

Judy A. Nagai, Ph.D.

SUMMARY OF QUALIFICATIONS

Higher education advancement professional with progressively increasing responsibility in university advancement, alumni relations, student life, and related communications and external relations activities.

- Results-oriented, ethical leader who values diversity, equity, and inclusion.
- Experienced in engaging staff and high-capacity volunteer board members, including recruitment, training, development, and conflict management using a proactive approach toward solutions and learning outcomes.
- Demonstrated success in establishing new programs and improving existing efforts to engage donors and alumni to garner philanthropic support through external relations and communications strategies.
- Proven ability to secure six- and seven-figure gifts from individuals, corporations, and foundations.
- In-depth knowledge and execution of comprehensive campaigns to support educational missions.
- Functions with a high degree of independence to achieve desired strategic initiatives and operational goals.

PROFESSIONAL EXPERIENCE

University of Hawai'i Foundation

June 2022 – present

Senior Executive Director, Campaign Planning

- **Campaign planning:** Provide management and leadership for planning the UH Foundation's \$1 billion campaign, to support the University of Hawai'i 10-campus system. Identify and coordinate infrastructure needs, branding and collateral, to ensure campaign goals are articulated. Coordinate campaign theme development, counting guidelines and progress dashboards. Collaborate with development, events, and communications team to support campaign planning and training activities.
- **Corporate and foundation relations (CFR):** Supervise three CFR staff and responsible for managing daily operations during staff transitions. Prepare and solicit grant proposals, manage grant reporting, and deepen involvement of corporate and private foundation donors on behalf of campuses, units, programs, and interdisciplinary projects. Strengthen relationships with academic partners to support top priorities and initiatives across the 10-campus UH System. Collaborate with campus- and unit-based development officers to support fundraising strategies.

Highlights: Serve on Vice President's Cabinet leadership team. Finalized campaign counting guidelines and reporting, campaign themes, and public launch event. Exceeded CFR \$9M fundraising goal. Responsible for managing relationships with funders and principal investigators, and overseeing proposal development, solicitations, and reporting during staffing transitions.

University of the Pacific, University Development and Alumni Relations

2018 – 2022

Associate Vice President for Development, July 2021 – May 2022

Assistant Vice President for Development, March 2018 – June 2021

- **Team leadership and management:** Led team of 10 unit-based development officers across three campuses (Stockton, San Francisco, and Sacramento) to accomplish annual fundraising goals. Provided oversight to implement annual fundraising plans, metrics, and operating budgets. Responsible for the development and implementation of fundraising metrics while ensuring accountability of individual and team fundraising goals. Worked collaboratively with administrators, deans, faculty, and development staff to inspire philanthropic support.
- **Fundraising:** Responsible for strategic guidance on principal and major giving in a three-campus environment. Provided planning and oversight for the design, implementation, and management of a comprehensive development plan focused on expanding principal and major gift fundraising. Manage a portfolio of principal and major gift prospects. Worked collaboratively with planned giving, corporate and foundation relations, advancement services, donor relations and annual giving to improve systems, implement new programs, and achieve development goals.

- **Strategic planning and campaign management:** Guided strategic campaign priorities for the academic deans and development officers to surpass campaign goals. Advised on strategic staffing, training, infrastructure needs and campaign completion planning. Served as member of the Vice President's Leadership Team. Supported all aspects of *Leading with Purpose: The Campaign for University of the Pacific*, a \$300 million comprehensive campaign.
- **Volunteer management:** Provided Deans with fundraising guidance specific for their advisory boards. Provided input on advisory board meetings and gave presentation on Campaign fundraising progress.

Highlights: Surpassed \$300M campaign goal. Successfully transitioned team to remote work during COVID-19 closures while also surpassing school/unit fundraising goal by \$2.5M. Revised goal structure for greater individual accountability and fundraising success to support the new president's vision. Implemented and surpassed new planned giving goals. Completed significant milestones to accomplish annual campaign goals. Served as lead staff person for implementation of *Gravity* artificial intelligence, resulting in increased giving among managed and unmanaged prospects. Served as lead development staff person for *Pursuant's Advisor Solutions*. Served as interim supervisor for annual giving and parent giving and handled academic fundraising responsibilities during staff transitions.

California State University, Sacramento, Division of University Advancement

2015 – 2018

Campaign Director, April 2015 – February 2018

- **Campaign management and strategic planning:** Provided management and leadership for University's first comprehensive campaign (launched July 2015). Advised on strategic staffing, training, infrastructure needs, campaign branding, and collateral to ensure campaign goals were supported. Coordinated strategic Presidential campaign outreach and solicitation activities. Developed and implemented Campaign Plan, counting procedures, capital project naming opportunities, and campaign progress dashboards. Conducted campaign presentations for deans, faculty, volunteers, and staff, in addition to coordinating Campaign College training for staff and academic leaders. Work collaboratively with University Advancement team and University Communications team.
- **Volunteer management:** Coordinated the ongoing recruitment of 23-person Campaign Leadership Committee and provided engagement strategy for campaign quiet phase. Responsible for planning quarterly committee meetings to highlight campaign priorities. Participated in Foundation Board of Director executive committee meetings and presented quarterly campaign updates to the full board.
- **Fundraising:** Led President's principal gift portfolio strategy and managed a portfolio focused on leadership gifts secured from the Foundation Board of Directors and Campaign Leadership Committee, corporations and foundations. Supported principal gift prospect cultivation, solicitation, and stewardship focused on blended gifts. Provided strategic leadership to advise, consult, and develop campaign gift strategies, including \$20 million in naming opportunities for a new 95,000 sq. ft. Science Complex and Planetarium.

Highlights: Successfully launched quiet phase for *On the Rise: The Campaign for Sacramento State*, a \$225 million, eight-year comprehensive campaign to coincide with the new University President's arrival. During the campaign's first two years, achieved record-breaking fundraising success.

University of California, Davis, Graduate School of Management

2011 – 2015

Assistant Dean for Development & External Relations, November 2011 – March 2015

- **Team leadership and management:** Led team of eleven staff to execute fundraising, alumni programs, class gift campaign, volunteer management, special events, development operations, marketing communications, and publications. Implement annual business plans, metrics, and operating budget of \$750,000. Serve as member of the Dean's Senior Leadership Team. Ensure the school's strategic plan is implemented.
- **Fundraising:** Developed strategy for high-level prospect/donor cultivation, solicitation, and stewardship. Inspire transformative funding opportunities. Oversee development portfolio management and strategy to ensure annual performance metrics were exceeded. Successfully solicit individual, corporate, foundations, and planned gifts.

- **Advancement:** Develop collaborative campus strategies for donors with multiple interests and affiliations across the institution, including Chancellor's prospects. Collaborate with Central Development office through dotted-line reporting to the associate vice chancellor for development, and with campus colleagues to develop a comprehensive corporate relations strategy to steward corporate donors.
- **Strategic planning:** Set strategic priorities to surpass the school's \$25 million fundraising goal in support of *The Campaign for UC Davis*, a \$1 billion comprehensive campaign. Led the planning and execution of annual, major, and principal gift fundraising through face-to-face solicitation, proposals, and portfolio management.
- **Alumni relations:** Provide oversight to comprehensive alumni relations and annual giving program for 3,300 alumni, including the alumni board of directors, graduating class campaign, monthly electronic communications, and events. Inspire and cultivate alumni to further build a pipeline of support for annual and major gifts.
- **Corporate relations:** Facilitate corporate outreach strategy for the Business Partnership Program and successfully secure new major gifts from corporate partners (grew program income by 11.5% over prior year).
- **Volunteer management:** Manage volunteer recruitment and meetings for Dean's Cabinet and Dean's Advisory Council. Advise on the Alumni Association Board of Directors volunteer management, agenda development, and overall meeting implementation (35 volunteers).
- **External relations & communications:** Ensure integrated strategy to message school branding, magazine, and fundraising initiatives as a nationally ranked MBA program at a top 10 public research university. Identify and coordinate high-profile speakers for Commencement, the Dean's Distinguished Speaker Series (3-5 per year), and related alumni events (a total of 38 events were executed for 3,800 attendees during FY14).

Interim Assistant Dean for College Relations and Development, College of Letters & Sciences, December 2014 – March 2015

- **Team leadership and management:** Assumed all responsibilities as Assistant Dean. Led team of eight to continue fundraising momentum, volunteer management, development operations, and recruitment while permanent assistant dean search was underway.
- **Fundraising:** Advised and provided input on development strategy to meet fundraising goals and metrics. Supported the college's three deans and assigned development officers to accomplish goals.

Highlights: Over three years, raised \$5.8 million and surpassed \$25 million campaign goal. Achieved record support for annual giving during FY13 and FY14, with overall dollar increase of 59% in two years. Largest total dollars raised from alumni, a 5% overall increase. Grew corporate and friends annual giving by 42% over prior year. Increased in-kind donations by 44% over two years. During final four months in position, held two concurrent assistant dean positions, managing 19 development staff, reporting to four deans.

University of Nevada, Las Vegas, College of Hotel Administration/UNLV Foundation **2002 – 2011**

Director, External Relations, February 2008 – October 2011

- **Fundraising:** Responsible for strategy to support major gift fundraising, to include successful closure of seven-figure gifts while raising \$3 to \$5 million annually. Managed prospect identification, cultivation, solicitation, and stewardship for approximately 180 individuals, parents, corporations, and foundations in coordination with the dean. Managed college-based annual giving activities including Dean's Associates unrestricted fund. Developed e-mail solicitations and direct mail to secure annual support. Increased number of donors by 67% in one year. Involved with key gifts that led to the completion of the campaign.
- **Team leadership and management:** Supervised alumni relations director and magazine editor, to engage 10,000+ alumni and donors. Administered annual budget for alumni and advancement program areas, communications, and events. Led the Dean's Advancement Team to support college advancement initiatives and strategies (alumni relations, career services, development, public affairs, and web communications staff).
- **Volunteer management:** Managed the 35-member Dean's Advisory Board, including coordination of all communication, planning, and execution bi-annual meetings; recruited and oriented volunteers; annually solicited volunteers.
- **Alumni relations:** Planned and supervised stewardship and fundraising events to increase alumni and donor engagement. Represented university at national and international alumni events, conferences, and meetings. Served as ex-officio member of the college's 12-member alumni chapter and provided staff leadership.

- **External relations:** Utilized e-newsletters, website, and social networking to increase alumni donor engagement. Collaborated with admissions, alumni relations, athletics, and public affairs related to advancement activities. Educated alumni, friends, faculty, and staff fundraising priorities to engage them in fundraising efforts. Facilitated relationships between donors and alumni with the university administration, faculty, and staff to deepen engagement.

Highlights: Secured \$1+ million gifts from organizations such as Konami Corporation and Conrad N. Hilton Foundation, and major gifts from organizations such as the Donald W. Reynolds Foundation, Rainmaker, and MICROS Systems. Served as team member for \$30 million pledge by Harrah's Foundation, and directly responsible for oversight, reporting, and stewardship of \$5 million designated to programmatic and research efforts. Increased the total donors to the college by 59%, increased number of major gifts by 13%, grew unrestricted Dean's Associates participation by 58%, and faculty/staff donor participation increased by 57%.

Director, Alumni & College Relations, October 2003 – February 2008

Coordinator, Alumni Affairs, March 2002 – September 2003

- **Alumni relations:** Established the university's first college-based alumni relations program to reconnect 8,000 alumni for advancement purposes. Developed annual plans and managed budget for annual alumni advancement events and marketing communications. Supervised graduate students and staff.
- **Fundraising:** Cultivated relationships with alumni, donors, and parents to increase involvement with fundraising activities. Assisted in soliciting alumni gifts and gifts-in-kind to the college. Successfully solicited a \$15,000 matching gift for the 2005 Annual Fund program.
- **External relations & communications:** Created the University's first college-based magazine, *Premier* magazine. Managed redesign of college website and developed the first alumni e-newsletter communication. Collaborated with campus marketing and public affairs for external communication efforts.
- **Volunteer management:** Strategically established, recruited, and managed the college's founding alumni board of directors. Established and managed the university's first 15 regional alumni clubs and alumni volunteers for the UNLV Alumni Association.
- **Event management:** Established the Vallen Dinner of Distinction, a fundraising and awards dinner, which raised more than \$79,000 in three years. Developed quarterly alumni networking events locally and in select cities, including international events.

Highlights: Established the university's first college-based alumni relations program and the first alumni magazine (CASE award recipient). Recruited and managed the college's first alumni board of directors.

Stanford University, Stanford Alumni Association

1999 – 2001

Deputy Director, Young Alumni and University Outreach, January 2001 – November 2001

Associate Director, Class Alumni Relations Officer, July 1999 – December 2000

- **Reunion programs:** Developed, planned, and implemented strategies to engage alumni to develop class identity and stewarded Stanford's key volunteers. Served as class liaison to four reunion classes (4,500 alumni) per year, to cultivate involvement during their reunion year. Implemented capstone events for more than 6,500 alumni. Managed budgets from \$30,000 – \$60,000 for an expected attendance of 400 – 800 per class event.
- **Volunteer management:** Trained, advised, and mentored alumni leaders to plan class-specific activities including reunion parties, class panels, class books, and attendance campaigns. Researched and recruited key volunteer leadership to develop 40 – 80 member committees. Planned and facilitated committee meetings and conference calls for 15 – 30 participants throughout the year. Developed e-newsletters and managed distribution for the entire 12 reunion classes each year; oversaw web-based reunion content.
- **Campus collaboration:** Collaborated with the Office of Development to recruit volunteers. Served as primary reunion contact for graduate schools and multicultural organizations on campus. Worked with graduate school deans to plan and promote multicultural alumni celebrations and hall of fame induction.

ADDITIONAL PROFESSIONAL WORK HISTORY

Coordinator of Student Life, Westhampton College, University of Richmond, VA (July 1997 – May 1999)
Assistant Complex Coordinator Assistantship, University of Vermont Dept. of Res. Life (1995 – 1997)
Coordinator of Staff Development, Human Resources & Special Events, Cal Poly, San Luis Obispo
 Recreational Sports (1994 – 1995)
Chapter Consultant, Kappa Alpha Theta International Women’s Fraternity, Inc. (1993 – 1994)

PRESENTATIONS

- **Panelist: Newcomers to Advancement.** CASE District VII Conferences (Feb. 2022 & March 2023)
- **Panelist: Women’s Voices in Advancement.** UC Davis DEVAR DEI event (March 2022, virtual)
- **AAPI – Why Representation Matters (Plenary Session panelist).** CASE Institute for Minority Serving Institutions (Sept. 2021, virtual)
- **Philanthropy’s Connection to Continuing Education.** UPCEA Annual Conference (April 2021, virtual)
- **Webinar Speaker: Pacific’s AI-Assisted Donor Discovery Process.** Hosted by Gravyty (Aug. 2020)
- **Invited Speaker: CASE Conference on Diverse Philanthropy & Leadership.** Washington, D.C. (April 2018)
- **Hit the Ground Running: Your First 100 Days of Fundraising in Your New Job.** CASE District VII Conference, Newport Beach, Calif. (March 2015)
- **Leveraging Your Assets: Public Private Partnerships.** CASE District VII Conference, San Francisco, Calif. (March 2013)
- **Applying Fundraising Techniques to Benefit Parks and Recreation.** Nevada Recreation & Park Society State Conference. Henderson, Nev. (March 2011)
- **International Alumni and Development: Best Practices.** CASE District VII Conference. San Francisco, Calif. (Nov. 2009)
- **Partners in Collaboration: Connecting Alumni Relations to Build Student Involvement;** American College Personnel Association Convention. Washington, D.C. (April 2000)
- **Creating Safe Zones on Campus.** Virginia Association of Student Personnel Administrators (VASPA) Student Leadership Conference. Richmond, Va. (Oct. 1998)

PROFESSIONAL AFFILIATIONS

- **Cabinet Member**, CASE District VII Cabinet (2018 – current); Diversity, Equity, Inclusion & Belonging Committee Chair (2021 – current)
- **Conference Program Co-Chair**, CASE District VII Conference Planning Committee (2017 – 2019)
- **Track Chair for Philanthropy**, CASE District VII Conference Planning Committee (2014 – 2017)
- **Participant**, Academic Leadership Development Institute, Sacramento State (2016 – 2017)
- **Ex-Officio Member**, UNLV College of Hotel Administration Alumni Board of Directors (2002 – 2011)
- **Editorial Board**, *Premier* magazine, assist with story generation and writing, editing; supervise the managing editor and entire production process (2008 – 2011)
- **Managing Editor**, *Premier* magazine, the official publication of the William F. Harrah College of Hotel Administration; created the college’s first alumni magazine, published bi-annually; responsible for managing production, story development, writing and distribution (2006 – 2008)
- **Co-Chairperson**, UNLV Status of Women Committee (2004 – 2008) and member (2003 – 2008)

COMMUNITY VOLUNTEER ACTIVITIES

- **American Leadership Forum (ALF) Senior Fellow**, Mountain Valley Chapter (2019 – current)
- **Pacific Whale Foundation Sanctuary Ocean Count Project**, Honolulu, Hawai'i (2023)
- **P.E.O. Philanthropic Educational Organization**, Honolulu, Hawai'i (2023)
- **Shinnyo Hawaii Lantern Floating Ceremony**, Honolulu, Hawai'i (2023)
- **Movers & Shakas Hawai'i Talent Onboarding Program**, Honolulu, Hawai'i (Cohort 2, Fall 2022)
- **Committee Member**, Capital Public Radio (NPR affiliate), Sacramento, Calif. (2015 – 2022)
- **Board Member**, Capital Public Radio Board of Directors (NPR affiliate), Sacramento, Calif. (2015 – 2018)

RECOGNITION

- **CASE District VII Gold Award for Special Constituency Magazine (2012)**, UC Davis *Innovator*
- **Award of Excellence (2010, 2009, 2006)**, *Premier* magazine, awarded by the Las Vegas International Association of Business Communicators (IABC), an annual statewide competition.
- **CASE Circle of Excellence Bronze Medal (2007) - Publishing Improvement**, *Premier* magazine
- **Vermont Outstanding Graduate Student Award**, NASPA Region I (1996)
- **Vermont College Student Personnel Association**, Executive Committee Advisory Board (1996 – 1997)

PUBLICATIONS AND RESEARCH

- Nagai, J., & Nehls, K. (2014). Non-alumni advisory board volunteers. *Innovative Higher Education*. 39(1), 3-16. doi: 10.1007/s10755-013-9257-0
- Nehls, K. & Nagai, J. (2013). Objectives of volunteer advisory boards in higher education: Recommendations and postulations from an institutional study. *The International Journal of Volunteer Administration*, XXIV(3).
- Fabbi, J. & Nagai, J. (2008). Assessing the Family-Friendliness of the University of Nevada, Las Vegas College of Sciences. (Qualitative study; unpublished research).

EDUCATION

University of Nevada, Las Vegas

Doctor of Philosophy, Educational Leadership, May 2011

Dissertation: *Engaging Non-Alumni Advisory Board Volunteers in Hospitality Education*

University of Vermont

Master of Education, Higher Education and Student Affairs Administration, May 1997

Thesis: *Voices Silent in a Chilly Climate: The Reality of Undergraduate Women's Leadership Opportunities*

California Polytechnic State University, San Luis Obispo

Bachelor of Science, Home Economics; Concentration: Textile Science & Apparel Merchandising, June 1993