VICE PRESIDENT OF DEVELOPMENT AND ALUMNI RELATIONS

Leadership Profile
Spring 2023
EXECUTIVE SUMMARY

Grinnell College (Grinnell, Iowa), one of the nation’s top liberal arts colleges, seeks a successful and entrepreneurial Vice President of Development and Alumni Relations. Partnering with internal and external constituents, the ideal candidate will build on the College’s exceptionally strong foundation by collaborating with outstanding faculty, staff, and students to shape Grinnell’s next chapter and secure its place as a global leader in liberal arts education.

Grinnell College is a private, coed, residential liberal arts college recognized for its rigorous curriculum and strong tradition of social responsibility. Founded in 1846, Grinnell enrolls approximately 1,700 students, from all 50 states and 64 countries, in 28 major fields and 19 concentrations. Among the nation’s small liberal arts colleges, Grinnell is widely viewed as an institution of the first rank, with an excellent faculty, a skilled staff, a consistently strong and diverse student body, and a well-equipped, beautiful campus. It is a national leader in college access, dedicating $74.5 million in financial aid. Grinnell is also one of fewer than ten institutions of higher education in the country that are simultaneously need-blind for domestic students, test-optional, and no-loan, making it possible to graduate debt-free. This is possible because of Grinnell’s exceptional financial and investment management. Both Standard & Poor and Moody’s Investor’s Services recently affirmed the College’s credit rating of AAA/Stable. Grinnell’s endowment of $2.4 billion (as of June 30, 2022) is one of the largest endowments of any small liberal arts college in the nation on an absolute and per student basis.

The new vice president will be an experienced, senior advancement professional with a compelling combination of fundraising, alumni relations, and program/personnel leadership experience and achievement. Experience developing and managing a comprehensive campaign is a requirement. The ideal leader will demonstrate a personal track record of considerable success as a major/principal gift fundraiser, including as the primary strategist and/or solicitor of gifts at the seven- and eight-figure level. The vice president will manage a talented and motivated staff of 42 in a division that includes development and alumni relations.

Grinnell seeks an inventive and strategic vice president who has outstanding organizational, communication, and management skills. The selected candidate will have demonstrated success as the leader of a comprehensive advancement program of similar scope and complexity. At least 10 years of progressively responsible leadership and management experience is required, and candidates with a track record of volunteer management and program development are strongly desired. The vice president will be a champion of the liberal arts and understand and embody institutional values of diversity and inclusion. Previous experience in an institutional environment similar to Grinnell will be a substantial advantage but not a requirement. A bachelor’s degree is required, and an advanced degree is preferred.

To submit a nomination or express personal interest in this position, please see the Procedure for Candidacy at the end of this document.
ROLE OF THE VICE PRESIDENT OF DEVELOPMENT AND ALUMNI RELATIONS

The Vice President of Development and Alumni Relations (DAR) oversees programs designed to engage alumni, friends, parents and families with Grinnell College and to secure investment in College priorities by individuals, foundations, and corporations.

The central goal for the development program is to generate resources that are critical to supporting Grinnell’s mission. In pursuit of this goal, it is essential that the style and manner of its programs be consistent with the unique characteristics of Grinnell and its alumni and embrace people from all segments of an increasingly diverse society. It is critical also to balance the need for immediate success in dollars raised with the longer-term interests of the College to promote and nurture the deep affection and long-lasting connections of its alumni so that, over time, Grinnell will achieve the greatest possible financial support.

It will be important that the vice president be dedicated to serving an ever growing and increasingly diverse alumni body, as the alumni relations office staff serves as a primary liaison between its constituency and the College. Grinnell’s alumni relations mission is to enhance Grinnell College’s excellence and secure its future by engaging our diverse community’s time, talents, treasure, and ties in the ongoing work of building a culture of philanthropy and direct connection for the benefit of all Grinnellians. It will be important that the new leader understands how to promote and measure lifelong engagement through events, programming, and services. This leader will have the opportunity to evolve traditional programming to speak to the broad demographic spectrum of the alumni base and to help guide a strategy for communication and engagement that meet the needs of multiple generations.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

This is an ideal time to join Grinnell College as its next Vice President of Development and Alumni Relations. President Anne Harris served as Dean of the College in 2019-20 before assuming the presidency in July of 2020, following a national search. President Harris has articulated a vision shaped by a principle she articulates as “civic trust” that addresses how trust is built and sustained between individuals, between individuals and institutions, and between institutions. She believes that liberal arts education prepares individuals for civic engagement and a lifetime of defining and contributing to the common good. The College is in the final stages of developing a strategic plan centered on the themes “Grinnell as Catalyst,” “Belonging and Connection,” “Collective Equity,” and “Shared Goals and Common Ground.” Building on this vision and plan, the Vice President of Development and Alumni Relations and the DAR team will create a program engaging alumni, the campus community, and friends of the College that carries Grinnell into the future. Specifically, the vice president will be expected to address the following areas:

PLAN WHAT COMES NEXT

This is an incredible opportunity to move the needle and to make a big impact by building a culture of philanthropy. Grinnell recently finished a successful campaign and is in the final stages of creating its strategic plan for the next decade. Building on this planning effort, the vice president will begin to conceive and plan Grinnell’s approach to its next
campaign. In the process of envisioning the next phase in Grinnell’s fundraising history, it will be important that the vice president build both formal and informal relationships across campus, including constituents in the conceptualization of the fundraising program and its featured themes and priority gift opportunities. The vice president will focus on this important task while also drawing on Grinnell’s long-standing tradition of alumni support and continuing to identify the next generation of alumni donors and friends. Because Grinnell is a national leader in college access, this new vice president will be able to build on this compelling mission, raise Grinnell’s profile, and state its case for philanthropic support to the College community and beyond. A critical piece of the vice president’s work will be to expand fundraising and engagement for Grinnell so that it is poised for continued growth after the conclusion of the last campaign.

CONTINUE BUILDING A CULTURE OF PHILANTHROPY

While Grinnell has successfully raised philanthropic dollars for many years, its donor demographic has remained largely consistent. The vice president will work with leadership to ensure that philanthropy, and the understanding of its importance and impact is integral to the student experience and across the alumni life span of Grinnellians. This leader will identify and engage strategic partners to provide counsel and to advocate as needed to assist with and support the changes required to create a lasting culture of philanthropy. All constituents—academic leaders, faculty, staff, the Board of Trustees, alumni, students, parents, community members, and friends of the College—will be engaged in this endeavor. The new vice president will lead this effort and bring skilled attention to a change-management process to optimize its success in building a larger and more diverse donor base for support. The next vice president should bring a professional and seasoned approach to the overall fundraising process, especially at the highest levels of giving.

INSPIRE THE TEAM, INCREASE PHILANTHROPY, AND CULTIVATE PROSPECTS

It will be important that the vice president serve as an effective coach and mentor to the DAR team and a trusted advisor and collaborative colleague to the College’s senior leadership team. This individual will be expected to provide leadership and direction to a talented staff, offering new approaches and techniques. The new leader will set the overall direction and metrics for alumni relations and philanthropy and ensure team accountability for outcomes. This may include coaching staff on complex solicitations to build on their recent success. The vice president must also be an active citizen on Grinnell’s campus and an ambassador for the College through strong representation and storytelling, in partnership with Communications and Marketing, to both internal and external constituencies.

The vice president will be an active, fundraiser who will set strategy and provide support for major solicitations and partner with President Harris to maximize the impact of her engagement with
donors and prospects. The vice president will also be expected to build and develop a portfolio, effectively and creatively finding new prospects and developing engagement strategies leading to principal gifts. As such, this leader will manage a select portfolio of prospects and create relationships while ensuring that the president’s time and attention will be deployed strategically. The vice president must have experience and enthusiasm to perform discovery and cultivation work at the principal gift level.

**PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES**

Above all else, Grinnell College seeks a leader. Its Vice President for Development and Alumni Relations will be an experienced, senior advancement professional with a compelling combination of leadership experience and achievement in fundraising and alumni relations. Of primary importance will be resonance with and an enthusiasm for the ideals and culture of the College, especially intellectual curiosity, a commitment to inclusion and diversity in all its forms, a culture of collaboration and consultation, and a mission in which the teaching and support of students is central.

The vice president will exhibit a holistic approach to fundraising that appreciates all the ways in which the College’s external constituencies can benefit the College and the student experience. Experience at the leadership level of a comprehensive campaign is a requirement. The successful candidate will demonstrate considerable success as a major/principal gift fundraiser, including as the primary strategist and/or solicitor of gifts at the seven- and eight-figure level. At the same time, he or she will cultivate a vigorous and expansive approach to alumni relations generally. Most importantly, the vice president must be a superior strategic thinker with the ability to operationalize those strategies at the tactical level.

The selected candidate will have demonstrated success as the leader of a comprehensive advancement program of similar scope and complexity. At least 10 years of progressively responsible leadership and management experience is required, and candidates with a track record of innovation, change management, and program development are highly desired. Exceptional volunteer engagement skills and a track record of leveraging the work of volunteers across an advancement program are required. The vice president will also have experience with and an appreciation for the application of contemporary technologies in
the advancement context, particularly as they are deployed in communications and engagement. A strong commitment to collaboration and transparency is essential. A bachelor’s degree is required and an advanced degree is preferred.

This vice president will have exceptional interpersonal skills, an interest in community, social engagement, emotional intelligence, and cultural competency. Superior communications skills (including the ability to represent the College compellingly in public) are of particular importance, as are the central qualities of leadership, including integrity, adaptability, judgment, approachability, creativity, patience, courage, resilience, authenticity, and warmth.

ABOUT GRINNELL COLLEGE

Overview
Founded in 1846, Grinnell College is a private, coed, residential liberal arts, and sciences college. Our community embraces intellectual journeys of all kinds and provides students with individualized guidance to dive deeply into their interests, define new directions, and move knowledge into action.

At a time when higher education has become enormously expensive, Grinnell maintains core commitments to access and diversity. Approximately 90 percent of Grinnell students receive some form of aid, and one in four receives a grant totaling at least the full cost of tuition. In 2021, the Board of Trustees renewed and reaffirmed Grinnell’s long-standing need-blind admissions policy for domestic students and initiated the corresponding commitment to meet 100 percent of demonstrated financial need without requiring student loans.

Grinnell’s commitment to civic engagement is embodied in its long-term dedication to social responsibility, as students learn the skills to enact change locally, nationally, and internationally. The College has developed programs and initiatives that encourage students to learn about and from transformative leaders around the world, through the nascent Office of Service and Social Innovation – among others – giving students direct opportunities to interact with individuals who have demonstrated leadership in their fields and who show creativity, commitment, and extraordinary accomplishment in effecting positive social change.

In 2022, Grinnell College broke ground for an innovative Civic Engagement Quad (CEQ), featuring Renfrow Hall, an apartment-style student residence and a civic innovation pavilion, located in downtown Grinnell. Designed by the renowned architecture firm of Adjaye Associates, the CEQ will include spaces designed to boost collaboration between the Grinnell community and the College, facilitate performances, lectures, and other events, and promote wellness. A phased project, the CEQ will begin with Renfrow Hall’s scheduled opening in Fall 2024, with additional elements planned when resources permit.

Mission
When Grinnell College framed its charter in the Iowa Territory of the United States in 1846, it set forth a mission to educate its students “for the different professions and for the honorable discharge of the duties of life.” The College pursues that mission by providing an education in the liberal arts through free inquiry and the open exchange of ideas. As a teaching and learning community, the College holds that knowledge is a good to be pursued both for its own sake and for the intellectual, moral, and physical well-being of individuals and of society at large.

The College exists to provide a lively academic community of students and teachers of high scholarly qualifications from diverse social and cultural circumstances. The College aims to graduate individuals who can think clearly, who can speak and write persuasively and even eloquently, who can evaluate critically both their own and others’ ideas, who can acquire new knowledge, and who are prepared in life and work to use their knowledge and their abilities to serve the common good.
**CORE VALUES**

**Excellence in Education for Students in the Liberal Arts**
- Varied forms of learning, in and out of the classroom and beyond the campus.
- Creative and critical thinking stimulated by the free, open exchange of ideas.
- Education that reflects on its own process.
- Excellent teaching as the highest priority of the faculty.
- Active scholarship in traditional and interdisciplinary fields.
- Need-blind admission of students with strong academic potential.

**Social Responsibility**
- Our strong tradition of social responsibility and action.
- Our strong tradition of self-governance and personal responsibility.
- Learning from and communicating with the world beyond the campus.
- Life-long connections that support friendship, work, and learning.
- Continuing to build institutional strength for educating tomorrow’s students.

**Grinnell College by the Numbers**
- Total enrollment for 2022-23: 1759
- Student demographics: 51% white, 4.2% Black or African American, 8% Hispanic/Latino, 8% Asian, 5% multiracial.
- 20% of Grinnell College students are from outside of the United States. More than 60 languages are spoken at the College. Last fall’s incoming first-year class included students from 43 states and 37 different countries, with the largest number of international students coming from India, Vietnam, Japan, South Korea, China, and Brazil.
- First-year, first-time retention rate: 93%
- Six-year graduation rate: 87%
- Total full-time faculty: 179
- Total part-time faculty: 26
- Tuition: $60,988
- Financial aid awarded $74.5 million
- Approximately 90% of students receive some financial aid. More than 96% of financial aid offered is comprised of scholarships and grants. Student loans are not required as part of financial aid packages.
- Endowment: $2.4 billion as of June 30, 2022.

**Academics**
With its enviable student-faculty ratio of nine to one and its sound financial resources, Grinnell can pioneer innovative pedagogies that realize the goal of inquiry-based and experiential learning. Grinnell was one of the first colleges to replace distribution requirements with an individually advised curriculum. In close consultation with their advisers and informed by six elements of a liberal education, students plan their course of study.
by selecting courses from departments in the three divisions: humanities, social studies, and sciences. With a strong focus on the advising relationship, faculty members have an early and in-depth understanding of their advisees, and students are made responsible for the quality of their own education, an approach that emerges from Grinnell’s historic ethos of self-governance and personal responsibility.

Notably, almost all students choose a genuinely balanced and varied curriculum, often enrolling in double majors or combining a major with one or more interdisciplinary concentrations. Comparative studies reveal that Grinnell students roughly equal their counterparts at peer colleges in the breadth of their studies, and significantly surpass them in depth. Inquiry-based and interactive teaching is encouraged, as is collaboration. The College’s Center for Careers, Life, and Service (CLS) works with students to envision what they want their life to become and connect with ways of getting there. Working with students from before their arrival at Grinnell through graduation and beyond, the CLS provides guidance and resources that enable students to design a life that encompasses their personal, professional, and civic ambitions. This approach leads to outstanding post-graduate outcomes, with 57% of Grinnellians who go straight to full-time employment and 85% saying their first job is completely or moderately related to their ultimate career goals. Almost 30% go on to pursue advanced degrees or continuing education, with the remainder choosing post-graduate service, fellowships, or other pursuits.

Student Life
Grinnell’s campus comprises 190 acres and nearly 100 buildings in the center of Grinnell, Iowa. The College maintains a ten-year capital plan to track, prioritize, and forecast funding for small and large capital projects. The last 15 years have seen great improvements and additions to the Grinnell campus, including a campus center, new and impressive athletic facilities designed by architect César Pelli, a nine-hole golf course, an expansion of the Noyce Science Center, a new
Admission and Student Financial Services Center, and substantial renovations to many existing buildings. Most recently, to create more flexible spaces that support excellence and innovation in the humanities and social studies, a new Humanities and Social Studies Complex (HSSC) opened in the spring of 2020, featuring four pavilions and innovative spaces designed to support teaching and learning. For the construction of the HSSC and other projects, the College was granted the Community Enhancement Through Architecture and Design Award by the Iowa Architectural Foundation.

In October 2022, the Grinnell College Board of Trustees approved plans for a Civic Engagement Quad (CEQ) Core Project — to be known as Renfrow Hall in honor of the first Black alumna of Grinnell, Edith Renfrow Smith ’37, who was also a native and citizen of the town of Grinnell. The CEQ/Renfrow Hall presents a distinctive model for student residential living, education, and development. Scheduled to open in fall 2024, the building will sit at the southwest corner of Sixth Avenue and Broad Street in Grinnell, offering an apartment-style living option at the intersection of campus and downtown for Grinnell College students. Initial plans for the building include 125,000 square feet of living, programming, and civic engagement spaces. The planned 28 student apartments will provide a leading-edge residential experience for 110 students.

On campus, students, faculty, staff, and residents contribute to a rich array of activities. There are over 150 student groups, multiple annual theatrical and music productions, 20 NCAA Division III varsity sports, and 16 intramural sports. Roughly one third of the student body participates in at least one varsity sport, and another third participates in one or more intramural sports. At Grinnell, coaches are also faculty members, and athletic teams have faculty liaisons, all of whom play a significant role in integrating the academic and co-curricular experiences of students. An equally impressive number of students pursue their passions in music, theatre, dance, or the fine arts, many under the direction of Grinnell’s arts faculty, its alumni, or distinguished visiting artists, with even more in student-directed ensembles and performances. All interested students are afforded free music lessons in one instrument, every semester, as a component of the comprehensive fee.

Grinnell students have long valued the sense of community they feel on campus both inside and outside their classrooms. About 87 percent of students live on campus in College-owned or operated housing with co-curricular activities that enhance their intellectual lives. Grinnell is committed to collaboration between faculty and student affairs professionals in thinking about the student experience and education in a holistic way that fosters the development of active global citizens.
Anne F. Harris, President

Anne F. Harris, an energetic leader and gifted teacher, was appointed the 14th president of Grinnell College on July 14, 2020, following a unanimous vote by the Board of Trustees. During her tenure at Grinnell, President Harris has quickly become a trusted and admired member of the College community. Among her many accomplishments, she has worked in partnership with more than 300 faculty and staff members to fulfill Grinnell’s academic mission and led initiatives to complement the excellence of the College’s academic programs and to enhance the health and well-being of the Grinnell community. She co-directed the College’s response to the COVID-19 pandemic, with an emphasis on community, social, and mental health. Her work is shaped by a principle she articulates as “civic trust” that addresses how trust is built and sustained between individuals, between individuals and institutions, and between institutions. She believes that liberal arts education prepares individuals for civic engagement and a lifetime of defining and contributing to the common good.

President Harris’s work has been marked by leadership in the areas of diversity and inclusion, academic program and community development, and financial stewardship and fundraising. She currently serves on the Public Relations and Policy Review Committee of the National Association of Independent Colleges and Universities and on the board of the Iowa and Minnesota Campus Compact Board and has been appointed to the NCAA Division III Presidents and Chancellors Advisory Group, where she will represent the Midwest Conference.

Harris holds a bachelor’s degree in art history and classical languages from Agnes Scott College where she earned Phi Beta Kappa honors. She received her master’s and doctoral degrees in art history from the University of Chicago. A prolific researcher and author, she has published numerous articles and presented juried and invited papers. She is the co-author with Nancy Thompson (St. Olaf College) of Medieval Art, 250-1450; Matter, Making, and Meaning (Oxford University Press, 2021).

Michael Kahn ’74, Chair, Board of Trustees

Michael Kahn has chaired the Trustees of Grinnell College since May 2021. He has served as a board member since 2015. During that time, he has served in several key roles, including as board vice-chair; chair of the highly successful Campaign for Grinnell College; chair or co-chair of several board task forces, committees, and working groups; and vice chair of the Exit 182 Board of Directors investment board.

Kahn is a retired senior managing director at Teachers, Insurance and Annuity Association of America (TIAA), a national financial services organization and a leading provider of retirement services in academic, research, medical and cultural fields. During his TIAA career, he served as a member of the company’s Executive Leadership Group and ran several lines of business. As a senior leader in TIAA’s Corporate Strategy and Development group, Kahn also played a principal role in many TIAA acquisitions and oversaw the launch of a large-scale global real estate joint venture.
Additionally, he led several startup and restructuring efforts and helped launch TIAA's third party asset management business. During his career, Kahn helped set up boards and governance structures for TIAA's operating subsidiaries and was an active member of the company's Enterprise Governance Committee. Kahn continues to serve on the boards of TIAA Endowment and Philanthropic Services and TIAA Charitable. Kahn has sponsored more than 40 summer internships for Grinnell College students while mentoring many other Grinnell students and young alumni. He has actively supported the College's efforts to engage alumni in the New York City area.

Beronda L. Montgomery, Vice President for Academic Affairs and Dean

Beronda L. Montgomery was appointed vice president for academic affairs and dean of Grinnell College on July 1, 2022. She previously served as a professor in the departments of biochemistry and molecular biology and microbiology and molecular genetics, as well as assistant vice president for research and innovation at Michigan State University.

Montgomery has held numerous faculty and administrative appointments at MSU. A highly regarded leader in her field and internationally recognized expert on mentoring in science, she is a sought-after lecturer, who has been recognized time-and-again as an exceptional and transformative leader, colleague, educator, and mentor.

Montgomery’s exemplary career has been highlighted with several honors. She was chosen for a National Science Foundation CAREER Award and was named a fellow of the American Academy of Microbiology for seminal contributions to understanding physiological and morphogenic adaptation of photosynthetic microbes to light.

In 2020, she was named one of 100 Inspiring Black Scientists in America by CrossTalk for her outstanding research, commitment to creating literature about diversity and inclusion and her dedication to mentoring and developing scientists of diverse backgrounds. Also in 2020, she was awarded a prestigious American Association for the Advancement of Science (AAAS) Fellowship.

Montgomery joined Michigan State in 2004 following a postdoctoral research fellowship at Indiana University. She earned her doctorate in plant biology at the University of California-Davis after earning a master’s at the University of Central Arkansas and a bachelor’s at Washington University, St. Louis. Her primary laboratory-based research is focused on the responses of photosynthetic organisms to external light cues. A nationally recognized researcher and author, she has written more than 100 peer-reviewed research articles, invited reviews, perspectives, and book chapters. Her book, Lessons from Plants, published by the Harvard University Press, Cambridge, Massachusetts, in 2021, has been recognized as a brilliant exploration of plant behavior and adaptation offering valuable insights for human thriving.

GRINNELL, IOWA

Grinnell College is located in Grinnell, Iowa — “the Jewel of the Prairie” — approximately one hour east of Des Moines and one hour west of Iowa City, home to the University of Iowa. With a historic downtown, welcoming independent retailers, and restaurants, 70 acres of parks, and more than ten miles of recreational trails, Grinnell is a vibrant micropolitan area boasting a thriving arts and culture environment and plentiful leisure opportunities. Known for its historic architecture, especially the Louis Sullivan-designed Jewel Box Bank, Grinnell has been listed as one of the “coolest” small cities in America. In collaboration with local partner organizations, the College has made significant investments in Grinnell in recent years in public pre-K-12 education, childcare, downtown development, housing, health and safety, arts and culture, and recreation. Students, faculty, and staff benefit from the many restaurants, cafes, and small businesses that line downtown streets, including a new boutique hotel and an independent movie theater that is co-owned by the College with other local investors. Recently, this type of public-private partnership has helped the community respond energetically to the challenges presented by the COVID-19 pandemic, a severe weather event that affected the community in 2020, and the social divisions prevalent across the country.
PROCEDURE FOR CANDIDACY

All applications, nominations, and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Grinnell College. For fullest consideration, candidate materials should be received by May 5, 2023.

Application materials should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries can be directed to:

Greg Duyck, Mercedes Vance, and Jevon Walton
GrinnellVPDAR@wittkieffer.com

Grinnell College is an equal opportunity/affirmative action employer committed to attracting and retaining highly qualified individuals who collectively reflect the diversity of the nation. No applicant shall be discriminated against on the basis of race, national or ethnic origin, age, gender, sexual orientation, gender identity and expression, marital status, veteran status, religion, creed, or disability.

This spirit of nondiscrimination will continue to be enforced in all aspects of College operations, both in the workplace, the classroom, and within the College community at large.