VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT

POSITION SPECIFICATION

2014
Morehouse College invites applications for the position of Vice President for Institutional Advancement (VPIA). This is a unique opportunity for an experienced and inspired development officer of broad intelligence, strategic vision and great creativity. Reporting directly to the President, the VPIA will be responsible for the cultivation and solicitation of planned gifts and major outright contributions from individuals, corporations and foundations. Serving in this capacity, the VPIA will help to shape and strengthen the culture of alumni engagement to an unprecedented level of support, support that reinforces the College’s distinctive and longstanding mission and undergirds its strategic directions for the 21st century.

Morehouse College is engaged in an intensive and comprehensive transformation, inspired by its rich history and traditions and motivated by an imperative to prepare students for the global, technological and creative world of the 21st century. Since its founding, Morehouse has produced educators, scientists, clergymen, health care and law professionals, presidential cabinet members, entertainers, athletes, and educators who have gone on to become dynamic leaders in their chosen professions and communities. Over the last ten years, Morehouse College has been the leading undergraduate originating institution in the world for African American male Ph.D. production in nearly a dozen disciplines. A central charge of this administration is to ensure that Morehouse College is positioned to exceed what it has been able to accomplish with its young men over its nearly 150 year history.

President John S. Wilson, Jr. assumed his position in January, 2013 and has articulated a bold vision for the future of the College (see “The World of Our Dreams” inaugural address). In it, he identifies both Character Preeminence and Capital Preeminence as central tenets. In short, character preeminence is related to the development of the ethically grounded, confident and competent “Morehouse Man”, while capital preeminence encompasses the financial and physical assets that the College needs to fulfill its distinctive mission. The Vice President for Institutional Advancement will play an integral role in procuring such resources and articulating the needs and aspirations of the College to its many constituent groups and to the corporate and philanthropic community of current and prospective donors.

Morehouse College has a student population close to 2,000, a full cost of attendance over $45,000 per year, and an endowment of approximately $130 million. The College has an aging physical plant but has recently constructed two new academic buildings, one being the world-class Ray Charles Performing Arts Center. Its updated master plan calls for the completion of additional major construction and renovation projects. Toward these ends, the College seeks an
experienced leader and collaborator who will leverage the success and history of the College, share its futuristic vision and procure funding for capital projects that will enhance the attractiveness of the campus living-learning environment, for curricular and co-curricular programming that will help transform student development and for the people, tools and processes that ensure Morehouse continues to be one of the best liberal arts institutions in the world.

The VPIA will ultimately be responsible for the overall management, performance and evaluation of the Office of Institutional Advancement. The VPIA will be expected to build upon and expand a culture of alumni engagement and an unprecedented level of support from a wide variety of sources through the strategic deployment of all industry-standard vehicles.

The ideal candidate will be a results-oriented fundraising professional with an established track record of diverse and progressively more sophisticated advancement experience, capital campaign planning and execution, and a high level of supervisory and managerial experience, preferably in a higher education setting. S/he must bring to this key position personal dynamism and excellent interpersonal and presentational skills needed to represent the College’s interests to a wide spectrum of constituent groups, consortia and collaborative partners. The successful candidate will be equally adept with prospect research; gift processing software; online giving strategies; traditional and new social media outlets and tools; emerging technologies that will optimize the College’s outreach to potential donors; and most fundamentally, an ability to connect with those potential donors through whatever human and technological means that drive them to invest in the 21st century mission and vision of Morehouse College.
Our mission is to clarify new ways to teach, prepare and love these young men into stories more beautiful than they might otherwise have....

We must make more beautiful men....

John S. Wilson ‘79
President, Morehouse College
“The World of Our Dreams”
Inaugural Address, February 2014
MISSION AND VISION OF MOREHOUSE COLLEGE

The mission of Morehouse College is to develop men with disciplined minds who will lead lives of leadership and service. A private historically black liberal arts college for men, Morehouse realizes this mission by emphasizing the intellectual and character development of its students. In addition, the College assumes special responsibility for teaching the history and culture of black people.

Morehouse is an academic community dedicated to teaching, scholarship, service and the continuing search for truth as a liberating force. As such, the College offers instructional programs in three divisions—business and economics, humanities and social sciences, and science and mathematics—as well as extracurricular activities that

- develop skills in oral and written communications, analytical and critical thinking, and interpersonal relationships;
- foster an understanding and appreciation of world cultures, artistic and creative expression, and the nature of the physical universe;
- promote understanding and appreciation of the specific knowledge and skills needed for the pursuit of professional careers and/or graduate study; and
- cultivate the personal attributes of self-confidence, tolerance, ethical behavior, spirituality, humility, a global perspective, and a commitment to social justice.

The College seeks students who are willing to carry the torch of excellence and who are willing to pay the price of gaining strength and confidence by confronting adversity, mastering their fears, and achieving success by earning it. In pursuit of its mission, Morehouse challenges itself to be among the very finest liberal arts institutions in the world.

As we move forward, there are three imperatives that we keep central. First, we have a freedom imperative—an imperative to build such financial strength and independence that we can support a faculty and staff with competitive salaries; a skilled, data-driven staff committed to operational excellence; a state-of-the-art physical infrastructure; and a clear capacity to produce more of the best minds of the world.
Second, we have an identity imperative. For years, we have been defined by our ability to cultivate distinctive servant-leadership values, by our ability to produce men who move through the world with competence and confidence, able at once to compete and work in the world that is, and yet imagine and work for the world that must yet be. We are unique as an institution in having a mystic like Howard Thurman; a leader like Dr. Martin Luther King, Jr.; an Olympian like Edwin Moses; a filmmaker like Spike Lee; cabinet secretaries like Lou Sullivan, Robert Mallett, Jim Shelton and Jeh Johnson; a surgeon general like David Satcher; not to mention a new generation of extraordinary young men like Gene Wade, Euclid Walker, Josh Packwood and more. We are an institution who knows who we are, but we must work to update the Morehouse experience so that we can produce more men of leadership like this and continue to be a college of first-choice for African American men.

Finally, we have a dream imperative. In 1933, W. E. B. Du Bois said “we hold the possible future in our hands but not by wish and will, only by thought, plan, knowledge, and organization. If the college can pour into the coming age an American Negro who knows himself and his plight and how to protect himself and fight race prejudice, then the world of our dreams will come and not otherwise.”

Seventy years ago, Benjamin Mays said that “it is not an idle dream to think that within the lifetimes of persons now living, the most eminent scholars in many fields will be Negroes.” And more recently, Walter Massey had a dream that Morehouse be among the very finest liberal arts colleges in the world. Massey argued that the universe of institutions against which we measure our progress and standards must encompass all of the finest colleges and universities, not just those with origins similar to our own. It is no wonder then, why President Wilson says that “there is a dream imperative in the DNA of Morehouse College.” It is simply up to us to make that dream a reality.

QUALITIES AND SKILLS OF THE VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT

Motivator: Someone who understands the principles and processes of corporate, foundation and alumni giving and can advance the kind of new messages, strategies and platforms that will elevate the level of excitement the alumni and the philanthropic community have about Morehouse College.

Architect: Someone who has significant experience with major capital campaigns in higher education, and is able to bring new and best practices to Morehouse College, as we push toward the launch of our largest capital campaign to date. We will seek a leader capable of growing the advancement office in accordance with the size and shape of the advancement offices of our aspiration group (and given the authority to begin appointing new staff immediately to accomplish that task).
**Visionary:** Someone with a deep vision and philosophy about philanthropy in the 21st century, particularly in the higher education market, and even more specifically for the unique position Morehouse College holds in this market. We will be looking for a transformational leader not just in the selection of the team but also in knowing how to empower and inspire the advancement team to be creative, imaginative and productive. As an experienced manager, the VPIA will be expected to cultivate a spirit of transparency, accountability and collaboration rather than one of isolation, fragmentation and competition.

**Team Player:** Someone who fits in well with the world-class team now converging as the senior leadership at Morehouse College. The ideal candidate will collaborate especially well with other senior officers, all in an effort to help realize at Morehouse College the kind of capital and character preeminence that will enable to thrive in the years to come.

**Strategic Marketer:** Someone with a significant track record of success. Someone with the ability to market the institution—the ability to shape a compelling and convincing case for the institution, develop relationships with internal and external groups and the ability to convey to all audiences why Morehouse College is uniquely qualified for transformational investment. We will seek someone who has a strong, authentic presence—someone capable of representing what we expect of Morehouse as an institution.

**Communicator:** Someone adept at formulating a new institutional narrative that will enable us to realize more impressive fundraising outcomes for Morehouse College. We will need someone who understands and can share the Morehouse *success paradigm* and effectively portray the College is an intellectually vibrant epicenter for leadership training, teaching, learning and research in diverse disciplines and advocacy in all manner of issues related to African American men and boys. S/he must have excellent interpersonal, presentational and writing skills. S/he must be able to utilize and incorporate web, social and new media tools along with traditional print and other media in service to a full spectrum of potential donors.

**Change Agent:** Someone to move forward in a way that both makes some incremental changes, but also in some ways redefines entirely how we operate as an institution. It will be vital for this person to effectively promote both kinds of change as we push to surpass institutions that do only the former and don't appropriately resource the transitions inherent in the latter. We believe this will require us to have a Vice President who tends to think
well outside of the box, and who can locate and engage donors with an inclination toward disruptive innovation and sustainable transformation.

**Energetic Catalyst:** Someone who has the capacity, desire and drive to travel extensively on behalf of the College to engage diverse audiences and prospective donors.

**Conscientious Steward:** Someone who is experienced and committed to maintaining responsible stewardship protocols, including, for example, the acknowledgment of all gifts in a timely manner, the submission of post-award reports and the management of donor records. S/he must have familiarity with record-keeping software programs, online giving programs and other technologies.

**DUTIES/RESPONSIBILITIES**

As a member of the President’s senior leadership team, the VPIA will provide day to day leadership and management to the Morehouse College Office of Institutional Advancement, consistent with the organization’s vision, mission and goals.

Spearhead the development, communication and implementation of an overall Institutional Advancement strategic plan.

Oversee the coordination of Capital Campaign strategic planning and execution in conjunction with the President. This involves identifying prospects, arranging meetings with prospects, and overseeing special events for the campaign.

Develop profiles for prospective donors and current donors through research and leads provided from participants in the campaign.

Coordinate/Lead Development/Advancement efforts through fundraising with Major Donors, Public Relations and Alumni Relations.

Write foundation grants for capital projects and program expansion.

Create and maintain high levels of donor relationship that will better serve to solidify stronger ties to the donor(s).

Develop and present proposals to donors that effectively make the case for financial support.

Establish individual fundraising goals and metrics, develop and implement a plan to meet or exceed agreed upon goals, and continue to monitor, measure and evaluate them.

Represent Morehouse College in all interactions with alumni, parents, donors, corporations, and friends of the College and encourage a culture of philanthropy.
Responsible for the security and integrity of the donor information systems for Institutional Advancement.

Maintain active schedule of contacts, activities and solicitations with prospects.

Utilize Raiser’s Edge for prospect tracking, soliciting, and reporting.

**MANAGEMENT AND SUPERVISION**

Organize, train, and motivate staff particularly in the gift entry and biographical maintenance functions of the fund raising system.

Supervises the processing and acknowledging of gifts, pledges, pledge payments, matching claims, memorial gifts, in honor gifts, and other contributions to the College which may often be of significant dollar values.

Collaborate with the management team to develop and implement plans for the operational infrastructure of systems, processes, and personnel designed to accommodate the vision, mission, and objectives of the organization.

Supervise and assist with all public relations, media relations, branding and marketing efforts to enhance community and national awareness, understanding, perception, involvement and financial support.

Motivate and lead a high performance management teams in the accomplishment of vision, mission and goals.

Foster a success-oriented, accountable environment with Morehouse College.

Carries out personnel management and equal employment opportunity responsibilities including hiring staff, the development of performance standards and evaluation, and other personnel responsibilities for staff and ensures effective utilization of all staff.

Delegates authorities to subordinate supervisors and holds them responsible for the performance of the organizational units and the best utilization of their staff.

Studies and effects or recommends means of enhancing operational quality, efficiency, and cost effectiveness.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES**

- Demonstrated success as a major gifts fundraiser
• Excellent oral and written skills
• Excellent working knowledge of Raiser’s Edge Advancement database software
• Possess a team mentality with a collegial, collaborative and communicative style and ability to exercise sound judgment, display sensitivity, tact and diplomacy
• Ability to partner with stakeholders and constituents
• Ability to interact and communicate well with individuals at all levels internally and externally
• Ability to build authentic and lasting relationships
• Ability to resolve problems or issues by gathering and assessing information, taking advice, and using judgment that is consistent with standards, best practices, policies and procedures
• Ability to effectively interface and effectively present information to other College employees, the Board of Trustees, public groups, and foundation boards of directors

EDUCATION AND EXPERIENCE REQUIREMENTS

• Bachelor’s Degree/Masters Degree from a four (4) year college or university
• Experience in managing a successful capital campaign
• Minimum 5 years experience gained in higher education environment, in an advancement or development office with a fundraising program of a similar size or larger than Morehouse College
• Demonstrated leadership experience in the solicitation process
• Substantial experience working with volunteer committees and solicitors
• Exceptional interpersonal and communication skills
• Supervisory/management experience
• Proven track record of success facilitating progressive organizational change and development within a growing organization

SUPERVISORY RESPONSIBILITY

This position is responsible for the direct supervision of professional and support staff and contract staff.

PHYSICAL DEMANDS

This position requires extensive travel, some weekend and evening work, some minimum lifting of less than 20 lbs, and long standing and walking.

PROCEDURE FOR CANDIDACY

Inquiries, nominations, and applications are invited. Review of applications will begin immediately. Candidates should provide the following:
1. Cover letter of no more than two pages addressing your excitement and fit for the specific responsibilities and requirements described here;

2. CV of no more than six pages highlighting in particular those accomplishments that are most relevant to the responsibilities and requirements of this position;

3. The names and contact information of five references. Only the references of those whom we interview will be contacted and may be done so at any point once we reach that stage of deliberation.

All materials should be sent as a single PDF via email to VPIAsearch@morehouse.edu. Incomplete applications or those that don’t adhere to the constraints articulated may disqualify individuals from review.

We expect to invite strong candidates to participate in interviews via Skype as soon as they are identified. All questions can be directed to VPIAsearch@morehouse.edu

*Morehouse College is an equal opportunity employer. No employee or applicant will be discriminated against in any condition of employment because of race, color, national origin, sex, religion, age, disability, veteran status or any other status protected by law.*