

# HARVARD UNIVERSITY



Senior Director, University Development Office  
International – Asia  
Principal Gifts  
Harvard University  
Cambridge, MA  
<http://www.harvard.edu/>

*Send Nominations or Cover Letter and Resume to:*

Jill Lasman, Senior Vice President

or

Faith Eutsay, Search Director

617-262-1102

Email: [HarvardUniversity@LLLSearches.com](mailto:HarvardUniversity@LLLSearches.com)

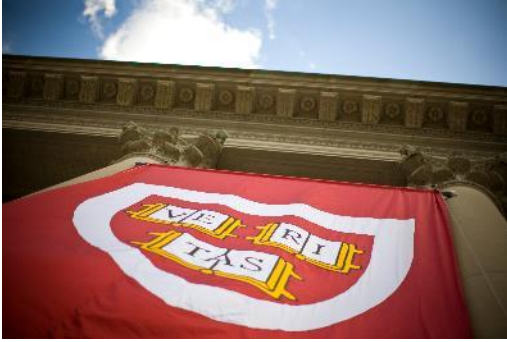
## Introduction

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Founded in 1636, Harvard University is one of the world's premier research universities, dedicated to discovering knowledge and to educating leaders, and is itself a leader in shaping not only the future of education and ideas, but also the ways in which they can make the most powerful and positive difference in the world. The University, a private institution, is comprised of 12 degree-granting Schools in addition to the Radcliffe Institute for Advanced Study.



Harvard is known for extraordinary strength across an unrivaled range of disciplines — no other institution is home to quality at such a breadth and depth. Related, its extensive library system is the largest academic



library in the world. Harvard's museums are stewards of more than 28 million works of art, artifacts, specimens, materials, and instruments. Harvard also has the largest endowment of any school in the world.

Among Harvard's faculty and alumni are 49 Nobel laureates, 48 Pulitzer Prize winners, and 32 current and former heads of state. Eight U.S. presidents graduated from Harvard College; other [notable alumni](#) include leaders in business, science, the arts, public policy, and academia, among other sectors.

## The Opportunity

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Serving as a member of the University Development Office Principal Gifts team, the Senior Director International, Asia, Principal Gifts, will shape the comprehensive international fundraising strategy for the University Development Office. In this high-profile role, the Senior Director will serve as a leader in Harvard's engagement of volunteers, donors, friends, and alumni in significant gifts from international donors with a particular focus on Asia.

This critical role presents opportunities to:

- Leverage the incomparable brand recognition of Harvard to gain support in international philanthropic communities;
- Manage a robust portfolio of donors and prospects with significant capacity;
- Represent the broad range of Harvard excellence to alumni and friends in Asian countries; and
- Orchestrate the highest-level connections between the wealthiest international donors and University leadership.

With several of the largest gifts to the University contributed by Asian donors, the scope and scale of fundraising potential is extraordinary and the opportunity to lead to success is strong.

The Senior Director will participate with the President, Provost, and senior University leaders to engage top prospects and solicit transformative gifts for University priorities.

The ideal candidate will possess significant experience with soliciting and closing principal and leadership gifts domestically and internationally, as well as develop strategies focused on engagement of alumni and unaffiliated prospects across the globe. Proficiency in Mandarin and familiarity with Chinese and Asian cultures will be required to ensure success.

The Senior Director is part of University Alumni Affairs and Development (AA&D), led by Vice President Tamara Rogers, which includes the University Development Office (UDO), Faculty of Arts and Sciences (FAS) Development, and the Harvard Alumni Association (HAA). The mission of AA&D is to maintain and enhance a highly engaged, vibrant community of alumni and friends worldwide and to lead the University's fundraising efforts in support of the Harvard mission.

UDO manages centrally focused fundraising activities and provides services and collaborative support to the Schools. UDO oversees *The Harvard Campaign*, a \$6.5 billion fundraising effort that publicly launched fall 2013 to support teaching and research, financial aid and the student experience, capital projects, and flexible funding across the University.

UDO plans and manages the President's and Provost's development time, leads fundraising for University-wide initiatives, and coordinates cultivation and stewardship strategies for a select group of top campaign prospects (currently numbering about 400) who have the capacity to make eight- or nine-figure gifts.

## ***Position Overview – Senior Director, University Development Office – International, Asia, Principal Gifts***

The position reports to the Associate Vice President and serves as a senior leader within the University Development Office. The Senior Director will be Cambridge based with a portfolio focused on University principal gifts prospects in Asia, and U.S. based Asian Diasporas, with an emphasis on prospects in China, India, Singapore, Hong Kong, South Korea, Taiwan, and Japan, but also encompassing the broader region and top international prospects and donors.

As a Principal Gifts fundraiser in the University Development Office, the Senior Director plays a leadership role in shaping the University's international fundraising strategy and engagement of individual principal gifts donors located outside the United States and those in the U.S. Diaspora, leveraging the platforms of the President, Provost, and Vice Provost for International Affairs.

Fundraising activity helps advance University priorities, as well as priorities of all Harvard Schools, and the Sr. Director will be responsible for sharing these priorities with donors. The Sr. Director will work in close collaboration with the Vice Provost for International Affairs to engage international prospects and donors, as well as work closely with senior academic and development administrators across the University, and fundraisers at Harvard Schools.

The Sr. Director will build and manage a principal gifts portfolio of select 50+ active prospects, donors, and volunteer leaders, and will expand the portfolio by identifying and engaging prospects with the capacity of

giving \$50 million or more. The Sr. Director will need to be creative in identifying new prospects beyond the traditional Harvard donor base, as well as work closely with University volunteer leaders to identify and engage large donors in support of campaign priorities.

## ***Duties & Responsibilities:***

1. With colleagues in UDO and across the Schools, lead the overall international advancement strategy and continue to build the University international principal gifts program.
2. Identify and develop robust principal gifts prospect pools from Asia, and U.S. Asian and International Diasporas, as well as top international donors more broadly. Work with campaign leaders and volunteer leaders to build prospect and donor activity in Asia and internationally.
3. Manage a personal prospect portfolio with the donor capacity to give \$50 million or greater.
4. Manage the international donor engagement of the Vice Provost for International Affairs and assist with the international donor strategy and activities of the President and Provost, and deans as appropriate and needed.
5. Serve as an active member of the Principal Gifts team in helping to develop the best strategy for principal gifts prospects across the University.
6. Manage a small UDO team of fundraisers, a coordinator, and staff assistant focused on advancing international principal gifts.
7. Work closely with fundraisers and University service teams across Harvard to develop and manage engagement, solicitation, and stewardship strategies for high capacity prospects and donors.
8. Plan to travel to Asia at least three times per year, and other international and domestic locations as needed for fundraising.
9. Plan, staff, and brief senior academic administrators and faculty for prospect/donor visits and events as necessary.
10. Coordinate with the Gift Policy committee to properly review new donors to the University in advance of solicitations.
11. Create and execute on events for cultivation, stewardship, and solicitations with a focus on the activity of the newly created 1879 Society.

12. The above covers the most significant responsibilities of this position. It does not, however, exclude other duties, the inclusion of which would be in conformity with the level of the position.

### ***Basic Qualifications:***

The ideal candidate has a minimum of 12 years of experience in business, government, finance, fundraising, or related professional experience.

### ***Additional Qualifications:***

The candidate must have an understanding of Asian cultures and an ability to succeed in different cultural settings with a general global sophistication.

It is preferred that the Sr. Director has Mandarin language proficiency and a strong familiarity with the countries being covered.

The Sr. Director will exhibit strong soft skills that include an ability to form relationships within the University and externally, an ability to leverage volunteer leadership in advancing donor relationships and gift discussions, an intellectual curiosity about the work of the University and an ability to translate a broad range of academic areas into inspiring visions for donors, and a high level of adaptability and flexibility as needs and priorities change.

Due to frequent interaction with senior administrators and faculty, the Sr. Director must possess excellent communication skills, the ability to process and maintain confidential information, and ably lead others in moving prospect strategy forward.

The Sr. Director will demonstrate professionalism, collegiality, self-motivation, and organization.

### ***Additional Information:***

This role will have a six month probationary period.

## Client Overview

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Harvard was named after the College's first benefactor, the young minister John Harvard of Charlestown, who upon his death in 1638 left his library and half his estate to the institution. A statue of John Harvard stands today in front of University Hall in Harvard Yard, and is perhaps the University's best-known landmark.

The University has grown from nine students with a single master to an enrollment of more than 20,000 degree candidates, including undergraduate, graduate, and professional students. There are more than 330,000 living alumni in over 200 countries. Harvard has about 2,400 faculty members and more than 10,400 academic appointments in affiliated teaching hospitals. More than 55 percent of Harvard College students receive scholarship aid. Since 2007, Harvard's investment in financial aid has climbed by more than 88 percent, from \$96.6 million to \$182 million per year.



Harvard is home to a world-class community of scientists working across the University and throughout its 16 affiliated hospitals. Harvard faculty are driving innovations in genomics, robotics, stem-cell science, neuroscience, climate change, data science, and therapeutics. Two areas of particular strength at Harvard are the life sciences and engineering. Life sciences provide students with a foundation of scientific knowledge and ways of exploring the world, while engineering plays an ever more central role in today's rapidly transforming world — creating tools and everyday technologies, driving economic development, and meeting societal challenges in areas from energy to the environment to human health. Strong in both the building blocks of basic science, as well as the ways science can be applied to treat disease and advance technology, support for science will continue to be a priority for the University in the final year of the campaign and beyond.

[The Harvard Library](#) — the largest academic library in the world — includes 20.4 million volumes, 180,000 serial titles, an estimated 400 million manuscript items, 10 million photographs, 124 million archived web pages, and 5.4 terabytes of born-digital archives and manuscripts. Access to this rich collection is provided by nearly 800 library staff members who operate more than 70 separate library units.

[Harvard's museums](#) are stewards of more than 28 million works of art, artifacts, specimens, materials, and instruments. With deep roots in scholarship and teaching, these internationally renowned collections are fundamental to the development and continuation of many disciplines. These unparalleled institutions rank

alongside some of the greatest museums in the world, and they are open to the public. They welcome more than 650,000 local, national, and international visitors each year.



Harvard's athletic teams compete in the Ivy League, and every football season ends with "The Game," an annual matchup between storied rivals Harvard and Yale. Harvard Athletics is the most comprehensive in the nation. Harvard College is home to 42 Division I intercollegiate sports teams, more than any other institution in the United States, and has won 142 national or NCAA championships.

At Harvard, on-campus residential housing is an integral part of student life. Freshmen live around the Harvard Yard at the center of campus, after which they are placed in one of 12 undergraduate Houses for their remaining years.

## **The Harvard Campaign:**

*The Harvard Campaign* is about to enter its final year. The campaign, which publicly launched in September 2013, set out to raise a historic total of \$6.5 billion for myriad priorities and initiatives, including increased financial aid for the College and across the graduate and professional Schools, an expanded campus in Allston, and a range of cross-School, multidisciplinary academic activities.

John A. Paulson's [\\$400 million donation](#) to the School of Engineering and Applied Sciences helped push the School far past its fundraising goal. A [\\$350 million gift](#) from Gerald L. Chan renamed the School of Public Health, while Kenneth C. Griffin [gave \\$150 million](#) to undergraduate financial aid. These three gifts comprise almost a seventh of the entire capital campaign.

*"We undertake The Harvard Campaign at a moment when higher education is being challenged to reinvent itself, and we welcome the opportunity for a campaign that aims to do more than merely extend or reinforce long-standing strength and eminence. The Harvard Campaign calls upon us to articulate and affirm the fundamental values and purposes of higher education in the rapidly changing environment of a global and digital world — a world filled with promise for improving human lives, a world in which talent recognizes no boundaries, a world in which creativity and curiosity will fuel the future. The Harvard Campaign is designed to embrace that future and to ensure Harvard's leadership as it approaches its fifth century of education and inquiry in the pursuit of enduring truth."*

– President Drew Gilpin Faust

To read the President's full message, please click [The Harvard Campaign](#).

## Location

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### **Cambridge, MA:**



Cambridge is located across the Charles River from Boston. It is home to Harvard University and Massachusetts Institute of Technology.

The Boston and Cambridge area is at the heart of the world's most innovative region, vibrant with leading academic institutions and cutting-edge industries. In terms of [life sciences](#), hospitals, and [biotech](#), in recent years, it has become the premier [R&D cluster](#) in the world, with more than 74,000 life sciences employees; five of the top eight NIH-funded hospitals in the country; and numerous major research universities, including Harvard, MIT, and Tufts.

Because of its talent and funding environment, multiple life sciences companies, whether small startups or giants such as Novartis, have been flocking to the Boston-Cambridge market. Add in private and government funding for other types of life-science projects and firms — such as medical device makers, disease diagnostic firms, and medical research institutions — and the Boston-Cambridge nexus emerges as being in a league of its own.

In all, the Boston area boasts nearly 30,000 scientists and other workers directly involved in biotech, pharmaceutical, and clinical research, the highest concentration of life-science research workers in the U.S., according to U.S. Bureau of Labor statistics provided by the [Massachusetts Biotechnology Council](#).

### **Background Checks:**

Harvard University will conduct background checks in the areas of education and identity for this role. The background checks will be conducted once a finalist candidate is identified with a conditional offer.



To learn more, call  
Jill Lasman, Senior Vice President  
or  
Faith Eutsay, Search Director  
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## Appendix

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### **University Leadership**

#### **Drew Gilpin Faust**

#### ***President and Lincoln Professor of History, Harvard University***

Drew Gilpin Faust is the 28th President of Harvard University and the Lincoln Professor of History in Harvard's Faculty of Arts and Sciences.

As President of Harvard, Faust has expanded financial aid to improve access to Harvard College for students of all economic backgrounds and advocated for increased federal funding for scientific research. She has broadened the University's international reach, raised the profile of the arts on campus, embraced sustainability, launched edX, the online learning partnership with MIT, and promoted collaboration across academic disciplines and administrative units as she guided the University through a period of significant financial challenges.

A historian of the Civil War and the American South, Faust was the founding dean of the Radcliffe Institute for Advanced Study at Harvard, guiding its transformation from a college into a wide-ranging institute for scholarly and creative enterprise, distinctive for its multidisciplinary focus and the exploration of new knowledge at the crossroads of traditional fields.

Previously, Faust served as the Annenberg Professor of History at the University of Pennsylvania, where she was a member of the faculty for 25 years.

Raised in Virginia's Shenandoah Valley, Faust went on to attend Concord Academy in Massachusetts. She received her Bachelor's degree from Bryn Mawr College in 1968, *magna cum laude* with honors in history, and her Master's degree (1971) and doctoral degree (1975) in American civilization from the University of Pennsylvania.

She is the author of six books, including *Mothers of Invention: Women of the Slaveholding South in the American Civil War* (University of North Carolina Press, 1996), for which she won the Francis Parkman Prize in 1997. Her most recent book, *This Republic of Suffering: Death and the American Civil War* (Alfred A. Knopf, 2008), looks at the impact of the Civil War's enormous death toll on the lives of 19th-century Americans. It won the Bancroft Prize in 2009, was a finalist for both a National Book Award and a Pulitzer Prize, and was named by *The New York Times* one of the "10 Best Books of 2008." *This Republic of Suffering* is the basis for

a 2012 Emmy-nominated episode of the PBS American Experience documentaries titled *Death and the Civil War*, directed by Ric Burns.

Faust has been a trustee of Bryn Mawr College, the Andrew Mellon Foundation, and the National Humanities Center, and she serves on the educational advisory board of the Guggenheim Foundation. She has served as president of the Southern Historical Association, vice president of the American Historical Association, and executive board member of the Organization of American Historians and the Society of American Historians. Faust has also served on numerous editorial boards and selection committees, including the Pulitzer Prize history jury in 1986, 1990, and 2004.

Her honors include awards in 1982 and 1996 for distinguished teaching at the University of Pennsylvania. She was elected to the Society of American Historians in 1993, the American Academy of Arts and Sciences in 1994, and the American Philosophical Society in 2004.

Faust is married to Charles Rosenberg, one of the nation's leading historians of medicine and science, who is the Ernest E. Monrad Research Professor of the Social Sciences at Harvard. Faust and Rosenberg have two daughters, Jessica Rosenberg, a 2004 *summa cum laude* graduate of Harvard College, and Leah Rosenberg, Faust's stepdaughter, a scholar of Caribbean literature.

## ***Alumni Affairs & University Development Leadership***

### **Tamara Elliott Rogers**

#### ***Vice President, Alumni Affairs and Development***

A graduate of Harvard College, Tamara Elliott Rogers assumed the position of Vice President for Alumni Affairs and Development on October 1, 2007. Prior to that, she was the Associate Dean for Advancement and Planning at the Radcliffe Institute for Advanced Study. Rogers's career at Harvard includes serving as Associate Director of University Development and Director of University Capital Projects, Director of Major Gifts for the Faculty of Arts and Sciences, and Director of International Admissions in the Office of Undergraduate Admissions. She has been a consultant in the Not-for-Profit and Education Practice of the global executive search firm Heidrick & Struggles.

Rogers's volunteer activity has also been dedicated to education. She has served as a member of the American selection committee of the United World Colleges, a group of international secondary schools. She is past president of the Phillips Academy (Andover, MA) Alumni Council, and past president of the Abbot Academy Association. In spring 2014, she was appointed a Charter Trustee of the Board of Phillips Academy.

She lives in Cambridge with her husband Tony Rogers; they have three grown children and four granddaughters.

**Robert B. Cashion**

***Senior Associate Vice President, Alumni Affairs and Development***

***Senior Associate Dean and Director of Development, FAS***

In Bob's dual capacity, he oversees the activity of the University Development Office and the Development Services Group, as well as FAS Fundraising. Over the years, Bob has held various positions at Harvard. For six years he was part of the Faculty of Arts and Sciences Development Office, serving as a major gifts officer, a planned giving officer, Director of Major Gifts, and Director of Development.

Previously, Bob was a senior vice president for the investment banking firm of Donaldson, Lufkin & Jenrette, where he worked for more than seven years. He also served as Assistant Dean of Freshmen in Harvard College for two years in the mid-1980s and was an Admissions Officer for Harvard-Radcliffe for five years before that. Just prior to joining the UDO in 2004, Bob and his family spent a year living in Grahamstown, South Africa. Prior to that, he was the vice president for development at City Year.

Bob holds a Bachelor's degree from Harvard College and an MBA from the University of Virginia. Bob and his wife, Carol, have three children and live in Winchester, MA.

**Laura W. Smith**

***Senior Executive Director, University Development Office***

***Principal Gifts***

Laura W. Smith is Senior Executive Director of Principal Gifts at the University Development Office (UDO), managing a team of senior fundraisers who are focused on raising big gifts and engaging donors in priorities that span the University. Laura returned to Harvard in fall 2016, having begun her development career at UDO more than 20 years ago, heralding and stewarding the University's seven- and eight-figure donors as part of the communications group. Then, as part of the Capital Giving group, she managed cross-University collaboration on the cultivation, solicitation, and stewardship of Harvard's top donors. Over the past decade, Laura held senior positions to engage principal gift donors and board members at Teach for America, the University of Notre Dame, and the New-York Historical Society. Laura is an alumna of Duke University; she and her husband Bill have three children.

## **Mary Beth Pearlberg**

### ***Associate Vice President, Alumni Affairs and Development***

Mary Beth Pearlberg is the Associate Vice President, Alumni Affairs and Development, focused on the fundraising planning and implementation of Harvard initiatives that involve multiple Schools, as well as overseeing the fundraising teams focused on international development, planned giving, and gift opportunities/proposals. She has been in Harvard development since 1996 working with Harvard Medical School, Harvard Kennedy School, and science initiatives across multiple Harvard Schools. She began her fundraising career in New York City as finance director for a United States Senate Campaign in the early 1990s, and then worked at New York Hospital-Cornell Medical College during their *Major Modernization Campaign* in the mid '90s. Mary Beth has a B.A. from Pennsylvania State University.