



Campaign Director

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 advancement leader to serve as the university's next campaign director.

Reporting to the vice president for development and alumni relations, Stephen Bayer (see bio in Leadership section), and serving as a member of his leadership staff, the campaign director will benefit from a strategic planning process crafted to align the interests and ambitions of Rice University with those of its alumni.

The next campaign director will also have the opportunity to work with Rice's President Reginald DesRoches. President DesRoches is an internationally recognized structural engineer and earthquake resilience expert who has not only dramatically increased the university's research awards and launched several new centers and institutes during his tenure, but also forged new partnerships and programs with institutions and organizations throughout the Houston area, including the Texas Medical Center. Rice is preparing to unveil a university strategic plan in 2024. This plan will form the foundation for Rice's next comprehensive campaign, the quiet phase of which could tentatively begin in late 2025.

Working in close concert with strategic partners across the university and beyond—including the university's schools and units, and its athletics department—the campaign director will have significant experience in high-performing advancement programs with the ability to lead compellingly in both word and deed. The campaign director will possess exceptional leadership, communication, and organizational skills and experience as well as a track record of success as a fundraiser and campaigner.

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 campaign director 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 Campaign Director

The campaign director will be responsible for developing and executing the next strategic campaign plan for Rice University. The strategic campaign plans will be comprised of all streams of fundraising including annual fund, corporate and foundation giving, and individual giving and will also include strategies to expand and sustain the overall base of support.

To achieve these goals, the campaign director will be a key contributor in achieving advancement integration, focusing colleagues on campaign-specific outcomes and metrics. Central to this end will be the campaign director's work in building the campaign's messages, programs, and fundraising strategies to promote a clearer sense, internally and externally, of Rice's mission and vision, building pride and ownership among Rice's stakeholders and supporters. Essential functions of the campaign director will be as follows.

- Leading and directing day-to-day ongoing operations of the campaign. Strategic planning for the Development and Alumni Relations Division to reach campaign goals and targets. Leading the trajectory of the campaign, ensuring successful completion of the effort.
- Setting component campaign goals in collaboration with the President and Vice President.
- Working closely with the University's campaign consultant to build the architecture to engage the eight school deans and other senior leaders.
- Coordinating and leading the efforts with trustee and other senior leadership engagement with the campaign.
- Collaborating with others in DAR to manage the development and implementation of campaign communications.
- Working in partnership with DAR staff to implement strategic relationship management.
- Building alliances within the Rice community to achieve campaign goals.
- Analyzing campaign data, synthesizing data into coherent reporting formats, and presenting to senior leadership and the Board of Trustees on campaign progress and initiatives.
- Serving as the point person for the campaign steering committee. Key activities include working closely with the AVP for Principal Gifts and AVP for Alumni Relations to manage communication with volunteers, assist volunteers with fulfillment of their assignments, and leverage volunteer time to ensure effectiveness.
- Working with the staff to track campaign progress and adjusting campaign strategy as appropriate.
- Creating and implementing a stewardship program for all campaign donors.
- Overseeing logistics for all campaign cultivation events.

Opportunities and Expectations for Leadership

The new campaign director will be asked to address the following critical leadership issues, among others.

Organize and lead the campaign

With substantial long-range planning, well-respected leadership, and a growing advancement function in place, Rice is poised for continued philanthropic success. In collaboration with the AVP for Principal Gifts and the AVP for Alumni Relations, the campaign director will staff the campaign's key volunteer leadership, including and especially the campaign steering committee. The campaign director will work closely with these groups both individually and collectively to ensure that their work is appropriate and productive.

Likewise, the campaign director will work closely with the President, the Provost, and the deans to focus their campaign efforts. This leader will build strong, trusting relationships with all involved and will provide both counsel and hands-on support to their efforts.

Lay the groundwork for future campaigns

It is the goal that a focused campaign will enable Rice to raise awareness in the philanthropic community, to continue develop deep and meaningful relationships with a range of high-capacity donors, and to build the internal capabilities and capacity for a future campaign in the years ahead. A critical piece of the campaign director's work will be to position the campaign to expand fundraising and friend-raising for Rice so that it is poised for continued growth after the conclusion of this effort. This is an incredible opportunity to move the needle and to make a big impact, building a culture of philanthropy for and with Rice's proud and dedicated leadership team and DAR staff.

Professional Qualifications and Personal Qualities

The successful candidate will be a collegial, self-assured, and collaborative leader who is passionate about the Rice's mission and embodies its core values. The campaign director will also be a strategic leader and able to inspire entrepreneurial and creative initiatives.

The campaign director must command immediate credibility with Rice's executive and volunteer leadership and its DAR staff. Thus, the campaign director must be a professional of exceptional skill and experience, and will require an open and accessible style, an unrelenting commitment to a team approach, and a compelling personality that lends itself to strong, lasting personal bonds.

The campaign director will demonstrate significant leadership experience in a comprehensive campaign of similar size or larger. They will also possess considerable analytical skills and the ability to translate data and analysis into a compelling case for action.

In addition, the ideal candidate will possess:

- Strong development credentials with campaign leadership/management experience;

- Outstanding and successful experience as a fundraiser, including comprehensive management of major and principal gifts prospects, as well as knowledge and understanding of the qualities and attributes of corporate and foundation relations, and prospect research programs;
- Effective experience in enlisting and interacting with senior level leadership volunteers and committees; excellent written and oral communication and presentation skills;
- Superb judgment and the sensibility to adjudicate wisely among competing priorities;
- A disposition to listen and circulate widely;
- Outstanding interpersonal skills;
- Exceptional reasoning, problem-solving, and analytical skills, including an ability to translate ideas and concepts into clear, actionable steps;
- Superb organizational skills and the ability to multi-task;
- Ability to work independently as well collaboratively with team members;
- Energy and stamina, self-confidence and humility, a strong sense of purpose, a tolerance for ambiguity, a sense of humor; and
- A bachelor's degree, with an advanced degree preferred.

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, nominations, and inquiries can be directed to:

Mercedes Chacón Vance and Jevon Walton
RiceCampaignDirector@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>.