

LEADERSHIP PROFILE



Vice President, Institutional Advancement
Mary Baldwin College
Staunton, VA

THE CLIENT

Since its founding in 1842, Mary Baldwin College has enriched women's lives through the transforming power of personalized, liberal education. Consistently recognized as a "top-tier master's level university" in the South by *U.S. News & World Report* and a "Best Southeastern College" by *Princeton Review*, Mary Baldwin continues to demonstrate the courage to innovate and the wisdom to stay true to its mission as a college devoted to empowering women at all stages of life. ^{1,2}



¹ <http://colleges.usnews.rankingsandreviews.com/best-colleges/staunton-va/mary-baldwin-3723>

² <http://www.princetonreview.com/MaryBaldwinCollege.aspx>



Today, 168 years after its founding, Mary Baldwin serves some 2400 students through its residential degree programs in Staunton, Virginia, and its [adult degree programs](#)³ in Staunton and at six regional centers throughout Virginia. Among the college's many sources of pride are

- Innovative liberal arts majors with strong experiential learning and undergraduate research are organized within [four Schools of Excellence](#)⁴: The School of Science; the School of Arts, Humanities and Renaissance Studies; The School of Education, Health, and Social Work; and the School of Social Sciences, Business, and Global Studies.
- The [Program for the Exceptionally Gifted](#)⁵ (affectionately known as “PEG”), a special residential program for exceptional college students as young as age 13, with a current enrollment of about 70 girls;
- The [Spencer Center for Civic and Global Engagement](#)⁶, a vibrant campus gathering space coordinating and promoting community service and study or volunteer opportunities abroad, as well as service-learning and international education resources for students and faculty. The Spencer Center is also a forum for dialogue on an array of civic and global topics; and
- The [Virginia Women's Institute for Leadership](#)⁷, the nation's premier leadership program for young women and the only all-female Corps of Cadets in the world.



Mary Baldwin is one of the most diverse colleges in America. Not only is the student population unusually diverse by traditional measures—about a third of the students are women of color, for example—but the variety of backgrounds, ages and interests of its students is extraordinary. We know of no other college campus in the country that routinely mixes adult learners, 20-year-old traditional students, gifted students in their early teens, first-in-family college attendees and 19-year-old future military officers as a matter of course.

³ <http://www.mbc.edu/adp/>

⁴ http://www.mbc.edu/news/r_detail.php?id=2275

⁵ <http://www.mbc.edu/peg/>

⁶ <http://www.mbc.edu/spencercenter/>

⁷ <http://www.mbc.edu/vwil/>



In recent years, Mary Baldwin has celebrated several landmarks, among them

- Record enrollment
- Sixteen new and enhanced academic programs
- Restoration of the campus in Staunton
- Success of The Smith Campaign, a major fundraising endeavor anchored by a challenge grant
- Affirmation and adjustment of the ten-year strategic plan⁸, consistent with the “Boldly Baldwin” theme.

Mary Baldwin’s annual revenues are just under \$40 million, of which about three-quarters is derived from tuition, fees and program services.⁹ Contributions of all kinds account for about 20% of the budget. The school’s pre-recession endowment was about \$37 million.



In the 2008-2009 school year, about 2400 donors (out of 14,000 alumnae) contributed \$1.6 million to the annual fund; the 2009-2010 annual fund is on track to realize its goal of \$2 million. The school is presently in the quiet phase of a capital campaign. The \$27 million raised as part of the Smith Challenge provides the foundation for this comprehensive campaign with endowment goals for scholarships and programs and key capital projects. The college is anxious to move forward with the next phase of The Campaign for Mary Baldwin College.

Mary Baldwin has been led since the 2003-2004 academic by Dr. Pamela Fox, the school’s ninth president. In her inaugural address, Dr. Fox promised,

Mary Baldwin College will be nationally recognized as a leader in providing personalized, transforming liberal education. According to this bold vision, Mary Baldwin College will be a college like no other. It will be nationally recognized as a model institution because of its distinctive,

⁸ http://www.mbc.edu/strategic_plan/

⁹ Source: Most recent IRS Form 990



signature programs offered through a learning community that provides personalized, transforming, liberal education as a foundation for lifelong learning, global citizenship, and the holistic integration of mind, body, and character.

More complete information about Mary Baldwin College can be found on the school's extensive [website](#).¹⁰

THE OPPORTUNITY

Mary Baldwin is a vibrant institution with a strong national and, increasingly, international reputation. Despite considerable pressures to the contrary, Mary Baldwin has reaffirmed its commitment to single gender education at the undergraduate level, and it has built coeducational graduate and adult learning programs with great promise.

Over the past seven years, the school's president has assembled a cabinet of six senior deans and administrators that enjoys the respect of the board, the confidence of the faculty, and the admiration of the students and alumnae. The one managerial goal that has proved elusive, however, is stable, compelling leadership in Institutional Advancement.



The general sense among Board members, senior staff and engaged alumnae is that Mary Baldwin deserves a development team that is a catalyst for building strong relationships with a wide range of supporters. This includes creating an environment of innovation and adaptability within Institutional Advancement, developing a staff that is proactive, and partnering with the entire college community in driving the strategic momentum of the school.

The current staff has responded admirably to the special fundraising challenges of the recent past, and the previous capital campaign (completed in the 1990s) was a solid success. Nevertheless, there is a shared consensus that the department is not as strong or as impactful as the school deserves.

THE RELATIONSHIPS

The Vice President of Institutional Advancement will be the college's principal officer responsible for developing and executing compelling advancement

¹⁰ <http://www.mbc.edu/>



strategies, programs and teams supportive of the school's agreed-upon aspirations and goals.

Reports to President, Mary Baldwin College

The senior peers Vice President for Academic Affairs and Dean of the College
Senior Vice President for Business and Finance
Vice President for Public Affairs
Senior Vice President for Enrollment and Administration
Dean of Adult and Graduate Studies
Dean of Institutional Research and Registrar

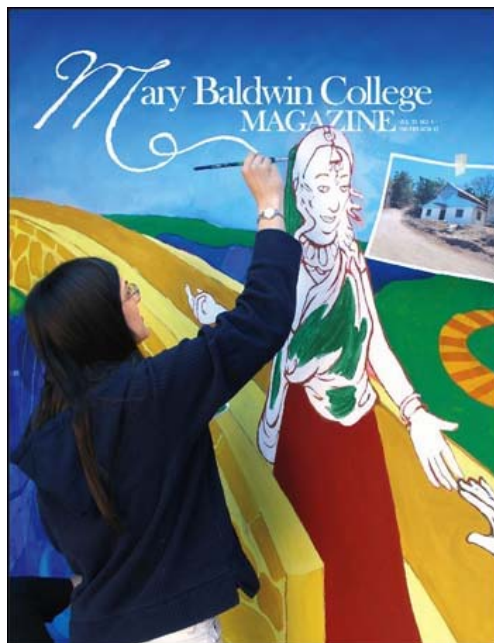
Direct reports A team of 15, comprising half a dozen development officers and other staff members, with fairly typical division of labor (major gifts, annual campaign and the like). An experience Institutional Advancement consultant works virtually full-time with the top leadership donors and reports directly to the Board of Trustees.

Other key relationships Board of Trustees
Alumnae volunteers
Major donors and stakeholders, actual and potential

THE RESPONSIBILITIES

The VP of Institutional Advancement is charged with building and executing a compelling development strategy supportive of Mary Baldwin's ambitious goals. In so doing, the VP will be expected to enhance or develop a high-performing team that approaches its work with passion, energy, and discipline.

In most college environments, the president is the fundraiser-in-chief, and Mary Baldwin's is no exception. Happily, the school's president is fully comfortable championing the school with current and potential donors. What the president needs, however, and what the school deserves, is a forward-thinking head of development who builds the processes, the systems and the team required for





Mary Baldwin to be as professional and as impactful in its advancement activities as it is in its academic excellence.

Among the expectations for which the new Vice President will be held accountable:

- **Leadership.** The VP must embody and create an environment of high engagement and superior performance, capitalizing on the opportunity to build compelling, effective partnerships throughout Mary Baldwin's community of stakeholders. The VP must be—and must be perceived to be—a true partner in advancing the Mary Baldwin cause in specific and measurable ways. As an experienced development professional, the VP must model collaborative behavior that invites shared ownership in success.



- **Management.** The VP must mold the advancement department into a high-performing team that thrives on accountability and success.

By establishing core fundraising expectations, disciplines and measurements commonly found in top advancement settings, the VP will establish Institutional Advancement as a full peer helping to drive the future of the institution.

- **Advancement.** The Vice President should have a holistic view of advancement and be capable of energizing people and campaigns to achieve the school's ambitious goals. Mary Baldwin deserves a fully robust and even galvanizing advancement effort, one that will generate pride as well as enhanced financial support.



- **Collaboration.** For Institutional Advancement to be as effective as possible, the Vice President must be exceptionally adept at fostering collaboration across the larger college community. To a person, senior administrators and long-serving board members are eager to reciprocate.
- **Engagement.** Central to the opportunities available to the next head of Institutional Advancement, the VP will be expected to establish an atmosphere of true *engagement*—between and among the development staff itself, with peers, with other departments, and certainly with the constituencies and stakeholders that represent key targets of opportunity.



THE LOCATION

Mary Baldwin's administrative offices are located on the college's main residential campus in Staunton, Virginia, situated in the foothills of the Blue Ridge Mountains in the north central part of the state.



Additional information on this bucolic community, known for its vibrant arts scene and historic charm, can be found on the city's own [website](#)¹¹ as well as on [Wikipedia](#)¹².

THE CANDIDATE

Mary Baldwin College is an equal opportunity employer, and a diverse set of candidates is being sought for formal consideration.

The ideal candidate to be Vice President of Institutional Advancement will have developed a record of considerable success at or near the top of a multifaceted institutional advancement office of at least similar size and complexity.

The best candidates will offer

- A compelling record of fundraising and development, both personally and through the management of staff and volunteers
- Experience in building and running a first-class development office respected for its efficiency, its effectiveness, and its results over time
- A fact-based management style grounded in data and research but one coupled with a sensitivity to cultural nuances
- Deep expertise in the mechanics and philosophy of development
- A sophisticated external perspective
- A management style that blends assertiveness with subtlety, a strong perspective with a propensity for collaborative
- A professionalizing presence

¹¹ <http://www.staunton.va.us/>

¹² http://en.wikipedia.org/wiki/Staunton,_Virginia



The best candidates will be

- A galvanizing force for excellence in development with the full range of stakeholders
- Comfortable working in concert with strong colleagues, volunteers and subordinates
- Both strategic and tactical, and at ease moving between the two
- Completely at home in an environment that celebrates diversity
- Excited about helping Mary Baldwin seize the opportunities inherent in an untapped network of support
- Forward thinking—but not so entranced with long-term opportunities to diminish the critical importance of steady progress against shorter-term goals
- Able to translate the collective vision into actionable commitments to execution
- Impatient with complacency
- Connected to the larger community
- Versed in the full menu of possibilities in development, and comfortable allocating resources to the most compelling priorities
- A quick learner with an easy grasp of complex, entrepreneurial environments



**For potential consideration or to suggest a prospect,
please cite Mary Baldwin College in an e-mail to
MaryBaldwin@BoardWalkConsulting.com**

**or call Sam Pettway or Joan Schlachter
at 404-BoardWalk (404-262-7392).**

**For more information on BoardWalk Consulting, please visit our website
at www.BoardWalkConsulting.com**