



**Associate Vice President for Organizational Strategy
and Business Operations,
Development and Alumni Relations**

Leadership Profile

Spring 2024



WittKieffer

Executive Summary

Rice has achieved a position among America's great research universities. Even in that category, it is distinctive: Rice is a great small university. That is, while smaller than most, Rice is able to compete with the best in the nation — indeed, in the world. To support and to enhance this record of success, Rice University's Development and Alumni Relations (DAR) Division seeks an associate vice president for organizational strategy and business operations.

Reporting to the vice president for development and alumni relations, Stephen Bayer (see bio in Leadership section), and serving as vital part of the division, Organizational Strategy and Business Operations leads the execution of the strategic priorities through smooth and efficient business operations. The associate vice president fosters a culture of belonging, inclusion, and engagement at all levels of the organization, maintaining multi-dimensional channels of communication among staff and DAR leadership. The associate vice president has responsibility and accountability for strategic, operational, and administrative areas across DAR specifically human resources, finance, talent development, business intelligence, IT, stewardship, gift administration, operations, facilities, and events.

A newly created position within in DAR, the associate vice president for organizational strategy and business operations will join a strong and diverse leadership team working collaboratively to achieve its organizational mission to enrich the lives of Rice's alumni, students, parents, and friends as well as inspire them to generously share their time, talent, and treasure to help Rice realize its vision. Through effective leadership of operational teams, the associate vice president adds expertise and value to DAR's mission to develop the most engaged global network to leverage the planning of Rice's next campaign to increase engagement.

Experience in higher education and with one or more institutions as comprehensive and complex as Rice is highly preferred as is experience with an academic medical center. Direct and substantive experience in a campaign of significant size and scope is required. A bachelor's degree is required; an advanced degree is preferred. Rice's new associate vice president will have the opportunity to have a significant, personal impact on the university's success.

For information regarding how to express a candidacy or to make a nomination for this position, please see the section "Procedure for Candidacy" near the end of this document.

Role of the Associate Vice President

Serve as a member of the Development and Alumni Relations (DAR) Division senior leadership team.

- Set the strategic direction of the organization and share responsibilities for goals and outcomes. Develop and implement operating model in sync with mission, vision, and strategic plan.
- Work collaboratively with the other team members regarding strategic and operational issues.
- Support, enable, and demonstrate diversity and inclusion; seek diversity among leadership and staff across all identities, affinities, and perspectives.
- Gain and maintain credibility and trust across DAR constituencies and central university functional areas.
- Address barriers that impede success and progress.
- Utilize data to make informed, strategic decisions and investments.
- Advocate for and decide on resources that support the organization's strategic direction.
- Engage the staff to lead and achieve the goals in each area of responsibility.
- Communicate with integrity, transparency, and authenticity to engage, inform, and connect DAR and the university-wide alumni and development community. Undertake special projects as directed by the vice president. Organize and manage groups to achieve project objectives.
- Bring issues to the surface and ensure that they are considered, appropriate action is taken, and the results communicated throughout the organization as appropriate and in a timely manner.
- As a senior leader, work with and represent the priorities and needs of the organization to senior university leaders in human resources, finance, and information technology.
- Rely on extensive experience and judgment to plan and accomplish goals. A wide degree of creativity and latitude is expected.

Provide strategic vision and direction for human resources, finance, and talent development.

- Provide strategic vision and direction for DAR human resources and finance and manage the delivery of services to leadership and all employees. Lead DAR in all areas of human resources to support the strategic mission of DAR. Oversee talent management including development of five-year staffing plans, talent acquisition and retention, organization planning, compensation, employee relations, and legal compliance. Manage all aspects of human resources to meet university and departmental objectives in training, equal employment and pay, and wage and salary administration. Ensure compliance with all applicable legal and regulatory employment guidelines.

- Lead DAR in all areas of finance to support the strategic mission of DAR. Oversee operating and special budgets including expenditures, projections, and annual operating budget preparations. Develop long-range budget plans to support the work of DAR. Ensure compliance with all university policies and procedures.
- Provide strategic vision and direction for talent development and manage the delivery of services to leadership and all employees. Oversee the expansion of a professional development program for DAR staff that includes mentoring opportunities and career pathing and offer the program as a service to alumni and development staff university-wide.
- Manage executive search firms. Develop communication vehicles to reach potential candidates and develop teams to host candidates during recruitment visits.
- Evaluate the effectiveness of a bonus program and design a model for alumni and development staff university-wide.
- Ensure compliance with university policies and procedures.

Provide strategic vision and direction for business intelligence and decision support.

- Provide strategic vision and direction for DAR in all areas of business intelligence, including prospect research, management, and analytics. Oversee the conceptualization and development of a comprehensive business intelligence unit that collects, organizes, and disseminates information and analysis that enables a robust engagement and development program.
- Oversee and advocate for the resources to support staff and departmental needs ensuring that technology, infrastructure, and long-range planning requirements are met and supported.
- Oversee and direct benchmarking surveys, both internal and external.
- Seek and analyze data from a variety of sources to support decision-making and to align and support the overall DAR strategic priorities.
- Ensure compliance with university policies and procedures.

Provide strategic vision and direction for Gift Administration.

- Provide strategic vision and direction and manage the delivery of services to leadership and all employees. Oversee and manage data integrity and compliance, gift accounting, pledges and complex gift administration, gift acceptance, and reconciliation with university's finance office.
- Review, assess, and build an effective and efficient process for gifts and records; establish best practices for coding, tracking, and reporting protocols.
- Gift Administration is responsible for operational and technical processes related to the collection and management of gifts and associated data. The department serves as expert and key resource on gift acceptance, counting policies, as well as IRS and CASE reporting standards.

- The department is also a resource and liaison to University Finance, Sponsored Projects, and Investment Office.
- Work closely with senior development counsel.

Provide strategic vision and direction for facilities and operational needs of the organization.

- Provide strategic vision and direction to the director of DAR facilities and manage the delivery of services to leadership and all employees. Lead DAR in all areas of operations. Oversee facility needs in keeping with staffing and university requirements.
- Provide strategic vision and direction for all processes and groups that enable an effective matrixed organization, including the work of cross-functional teams.
- Ensure compliance with university policies and procedures.

Exemplify leadership and manage programmatic leaders in HR and finance, talent development, business development, and facilities to success.

- Ensure alignment of given programmatic, departmental, vertical, and/or organization-wide activities with DAR strategic goals, priorities, and expectations.
- Effectively set clear and challenging goals while committing the operation functions to improved performance.
- Design and deliver metrics to assess and ensure service excellence.
- Ensure the right administrative structure and leadership is in place to support timely, effective, and efficient decision making across all departments.
- Exercise fiduciary responsibility for given individual, programmatic, departmental, vertical, and/or organization-wide activities in accordance with Rice's financial policies, procedures, and standards, and DAR expectations.
- Supervise direct reports in accordance with Rice's human resource policies, procedures, and standards and DAR expectations.
- Hire and onboard new employees (and offboard separating employees) in accordance with programmatic, departmental, vertical, and organization-wide priorities, Rice's human resource policies, procedures, and standards and DAR expectations.

Professional Qualifications and Personal Qualities

- A bachelor's degree is required. Advanced degree preferred.
- A minimum of ten years of leadership and operations experience and a successful track record of people and program management is required.

Skills and Competencies

- Immediately recognizable as a leader and decision maker who is self-directed, thorough, and committed to a team approach.
- Proven expertise in the management of finances, operations, systems and facilities, cost efficiencies, and productivity enhancements.
- A track record of achieving effective collaboration across organizational lines and fostering a culture of inclusion and engagement at all levels of the organization.
- Exceptional ability to organize, establish objectives and priorities, and achieve goals.
- Excellent communication skills, both written and oral, and ability to serve as an effective spokesperson for all areas in business operations.
- Ability to be patient and comfortable in a highly complex, matrixed work environment; not easily frustrated by ambiguity and the time it takes to accomplish goals; and able to work with diverse groups of university constituents to achieve goals.
- Action-oriented approach that makes clear assessments, develops plans, and follows through on them.
- Demonstrated management, motivational, and pragmatic consensus-building skills.
- Ability to coordinate varied programs and projects simultaneously.

About Rice University

Overview

Rice enrolls approximately 4,600 undergraduates and 3,900 graduate students. Undergraduate education has been a central part of Rice's mission since its founding over a century ago. Undergraduates currently enroll in one of seven schools: humanities, social sciences, natural sciences, architecture, engineering, music, and, beginning in fall of 2021, a new undergraduate major in its Jesse H Jones Graduate School of Business. In addition, Rice's Susanne M. Glasscock School of Continuing Studies offers professional development courses, more than 70 educational outreach initiatives, and the largest selection of noncredit arts and sciences courses in Texas. The university also is home to more than 40 interdisciplinary research centers, institutes, and consortia, as well as several national journals, including the Journal of Southern History and the Journal of Feminist Economics.

Rice students have unparalleled opportunities to learn from distinguished faculty through classroom interaction and research collaboration. They experience the distinctive advantages of a liberal arts college, including small classes and a low faculty-to-student ratio, along with the faculty, resources, and facilities of a premier research university. With a close-knit residential college system, a robust selection of student clubs and organizations, nationally ranked leadership development programs, Division I athletics, and the city of Houston at its doorstep, Rice offers undergraduates a vibrant and vital college experience. Rice believes in a holistic approach to undergraduate education: one that provides students with access both to the knowledge and to the experiences that will enable them to have an impact on their profession and in their community. More information about the Rice undergraduate experience, including the range of exciting opportunities offered students in the 11 residential colleges and across the campus, is available at [Rice's admissions website](#).

Rice strives to produce leaders in fields that span the range of human and scientific endeavor. Its alumni include Nobel Prize-winning scientists, Grammy-winning musicians, venture capitalists, artists, professional athletes, acclaimed architects, engineers and more. The university's commitment to academic excellence is complemented by a wide range of opportunities for growth outside the classroom, including service and leadership activities, independent research projects, and educational experiences abroad. The university's campus — stunningly beautiful, verdant, and architecturally rich — is nestled in the heart of Houston and allows students easy access to the vast cultural offerings one would expect of America's fourth-largest city.

A member of the Association of American Universities (AAU), Rice boasts world-renowned faculty and numerous graduate programs ranked among the nation's top 25, including multiple STEM programs and a top-ranked business entrepreneurship program. At Rice, graduate study is offered in two broad categories: Research-based programs leading to the M.A., M.S., and various doctoral degrees, as well as professional master's programs, which provide advanced coursework and lead to degrees in specific disciplines.

Interested applicants can learn more about Rice University by visiting www.rice.edu, and in particular by accessing [Rice Facts](#), a yearly compilation of statistical and historical information about the university.

Admission

For the fall of 2023, 1,221 students representing 118 countries matriculated from approximately 2,447 admits and 31,059 applicants. The university's top applicant overlap institutions are Duke University, Harvard University, Stanford University, Washington University in St. Louis, and the University of Texas at Austin.

Tuition and Financial Aid

Rice is widely recognized as one of the best values in higher education for providing a superior education, at a reasonable cost compared to our peers, and with a robust and nationally competitive financial aid program. For the entering class in 2023-24, tuition, room, and board, and fees at Rice totaled \$78,278.

Rice's financial aid policy, The Rice Investment, is designed to increase access to an affordable, quality education for low- and middle-income students. Under The Rice Investment, middle-income families with typical assets receive grant aid to cover full tuition if they earn up to \$140,000 per year, and half tuition for families earning between \$140,001 to \$200,000. In addition, students with family incomes below \$75,000 receive grant aid covering not only their full tuition, but also all of their mandatory fees and room and board. A need-blind institution, Rice commits to meeting 100% of a student's demonstrated need without loans. More information about The Rice Investment can be found at <https://financialaid.rice.edu/rice-investment>.

Rice also offers a small number of merit-based scholarships to freshmen whose scholastic and personal achievements distinguish them within the university's highly competitive group of admitted students. Recipients tend to be outstanding scholars who have been recognized for their personal achievements at the state, national, and international levels.

Rice's History, Mission and Vision for the Future

William Marsh Rice, an East Coast merchant who moved to the newly founded city of Houston in the mid-1800s, chartered the Rice Institute in 1891. He saw Houston as a place of great promise and left his fortune to endow a nonsectarian, coeducational institution. The Institute opened in 1912 under the leadership of Edgar Odell Lovett, a classically trained Princeton University mathematician recommended to the trustees by Woodrow Wilson, then Princeton's president. Drawing on what he learned during a nine-month tour of leading academic institutions from England to Japan, Lovett transformed Rice's vague instructions into a blueprint for an exemplary university. He envisioned an institution "of the highest grade," one that would keep "the standards up and the numbers down," that would attract talented scholars from the best European and American universities, and that would enroll promising students "without regard to social background." It would use endowment income to pay both for buildings and for the costs of educating its students, and it wouldn't charge tuition until 1965. These core values — high academic standards, small size and affordability — have been enhanced over the succeeding century.

Today, Rice's comparative advantages lie in its relatively small size, emphasis on undergraduate education, identification of important but focused areas of strength, relative ease by which it can foster interdisciplinary research, and possibilities for teaching and research excellence across the range of human knowledge and endeavor.

Rice’s mission statement, as approved by the Rice Board of Trustees, is as follows:

As a leading research university with a distinctive commitment to undergraduate education, Rice University aspires to pathbreaking research, unsurpassed teaching and contributions to the betterment of our world. It seeks to fulfill this mission by cultivating a diverse community of learning and discovery that produces leaders across the spectrum of human endeavor.

In 2022, shortly after the inauguration of Rice’s eighth president, Reginald DesRoches, the university launched a strategic planning process that will frame Rice’s vision for the next decade. This planning process, which is led by a multidisciplinary committee and informed by a broad cross-section of feedback from students, faculty, staff, alumni, community partners and academic peers, will focus on maximizing Rice’s impact and core strengths. Initial focus areas include reinforcing one of the nation’s best undergraduate programs, elevating the prominence of graduate programs, enabling greater innovation and commercialization, and leveraging our research strengths to make an impact across energy, health and urban systems.

More details about the strategic planning process are available at buildingricesfuture.rice.edu.

Leadership

Reginald DesRoches, President



Reginald DesRoches is Rice University’s eighth president. He also serves as a professor of civil and environmental engineering, and professor of mechanical engineering. As president, DesRoches is the chief executive officer of the university and its 8,600 plus students, eight schools, and more than 900 faculty. He previously served as Rice’s Howard Hughes Provost and William and Stephanie Sick Dean of Engineering.

DesRoches’ top priorities are to enable Rice to reach a new level of distinction nationally and internationally for impactful research, award-winning scholarship, and insightful creative work. He also wants to build graduate programs that are of the same distinction as Rice’s top rated undergraduate programs while maintaining Rice’s commitment to diversity, equity, and inclusion.

During his tenure as provost, DesRoches led the university’s academic, research, scholarly, and creative activities through the challenges posed by the COVID-19 pandemic, including the sudden suspension of classroom instruction and Rice’s successful conversion to remote learning. In addition, he dramatically increased the university’s research awards, launched several new centers and institutes, and forged new partnerships and programs with institutions and organizations in the Houston area, including the Texas Medical Center.

Under his leadership, several new majors and professional master’s programs were launched, including a new undergraduate business major. Several new online programs were created during his time as provost as well, including the online degrees in the Jones Graduate School of Business and several online master’s

degrees in the School of Engineering. He also began leading the first major expansion of the undergraduate body in over a decade.

DesRoches' tenure at Rice began in 2017, when he accepted the post as the William and Stephanie Sick Dean of Engineering at the George R. Brown School of Engineering. As the leader of Rice's engineering school, he was in charge of nine departments, 137 faculty and 2,500 students. During his time as dean, the school dramatically increased in size and stature. It also saw a significant growth in research programs. Several key interdisciplinary initiatives were launched during DesRoches' time as dean, some of which were neuroengineering, synthetic biology, and data science.

DesRoches' primary research interests are in the design of resilient infrastructure systems under extreme loads and the application of smart materials. A fellow of the American Society of Civil Engineers (ASCE) and the society's Structural Engineering Institute (SEI), DesRoches served as a key technical leader in the United States' response to the 2010 Haiti earthquake, taking a team of 28 engineers, architects, city planners, and social scientists to study the impact of the earthquake. He also has participated in numerous congressional briefings to underscore the critical role that university research must play in addressing the country's failing infrastructure and enhancing the nation's resilience to natural hazards.

A member of the National Academy of Engineering, American Academy of Arts and Sciences, and the Philosophical Society of Texas, DesRoches' distinctive research record has been recognized for its impact and innovation. He received the Distinguished Arnold Kerr Lecturer Award in 2019, the John A. Blume Distinguished Lecturer Award in 2018, and the 2018 Earthquake Engineering Research Institute Distinguished Lecturer Award, one of the highest honors in the field of earthquake engineering. He also is a recipient of the 2015 ASCE Charles Martin Duke Lifeline Earthquake Engineering award, the 2007 ASCE Walter L. Huber Civil Engineering Research Prize, and the Georgia Tech ANAK Award, which is the highest honor the Georgia Tech student body can bestow on a faculty member. DesRoches is a member of the Academy of Distinguished Alumni in Civil Engineering at Berkeley and was recently named an honorary alumnus of Georgia Tech.

DesRoches was born in Port-au-Prince, Haiti, and grew up in Queens, New York. He earned his Bachelor of Science in Mechanical Engineering, a Master of Science in Civil Engineering and a Doctorate in Structural Engineering at the University of California, Berkeley.

DesRoches is married to Paula DesRoches, a highly accomplished healthcare professional, nurse practitioner, and administrator recognized for her leadership in occupational health. The couple has three children, Andrew, Jacob, and Shelby, who graduated from Rice in 2023.

Stephen Bayer, Vice President for Development and Alumni Relations

Stephen Bayer, a seasoned fundraiser with over 22 years of leadership experience in higher education, was named vice president for development and alumni relations at Rice University, effective Sept. 26.

Bayer came to Rice from Duke University, where he served as the senior associate vice president of alumni engagement and development. In that role, he managed the central frontline fundraising staff, including major and leadership gifts, gift planning, international development, and foundation relations.

At Rice, he collaborates with university leadership on crafting a strategy and execution plan to increase annual fundraising significantly and to grow and diversify charitable support to underpin critical initiatives. He is responsible for creating multi-year strategies for new donor pipelines, meeting annual fundraising goals, enhancing current systems, recruiting and retaining top talent, and improving alumni outreach and engagement across all schools and programs.

Bayer joined Duke in 2011 as associate vice president for development. He was promoted to the senior associate vice president of alumni engagement and development in 2019. Prior to that, he was at Swarthmore College in Pennsylvania, where he began his development career in 2001 as associate director of planned giving and left in 2011 after spending three years as the college's vice president for development and alumni relations.

During his time at Swarthmore, Bayer led a staff of 50 and a goal-breaking \$245 million campaign, the largest in the college's history. At Duke, he managed a staff of 180 and played a critical leadership role in the design, strategy and management of the Duke Forward Campaign, which raised \$2.85 billion, exceeding the campaign's goal by \$600 million.

Prior to his work in development, he practiced commercial litigation in Philadelphia and spent five years in personal investment banking working closely with high net-worth entrepreneurs, assisting his clients in diversifying and managing personal investments, growing their businesses through joint venture equity and transferring generational wealth through creative estate planning and insurance funding.

Bayer earned a Juris Doctor from Emory University School of Law and a bachelor's degree in international relations from Tufts University.



Houston, Texas

As the fourth-largest city in the nation, Houston is home to the country's most diverse community, with no ethnic or racial majority, and the city welcomes people from across the nation and the world. Ranking third in the number of foreign consulates it houses, Houston is truly an international city. More than 90 languages are spoken in the Houston area.

As the energy capital of the world, Houston serves as the headquarters to 22 Fortune 500 companies and is home to the [Texas Medical Center \(TMC\)](#), the world's largest, and NASA. One of only five American cities with resident professional companies in all four major performing arts — [ballet](#), [opera](#), [theater](#), and [symphony](#) -- Houston also boasts professional [football](#), [baseball](#), [basketball](#), and [soccer](#) teams. *The New York Times* called Houston possibly the most interesting city in America for young artists.

The Houston area contains more than 55,000 acres of parks, public green space, and open water; the nearby Kemah Boardwalk and the city of Galveston on the Gulf Coast offer outdoor and water recreation.

The Rice campus — located in the historic heart of the city, a mere three miles from downtown — is adjacent to the city's cultural district and Hermann Park and sits across the street from the TMC. Just west of campus lies [Rice Village](#), a lively neighborhood restaurant and shopping district owned in part by the university.

In addition to all the advantages offered by Houston's urban environment, Rice's 300-acre campus is shaded by almost 4,000 trees and surrounded by a three-mile jogging trail; no public streets cross the campus. The campus is noted for its beauty and park-like setting. Campus buildings, several of which have won national and international architecture awards, were inspired by the medieval architecture of southern Europe. The Rice community enjoys a friendly and mutually respectful relationship with the surrounding community, one of Houston's most beautiful and well-established residential areas.

Interested applicants are invited to learn more about Houston and Rice's involvement in the city at the following: Rice's [Center for Civic Engagement](#); [Houston Chronicle](#) newspaper; [City of Houston](#); [Greater Houston Partnership](#); and [Visit Houston](#).

Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Rice University in this search, which will remain open until an appointment is made.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Mercedes Chacón Vance and Jevon Walton
RiceAVPOrgStrategyBusOps@wittkieffer.com

Rice University HR | Benefits

<https://knowledgecafe.rice.edu/benefits>

Rice Mission and Values

Mission and Values | Rice University

Rice University is an Equal Opportunity Employer with commitment to diversity at all levels, and considers for employment qualified applicants without regard to race, color, religion, age, sex, sexual orientation, gender identity, national or ethnic origin, genetic information, disability or protected veteran status.

Faculty and staff are expected (but not required) to have completed a full vaccination series for COVID-19 (currently defined as full course COVID-19 Vaccine (typically two shots of a WHO-approved COVID-19 Vaccine or one J&J) and a COVID-19 booster. Rice does not require documentation for COVID 19 vaccination at this time for faculty and staff. More information can be found here:

<https://coronavirus.rice.edu/policies>