SEARCH FOR THE
EXECUTIVE DIRECTOR OF GIFT PLANNING
NEW YORK UNIVERSITY
NEW YORK, NY

THE SEARCH

New York University (NYU) seeks an executive director of gift planning to join the University at an exciting moment in its remarkable trajectory and lead its critical planned giving operations. Reporting directly to the senior philanthropic advisor, and partnering closely with the senior vice president of development and alumni relations, as well as chief development officers of the University’s schools, colleges and divisions, the executive director will create and execute the overall strategy for planned giving for the entire university. The next executive director will bring a strong track record as an advancement leader—as a fundraiser and as a leader and manager—along with the strategic skills to build upon NYU’s impressive trajectory and leverage the spirit of innovation and creativity that sets NYU apart from other universities.

New York University has established itself as a leading research university, distinctive in its cosmopolitan character, global outlook, and the boldness of its ambitions. The largest private university in the United States, NYU has a breadth and depth rivaled by few others, ranging widely over undergraduate liberal arts and sciences, the creative and performing arts, and professional artistic and technical disciplines.

This is a rare opportunity for an enterprising, collaborative individual to join a dynamic university at an exciting moment in the organization’s history. The next executive director will be an accomplished, strategic fundraising professional, with at least ten years of proven successful leadership experience in planned giving, estate and tax planning, advancement, management and performance coaching, constituency engagement, and campaign management--preferably in a complex academic environment. Ideal candidates must possess strong analytical, managerial, strategic planning, and motivational skills; a keen understanding of advancement best practices; a comprehensive knowledge of all major advancement functions, and a track record of significant personal success cultivating, soliciting, and stewarding donors within the wider context of major and planned giving. In addition, ideal candidates must demonstrate a high level of integrity and character, and exhibit the maturity, sophistication, and credibility to effectively engage and partner with key internal and external stakeholders. Equally important are excellent communication and negotiation skills as well as flexibility and the ability to respond and act effectively in a complex administrative environment with often conflicting demands.

Ideal candidates must have a deep understanding of and passion for the mission, goals, and aspirations of NYU. A law degree is preferred; a bachelor’s degree is required.

New York University has retained Mr. Jack Gorman of the national executive search firm Isaacson, Miller, to assist in conducting this search. All inquiries, nominations, and applications should be directed to Isaacson, Miller as indicated at the end of this document and will be held in the strictest confidence.
NEW YORK UNIVERSITY

THE UNIVERSITY

New York University is the largest private university in the United States and an internationally distinguished research university, with a global alumni base of 500,000.

Founded in 1831, NYU is comprised of 18 schools and colleges. At its heart are its 7,000 faculty whose research and teaching have, in numerous fields, placed them at the forefront of their disciplines. Its more than 50,000 students, roughly half undergraduates and half graduate and professional students, come from every state in the nation and from 141 foreign countries. Today, NYU competes with the world’s top universities and leading departments for its faculty and is ranked third on the Princeton Review’s 2018 list of “dream schools” for undergraduates.

NYU has built strength across multiple dimensions of the university: core departments in arts and science, a large and constantly improving medical enterprise, and a broad array of exceptional professional and graduate schools. NYU’s academic footprint extends far beyond its roots in New York City. NYU’s distinctive global education model allows students and faculty to gather in a set of key locales around the globe to forge new ideas, advance the questions we ask about the world, and create solutions for the problems that beset us all. With deep roots in New York, NYU remains very much a university “in and of the city,” as its founders envisioned, but reflecting the diversity, ethos, and dynamism of its home; today it is also a university “in and of the world.”

FACULTY AND RESEARCH

NYU is home to a large and academically distinguished faculty whose research and teaching span the intellectual spectrum. Among the approximately 7,000 full-time faculty at NYU are Nobel laureates and Abel laureates; Guggenheim Fellows and MacArthur Fellows; Academy Award, Tony Award, and Emmy Award winners; Howard Hughes Medical Institute Investigators; members of the National Academy of Science and the National Academy of Engineering; and winners of the Pulitzer Prize, the National Humanities Medal, the National Medal of Science, and the National Medal of Technology.

Through a concentrated strategy and investment in faculty growth, between 2004 and 2013 the number of full-time faculty at Washington Square increased by 607, or 29.3 percent. This includes a 20 percent expansion of NYU’s arts and science faculty with the addition of 125 renowned scholars – the largest such expansion in NYU’s history. In 2017, NYU’s total research expenditures, including the NYU Langone Medical Center, exceeded $918 million.

STUDENTS

NYU’s appeal to students has grown dramatically in the past 15 years. Undergraduate applications crested over 75,000 in 2018 – a 12 percent increase over 2017, and more than 100 percent increase over 2007. The NYU Class of 2022 in New York City is the most diverse in the university’s history, including 29 percent from historically under-represented minorities and 24 percent international students, with no racial or ethnic group representing a majority percentage of the population. Globally, NYU has over 28,000 total undergraduate students who come from every state in the nation and 141 countries.
NYU has made significant investments to be an accessible and inclusive institution and to enhance diversity in its student body. President Andrew Hamilton has emphasized the importance of affordability and the university is working hard to make NYU more affordable for more students. In the NYU Class of 2022, almost 20 percent of students are first-generation college attendees and 22 percent are eligible for Pell grants. The class includes record numbers for NYU of African-American students (almost 10 percent) and Latino students (19 percent).

LEADERSHIP

Dr. Andrew Hamilton
President

Andrew Hamilton became the 16th president of New York University on January 1, 2016.

Before coming to NYU, Dr. Hamilton served as the vice chancellor of Oxford University—the university’s senior-most officer—a post he held since 2009. His tenure as vice chancellor was distinguished by significant improvements in university governance and faculty relations; the launch of a new School of Government and the expansion of the business school; the enhancement of interdisciplinary research and teaching; the restructuring of Oxford’s medical school and hospital into a modern academic medical center; and the improvement of the university’s physical infrastructure, among other initiatives.

Before being named as Oxford's vice chancellor, Dr. Hamilton served as provost (2004-2008) of Yale University; he had previously been Yale’s deputy provost for science and technology.

In addition to his record as an academic leader, Dr. Hamilton is an award-winning, widely published chemist, and he has continued to maintain his scholarly work—including an active research laboratory—while holding leadership positions.

His area of scholarly interest lies at the intersection of organic and biologic chemistry, with particular focus on the use of synthetic design for the understanding, mimicry, and potential disruption of biological processes. He is a Fellow of the Royal Society, a member of the American Academy of Arts and Sciences, a member of the American Association for the Advancement of Science, the recipient of the Arthur C. Cope Scholar Award from the American Chemical Society, and the winner of the International Izatt-Christiansen Award for Macrocyclic Chemistry. He also serves on the Board of Directors of the American Council on Education.

At Yale—where he joined the faculty in 1997—he was the Benjamin Silliman Professor of Chemistry and professor of molecular biophysics and biochemistry. Prior to joining Yale’s faculty, he was a tenured professor of chemistry and chair of the chemistry department at the University of Pittsburgh. Before joining the faculty at the University of Pittsburgh, he was an assistant professor of chemistry at Princeton University.

Dr. Hamilton was born in 1952 in Guildford, Surrey, UK. He received a first class BSc from the University of Exeter, his master’s degree from the University of British Columbia, and his doctorate from the University of Cambridge. He did post-doctoral work at the Université Louis Pasteur.

He is the recipient of honorary doctorates from the University of Surrey, Tsinghua University, Koç University, and the University of Exeter, among others.
Robert (Bob) Cashion
Senior Vice President for University Development and Alumni Relations

Robert Cashion was named senior vice president for university development and alumni relations at NYU on December 3, 2018. Mr. Cashion brings more than 20 years of experience in fundraising to the post, most recently as Harvard University’s senior associate vice president of development and the senior associate dean of development for Harvard’s Faculty of Arts and Sciences.

Robert Cashion began his career in development at Harvard in 1995. From 2001-2003, he was vice president for development for the public service non-profit City Year. In 2003, he and his wife Carol decided to move their three children to South Africa for a year, where he served as a consultant to South Africa’s Rhodes University. He returned to Harvard's development office in 2004.

A graduate of Harvard College, where he was a Harvard National Scholar, and the University of Virginia's Darden School. Early on in his career he worked in admissions at Harvard and then in public finance at Donaldson, Lufkin & Jenrette.

FINANCIAL AND FUNDRAISING OVERVIEW

FINANCES

New York University has an annual budget of $3.4 billion. It has an endowment of approximately $4.3 billion, which, as an aggregate number, places it among the top 30 endowments in US universities. On a per student basis, at approximately $93,000 per student, NYU has one of the smallest endowments of its peers. The endowment has grown steadily through philanthropy and careful investment and generates $133 million annually for university operations.

The university is tuition-dependent. In the last decade, the university has built a strong finance function, with conservative projections and clear budget discipline that generates a net budget surplus every year that is used for academic investment. As a result, even as it has made such investments, NYU has also managed to steadily increase its unrestricted cash and investments, accumulating $2.4 billion by 2017. It weathered the 2009 recession with relatively little difficulty; and, future-oriented stress tests done on behalf of the trustees indicate considerable strength.

FUNDRAISING

New York University embodies vision in action. It rewards entrepreneurship, inspires philanthropy, and invests in the most productive and path-breaking ideas available in the academy. Its trustees and presidents have led groundbreaking philanthropic efforts, raising hundreds of millions of dollars annually, and billions in campaigns, to nourish the university’s vitality. Specifically, since 2002 NYU has raised over $6.5 billion, including eight gifts of $100 million or more, a number equaled only by Harvard among US colleges and universities over that period. In FY18, NYU raised in excess of $700 million, and the university has ambitions for even higher levels of achievement.

Cash generated annually by NYU’s fundraising efforts remains strong at $581.7 million, up 26 percent over one year ago. Parent giving has averaged over $60 million over the past three years, while alumni participation has increased steadily since 2012, it is still low at 11.5 percent.
Current fundraising is built on the ambitious Campaign for NYU that the university completed in 2009. Intended to raise $2.5 billion over seven years, it surpassed expectations by raising more than $3 billion. At the same time, it was then the largest campaign conducted by any university. In 2018, NYU completed the Momentum Campaign, raising over $1 billion for scholarships.

Fundraising at NYU has been reliant on an exceptionally committed and generous Board of Trustees, and the board remains instrumental. However, the base of support has extended to philanthropists throughout the city, the country, and now the world, drawing on the power of inventive ideas and path-breaking academic structures to inspire philanthropy.

EXECUTIVE DIRECTOR OF GIFT PLANNING

As executive director of gift planning, the individual will be the strategic leader for planned giving and development efforts in close partnership with university leadership, deans, and school development officers charged with analyzing and strengthening the University’s overall gift planning efforts in order to realize ambitious fundraising and campaign goals. Reporting to the senior philanthropic advisor in NYU’s University Development and Alumni Relations (UDAR) office, the executive director will work closely with the senior vice president for university development and alumni relations, academic provosts and deans, and school development officers in order to establish goals, objectives, and strategies for the advancement programs that support overall university priorities. Gift planning currently accounts for around 40 percent of all individual giving at the University annually and has ambitions to systematically and incrementally increase fundraising outcomes and prepare for an upcoming campaign.

The executive director will build and provide strong leadership and management for a team of professionals, including skilled fundraisers who in turn work closely with their assigned deans and faculty. This leader will foster a collaborative environment, serving as a player/coach focused on the development and successes of individuals as well as the team as a whole. Central to this role is the cultivation, solicitation, and stewardship of top donors for specific schools and the University as a whole -- both personally and in partnership with the deans, balancing management of the personal portfolio of major and principal gift prospects with emphasis on supporting school fundraising priorities, activities, and management of the team.

The executive director will effectively engage alumni, faculty, and retired faculty and friends, working with the alumni relations team to increase alumni engagement and philanthropy. This leader will participate in strategic discussions across the University, and will liaise with university development teams supporting efforts that include global, principal gifts, and annual fund.

MAJOR FUNCTIONS AND RESPONSIBILITIES

- Design, implement, and supervise the University’s comprehensive gift planning program, including supervision and direction of the University’s central gift planning staff, which leads gift planning for all the schools and divisions of the University.

- Identify, cultivate, solicit and steward planned giving prospects and donors for the University. Carry a personal portfolio of 100-120 qualified active prospects and collaborate university-wide based on donor interests, as appropriate; simultaneously support and direct gift planning staff’s own portfolios, and collaborate with the deans and school development officers in managing portfolios of their own top prospects.
• Develop, design, and direct development training opportunities for UDAR development staff in soliciting and cultivating potential gift planning prospects and donors.

• Craft a comprehensive strategic fundraising and marketing plan for university gift planning efforts. Ensure that all assigned prospects are engaged and that unassigned prospects are properly monitored and assigned as appropriate to centralized UDAR gift officers in order to improve the percent of rated prospects who have received a visit and have been solicited.

• Serve as a leader and thought partner in short and long-term strategic planning with school development officers, deans, senior vice president of university development and alumni relations, and key administrators to develop fundraising and development goals.

• Provide direction for the recruitment, selection, orientation, development, and retention of high caliber staff (with growth capacity for additional staffing). Manage, support, and evaluate team, incorporating agreed-to metrics and priorities for individual members and for the team as a unit. Be a thoughtful performance coach and champion of both individual and team successes. Work with UDAR staff to create and implement professional development programs for staff as needed.

• Help foster a collaborative fundraising environment at NYU; contribute to strategy sessions across schools and institutes in support of interest-based, donor-centric prospect assignments, and to include gift planning asks within annual fund and major solicitations as appropriate.

• Oversee strategic marketing and stewardship/donor relations for gift planning, including, drafting of promotional materials and estate/gift-related materials, individual proposal drafting, and other activities to ensure donors are appropriately approached, sustained, and recognized and acknowledged for their generosity. Supervise management and maintenance of database entries for cultivation, solicitation, and stewardship.

• Coordinate with development staff and alumni relations on an integrated strategy for alumni and faculty cultivation and solicitation, create and draft shared materials including gift agreements, as well as creation and development of uniform fundraising policies and best practices for UDAR.

• Manage budget: assess needs; evaluate past expenditures and prepare related cost projections; allocate and oversee the expenditures of publications and special events budget; conduct cost/benefit analyses; review expenditure control reports and approve budget adjustments.

QUALIFICATIONS AND EXPERIENCE

New York University seeks an executive director of gift planning who can leverage the University’s existing philanthropic strengths and expand the breadth and depth of the donor pool, capable of clearly articulating the case for support to donors and prospects alike. Candidates must bring a broad base of progressive development experience that has prepared them not only to partner with colleagues within UDAR and engage high-level donors, but to provide the leadership, strategy, and thoughtful insights needed to support skillful fundraisers,
who in turn work closely with donor prospects, deans, and faculty. The executive director must be a strategic and creative thinker, a persuasive communicator, both orally and in writing, and an excellent team player who is eager to work collaboratively with academic, administrative, and governing leadership across the University, as well as someone who can build and sustain relationships with alumni, faculty, and retired faculty and friends of NYU across the globe.

Specifically, the ideal candidate will have the following attributes:

- An appreciation for and ability to eloquently articulate the mission, values, history, potential, and people of NYU and its schools, colleges and divisions.

- Ten years of progressively responsible fundraising and managerial experience in university advancement, specifically within the field of charitable gift planning. This experience must include experience raising seven-figure gifts and supporting a dean or leader within a nonprofit.

- Superior strategic skills and a holistic understanding of all aspects of the philanthropic enterprise. Demonstrated ability to build on an existing advancement program, and to increase the effectiveness of a development program and staff through established objectives and performance metrics.

- Personal success securing major and planned gifts. The ability to inspire individuals to financial leadership.

- The intellectual depth, maturity, and confidence required to effectively engage and garner the trust of the deans and the faculty, as well as UDAR leadership and other university administrators and key volunteers.

- An approach to management that brings out the best in staff and yields pride, ownership, and a sense of team effort. A keen eye for operational efficiency and optimal use of resources; the ability to plan, monitor, and tightly manage a budget.

- Superlative interpersonal skills; the ability to work well with people across a diverse range of backgrounds and to demonstrate an honest respect for each individual.

- Excellent communication skills, both written and verbal; the intellectual depth necessary to understand and translate academic information for a variety of audiences crisply and concisely.

- Honesty, integrity, enthusiasm, and perspective; a strong work ethic, supported by commitment and follow-through.

- The confidence and knowledge required to advance and defend ideas and programs in an environment that respects conviction and demands analytical rigor.

- A sense of humor, a humble approach, and a level of comfort working with ambiguity.

- Bachelor’s degree required, law degree preferred.
TO APPLY

This search is being led by Jack Gorman with Becky Piper, Michael Mozzicato, and Devon Benjamin. For more information, to make a nomination, or to apply for this role, please visit:

www.imsearch.com/7116

NYU is committed to equity, diversity and inclusion and is an equal opportunity employer. It encourages inquiries from candidates who will enrich and contribute to the cultural and ethnic diversity of the university. New York University does not discriminate on the basis of age, race, creed, color, religion, marital status, gender identity and/or expression, sexual orientation, veteran status, national origin, or disability status in employment, or in its education programs.