



# UNIVERSITY OF CENTRAL FLORIDA

## Senior Vice President for Advancement and Partnerships

The University of Central Florida invites inquiries, nominations, and applications for the position of **Senior Vice President for Advancement and Partnerships (SVP A&P)**. The campus community seeks an entrepreneurial, collaborative, and forward-thinking leader with the experience to serve as a senior advisor to UCF's president, Dr. Alexander N. Cartwright.

UCF aspires to be one of the nation's leading metropolitan research universities, with a focus on student success and having an impact on society. A different kind of university driven by its entrepreneurialism and optimism, UCF will not be defined by its contemporaries, and rather seeks to forge a new path with the potential to be a leader in the future of higher education. The Senior Vice President will be a key partner and leading voice on the University's senior leadership team focused on amplifying the university's story, building strong relationships with alumni, friends, and corporate partners, and driving new sources of revenue that will serve as a catalyst for the impact our students, faculty and staff have on society.

The Senior Vice President will have the opportunity to play a significant role in the re-organization of a new Division of Advancement and Strategic Partnerships to help others invest in the mission of UCF while also enhancing our brand and celebrating our shared achievements.

### **The University**

Founded in 1963 to provide talent for Central Florida and the growing [U.S. space program](#), the University of Central Florida has been making an impact on the state, the nation — and outer space — ever since. [UCF is ranked by U.S. News & World Report](#) as Florida's most innovative university and one of the nation's top 20 most innovative. Located in Orlando and securing \$192 million in research funding in fiscal year 2019, UCF is a major metropolitan research university in one of the country's fastest-growing regions and holds the Carnegie Foundation's highest designation in two categories: community engagement and very high research activity. Furthermore, as a testament to its commitment to diversity and serving diverse populations, UCF is also one of 14 universities nationwide designated as both a Hispanic Serving Institution and R1 university.

UCF is also ranked as a best-value university by Kiplinger, as well as one of the nation's most affordable colleges by *Forbes*. With [13 colleges](#), including a fully accredited College of Medicine, UCF offers more than [220 degree programs](#) on its main campus, downtown campus, hospitality campus, academic health sciences campus, and through 11 UCF Connect centers located throughout the region. In addition, UCF extends its reach to communities in and beyond Central Florida by [offering fully online programs](#) leading to bachelor's degrees, master's degrees, Ph.Ds., certificates, and more. UCF confers almost 17,000 degrees each year and benefits from a diverse faculty and staff who create a welcoming environment and are dedicated to creating opportunities for its diverse student body of approximately 69,500, more than 47% of whom are members of underrepresented minority groups, to grow, learn, and succeed. The University has an annual budget of \$1.8 billion and is served by 13,500 employees.

UCF has built and enjoys a strong foundation of support among alumni, friends, and corporate partners and in 2019 completed a multi-year fundraising effort called IGNITE: The Campaign for UCF. Directed by three key pillars — student success, academic excellence, and growth and opportunity — the university raised more than \$513 million during this campaign.

UCF is committed on a pursuit of inclusive excellence to become a new kind of research university that is tightly coupled with its community and pursue becoming a top 50 public national university. For more information about UCF, please visit <https://www.ucf.edu/>.

### **Position Summary**

The newly created Senior Vice President for Advancement and Partnerships will report to the President and will serve as a key member of the President's cabinet and university's senior leadership team to raise the external profile of the university, develop strategic partnerships, and build meaningful relationships with donors, alumni, and community members. The position will provide vision and leadership to advance the brand of the university while increasing community investment in its mission.

The SVP A&P will establish and manage the priorities of a new division structure that will include the following units:

**The UCF Foundation:** The UCF Foundation, Inc. is a 501(c)(3) nonprofit organization and a state-designated direct support organization (DSO) created to solicit, secure and steward private, philanthropic and sponsorship support of the university's mission. It is governed by a volunteer Board of Directors. The Foundation receives an average of more than \$60 million per year. Over the last five fiscal years, it dispersed a total of \$140.5 million to UCF. The Foundation also manages the university's \$201 million in endowed funds; sets investment and withdrawal policy for endowed funds; and it holds and manages real estate on behalf of the university.

**Development:** Development generates vital, financial support for UCF and its students, faculty, colleges and divisions by cultivating productive relationships with potential donors that lead to secured gifts. Development staff pursue high-impact gifts and are responsible for principal-level gifts, major gifts, planned gifts, corporate and foundation gifts and athletics fundraising. They also plan and execute fundraising-related communications and marketing and conduct donor relations activities that encompass donor acknowledgment, recognition, engagement, and stewardship.

**Alumni Engagement and Annual Giving:** Alumni Engagement and Annual Giving is responsible for building lifelong relationships and a culture of philanthropy with UCF's students, faculty and staff, parents, and 344,000 alumni. Annual Giving seeks regular, repeatable, and unrestricted gifts that have a real-time impact on the university and effectively build a broad base of support. Alumni Engagement oversees a wide range of programming that includes alumni chapters and clubs; volunteers and mentorship programs; the Alumni Board; events such as tailgates, watch parties, and Homecoming; and social, networking, career development and ongoing education programs. Additionally, it operates the 10,000 square-foot FAIRWINDS Alumni Center.

**Performance Marketing and Communications:** Develop channels to promoting our brand with unity, clarity and consistency. Develop data informed strategies to tell the story of the university at scale leveraging marketing, social media, content and licensing.

This position will be responsible for bringing together units that are deeply committed to supporting the mission of the university with a sharp focus on sharing our impact and building meaningful relationships with our alumni, friends, and partners. In addition, this position will play a critical role helping the university identify and grow new sources of revenue to fuel our investments in excellence and power our new strategic plan.

The Senior Vice President must partner effectively with the senior leaders across the University, corporate executives, community leaders and partners to creatively identify opportunities to strengthen relationships with the university. This role will be critical to advancing the President's goals of raising \$100M annually through our development activities and raising the university's national profile by better telling our story and showcasing the incredible achievements of our students, faculty and staff.

The SVP will serve as the executive liaison to the Strategic Partnerships and Advancement Committee of the UCF Board of Trustees and will be responsible for providing transparent and timely information to ensure the Board is able to fulfill their fiduciary responsibilities. The Senior Vice President is also expected to build strong relationships within the State University System.

### **Opportunities and Challenges**

- **Strategic Planning** – The next SVPA&P will play a critical role in developing an ambitious strategic plan for the University Advancement organization that will challenge staff, inspire donors and volunteers, and create a heightened level of enthusiasm and excitement among members of the campus and the broader Florida community.
- **Establishing a Culture of Philanthropy** – UCF has achieved significant gains in student enrollment, student success and in serving the region's diverse student community. That said, the new SVPA&P will lead the University's efforts to create and elevate the culture of giving and philanthropy amongst all internal and external University constituents to support these achievements and match their success in this arena.
- **Creating New Partnerships** – The SVPA&P must be an entrepreneurial leader with the ability to envision and articulate a coherent vision for UCF's advancement programs. In working within an organization that is emerging and enhancing its identity and structure, the SVPA&P will inspire confidence in the University's academic values and mission while developing relationships and establishing UCF as a prominent partner with business and community leaders in Orlando, the surrounding region, and nationally. The SVPA&P will collaborate with the various colleges and deans to identify and leverage new resources and revenue streams beyond fundraising through mutually beneficial partnerships.
- **Diversifying the Donor Base** – UCF's new President has captured the attention of regional business, nonprofit, and government leaders with his compelling vision for the future of the University and his energy in achieving the goals being set. The SVPA&P will need to leverage this new energy and direction to collaborate with the President to develop and employ strategies to build and subsequently diversify the potential donor base.

- **Advancing the UCF Brand** – The SVPA&P will promote the University’s campus and its noteworthy achievements locally, regionally and nationally to enhance public visibility, ranking and further strengthen its reputation.
- **Staff Development and Team Building** –The SVPA&P will need to look at organizational structures nationally and determine the right model for UCF. The Office currently has many talented and enthusiastic professional staff members who are poised to take on new challenges and advance the mission of the University. The new SVPA&P will need to harness and leverage this enthusiasm in a manner that will allow each staff member to contribute to his or her fullest potential while furthering the unit’s progress toward achieving further success in philanthropic activities and alumni engagement. Further, the new structure and mission require that the SVPA&P recruit, develop and retain additional talent to achieve the unit’s goals. Finally, the SVPA&P must provide the leadership to create an environment that encourages entrepreneurship, values collegiality, and rewards success.

### **Responsibilities**

As UCF’s chief advancement officer the SVPA&P will be responsible for facilitating the development of new partnerships with industry and providing leadership in the University’s outreach, networking and philanthropic activities. In leading these important efforts that enhance and diversify revenue streams, the SVPA&P will embrace, as a guiding principle, the commitment to providing a transformative academic experience and increasing student success.

### **University Advancement, Leadership and Strategic Planning**

- Serve on the President’s senior staff and oversee all private fundraising and advancement programs.
- Inspire, lead and develop a high-functioning advancement staff that will make lasting contributions to the University.
- Provide strategic direction to the University Advancement staff in support of the University’s fundraising and engagement efforts.
- Collaborate with the President and University leadership to set annual and long-term fundraising priorities.
- Participate in University wide strategic planning to create and implement development plans that address fundraising needs through the execution of relevant programs, initiatives and projects.
- Develop relevant strategies to increase philanthropy across all areas and through all vehicles (principal gifts, major gifts, corporate giving, foundation giving, private grants, annual giving, sponsorships and planned gifts).
- Provide ongoing counsel and training in all areas of fundraising and engagement to the President, University senior leadership, faculty, trustees and Foundation Board members.
- Serve as the chief fundraiser for the University.
- Actively engage with top prospects for cultivation, solicitation, and ongoing stewardship.

### **UCF Foundation**

- Provide leadership to the Board of Directors on all issues related to philanthropy.
- Recruit, retain and engage board members who possess a desire to contribute to the fundraising process.
- Inspire the Board of Directors to elevate the philanthropic culture and expectations of the University.

- Ensure that annual government reports are completed and filed as required by regulation and law.
- Assist with the recruitment efforts for new members and provide an onboarding program that leads to effective assimilation into the mission of the Foundation.
- Lead and manage the University Advancement organization to include planning and strategy development that is aligned with the institutional goals, setting priorities, personnel supervision and evaluation, organizational structure, and service quality. Establish and monitor goals and expectations for all advancement staff.
- Lead planning, implementation and evaluation of all fundraising strategies and engagement of alumni, donors, and friends of the university. Build a high performing fund-raising organization that will sustain the future of the University. Oversee all university fundraising to include: the highest levels of fiscal accountability; prospect identification; stewardship of donors; annual gift giving and major gifts. Establish and manage all aspects of all comprehensive gift campaigns.
- Cultivate, solicit and steward the university's key donors and supporters; develop strategies for major gifts; and carry the top donor portfolio for UCF. Work closely with the President and university leadership team to develop philanthropic relationships with highest level supporters and potential supporters.
- Coordinate with both the Foundation Board and Alumni Association on strategic development of programs and events to build community and engagement of alumni, parents, donors, and friends of the university.

#### **Performance Marketing and Communications:**

- Collaborate on the development of a strategic marketing and communications plan that aligns with the goals of the university.
- Coordinate with a wide range of stakeholders across the university to create cohesive marketing and communications efforts.
- Oversee all strategic marketing efforts including all web, social media, major publications and multimedia presence which support the university's priorities in: student recruitment; student affairs; teaching and research; alumni and donor relations; special events; community awareness and support; and general public relations.
- Cultivate key partnerships with media executives, business leaders, and colleagues at other universities in the state.
- Manage the university's licensing program and its federally registered trademarks.

#### **Alumni Engagement and Annual Giving**

- Proactively engage University leadership and campus stakeholders to plan, coordinate, and execute effective outreach and engagement strategies for UCF alumni;
- Promote open communication between UCF and its alumni;
- Encourage senior staff to take calculated risks and pursue innovative approaches to increasing membership and alumni engagement;
- Identify entrepreneurial ventures and strategies for diversifying and increasing revenue streams;
- Inform and educate campus leadership on the range of issues impacting and impacted by alumni, and identify ways to involve them appropriately to deepen and to enrich the life of the campus;
- Collaborate with the Alumni Board to create a culture and environment that promotes transparency, integrity, and collegiality;
- Be a visible and dynamic representative of the University to alumni and other constituents, encouraging their involvement as members and volunteers on behalf of UCF and facilitating their active engagement with and support of the campus;

- Represent the Association’s interests within the context of broader UCF strategic and organizational goals; and
- Navigate complex relationships, both formal and informal, with a wide range of constituencies, including corporate sponsors, clubs and chapters, academic units and departments, and colleagues within and outside of the university setting.

### **Required Qualifications**

- An earned baccalaureate degree from an accredited college or university.
- Ten years of professional fundraising experience, including five years in a leadership capacity or a combination of experiences that would be equivalent to success in leading a sophisticated university development program.
- Advanced knowledge of relationship-based, donor-centric fundraising principles for a comprehensive program, including capital campaigns.
- A significant history in the cultivation and closing of high six- and seven-figure charitable gifts.
- Ability to develop and nurture excellent working relationships with internal and external constituencies, including Trustees, UCF Foundation Board members, alumni, faculty, deans, staff, students, funders, and corporate, foundation, community, and civic leaders.
- Experience delegating key administrative responsibilities in a shared management model.
- A mission-driven focus that enables the candidate to embrace challenges and reach stretch goals through innovation and creativity.
- A critically sound understanding of “metrics” and the incorporation of systematic major gift fundraising operations.
- Experience working with an organization having a Board of Directors, including the associated services for volunteer leadership and related committees.
- A detail-orientation with the ability to provide the University and Foundation leadership with regular and timely reports that track activity toward annual program goals.
- Exceptional written and oral communication skills with the ability to represent the University and Foundation at public gatherings through clear and passionate presentations.
- Effective management and communication skills.
- A history of providing unwavering support for the University, its leadership and the core values of the institution.
- An understanding of the importance of, and demonstrated success in, promoting diversity and inclusion among staff and volunteers.
- High personal integrity, trustworthiness, and ethical principles.

### **Qualities and Characteristics**

The successful candidate must have:

- Exceptional interpersonal and communication skills; the ability to effectively communicate with diverse stakeholder groups on important campus issues;
- The ability to take strategic and intelligent risks, to identify innovative opportunities and to participate in a decision-making process that is data-driven, collaborative, and contextualized by the human factors involved;
- A transparent management style that fosters collegiality and collaboration in the decision-making process;
- An awareness and understanding of the trends and issues currently impacting higher education nationally and globally;
- An appreciation for multiple levels of leadership within an academic organization and a willingness to partner and collaborate with other campus leaders;

- The ability to build community to foster collaboration and shared vision and to promote the recruitment and retention of diverse staff;
- A track record as an effective steward of University resources and the ability to identify opportunities for growth and efficiency.
- A deep commitment to students who will be transformed by what the University has to offer, a passion for meeting the needs of UCF's students and knowledge of and experience with addressing the unique challenges and opportunities of an urban public university.

**Applications/Nominations**

The Search Committee will begin reviewing applications on a rolling basis and will continue to accept applications and nominations until the position is filled. Applicants must submit a current resume and a cover letter describing relevant experience and interest in the position. Submission of materials via e-mail is strongly encouraged. Nominations should include the contact information of the nominee. In accordance with the State of Florida's open records laws, all applications and letters of interest will be made public. Applications and letters of nomination should be submitted by email to:



**Alberto Pimentel, Managing Partner and  
Will Gates, Senior Partner**

Email: [apsearch@spaexec.com](mailto:apsearch@spaexec.com)

Refer to code "UCF-SVPAP" in the subject line

SP&A Executive Search  
6512 Painter Avenue  
Whittier, CA 90601

*As an equal opportunity/affirmative action employer, UCF encourages all qualified applicants to apply, including women, veterans, individuals with disabilities, and members of traditionally underrepresented populations. UCF's Equal Opportunity Statement can be viewed at:*

*<http://www.oie.ucf.edu/documents/PresidentsStatement.pdf>. As a Florida public university, UCF makes all application materials and selection procedures available to the public upon request.*