives.
- Superior strategic skills with a strong grasp of industry best practices and a holistic understanding of all aspects of donor cultivation, solicitation, stewardship, and pipeline building. Substantial experience evaluating the strengths of existing programs and activities and identifying opportunities for improvement. A deep commitment to data analytics, objective metrics, and assessment in prioritizing resources.
- Broad experience in proposal preparation, gift negotiation, resource alignment, and clearance management, as well as successful experience collaborating with academic leadership.
- Excellent fundraising judgement, with a strong understanding of the development process from cultivation through stewardship. Ability to increase efficiency and effectiveness of the development process without sacrificing relationship quality, institutional alignment, and philanthropic impact.
- Solid understanding of traditional and emerging approaches to development, including online giving, crowdfunding, and other digital platforms, expanded communication beyond telephone and direct marketing, international philanthropy, and event-related fundraising.
- 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 ambassador for the university.
- The political savvy to navigate a complex academic community, and the desire and ability to build bridges and strong collaborative relationships across an organization with a diverse alumni and constituent population. A convener who invites input and feedback from others and has a keen interest in serving as a resource to others.
- Decisive with a proven ability to translate ideas into action, take thoughtful risks, and achieve results that address a wide variety of goals and objectives. The ability to adapt to and lead through ambiguity with a high degree of autonomy and responsibility. Persuasive, persistent, and determined.

- The intellectual depth, experience, and confidence to work with and command the respect and confidence of the chancellor, administration, faculty, advancement staff, and volunteer trustees.
- Strong personal integrity and work ethic, as well as a sense of humor and perspective.
- Record of creative and entrepreneurial management; the ability to build, lead, mentor, and motivate staff; and the ability 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.
- Experienced staff leader and manager, able to work effectively with, delegate to, and provide direction and leadership for a team under stringent deadline requirements. Willingness to deal directly and openly with conflict and disagreement in constructive ways that lead to positive outcomes.
- A keen eye for operational efficiency and optimal use of resources; the ability to plan, monitor, and manage a budget.
- Bachelor's degree required; an advanced degree is preferred.



## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Nominations should be sent via email to Vanessa Torrez ([vanessa.torrez@ucr.edu](mailto:vanessa.torrez@ucr.edu)). Application materials should be submitted on UC Riverside's Careers [website](#). Please note: applications should include, as separate documents, a CV or resume, and a cover letter that includes a letter of interest addressing the themes in this prospectus and a statement of contributions to diversity.

In a "Statement of Contributions to Diversity," we ask applicants to describe their past and/or potential future contributions to promoting a diverse, equitable, and inclusive environment, which is a key requirement of the role of every faculty and staff member at UCR. There are numerous ways to contribute, and a commitment to this part of our mission can be reflected through research, teaching, supervision, mentoring, community engagement, service, and any of the other varied

activities that are a part of an academic or administrative career.