



Thomas A. Golden, Jr.  
*City Manager*

Shawn Machado  
*Assistant City Manager*

February 14, 2023

Mayor Sokhary Chau  
and  
Members of the City Council

RE: Planning Board Appointment, Associate Member

Dear Mayor Chau and Members of the City Council:

Pursuant to the authority specified under Mass. G.L. Chap. 41, sec. 81A and City Code §9-15, it is with pleasure that I am appointing Allison Dolan-Wilson as an associate member to the Planning Board with a term expiring September 1, 2027.

Confirmation by the City Council is required for this appointment and is hereby requested.

I have attached her resumé for your review. I would be happy to answer any inquiries you may have concerning this appointment.

Very truly yours,

Thomas A. Golden, Jr.  
City Manager

cc: City Clerk  
Yovani Baez-Rose, Asst. City Manager/Director DPD  
Planning Board

City Solicitor  
City Auditor  
MIS

# Allison M. Dolan-Wilson

---

## EXPERIENCE

**NORTHERN ESSEX COMMUNITY COLLEGE**

**July 2019-Present**

**Vice President, Institutional Advancement  
Executive Director, NECC Foundation, Inc**

Report to: President

*A member of the president's executive team and cabinet. Create and oversee the strategy of the following areas: Fundraising, Marketing and Communications, Alumni Relations, Grants, Institutional Effectiveness, Strategic Planning, Career Services, and Center for Corporate and Community Education.*

- Manage 30 professional staff over all departments.
- Increased yearly average of total annual giving by 300% through direct marketing while significantly increasing the yearly number of new donors, decreasing the average age of giving, and increasing the average size of gifts.
- Increased endowment by 25% over three years.
- Created and managed an ad hoc planning committee focused on enrollment in Fall 2020, effectively increasing yield by 5%.
- Oversaw the college's latest strategic planning process from input to execution.
- Reengineered marketing strategy for Corporate and Community Education.
- Conceived and implemented an organizational restructuring for Marketing and Communications and Institutional Effectiveness to better serve the college and optimize resources.
- Created a stewardship strategy and implemented three new giving societies including: planned giving, leadership giving, and loyalty giving.
- Oversaw the creation of new processes and policies including data governance, grants, gift acceptance, and marketing requests.
- Oversee the NECC Foundation Board made up of more than 30 volunteer professionals with fiduciary responsibility for the college's endowment.
- Introduced new policies and procedures for the Foundation including a comprehensive gift acceptance policy.

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

**April 2014-July 2019**

**Executive Director, Alumni Relations (2014-2019)**

Report to: CEO, MIT Alumni Association

*Oversaw the strategy of the Institute's alumni relations programs including Reunions, Regional and Class Programming, Travel Program, Alumni Education, Career Services, Student and Alumni Relations, Parents Association, and Events. Created partnerships across the Association and Institute and built bridges between the work of Alumni Relations and Annual Giving.*

- Managed a team of 31 alumni relations professionals with an operating budget of \$1.36 million and budgeted revenues of \$521k.
- Conceived and implemented an organizational reorganization and created events and career services teams.
- Implemented zero-based budgeting for the department.
- Shifted the timing of reunions, resulting in an increase of attendance in desired cohorts and breaking attendance records for key reunions years.
- Created an alumni career services program increasing alumni engagement among the unengaged and in key demographics.

- Oversaw the creation of a graduate alumni council to address the needs of a growing alumni population.
- Manage several key board committees including the strategic change implementation committee and work closely with the board at large
- Increased face-to-face engagement year over year to 26%, a 3% increase over FY14.

### **Interim Executive Director, Annual Fund (Dual Role from June 2016-August 2018)**

Reported to: CEO, MIT Alumni Association

*Managed and led the MIT Annual Fund as well as the Alumni Relations team. Oversaw the strategy of the Institute's Annual Fund including reunion giving, marketing, and participation including direct mail and calling program, stewardship, student giving, and annual leadership giving.*

- Managed a team of 26 annual fund professionals with an operating budget of \$1.07 million.
- Managed an advisory Annual Fund board with 20 members as well as subcommittees.
- Reversed a 5+ year downward slope in donors in FY18 and achieved an overall giving percentage of 25.62% with an undergraduate giving rate of 32.55% and \$87.7 million raised.
- Oversaw the first two giving day programs at MIT, the MIT 24-Hr Challenge, raising \$3.14 million, and garnering 8,673 donors in FY18 alone.
- Spearheaded the successful change of the Independent Residence Development Fund (IRDF) to be donor- and fundraiser-centric, resulting in additional donations to MIT.
- Served as a member of the Annual Giving Directors' Consortium.

**UNIVERSITY OF MASSACHUSETTS, LOWELL**

**2014**

#### **Alumni Relations Consultant**

*Worked with the Vice President of Advancement as well as the Executive Director of Alumni Relations to explore new ways to increase overall alumni engagement. Created a new strategy for the alumni card resulting in 1,600 new requests for a UML alumni card.*

**UNIVERSITY OF CALIFORNIA, IRVINE**

**July 2008-January 2014**

#### **Interim Assistant Vice Chancellor, Alumni Relations (2013 – 2014)**

#### **Interim Executive Director, UC Irvine Alumni Association**

Reported to: Associate Chancellor

*Directed the planning, organization, coordination, and implementation of the campus' alumni programs. Managed a California non-profit corporation with an annual operating budget of \$1.6 million and assets of \$7.7 million.*

*Supervised eight professional and support staff, and oversaw all business strategic planning and management activities for the organization. Built and maintained effective working relationships with key volunteers, faculty, deans, and campus administrators and departments.*

#### **Associate Executive Director, Development and Alumni Relations (2008 –2014)**

Reported to: Executive Director of Alumni Relations

*Planned and directed the University's alumni programs and volunteer relations. Lead and planned the fundraising for the Alumni Scholarship Fund and the Newkirk Alumni Center campaign. Lead the student engagement effort on behalf of the alumni association. Cultivated and developed partnerships with faculty, administrators, and staff to pair campus expertise with constituent needs and to develop programs and partnerships to engage individuals and groups in support of campus and alumni programs/priorities.*

- Provided leadership, vision, planning, and execution of a comprehensive alumni relations and student relations program to create awareness, build relationships, and generate support for UC Irvine's programs, activities, and initiatives.
- Provided leadership, vision, planning, and execution of a development program focused on alumni priorities.

- Secured major gifts for scholarship endowments and served as a lead fundraiser for the alumni center campaign.
- Worked with and help to manage the UCI Alumni Association Board of Directors and alumni volunteers.
- Supervised and managed three full-time staff: Director of Special Events, Student Programs Manager, and Programs Coordinator.
- Oversaw the following UCIAA Board Committees: Programming, Advocacy, Development, Volunteer Relations, and Scholarship.
- Oversaw club and chapter development.
- Oversaw student programming.
- Managed UCImpact, a coordinated effort to help students support their fellow students, the university's strategic planning initiatives, and the university's fundraising campaign priorities.
- Managed partnerships with academic partners, Athletics, and Student Affairs.
- Secured sponsorships and partnerships with local and national companies.
- Managed the UCIAA Scholarship program including: criteria for award, applications, overseeing alumni selection process, and dissemination of awards.
- Oversaw the UCI Care-a-thon, a philanthropic dance marathon.
- Managed budgets in excess of 500k and raised more than 100k in sponsorships to supplement event budgets.

**SAN DIEGO STATE UNIVERSITY**

**2002-2008**

**Director of External Relations (2006-2008)**

Reported to: VP University Advancement, AVP Marketing & Communications

*Managed external relations for San Diego State University through special projects and programs, marketing, communications, special events, advocacy, and campus and community relations.*

- Co-Chair of SDSU Month, a month-long marketing effort celebrating SDSU: secured sponsors and benefit partners, built event calendar, collaborated with entire campus community, and managed the *San Diego Union-Tribune* special insert for SDSU Month.
- Created content, including scripts, for KPBS calendar spots promoting SDSU.
- Managed marketing efforts for marquee events on campus and served as a liaison to faculty.
- Spearheaded SDSU's involvement with the Kyoto Laureate Symposium in conjunction with community leaders, University of California San Diego, and University of San Diego.
- Managed fiscal resources for events and community outreach.
- Managed special events with alumni, high profile donors, public officials, and other dignitaries.
- Managed redesign efforts for University Advancement and The Campanile Foundation web sites, including working with outside vendors obtained through RFPs.
- Served as a member of the Executive Management Group, which advised the Vice President of University.
- Advancement on a variety of issues affecting the division, the university, and the community.
- Spearheaded efforts in department reorganization including: restructuring, creation of UA campus reports, integrated communications, and re-branding efforts.
- Collaborated with the Alumni Association to integrate a membership drive with SDSU Month.
- Managed special admits for the Office of the President with the office of Academic Affairs.

**Communications and External Relations Specialist (2005-2006)**

Reported to: VP University Advancement

*Coordinated special events and projects for SDSU Marketing & Communications, Alumni Association, Government and Community*

*Relations, office of the Vice President for University Advancement, and office of the President.*

- Coordinated all aspects of SDSU Month, including marketing and creative plan, events, publicity, and sponsorships.
- Co-chaired SDSU's Open House committee.
- Coordinated the San Diego component of the international Kyoto Laureate Symposium.
- Represented University Advancement on campus-wide committees including: SDSU Communicators (marketing and communication professionals), SEAT (Special Events Advisory Team), and the University Web committee.
- Acted as the primary coordinator for University Advancement and SDSU's President's Office for a baseball event at Petco Park; worked with SDSU Athletics and Padres Administration on all aspects of the event.
- Built and maintained division web sites; designed and edited division-wide e-newsletter.
- Advised Aztec PRIDE (Philanthropic Role in Development and Education), a student organization that worked presidential and VIP events.
- Supervised student assistants in the Vice President's office.
- Created concepts and collateral for events for BRIDGES, an SDSU women's group.

### **Coordinator for Special Events and External Relations (2002-2005)**

Reported to: Director of Special Events, VP University Advancement

- Coordinated special events from conception to execution; created and designed invitations; and facilitated team meetings.
- Acted as a liaison between University Advancement and all SDSU Colleges and Divisions for SDSU Month.
- Coordinated special projects for the Vice President of University Advancement and the CFO of The Campanile Foundation, SDSU's 501(c)(3) corporation.
- Built and maintained division web sites; designed and edited division-wide e-newsletter.
- Served as the founding advisor of Aztec PRIDE, a student organization that serves the president of the university at development functions.
- Served as the primary contact with colleges and units to coordinate and implement a comprehensive football cultivation and stewardship program.

### **Pinnacle Public Relations and Kane and Associates Public Relations**

**2000-2002**

#### **Publicist (2000-2001)**

*Secured print, online, and electronic press for clients including Wilsons Leather, Mischa Barton, Leelee Sobieski, Leslie Bibb, Stephen Dorff, Kathleen Robertson, Antonio Sabato, Jr., Jorja Fox, Jonathan Tucker, David Boreanaz, and others.*

- Aided in the opening of a boutique PR firm with the two partners as a continuation of the Kane and Associates work.
- Coordinated all aspects of photo shoots, client travel, and premieres.
- Acted as liaison between client and studio or network and conducted celebrity outreach for corporate clothing brand.

#### **Junior Publicist (2000 – 2001)**

*Assisted in the day-to-day publicity activities of high-profile clients such as Matt LeBlanc, Kirstie Alley, David Caruso, Roseanne, and others.*

- Organized press for major events and wrote press releases and bios.

### **Paramount Television Group, Media Relations**

**1999-2000**

#### **Assistant to the Director of Media Relations**

Selected gallery and episodic artwork and assisted with servicing images to press and studio departments.

- Coordinated trade publicity ads and helped brainstorm and facilitate orders for promotional items and gifts.
- Supervised office interns and studio pages.
- Coordinated special events for the president of Paramount Television Group and the studio.

## EDUCATION

**San Diego State University** San Diego, CA August 2008  
Masters of Business Administration – Marketing specialization

**Emerson College** Boston, MA May 1999  
Bachelor of Science in Speech – Public Relations and Advertising

**Emerson College** Well, The Netherlands Fall 1996  
Curriculum focus: cross-cultural awareness and an understanding of global communications

## ACADEMIC AND PROFESSIONAL PRESENTATIONS

“Lowell is a Story of Strong Women.” *InsideLowell* Nov. 5, 2022.

“Making it in the Merrimack Valley.” A presentation on increasing marketing for manufacturing in the Merrimack Valley, presented at MITRE Advanced Manufacturing Trust Showcase (October 2022)

“How Harvard Could Become a Higher Ed Hero.” Glenn, Lane and Dolan-Wilson, Allison, *Commonwealth Magazine*. Mar. 5, 2022.

“Alumni Relations at MIT.” Presented to several international universities and delegations including: Irish Minister for Education and Skills, Kyushu University, Reykjavik University, CASE International Study Tour, Tsinghua University, and more (2015-2018).

“UC Irvine Alumni Relations Overview.” *UCI Administrative Intern Program* (October 2011).

“Bridging the Gap – Annual Giving and Alumni Relations.” *Annual Giving Professionals Network (AGPN) Meeting*, (November 2010).

“Leadership, Recruitment, and Officer Transition of Student Alumni Associations.” *CASE ASAP – Districts VII and VIII Conference* (February 2010).

“Widow First, Candidate Second: Media and the Misdiagnosis of the ‘Widow Effect’.” *Organization for Research on Women and Communication (ORWAC) Conference* (Winter 2009).

## INTERVIEWS AND MARKETING CONSULTANCY

Interviewed for and quoted in:

DiConsiglio, John. “A More Perfect Union: Alumni relations and stewardship officers have the makings of a strong partnership.” *CASE Currents Magazine*. Nov./Dec. 2012, Vol. 38 No. 9: 22-25.

Interviewed by:

The Education Advisory Board for their research into establishing a culture of giving among current students and young alumni. (February 2013).

Integrated marketing, brand analysis, and recommendations. *Del Mar Thoroughbred Club*. San Diego, CA (Fall 2007).

## HONORS AND ORGANIZATIONS

2022/3 Executive Board, Haverhill Chamber of Commerce; Contributor, *InsideLowell*; Board Member, Top Notch Scholars; Corporator, Haverhill Bank; Board Member, Lowell Girls Lacrosse

2021 Haverhill LEADS fellow

2020 YWCA Merrimack Valley Tribute to Women Honoree

- 2018 Massachusetts Institute of Technology Leader to Leader Fellow, a program recognized in multiple categories of HR.com's Leadership Excellence awards, including Best Executive Coaching and Best Use of Team Building.
- 2018 CASE District Awards:
- Alumni Relations Programming for All Constituencies – Hacking for Discrimination (Gold).
  - Special events – MIT Campaign for a Better World Event Series (Gold).
  - Best Practices in Alumni Relations – Faculty Forum Online: Alumni Edition (Platinum Gold).
- 2015 Massachusetts Institute of Technology Managing for Excellence in Advancement.
- 2014 Advancement Leadership Academy Fellow, Inaugural member of the premier advancement leadership development program in the country.
- 2012 CASE District Awards:
- Alumni Relations Programs: Regular Alumni Programs – UC Irvine Homecoming 2011 (Gold).
  - Alumni Relations Programs: Collaborative Programs – Anteater Meet-Up: Philosophy on Tap (Silver).
  - Alumni Relations Programs: New Program Initiatives – Anteater Meet-Ups (Bronze).
- 2011 CASE District Awards:
- Fundraising Programs: Collaborative Programs – Revamped and Reignited: Annual Giving and Alumni Relations Partnerships to Increase Senior Class Giving (Silver).
  - Alumni Relations Programs: Collaborative Programs – The Power of the Pen: Engaging a Campus Community in University Advocacy (Silver).
  - Alumni Relations Programs: Volunteer Engagement and Leadership – Kit & Kaboodle: Revamped
  - Alumni Chapter and Club Program (Silver).
  - Alumni Relations Programs: Regular Alumni Programs – Honoring Alumni and Supporting Student Scholarships (Bronze).
  - Alumni Relations Programs: Student Alumni Initiatives – Creating a Tradition: UCI Care-a-thon: Dance 'Cause you Care (Bronze).
- 2010 Associated Students of UCI, Campus Partner Award
- 2009 CASE District Award:
- Alumni Relations Programs: Regular Alumni Programs – UC Irvine Homecoming 2009 (Gold).
- 2006 President's Top 25 Award recipient, San Diego State University: *In recognition of those who make outstanding contributions to the enhancement of the university.*