



Vice President for University Relations

University of Puget Sound invites nominations and applications for the position of Vice President for University Relations (VPUR). The VPUR will be a visionary, collaborative, and innovative leader with a deep understanding of and commitment to the mission, values, and goals of the university and be passionate about philanthropy and crafting fundraising, alumni relations, and future initiatives and strategies.

ABOUT UNIVERSITY OF PUGET SOUND

University of Puget Sound (Puget Sound), one of the nation's leading liberal arts colleges located in the creative, urban city of Tacoma, Washington, seeks an engaging, strategic, and inclusive leader to be the next Vice President, University Relations. With a visionary President, a dynamic and dedicated senior leadership team, passionate students, and exceptional faculty and staff, Puget Sound is at a turning point in its 130-year history. The university's strategic plan, [Leadership for a Changing World](#), challenges the university to be bold and forward-looking in the delivery of education and in meeting the needs of current and future generations of students. The VP will play a critical role in supporting the campaign from beginning to end, by heavily focusing on constituent relationships and a strong fundraising perspective to ensure the university adheres to its mission to develop students' capacities for critical analysis, aesthetic appreciation, sound judgment, and apt expression that will sustain a lifetime of intellectual curiosity, active inquiry, and reasoned independence.

THE OFFICE OF UNIVERSITY RELATIONS

While [constituent engagement](#) and fundraising looked very different during the 2020-21 year, the outpouring of support Puget Sound received for students, faculty, and staff was incredibly uplifting to the entire campus community and provided a renewed sense of energy and optimism. Puget Sound has 40,000 Logger alumni, many of whom rallied around the university in unprecedented ways as they sought to provide resources of all types to current students. Even as the university managed issues associated with the coronavirus, it made good progress preparing for the January 1, 2022 launch of the quiet phase of a comprehensive campaign that will support our *Leadership for a Changing World* strategic plan. In 2020-21, Puget Sound recorded \$8.4 million in new philanthropic commitments, exceeding the goal of \$7.0 million by 20 percent.

This next campaign will build on the success of the *One [of a Kind]* campaign, which raised \$131.6 million in gifts from more than 28,000 alumni, parents, faculty and staff, and friends. Despite being launched

during America's biggest economic downturn in decades, the campaign represented the university's first nine-figure fundraising effort. It was instrumental in providing a sound financial platform from which the university can continue to play a leadership role in national liberal arts education. The campaign closed on June 30, 2015, exceeding its \$125 million goal.

THE ROLE OF THE VICE PRESIDENT FOR UNIVERSITY RELATIONS

The Vice President for University Relations is responsible for designing and implementing a comprehensive philanthropic vision and comprehensive campaign that align with the university's mission and strategic priorities, and developing and supporting relationships with University Relations staff as well as faculty, students, alumni, parents, and other key constituents. The VP reports to President Isiaah Crawford and serves as a member of the President's Cabinet.

Opportunities & Challenges

Specific leadership opportunities include:

University Relations Strategy

The VP will oversee the development, refinement, and execution of the university's comprehensive campaign. They will help, frame, and clearly communicate a strategic vision and case for giving that addresses the most critical areas of growth laid out in the *Leadership for a Changing World* strategic plan. Identifying and cultivating new potential donors and developing a more robust pipeline will be crucial to the campaign's success. In addition to immediate campaign goals, the VP will develop strategies for building deeper alumni engagement and a stronger culture of philanthropy, laying the groundwork for future fundraising success.

Presidential Partnership

The VP will provide trusted counsel and engage the campus community in thoughtful and strategic discussions regarding advancement, alumni, student, parent, and community engagement. Partnering closely with the president on cultivating, soliciting, recognizing and stewarding donors to build momentum and growth in philanthropic giving, the VP will carry a portfolio of major donor prospects. Additionally, the VP will ensure the campus community is well-informed about development efforts and priorities, and in particular, how they can be integral to the institution's success by leveraging key relationships. The VP will serve as a strategic advisor to the president on all philanthropic initiatives, priorities and engagement, and will prioritize partnering across the university to achieve institutional fundraising goals.

Lead University Relations Team

The VP will strengthen, support, and build our outstanding and committed team of 37 University Relations professionals working in alumni and parent relations, annual giving, capital and planned giving, corporate and foundation relations, donor relations, and University Relations information services and research. The VP will work closely with partners and colleagues to support a deeper sense of understanding and collaboration as it relates to funding opportunities and best practices. The VP will be a strong manager who will provide the vision for a collaborative and collegial environment, one that

supports and nurtures the diversity, equity, and inclusion goals and initiatives within University Relations and across the university. A shared vision, clear measurable goals, appropriate deployment of resources and staff, and the use of data and metrics will allow the program and staff to thrive. Strengthening the fundraising team and investing in the future with a clear return on investment strategy will ultimately support the university's future potential.

Desired Qualifications and Characteristics

The VP will possess the innovative leadership and managerial acumen necessary to inspire and mentor a committed team and to lead an ambitious development and alumni engagement program through a comprehensive campaign and to our next level of operational effectiveness and success. In addition, the successful candidate will demonstrate a personal record of success securing major and principal gifts and a deep commitment to cultivating an environment that is inclusive and welcoming.

A bachelor's degree is required, and an advanced degree is preferred.

Additionally, the ideal candidate will possess many of the following skills or experiences:

- ability to develop and articulate an aspirational philanthropic vision and strategy with realistic, measurable goals;
- interest and skill in increasing connections and partnerships with business and industry leaders to expand the network of donors/friends to the university;
- service as a trusted leader and partner, able to provide reliable counsel to the board of trustees, President, and others across the university;
- record of success in expanding and diversifying donor base/pipeline, major and principal gift cultivation, solicitation, and stewardship;
- skill in incorporating technology and using data to inform decisions and strategy;
- successful experience with all phases of comprehensive campaigns;
- demonstrated success in leading and motivating diverse teams of staff and volunteers;
- desire and ability to maintain productive, meaningful relationships and build philanthropic culture with all constituents – board of trustees, donors, potential donors, alumni, parents, students, and members of the community;
- experience in successfully recruiting, developing, and retaining a diverse, high-functioning team;
- genuine interest in the evolution of development and alumni engagement practices and a strength in the ability to embrace and leverage change and seek innovative solutions; and
- the ability to engage faculty and administrative relationships and strengths to further advancement efforts and institutional priorities.

To thrive, candidate should possess:

- the ability to articulate passionately the values and aspirations of the Puget Sound strategic plan and campaign strategy;
- a high level of emotional intelligence and empathy;
- the ability to contribute and drive a positive and collaborative culture;
- a service-oriented leadership style;

- strong diplomatic skills, able to deftly manage challenging and urgent situations with care and attention;
- an approachable and decisive leadership style able to work effectively and collaboratively with other members of the senior team, as well as with our board of trustees, faculty, staff, students, alumni, parents, and members of our broader community;
- strong ethical grounding with a track record of visionary and responsible leadership;
- a record of achievement in furthering diversity, equity, and inclusion;
- excellent written and verbal communication and presentation skills;
- an entrepreneurial and scrappy nature with a willingness to innovate and take calculated risks;
- strong listening skills, comfortable and effective at all levels of the organization;
- the ability to advocate for staff and resources, with a keen focus on demonstrable return on investment; and
- a sense of humor.

UNIVERSITY OF PUGET SOUND: AN OVERVIEW

Mission Statement

University of Puget Sound is an independent, predominantly residential undergraduate liberal arts college with selected graduate programs building effectively on a liberal arts foundation. The university, as a community of learning, maintains a strong commitment to teaching excellence, scholarly engagement, and fruitful student-faculty interaction.

The mission of the university is to develop capacities for critical analysis in its students, aesthetic appreciation, sound judgment, and apt expression that will sustain a lifetime of intellectual curiosity, active inquiry, and reasoned independence. A Puget Sound education, both academic and co-curricular, encourages a rich knowledge of self and others; an appreciation of commonality and difference; the full, open, and civil discussion of ideas; thoughtful, moral discourse; and the integration of learning, preparing the university's graduates to meet the highest tests of democratic citizenship. Such an education seeks to liberate each person's fullest intellectual and human potential to assist in the unfolding of creative and useful lives.

University of Puget Sound's Distinctive Opportunities

Puget Sound seeks to foster continual engagement and exploration in an inclusive and welcoming environment and takes a highly collaborative and experiential approach to teaching and learning, led by faculty members who challenge students to think critically and creatively and make connections across disciplines. The campus community is inspired by its location in Tacoma, Washington, an urban port city in the economically dynamic Pacific Northwest—a region known for embracing opportunity and innovation. Puget Sound's curriculum reflects its orientation on the Pacific Rim, with strong programs in Asian studies (including the signature Pacific Rim Study Abroad Program), environmental policy and decision-making, international political economy, Latin American studies, and more. The university was

the first liberal arts college in the Pacific Northwest to offer an African American Studies major and has one of the oldest Women's Studies (now Gender and Queer Studies) programs in the nation. A substantial investment in the sciences provides students with innovative facilities and access to instrumentation and research opportunities that exceed those offered by many of its peers and larger institutions. As a result, over 30 percent of students complete their studies in the sciences and math. High-demand graduate programs in occupational therapy, physical therapy, and public health, as well as the School of Education, are closely integrated with the undergraduate liberal arts program and provide valuable resources to the local community. The liberal arts also undergrad dynamic programs in the School of Business and Leadership and School of Music, as well as numerous undergraduate research, scholarship, and internship experiences. Students, faculty, and staff work together closely on civic engagement, including the Civic Scholarship Initiative, Slater Natural History Museum, Sound Policy Institute, and Race and Pedagogy Institute and National Conference.

With more than 50 areas of study and an educational emphasis on interdisciplinarity, critical and creative thought, experiential learning, and an intersectional worldview, a Puget Sound education prepares the next generation of humane, effective leaders for a changing world.

LEADERSHIP

A distinguished scholar, teacher, and college administrator, Isiaah Crawford became president of University of Puget Sound on July 1, 2016. Crawford's academic work and achievements as a senior administrator are closely aligned with the values and aspirations of Puget Sound, and with the key areas of challenge and opportunity facing higher education today. Since joining Puget Sound, Crawford has overseen the development of [Leadership for a Changing World](#), a multi-year strategic plan that is designed to build upon the university's strengths and augment its history of excellence and distinction within higher education.

President Crawford is also active in the national conversation about higher education, serving on the board of directors for the National Association of Independent Colleges and Universities (chairperson), the American Council on Education, Independent Colleges of Washington, and the Northwest Conference, in addition to building community connections through service on the boards of the Tacoma Art Museum, Seattle Symphony, Providence St. Joseph Health, and Providence Health Plan.

Crawford came to Puget Sound following service as provost and chief academic officer of Seattle University (2008–16), where he directed the Division of Academic Affairs and oversaw the university's schools and colleges, libraries, enrollment, information technology, institutional research, and offices supporting student academic achievement, faculty affairs, and global engagement.

From 2004 to 2008, Crawford was dean of the College of Arts and Sciences at Loyola University Chicago, where he joined the faculty of the Department of Psychology in 1987.

Crawford earned his bachelor's degree from St. Louis University, and master's and doctoral degrees in clinical psychology from DePaul University. He is a well-published scholar in the areas of health promotion, human sexuality, and the training of mental health professionals. He is the recipient of numerous national awards, including three from the American Psychological Association.

STRATEGIC PLAN

In 2018, the university announced its multi-year, student-centered [strategic plan](#), *Leadership for a Changing World*, after an academic year of work between students, faculty, staff, alumni, parents, and trustees. The strategic plan consists of five goals: advancing institutional excellence, academic distinction, and student success; enriching the learning environment through increased diversity, inclusion, and access; supporting and inspiring faculty and staff; enhancing engagement with the community, including promotion of environmental justice and sustainability; and pursuing entrepreneurial and other opportunities to fully leverage and expand the university's assets. The strategic plan's goals are carried out by various actionable initiatives identified by the university community.

Specific Strategic Plan Goals

1. Advance institutional excellence, academic distinction, and student success

We will advance educational excellence and our academic and institutional distinctions to ensure that *all* students have high-impact engagement that leads to deep learning and strong educational outcomes. We will enhance student recruitment and retention and promote the visibility and reputation of Puget Sound.

Key Initiatives:

- Develop a distinctive undergraduate model of education to ensure all students graduate prepared for success;
- Increase connections between graduate and undergraduate programs – and develop new graduate programs in areas of university strength and market demand;
- Consider the development of more flexible pathways to graduation;
- Enhance our strengths in health sciences;
- Develop comprehensive, integrated plans for aggregate annual undergraduate and graduate enrollment, with a goal of 2,300 students;
- Develop comprehensive operational plans for the cocurricular program, including residential and Greek life, academics, and athletic programs; and
- Consider the development of new or enhanced signature Puget Sound centers of distinction.

2. Enrich our learning environment through increased diversity, inclusion, and access

We will more fully develop a welcoming learning environment through initiatives that increase and support equity, inclusion, access to, and successful graduation from Puget Sound.

Key Initiatives:

- Align institutional efforts to increase and support equity, diversity, and inclusion;
- Develop the Legacies Project, a university-wide set of activities, practices, and curricular initiatives that will empower students, faculty, staff, alumni, and members of the broader community to understand and learn from the diverse histories that have shaped our region, and to acknowledge the role that the university has played; and
- Continue efforts to substantially increase, across all measures, the diversity of students, faculty, and staff.

3. Support and inspire our faculty and staff

We will support and inspire our faculty and staff members through the promotion of their well-being, professional development, retention, work with students and engagement with each other.

Key Initiatives:

- Examine the nature and definitions of faculty work in a changing landscape for higher education;
- Further develop a faculty and staff total compensation and professional development program; and
- Further establish Puget Sound as a great place to work.

4. Enhance engagement with the community, including promotion of environmental justice and sustainability

We will more deeply engage with and learn from our local and regional communities to strengthen the quality of a Puget Sound education and our role as a community asset. We will define key actions to which the university will commit to advance environmental justice and sustainability. And we will work closely with alumni to build their lifelong engagement with the university and each other, and to leverage their ability to mentor and guide current students.

Key Initiatives:

- Better coordinate, integrate, and support the university's community engagement efforts;
- Develop and strengthen partnerships, including corporate partnerships;
- Update institutional goals and commitments related to our long-standing commitment to environmental justice and sustainability as a community-based concern; and
- Increase alumni engagement with each other and the university, and in their mentorship of students.

5. Pursue entrepreneurial and other opportunities to fully leverage and expand our assets

We will pursue entrepreneurial opportunities consistent with our mission, and will promote the accessibility, affordability, and value of a Puget Sound education, strengthen the institution and our financial position, and enhance our ability to anticipate and respond to technological and social change.

Key Initiatives:

- Maximize avenues for revenue generation to strengthen institutional vitality and financial stability; and
- Enhance opportunities for students to engage in project-based learning, service learning, clinical and field placements, and other community-based experiences that strengthen their preparation for technological and social change.

TACOMA, WASHINGTON

The university is located in a vibrant, historic neighborhood adjacent to Tacoma's urban center. Tacoma is a diverse, international community of approximately 220,000 residents and the political center of Pierce County, a county of 930,000, just 30 miles south of Seattle and with easy access to Seattle-Tacoma International Airport. Tacoma was recently named one of the nation's Most Livable Communities. It is situated near the shores of Commencement Bay, with the Cascade Mountain range to the east, the Olympic mountains to the west, and Mount Rainier looming over campus on sunny days. The pedestrian-friendly city offers vintage boutiques, independent bookstores, art museums, restaurants, and the ubiquitous coffee shops that define the region, as well as the 760-acre Point Defiance Park, including a zoo, aquarium, hiking trails, marina, and ferry service to nearby Vashon Island.

Located in Tacoma's residential North End neighborhood, the Puget Sound campus is among the university's most distinctive assets. The physical characteristics—its Tudor-Gothic architecture, open spaces, pathways, and landmarks—support a 24/7 living and learning environment. In the past decade, significant investment has been made in the physical infrastructure, including a new science laboratory building, a center for health sciences, an academic residence hall, and a new athletics and aquatics center. The Puget Sound area also offers internships, employment, and research opportunities unique to the geography of the region and a thriving economy, including local businesses as well as Seattle-area corporations such as Amazon, Boeing, Hitachi, Microsoft, Starbucks, and others.

APPLICATION

Please send all nominations, inquiries, and expressions of interest, in confidence and electronically, to:



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To learn more about University of Puget Sound visit www.pugetsound.edu.

The University of Puget Sound is an equal opportunity employer and is committed to recruiting, hiring, and retaining the most qualified persons based on job-related criteria. The university will not engage in or tolerate any discrimination or harassment in the workplace as prohibited by local, state, or federal law. More specifically, no applicant or staff member will be discriminated against or harassed on the basis of his or her race, color, sex, religion, age, disability, marital or familial status, national origin, creed, veteran and military status, sexual orientation, sexual identity, gender identity and expression, genetic information, socioeconomic class, language spoken, documentation status, political beliefs or any other characteristic prohibited by applicable federal, state, or local law.