

# ASPEN LEADERSHIP GROUP

ASSOCIATE VICE PRESIDENT FOR ALUMNI ENGAGEMENT  
CHIEF EXECUTIVE OFFICER OF THE WILLIAM & MARY ALUMNI ASSOCIATION

[WILLIAM & MARY](#)  
Williamsburg, Virginia



## WILLIAM & MARY

CHARTERED 1693

The Aspen Leadership Group is proud to partner with William & Mary in the search for an Associate Vice President for Alumni Engagement/Chief Executive Officer of the William & Mary Alumni Association.

The Associate Vice President for Alumni Engagement/Chief Executive Officer of the William & Mary Alumni Association will serve as the leader of the university's alumni engagement efforts. The Associate Vice President will ensure that all alumni of William & Mary are engaged, involved, represented, and encouraged to be active and informed about the activities of the university. Coordination and "orchestration" of a university-wide alumni engagement strategy will be the Associate Vice President's principal responsibility and alumni engagement work is centered within the Associate Vice President's team to coordinate with other units across campus in the schools and units that also work with alumni. The Associate Vice President will be the overall "conductor of the orchestra" for alumni engagement, ensuring that the work across the university is built, maintained, managed, and coordinated, resulting in a contemporary and integrated university-wide alumni engagement program.

The three-fold goal for the Associate Vice President will be to ensure William & Mary becomes the university that best converts the collective might of its alumni to shape a more perfect institution of higher education that purposefully guides and supports the lives of its students and alumni; best creates a meaningful and long-lasting connection between its alumni and alma mater, calling upon the time, talent, and treasure of all alumni to strengthen William & Mary for all time coming; and best encourages and empowers its alumni to affiliate in pursuit of improving the nation, world, and the human condition.

### PRIMARY RESPONSIBILITIES

The Associate Vice President for Alumni Engagement/Chief Executive Officer of the William & Mary Alumni Association will

- manage and lead alumni engagement activities, staff, and programs;
- lead innovation founded on industry best practices in ongoing strategic planning for alumni engagement activities and programs including class-based, career, affinity, and regional engagement; identity and inclusion initiatives; signature programs; and alumni engagement metrics;
- ensure that all alumni engagement teams are appropriately staffed; provided appropriate departmental management and annual objectives; given all available resources necessary for the performance of their departmental assignments and expectations; and given recognition, constructive oversight, and opportunity for staff and departmental development;

- develop strategies and institute programs, communications, and services that serve all alumni, generate interest, and encourage sustained involvement with W&M on various levels and in a wide geographical area in collaboration with advancement and alumni engagement staff within university advancement and across the university;
- serve as the executive publisher of the William & Mary Alumni Magazine and all other publications relevant to alumni;
- ensure coordination of all alumni engagement efforts across the university and collaborate with university advancement partners in support of the larger organizational mission;
- serve on the W&M President's senior cabinet and on appointed boards, task forces, and other groups as requested by senior university officials;
- serve as the primary spokesperson for alumni engagement on issues relating to operations, policy interpretation, initiatives, program assessments or announcements, membership benefits, services or publications;
- serve as the spokesperson for why donors can and should support alumni engagement programs and all university initiatives;
- be responsible for regular communications, contact, and personal visits with former and current board members, council leaders, constituent officers, chapter boards, and others who are involved in the association through board or organizational structures;
- oversee the Alumni Association's various award procedures, publicity, and administration including the Alumni Medallions, the Alumni Service Awards, the Alumni Fellowship Awards, the Honorary Alumni Awards, Coach of the Year, and others;
- help plan, schedule, execute, and administer the semi-annual, special, and committee meetings of the Board of Directors, including identifying needs of the organization, development of board policies, and establishing procedures appropriate to the mission of the organization; and
- serve as an ex-officio member of Alumni Association Board of Directors committees, including the Executive Committee, and the Board of Directors itself.

### **PREFERRED COMPETENCIES AND QUALIFICATIONS**

William & Mary seeks an Associate Vice President for Alumni Engagement/Chief Executive Officer of the William & Mary Alumni Association with

- a commitment to the mission of the William & Mary Alumni Association—to cultivate a vibrant and inclusive alumni community committed to deepening connections with each other and William & Mary for all time coming;
- a commitment to diversity, equity, and inclusive excellence, including but not limited to collaboration, staffing, and programming;
- an established trajectory of increasing management, program development, and communications responsibilities over time;
- proficiency in alumni engagement, fundraising, and board and volunteer management with a strong foundation in program development, policy formulation, and marketing;
- advanced leadership skills with an ability to manage and directly supervise senior-level staff and influence and collaborate with people and departments in a complex environment;
- strong business acumen with an ability to successfully navigate and work within matrixed organizational structures;
- strong interpersonal, oral, and written communication skills;
- an ability to attract, hire, motivate, and direct staff within the larger advancement organization;

- an ability to work effectively with a diverse constituency and a willingness to work collaboratively with colleagues across the university;
- strong analytical skills with an ability to perform analytical and financial assessments with proficiency, analyzing and making sense of data in order to drive decisions in a data-driven manner; and
- strong organizational skills and an ability to handle multiple and complex tasks and projects concurrently and balance a wide range of assignments throughout the year.

A bachelor's degree is required for this position as is at least seven years of experience in non-profit, corporate or university management.

### **SALARY AND BENEFITS**

William & Mary offers a competitive salary and a full array of benefits including retirement, health insurance with options for expanded dental and vision along with group and optional life insurance with coverage for spouse and children, flexible spending accounts, and an EAP (Employee Assistance Program). W&M employees enjoy additional university benefits such as educational assistance, professional development, wellness benefits, and a robust holiday schedule. All employees have access to fitness facilities on campus. Learn more about William & Mary benefits [here](#).

### **LOCATION**

The Associate Vice President will work out of [Alumni House](#) on the William & Mary campus in Williamsburg, Virginia.

### **REPORTING RELATIONSHIPS**

The Associate Vice President for Alumni Engagement will report to the Vice President for University Advancement, Matthew T. Lambert. The Associate Vice President will serve as a senior member of the University Advancement Leadership Team and oversee a team of 24, with four direct reports, with plans to expand in preparation for a new campaign. In addition, the Associate Vice President concurrently serves as the CEO of the W&M Alumni Association and works closely with the board and its President, Anna Dinwiddie Hatfield.

### **LEADERSHIP**

#### **Matthew T. Lambert '99**

#### **Vice President for University Advancement**

As Vice President for University Advancement, Matthew T. Lambert '99 oversees all William & Mary efforts related to alumni engagement, private fundraising and philanthropic outreach, university marketing and alumni communications, and career development and professional engagement. Under Dr. Lambert's direction, university advancement's overarching goal is to create a lasting, robust culture of engagement and philanthropy among the greater William & Mary community.

Engaging students, alumni, parents and friends, employers, corporations and foundations, and faculty and staff is critical to William & Mary's future. As part of William & Mary's commitment to creating a university community that is representative and inclusive of individuals with different backgrounds, talents, and

skills, university advancement strives to foster lifelong relationships among all constituents with the university. William & Mary's ability to thrive and advance as a world-class university depends largely upon the active support of all key stakeholders.

Under Dr. Lambert's leadership, the university successfully completed *For the Bold: The Campaign for William & Mary* in July 2020. The campaign concluded with \$1.04 billion raised, ties among alumni and alma mater strengthened, and its status as the No. 1 public university for alumni participation cemented several years in a row. The university's fourth comprehensive campaign, *For the Bold* infused revolutionary ideas and bold initiatives into the nation's first university. The campaign led to wide-ranging transformations across the university and new opportunities and experiences for generations of students, faculty, alumni, and staff. The university's new strategic plan, [Vision 2026](#), outlines a roadmap for the future to expand its reach, educate for impact and evolve to excel, based on four cornerstone initiatives: data, water, democracy, and careers.

A graduate of William & Mary with a bachelor's degree in psychology and sociology, Dr. Lambert earned a master's degree from The Ohio State University, and a doctorate from the University of Pennsylvania.

Prior to returning to William & Mary in 2013 as Vice President for University Development, he was Associate Vice President in Georgetown University's Office of Advancement. In addition to teaching undergraduate and graduate courses, he is active in public policy research and scholarship and is the author of the book *Privatization and the Public Good: Public Universities in the Balance* (Harvard Education Press) and co-editor of *Advancing Higher Education: New Strategies for Fundraising, Philanthropy, and Engagement* (Rowman & Littlefield). Dr. Lambert and his wife, Karen Silverberg Lambert '98, live in Williamsburg with their two sons, William and Harrison.

Dr. Lambert is also Chief Executive Officer of the William & Mary Foundation. As CEO, he works with the Board of Trustees and W&M Foundation staff to ensure the foundation's stewardship of more than \$1 billion in endowments for the benefit of William & Mary. He also oversees Foundation Services, LLC, which is responsible for the management and coordination of services supporting all of William & Mary's affiliated foundations.

### **Anna Dinwiddie Hatfield '96**

#### **President, William & Mary Alumni Association**

A Business Administration, Marketing major and a member of Delta Delta Delta sorority and the Student Alumni Liaison Council as a William & Mary student, Anna Dinwiddie Hatfield has served as a board member for the Alliance of Nonprofit Excellence in Memphis, chairing their strategic planning work; the Junior Leagues of Richmond and Memphis (as fundraising and governance chairs); the Junior Board of the Children's Hospital Foundation in Richmond; and as a deacon at Idlewild Presbyterian Church. Ms. Hatfield worked for Verizon as a software engineer and now works for St. Catherine's School as Chief of Staff. She has managed large events, special projects, and programs for the school, one of which recently won the Council for the Advancement and Support of Education (CASE) Gold Award for Special Events. Hatfield serves as a W&M Class Ambassador.

### **MESSAGE FROM THE VICE PRESIDENT**

*Thank you for your interest in this special university. While every Vice President believes their institution is unique, there is none like William & Mary. We are historic—chartered in 1693—but our history does not define us. Instead, we are looking to the future and pushing forward to refine and innovate to meet the evolving needs of our time. We are seeking an Associate Vice President for Alumni Engagement who is a builder, a creator, a leader in the profession. We are seeking a partner who can help us build on the*

*strength of our last campaign—where alumni engagement was the first of our three campaign goals—to imagine what comes next.*

*If you are a builder, someone thinking about the future of alumni engagement more than what it has been for the past few decades, then I encourage you to consider seriously the opportunity to build the future at the nation's first university, the Alma Mater of the Nation. We seek to lead the advancement profession in every way, and I want a partner who looks over the horizon to think about engaging the totality of our alumni community in meaningful and purposeful ways.*

*At a personal level, my wife and I have raised our two sons in Williamsburg since they were in diapers. We loved the big cities but have a true home, in every sense of the word, in this community. Excellent schools; strong culture and intellectual opportunities; one hour from the beach, two from the mountains, and two and a half from Washington; and it takes no more than twelve minutes to get anywhere you want to go in town.*

*Come and join our team as we build a culture of engagement & philanthropy at William & Mary!*

—Matthew T. Lambert, Vice President for University Advancement

## THE UNIVERSITY

William & Mary, a public research university, is the second-oldest institution of higher learning in America with original plans that date back to 1618—construction began before the town of Williamsburg even existed—and the university was officially chartered in 1693 by King William III and Queen Mary II of England. Known as the “Alma Mater of the Nation” because George Washington, Thomas Jefferson, John Tyler, and James Monroe all studied at the institution, it is also known for its firsts. William & Mary was the first U.S. institution with a Royal Charter, the first Greek-letter society (which was founded in 1776), the first student honor code, the first college to become a university, and the first law school in America.

Made up of three campuses, William & Mary offers unique opportunities for all students. The 1,200-acre main campus in Williamsburg, Virginia, is home to the majority of students and boasts the oldest university building still in use in the U.S., the Sir Christopher Wren Building. Gloucester Point, home to the Virginia Institute of Marine Science and School of Marine Science, is a 42-acre campus at the mouth of the York River and is one of the leading marine research and education centers in the country. The Washington Center in Washington, D.C., runs Study in D.C. academic opportunities that enable W&M students to live, study, and work in the nation's capital. A strong commitment to public service is evidenced by the fact that the university is a top producer of Peace Corps volunteers. William & Mary also has a proud athletics history. W&M fields 21 athletics teams that compete in NCAA Division I, and an impressive 85 percent of undergraduates participate in some athletic or recreation program. The 2022 spring semester GPA average for student athletes was 3.38: 200 student athletes earned Provost Awards; the student athlete graduation rate is second in the nation; and 341 student athletes were selected to be on the CAA Commissioner's academic honor role.

William & Mary strives to be a place where equity and inclusion are integral parts of the campus culture. It also believes in the importance of original, hands-on research, with undergraduates having unprecedented opportunities to work with peers and faculty mentors on inspiring projects from their very first class. Proud of their founding town and state, W&M continuously looks for innovative partnerships that contribute to the economic development of the Williamsburg region, and the entire commonwealth.

William & Mary is consistently ranked among the best higher education institutions in the country. *U.S. News & World Report* ranked W&M ninth for best undergraduate teaching, the #10 top public school, and

38<sup>th</sup> best national university. W&M is also ranked as the 18<sup>th</sup> best public school in America and 41<sup>st</sup> top research university in America by *Forbes*. Individual schools and programs at William & Mary also rank highly. Amongst best grad schools, *U.S. News & World Report* gives W&M's U.S. Colonial History program the top spot. It also ranks four programs in the top 50 best grad schools, including Law, History, MBA, and part-time MBA. According to the *Princeton Review*, William & Mary is ranked fifth for best business schools: best professors and 12<sup>th</sup> best law schools: professors (teaching). W&M also boasts the eleventh best online MBA program and 15<sup>th</sup> best undergraduate business school according to *Poets&Quants*. It is not just the academic programs that rank highly. William & Mary has the fourth happiest students and is #7 for best schools for making an impact and most engaged in community service, as ranked by *Princeton Review*. The publication also ranks W&M as the top public school for internships and 18<sup>th</sup> among LGBTQ-friendly schools.

Students at this cutting-edge research university, one of only eight U.S. universities designated as a "Public Ivy," can choose from more than 50 undergraduate majors, 30 graduate and professional degree programs, and 15 graduate certificate programs. With the lowest student-faculty ratio (13:1) among top public universities, William & Mary demonstrates its commitment to teaching.

William & Mary alumni are just as impressive as its students. W&M has one of the oldest alumni associations in the country, having been founded in 1842, with approximately 107,000 active alumni. The William & Mary Alumni Association is ranked number one for best college alumni giving among public institutions by *U.S. News & World Report* and 16<sup>th</sup> best alumni network among public institutions according to *Princeton Review*. The alumni association has a goal of creating a world-class alumni engagement program that strengthens bonds between alumni and the institution for all time. The work of the alumni association is built around values of belonging, curiosity, excellence, flourishing, integrity, respect, service, and pride in William & Mary to meet its strategic goals.

Through its efforts to build a robust and inclusive culture of engagement and philanthropy, university advancement strengthens connections between William & Mary and its vibrant community to ensure that the university and its people thrive for all time coming. By fostering lifelong relationships and creating meaningful opportunities, the team enriches the quality of the William & Mary experience and propels the university forward to address the most pressing needs of the time.

## **ADVANCEMENT**

In 2020, William & Mary successfully concluded its ambitious *For the Bold campaign*, which raised more than \$1 billion, enhanced alumni engagement and established the university as the number one public for undergraduate alumni participation. Building on that success, the university's new strategic plan, [\*Vision 2026\*](#), outlines a roadmap for the future to expand its reach, educate for impact, and evolve to excel, focused on four cornerstone initiatives: data, water, democracy, and careers. A primary goal of the effort is to provide a funded internship or applied learning experience for every undergraduate as part of a broader commitment to be known as one of the best institutions for lifelong career engagement.

## **WILLIAM & MARY'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSIVE EXCELLENCE**

William & Mary is committed to creating a university community that is representative and inclusive of individuals with different backgrounds, talents, and skills—where all faculty, staff, and students feel supported and affirmed.

William & Mary is a community that shares values of belonging, curiosity, excellence, flourishing, integrity, respect, and service. It supports the right to free expression of a range of ideas and works to create an educational environment that draws on diverse backgrounds and perspectives to foster mutual respect, collaboration, critical thinking, and meaningful relationships. William & Mary affirms its vital role in recognizing and fostering equity, inclusion, and belonging related to social identities and positions that have been excluded or marginalized in the community, including differences such as ability, class, country of origin, gender identity and expression, language, race and ethnicity, religion, sexuality, and other cultural or political affiliations.

For William & Mary to fulfill its educational mission and become a place that is itself diverse, equitable, and inclusive, it must acknowledge the uncomfortable truths of its history and consider the ways in which historical patterns of exploitation and exclusion may continue to shape the university.

William & Mary takes seriously its obligation to speak up when it sees bias, whether it be in its classrooms, workspaces or the university community at large. W&M embraces its responsibility to create change where it falls short of its goals. The university strives to be a place where people of all backgrounds are able to learn and grow, and where each individual takes responsibility for upholding the dignity of all members of the community.

*Inclusive Excellence* is a framework designed to integrate diversity, equity, and inclusion efforts. As a model, it incorporates diversity efforts into the core of organizational functioning. Applying Inclusive Excellence concepts leads to infusing diversity into an organization's recruiting and hiring processes, into its training, and into its administrative structures and practices. Inclusive Excellence means an organization has adopted means for the cohesive, coherent, and collaborative integration of diversity, inclusion, and equity into the organizational pursuit of excellence.

Accepting the Inclusive Excellence model reflects an understanding that diversity, equity, and inclusion lead to organizational excellence and are to be invited and integrated into the very core of the business enterprise and are not isolated initiatives. This framework moves diversity, equity, and inclusion efforts from the margins as a moral imperative to an interwoven space where what is measured gets done—creating a shared narrative across the university.

## APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of William & Mary as well as the responsibilities and qualifications stated in the prospectus.***

William & Mary values diversity and invites applications from underrepresented groups who will enrich the research, teaching, and service missions of the university. The university is an Equal Opportunity/Affirmative Action employer and encourages applications from women, minorities, protected veterans, and individuals with disabilities.

*To apply for this position, visit:*

[Associate Vice President for Alumni Engagement/Chief Executive Officer of the William & Mary Alumni Association, William & Mary.](#)

*To nominate a candidate, please contact Don Hasseltine:*

[donhasseltine@aspenleadershipgroup.com.](mailto:donhasseltine@aspenleadershipgroup.com)

*All inquiries will be held in confidence.*