VICE PRESIDENT FOR ADVANCEMENT

Kalamazoo College (K) invites nominations and applications for the position of Vice President for Advancement. The next Vice President will be a visionary, innovative leader with a deep understanding of and commitment to the mission, values, and goals of the College and be passionate about philanthropy and crafting fundraising, alumni relations and communication strategies.

Overview

Founded in 1833 as The Michigan and Huron Institute, Kalamazoo College today is a premier liberal arts institution and one of the nation’s 100 oldest colleges and universities. The College’s mission is to prepare its graduates to better understand, live successfully within, and provide enlightened leadership to a richly diverse and increasingly complex world.

Kalamazoo College stands for the liberal arts and sciences and for life-changing experiential education, believing that a liberal arts undergraduate learning experience is the best preparation for a life of service and fulfillment—a life with the highest possible standard of being. Excellence in the liberal arts requires innovation and the courage to change. The K curriculum combines rigorous academics with study abroad, career preparation opportunities, civic engagement, social justice leadership, and a capstone research or creative project in the senior year. These integrated elements foster incredible gains in the ability to think critically, reason analytically, write well, and solve problems, and K has the data (the Collegiate Learning Assessment) to prove it. K does more in four years, so students can do more in a lifetime.

Academic Profile

Kalamazoo College is a selective, nationally renowned, and internationally oriented four-year college of arts and sciences best known for the K-Plan, the curriculum it created and introduced in the 1960s.

K-Plan Highlights:

- **More than 70 percent** of students participate in Center for Career and Professional Development programs and services.
- **Approximately 70 percent** of students participate in a meaningful, immersive international and intercultural study abroad experience through **56** programs in **28** countries. Some students participate in domestic study away programs that include an urban internship experience at the Philadelphia Center, the Washington Center, the New York Arts program, and the Border Studies program.
• **More than 50 percent** of K students participate in course-based or co-curricular service-learning projects through Kalamazoo College’s nationally renowned centers, the Arcus Center for Social Justice Leadership, and the Mary Jane Underwood Stryker Center for Civic Engagement (CCE).

• **100 percent** of students engage in a Senior Individualized Project, an in-depth research or creative project done in the senior year.

**Curriculum**

Kalamazoo College offers 30 majors, 22 minors, five special programs, and 13 concentrations. Every K student will complete a major, demonstrate proficiency in a foreign language, take three Shared Passages Seminar courses, complete a Senior Individualized Project, and fulfill a health and wellness unit. Outside these few requirements, students design their own elective coursework with support from their academic advisor to take full advantage of the liberal arts and sciences curriculum.

**Faculty**

The College’s faculty of nationally and internationally respected scholars is dedicated to developing the strengths of every student, preparing them for lifelong learning, career readiness, intercultural understanding, social responsibility, and leadership. K has 100 full-time faculty members with 96 percent holding a Ph.D. or its equivalent, and of that number, 79 percent are tenured or tenure-track. The ratio of students to faculty is 13:1, and the average class size is 18 students. Faculty are highly engaged with students, working together on research projects, College committees, and community projects.

**Students**

The College enrolls 1,491 students from 38 states and 33 countries. Thirty-four percent of students identify themselves as domestic students of color; about eight percent are international students; 19 percent are the first in their families to attend college; and one in four comes from a family of modest income. The College continues the work to make the K-Plan equitable and accessible to the increasingly diverse group of students choosing K for their undergraduate education.

**Accolades**

Kalamazoo College is consistently ranked as one of the top 100 liberal arts colleges in the nation, and it was named one of 40 Colleges That Change Lives by Loren Pope, higher education expert and former New York Times education editor, describing a group of dynamic colleges that excel at developing potential, values, and initiative, providing the foundation for success beyond college. Kalamazoo College ranks in the top two percent among all U.S. colleges and universities surveyed for students ultimately earning a doctorate, according to the National Science Foundation.
Accreditation

Kalamazoo College is fully accredited by the Higher Learning Commission. In April of 2013, the College received formal notification from the Higher Learning Commission that its accreditation had been continued. The reaccreditation came with no conditions or follow-up on the Commission’s part. The next reaffirmation of accreditation will occur in the academic year 2022-2023.

K is an institutional member of the American Council on Education, the Great Lakes Colleges Association, the National Association of Independent Colleges and Universities, and the Association of American Colleges and Universities.

Campus and Facilities

*Travel + Leisure* Magazine named Kalamazoo College the most beautiful campus among colleges and universities in Michigan, and it’s easy to see why, with its rolling hills and stately brick buildings.

Academic and administrative buildings range from the charmingly historic (Olds-Upton, built in 1928) to contemporary (Arcus Center for Social Justice Leadership). Many buildings have had extensions and renovations over the years, including the Upjohn Library Commons, which had a complete renovation in 2006, and Stetson Chapel, a focal point on the quad, with its impressive bell tower and eight English tower bells. The Arcus Center for Social Justice Leadership was completed in 2014 and was the first in the world dedicated solely to social justice leadership; it’s received international acclaim for its distinctive design.

Approximately 55 percent of Kalamazoo College students live on campus. These students live in one of the six residence halls or one of the Living Learning Housing Units. Three of the residence halls were built between 1925 and 1947, and three were built in the 1960s; developing a plan to modernize these facilities is a goal of the College’s strategic plan. The president’s house is also part of campus, and is known as Hodge House.

The “heart and hearth” of the campus is the Weimer K. Hicks Center, which holds the counseling center, the health center, Student Development, the bookstore, a full-service mail center, Campus Safety, the Richardson Room (a quick-serve café), and many areas for student organizations and recreation. Old-Welles Hall, connected to Hicks, serves as K’s sole formal dining hall.

K’s athletic facilities include Anderson Athletic Center, which was built in 1980 and renovated in 2004, and the Athletic Field Complex, which was rebuilt in 2012 and is home to the field house and varsity/intramural athletic fields. K’s impressive tennis facilities include The Thomas S. Markin Racquet Center, which has four indoor tennis courts; and Stowe Stadium, which includes 11 outdoor tennis courts and stands for spectators. In addition to being the home to Kalamazoo College tennis teams, Stowe Stadium hosts the United States Tennis Association Boys’ 18s and 16s National Championships every summer.

The Fitness and Wellness Center opened in 2016. The center is a two-level, 30,000-square-foot building including a dance studio and a very open and state-of-the-art cardio and fitness area. This building was designed and built considering the sustainability criteria that informs LEED
certification (Leadership in Energy and Environmental Design). The Hicks and Arcus Centers were also built with LEED certification in mind, earning silver certification.

Finally, in addition to its many on-campus features, the College owns the 135-acre Lillian Anderson Arboretum, which includes forest, meadows, and wetland located about seven miles west of campus.

**Kalamazoo Community**

Kalamazoo is a diverse and progressive city, with a metropolitan population of more than 325,000 in scenic southwest Michigan. K’s picturesque campus sits on a hilltop overlooking the downtown area.

The city’s downtown district is within easy walking distance from the campus and other shopping malls, movie theaters, and restaurants are a short bike or bus ride away. Western Michigan University is only a few blocks from K’s campus. Kalamazoo is just 35 miles from Lake Michigan and approximately 140 miles from both Detroit and Chicago on Interstate 94. Kalamazoo/Battle Creek International Airport is served by several major airlines and Amtrak service is available several times a day.

The College maintains close and active involvement with the Kalamazoo community, which supports, among other cultural activities, a symphony, a chamber music society, an art institute, professional baseball and hockey teams, a nature center, and several theatres. Year-round festivals, a monthly gallery-to-gallery “Art Hop,” and a wide variety of restaurants bring additional cultural diversity to the city. The New Yorker magazine has dubbed Kalamazoo “a little Athens” because of the variety and vitality of cultural activities found in the city. For outdoor lovers, the Kalamazoo River Valley Trail offers 22 miles of non-motorized paved-asphalt trail for walkers, runners, and bikers. It connects to the 33-mile Kal-Haven trail, which traverses through small towns and scenic countryside from Kalamazoo to the lakeshore town of South Haven. The cultural offerings of the College, the city, and other colleges in the area, together with the natural beauty of southwest Michigan’s lakes and rolling hills, give Kalamazoo residents an enviable quality of life.

**Strategic Plan**

As it looks toward its third century, Kalamazoo College reaffirms its mission of preparing its graduates to better understand, live successfully within, and provide enlightened leadership to a richly diverse and increasingly complex world.

Kalamazoo College values academic rigor and all components of a liberal arts education embodied in our **K-Plan**; inclusion and equity; **residential experiences** for students that contribute to their growth as leaders; sustainability; and mission-driven creativity and innovation.

By fulfilling the priorities set forth in “Advancing Kalamazoo College: A Strategic Vision for 2023,” K will become the definitive leader in integrating academic rigor with life-changing experiential education in a values-driven community.
The Implementation Plan for 2018-19 includes employing design thinking to enhance curricular and co-curricular offerings; investing in human capital, especially compensation; creating new and adjusting existing programs for traditionally minoritized and marginalized students; building a new natatorium; upgrading instructional spaces; and exploring new ways to engage alumni.

**Administration and Governance**

**Jorge G. Gonzalez** joined the K community as President in July 2016. Previously, he served as Occidental College's vice president for academic affairs and dean of the college from 2010 until 2016 and, prior to that, was a member of the Trinity University faculty for 21 years (1989-2010).

A graduate of the Monterrey Institute of Technology in Monterrey, Mexico, Gonzalez earned his master's degree and Ph.D. in economics from Michigan State University. He is currently the President of the Board of the F.W. and Elsie L. Heyl Science Scholarship Fund and serves on the boards of the Council of Independent Colleges, Bronson Healthcare Group, Kalamazoo Community Foundation, W.E. Upjohn Institute for Employment Research, and Southwest Michigan First.

The Kalamazoo College Board of Trustees is composed of 34 members, including the president. The Board, which represents the major sectors of society, is national in composition and has strong representation from the Kalamazoo community and from alumni. Additionally, 25 individuals hold the status of Trustee Emerita/us. The President and Vice President of the Alumni Association Engagement Board serve as *ex-officio* members of the Board.

**Financial Snapshot**

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
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<tbody>
<tr>
<td>Enrollment (Fall 2019)</td>
<td>1,491</td>
</tr>
<tr>
<td>Comprehensive Fee (Fall 2020)</td>
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<tr>
<td>Percent of Students Receiving Financial Assistance</td>
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<tr>
<td>Annual Operating Budget (2019)</td>
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<td>Balanced budgets</td>
<td>At least 15 years</td>
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<tr>
<td>Endowment (June 30, 2019)</td>
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<tr>
<td>Endowment per Student (June 30, 2019)</td>
<td>$163,833</td>
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<tr>
<td>Endowment Spending Rate (for year ended June 30, 2019)</td>
<td>5.32% of 12 quarter moving average</td>
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<tr>
<td>Endowment Rate of Return (June 30, 2019)</td>
<td>12.5%</td>
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<td>Endowment Advisor</td>
<td>Cambridge Associates</td>
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<tr>
<td>Fundraising—Three Year Average</td>
<td>$13M (cash received)</td>
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<tr>
<td>Number of Staff in Advancement Office</td>
<td>7 direct reports, 35 total staff</td>
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About the Office of College Advancement

The Division of College Advancement is composed of 35 staff in six units: Alumni Engagement; College Marketing and Communication; Corporate and Foundation Relations; Development; Prospect Development and Donor Relations; and Advancement Services.

Coming off a highly successful campaign, philanthropic support for the last five years has averaged $14.7 million per year. Annual goals for the Kalamazoo College Fund have been met every year since 2011. K has a strong track record of attracting grants from local, regional and national foundations including the Andrew W. Mellon Foundation, the Arthur Vining Davis Foundations, and the Howard Hughes Medical Institute. The innovative work of the alumni engagement team and its group of dedicated volunteers is guided by a new, five-year Alumni Engagement Strategic Plan. The award-winning College Marketing and Communication (CMAC) team focuses its efforts on supporting the departments of Admission, Development and Alumni Engagement, the President’s Office and the Provost’s Office.

Brighter Light Campaign

The most successful fundraising initiative in K’s history, the Campaign for Kalamazoo College, ended on June 30, 2015. Gifts and commitments totaled $129 million, surpassing the goal by more than three percent.

In June 2018, the Board of Trustees unanimously voted to move forward with plans for a new comprehensive campaign and the quiet phase began July 1, 2018. Priorities for the Brighter Light Campaign are anchored in the College’s new strategic plan. Unlike earlier initiatives, the Brighter Light Campaign has a stronger focus on building the College’s endowment—scholarships; faculty and staff positions; curricular and co-curricular programs, including elements of the K-Plan; and athletics—through outright and planned/deferred gifts.

Early responses from alumni, families and friends during the quiet phase have been encouraging. The priority on endowment is resonating with these individuals. The campaign will move into the public phase when between 60 percent and 70 percent of the working goal has been achieved.

The Vice President’s Duties and Responsibilities

The Vice President for Advancement will report to the President of the College and be a key member of his cabinet. The Vice President will oversee and provide leadership to the advancement team who engage and solicit support from the College’s core constituencies in support of the educational mission.

Opportunities for the next Vice President for Advancement

Presidential Partnership

Partnering and collaborating with President Gonzalez, a passionate, well-regarded and energetic champion of the liberal arts, will be an opportunity for the Vice President to further the values embodied in the K-Plan: academic excellence, experiential learning, intercultural understanding and community engagement. President Gonzalez is a
committed fundraiser and has built key relationships with the K community and its alumni.

Campaign Leadership
The Vice President will step into the role during the quiet phase of a well-received and strongly supported campaign. This individual will be expected to provide vision and leadership around goal setting, launch strategies, completion plans, reporting (both pre and post campaign), and create and maintain key connections with internal and external partners.

Advancement Database
In addition to processing contributions and maintaining the overall database of alumni, parents and friends, members of the Advancement Services team are implementing Slate for Advancement as the division’s new CRM. The Vice President will support and leverage the full implementation of the platform, solidify best practices in data management, and optimize the use of Slate.

Fundraising Strategies
The Vice President will develop, implement, and oversee the plan that will ensure fundraising targets are met, including campaign and annual fundraising goals. By partnering with faculty and College leadership, the Vice President will drive innovative and transformative ideas to expand the donor base; encourage broader engagement by students, alumni, parents, and friends; and inspire enthusiasm among existing donors in the joint effort to achieve record-setting results.

Communications and Marketing Strategy
The Vice President will provide vision and leadership for the development of a comprehensive strategy for College that will include college-wide marketing and strategic communications, including public relations, brand strategy, and philanthropy. The plan should advance the College’s mission and demonstrate its contributions to the community.

Leading the Advancement Team
The Vice President will be a strong manager and will lead, motivate, support and provide innovative and forward-looking direction for a committed and talented staff. With a shared vision and clear measurable goals, the staff will continue to thrive. In preparation for the upcoming campaign, the Vice President is responsible for maintaining team cohesion, securing appropriate staffing, operational excellence, and ongoing training for this highly integrated advancement team.

Qualification and Characteristics
The Vice President for Advancement will build and sustain strong and sincere interpersonal relationships within the Kalamazoo College family and, more broadly, will demonstrate a track record of major and principal gift fundraising success, and will possess the leadership and managerial acumen necessary to inspire and motivate an ambitious, highly integrated advancement team and program. Candidates from both academic and non-academic environments are welcome; a bachelor’s degree is expected.
Other key qualifications include:

- Documented history of successful fundraising across a breadth of programs; including annual, major, campaign, and planned giving and the experience growing a donor base in breadth and depth while also increasing giving and engagement activity;
- Understanding of the role of communications and alumni relations in a comprehensive advancement operation and a deep understanding of best practices in higher education development, alumni relations, and marketing and communication, including use of social media and technology;
- A track record of successfully developing, managing, and mentoring staff, and proven skills in building relationships with faculty, staff, Trustees, and members of the local community;
- Experience being a trusted leader and able to serve as reliable counsel to Trustees, the President and other staff, while also able to leverage their specialized experience, counsel, vision and support;
- Ability to develop and execute an aspirational philanthropic vision and strategy and experience implementing and maintaining a culture of accountability through data-driven goals and performance metrics; and
- Experience leveraging faculty experts to further advancement efforts and institutional priorities.

The Vice President should have:

- A commitment to the mission and expectations of a small, highly selective residential, liberal arts college;
- A high level of integrity and discretion;
- A strong work ethic, high energy, and action orientation;
- The ability to work successfully in a highly collaborative organization;
- A clear commitment to fostering a diverse and inclusive community;
- Outstanding communication and interpersonal skills, including an ability and commitment to listening and problem-solving; and
- An approachable and motivational leadership style that promotes mentoring, collaboration, professional development, and innovation.

For best consideration, please send all nominations and applications to:

Susan VanGilder, Partner  
Kenna Boyd, Senior Associate  
Holly Jackson, Senior Associate  
Storbeck Search & Associates  
KZooAdvancement@storbecksearch.com

For more information, please visit Kalamazoo College's home page at www.kzoo.edu.

An equal opportunity employer, Kalamazoo College is committed to equal rights, equal opportunities, and equal protection under the law. The College administers its programs without regard to race, creed, religion, age, sex, national origin, height, weight, marital status, disability as protected by law, sexual orientation, or gender identity, actual or presumed.