



BERNADETTE MALDONADO

Expertise

Leadership

- Mission Minded
- Change Management
- Service Leadership
- Coaching and Motivation
- Constituent Engagement
- Process and People
- Self-Aware
- Liaison and Ambassador

Technical

- Operations and Personnel Functions
- Organizational Design/ Restructuring
- Public Speaking
- Develops Policies
- Budget Analysis and Forecasting
- Performance Management
- Ellucian Advance™ CRM
- Written and Oral Communications
- Campaign Oversight and Reporting

Human Relations

- Interpersonal and Team Building
- Global Thinker and Creative Problem-Solver
- Collaborative and Independent Decision Maker
- Client Satisfaction
- Empathetic Listening
- Tactful Message Delivery

Awards

University of San Diego

- 15 Year Service
- Exceptional Employee
- Resident Fellow of the Year
- Woman of Impact

Community

- Ruth M. Dixon Achievement Award, Women of Influence

Summary

Leader, Relationship Manager, and Partnership Developer situated to inspire stakeholders' commitment to evolution, uphold industry standards of excellence, and implement high-impact organizational practices while maximizing the social and human capital necessary to guide sustainable, innovative development of the organization.

- Enthusiastic, inspirational, resilient, and **service-leadership professional** who consistently commits to continuous quality improvement of processes and procedures, innovates business approaches and initiatives, and fosters solution-driven collaboration among strategic partners.
- Talented **advancement professional** with 20 years of experience in higher education, including comprehensive campaign development and execution and division-wide infrastructure design and enhancements.
- Effective **relationship-builder** among diverse constituents who creates a transparent environment with clear lines of responsibility and accountability, serving as an ambassador of the organization.
- Motivated **collaborator** with a flexible demeanor, high degree of diplomacy, emotional intelligence, and self-awareness who reliably delivers outcomes that align with the organization's strategic priorities.

Professional Experience

2021 -

Chief Advancement Officer and Executive Director of the CCF
Archdiocese of Baltimore, Baltimore, MD

- Responsible for the overall strategic leadership, management, and organization of all the advancement functions of the Archdiocese of Baltimore and the Catholic Community Foundation (CCF) that yield more than \$20 million in annual fundraising attainment, including the Archbishop's Annual Appeal for Catholic Ministries, the Partners in Excellence Scholarship Program, major and principal gift cultivation, corporate and foundation relations, planned giving, and parish and schools giving and stewardship programs.
- Work with the Archbishop of Baltimore, the Vicar General, and other senior leadership colleagues to establish fundraising priorities and create the goals and objectives that build the Archdiocese's visibility, impact, and financial resources.
- Serve as a change agent, rebuilding the Archdiocese's fundraising model and team to align with industry best practices from the higher ed environment, emphasizing the growth of a robust major gifts program and a culture of philanthropy throughout the organization.
- Lead, coach, and motivate a 15-member advancement team with anticipated growth to 24 professionals.
- Develop and manage the department's prospect management protocols and procedures while maintaining an active portfolio of prospects in various stages of the moves-management system.
- Serve as a senior advisor to the archbishop and manage his donor meetings and various external relations opportunities.
- Developed and executed strategies for new and expanded donor development opportunities, including creating and implementing a robust, multi-media, and multi-channel advancement communications and marketing plan designed to attract new donors and retain current donors.
- Created a donor engagement and retention strategy, including timely acknowledgment of gifts, unique recognition societies, and appropriate engagement opportunities for donors across all giving levels.
- Foster and maintain pastor and school relations related to diocesan and local fundraising initiatives to encompass over 140 parishes (or pastorates) and 40 Catholic schools.
- Participate in executive leadership team meetings, working groups, and special planning meetings and events supporting schools, evangelization efforts, parishes, clergy, and social ministries.

2018 - 2021

Assistant Vice President for University Relations
University of Maryland, College Park, MD

- Oversaw and executed a multi-faceted advancement program to ensure the fundraising success of the \$1.5 billion *Fearless Ideas* Campaign, including oversight of campaign and donor engagement strategies, outreach events and communications, volunteer engagement and stewardship, and the campaign close strategy and stewardship plan.
- Managed a robust portfolio of highly rated donors and prospects that includes relationship management of the trustees to secure major and principal gifts while building strong relationships with academic and campus leadership to articulate the case for support and effectively match donor interests with the university's funding needs.
- Provided oversight of central advancement services and led five essential teams/departments – Board Operations and Volunteer Engagement, Campaign, Donor Relations and Stewardship, Prospect Management &

Service

Community Involvement

- St. Louis Clarksville School, Board Member
- CCS, Advisory Board Member
- Career Services Leader in Residence, San Diego State University
- Reality Changers, Action Team Member
- San Diego County Registrar of Voters, Assistant Precinct Inspector
- Women of Impact Leadership Circle, Member
- Women Living with Purpose, Co-Founder

Immaculata Parish, San Diego, CA

- Parish Life Committee, Member
- Religious Education Program, Catechist and Youth Minister

University of Maryland

- President's TerrapinSTRONG Advisory Council, Member
- University Relations TerrapinSTRONG Committee, Chair
- Inauguration Implementation Committee, Member
- COVID-19 Residential Life Response, Case Manager

University of San Diego

- Alumni Association, Volunteer
- Campus Assault Resource and Education, Advocate
- Commencement Committee, Vice Chair
- Community Engagement Committee, Member
- Hansen Summer Institute, Selection Committee Member
- Institutional Review Board, Representative
- Leadership Institute Council, Alumni Member
- Mentorship Institute, Mentor
- Wisdom for the Real World Program, Resident Fellow
- The USD Way Culture of Care, Ambassador

Research, and Special Events - upholding a customer-service-oriented and donor-centric advancement services model.

- Aligned central donor support functions, developed and maintained key donor recognition policies and procedures, oversaw unique donor and prospect experiences with the university, ensured the integrity of constituent data and adherence to legal privacy requirements and ethical standards, advised on prospect assignments, as well as designed the relationship and proposal pipeline management protocols that are necessary for effective prospect development, relationship management, and moves management of the prospect pool.
- Served as the University of Maryland College Park Foundation's (UMCPF) Vice President and Corporate Secretary with oversight of the Board of Trustees volunteer engagement opportunities and the board's operations, as well as supporting efforts directed towards effective board governance and operational practices/protocols and functioning as a vital member of the relationship management team that supports the UMCPF President and UMD President's cultivation and solicitation of Board members.
- Oversaw and manage the Board of Trustees volunteer identification and pipeline, methodology, recruiting and onboarding processes and experiences, and effective board retention and engagement programs and strategies emphasizing diversity, inclusion, and best governance practices.

2016 - 2018

Executive Director of Campaign

Creighton University, Omaha, NE

- Directed and grew advancement communications and brand development related to alumni engagement, annual giving, and campaign fundraising activities.
- Implemented and directed campaign communications working with internal and external marketing professionals to create campaign materials and integrate milestones into ongoing public relations outreach, positioning the university's president and leadership as the faces of the campaign and the experts in creating the institution's future.
- Oversaw the strategic direction and management of a \$650 million comprehensive campaign across the university's nine schools and colleges, including the implementation of ongoing professional development and education for the deans and their development teams about the nature of a comprehensive campaign, the behaviors and strategies for the achievement of campaign's objectives, and the expectation of communications sequencing around the campaign's milestones.
- Built, implemented, maintained, and evolved the campaign plan, which included orchestrating and motivating the deans, faculty, trustees, and other stakeholders to achieve campaign momentum and milestones.
- Responsible for all volunteer oversight, including the recruitment, management, and motivation of campaign leadership volunteers, and provided strategic direction and staffing for Trustee and Campaign committees.
- Oversaw, directed, and created strategic campaign and stewardship events by working closely with Donor Relations, Alumni Relations, and President's Office teams.
- Developed and maintained strategic relationships with colleagues in University Relations and across academic and administrative units to ensure campaign strategy and messaging consistency and managed information sharing, transparency, coordination, and collaboration among colleagues in University Relations and across campus.
- As a member of the senior leadership team, oversaw appropriate university-wide policies and procedures regarding gifts, naming opportunities, and campaign practices.
- Led initiatives to identify and cultivate new donors and participated in strategy meetings for principal gifts prospects to help ensure that planning was consistent with campaign strategies and priorities.
- Managed the campaign budget and oversaw the strategic direction, use, and distribution of campaign communications materials.

2006 - 2016

Director of Campaign Operations/Special Assistant to the Vice President

University of San Diego, San Diego, CA

- Planned and implemented policies, procedures, and reporting standards for the university's \$300 million comprehensive campaign, oversaw all campaign activities and collaborated on designing and producing all campaign marketing collateral.
- Cultivated and maintained an excellent relationship with campaign counsel, Grenzebach, Glier, and Associates.
- Delivered oversight and leadership to 14 campaign volunteer committees, partnered with the Campaign Steering Committee to support their campaign-related prospect screening and solicitation, and coordinated efforts among the development fundraising team and the volunteer members.
- Led, motivated, and coached direct reports to peak performance levels and influenced the accomplishments of indirect reports through staff recognition activities, thereby increasing the quality of client service, productivity, and overall morale.
- Established and oversaw the division's business systems processes, protocols, and customer satisfaction in all areas relating to the division's multi-faceted activities, outreach, and initiatives, including the president's preparation and

participation at high-profile, university-wide events and external events fundraising events/activities.

- Served as a vice president's Advancement Leadership Team (ALT) member and consulted routinely with ALT and other senior-level personnel to evaluate and plan university-wide strategies and division initiatives.
- Built strong relationships with division colleagues and academic and administrative leaders across campus.
- Led and administered special constituent engagement programs for volunteers and potential benefactors to the university that included a volunteer council of 40 C-level alumni.
- Managed a portfolio of prospects on behalf of the vice president, emphasizing timely outreach and sole focus on principal gifts.
- Redesigned and implemented reporting and other accountability tools resulting in enhanced communication of results, analysis of fundraising trends, and timely responses to queries for performance metrics.
- Launched and maintained various data records and survey instruments vital for benchmarking and continuous improvement.

2003 - 2006

Assistant to the Academic VP/Institutional Review Board Coordinator

University of San Diego, San Diego, CA

- Promoted from Administrative Assistant for Engineering Programs (2001-2006).
- Functioned as a reliable resource who represented the Provost and inspired strong working relationships with internal and external constituents that included Trustees, the president, the Executive Leadership Team, deans, faculty, high-ranking administrators from other institutions, and community-wide leaders/dignitaries, while successfully utilizing problem-solving skills to address and resolve inquiries and concerns.
- Planned and executed all facets of special events, primarily in relation to the Provost's fundraising activities and strategic partnerships, with duties that included formulating successful organizational approaches, forecasting and operating within prescribed budgetary parameters, providing site management, and interfacing and sustaining a rapport with special guests.
- Managed the activities of the Institutional Review Board (IRB) with essential duties that included recommending and implementing IRB operational procedures and compliance measures in relation to federal regulations, state laws, institutional guidelines, and best practices, and accurately managing approximately 900 research project files and the integrity of the electronic database.

Education

Master of Arts in Leadership Studies

University of San Diego, San Diego, CA

Bachelor of Arts in Philosophy

University of San Diego, San Diego, CA

Magna cum laude

Executive Leadership Coaching Certification

University of San Diego, San Diego, CA School of Education and Leadership Sciences

Professional Development

Professional Societies

- International Council Stewardship Council (ICSC), Member
- Association of Fundraising Professionals, Maryland Chapter, Member
- Association of Governing Boards (AGB)
- Council for the Advancement and Support of Education (CASE), Member
- National Association of Presidential Assistants, Member

Conferences

- 2021-2022 ICSC Annual Conference
- 2018-2021 AGB Foundation Leadership Forum
- 2020 CASE DII Regional Conference
- 2019 Big Ten Fundraisers Institute
- 2018-2019 Big Ten Development Conference
- 2017 CASE Summer Institute, Marketing and Communications Track
- 2017 Annual Jesuit Association of Administrators Conference Campaigns Track
- 2015-2016 Leadership for Change Group Relations Conference

BERNADETTE MALDONADO

Key Accomplishments

2021 - 2023

Chief Advancement Officer and Executive Director

Archdiocese of Baltimore and the Catholic Community Foundation, Baltimore, MD

- Strategic engagement of the Archbishop of Baltimore, the Vicar General of the Archdiocese of Baltimore, and other members of the archbishop's leadership team as exhibited by:
 - Partnered with the Archbishop and the Vicar General to transform donor engagement and fundraising activity, closing more than \$400K in new commitments over 16 months.
 - Leveraged the archbishop and the leadership vision of the outgoing Chancellor of Catholic Schools to create and launch a \$2M targeted fundraising campaign that leveraged the Chancellor's retirement as a catalyst for growing the fundraising attainment related to the archdiocese's strategic growth of its schools.
 - Engaged the archbishop's leadership team in the stewardship of existing principal and major gifts while also expanding the partnership of these leaders in new cultivation and solicitation activity, resulting in over \$1M in planned solicitations with these partners and Advancement during FY23.
 - Actively collaborated with the Chief Financial Officer, regional Vicars, and other archdiocesan leaders to shape and develop broad fundraising priorities that advance the Archdiocese of Baltimore, especially the urban vicariate reorganization of 60 parishes, an initiative known as *Seek the City to Come*.
- Expanded the donor base as shown by:
 - \$2.5M in fundraising attainment during FY23 Commitment Weekend towards an \$8.5M annual appeal goal, signifying approximately a \$450K increase over FY22 and the highest performance of Commitment Weekend over the last five years, surpassing pre-pandemic totals.
 - Increased donor retention and mitigated against lapsed donors, yielding approximately \$500K in revenue stability for the annual appeal.
 - Launched and executed the annual Partners in Excellence Giving Day, raising over \$200K in one day of giving and surpassing the targeted goal of \$125K. This targeted mass solicitation campaign was the most successful in the program's 20-year history.
 - Secured new funding from corporations and foundations, expanding this source of philanthropy by seven percent for FY23 YTD.
- Identified and established best practices for continued fundraising success as evidenced by:
 - Creating and implementing a prospect management system that resulted in portfolio growth and realignment, leveraging unique prospect engagement scores to shape a high-value and high-worth prospect assignment pool.
 - Transforming donor acknowledgment and receipting processes, eliminating burdensome manual processes, and implementing automated workflows. This overhaul allows the department to deliver timely acknowledgments to donors within 48 hours, whereas previously, this critical communications and stewardship task could take up to six weeks to reach donors.
 - Developing and implementing several standard operating procedures (SOPs) that either did not exist or were outdated, leading to department standards of excellence in donor acknowledgment, donor recognition, gift acceptance, and administration and Advancement training modules.
 - Creating the first Advancement Marketing and Communications group embedded within the Advancement Department, multiplying the proactive reach of the department to its audiences, and expanding the collaboration among this team and the archdiocese's central communications team.
 - Building a new team culture of collaboration, committed to professional growth, rebuilding from a team of seven to a team of 15 with additional expansion planned for the remainder of FY23.
- Demonstrated a commitment to diversity, equity, inclusion, and belonging, as proven by:
 - Expanding the outreach to the Hispanic Community and adapting annual fundraising strategies that align with this Community's sense of identity regarding giving.
 - Sourcing Advancement position openings to non-traditional job boards, yielding a diverse candidate pool.

- The current team has members across gender, ethnic, and generational lines that provide the advancement program with various perspectives aligned with the lived experiences of donors and constituents served by the Archdiocese of Baltimore.
- Creating and launching a robust Advancement onboarding program for newcomers, specifically designed to offer these professionals a sense of belonging beyond the first day on the job while bolstering the entire team culture and expanding their sense of community.

2018 - 2021

Assistant Vice President for University Relations

University of Maryland, College Park, MD

- Strategic campaign activity resulted in the accelerated cultivation and solicitation of major gift prospects (MGP) as demonstrated by:
 - An 84% MGP attendance rate for FY21 campaign events to date (compared with 68% for FY20).
 - MGPs who attended FY21 events gave north of \$2 million to support the Clark Challenge for the Maryland Promise Program, and \$435,000 in new commitments to this fundraising priority was closed a few weeks after the event.
 - Additionally, the audiences included future supporters with a total proposal value of \$1.5M expected to close within the campaign.
 - Executing the strategy for the Fearless Ideas Campaign has resulted in \$1.409 billion raised to date, or 94% of the \$1.5 billion campaign goal achieved 88% of the time.
- Successful acquisition and implementation of two cloud-based software solutions, Blackbaud's Fundraising Performance Management (FPM) and Campus Logic's Scholarship Universe (SU).
 - FMP has transformed the university's major gifts culture and pipeline, as evidenced by the following statistics (14 months post-implementation):
 - \$134.6 million was raised against the \$175 million FY21 goal or 76.9% of FY21 fundraising goal achieved by 63% of the time.
 - 5% increase in dollars raised to date compared to FY20, or \$30 million ahead of the same time last year
 - 21,036 donors to date, up 6.8% compared to FY20
 - FY21 Gift Officer Activity
 - 3,196 visits, an increase of 5.7% over FY20 at the same time
 - 786 first-time visits, an increase of 11% over FY20 at the same time
 - 26,636 contacts, an increase of 0.8% over last year at the same time
 - SU is in phase one of implementation with an investment under \$500,000 and a projected total benefit of \$7.6 million, or 1,850% return on investment. This platform will allow for unprecedented collaboration between University Relations and the Enrollment Management teams, and it will enhance access and streamline scholarship application processes of over 3,000 scholarship funds.
 - Created and supported presidential activity that resulted in the following during the first six months of the new university president's tenure (in the backdrop of the pandemic):
 - Launched the 1856 Society honoring donors with lifetime giving of \$1 million and above, with nine new society members added in the Fall of 2020.
 - Since July 1, sent 101 acknowledgments of \$100,000 and above gifts, 183 holiday cards, and 90 birthday cards to University of Maryland College Park Foundation (UMCPF) Trustees and the 1856 Society members.
 - Over 30 individual meetings, calls, or correspondence with principal gift donors/prospects.
 - 10 speaking engagements (and five more on the near-term horizon) with University Relations-led volunteer boards.
 - Improved and evolved the UMCPF Board of Trustees' culture, especially related to the areas of Trustee recruitment and Board performance aimed toward increasing the Board's philanthropy with outcomes that include:
 - Reduced the size of the Board from 65 to 50 elected members.
 - Overhauled the New Trustee Orientation Program from a half day of "talking heads" to a four-phase, high-touch immersion experience such that new Trustees are well prepared to participate in and be part of the Board of Trustees by the time of the first annual Board meeting each October.
 - Created a Trustee mentor program and identified a cohort of current Trustee mentors that would enrich the experience of new Trustees joining the Board while also serving as an engagement opportunity for the Trustee mentors.
 - Developed an emeriti legacy program, along with a new set of criteria and a defined role, that is a prestigious giving society exclusively for select past members of the UMCPF Board of Trustees.

- Create individual Trustee stewardship and engagement plans.
- Built a robust Board of Trustees Recruiting Pipeline, which was non-existent upon my arrival, now with well over 180 potential candidates for membership and 71% growth in the pipeline from FY20 compared with FY19.
- Developed and executed a multi-year strategic plan for the central Donor Relations and Stewardship department with outcomes that include:
 - Reduced critical team morale issues and operational inefficiencies, built trust, and secured the team's buy-in for necessary operational changes, and rebuilt the team reputation as a credible, creative, and responsive service provider for the University Relations' development operation.
 - Grew the stewardship and reporting functions in the department resulting in the delivery of over 1,500 endowment impact reports; the creation of five customized impact reports for principal gift donors; a fund audit of over 3,000 scholarship funds across campus, and an increase in pledge fulfillment as the result of an overhaul to the pledge reminder system.
 - Created two new giving societies, one for donors at or above \$250,000 in lifetime giving and one for donors at or above \$1 million in lifetime giving.

2016 – 2018

Executive Director of Campaign

Creighton University, Omaha, NE

- Identified, selected, and engaged with the external branding agency 160over90. As the university's advancement communications partner, envisioned, developed, and implemented the institution's first-ever advancement brand in preparation for launching a bold campaign brand.
- Created and delivered the current campaign theme and the case for support, which precipitated further necessary strategic alignment with the university's executive leadership team and key stakeholders about the campaign fundraising priorities.
- Implemented and executed two new strategic campaign event models, Campaign Leadership Briefings and Weekend with the President events, with both engaging principal and leadership gift prospects to secure their campaign commitment and for reaction and input around early goal priority setting and messaging.
- Worked with the senior director for strategy and research, realigned major gift officers' proposals in the system with an emphasis on creating a major gifts culture, developed a robust proposal pipeline to gauge fundraising projections, and enhanced the communications and outreach by the Annual Giving team.
- Orchestrated and motivated the recruitment of the campaign's leadership volunteers, launching two key campaign committees emphasizing strategic prospect screening and augmenting outreach during the campaign's quiet phase.
- Initiated a culture shift by developing a systematic moves-management process for the top 150 prospects within the principal gifts team portfolios and engaged this team in long-term strategic planning of the cultivation and solicitation of these prospects.
- Led discussion and reassessment of campaign ratings for top prospects to create a more accurate depiction of the campaign pyramid and to refocus the strategy for achieving success in both the campaign's quiet and public phases.
- Developed and implemented a series of campaign orientations and ongoing professional development workshops for the development team and the deans.
- Partnered with the provost and deans to negotiate and decide upon the campaign fundraising priorities and goals for each of their units.

2006 - 2016

Director of Campaign Operations/Special Assistant to the Vice President

University of San Diego, San Diego, CA

- Spearheaded and institutionalized the division's first Giving website, which significantly raised the profile of the university's donors through impactful storytelling, provided a vehicle for online giving, thereby increasing philanthropic support to the university, and established the prerequisite infrastructure for the campaign website.
- Successfully created and rolled out the campaign operating plan that included campaign readiness, screening activities to test for goal feasibility, and functional staff and systems alignments.
- Initiated and led the university's commencement protocols for distinguished and honored guests, which included innovating branded marketing communications, special stewardship functions, and a systematic, centralized tracking database for commencement speakers and honorary degree recipients throughout the university's history.
- Created and enhanced the division's advancement activity data collection to capture the president and vice president's cultivation and solicitation metrics that resulted in optimal time allocation and forecasting of the principal gifts pipeline.
- Developed and implemented the university's gift acceptance and naming opportunities guidelines that culminated with a comprehensive inventory of existing named and available spaces campus-wide and integrated donor intent where appropriate.
- Implemented a high-touch program for alumni legacy admission applicants, which included communication strategies to improve service effectiveness and stewardship.

2003 - 2006

Assistant to the Academic VP/Institutional Review Board Coordinator

University of San Diego, San Diego, CA

- Led and executed the re-engineering of office physical space, business processes and staff structure that resulted in higher team morale, optimal strengths-based team performance, stronger service delivery to all academic affairs units, and permanent budget sourcing for two additional FTEs.
- Initiated and implemented the first online IRB automated submission and approval process,

which yielded faster turnaround time and streamlined communication channels among principal investigators and IRB committee members.

- Designed and launched Academic Affairs' web presence through collaborative relationships as a member of the university's Web Redesign Committee, and this effort resulted in heightened profile raising of the university's faculty and their scholarly contributions.
- Strategically managed the multifaceted annual Kyoto Prize Symposium while stewarding relationships with key external stakeholders and launching the inaugural university scholarship component available to local and international high school students. This effort has resulted more than \$1 million in university scholarship funding to high school students to date and the outsourcing of the administrative process to a local, prominent foundation.