

**Ahmad Boura, MBA**

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**Core Competencies:**

- Strategic Planning
- Principal Gift Fundraising
- Marketing Strategy & Planning
- Program Design/Development
- Foundation Management
- Capital Campaign Management
- Public Speaking & Presentations
- Donor Stewardship
- External Relations/Advocacy
- Staff Development & Training
- Entrepreneurial Leadership
- Budget Management
- Board Development
- Alumni Engagement
- Student Involvement

**Professional Experience:**

**California State University, Chico, CA (June, 2015 to Present)**

Vice President for University Advancement & Chief Executive Officer of the University Foundation

**University Advancement**

- Manage the Offices of Development (Annual Giving, Major Gift, Planned Giving, International Fundraising, Foundation and Corporations), Advancement Services, Alumni & Parent Engagement, University Communications, Stewardship, University Public Engagement. (Staff of 120+)
- Manage a University Advancement budget of \$5.9+ Million
- Establish and articulate goals for the University Advancement Division and assess the progress of these goals in an open, transparent, collegial manner, including appraising both strengths and areas for growth
- Created an environment of collaboration that brought together the University leadership (Cabinet and Deans) to agree upon campaign priorities and revitalized the leadership phase of the first comprehensive capital campaign in the university's history; Transform Tomorrow.
- Defined the priorities of the inaugural comprehensive capital campaign | Transform Tomorrow of \$100 Million and successfully completed the campaign 6 months ahead of schedule with more than \$103 Million as of February 2021.
- Established Public Private Partnerships (P3) with industries and academic programs and provided opportunities for funding, curricula development, internships, and externships that benefited students and faculty. Some of the program and industry partners are in Concrete Industry Management, Agriculture Banking, Construction Management, Pavement Preservation, Technology, Business information system and Entrepreneurship.
- Created a funding mechanism across colleges to establish student success centers that provide a dynamic collaboration among students, staff, and faculty to enhance the academic and personal development of students
- Secured the largest gift in the history of the university of \$5.7 Million
- Secured 17 seven-figure endowments to support scholarships, professorships and programs.
- Established the Tower Society program, a new leadership Annual Giving society. Since 2015, Raised more than \$32 million from 1,500+ donors.
- Established the Tower Society program for the graduates of the last decade – GOLD, raised more than \$175,000 from 300 donors.
- Designed the Student Philanthropy Council to engage and educate students about giving back to Chico State. Since 2015, more than 9,000 students participated and gave more than \$130,000 in support of the Chico State Fund.
- Designed the Women's Philanthropy Council to engage women leaders to help transform the University through philanthropy and impactful programs.

- Decreased the cost of raising a dollar by 50% from 32 cents to 16 cents per dollar raised.
- Secured more than 60,000 donors during the life of the campaign.
- Implemented a communications, marketing, and donor relations plan to develop effective internal and external development and alumni communications programs among faculty, staff, students, alumni and other key constituents, and to continually enhance the foundation and alumni association brands and communication with all internal and external constituencies as well as current and prospective donors.
- Coordinate and work with leaders of colleges and other campus units, i.e. Schools, Centers, Museums, Athletics, Library, Student Life and Regional & Continuing Education on collaborative fundraising efforts that support campaign priorities.
- Established & run annual fundraising training and boot camps designed for deans, department chairs, faculty, board members and development staff focusing on major gift asks, establishing endowments and supporting high level university goals as well as individual colleges' priorities.
- Establish and implement development directors' long and short-range goals for major gift revenue pipeline, Annual Fund program, planned giving, corporate and foundation relations and Athletic fundraising initiatives.
- Implement and manage the identification and research of potential sources of gift support including individuals (alumni, parents, and friends), corporations, foundations and other entities.
- Created a culture where alumni view the University as a lifelong resource for both social and professional networking, by establishing segmented events based on alumni population density and interests. Designed and held more than 65 events at the local, regional, national and international locations.
- Established international alumni chapters in Tokyo and Dubai to engage international alumni and increase fundraising in support of the University's international efforts
- Launched the alumni virtual engagement program "The Wildcat Connect" to offer alumni life coaching experience, lifelong learning opportunities and a live webinar series.
- Maximized the opportunities for alignment and synergy between alumni & parent engagement office programming and the development office that focuses on alumni contributions, to create a stronger culture of giving among alumni and parents.
- Received regional and national CASE Awards in 2016, 2017, 2018, 2019, 2020 and 2021 in Alumni Relations Programs, Marketing, Communications, Fundraising, and Advancement services categories (Please see Professional Honors & Awards below).
- Serve as a spokesperson for the university, as appropriate, on matters of philanthropy and the development of a culture of philanthropy.
- Strengthen university relationships and visibility in the greater Chico community.
- Manage the communications, publications and marketing strategies relating to campus advancement strategic plans, programs, and activities.
- Developed relationships with national and local news media to provide continually updated and relevant content to improve awareness about the latest University priorities and successes.
- Led the first ever University-wide branding initiative, which included institutional research and reports, market discovery sessions with Colleges, departments, divisions, Institutes and organizations across the university to identify existing challenges, opportunities and future aspirations.
- Collaborate with the California State University system government relations office to develop and implement advocacy plans and strategies to build and sustain relationships with local and state policymakers.
- Provide guidelines for articulating and strengthening the CSU, Chico brand through use of the University logo, seal, images and other graphics.
- Communicate with the campus and external entities about the use of the official campus logo, visual style and words to maintain unity in communicating our values, culture and identity.
- Annually organize 46 performance events and 12 field trip events to enrich and improve the cultural and civic vitality of the Chico Community and North State service area by providing access to arts,

entertainment, news and ideas. Overall season attendance surpasses 46,000 with gross sales over \$850,000.

### **University Foundation**

- Provide oversight of the Foundation Board of Governors, including overseeing and growing the Foundation assets of \$108 Million, recruiting board members, and building financial capacity and philanthropic partnerships.
- Increased the Foundation assets from \$67 Million and endowment of \$54 Million in 2015 to over \$108 Million in assets and \$75 Million endowment in 2021.
- Manage 560 endowments with a value of \$75 million
- Manage 21 Charitable Remainder Trusts (CRTs) and 11 annuities with a value of \$6 million
- Designed and manage more than \$22 Million in strategic reserve funds to increase the Unrestricted Fund to support the University's entrepreneurial initiatives and innovative ideas.
- Prepare and manage the annual Foundation budget of \$1.8 Million.
- Collaborated with the Finance and Investment Committee, Executive Director of the Foundation and a Financial Consultant to develop an investment portfolio to meet the foundation's commitment to donors & future growth of the endowment.
- Grew the foundation board membership from 8 people to 22 with diverse backgrounds that helped support the Campaign's priorities by sharing their time, talent and treasure.
- Work closely with the Executive Director, Foundation Board and legal counsel to ensure the foundation's adherence to all applicable laws, regulations, and ethical standards and to maintain the foundation's status as an IRS 501(c)(3) organization in good standing.
- Develop requests for proposals for University Foundation Governor's grant funding opportunities to address the identified needs of programs on campus in collaboration with Academic Affairs and Student Affairs leadership.
- Organized and led the 2018 University Foundations Leadership Summit for the California State University system (CSU) to engage the Board of Governors Executive leadership of 23 Foundations to build a plan to increase philanthropic activities and leverage the Foundations assets to provide more support for the strategic priorities of the CSU and its campuses.

### **Morningside College, Sioux City, IA (July, 2013 to June, 2015)**

Vice President for Institutional Advancement

- Managed the offices of Development, Advancement Services and Alumni Relations
- Managed a \$50 Million comprehensive capital campaign (exceeded the campaign goal and raised more than \$53 Million five years ahead of schedule)
- Developed and implemented short-and long-term Institutional Advancement Strategic Plans to exceed the campaign goal, expand the college donor base and enhance alumni participation
- Served on the leadership team and report directly to the President
- Met and collaborate regularly with the Campaign Steering Committee, Development Committee and other board members on stewardship and fundraising visits
- Secured five 7 figure gifts totaling \$9.5 million
- Secured \$15 million in 20 months
- Acquired the largest cash gift in the College's history (\$3.5 Million)
- Achieved alumni participation rate of 23%
- Achieved Faculty and Staff participation rate of 99%
- Decreased the cost of raising a dollar by 18%

- Increased giving to the President Society Program (\$1,000+ Donor) by 26% in the first year (346 members)
- Produced annual budget, income and activity projections for Institutional Advancement and administer the operating budget for the Development, Alumni Relations, Advancement Services, Public Relations Offices and the Capital campaign
- Received the 2014 CASE District VI Award for Alumni Relations Best Practices
- Received the 2014 CASE District VI Award for Annual Scholarship Fundraising Best Practices
- Met and exceeded the Annual Scholarship Fund goal two weeks prior to the fiscal year end for the first time in the past decade
- Developed national Alumni Chapters, Young Alumni Networking, President Society” GOLD”, and Student Philanthropy Programs to increase participation and philanthropic support
- Responsible for planning the College’s 125<sup>th</sup> Anniversary Celebration
- Designed, developed and implemented the Morningside College Mobile Application to enhance our communication efforts with our Alumni, Parents and friends

**Franklin Pierce University, Rindge, NH (July, 2009 to June, 2013)**

Vice President for Institutional Advancement

- Managed the offices of Development, Advancement, Alumni Relations, Marketing and Communications
- Developed, designed and implemented the University’s short- and long-term fundraising strategic plan, including the development of new strategies and markets
- Completed and exceeded a comprehensive capital campaign of \$12 Million during the deepest recession in United States modern history
- Acquired the largest cash gift in the College’s history (\$1.1 Million)
- Established a new Planned Giving program and acquired a \$1.6 Million gift and several other gifts in the first year
- Collaborated with faculty and mobilized the resources necessary through fund-raising to inaugurate and sustain healthcare program offerings such as Nursing, Physician’s Assistant and Doctorate of Physical Therapy.
- Secured \$550,000 from the Health Resources and Services Administration (HRSA) to prepare Physician Assistants to Provide Primary Care in Rural and Underserved Regions of New Hampshire and Vermont
- Secured \$377,000 from the Health Resources and Services Administration (HRSA) to support Expanding and Enhancing Nursing Education and Training in New Hampshire
- Secured several grants over \$25,000 from different private foundations and State/Government agencies such as the American Physical Therapy Association, AT&T Foundation, Lane and Elizabeth Dwinell Charitable Fund, The William Randolph Hearst Foundation, Penates Foundation, George I. Alden Trust, Teagle Foundation and Grimshaw-Gudewicz Charitable Foundation
- Worked with managers within the institutional advancement division to set policies and procedures to ensure fulfillment of the University’s mission and goals
- Decreased the cost of raising a dollar by 50%
- Managed the Marketing and Communications Office to develop a communications system to preserve a positive public image of the University and to update supporters about programs and accomplishments
- Managed the Institutional Advancement and Capital campaign budgets
- Worked closely with the Board of Trustees and key volunteers to identify and solicit potential donors, foundations and corporations
- Served on the Leadership Team and counseled the President on fundraising initiatives and alumni matters
- Planned and organized the University’s 50th Anniversary year long celebration with events and activities throughout the country

### **Franklin Pierce University, Rindge, NH (July, 2008 to June, 2009)**

Chief Development Officer, Department of Institutional Advancement

- Formed an effective partnership with the President of the University for leadership gift cultivation, stewardship and solicitation
- Overseeing of all the fundraising efforts, campaign management, and volunteer involvement
- Developed a strategic plan for the major gifts program and capital campaign by working directly with the President to establish financial goals and fundraising strategies to obtain gifts and grants from individuals, corporations, and foundations
- Successfully concluded the private phase of the first comprehensive Capital campaign in the history of the university - Goal of \$12 Million, raised \$10 million before launching the public phase
- Secured \$340,000 from the U.S. State Department through The Eurasia Foundation to provide scholarships to Ukraine citizens who were accepted into the Franklin Pierce MBA program in Ukraine
- Managed group of volunteers from the campaign executive committee and lead donors to participate in stewardship and solicitation visits
- Increased giving to the “President Council” \$1,000+ Donor by 130% to 200 members
- Increased giving to the Athletic Department by 150%
- Supervised the Annual Fund staff and Major Gift Officers and guided them to meet goals and deadlines

### **Franklin Pierce University, Rindge, NH (July 2006 to June, 2008)**

Director of Individual Giving, Department of Institutional Advancement

- Identified, cultivated, and secured the largest gift in the history of the University for the construction of the newest academic building (\$1 million)
- Planned and executed a sustained personalized solicitation and stewardship program for major prospects and donors. This program includes ongoing and frequent meetings with donors, a range of special events, and written communications for a targeted portfolio of potential donors.
- Participated in the development and implementation of market segment strategies as required for one-to-one donor relationship building; provided statistical analysis and market evaluation as needed
- Prepared materials and documentation to support volunteers in making donor visits and cultivation contacts
- Worked closely with the Vice President of Institutional Advancement, Development Officers and other Institutional Advancement staff to coordinate individual giving strategies and initiatives (unrestricted and restricted giving) and for the cultivation and solicitation of a portfolio of donors and prospects
- Worked closely with the Manager of Prospect Research to screen and rate prospects and organized weekly Prospect Review meetings
- Worked closely with the Director of Corporate and Foundation Relations to identify major corporate and foundation sponsors
- Created and implemented an ongoing stewardship plan when gifts were received

### **Franklin Pierce University, Rindge, NH (April, 2003 to June, 2006)**

Assistant Director of Development, Annual Fund, Development Office

- Accomplished University record for three consecutive years by reaching the Annual Fund goal prior to the end of the fiscal year. Increased the annual program contributions by 90% over three years
- Coordinated the Phone-a-thon program (improved the program in three years by 120 percent). Supervised a staff of 60 students, including recruiting, interviewing, training, and motivating the student callers
- Coordinated direct mail solicitation- Created Solicitation material (letters, Scripts, brochures, etc.)

- Developed Senior Class Gift Program in order to enhance seniors' involvement and participation in the Annual fund
- Implemented and promoted the President's Council to rated prospects, Trustees and friends of the University
- Initiated, coordinated and promoted the Athletic Council to local businesses to maximize potential giving to the Athletic Department
- Created, implemented and introduced the new Athletic Council to Alumni, parents, and friends to increase participation and maximize the yearly gifts to Athletics
- Organized Pierce Parent Association program
- Interacted with major donors and prospects about special projects, scholarship programs and giving opportunities
- Developed and implemented a comprehensive approach to prospective donor identification, cultivation, and solicitation of restricted and unrestricted contributions

**Franklin Pierce University, Rindge, NH, (January, 2002-March, 2003)**

Experience Director, Department of Residential Life

- Managed a residence hall and supervised a staff of six Resident Assistants to ensure the safety and well-being of 180 freshman students living away from home for the first time
- Advised and participated in educational and social programming in conjunction with Residential Life and other departments on campus
- Worked closely with Campus Safety, Health Services, Counseling, Academic Services, Career Planning & Placement, faculty, staff and parents to support students in their academic and personal development
- Served as an advisor and mentor for international students helping them integrate with the campus community and the customs and culture of the United States

**Franklin Pierce University, Rindge, NH (March, 2000-December, 2001)**

Graduate Assistant, Athletic Department

- Helped to coordinate campus-wide events and assisted with special projects
- Supervised up to 400 student athletes participating in the Pierce Pride Program
- Organized Juniors Night program which hosted approximately 100 children from the local community
- Built positive relationships between the University and members of the local community

**Professional Soccer Experience:**

**Phantoms of New Hampshire, Hudson, NH (March, 1999-August, 2000)**

- Played in USISL league
- Participated in charitable events and summer soccer camps

**Nejmeh Soccer Club, Beirut, Lebanon (April, 1992-November, 1998)**

- Played in the Lebanese Major Soccer League for the most popular team in Lebanon
- Won the Lebanese Open Cup in 1994, 1996, 1997
- Won the 1996 Viceroy Cup
- Represented the club in charitable events

**Education:**

- **Franklin Pierce University, Rindge, NH**

Master of Business Administration in Leadership, 2002

- **Beirut Arab University, Beirut, Lebanon**  
Bachelor of Commerce in Accounting, 1996

#### **Certifications:**

- **Lean Six Sigma, Yellow Belt** (July, 2017)
  - o Leading the Culture of Operational Excellence in Higher Educations through Lean Six Sigma

#### **Continuing Education:**

- **Salesforce Higher Ed Summit**, San Diego, CA (April, 2019)
- **AGB Foundation Leadership Forum**, Los Angeles, CA (January, 2018)
- **P3|Higher Education Summit**, San Diego, CA (October, 2017)
- **NCCI Conference, Network for Change and Continuous Innovation**, Minneapolis, MN (July, 2017)
- **AGB Foundation Leadership Forum**, Naples FL (January, 2017)
- **AOA Conference - Partners in Achieving Student Success**, San Diego, CA (January, 2017)
- **Intentionally Designed Endowment Forum**, Portland, OR (November, 2015)
- **Reeher Vista Executive Conference**, Minneapolis, MN (September, 2015)
- **Higher Expectations**, CASE District VI, Denver, CO (January, 2015)
- **Practical Planned Giving, Crescendo Interactive**, Chicago, IL (September, 2013)
- **Winter Institute for Chief Development Officers**, The Roles of the Chief Development Officer Beyond Fundraising, CASE, Fort Meyer, FL (February, 2013)
- **Institute for Chief Academic Officers and Chief Advancement Officers**, Council of Independent Colleges Orlando, FL (November, 2011)
- **Running a Successful Capital Campaign**, Institute for Charitable Giving, Chicago, IL (February, 2011)
- **Planned Giving: Getting the Proper Start**, The Center on Philanthropy, Indiana University (July, 2010)
- **A Morning with Jerold Panas**, CONFR's Fall Conference, Bedford, NH (October, 2008)
- **A Meeting of the Minds**, "CASE District I & II", New York City, NY (February, 2007)
- **The Art of the Cold Call**, CASE, Online (October, 2006)
- **The Art of Asking**, Institute for Charitable Giving, Chicago, IL (April, 2006)
- **Successful Annual Giving Strategies**, CASE, San Diego, CA (November, 2004)

#### **Technical Skills:**

- Microsoft Word, Microsoft Excel, Photoshop, Power Point, Dream Weaver, Paint Pro Shop, Internet, Raiser's Edge, Aims Database System, Crescendo, Banner, Reeher, Fundraiser Performance Management, Ascend, Guided Fundraiser, Zoom, Go-to-Webinar, Webex, LinkedIn Sales
- Multilingual (English and Arabic)
- Extensive National and International travel experience

#### **Professional Honors & Awards:**

##### **CASE District VII Awards of Excellence, February, 2021**

- **Alumni Relations Programs: Alumni Relations Pivot during the Pandemic**  
Bronze Award: California State University, Chico, "Wildcat Connect Webinar Series"
- **Photography: Series of Related Photographs**  
Gold Award: California State University, Chico, "Together Apart "

- **Publications: Individual Advertising Marketing**  
Silver Award: California State University, Chico, "Billboard to Uplift our Community"
- **University Communications: Communication Pivot during the Pandemic**  
Bronze Award: California State University, Chico, "Are You In" Enrollment Campaign
- **University Communications: Feature Writing**  
Bronze Award: California State University, Chico, "The Digital Divide"

#### **CASE International Awards, June, 2020**

- **Photography: Series on the Camp Fire**  
Platinum Award: California State University, Chico, for Excellence in Photography
- **University Communications: Profile Writing**  
Bronze Award: California State University, Chico for Chico Statements story "From Now On."

#### **CASE District VII Awards of Excellence, January, 2020**

- **University Communications: Issues and Crisis Management:**  
Gold Award: California State University, Chico, "Response to the Unprecedented Camp Fire"
- **Publications: General Interest Magazines, *Chico Statements***  
Gold Award: California State University, Chico, "Camp Fire Special Issue"
- **Fundraising Programs: Targeted Campaigns**  
Gold Award: California State University, Chico, "The Wildcats Rise Fire Recovery Fund"
- **Publications: Designs | Covers: Chico Statements**  
Gold Award: California State University, Chico, "The Rise of Megafires"
- **Fundraising Programs: Special Events- The Campaign for Chico State**  
Silver Award: California State University, Chico, "The Launch of Transform Tomorrow"
- **Publications: Designs | Illustrations: Chico Statements fall 2018 cover**  
Silver Award: California State University, Chico, "The Rise of Megafires"
- **Publications: Covers | Annual Report 2017–18**  
Silver Award: California State University, Chico, "Unlocking Our Potential"
- **Fundraising Publications: Annual Reports & Fund Reports**  
Silver Award: California State University, Chico, "Unlocking Our Potential"

#### **CASE District VII Awards of Excellence, January, 2019**

- **Fundraising Publications of the Year: Annual Reports & Fund Reports**  
Gold Award: California State University, Chico, "A New Day"
- **Fundraising Programs: Targeted Campaigns**  
Bronze Award: California State University, Chico, "Chico State Giving Day"
- **University Communications: Best Article of the Year**  
Grand Gold Award: California State University, Chico, Chico Statements article, "Restless Dreamers"
- **University Communications: Best Articles of the Year**  
Gold Award: California State University, Chico, "Issues and Crisis Management Response to On-Campus Student Suicide"
- **University Communications: Best Articles of the Year**  
Silver Award: California State University, Chico, "University Tackles Most Basic Needs: Housing and Hunger"
- **Fundraising Publications of the Year: Annual Reports & Fund Reports**  
Gold Award: California State University, Chico: Chico State Annual Report: A New Day



#### **CASE Circle of Excellence Award, June, 2019**

- **Photography: Series of Related Photographs**  
Bronze Award: California State University, Chico, "Restless Dreamers"
- **Strategic Communications: Issues and Crisis Management**  
Bronze Award: California State University, Chico, "Camp Fire"

#### **REEHER, Vista Awards, September, 2018**

- **Peak Performance Award**  
Increasing Annual Giving Dollars & Donors during the same year

#### **CASE District VII Awards of Excellence, January, 2018**

- **University Communications: Best Articles of the Year**  
Gold Award: California State University, Chico, "In the Wake of Crisis"
- **Publications: Specialty Pieces**  
Silver Award: California State University, Chico, "The Chico Experience Week Z-Guide"

#### **CASE Circle of Excellence Award, June, 2017**

- **Publications: Annual Report & Honor Role of Giving**  
Silver Award: California State University, Chico, Annual Report and Honor Role of Giving

#### **CASE District VII Awards of Excellence, January, 2017**

- **Publications: General Institutional Relations Publications**  
Gold Award: California State University, Chico, "Experience Excellence Brochure"
- **Fundraising Programs: Best Practices in Fundraising**  
Gold Award: California State University, Chico, "Tower Society Leadership Giving Program"
- **Advancement Services Programs: Best Practices in Advancement Services**  
Silver Award: California State University, Chico, "Student Philanthropy Council"

#### **CASE District VII Awards of Excellence, February, 2016**

- **Alumni Relations Programs: Programming for Special Constituencies**  
Silver Award: California State University, Chico, "Wildcat Welcome 'C' Photo"
- **Alumni Relations Programs: Marketing and Branding**  
Bronze Award: California State University, Chico, "Transition to a Non-Dues Association"
- **Publications: Fundraising Publications—Annual Reports and Fund Reports**  
Silver Award: California State University, Chico, "University Foundation Annual Report"

#### **CASE District VI, Awards of Excellence, November, 2014**

- **Alumni Relations Best Practices**  
Platinum Category: Silver Award
- **Annual Scholarship Fundraising Best Practices**  
Platinum Category: Silver Award

### **Franklin Pierce University, Profile of Excellence, October 2013**

- People chosen for Profiles of Excellence are alumni, faculty, or staff who have distinguished themselves through academic excellence, career achievements, or community service, or who have otherwise contributed to Franklin Pierce in a remarkable way.

### **Nejmeh Sporting Club, Notable Player, August 1998**

- Nejmeh Sporting Club commonly known as Nejmeh SC, is a professional multi-sports club based in Beirut, the capital of Lebanon. It is most famous for its association football club, which competes in the Lebanese Premier League, the top division football league in the nation. Nejmeh SC is considered one of the most popular football teams in Lebanon. The club was established in Beirut in 1945.

### **Philanthropy Advisory & Consultancy Experience**

#### **Beacon College, July 1, 2014 to June 30, 2015**

- Conducted a comprehensive analysis of the development program from organisational structure, data infrastructure, resources, revenue pipeline, data management systems, volunteer engagement and helped in creating the case for support. Provided a report on findings and recommendations for implementation. Also, produced a road map strategy for donor's engagement and maximizing philanthropic giving including revenue pipeline and reports templates & matrixes.

#### **LaGrange College Advancement Roundtable, LaGrange, GA (March, 2015)**