

# JOAN NESBITT

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## SUMMARY OF QUALIFICATIONS

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Thirty-four years of fundraising success, with increasing levels of responsibility and leadership in university advancement at both public and private institutions with two-year and four-year/research missions. **Development experience** includes annual giving, major giving, principle giving, planned giving, corporate and foundation giving, and athletic giving in both campaign and non-campaign environments. **University relations experience** includes planning and execution of marketing and public relations campaigns, interactive media initiatives, publications production, media relations, special events management, presidential speech writing, and public speaking. **Alumni experience** includes planning and execution of programming for both traditional and non-traditional alumni constituencies. **Executive and leadership experience** includes staff recruitment, management and retention, budget and contract authority, strategic planning, presidential advising and cabinet-level authority, and board management and development.

## PROFESSIONAL EXPERIENCE

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April 2011 to present

*Missouri University of Science and Technology, Rolla, MO*

### **Vice Chancellor for University Advancement**

I currently serve as Vice Chancellor for a centralized advancement operation spanning three departments (Alumni and Donor Relations, Advancement Services, and Development) with 40 full-time staff and a budget of \$4 million. I serve as a member of the Chancellor's Cabinet, the Executive Committee of the S&T Board of Trustees, and I am the Chief Fundraising Officer. Private support averaged \$20.5 million per year for fiscal years 2017, 2018 and 2019 at an average cost per dollar raised of \$.075. This is an increase of 61 percent over the previous three-year average, when private support was \$12.7 million. In FY 2016, the university embarked on its "Rolla Rising" campaign, which successfully concluded June 30, 2021, as part of the university's 150th Anniversary Celebration. Direct reports include the Assistant Vice Chancellor for Alumni and Advancement Services, Assistant Vice Chancellor for Advancement, and an Executive Assistant and Administrative Assistant.

**Performance highlights:** *I arrived at S&T following the forced departure of my predecessor and a year-long interim appointment. The division was routinely described as "dysfunctional" and employees had participated in facilitated mediation to address longstanding turmoil. Nevertheless, I was able to rally the team to immediately launch and successfully conclude an \$8 million capital campaign in 60 days, just in time to gain Board of Curators approval for a*

*new chemical engineering building just a month before Chancellor Jack Carney retired. In my decade at S&T, I have built a high-performing, cohesive team recognized across campus for high morale and strong employee engagement. Together, we have substantially improved a number of fundraising metrics, as evidenced by a national CASE award in 2016 and 2020 for “Overall Performance” (based on three years of metrics reported in the Voluntary Support of Education); we have launched a comprehensive marketing strategy to build our brand; we have expanded and improved our stewardship program, including an initiative that resulted in 100% of students on endowed scholarships sending hand-written thank you notes to their donors; and we have overhauled the Miner Alumni Association committee structure and goals based on strategic planning that I initiated shortly after my arrival, as well as improved the association’s finances after several years of deficit spending. Additionally, I have successfully guided the division through a time of substantial growth (recurring investments exceeding \$1.7 million – or about 25% – from 2012-2014); contraction (subsequent cuts totaling 30% over FY 18, 19 and 20); and change, including five Chancellor transitions, as well as disruption and negative media attention leveled at the UM System for its race relations and leadership. Currently, I am working to close out the university’s comprehensive campaign after raising ~\$422 million towards a \$150 million goal, a result made possible by Fred and June Kummer, who contributed \$300 million on October 9, 2020. It was the university’s first 9-figure gift, the largest in Missouri history, and the fifth largest to a public university. I continue to play a key role on campus in establishing the Kummer Institute and I’m currently serving as the co-chair of the search committee for the Inaugural Dean of the Kummer College for Innovation, Entrepreneurship and Economic Development.*

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January 1997 to April 2011

*The University of Tulsa, OK*

### **Vice President for Institutional Advancement**

Served as VP for a centralized advancement operation spanning three departments (Alumni, Development, and University Relations) with 55 full time staff and a budget of \$3 million. I also served as a member of the President’s Executive Staff and Chief Communications Officer. Private support averaged \$39 million for each of the last three fiscal years I served (and averaged \$27 million for each of the last eight years) at an average cost per dollar raised of \$.08 in campaign and \$.18 out of campaign. In June 2011, the university concluded its “Embrace the Future” campaign, which raised \$698 million toward its \$400 million goal. Direct reports included the Director of Alumni Relations, Director of Donor Services, Director of University Relations and Director of Web Communications.

**Performance highlights:** *In the 14 years I served TU, annual gift support averaged \$24 million compared to \$5 million annually for the decade preceding my service. Alumni giving participation during my service tripled from less than 8% to 25%. Our alumni infrastructure grew from one local committee to a national board supporting 10 alumni chapters and dozens of clubs across the US. I helped build a stewardship program from the ground up that includes giving societies for annual donors, major donors, and planned gift donors, personalized annual reports to more than 350 endowment donors and more than 300 donor and university special events per year. I helped build a cohesive cadre of advancement professionals with an average length of service of 7 years for directors.*

### **Chief Administrative Officer, Gilcrease Museum**

Served as chief administrator during a six-month special assignment at Gilcrease Museum, which TU operates under a management agreement with the City of Tulsa. Responsible for the day-to-day operation of the museum, including budget, personnel, and strategic planning.

**Performance highlights:** *Served as a change agent to accelerate integration of University and museum business systems and organizational culture; provided leadership for key personnel transitions including terminations and new hires; developed a long-range budget and fundraising forecast necessary to position the museum for a comprehensive*

*campaign in 2-4 years; assisted in building a national advisory board; served on an executive team of three that identified, performed due diligence, and successfully negotiated the museum's first major acquisition in many years, the Charles M. Russell Collection.*

## **Assistant Vice President for Development**

Served as second in command for advancement operation. Direct reports included five major gifts directors, one annual giving coordinator, two researchers, and two support staff. Responsible for the planning, implementation, and evaluation of the university's fundraising program including annual giving, major giving, planned giving, corporate and foundation giving, and prospect research.

**Performance highlights:** *Successfully negotiated and closed a \$2 million endowed chair in Petroleum Engineering; staffed trustee committee to successfully conclude a \$20 million endowed scholarship campaign in honor of retiring President Robert W. Lawless including securing \$2.6 million in commitments in five months; created and implemented a reporting system to track gift officer productivity; provided leadership and served as Acting VP during two absences by the Vice President for Institutional Advancement; authored university plan, timeline and budget for a comprehensive fundraising campaign (expected goal \$400m) that commenced in 2006-2007.*

## **Director of Major Gifts**

One of three major gifts directors reporting to the Vice President for Institutional Advancement with responsibility for the identification, cultivation, solicitation, and stewardship of gifts of \$10,000+ from individuals, corporations and foundations with an emphasis on gifts for the College of Arts and Sciences and the College of Engineering and Natural Sciences.

**Performance highlights:** *Worked closely with the Dean of the College of Arts and Sciences to successfully negotiate and close a \$1 million endowed professorship in music – one of two endowed professorships established at the university during my service in this position; quadrupled the Annual Fund Challenge Program by increasing annual matching dollars from \$100,000 to \$400,000 plus; served as project leader for the largest special event in university history – the dedication of the Donald W. Reynolds Center, a \$34 million arena and capstone project of the “New Century” campaign.*

## **Director of Annual Giving**

Managed staff of three, responsible for the University of Tulsa Annual Fund which is comprised of unrestricted non-athletic gifts of all sizes from all constituencies. Primary responsibilities included cultivation, solicitation and stewardship of an alumni base of 30,000 through a comprehensive integrated phone/mail program; identification, cultivation, solicitation, and stewardship of the TU President's Council (the university's giving society for annual donors of \$1,500+); identification, cultivation, solicitation, and stewardship of leadership annual gifts for the TU Annual Fund Challenge Program; served as one of three directors within the Development Office (at that time) responsible for significantly increasing giving to TU and successfully concluding the \$108 million “New Century” campaign.

**Performance highlights:** *Alumni participation increased while I held this position from 15.3 percent to 20.4 percent. During the same period, unrestricted giving via the phone/mail program increased 40 percent. Since then, I had direct or oversight responsibility for annual giving and during my tenure our alumni participation rate more than tripled. This growth has been a key factor in TU's rise from a third-tier university to the nation's “Top 100” institutions.*

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August 1989 to December 1996

*Rogers State University (formerly Claremore Junior College), Claremore, OK*

### **Director of Development**

Responsible for fundraising and public relations initiatives for all four campuses of Rogers State University (Claremore, Bartlesville, Pryor and Tulsa) and served as second-in-command for the university's development team. Primary responsibilities included identification, cultivation, solicitation, and stewardship of donors, including individuals, corporations and foundations; proposal writing; cultivation, solicitation, stewardship and staffing of three institutional boards including the University Center at Tulsa Foundation Board of Directors, the Rogers College Foundation Board of Directors, and the Rogers University President's Board of Advisors; planning, execution, and evaluation of fundraising and alumni special events.

**Performance highlights:** *Creation and successful execution of the university's inaugural black-tie fundraising dinner (\$40,000 net); creation and implementation of a lead donor society known as the Rogers University Leaders for Excellence; and proposals for major gifts accepted by regional foundations.*

### **Director of Public Information**

Managed division and staff of six responsible for all public relations and communications functions, and served as a key member of the college development team. Primary responsibilities included serving as an official spokesperson of the college and managed media relations; developed and produced all college publications and printed communications including advertising, marketing, alumni, and development materials; managed college Speakers Bureau; managed college printing and reproduction services; special events planning and management including alumni programming; served as a key member of the development team that successfully managed the \$3 million capital campaign.

**Performance highlights:** *Successfully managed all communications and public relations functions with professionalism and poise during a forced presidential retirement and institutional merger; successful turn-around and revitalization of an under-performing printing center and staff; cultivation, solicitation, and stewardship of an employee giving program with impressive participation rates (100% administration, 90% full time staff, 80% full time faculty). Served as acting VP during a four-month period while the Vice President for Development assumed the position of acting President; assumed responsibility for the 1993 phonathon during a transition in staff and successfully completed the three-week campaign by exceeding the goal.*

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1986 – 1988

*Big Sister Association of Greater Boston, MA*

### **Director of Development and Public Relations**

Managed all fundraising and public relations initiatives for the oldest and second largest Big Sister organization in the United States. Primary responsibilities included media relations; proposal writing; development and production of all agency publications, including annual report, volunteer newsletter, and development materials; management of fundraising events.

## EDUCATION AND SPECIALIZED TRAINING

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### Degrees

Master of Arts in Organizational Dynamics, The University of Oklahoma  
Bachelor of Arts in Communication, The University of Tulsa, Cum Laude

### *Additional coursework and specialized training*

- “High Performance Leadership,” Booth School of Business, University of Chicago
- “Dealing with an Angry Public,” MIT-Harvard Public Policy Institute
- CASE Summer Institute in Communications, University of Notre Dame
- CASE Core Curriculum training for select district trainers, CASE Assembly
- 21 Graduate hours in Journalism and Mass Communications, The University of Oklahoma

## PROFESSIONAL AND COMMUNITY AFFILIATIONS

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- Board of Directors CASE District IV (1996-98)
- Awards Program Chair, CASE District IV 1999 Conference Committee
- Board of Directors, Oklahoma Association of Community Colleges (1995-96)
- National Council for Marketing and Public Relations (1989-1996)
- Board of Directors and President, Oklahoma College Public Relations Association (1990-96)
- Board of Directors, Claremore Public Schools Foundation (1999-2001)

## AWARDS AND PROFESSIONAL DISTINCTIONS

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- One of 22 development professionals from across the nation invited to serve a three-year term (2000-2003) on the Case International Philanthropy Commission.
- A member of the development team honored with 1998 and 1999 CASE “Circle of Excellence” awards for overall fundraising improvement at The University of Tulsa. Leader of the team honored in 2016 with a national CASE award for “Overall Performance”
- Created and produced marketing campaign and printed materials for the CASE 1996 District IV Annual Conference that resulted in the largest attendance record in district history (at that time). The marketing materials received a CASE national “Circle of Excellence” award.
- Planned and managed the 1995 Annual Conference of the Oklahoma College Public Relations Association, including development of conference marketing materials. The conference enjoyed the highest attendance record and participant satisfaction scores in association history.
- Numerous state, regional, and national awards for publications, development and alumni relations, including two national Gold awards (1996 and 1993) for Best Annual Report from the National Council for Marketing and Public Relations, and numerous regional Gold, Silver and Bronze Awards from CASE District IV and District VI for publications excellence, including a Gold Award in 1995 for Best Special Publication and a Gold Award in 1993 for Service to Alumni.
- Numerous speaking appearances at CASE regional and “Top Ten” conferences on marketing, public relations, and development (1993-present).
- Twice named Rogers State College Employee of the Month and recipient of the Rogers College Foundation Excellence in Education Award (cash award) for exceptional staff performance in 1993.

## ADDITIONAL ACTIVITIES

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- 2018 Missouri Mother of the Year, American Mothers Inc.
- Adjunct Instructor, Freshman Composition, Tulsa Community College
- Featured Columnist, Claremore Daily Progress
- Featured Essayist, Voices from the Heartland, University of Oklahoma Press, 2007