Opportunity and Challenge Profile

Search for the

Vice President of Advancement and CEO

University of Hawai‘i University of Hawai‘i Foundation

Honolulu, Hawai‘i

The University of Hawai‘i (UH) and the University of Hawai‘i Foundation (UHF) are seeking a seasoned development professional to serve as UH Vice President of Advancement as well as CEO of the UHF (VP and CEO). The successful candidate will be the first to hold the newly created role of vice president of advancement for the University of Hawai‘i System, a thriving network comprising all public postsecondary education institutions operating across the state of Hawai‘i.

In many ways, the University of Hawai‘i is the most important public university in the country in terms of the interdependency between the university and the state it serves. Hawai‘i’s economic vitality and social health is highly dependent on the university’s wide-reaching programs, and research at UH is addressing some of the world’s most pressing issues, including climate change and rising sea levels, homelessness, economic inequality, public health crises, personalized medicine, and the preservation and dissemination of indigenous knowledge. Widely recognized as the most diverse set of colleges and universities in the country, UH is a microcosm of the region with vibrant educational, social, cultural, and economic interchange focused on the Indo-Pacific and Oceania.

As UH evolves and aspires to improve the social, economic, and environmental well-being of current and future generations, UH leadership recognizes the need to develop new models of financial sustainability that include augmentation and diversification of philanthropic revenue streams. To this end, UH President David Lassner, the UH Board of Regents, and the UHF board of trustees share a commitment to building a world-class advancement enterprise and now seek a high-performing, innovative, and collaborative VP and CEO to transform the existing program into one of unsurpassed effectiveness that achieves the potential that is clear and evident.

This is an especially exciting and pivotal moment to join the institution; with the stability of the UH president’s leadership and new leadership of the UHF board of trustees there is alignment around a shared vision and goals and commitment to deeper collaboration than ever before. The trajectory and progress of the institutional fundraising efforts have been impressive, but there remains much work ahead in order to unlock the full potential and prepare the institution to launch an ambitious and comprehensive fundraising campaign. The new leader will need to be able to recruit and retain top talent in Hawai‘i, establishing the foundation as a broadly viewed employer of choice. Working closely with the UH president and reporting formally to the UHF board of trustees, the VP and CEO will be responsible for leading and strengthening institutional advancement efforts in order to support the goals and aspirations of the entire UH System and foster lifelong relationships between UH and its alumni, parents, and friends. The VP and CEO will play a central role in enhancing the visibility and fundraising capabilities of the institution, and partner closely with key teams at UH, including communications, to ensure a holistic approach to building a culture of philanthropy and raising the profile of the institution. The ideal candidate must have a track
record of success managing development and alumni relations programs and must have the ability to lead and motivate a staff of approximately 100 while ensuring growth in both people and programs. In addition to directing the internal operations of UHF, the UH VP for Advancement will be the university’s chief strategist and leader in addressing all institutional priorities and goals through advancement. The new VP and CEO will also play an important external role, working in partnership with industry, community leaders, and donors.

To succeed in this role, the VP and CEO must join and embrace the university’s ‘ohana, or family, and work cooperatively with individuals across the UH System—board members, chancellors, deans, faculty, administrators, staff, students, alumni, and friends—in ways that reflect the collaborative and collegial culture of the university. As UH VP for Advancement, the UHF CEO will be a member of UH President David Lassner’s cabinet, which includes the ten most senior academic and administrative leaders of the UH System, and will partner with these key stakeholders to drive the overarching strategy and implementation for all UH fundraising endeavors. In addition to being an active participant in the president’s leadership team, the VP and CEO will facilitate relationships with and support the work of the UHF board of trustees, using their time and talents efficiently and appropriately to increase engagement and philanthropic support. The next VP and CEO will also play a key role in identifying and recruiting new board members. The ideal candidate must be an excellent team player who is eager to work collaboratively with external community partners to advance philanthropic activity in the state. In so doing, the successful candidate will lead foundation efforts to further grow and leverage the unique assets of the institution to increase its stature and impact across Hawai‘i, the United States, and around the world.

The VP and CEO will have President Lassner’s personal commitment to advancement-related activities. Success for the next VP and CEO will, in part, be defined by an ability to build trust with, educate, and involve all members of the UH community in the fundraising process, and lead both UH and UHF to collaboratively meet aggressive goals that include: enhancing donor discovery efforts; expanding the major gift pipeline; better leveraging community partnerships; engaging and mobilizing alumni, friends, and volunteers; and expanding and strengthening a sustainable infrastructure to support future fundraising efforts.

Following is some background along with initial challenges and opportunities that the successful candidate will be expected to address within the context of the broad set of responsibilities outlined at the end of this document.

- The UHF is an interdependent, nonprofit foundation that is legally separate from the university and from the State of Hawai‘i. It is the primary fundraising organization for a large and dispersed university system. The new VP and CEO will be central to implementing a new relationship between the University of Hawai‘i and the University of Hawai‘i Foundation, with a focus on engendering a “one team” mindset that capitalizes on the existing synergies between the two entities and overcomes siloes and organizational barriers. The VP and CEO will also devise strategies to maximize the effectiveness of the partnerships among UHF, the UH System, the UH Alumni Association, athletics booster groups, and existing unit-based development and alumni programs. The successful candidate will ensure the success and growth of campus and unit fundraising, and will serve as senior counsel not only to the UH president but also to chancellors, deans, board members, development directors, and staff on a wide range of activities, including but not limited to goal setting, fundraising program assessments, solicitation strategies, and pipeline development. The VP and CEO will also create a strong service orientation between the entire UHF staff and the UH System, encouraging collaboration and cooperation across the enterprise.
UH and UHF aspire to increase sustainable annual philanthropic support to $100 million or more and launch a $1 billion campaign in the coming years. Independent research indicates the capacity is available within the community, so growth and success at this scale will be dependent upon the creation and execution of a fundraising program that reflects industry best practices; contributes to a holistic culture of philanthropy; and maximizes the personal and financial engagement of individuals, corporations, and foundations. It will require the mobilization of more than 100 UHF staff members; work with the UH president, chancellors, deans, faculty, and foundation trustees to ensure the effective use of their time. And it will require development and sustainment of an inspired and engaged cohort of volunteers within redeveloped volunteer structures that provide coordination with various functions of UHF and UH.

The UH System also seeks to enhance visibility and public awareness of its contributions to the United States, the Pacific region, and beyond; and increase its reach and impact on local, national, and global communities. Advancement communications must work strategically and in close collaboration with UH communications to enhance the institution’s image and visibility. The successful candidate will bring a thoughtful, energetic, and entrepreneurial approach to building new and leveraging existing relationships across the islands and around the world, and to positioning the UH president and key institutional leaders to connect with philanthropists, entrepreneurs, business leaders, and alumni who are not currently engaged with the university.

The next VP and CEO will be an accomplished, imaginative fundraising professional with at least ten years of leadership experience in advancement, constituency engagement, and campaign management, ideally in a public higher education environment. The ideal candidate must possess financial acumen and strong analytical, managerial, strategic planning, and motivational skills; a keen understanding of best practices in fundraising; a comprehensive knowledge of all major advancement functions; and a track record of significant personal success in donor cultivation, solicitation, and stewardship at major and principal gift levels. The candidate must demonstrate a high level of integrity and trust; and exhibit the credibility, maturity, and sophistication to effectively engage and partner with key internal and external stakeholders. The successful candidate must possess extraordinary communication and negotiation skills, the political savvy and flexibility to navigate a complex environment, and the desire and ability to build bridges and strong collaborative relationships across a university system and a diverse body of alumni and constituents. The successful candidate will have a deep understanding of and passion for the mission and goals of an outstanding comprehensive university system, as well as a commitment to the state of Hawai‘i. A bachelor’s degree is required; an advanced degree is preferred.

The University of Hawai‘i Foundation has retained David Bellshaw and Rachel Ellenport of Isaacson, Miller to conduct this search. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

The University of Hawai‘i System

Maluna a’e o nā lāhui a pau ke ola ke kanaka – “Above all nations is humanity”

- University of Hawai‘i motto

The University of Hawai‘i was founded in 1907 as a single-campus, land-grant college of agriculture and mechanic arts in Mānoa Valley. In the ensuing decades, the University of Hawai‘i System has expanded into an integrated public system of higher learning, with ten campuses including a globally recognized research university (UH Mānoa), two baccalaureate campuses, and seven college campuses that together enroll more than 51,000 students across six islands. The university’s motto, as stated above, is reflected in the ethnic composition of its students system-wide, of whom 22 percent are Hawaiian/Part-Hawaiian, 18
percent Caucasian, 15 percent mixed, 13 percent Filipino, seven percent Japanese, five percent Chinese, and three percent Pacific Islander.

The UH System is unusual in encompassing all the public post-secondary education in the state—including community colleges—under one president and one board of regents. It is the most diverse system in the nation, and it embraces its unique responsibilities to the indigenous people of Hawai‘i and to indigenous language and culture generally. The mission of the UH system is to provide an environment in which faculty and students can discover, examine critically, preserve, and transmit the knowledge, wisdom, and values that will help ensure the survival of present and future generations with improvement in the quality of life.

In addition to the Mānoa campus, the UH System includes: UH Hilo, an engaging baccalaureate campus with select and distinctive graduate programs on the Island of Hawai‘i; UH West O‘ahu, a new institution with strong applied baccalaureate programs that has been recognized as the fastest-growing college in the country; and seven community colleges that collectively serve more than 27,000 students: Honolulu, Kapi‘olani, Leeward, and Windward Community Colleges on the island of O‘ahu; Kaua‘i Community College on the island of Kaua‘i; Maui College on the island of Maui and with education centers on Moloka‘i and Lana‘i; and Hawai‘i Community College, based in Hilo and serving west Hawai‘i through its new campus at Pālamanui. There are also three university centers that offer advanced degrees for place-bound students; they are located on the Kauai Community College campus, Maui College campus, and at Pālamanui. These institutions are united by a set of shared values, which include aloha, collaboration, respect, intellectual rigor, integrity, service, access, affordability, diversity, fairness, leveraged technology, innovation, accountability, and sustainability.

The University of Hawai‘i at Mānoa

The UHF offices are currently located on the campus of UH Mānoa, which is the university’s flagship institution. Located in the beautiful Mānoa Valley of O‘ahu, just outside downtown Honolulu, the university enrolls more than 17,000 undergraduate and graduate students. UH Mānoa is one of only 32 combined land-, sea-, and space-grant universities in the nation and a leading institution of higher learning in the Pacific Basin. UH Mānoa comprises 17 colleges and schools, including the four colleges of Arts & Sciences, Shidler College of Business, Education, Engineering, Tropical Agriculture & Human Resources, and Outreach College, which provides continuing education and summer programs. The university also is home to the Schools of Architecture, Law, Medicine, Nursing & Dental Hygiene, Ocean & Earth Science & Technology, Pacific & Asian Studies, Social Work, Travel Industry Management, and the unique Hawai‘inuiākea School of Hawaiian Knowledge. Together, these primary academic divisions deliver more than 200 degree programs.

The university’s academic programs have earned distinction from various national rankings: the law school is one of the top 100 law schools in U.S. News and World Report. In 2016, The John A. Burns School of Medicine’s primary care program ranked in the top 20 in the nation (U.S News and World Report). The Shidler College of Business’s programs in international business have earned top-25 rankings by the U.S. News and World Report. The university is ranked in the top 30 public universities for federal research funding in engineering and science from the National Science Foundation and is among the top two percent of universities in the world. UH Mānoa is consistently ranked a “best value” among U.S. colleges and universities where students have benefitted from a unique multicultural global experience. UH Mānoa is the fourth most ethnically diverse university in the country and leads the nation in minority students earning graduate degrees (U.S. News and World Report). UH Mānoa offers instruction in more languages than any U.S. institution outside the Department of State.
The University of Hawai‘i at Mānoa maintains a vibrant and active research program with more than $300 million in new extramural funds for research in the 2018 fiscal year. UH Mānoa’s faculty includes members of the National Academy of Sciences, the National Academy of Engineering, and the National Institute of Medicine.

Classified by the Carnegie Foundation as having “very high research activity,” UH Mānoa is known for its pioneering research in such fields as astronomy, ocean and marine sciences, geology & volcanology, sustainability, natural energy, microbiome studies, and Pacific Islands and Asian area studies. UH is also home to one of the 70 cancer centers holding National Cancer Institute (NCI) designation; the UH Cancer Center is located in beautiful new facilities adjacent to the School of Medicine near the waterfront.

**Strategic Directions**

In 2015, the University of Hawai‘i established a set of key strategic priorities through 2021. Interwoven in the strategic directions are two key imperatives embraced within the UH mission: a commitment to being a foremost indigenous-serving institution and advancing sustainability. This plan is centered around four goals:

*Hawai‘i Graduation Initiative (HGI):* Increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students, and those from underserved regions and populations and preparing them for success in the workforce and their communities.

*Hawai‘i Innovation Initiative (HI2):* Create more high-quality jobs and diversify Hawai‘i’s economy by leading the development of a $1 billion innovation, research, education, and training enterprise that addresses the challenges and opportunities faced by Hawai‘i and the world.

*21st Century Facilities (21CF):* Eliminate the university’s deferred maintenance backlog and modernize facilities and campus environments to be safe, sustainable, and supportive of modern practices in teaching, learning, and research.

*High Performance Mission-Driven System (HPMS):* Through cost-effective, transparent, and accountable practices, ensure financial viability and sustainability to ensure UH’s ability to provide a diverse student body throughout Hawai‘i with affordable access to a superb higher education experience in support of the institutional mission of the university, which includes commitments to being a foremost indigenous-serving university and advancing sustainability.

**Leadership and Governance**

**UH System President**

*David Lassner* is the 15th president of the University of Hawai‘i System and concurrently serves as the Chancellor of the University of Hawai‘i at Mānoa. He has worked at the university since 1977, and was most recently its vice president for information technology and chief information officer. Lassner is also a member of the university’s cooperating graduate faculty and has taught both online and in-person in computer science, communications, business, and education.

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1 To see this plan in full, visit: [http://blog.hawaii.edu/strategicdirections/files/2015/01/StrategicDirectionsFINAL-013015.pdf](http://blog.hawaii.edu/strategicdirections/files/2015/01/StrategicDirectionsFINAL-013015.pdf)
In his prior positions, Lassner played an active leadership role in a variety of local, national, and international information and communications technology organizations. He served on the boards of Hawai‘i’s High Technology Development Corporation and Public Broadcasting Service affiliate and he chaired the state’s Broadband Task Force. Lassner also served on the board of Internet2 and was a co-founder and board member of the Kuali Foundation, a founding steering committee member and past-chair of the Western Interstate Commission for Higher Education’s Cooperative for Educational Technologies (WCET) cooperative, and past chair of the boards of the Pacific Telecommunications Council and of EDUCAUSE, the major professional association for information technology in higher education.

He is currently a WICHE commissioner, a board member for the National Association of System Heads (NASH), and on the Board of Governors of the East West Center. He also serves on the boards of the Aloha United Way and the Blood Bank of Hawai‘i.

Lassner led Hawai‘i’s major statewide federally funded project that interconnected all public schools, libraries, and campuses on six islands with fiber optics and is an active principal investigator with the National Science Foundation, from which he has received multiple grants over the past 20 years focused on research and education networking and cyberinfrastructure. He is principal investigator for the Maui High Performance Computing Center and for the Pacific Disaster Center, major Department of Defense programs on Maui. In all, Lassner has served as principal investigator for over $400 million in federal funding.

Lassner earned an AB in economics summa cum laude and an MS in computer science at the University of Illinois at Urbana-Champaign prior to receiving a PhD in communication and information sciences from the University of Hawai‘i. He has been recognized with Internet2’s Richard Rose Award, WCET’s Richard Jonsen Award, and as a Distinguished Alumnus of the University of Hawai‘i.

**Board of Regents**

The governing body of the University of Hawai‘i System is composed of 15 regents appointed by the governor, and confirmed by the legislature. They serve for staggered terms, without compensation.

**UHF Board of Trustees**

The UHF board of trustees is composed of 29 individuals. The chair of the UH board of regents, the UH president, and the VP and CEO serve as ex-officio trustees. Trustees serve as stewards of the UHF’s assets and provide strategic guidance to the VP and CEO. The board is currently chaired by Catherine Ngo, president and CEO of Central Pacific Bank.

**Finances and Fundraising**

Compared to many peer institutions, the UH System has maintained a strong financial position and historically has experienced strong support from the State of Hawai‘i. Of the UH System’s $1 billion annual budget, approximately $470 million comes from the state’s general fund in support of its four-year campuses. As of June 2018, extramural dollars and UH system enrollment have increased year-over-year. Like most of its higher education counterparts, UH has faced budgetary challenges in recent years. Compared to many public universities, however, UH has fared well during the downturn; buildings are being built, investments in academics and research are underway, and the state’s citizens and leaders are highly vested in the university’s continued progress. The state recognizes the importance of not only the intellectual missions of the UH System, and in particular UH Mānoa, but also its contribution to the
economic vitality of Hawai‘i. Each semester the UH System touches more than 80,000 citizens of Hawai‘i (out of a population of some 1.4 million) through its academic programs. In addition, it employs more than 10,000 citizens, making it the state’s second-largest public employer.

Fundraising across the UH System is supported by the University of Hawai‘i Foundation, which provides a range of professional fundraising services to all 10 campuses in the UH System. The university and the foundation established a fee-for-service arrangement, under the terms of an operating agreement, which stipulates that the foundation will conduct private fundraising and alumni relations programs on behalf of UH. This longstanding practice is currently under review by a task force with representatives from the UH Board of Regents, UH System leadership, and UHF Board of Trustees. The next foundation CEO will contribute to redefining and strengthening the relationship between the two entities, with a focus on the foundation’s purpose to advance, support, and serve the university system.

On average, UHF raises $100 million annually with a budget of $14 million and approximately 100 staff members, who work across the advancement platform, comprising development, annual giving, corporate and foundation relations, alumni relations, donor relations, estate and gift planning, scholarships, finance and investments, advancement services, communications and marketing, and events. Having recently completed a campaign, which generated more than $700 million and concluded in the quiet phase, UHF and UH are contemplating a new comprehensive campaign with an anticipated goal of $1 billion. UHF manages the primary endowment, which has increased from $85 million to more than $300 million over the last 14 years. The UH System also manages a small legacy endowment of about $65 million that predates the establishment of the UH Foundation.

**Affiliations**

**ʻAhahui Koa Ānuenue (AKA)**

AKA is a separate 501(c)(3) chartered to support the UH Mānoa athletic department by coordinating and overseeing certain fundraising operations and revenue-producing activities. This includes the booster clubs, sale of season tickets, and premium parking for all Mānoa sports. UHF receives and deposits all of the contributions and donations from AKA’s base fundraising activities and the booster clubs that support the Mānoa athletic programs.

**University of Hawai‘i Alumni Association**

Nearly 250,000 alumni from all 10 campuses of the UH System are unified by inclusive, non-dues-paying membership in the UH Alumni Association (UHAA). This nonprofit organization promotes and supports UH by connecting alumni and friends with the university and with each other, strengthening stakeholder relationships in the community, and inspiring pride among the UH ‘ohana. Informally constituted in 1922, 10 years after the first graduating class of 1912, UHAA was formalized into a system-wide umbrella organization for all UH-recognized alumni groups in 1988. Governed by a volunteer board of directors, UHAA includes a nationwide and international network of affiliated alumni chapters. Since 2002, UHF’s Office of Alumni Relations has worked closely with UHAA to serve the growing community of UH alumni living in all 50 states and more than 100 countries. To read more about the UHAA, please visit [UHalumni.org](http://UHalumni.org).

**Role of the UH VP of Advancement and UHF CEO**

The VP and CEO is responsible for the management and development of the interdependent University of Hawai‘i Foundation, which operates as a Hawai‘i nonprofit for the benefit of the University of Hawai‘i System. The VP and CEO formally reports to the UHF board of trustees and serves the UH president and
the administrative and academic leadership team across the 10-campus UH System, using their time and talents efficiently and appropriately to increase engagement and philanthropic support. The VP and CEO is a member of the UH president’s cabinet and part of the senior administration of the university, and will work closely with this group to establish priorities and devise strategies to advance UH-wide objectives. The VP and CEO will need to be an active member of the administration, engaged in high-level strategic planning with the president and his senior team and in the everyday activities of the institution.

As the CEO of the UHF, the VP is responsible for ensuring that the foundation achieves its mission and financial objectives. The successful candidate should have experience setting and executing organizational strategy and managing growth and change effectively. Financial and administrative skills are required; experience in strategic planning, resource development and allocation, and managing limited resources effectively are all critical to success. An understanding of investment and portfolio management principles and financial administration, as well as an ability to work with financial professionals are highly desired skills.

The VP and CEO takes a lead role in the recruitment of board members of diverse backgrounds and experiences, as well as in the motivation and development of board members to be passionate and committed to serving UH and the UHF to the best of their capacity.

The VP and CEO is responsible for providing innovative leadership and strategic vision to all aspects of the university’s constituent relationships and fundraising activities. The VP and CEO serves as the chief development officer and strategic advancement leader for UHF, provides advice to the UH president and management team regarding their fundraising priorities, and leads UHF’s senior management team. The next VP and CEO will have the opportunity to assess the organizational structure of the foundation and redeploy resources as necessary; current direct reports to the VP and CEO include four senior leaders who oversee the development, communications and marketing, alumni and donor relations, and administration and finance functions. The VP and CEO will define a vision for advancement for UH and UHF, and implement the necessary infrastructure to support a comprehensive, world-class program that strengthens a culture of philanthropy; supports the university’s strategic priorities; attracts new sources of funding; promotes the involvement of alumni and friends; and raises the visibility of UH as a vital academic, economic, and social driver regionally, nationally, and globally.

In addition to the formal duties, the successful VP and CEO must be an integral member of the community and take an active interest in the economic, political, and cultural vitality of Hawai‘i. The VP and CEO will reflect and embody the values of UH and its leaders, leading advancement and serving the university community with integrity, warmth, humility, graciousness, and humor.

**Duties and Responsibilities**

**Leadership Support and Engagement**

- Guide and support the UH president in his role as chief spokesperson and fundraiser, serving as a coach, adviser, and co-strategist in cultivating and soliciting transformative gifts. Similarly guide and support the chancellors, deans, senior staff, trustees, and other volunteers in all advancement-related activities.

- Ensure that the UH president, chancellors, trustees, deans, senior administrators, key volunteers, and faculty are effectively and professionally staffed with regard to advancement activities; optimally utilize their time and talents to engage, cultivate, and solicit major donors and prospects; and provide focus for their efforts so that their time spent is productive, meaningful, and personally rewarding.
• Work closely with the UH president to systematically engage deans and faculty in the fundraising process. Provide deans with the resources and tools necessary to leverage the strength of their most successful alumni and donors in supporting the needs and aspirations of their schools.

• Work with the UH president, chancellors, deans, senior administrators, and trustees to identify and set advancement priorities, facilitating alignment and consensus across the campuses and units as they relate to advancing UH’s overall objectives.

• Provide the highest level of personal support to the UHF trustees and volunteer leaders for their activities on behalf of UH.

• Assist in the identification, recruitment, and cultivation of new board members, identifying key leaders with an affinity for the mission of UH. Work closely with the president and board chair to develop strategies that will enhance and strengthen the board.

• As a senior leader of the university, contribute to the discussions that guide strategies and policies shaping UH’s future as one of the world’s leading research universities.

• As required, serve as the UH representative to the community, alumni, and current and prospective supporters; travel throughout the state, country, and world in order to build stronger relationships for the university.

• Emulate UH’s innovative and collaborative culture—seek to partner with business and community leaders, and explore potential synergies that might broaden support for and enhance the visibility of the university and the state.

• Represent, promote, and advance the University of Hawai‘i by participating in state, national, and international organizations, and in civic and charitable organizations, serving as the official representative of UH as appropriate.

Coordination of Effort and Achievements

• Ensure that advancement activities across the UH System are well coordinated and support both institutional and campus-level priorities.orchestrate the participation of the UH president, chancellors, deans, faculty members, trustees, and volunteers in the joint cultivation and stewardship of key funding sources.

• Cultivate strong working relationships with academic and administrative leadership across UH. Ensure that UHF is seen as a collaborative, proactive, responsive, and trustworthy partner able to professionally address opportunities and concerns.

• Oversee publicity and promotional activities promoting philanthropy to UH and the work of the UHF for the UH System. Ensure communications efforts are strategic and well coordinated with UH communications, working with staff across the UH system on key advancement strategies and efforts to enhance the image and visibility of the institution.

Programmatic Elevation

• Through a coordinated effort led by UHF, drive the growth of donations to UH from current campaign levels averaging $100 million annually to sustainable annual production of $100
million or more over the next few years; identify compelling major funding opportunities within the university and match them with existing and potential donors; continue to inspire and challenge the university community to meet significant annual increases in fundraising revenue.

- Assess the fundraising potential of the university. Serve as architect and builder of a strategic, cohesive, and systematic advancement program that is reflective of industry best practices and consistent with UH’s mission and core values.

- Craft a sophisticated multi-year fundraising and engagement strategy that will result in sustainable long-term growth in philanthropic contributions, further deepening existing donor commitments to UH while also working to broaden the university’s base of support. Utilize clear and compelling communications to all audiences, which will reinforce the university’s key priorities and strategic direction.

- Introduce the necessary structures to advance a successful advancement operation, and create a strong service orientation between UHF and the campuses and units. Work closely with deans, unit directors, and unit-based development staff to develop and implement strategic plans to assure realization of annual goals and key priorities; craft strategies to maximize fundraising results across campuses and units; and conduct regular planning meetings with the leaders of the campuses and units to develop gift strategies for top major and principal gift prospects.

- Evaluate, strengthen, and enhance existing individual giving (annual, major, principal, and planned) and corporate and foundation relations programs. Develop and implement new innovative programs to systematically and strategically identify and acquire prospective individual and institutional donors, increase donor retention, and upgrade and renew existing donors.

- Assess donor stewardship and ensure donors’ gifts are acknowledged in a comprehensive, timely, and innovative fashion; elevate the importance of stewarding all gifts and programs that strengthen donors’ interests in, satisfaction with, and commitment to UH; and convey to donors the impact their contributions have on the betterment of the institution.

- Capitalize on gains made during the last campaign, understand its successes, and recognize missed opportunities. In preparation for a significant campaign, evaluate the philanthropic capacity of all constituencies, identify areas for growth, strategically augment UHF staff and resources, and craft fundraising strategies to raise sights and involvement of volunteers and donors at all levels.

- Understand and recognize the differences and capacity of UH’s various friend and alumni constituencies. Strengthen the relationship between UHF and the alumni association volunteers; identify new ways to broaden the reach of alumni relations activities to the institution’s alumni and more fully integrate these activities into the overall advancement efforts. Find opportunities to appropriately educate and engage current students in advancement, and to increase and improve alumni participation rates in philanthropy, giving levels, and volunteerism.

- Recognize and meet the challenge of an international alumni and donor base; encourage the development of programs that support points of presence for UH around the globe.

- Remove organizational barriers to ensure that various departments and teams in UHF collaborate and communicate, internally and across the university, in order to better integrate UHF throughout the institution.
• Ensure that all systems and processes, from data capture to gift acceptances and processing, maximize available intelligence via reporting and also follow sound budgetary, legal, and accountability practices.

Management and Leadership

• Set clear direction, priorities, and measurable goals for UHF staff. Assess current staff effectiveness and overall organizational structure; and create and nurture a culture of transparency, communication, and collaboration. Ensure that all staff members have a common commitment to advancing the university and its priorities.

• Maintain a leadership style that is open and fluid, and capable of inspiring, empowering, and motivating staff. Foster a work environment that recognizes and rewards performance, supports new ideas and risk-taking, builds confidence, encourages interaction and teamwork, and promotes diversity and inclusion. Celebrate current achievements and set clear expectations for future success.

• Personally cultivate, solicit, and steward a select prospect portfolio. Lead the frontline fundraising team by example, demonstrating success and providing mentorship in order to maximize philanthropic revenues.

• Oversee all of the administrative processes of the foundation including personnel management, payroll, procurement, fiscal planning, investment of endowment funds, and policy development and analysis.

• Delegate tasks wherever possible, in order to utilize individuals to their maximum potential.

• Serve as an advocate for staff, representing their concerns and needs.

• Actively andmeaningfully promote a commitment to diversity, equity, inclusion, and cultural values; embrace the cultural diversity of the university’s constituencies, and be knowledgeable about the islands, its people, and Hawai’i’s role in the international arena.

Qualifications and Experience

The ideal candidate should be able to leverage existing relationships and use a strategic approach to expanding the breadth and depth of the donor pool. The UHF seeks a seasoned development professional who is capable of clearly articulating the case for support to donors and prospects alike as well as to colleagues across the university. The VP and CEO must be a strategic and creative thinker, a persuasive communicator, and an excellent team player who is eager to work collaboratively with the university’s academic and governing leadership, colleagues across the UH System, and community partners to advance philanthropic activity in the state. The VP and CEO will bring many of the following professional qualifications and experiences.

• A deep appreciation for the history, achievements and aspirations of UH, and the ability to effectively articulate the university’s uniqueness and relevance.

• The ability to create and lead innovative programs attuned to the diverse demographics of the university’s alumni and friends, including the ability to articulate a vision for the future and to craft an advancement program capable of building that future.
• A minimum of ten years of progressively responsible fundraising and managerial experience in advancement, preferably within a complex academic environment. Depth of knowledge of best practices and all key areas of advancement, including major and principal gift fundraising, estate planning, as well as experience working with and managing volunteer boards; and a demonstrated ability to plan, manage, and close a comprehensive campaign. A commitment to the highest standards of professionalism.

• Experience building upon an existing advancement program, including individual and institutional philanthropy, resulting in a transformative increase in philanthropic revenue for an organization. Success in increasing the effectiveness of an advancement program and its staff through established objectives and performance standards.

• The credibility, maturity, and sound judgment required to effectively engage and leverage UH’s leaders and volunteers in the cultivation, solicitation, and stewardship of key prospects and donors.

• A proven track record of success in personally cultivating, soliciting, and stewarding gifts of eight figures or more from individuals, foundations, and corporations. A high level of comfort and effectiveness working with high net worth individuals and corporate business leaders, domestically and internationally.

• Proven leadership, and solid volunteer and staff management skills. Must be a team builder who takes a non-hierarchical approach to organization and who is willing to empower and motivate staff while providing the support and advocacy they need. Must have a history of recruiting and developing exceptional people.

• The political savvy to navigate a complex academic community; the desire and ability to build bridges and strong collaborative relationships with all members of an operation across a university and a diverse body of alumni and constituents. An interest in serving as a resource to others and obtaining their input; persuasive, persistent, and determined.

• The ability to adapt to and lead through changing circumstances in an environment where it is necessary to work across boundaries and leverage strengths. Working knowledge of organizational development and change management in complex organizations. Must have a creative approach to problem solving, and strong critical thinking and analytical skills.

• A high level of energy, self-confidence, optimism, personal resilience, and the ability to function at peak levels in a high expectation environment.

• A proven ability to translate ideas into action; a calculated risk-taker.

• Exemplary interpersonal and listening skills; impeccable attention to detail; superb follow-through; strong personal integrity, charisma, and work ethic coupled with a sense of humor and perspective.

• Superior written and oral communication skills; clarity, crispness, and elegance in writing and speaking. The ability to succinctly communicate a vision and process, utilizing data and metrics as appropriate.

• A sharp eye for operational efficiency and the best use of resources, including a demonstrated understanding of budgets and the ability to manage them. Skilled at successfully negotiating with vendors and managing contracts.

• Ability to establish and maintain effective working relationships with administrators, faculty, staff, students, legislators, state and federal officials, and the general public.
• Ability to understand and work effectively in Hawai‘i’s multi-cultural society. A desire to deeply engage in the local and campus communities. Commitment to diversity, intercultural understanding, inclusive institutional excellence, and global engagement.

• An understanding of the importance of empowering indigenous people and minorities in higher education.

• Administrative experience planning, developing, and articulating programs in a multi-institution state system that includes interfaces with other components of public education.

• Experience working effectively with political appointees, faculty governance bodies, and various advisory groups.

• An understanding of and appreciation for the use of technology in building an extended college community. Experience with the successful implementation of a CRM tool.

• Familiarity with policies and laws related to higher education (FERPA, ADA, etc.).

• The flexibility to travel and work evenings or weekends as required.

• Bachelor’s degree required; advanced degree preferred.

Compensation and Location

Compensation will be commensurate with experience.

UHF is located in Honolulu, the largest city in the state of Hawai‘i and home to the State Capitol, on the island of O‘ahu. With average temperatures between 75° and 85°F, Honolulu has been hailed as the “favorite U.S. city for weather” by Travel & Leisure magazine; the city is globally famous for its tropical climate, lush green landscape, diverse population, and community spirit known as aloha. Honolulu affords access to a wide variety of cultural activities, including theater, opera, museums, and film festivals, as well as world-class surfing, hiking, camping, and boundless outdoor recreation. Due to its location in the Pacific, Honolulu is a large financial, business, and trading hub, particularly between the East and West. Honolulu has been ranked as the second safest city in the U.S. by the FBI and it has been hailed as the most livable U.S. city by Monocle magazine. It was also called one of the top 10 U.S. green cities by National Geographic’s Green Guide. To learn more about Honolulu and O‘ahu, see http://www.goHawaii.com/islands/oahu.

To Apply

This search is being led by David Bellshaw and Rachel Ellenport with Rachel Partin and Annie Webster. For more information, to make a nomination, or to apply for this role, please visit www.imsearch.com/6621.

The University of Hawai‘i is an equal opportunity/affirmative action institution and is committed to a policy of nondiscrimination on the basis of race, sex, gender identity and expression, age, religion, color, national origin, ancestry, citizenship, disability, genetic information, marital status, breastfeeding, income assignment for child support, arrest and court record (except as permissible under State law), sexual orientation, domestic or sexual violence victim status, national guard absence, or status as a covered veteran.