



VICE CHANCELLOR FOR ADVANCEMENT
WESTERN CAROLINA UNIVERSITY
Cullowhee, North Carolina
[Western Carolina University](http://www.westerncarolina.edu)



The Aspen Leadership Group is proud to partner with Western Carolina University in the search for a Vice Chancellor for Advancement.

The Vice Chancellor for Advancement will function as the senior development and alumni engagement officer at Western Carolina University (WCU). The Vice Chancellor will advise the Chancellor and other senior officers of the university on all aspects of development and alumni affairs and will effectively promote internal and external understanding and support of the university's mission as correlated with giving and engagement goals. The Vice Chancellor's primary responsibilities will be to develop and implement university-wide and unit-specific strategies for development and alumni engagement including any comprehensive or project or program specific campaigns; to build and lead the necessary central and volunteer infrastructure to support these efforts; to staff the Chancellor and other key internal and volunteer leaders in their work with top prospects and donors; and to provide coordination for development and alumni engagement efforts across the university.

Western Carolina University is a public regional institution of higher education whose mission is to create learning opportunities that incorporate teaching, research, service, and engagement through on-campus, off-campus, on-line, and international experiences. The university focuses its undergraduate, master's, and three doctoral programs, educational outreach, research, and creative and cultural activities on sustaining and improving individual lives and enhancing economic and community development in western North Carolina and beyond.

As the westernmost institution in the University of North Carolina System, WCU provides comprehensive educational opportunities to residents in the state's western region and attracts students from around the globe to explore the region's vast natural diversity. Founded in 1889 as a teaching college, WCU now provides an education to more than 12,000 students in undergraduate and graduate programs.

The story of WCU is one deeply connected to the people of the region. It is rooted in its service to the people of Southern Appalachia and beyond. WCU belongs not just to its students and its faculty and staff, but to the whole community, for it is integrally connected to this region as its educational, economic, and cultural center. WCU's vision is to be a national model for student learning and engagement that embraces its responsibilities as a regionally engaged university.

WCU has been consistently ranked as one of the top 15 public regional institutions in the South.

REPORTING RELATIONSHIPS

The Vice Chancellor for Advancement will report to Chancellor Kelli R. Brown and will serve as a member of Chancellor Brown's Executive Council, providing counsel and support for an array of issues facing the institution.

The Division of Advancement is comprised of three departments including Advancement Services, Alumni Engagement, and Development. Each department has a leader who reports directly to the Vice Chancellor. An executive assistant also reports to the Vice Chancellor.

PRINCIPAL OPPORTUNITIES

The Vice Chancellor for Advancement position at Western Carolina University offers the opportunity to join a growing, vibrant university focused on students first; make a personal and lasting impact; take philanthropy at WCU to a new level that increases the university's excellence; increase the alumni experience; build true strategic partnerships and collaboration, especially with Athletics and college deans. And being located in the beautiful Blue Ridge and Appalachian Mountains of western North Carolina provides an exceptional environment to live, work, and enjoy the nature that embodies this region.

Western Carolina University has been on a growth trajectory that includes seven record enrollments in the past eight years. This fall's enrollment surpassed 12,000 students. Faculty and staff care deeply about the mission of WCU as a regional public university and are focused on students and their success.

In May 2019, WCU completed its second capital campaign, with its primary focus being scholarships. This was achieved two years ahead of schedule and over \$10 million ahead of goal. The campaign achieved a total of \$61.9 million with an initial goal of \$50 million by 2021. Forty-six percent of donors were first time donors. This is a great foundation to build upon. Chancellor Brown would like to begin laying the foundation for initiating a \$100 million campaign. This is a significant opportunity to plan, build, and execute a significant philanthropic legacy.

WCU has a strong base of alums and chapters. Building upon this base and enhancing the alumni experience will further WCU's reputation, assist with WCU's growth, and further alumni commitment and philanthropy to the university.

The university is ready for an advancement leader to collaborate, partner, and work together across organizational lines to further friend-raising and fundraising objectives – regardless of who gets credit. The focus will be looking at the university as a whole; being engaged not just in advancement concerns, but with overall university concerns and strategy. This includes being a full, engaged, and contributing member of Chancellor Brown's Executive Council.

WCU is young in its philanthropic culture. Part of this is due to WCU's early history as a teachers' college. However, alumni, faculty, and staff "bleed purple;" truly loving this special place. The university culture is special and exciting. Alums and students tell heartfelt stories about the life changing experiences that occurred there, especially for those from the western North Carolina region. WCU truly believes it is in the business of changing lives.

This is a time where a Vice Chancellor for Advancement could really make a significant impact on the university as well as achieve significant personal and professional accomplishment.

PRIMARY RESPONSIBILITIES

The Vice Chancellor for Advancement will

- partner with the Chancellor, faculty leaders, and senior staff to advance WCU with donors, stakeholders, alumni, campus, and community partners;
- plan, execute, and successfully complete WCU's third comprehensive campaign;
- strengthen and support the University Advancement Team;
- strengthen collaboration with athletics;
- engage the western North Carolina community and look nationally and globally to build an expanded base of philanthropic support;
- build and empower alumni connections and commitment;
- foster a culture of philanthropy among faculty, staff, students, and alumni;
- partner with WCU Foundation Board, the WCU Alumni Association Board of Directors, and the WCU Board of Visitors; and
- create a path from connection to community and contribution.

KEY COLLEAGUES



Dr. Kelli R. Brown
Chancellor

The University of North Carolina System Board of Governors elected Dr. Kelli R. Brown as the 12th chancellor of Western Carolina University on April 25, 2019. Dr. Brown previously served as Provost and Senior Vice President for Academic Affairs at Georgia College & State University, Georgia's public liberal arts institution. At Georgia College, she led faculty and student success initiatives, including revitalizing a Center for Student Success, centralizing academic advising, and increasing the four-year graduation rate by 25 percent. She also supported numerous leadership development programs for faculty and departmental chairs and increased faculty recognition (including awards, and tenure and promotion). In July 2016, Dr. Brown was appointed Interim President of Valdosta State University, a regional comprehensive university in southern Georgia. She served in that capacity until a permanent president took office in January 2017, and she then returned to her position at Georgia College. She joined the faculty at Georgia College as a professor in the School of Health and Human Performance in June 2013.

Dr. Brown was Interim Dean and Professor in the College of Health and Human Performance at the University of Florida from 2012 until 2013 and was Associate Dean for Academic Affairs there from 2007 until 2012. She was an ACE Fellow in 2011-12. From July 2003 through June 2006, she was Interim Dean of the Graduate School at the University of South Florida. Prior to that appointment, she was an active faculty member in the College of Public Health. Before joining the faculty at USF in 1996, she was chairperson of the Department of Health Sciences at Illinois State University for two years. During her seven years at Western Illinois University from 1987 until 1994, she rose through the ranks to become the graduate program coordinator in the Department of Health Sciences and, ultimately, Assistant to the Dean in the College of Health, Physical Education and Recreation.

She holds a doctorate in education from Southern Illinois University at Carbondale; a Master of Science and Education in Public Health degree and Bachelor of Science degree in public health services, both from the University of Toledo; and an Associate in Applied Sciences degree in dental hygiene from Michael J. Owens Technical College in Toledo, Ohio.

Dr. Brown's research interests include school and community partnerships, prevention (social) marketing, and adolescent and youth health issues. While at USF, she was a co-principal investigator in the University of South Florida's Prevention Research Center's program in community-based prevention marketing, and was the Sarasota demonstration project director. She has worked on numerous funded projects in which social marketing has been used in community and school settings. She was the principal investigator for Florida's statewide social marketing campaign (*Florida Cares for Women*) to increase breast and cervical cancer screening utilization, and she worked with the Seminole women of Florida in developing culturally appropriate breast and cervical cancer materials.

Dr. Brown has been active in several professional health education organizations. She served as the President of the Society for Public Health Education from 2012 until 2014. SOPHE serves as an independent professional association represented by a diverse membership of nearly 4,000 health education professionals and students throughout the United States and 25 international countries. She was the first female president of Eta Sigma Gamma, health education's national honorary society. She has been an active member of numerous professional organization boards, and was a board member of the Foundation for the Advancement of Health Education Inc. She was an editorial board member for the Social Marketing Quarterly journal, and was the first co-editor of the Health Promotion Practice's social marketing and health communication column from 2006-2009. She was the editor of the Journal of School Health, a highly esteemed peer-reviewed journal for adolescent and school health, from 2008 until 2011. She is an inaugural member of the Pedagogy in Health Promotion: The Scholarship of Teaching & Learning Editorial Board.



Dr. Richard D. Starnes
Interim Provost

Dr. Richard D. Starnes became WCU's Interim Provost in October 2019. He has served as Dean of the College of Arts and Sciences since 2012. A historian of the American South, he holds degrees from Western Carolina University and Auburn University. He has served on WCU's faculty since 2000 including five years as Head of the Department of History.

As Dean, he leads WCU's largest academic unit with over 3,000 students and 200 faculty and staff. The college consists of twelve academic departments encompassing the Humanities, the Social Sciences, and the Natural and Physical Sciences, as well as interdisciplinary programs in Environmental Science, Science Education, and Forensic Science. The College of Arts and Sciences provides students with a liberal arts foundation where they are taught to think critically, grow academically, and communicate effectively. It prepares students to be intellectually, socially, culturally, and professionally productive and engaged citizens and leaders who graduate ready to meet the challenges of a changing world.

Dr. Starnes has served on the North Carolina Historical Commission since 2008 and served as President of the Historical Society of North Carolina in 2013. He has served on numerous state and regional nonprofit boards, including the Friends of the Thomas Wolfe House, the Western North Carolina Historical Association, the North Carolina Civil War Sesquicentennial Advisory Board, and many others. His books include *Creating the Land of the Sky: Tourism, History, and Culture in Western North Carolina* (2006), *History and Hope in the Heart of Dixie* (2005), and *Southern Journeys: Tourism, History and Culture in the Modern South* (2003). In addition, he has published over 80 articles and reviews. He is currently writing a book titled *A New History of the Old North State: North Carolina and Its People*, under contract with the University of North Carolina Press. He received the WCU College of Arts and Sciences Teaching Award in

2008 and the RODIN Award from the Honors College for his work mentoring undergraduate students on original research projects. He served 25 years as an infantryman – both enlisted and as an officer – in the United States Army and Army Reserve, including a tour as an advisor to the Iraqi Army in 2006-2007.



Mike Byers

Vice Chancellor for Finance and Administration

Mike Byers is the Vice Chancellor for Administration and Finance at Western Carolina University. He has been with the university since 2014 after serving at The University of North Carolina at Greensboro for over 19 years. In his role as Western Carolina's chief business officer, he has fiduciary and leadership responsibility for the university's facilities management operations, human resources, university police, budget and accounting oversight, finance, purchasing, and emergency management. Byers also serves as Treasurer for the WCU Foundation and the WCU Research and Development Corporation.

Byers has a bachelor's degree in Economics from The University of North Carolina at Chapel Hill and a Master of Business Administration from the University of North Carolina at Greensboro.



Jamie Raynor

Interim Vice Chancellor Advancement

Currently serving in WCU's Division of Advancement as the Interim Vice Chancellor and the Assistant Vice Chancellor for Development, Jamie Raynor primarily guides annual, major, and planned giving efforts, also serving as the lead development officer for Corporate and Foundation Relations, the Honors College, and the Belcher College of Fine and Performing Arts. Working closely with Alumni Engagement and Advancement Services colleagues, Raynor guides Advancement's work utilizing strong partnerships with university administrators, deans, athletics, sponsored research, student affairs, and volunteer boards. She serves on the Chancellor's Leadership Council, and as a staff liaison for the Board of Visitors and the board development committee of WCU's Foundation Board. She served on the

WCU Strategic Planning Committee for the *2020 Vision 2.0*. Raynor joined the WCU Division of Advancement on August 1, 2015 as a director of development for the College of Engineering and Technology, the College of Education and Allied Professions, and the Honors College before accepting the Assistant Vice Chancellor position in February 2017, seeing the *Lead the Way* campaign fundraising through the silent phase, public launch, and conclusion of the \$60 million goal.

Prior to her arrival at WCU in 2015, Raynor was Director of Annual Giving at Armstrong State University (now Georgia Southern University – Armstrong Campus) in Savannah, Georgia and Director of Development for the Colorado Mountain College Foundation in Glenwood Springs, Colorado. Her 17-year career in higher education began with a nine-year stint at the University of South Carolina-Aiken, where her roles included directing alumni relations and the university's annual fund.

She completed doctoral coursework in higher education administration from the University of South Carolina, and earned her master's degree in educational technology at USC-Aiken in 2005, and her bachelor's degree in English at USC-Aiken in 2002.

PREFERRED QUALIFICATIONS

Western Carolina University seeks a Vice Chancellor for Advancement with

- a successful track record of personally cultivating, soliciting, securing, and stewarding major and principal gifts;
- well-developed managerial, supervisory, and mentorship skills, including the ability to delegate effectively;
- significant and successful experience with the integration of development and alumni engagement staff and programs;
- strong communications capabilities including active listening skills and the ability to speak effectively both with groups of varying sizes and with individuals;
- experience with campaigns greater than \$100 million that included facilities as part of a comprehensive campaign;
- experience with D1 athletics;
- an understanding of current and emerging best practices and the capacity to adapt these as appropriate at WCU;
- an ability to leverage effectively the time and talents of senior university and volunteer leaders in their contacts with prospects and donors, including strong preparation work and solid judgment in the balance of internal- and volunteer-driven efforts;
- skills in defining and implementing internal and external partnerships;
- a demonstrated appreciation for and reliance on data and quantifiable outcomes and reporting;
- an understanding of technology and its applications in both development and alumni engagement work;
- creativity, drive, and integrity in the creation and implementation of programs and strategies;
- a leadership style that is based on integrity, transparency, and inclusiveness, with a proven ability to influence others beyond formal authority; and
- a collaborative nature and sense of humor.

A bachelor's degree is required for this position, master's preferred. At least eight years of advancement experience, preferably in a higher education environment.

DIVERSITY, EQUITY, AND INCLUSION

Diversity at Western Carolina University is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. It includes race, ethnicity, gender, gender identity, age, national origin, geography, religion, disability, sexual orientation, socioeconomic status, education, marital status, language and linguistic differences, and physical appearance. It also involves different ideas, perspectives, and values.

The diverse perspectives encountered at WCU are an important part of the preparation of students for roles as regional, national, and global leaders who contribute to the improvement of society. It is expected that members of the WCU community will not only coexist with those who are different from themselves, but also nurture respect and appreciation of those differences. WCU encourages civil discourse as a part

of the learning enterprise, and as a campus it does not tolerate harassing or discriminating behavior that seeks to marginalize or demean members of the community.

SALARY & BENEFITS

Western Carolina University offers a competitive salary and benefits package.

LOCATION

Western Carolina University's main campus sits in Cullowhee, North Carolina, near the Great Smoky and Blue Ridge mountains, fifty-two miles west of Asheville. The location in the rural mountains amidst incredible biodiversity and unique communities creates opportunity for academic discovery service. The campus covers approximately 600 acres.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a résumé and a cover letter. ***Cover letters should be responsive to the mission of Western Carolina University.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

To apply for this position, visit:

[Vice Chancellor for Advancement, Western Carolina University.](#)

To nominate a candidate, please contact:

Angelique Grant at angelique@aspenleadershipgroup.com.

All inquiries will be held in confidence.