



Mathematical Sciences Research Institute Director for Advancement & External Relations

MSRI seeks a proven fundraising professional to shape significant endowment campaigns, drive annual contributed revenue, and engage new donors from various fields of endeavor who will support fresh research into mathematics.

MSRI is the world's preeminent center for collaborative research in mathematics, and advances research into key unsolved mathematical problems for the physical sciences, economics, engineering, computing, communications, statistical analysis and the global financial system.

Mathematics is the study of quantity, space, structure and change through the use of abstract logic and language. Questions are posed, conjectures and theorems are developed, proofs are proposed... and tested. Mathematicians solve both practical problems and imaginative riddles that seem to have no application, that is until other mathematicians find applications for the work of theorists. It is a dialogue conducted among mathematicians, scientists and others who contribute unique insights: there are alternative perspectives and passionate arguments, the frustrations of unsolved problems, and the joys inherent in discovery of elegant new solutions or the application of old ideas in new ways. Mathematical ideas find their ways into our products and services, and into our medicine, communications systems, social media, and the machines we buy. Mathematics is inseparable from how we live our lives today.

Founded in 1982 and located in Berkeley, California, MSRI is governed by two bodies. The **Board of Trustees** is composed of accomplished business and academic leaders who oversee the Institute's strategy, operations and finances. The rotating **Scientific Advisory Committee** includes ten renowned mathematical scientists who govern the Institute's scientific programs with a vision of the field that is perpetually renewed. Other committees and advisory groups provide guidance on issues ranging from leveling the playing field for women in mathematics to finances.

MSRI and its staff:

- advances fundamental research in mathematics by supporting mathematicians in their work while encouraging collaboration and knowledge transfer;
- develops human capital that promotes, disseminates, uses and finds practical application for mathematical knowledge; and
- cultivates embrace by the general public of the beauty, power and importance of mathematical ways of understanding the world, often through fun mathematical puzzles, games and riddles, and with engaging "edutainment" videos, films and programs that explore mathematics theory and application.

Unlike many institutes that advance pure science, MSRI has no permanent faculty. Instead, MSRI is a fertile and hospitable host to an ever evolving roster of mathematicians engaged in research and debate, and provides a safe space for everyone to challenge conventional wisdom and engage in innovative problem-solving in collaboration with others having different perspectives. More information can be found on the [MSRI website](#) and on [Numberphile](#), an MSRI-supported YouTube channel with short and entertaining videos on mathematics.

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Funding is provided by a mix of government agencies, private foundations, academic sponsors, corporate partners and individuals. MSRI invests that funding in three types of programs and lean infrastructure:

- **Fundamental research in mathematics by established and rising-star mathematicians.** This includes membership-based topical programs hosting up to 100 scholars as well as multi-day workshops (open to the broader mathematical community) each semester.
- **Education to cultivate the next generation of mathematicians.** MSRI's premier educational programs take place during the summer months, and include a series of two-week, topic-based graduate schools both in Berkeley and internationally, and MSRI-UP, a six-week undergraduate research experience which mentors participants through the graduate school application process and beyond. Special attention is given to address disparities based in educational background, ethnicity, gender, and financial means.
- **Programs that enhance the public understanding of mathematics.** MSRI organizes local, regional, and national events to inspire and challenge participants of all ages to see math in new and exciting ways. These programs include the Numberphile channel on YouTube, the National Math Festival in Washington, D.C., Congressional briefings, the Mathical Book Prize for children and teens, public lectures and concert series, and other programs to highlight the critical role that mathematical sciences play in today's world.
- **Lean infrastructure and a productive eco-system** for the above programs includes MSRI's purpose-built facility constructed in 1985 and expanded in 2005. Located in the Hill area of the University of California, Berkeley Campus, the building site commands spectacular views of the San Francisco Bay area, is 37k sq. ft., and includes a library, auditorium, administrative offices, offices for 80 visiting members, conference and seminar spaces.

The organization has a 2017 budget of \$9.9 million, a staff of 21, and Board of 33. The Advancement Team includes the Executive Director, an Associate Director, admin support, and subcontractors including but not limited to web development, videography, and design of communications materials. MSRI Executive Director David Eisenbud, Board Chair Roger Strauch (Chairman of the Roda Group), Development Chair Maria Klawe (President of Harvey Mudd College) and others on the Board are also committed to advocating for the organization before funders and influencers. The Institute plans to leverage the talents of the full team for fundraising purposes.

BASIC FUNCTION and OBJECTIVES

Reporting to MSRI's Executive Director and also working in concert with the Board Chair, other Board members, the management team and various sub-contractors, the Director for Advancement and External Relations (hereafter "Director") provides the leadership, management, planning and coordination for MSRI's broad-based individual and institutional fundraising efforts.

The prime objective for this position is to develop strategies and campaigns that:

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- **By March 2019 commence a 5 year campaign to add \$27m to the current MSRI endowment of \$23m (for a \$50m endowment in 2024)** to fund research initiatives, fellowships for emerging talent, educational programs, and capital improvements. As the campaign gains momentum, a second phase of the campaign will add another \$50m to the endowment by 2030. A \$100 million endowment ensures that MSRI is able to serve as the world's leading collaborative mathematical sciences research institute for the next several generations of researchers.
- **Delivers Annual Fund Contributions of \$4.5m by 2020** (up from about \$3.5m in 2017), to sustain MSRI facilities, lean infrastructure, programs, director's initiatives, publications, websites, videos and operations.
- **Diversifies and Broadens Donor Support for MSRI** by communicating the relevance to donors of different sectors of activity: MSRI's mathematical research; the work of its fellows, staff and partners to advance mathematical theory and application; and its programs to educate next generations of mathematicians. Programs will be created that specifically invite all kinds of engagement (on line, via text and rich media, and in-person) and all kinds of contributions (from individuals, government funders, businesses and other nonprofits) both nationally and internationally.

Part of the challenge for MSRI is to evolve Board governance, advisory groups and partner relationships to strengthen fundraising. The Director is expected to view all the organization's activities, programs, education, events, contacts and relationships as opportunities to market the organization and increase funding, in particular through:

- Individual Solicitations, segmented into Principal Giving that targets individuals with a 7 and 8 figure giving capacity, Major Giving that targets individuals who ultimately have a \$50,000 to 250,000 giving capacity, Friendship Gifts that target individuals able to give between \$5,000 and \$50,000 annually, and Mass Outreach for smaller annual contributions, with each segment including planned giving, restricted giving, matching gifts, in-kind giving, and web-based or email mass outreach elements.
- Grants by government entities and business & private foundations, primarily for research activities supporting the roughly 1,700 mathematicians who visit MSRI in the course of a year, and for publications, digital initiatives, videos, and diverse educational programming.
- Sponsorships that connect businesses, corporations and others to the work of MSRI through branding, marketing, communications and public relations, and other initiatives.
- Membership Development, focused on building alumni relationships among fellows, former students, educators, practitioners and business professionals, and members of the general public, as a way to positively influence attendance and contributed revenue.
- Event-based Giving, that generates revenue associated with well-attended events and also builds awareness, enthusiasm, loyalty and commitment to MSRI and its programs among key constituents in business sectors that are major beneficiaries of mathematical research conducted by MSRI, and with the general public, by leveraging media and the MSRI brand.

Capture and use of donor information will be important to the overall success of the fundraising effort. The Director will periodically review and enhance the fundraising infrastructure to

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ensure that MSRI has the data to creatively connect donors with specific interests to funding for specific MSRI projects, programs and initiatives. A hands-on and deeply involved fundraiser, the Director will lead by example and will carry an individual fundraising goal.

OTHER RESPONSIBILITIES

The Director for Advancement & External Relations will:

- Thoroughly understand MSRI's history, vision, culture, fellowships, research, events, digital initiatives, education and public programs, assets, personalities, constituencies, properties, governance structure, base of financial support and short- and long-term funding requirements of all segments of the organization; develop strong relationships with, and secure the trust and confidence of the Executive Director, MSRI's staff, the Board Chair and Board, and other members and constituents who are critical to fundraising efforts.
- Continually upgrade the fundraising plan in collaboration with the Executive Director, setting objectives for individual and institutional fundraising and success metrics; identify Board, staff and other community members that will be actively be involved in fundraising activities; set targets for development and other team members; continually upgrade MSRI's fundraising practices and infrastructure.
- Manage day-to-day fundraising at MSRI, including: individual donor solicitations; institutional giving program for international, national, regional and local sponsorships, corporate gifts, foundation solicitations for restricted and unrestricted giving; a structured program for stewardship and donor recognition, fostering strong, long-term relationships with targeted individual donors and donor institutions; and orchestrate events that encourage repeat attendance, a fellowship and other alumni programs with defined benefits to encourage on-going connection to MSRI.
- Assist in the development of materials that tell the MSRI story to donors and individual prospects, ensuring that these materials are segmented and distributed in a targeted, regular, timely and consistent manner.
- Collaborate with the Executive Director and staff of MSRI in the preparation of annual operating plans and budgets, incorporating fundraising projections into the budget of the organization.

IDEAL EXPERIENCE and QUALIFICATIONS

Candidates should have the following type of experience and qualification:

- Substantial nonprofit fundraising experience with a sizable institution that includes capital, endowment, annual fund, event and alumni elements; successful experience negotiating significant gifts from individuals and institutional sources; knowledge of, and interest in, the world of the world of theoretical sciences is important (a strong appreciation for the role of mathematics essential); an understanding of regional, national and international academic research funding constituencies would be beneficial, as would be familiarity with academic environments and constituencies.
- A record of personal success in raising money through seven-figure principal and major gifts from individuals, businesses, foundations, corporations or the public sector; broad-

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based knowledge of various development activities including: direct mail, membership, proposal and grant development, planned giving, capital campaigns, event planning and management, direct solicitations, leveraging fundraising databases and support systems for donor segmentation, research and volunteer management; international fundraising experience would be ideal.

- Knowledge of brand marketing, advertising and public relations with specific experience in structuring sponsorships; demonstrated success with establishing stewardship and donor recognition programs that sustain long-term relationships.
- An understanding of fundraising systems and how data can be used to manage the fundraising process, enhance donor cultivation and drive fundraising priorities.
- Experience in strategic planning that involves both staff and Board leadership.
- A track record as an exceptional communicator, in writing as well as verbally; adept at writing proposals, solicitation letters, donor correspondence, and other kinds of material for publication; a charismatic communicator, able to build enthusiasm for MSRI, its exhibitions and programs.
- Emotionally mature with a sense of humor and the flexibility and sensitivity to work with diverse personalities and situations.

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