



VICE PRESIDENT FOR ADVANCEMENT
FRANKLIN & MARSHALL COLLEGE
Lancaster, Pennsylvania



The Aspen Leadership Group is proud to partner with Franklin & Marshall College (F&M), a leading national liberal arts college, in the search for a vice president for advancement.

The vice president for advancement will lead the College's engagement and fundraising activities in support of the College's new strategic plan and beyond. The vice president will serve as a key partner in achieving the College's strategic objectives, in institution-wide alumni engagement efforts, fundraising, and in engaging students, families, and the Lancaster community of partners and friends. The vice president will work closely with the president while providing expert consultation and staff support to trustee committees, and strong leadership and management for the Division of College Advancement. The vice president will have lead responsibility for planning and executing the College's next capital campaign.

Founded in 1787, Franklin & Marshall College is a residential college dedicated to excellence in undergraduate liberal arts education. The College is accredited by the Middle States Commission on Higher Education. Its aims are to inspire in young people of high promise and diverse backgrounds a genuine and enduring love for learning, to teach them to read, write, and think critically, to instill in them the capacity for both independent and collaborative action, and to educate them to explore and understand the natural, social, and cultural worlds in which they live. In so doing, the College seeks to foster in its students the qualities of intellect, creativity, and character, that they may live fulfilling lives and contribute meaningfully to their occupations, their communities, and their world. Franklin & Marshall College alumni are an integral part of the life and continued success of the College, and growing alumni engagement is an important priority of the institution's new strategic plan.

F&M continues to be recognized for innovative academic excellence and the opportunities it provides to its student body of approximately 2,200. F&M offers 60 fields of study spanning the sciences, humanities, arts, and social sciences with an emphasis on the intersecting and cross-disciplinary nature of a successful liberal arts education. At F&M, a key element of the liberal arts model encourages students to explore a variety of courses and disciplines before selecting a major. Starting with a general education course called "Connections," the College's curriculum encourages students to make connections throughout their four-year student experience. F&M has many popular courses of study, including in the natural sciences and psychology. Its programs in business, organizations and society, political science and government, and economics also remain three of its traditional areas of academic strength and among its most popular majors. In fall 2022, F&M will also launch a number of new and innovative certificate offerings which leverage the very best of the cross-disciplinary power of the liberal arts while also providing a new way of recognizing student achievement beyond majors and minors. The certificates launching in fall 2022 include: diversity and equality in education, sustainability, legal studies, health humanities, social entrepreneurship, data science, and language and communication. More certificate opportunities will likely launch in coming years as F&M continues to grow this program.

Additionally, the College understands that its work involves educating the whole person, which requires a vibrant campus life outside the classroom. Co-curricular and extra-curricular activities are a key factor in students' holistic experience and overall success. F&M has more than 100 active student clubs and organizations, a substantial wellness program, club and intramural sports teams, an art museum, vibrant performing and visual arts opportunities, and abundant volunteer experiences. F&M is distinct in offering a residential college house system which contributes to students' successful early engagement and overall success by placing each student in one of five distinct college houses. Each college house has a dedicated staff dean and a faculty don who serve multi-year appointments. Students are placed in their college house when they arrive on campus based on the first-year Connections course they select. As a locus for student pride of place, the college houses offer distinct programming, both academic and social, as well as opportunities to compete with other houses for the prized College House Cup. College houses each have their own governance system, which provides additional leadership opportunities for F&M students.

F&M is a member of the Division 3 Centennial Conference for athletics and sponsors 27 intercollegiate teams. Nearly 30 percent of the student body competes in varsity sports. Men's Wrestling is Division I. As a founding member of the Centennial Conference, F&M is among an elite group of liberal arts colleges that maintain exceptional academic standards while also competing at a highly successful level. The College's approach to intercollegiate athletics is steeped in its commitment to the holistic development of its students as well as its historic mission of educational excellence. F&M athletics has a deeply committed base of alumni and parents who support every aspect of F&M's programs. F&M coaches serve as educators and mentors while also playing an active role in advancement activities to support the success of our student athletes.

F&M has made a strong commitment to institutional diversity in all forms. F&M knows that smart and driven young people are found in every segment of the American economy and in every community across the country. F&M was an inaugural member of the American Talent Initiative, a Bloomberg Philanthropies-supported collaboration between the Aspen Institute's College Excellence Program, Ithaca S+R, and a growing alliance of colleges and universities dedicated to substantially expanding opportunity and access for low- and moderate-income students. ATI members, all of which graduate at least 70 percent of their students within six years, have joined together to address this challenge. Fifteen years ago, F&M's trustees committed to an aggressive growth strategy for student aid, and since then, F&M has increased its annual financial aid budget to more than \$63 million. F&M extends financial aid to international students, as well, who make up more than 20% of the student body.

The College also recognizes the need to invest just as strategically in the success of students once they arrive on campus. In 2012, F&M created the Office of Student and Post-Graduate Development (OSPGD), which bolstered F&M's traditional career development program, and also provided an opportunity to launch an entirely new and more comprehensive approach to student development and planning for post-college life. This program, today perceived as one of the most successful such programs amongst F&M's peer group, is an essential part of student success after college and the life-long success of its alumni. F&M has continued to grow its support for all forms of student diversity. In 2020, the College created a new position and hired its inaugural vice president for diversity, equity, and inclusion, who joined the president's senior staff.

In 2014, F&M launched its first comprehensive campaign in more than 20 years. The "Now to Next" campaign entered the public phase in Fall of 2018 with a goal of \$200M and will conclude on June 30, 2022. As of mid-April 2022, the campaign had exceeded its goal with \$218M in gifts and commitments. As of that same date, more than 23,000 donors, including 12,225 alumni and 5,400 parents had contributed. The campaign has received nearly 300 gifts of \$100K or more, \$82.8 million in gifts to the endowment, and more than \$71M in gifts to financial aid. As the campaign draws to a close, F&M is

preparing for a formal celebration during the fall 2022 “True Blue” weekend, a celebration that combines traditional homecoming, reunion, and family weekend activities. At the conclusion of the campaign, as F&M enters the interim period between campaigns, the new vice president for advancement will have an opportunity to focus on analysis of the concluded campaign, community readiness for the next campaign, and rebuilding of College advancement staffing. This interim period will provide an opportunity for the new vice president to become familiar with the community, begin to work to build the major gift pipeline, and support mission-central fundraising opportunities, such as endowment, financial aid, and the F&M Fund. F&M perceives the “Now to Next” campaign as having begun to lay significant groundwork for a more aspirational approach to advancement and campaign work. The campaign provided tremendous forward momentum for building and/or rebuilding donor relations and cultivating prospects, many of whom had not been engaged by the College in some time. As of July 1, 2021, the value of F&M’s pooled endowment was \$441M.

REPORTING RELATIONSHIPS

The vice president for advancement will report to the president, Dr. Barbara K. Altmann, who became the College’s 16th president in August 2018, and will serve on the president's senior leadership team. The vice president will oversee a division of more than 45 members.

FROM THE PRESIDENT

After 10 years at the helm of advancement, our valued vice president is leaving for his next professional adventure. Now, with confidence and excitement, we launch the search for an enthusiastic new colleague with expertise, insight, and warmth to join and inspire our senior team.

Franklin & Marshall College is 235 years old, and, as always, is evolving to become the best next version of itself. Our location in Lancaster is exceptional among liberal arts colleges. It’s a vibrant small city with easy access to Philadelphia, New York City, and Washington, D.C., making F&M a desirable destination for students, parents and families, alumni, and employees. On a personal note, I truly enjoy calling Lancaster city my home!

Our new vice president for Advancement will inherit a set of opportunities and challenges as we strive to realize our aspirations. Our endowment is growing but modest compared with our peer group and is undersized as a resource to fuel the high-powered education for which we are known. The team of leaders supporting the vice president in advancement is wise, experienced, welcoming, tenacious, and very strong; there are also vacant positions to reorganize and fill. The changes brought about by the pandemic and the infamous demographic cliff require new strategies and vision to keep our enrollments stable.

At the same time, our new vice president can build on demonstrable success: we have completed, over goal and ahead of deadline, the largest campaign in College history; we have crafted a new strategic plan, including an investment in branding and marketing; we have established an initiative to re-engage with alumni; and we continue to enroll remarkable students and launch distinguished alumni.

Since I arrived at F&M as president four years ago, it has been my privilege to hire well. I look for true team players, in deed as well as in word; professionals who can lead confidently in their own fields of expertise while partnering closely with peers and across constituencies; leaders who take pride and joy in their work and support their crew.

As a true liberal arts college, in the broadest sense of that term, we are collaborative and visionary, and we are too ambitious to hire anyone but the best. I relish the opportunity to read your materials and meet you. I look forward to the invaluable brainstorming, planning, and relationship-building we will do together, to the miles and hours of travel we will share as we advance the F&M mission, and to the many small steps that lead to big successes. We all look forward to making you part of the F&M family.

–Dr. Barbara K. Altmann, President

FRANKLIN & MARSHALL COLLEGE'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Franklin & Marshall College's commitment to valuing diversity requires that all members of the F&M community—students, faculty, and professional staff—work toward inclusive excellence and equity. Vision, leadership, and guidance on a full spectrum of diversity, equity, inclusion, and accessibility matters is provided by [Dr. Gretchel Hathaway](#), vice president for diversity, equity, and inclusion. Dr. Hathaway works collaboratively with senior staff colleagues and the F&M community to build a more inclusive environment. Franklin & Marshall College is committed to working towards broad cultural change by recruiting and retaining trustees, faculty, and staff from diverse backgrounds, promoting inclusive pedagogies across the disciplines, and developing an environment of inclusion and respect that permeates the entire community.

PRIMARY RESPONSIBILITIES

The vice president for advancement will

- work directly with the president to develop and disseminate the president's key messages through multiple means concerning the college's ambitions, strengths, people, and priorities;
- partner with the president to connect and communicate with multiple overlapping constituencies to build engagement and secure fundraising support of college priorities;
- partner with the president and senior leaders in Enrollment, Communications, Finance and Administration, Diversity, Equity, and Inclusion, Academic Affairs, and Student Affairs to define and advance strategic objectives and strategies;
- form and lead dynamic, creative teams of faculty, administrative colleagues, and other professional staff to develop, launch, and manage philanthropic initiatives in diverse areas, including but not limited to student aid, diversity and access, teaching and research, and athletics, that support the College's priorities;
- develop and execute active engagement and fundraising strategies while building strong, lasting relationships between the College and its many constituents, with a focus on alumni, parents, and other individual and institutional donors;
- lead campaign planning in support of the College's strategic priorities;
- partner with the president, the vice president for communications, and trustees to develop and execute integrated communications strategies;
- play an active, collegial, and engaged role as a member of the institution's senior leadership team;
- staff trustee participation in advancement work and participate on committees and task forces as needed;
- actively develop relationships and partnerships with other entities and organizations in the surrounding community; and

- stay current on industry trends and relevant issues in higher education, fundraising, and the work of peer institutions.

LEADERSHIP

Barbara K. Altmann, Ph.D.

President

Barbara K. Altmann, Ph.D. became the 16th President of Franklin & Marshall College in August 2018.

A scholar of French medieval language and literature, Dr. Altmann had served as the provost at Bucknell University since 2015. There, she played an instrumental role in securing major gifts for programs, capital facilities, and endowed faculty positions to support all divisions.

Prior to her arrival at Bucknell, Dr. Altmann served for more than 25 years at the University of Oregon. She was a professor of French, chair of the Department of Romance Languages, and Director of the Oregon Humanities Center, before spending her last three years at the university as senior vice provost for academic affairs. She also served as an assistant visiting professor at Dartmouth College.

PREFERRED COMPETENCIES AND QUALIFICATIONS

Franklin & Marshall College seeks a vice president for advancement with

- a commitment to the mission of Franklin & Marshall College, namely to inspire in young people of high promise and diverse backgrounds a genuine and enduring love for learning;
- a deep appreciation for the power and value of liberal arts learning and scholarship, a determination to enhance the lives of individuals and society through education, and a belief in the talent, promise, and value of students;
- an ability to significantly advance College fundraising and engagement goals and priorities
- the ability and desire to build community through outstanding engagement and fundraising activities, using a results-oriented, competitive approach;
- market research and strategic planning skills, combined with an ability to act creatively and opportunistically to put strategy into action;
- the ability and willingness to serve as an engaged and active partner to the president and, in collaboration with the Offices of the President and Communications, to create and convey messages from the president, including speeches, letters, and events;
- a desire to lead by action, example, and impact;
- the ability to recruit and manage outstanding team members and inspire and empower them to get results, using a hands-on leadership approach;
- highly refined organizational skills, including the ability to engage stakeholders, build community, manage processes, produce results, evaluate outcomes, and create a culture of continuous improvement;
- the ability to influence and motivate others; precision and facility with language; strong writing, editing, and public speaking skills; and the excellent judgment needed for effective high-stakes communications;
- an understanding of and ability to leverage societal trends, debates, and issues that influence stakeholder perceptions (especially alumni leaders and donors);

- the ability to create, structure, and leverage events with key college alumni, donors, and others to ensure high-impact messaging and measurable increases in engagement and fundraising through cultivation and solicitation strategies and communications;
- the ability to creatively leverage the College’s web presence, electronic communications, and social media to engage stakeholders, build awareness of the College, and increase fundraising results; and
- the ability and willingness to integrate the principles and practices of diversity, equity, inclusion, and accessibility into all advancement operations.

A bachelor's degree is required for this position as is at least ten years of progressive responsibility in development or advancement, preferably in a higher education environment.

SALARY & BENEFITS

Franklin & Marshall College offers a competitive salary and [comprehensive benefits](#).

LOCATION

Franklin & Marshall College is located in Lancaster, Pennsylvania. The City of Lancaster is a diverse and vibrant city of 56,000, and the cultural and commercial center of a metropolitan area of over 500,000. Lancaster enjoys easy access to Philadelphia, Baltimore, New York City, and Washington, D.C. and is served by two regional airports and Amtrak passenger rail. The city is also home to Millersville University, the Pennsylvania College of Art & Design, and the Thaddeus Stevens Institute of Technology. Several large corporations call Lancaster home, including Eurofins Laboratories, High Companies, and Fulton Financial Corporation. Residents have access to a wide variety of restaurants, shops, museums, and art galleries—all within walking distance of the campus—as well as high quality health care through several area medical centers. *U.S. News & World Report* ranks Lancaster as among the top three best places to live in Pennsylvania and within the top 20 for best places to live for quality of life in the United States.

F&M is an active member of its surrounding community. Members of the campus community and senior leadership team serve significant roles within the community as part of cultivating essential “town/gown” relationships that help both the College and the community to thrive.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and resume. ***Cover letters should be responsive to the mission of Franklin & Marshall College, include information about involvement in diversity, equity, and inclusion work as well as address the more specific responsibilities and qualifications stated in the position prospectus.*** All inquiries will be held in confidence.

To apply for this position, visit:

[Vice President for Advancement, Franklin & Marshall College.](#)

To nominate a candidate, please contact Anne Johnson, annejohnson@aspenleadershipgroup.com.