This leadership profile is intended to provide information about the Kansas State University Foundation and the position of Senior Director of Development, College of Veterinary Medicine. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

The Kansas State University Foundation, an independent 501(c)(3) non-profit corporation, seeks a senior director of development, College of Veterinary Medicine to lead its development operation in support of the college’s fundraising priorities and goals.

The Foundation’s mission is to secure and prudently manage private gifts in support of Kansas State University, thus helping to provide the financial means to advance the University’s aspiration to be recognized as one of the nation’s Top 50 Research Universities by 2025. With K-State already setting university records with its rising student enrollment (25,000), year-over-year fundraising success, increased sponsored funding, athletic scholastic achievements, and the unveiling of the $1 billion Innovation and Inspiration capital campaign on October 9, 2015; this is an ideal and exciting time to join the Foundation.

The Foundation’s annual budget is $16.0 million. The annual fundraising goal is $150 million and the three-year fundraising average is in excess of $167 million. In fiscal year 2015, the assets under management by the KSU Foundation amounted to $850 million including a $488.9 million endowment pool.

The senior director of development reports directly to the Associate Vice President of Constituent Development and will have a close working relationship with the dean. It will be important the senior director organize and implement a major gifts development program for the College unit. She/he will be responsible for solicitation strategies specific to his/her portfolio and goals. The senior director oversees a team of five and will be actively involved in the community at-large as a civic/philanthropic leader beyond his/her duties within the Foundation. This leader will have strong participation in community leadership and other campus related activities.

The College and Foundation seeks a development professional of considerable skill and ability, one with a track record of success in an organization of similar scope and complexity, and one whose grasp of best practices is broad and deep. The senior director will be a capable and successful leader of people and teams with the ability to inspire, motivate and further the organization’s goals and priorities. The successful candidate will be a leader who maximizes existing talent with a focus on attracting and retaining. Experience at working within a campaign is highly desired as is an outstanding record as a major and principal gift fundraiser.

For more information on how to apply, see “Procedures for Candidacy” at the end of this document.
The Role of the Senior Director of Development

The senior director of development engages alumni, parents, grateful patients and friends of the college of veterinary medicine to help enhance the school’s mission and strategic vision. The senior director will lead these efforts and is supported by individuals within the annual fund, major giving, corporate and foundation giving, planned giving and alumni programs and events. The College has secured an average of $6.7 million annually over the past 5 years in gifts and pledges.

This position is highly collaborative with other development colleagues, and works closely with University and Foundation leadership. This position also requires extensive public contact with high-level alumni, donors, and volunteers.

Specifically, the senior vice president’s responsibilities will include but are not limited to:

- Direct programs for prospect identification, cultivation, solicitation and stewardship for prospective and present major gift donors to the College of Veterinary Medicine and Kansas State University, working with the dean, department heads, professional staff, university administrators, faculty and volunteer leadership.

- Develop and implement both annual and long-range goals, objectives and strategies to maximize private support through various sources (individuals, corporations, foundations and planned giving vehicles) for the college unit.

- Make effective use of the university’s prospect management database and other institutional resources to ensure appropriate management of donors, prospects, alumni, and volunteers in coordination with university objectives and Foundation’s strategic planning.

- Develop and implement an ongoing program of communication with donors which recognizes past and current commitments and fosters support for future efforts.

- Communicate constituency needs and priorities with alumni, friends and donors.

- Coordinate preparation and development of major gift proposals for prospects of the College of Veterinary Medicine.

- Assist the administration and dean’s advisory council of the College of Veterinary Medicine as assigned in developing private support.

- Work collaboratively with peers across constituent development to advance relationships with donors and campus partners to increase overall giving activity.

- Represent the Foundation and the college unit on committees and at meetings both internal and external to the university. (i.e. annual meetings of the Board of Trustees, Presidents Club activities, annual advisory council meetings, alumni functions, Telefund, etc.).

- Participate in the College of Veterinary Medicine development activities (i.e. annual advisory council meetings, alumni functions, Telefund, etc.)
- Travel throughout United States and possibly abroad to call on current and prospective donors to solicit donations and/or communicates with donors/prospects by letter or phone.

- Operate as partner to dean and other campus partners to build the plans for fundraising priorities in alignment with college strategic plans.

- Set priorities and expectations for a team of development staff to include completion of performance reviews, development plans and other management activities.
Opportunities and Expectations for Leadership

**Expand prospect pool and increase support**
While the College’s alumni and friends are loyal and engaged, the school has not yet fully optimized its potential and recognizes the need and the urgency to move to the next level of philanthropic support. The new senior director will play a key role in ensuring outreach to alumni, individuals, and the corporate and foundation sectors to create appreciation and awareness for the College, expanding the circle of influential constituents who will promote and generate additional resources for the school. The senior director will work with the dean, the foundation, faculty, staff, and in particular, with his or her major gift fundraisers to capitalize on the good will toward College to strengthen the pool of potential prospects and ultimately increase support. He/she will articulate a compelling case and help provide constant and convenient opportunities for alumni and friends to support the school.

**Manage, lead and empower a team**
The senior director will strengthen the development program’s ability to support the College’s objectives. The senior director will unify, inspire, and motivate a team composed of staff in annual fund, major giving, corporate and foundation giving, planned giving and grateful patient giving. She/he will create synergy and establish a team environment with shared goals, values, and collaboration to create a high performing operation. This will require the continued professional development of staff and its individual members, the refinement of metrics and goal setting, and implementation of systems that optimize communication between functions. Leadership desires a strategic leader who will drive performance in a way that empowers staff.

**Enable the success of the dean**
As part of the Foundation fundraising efforts, deans are specifically charged with enhancing gift revenue and expected to invest their time and resources to grow the college’s capacity. As a member of the dean’s senior leadership team, the senior director will advise the dean in formulating and setting strategy, priorities, and direction. She/he will manage key relationships of the board and enlist their involvement and leveraging the reach of its members to maximize philanthropic support. The senior director will play a key role in positioning volunteer leadership and the dean for success.
Personal Qualifications and Personal Qualities

The senior director of development will be a visionary, energetic, and strategic leader who is committed to the values, mission and culture of KSU. The successful candidate will need to establish credible and collaborative working relationships with the dean, senior foundation leadership team, and other key members of the university. S/he will be a highly effective decision-maker, comfortable with risk-taking, have strong organizational and strategic ability, excellent communication and relationship-building skills, a strong sense of accountability and the ability to motivate, inspire and mentor a talented team.

She/he must bring a minimum of 8 years experience in a nonprofit organization with 3 supervisory experience. With a demonstrated success in development, campaign experience and a demonstrated track record of identifying, soliciting, and securing major, principal, and transformative gifts. A bachelor’s degree is required; advance degree preferred.

In addition, the ideal candidate will have the following professional qualifications and personal characteristics:

- Tangible experience expanding and cultivating existing donor relationships over time;
- Progressive experience managing campaigns and an extensive volunteer base;
- Excellent communication skills both written and oral across a myriad of audiences to include university administration and leadership, donors and corporations;
- Ability to influence and engage a wide range of donors and build long-term relationships;
- Ability to work both independently without close oversight, but also as a team player who will productively engage with others at varying levels of seniority within the organization;
- Demonstrated ability to build a team and unite individual contributors with strong personalities and varying levels of experience into a cohesive unit;
- Demonstrable success in administration of a diverse major gifts fundraising program across multiple constituencies;
- High energy and passion for the mission of the KSU Foundation;
- Professional and resourceful style.
The College of Veterinary Medicine

The Kansas State University College of Veterinary Medicine is dedicated to scholarship through innovation and excellence in teaching, research, and service to promote animal and human health for the public good. We are committed to creating an environment that is fulfilling and rewarding, being recognized for good communication, productive collaboration, mutual respect, diversity, integrity, and honesty.

To carry out this mission, the college's nationally recognized instructional and research programs provide the highest standards of professional education. A rich, varied, and extensive agricultural program in the area surrounding the college, a city with many pets and a zoo, and referrals from surrounding states provide a wealth of clinical material for professional education in veterinary medicine.

We pride ourselves in a rich history of tradition and innovation. Kansas State University is one of the oldest veterinary colleges in the United States to grant the Doctor of Veterinary Medicine degree. Established in 1905, The College of Veterinary Medicine has built on the university's reputation for excellence. Today we claim more than 5,000 men and women have been granted the Doctor of Veterinary Medicine degree. Departments within the College of Veterinary Medicine are anatomy and physiology, clinical sciences, diagnostic medicine/pathobiology.

The Foundation

The Foundation’s mission is to secure and prudently manage private gifts in support of Kansas State University, thus helping to provide the financial means to advance the University's aspiration to be recognized as one of the nation’s Top 50 Research Universities by 2025. We are already moving toward this ambitious goal by setting records in student enrollment, year-over-year fund raising, sponsored funding and athletic scholastic achievements. As a valued partner to K-State, the Foundation has a strong and committed Board of Directors and a high achieving and motivated Foundation staff who inspire the University community to build on this momentum and further create, share and apply knowledge to make an impact locally, nationally and across the globe.

Foundation staff members work in close partnership with University administrators, deans, and faculty to secure charitable contributions from individuals, corporations, and foundations to support identified priorities for the University. Gifts received through the Foundation fund undergraduate and graduate student scholarships, establish faculty chairs and professorships, provide college and departmental support, and enhance the campus infrastructure.

After the money is raised, it must be prudently managed. This function is handled by Foundation staff members who work under the guidance of an advisory committee of board members and trustees. The investment team manages the assets of the KSU Foundation as well as assets held on behalf of the University and its affiliates. These assets include equities, bonds, real estate, commodities, various specialized investments, and cash that are primarily held in either the endowment pool or the expendable funds pool.

Structure & Growth

In fiscal 2012 the board of directors and Foundation staff collaborated with University administration on a plan to enable the KSU Foundation to provide increased philanthropic resources for K-State. A new funding model was established that would enable the KSU
Foundation to produce and sustain total gift activity of $150 million annually. The Foundation worked with Eduventures to benchmark against like institutions both inside and outside the Big 12 to determine key focus areas for investments in systems, processes and talent. A university advancement fee was enacted at the start of fiscal 2013 to fund the growth necessary to support the growing needs of the University.

The Foundation’s 2016 operating budget is $16.0 million. The annual fund-raising goal of the Foundation is $150 million and the three-year fundraising average is in excess of $167 million. For the fiscal year ending on June 30, 2015 the assets under management by the KSU Foundation amounted to $850 million including a $488.9 million endowment pool.

The Foundation’s fiscal 2016 budget includes 121 full time employees broken down here:

- Constituent Development (Colleges and Programs) – 38
- Central Development & Campaign (Annual Giving, Planned Giving, Corps/Foundations) – 19
- Advancement Services (Prospect Management, Research, Gift Processing) – 10
- Donor Relations & Events – 10
- Investments – 4
- Real Estate & Construction – 2
- Finance, Accounting & Compliance – 14
- Communications – 9
- HR – 3
- IT – 8
- Executive Office – 3

With staffing projections continuing to climb to achieve sustainability of $150 million, space had become an issue for the Foundation. The initial phase includes a new home for the KSU Foundation which they have moved into in October 2015 and leasable space for corporations to engage students and faculty. The existing KSU Foundation Tower will be used for University needs.

**Results**

The KSU Foundation has enjoyed substantial increases in year over year total gift activity in the past five years. In the 2010 fiscal year, total gift activity reached $85 million and $99 million in FY 2011. By 2012 the results for the fiscal year eclipsed $110 million and spiked up to $152 million in fiscal 2013. For fiscal 2014 the Foundation had yet another record breaking year with total gift activity over $211 million and closed the fiscal 2015 year at $141.5

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**Strategic Objectives:**

1) Maximize relationships, partnerships & outcomes with our constituencies (Donors, Volunteers, Alumni Assoc., Athletics, Academy, KSUF Staff and broader community)

2) Maintain and proliferate a brand identity that is clear, inspiring and reinforces trust & affinity

3) Secure and deploy KSUF operating resources through progressive best practices to achieve the highest return for KSU

4) Inspire an organization of engaged and dedicated staff operating within a culture of excellence
On October 9th K-State and the KSU Foundation unveiled the Innovation and Inspiration Campaign. This $1 billion campaign will help carry the banner high for this generation of K-Staters, and many more to come. This is the first billion dollar campaign in K-State history and throughout the flooring phase of the campaign the Foundation has set new records in annual fundraising results averaging $167 million over the past three years. At the time of the public launch the campaign had eclipsed $766 million dollars toward the $1 billion goal. The campaign will conclude in the fall of 2018.

In addition to a campaign steering committee, each college and major unit will have a campaign committee that is comprised of volunteers who will provide leadership for the dean or academic leader as the college or unit seeks to fund key priorities to further its mission of education, research, and service. Among other duties throughout each phase of the campaign, volunteers have made a personal financial commitment to the college at a leadership level and will lend their time, names and reputations to assist in the identification, cultivation, and solicitation of lead gift prospects.

Governance

The Foundation is governed by a 15-member board of directors elected from the membership of the board of trustees. The board of directors meets quarterly to consider strategic and policy issues. Directors, along with additional trustees, also serve on standing committees to provide guidance and oversight to Foundation staff.

Investment management is governed by policies and procedures established by the Asset Management Committee in collaboration with staff and consultants. Staff implements the policies through:

- Selection of investment strategies;
- Hiring, monitoring and changing of investment managers;
- Re-balancing the portfolios.

Investment results are monitored by the committee quarterly through manager and portfolio performance and due diligence reporting and annually through outside auditing of the KSU Foundation accounts and procedures.
Kansas State University: An Overview

Kansas State University is a land-grant, public research university, committed to teaching and learning, research, and service to the people of Kansas, the nation and the world. Our collective mission is best accomplished when every member of the University community acknowledges and practices our Principles of Community.

Over the past 150 years, K-State has evolved into a modern, student-centered university with nine colleges, three campuses, extensive online learning opportunities and hundreds of undergraduate and graduate degree options. Our proud history includes the distinction of being the first public institution of higher learning in Kansas and the first land-grant institution in the nation. Kansas State University is designated as a Carnegie Doctoral/Research-Extensive Institution and has been ranked among the top state and private institutions of higher education in Rhodes, Marshall, Truman, Goldwater and Udall scholars since 1986. The Extension and outreach program serves all 105 Kansas counties and is a leader in entrepreneurial programming to benefit the state’s citizens. The main campus is located in Manhattan, Kansas and additional campuses are operated in Olathe and Salina, Kansas.

Projected Growth & Strategic Plan

Building on our land-grant heritage, our reputation for top-flight academics and student experience, plus a solid record of significant achievements, Kansas State University has set an ambitious goal to be recognized as one of the nation’s Top 50 Public Research Universities by 2025. This goal is supported by a strategic action plans in these areas:

- Research, Scholarly and Creative Activities & Discovery
- Undergraduate Educational Experience
- Graduate Scholarly Experience
- Engagement, Extension, Outreach, and Service
- Faculty & Staff
- Facilities & Infrastructure
- Athletics
Colleges & Academic Units
K-State is recognized by the Princeton Review as one of America’s best colleges, and U.S. News & World Report lists the University among the top 75 public universities in the U.S. Engagement is core to K-State’s value and identity as a public research land-grant university. Integrating engagement with research and education is part of the University’s plan to become a top 50 public research university by 2025.

Colleges
- Agriculture
- Architecture, Planning & Design
- Arts & Sciences
- Business Administration
- Education
- Engineering
- Human Ecology
- Technology & Aviation
- Veterinary Medicine

Degrees
- More than 250 undergraduate majors and options available

Graduate Study
- 65 Masters Degrees
- 45 Doctoral Degrees
- 22 Graduate Certificates

Students
- Over 24,000 students from all 50 states and more than 100 countries

Organizations
- More than 475 student organizations and over 20 club sports

Sports
- A total of 16 men’s and women’s teams compete in the Big 12 Conference

Financial Aid
- More than $200 million in scholarships, grants, loans and work study is distributed each year

History
On February 16, 1863, the Kansas legislature accepted an offer from the Bluemont Central College Association in Manhattan to transfer its property and assets to the state and become a public college under the provisions of the Morrill Act. The new institution became known as Kansas State Agricultural College.

Twenty-six men and twenty-six women started classes six months later in the three-story native limestone building the stood on the northwest corner of present day Claflin Road and College
Avenue. The original college charter called for four departments: science and literature, agriculture, mechanic arts and military tactics. Five years after it got its start, Kansas State Agricultural College became the first fully operational land-grant college in America. In 1875, the classes were transferred to a renovated stone barn on the original 155 acres of land where main campus now stands. In 1931, the name of the institution changed to Kansas State College of Agriculture and Applied Science. Further accreditation in 1959 brought K-State to the name it holds today: Kansas State University of Agriculture and Applied Science. K-State Libraries keeps an extensive archive with a brief chronology.

**Manhattan, Kansas**

K-State’s campus is nationally recognized as one of the most beautiful in the country, and Manhattan, Kansas, was ranked #3 Best Small Places for Business and Careers by Forbes Magazine in 2013 and more recently listed as America’s Best College Town to Live In. Nicknamed The Little Apple, Manhattan is a quintessential small town nestled in the Flint Hills 100 miles West of Kansas City and 12 miles East of Fort Riley Army Post. Manhattan possesses a strong sense of community and purpose focused on preserving the historic center, encouraging talent and supporting careful economic growth. Mostly as a result of the University’s influence, cultural and sporting events are at a level of frequency and quality rare in cities of 52,000 residents.

KSU ranked #1 as the best college town in the United States, according to Livability.com.
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin and will continue until the position is filled. Candidates should provide curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Profile, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the Kansas State University Foundation consultant, Mercedes Chacon Vance at KSUF-SDODVetMed@wittkieffer.com. Confidential inquiries and questions may be directed to 630-575-6948.

It is the policy of the Kansas State University Foundation to provide equal opportunity in employment to all employees and applicants for employment. No person will be discriminated against in employment because of race, religion, color, sex, age, national origin, disability, genetic information, or any other consideration made unlawful by applicable law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Kansas State University Foundation documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
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