

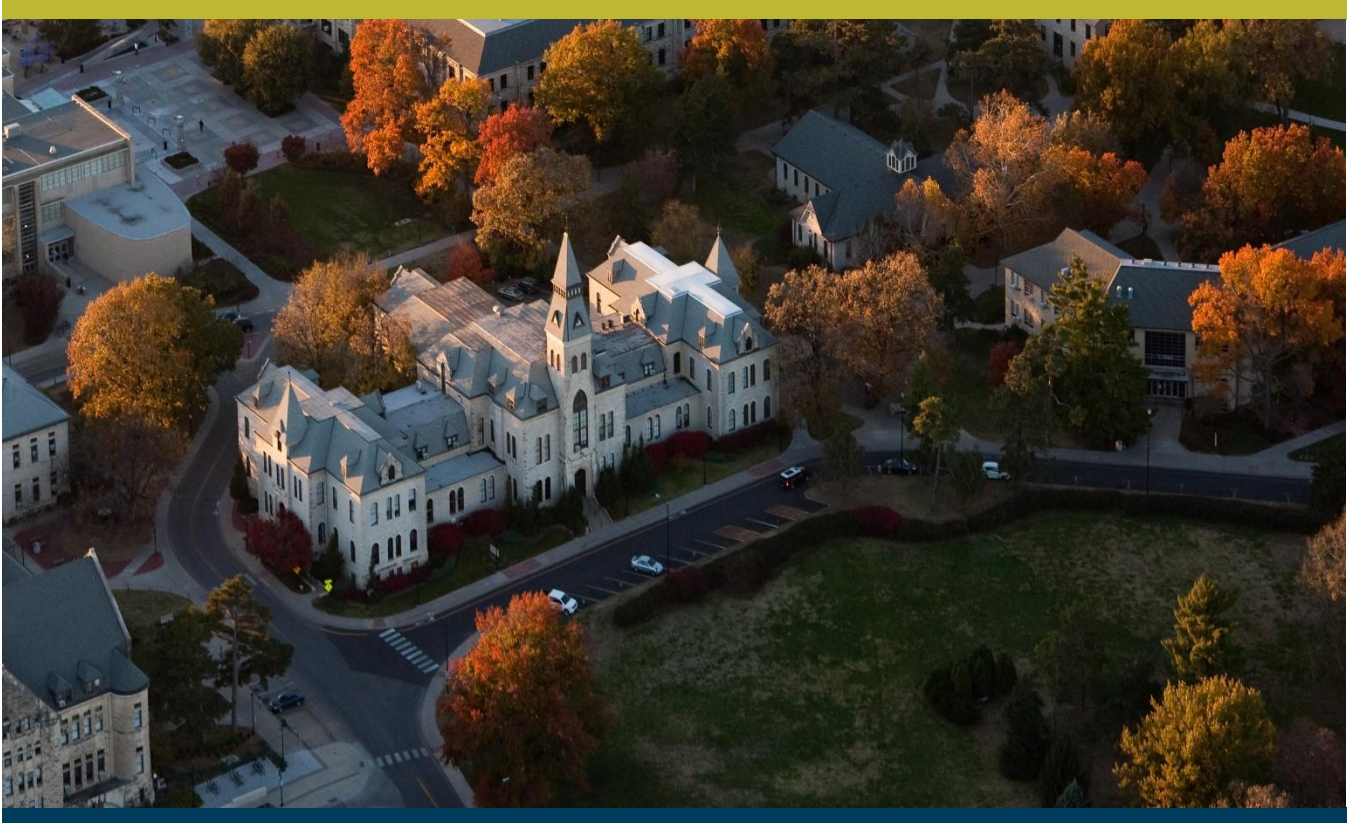


# ALUMNI ASSOCIATION

**President and CEO**

Leadership Profile

Spring 2023



*WittKieffer*

## Executive Summary

The [Kansas State University](#) Alumni Association invites nominations and applications for the position of president and CEO of the [K-State Alumni Association](#). Established in 1874, the Alumni Association is dedicated to providing lifelong connections, programs and services for its members and all K-State alumni and friends in a way palpable, yet most commonly referred to as "Purple" to those that graduated from, dedicated their careers to K-State and/or have been influenced by this remarkable R1 university.

The Association seeks an experienced and bold president and CEO to lead one of the premier alumni associations in the nation. The association is a stand-alone 501(c)(3) with an independent board of directors; however, it works in close partnership with the university and campus stakeholders dedicated to increasing meaningful engagement activities with more than 203,000 degree-holding alumni around the world. The President and CEO reports directly to the [K-State Alumni Association board of directors](#). The president and CEO is a standing director as secretary on the board, is an ex officio member of the KSU Foundation board of directors and sits on the university president's cabinet.

This is the perfect time for a new leader to join the Kansas State University team as it welcomes a new university president and has had a record fundraising year. Additionally, the university anticipates the completion of an institution-wide branding campaign and strategic plan in 2023, making this an ideal time for the next leader to launch a new Alumni Association strategic plan.

The next president and CEO will ensure that K-State students, both prospective and current, and alumni receive an inspiring "Purple experience" and support as they chart personal pathways and have the full support of their Association and an "alumni family" that extends across the globe. The president and CEO will be the ultimate convener of those networks.

The president and CEO will oversee a [staff of 32](#), creating a forward-thinking alumni relations office by implementing strategies that show alumni the full value of their experience. The president and CEO will lead a team to think nimbly about engaging alumni in multiple platforms, settings and formats to keep affinity strong and ensure alumni have social and professional resources on campus, off campus and quite literally, at their fingertips through digital and social media engagement.

The president and CEO will have a vision for a highly integrated agenda across all facets of a modern alumni engagement enterprise, working closely with the senior leadership team in setting Association wide goals and priorities, and participating in strategic resourcing decisions. The Alumni Association will work collaboratively to increase affinity and inclination, reinforcing the principle that building long-term relationships is a team sport. The president and CEO will inspire and grow the capacity, reach and success of the program with tremendous energy and an eye towards bridge building and collaboration across the enterprise.

The incoming president and CEO will be a fully engaged colleague on campus and in the community of Manhattan. They will resonate with and speak passionately on behalf of the university, and will completely embrace what it means to be a K-Stater. The candidate will have a proven record of success leading an advancement, alumni relations or similar engagement program of similar size, diversity and complexity. Higher education experience is not a requirement. The president and CEO will be an experienced manager of people and programs. The candidate must be well versed in best practices leading to engagement and membership activities, particularly related to data-driven approaches to measure engagement through business intelligence tools, scorecards and analytics.

For information on how to apply or to submit nominations, please refer to the section "Procedure for Candidacy" at the end of this document.

## Role of the President and CEO

The president serves as the chief executive officer and is responsible for the direction of a comprehensive self-governed alumni association. They formulate the policies, goals, objectives, programs and procedures of the Association. Additionally, they provide oversight of Association programs and staff to ensure they meet the goals and objectives of the Association's strategic plan. The president and CEO will serve as the lead fundraiser for the Alumni Association responsible for overseeing administrative and financial management, as well as program and staff evaluation. They will work closely with university leadership, K-State Athletics and the KSU Foundation to develop, execute and collaborate on programs consistent with supporting the mission of Kansas State University and the Alumni Association.

## RESPONSIBILITIES

The president and CEO executes the work of the Alumni Association as directed by the Board and Directors and the Association's strategic plan. They maintain a comprehensive understanding of the mission of the Alumni Association and ensure that all alumni programs and initiatives are integrated and effective in supporting the Association's mission and overall university goals. The president and CEO:

- Leads efforts to cultivate and solicit private gifts in support of the Association and the development of new revenue streams.
- Ensures effective management of Association finances and resources with an objective toward long-term stability and growth.
- Demonstrates a commitment to diversity by extending the reach of the Association both locally and nationally to engage ethnically diverse populations including students, alumni and friends of the university.
- Oversees program and staff evaluation on an annual basis. Collaborates with the Leadership Team to formulate organizational culture along with strategies, goals and objectives.
- Serves as the liaison and secretary of the Alumni Association Board of directors. Guides and collaborates with the board in shaping and implementing the vision and strategic direction of the Association as well as its policies and procedures.
- Serves on the university president's cabinet and as an ex-officio member of the KSU Foundation Board of directors. Collaborates with university leadership to support Kansas State University's mission and goals. Advises university leadership on opportunities for their involvement with key individual alumni and alumni groups.
- Stays current with trends in the alumni relations profession and higher education. Maintains active involvement with national conferences and staff development.
- Serves as an ambassador for Kansas State University to inspire alumni through engagement, volunteerism and building life-long relationships that support the Association and university.
- Serves as a speaker at alumni and university events.
- Serves as publisher of the *K-Stater* magazine.

## Opportunities and Expectations for Leadership

### Growth & Vision

K-State alumni are a significant asset to the university; their contributions and involvement increase the standing of the institution across the globe. A visionary leader will create paths and build bridges to relationships and opportunities that benefit all stakeholder groups. They will provide oversight, guidance, innovative solutions and support in the engagement of alumni, volunteers, staff, students and community. The president and CEO will lead the organization through the development of a new strategic plan following the release of the university's next plan, [Next-Gen K-State 2023 - 2030](#), in fall 2023.

### Enhance the organizational effectiveness of the K-State Alumni Association

The execution of the strategic plan will require a high degree of organizational effectiveness. The president and CEO will be dedicated to the strategic plan, will assess the Association's needs and goals in terms of staffing and organizational structure, and be deeply engaged in the training, management and evaluation of staff as they work together with the board of directors on the tenets of the plan. The new president and CEO will promote top-level performance and engagement both internally and externally and invest in a strong talent management philosophy, especially in mentoring and coaching of professionals and promoting a positive and growth-focused organizational culture. The president and CEO will lead with high EQ through effective communication and by organizing the team to meet metrics and goals for performance within this culture.

### Increasing alumni giving

The president and CEO will plan and execute the Alumni Association engagement and fundraising strategy, set objectives, monitor performance targets, and communicate regularly on progress and successes to stakeholders, including the Association's Board of directors. The president and CEO will also serve as the chief principal gift officer for the Alumni Association and work closely with the president and CEO of the Kansas State University Foundation to ensure a donor-centric approach is prioritized in all cultivation activities and solicitation efforts.

### Demonstrate a deep commitment to inclusive excellence:

At K-State, we attract and educate a broadly diverse student body and celebrate the essential link between diversity and excellence. K-State greatly values diversity in all forms including, but not limited to, race, gender expression, religion, socio-economic status and sexual orientation. The next Association president and CEO will be an experienced leader of diversity efforts and will demonstrate a commitment to continuing to advance inclusive excellence initiatives on a campus and throughout our alumni community and networks.

[Click here](#) to read the K-State Alumni Association 2021 – 2022 Annual Report.

## Professional Qualifications and Personal Qualities

The Alumni Association seeks an individual to lead a comprehensive self-governed Alumni Association program. A self-starter with strong writing, speaking, listening, analytical and managerial skills is required. This position will require evening and weekend commitments including travel engagements. Familiarity with Kansas State University and the needs of higher education is preferred. A bachelor's degree is required. A minimum of 10 years of experience in an area relevant to the position is preferred. The president and CEO must possess, in addition to project management skills, the ability to liaise with other sectors of the university and with alumni of influence. The president and CEO must be comfortable utilizing a variety of communications platforms to reach a multi-generation audience, including social media networking critical to engagement for students and young alumni populations.

In addition, the ideal candidate will possess:

- A national inclination for bridge building and collaboration
- Strong ethical, moral and professional values
- Proven ability with budget preparation, planning and resource management
- Highly developed written and oral communication skills working with multi-generational constituents
- Creativity/innovation and exceptional networking skills
- Excellent short and long-range planning abilities and organizational skills
- Demonstrated experience working in and fostering a diverse, equitable and inclusive environment
- Evidence of organizational skills, strong managerial leadership and innovative approaches to problem-solving
- Ability to utilize data-driven approaches to measure engagement through business intelligence tools, score cards and the analysis of raw data
- A strong understanding of where alumni engagement activities fit into the broader donor cultivation process
- Strong interpersonal skills and the ability to work effectively with multiple stakeholders (students, alumni, faculty, staff and community members) from diverse backgrounds
- Ability to effectively present information and respond to questions from internal and external audiences
- An outgoing, proactive and highly energetic personality
- A can-do attitude and a good sense of humor
- The ability to work in a non-hierarchical, consensus-oriented culture
- Passion about higher education, in general, and K-State and its alumni, in particular
- A K-State graduate or former student would be welcomed, but it is not a requirement for the role.



## About K-State Alumni Association

### Overview

Since 1874, the K-State Alumni Association has served as the keeper of traditions and the link for life for K-Staters worldwide, including alumni, students, faculty, staff and friends. The Alumni Association is a self-governed, 501(c)(3), dues-based organization that is governed by a 29-member board of directors and a professional staff of 32.

With more than 203,000 living graduates, the K-State Alumni Association has been in the top six schools nationally among Power Five conferences based on the percentage of graduates who are members. The Alumni Association is proud to serve the Wildcat community as their link for life to K-State.

The Alumni Association owns and operates the K-State Alumni Center facility. The Association has allocated reserves of \$4.5 million and total operating endowment commitments of \$14.6 million with \$5.6 currently funded and \$9.0 million deferred.

Through the strong and loyal membership base and collaborative university partnerships, the Association proudly supports Kansas State University and its land-grant mission. The strategic plan will further assist in the achievement of the goals for a next-generation land-grant university.

## Mission

To lead and inspire lifelong involvement that will benefit Kansas State University and all members of our Wildcat community.

## Core Values

### Integrity

We uphold integrity as a cornerstone of our organization demonstrated through our fiscal responsibility, strong work ethic, commitment to diversity, respect for others and trusted leadership.

### Diversity and Inclusion

We value diversity and welcome alternative perspectives in all we do.

### Excellence

We strive to exceed expectations and be a leading alumni association among our peers.

### Tradition

We are the stewards of K-State's proud and diverse heritage and celebrate old and new traditions alike.

### Collaborative

We work together with our partners to achieve the highest levels of excellence in programming and service to alumni and the university.

### Purple

More than a color, purple is a metaphor for the genuine sense of family that exists among our alumni, students, faculty, staff and friends. It is a symbol of the pride and passion we share for our great university and for one another.

## Strategic Priorities

### **Build and enhance resources to support the Alumni Association.**

Increase the Alumni Center endowment commitments to \$13M. Increase the Alumni Association programmatic endowment commitments to \$8M. Strengthen our organization to remain innovative and agile in changing circumstances. Finimize and implement new membership strategies to increase acquisition and retention.

### **Create opportunities that reach out, connect and serve a diverse Wildcat community.**

Enrich the student experience to enhance their interest in becoming engaged alumni. Leverage strategic partnerships with campus and external partners to provide collaborative and innovative programming for our audiences. Expand and strengthen our volunteer network to be effective advocates and ambassadors for the Association and the university.

### **Provide quality communications to help the Wildcat community connect with the Alumni Association and the university.**

Increase our digital presence to enhance communication with students and alumni. Consistently promote the Association brand and priorities to ultimately build awareness of our programs and services. Enhance communications, data management and marketing efforts to align with consumer preference and changing technology.

## Board of directors

The Alumni Association is governed by an independent board of directors. Board members are chosen through a slate approval process by the Alumni Association membership. A ballot is presented in the spring *K-Stater* magazine, which is mailed to all members of the Alumni Association.

In addition to elected members, the board comprises standing directors to include the university president, the student body president, the Student Alumni Board president, a representative of the KSU Foundation, a treasurer and a secretary.

Newly elected members serve four-year terms. The executive committee of the board includes the board chair, chair-elect, past chair, treasurer, secretary and two members-at-large.

As the governing body for the Alumni Association, members of the board of directors adopted and approved a mission statement: *to lead and inspire lifelong involvement that will benefit Kansas State University and all members of our Wildcat community*. To achieve the mission, the Alumni Association will strive to meet the following strategic goals: Create and advocate lifelong connections; Advance K-State and the interests and voice of alumni; and Support and enhance the Alumni Association's organizational capacity to meet future needs. The board also oversees the financial matters and investments of the Alumni Association.

The executive committee selects potential board members from a pool of candidates, which includes more than 400 prospects. Candidates are slated based on criteria including geographic location, professional and personal skills, education, gender, ethnicity and age. Strong consideration is given to candidates who have been involved with the Alumni Association and university.

## Kansas State University Information

Founded in 1863 as the nation's first operational land-grant university, Kansas State University has grown into a Tier 1 research university with approximately 20,000 students, 1,300 faculty members, 2,900 staff members and four campuses: the main campus in Manhattan; K-State Salina, home to aviation and technology programs; K-State Olathe, which serves the industry and workforce needs of Greater Kansas City; and K-State Online, which offers distance education programs to students around the world. K-State has nine colleges and a Graduate School and offers more than 400 degrees and options, from bachelor's to doctoral degrees. K-State Research and Extension also serves the citizenry with a presence in every county throughout Kansas and supports research in more than 20 K-State departments. K-State has an annual budget of more than \$900 million.

Private giving to the university is around \$235 million per year, and the KSU Foundation has an investment pool and endowment of more than \$912 million. The university and foundation recently completed a major fundraising campaign that raised \$1.6 billion.



## Leadership

### University President Richard Linton



Dr. Richard H. Linton serves as the 15th president of Kansas State University. He holds a bachelor's degree in biology, a master's degree in food science and a doctorate in food science, all from Virginia Tech University. He participated in the Food Systems Leadership Institute from 2009-2011 and completed the Harvard Graduate School's Institutional Educational Management Program in 2018.

Before coming to K-State in February 2022, Linton served as dean of the College of Agriculture and Life Sciences at North Carolina State University from 2012-2022, as department chair of food science and technology at The Ohio State University from 2011-2012, and as a faculty member of the department of food science at Purdue University from 1994-2011. While at Purdue, Linton also served as the founder and director of the Center for Food Safety Engineering and as the associate director of agricultural research programs.

As dean of the College of Agriculture and Life Sciences, or CALS, at NC State, Linton led a college of over 300 faculty, with more than 3,000 undergraduate students and 1,000 graduate students. Under his direction, the college developed a new strategic plan focused on building people, programs and partnerships. Collaboration with industry and government were critical to the mission of the college, and Linton's dedication was demonstrated through the NC Plant Sciences Initiative and the NC Food Processing and Manufacturing Initiative, two endeavors that have the potential to create jobs, find solutions to global challenges in agriculture and foster support for local growers. During his tenure at NC State, competitive research for CALS reached \$100 million a year and his college raised \$482 million for the NC State Capital Campaign.

Linton held many important leadership roles in addition to serving as dean. He continues to serve as a member of the Food and Drug Administration's Science Advisory Board, as well as the chair for the Binational — Israel/U.S. — Ag Research and Development Fund, a role to which he was appointed in 2018 by the U.S. secretary of agriculture. He also previously chaired the North Carolina Governor's Task Force on Food Manufacturing and the APLU-Healthy Food Systems, Healthy People Steering Committee.

President Linton and his wife, Sally, an ADHD/executive function life coach, have two children: a daughter, Lily, and a son, Chris.



## Manhattan, Kansas

Situated in the heart of northeast Kansas' scenic Flint Hills, Manhattan's 55,000 citizens enjoy a dynamic region with shopping, dining, entertainment and nightlife. Manhattan is also conveniently located for quick access to major urban centers. In addition to being less than two hours from Kansas City, the Manhattan Regional Airport offers multiple jet flights daily to DFW and Chicago. Additionally, the city of Manhattan has been a valuable partner to Kansas State University in facilitating growth of the institution. That's why Manhattan regularly earns high achieving rankings in national lists for its quality of life.

### 2023 Princeton Review Rankings

- **No. 1 Best Quality of Life**
- **No. 3 Town-Gown Relations are Great**
- **No. 4 Best Health Services**

Here is just a sampling of what residents look forward to year-round:

- A vibrant health care community, including a 150-bed acute care facility and an independent state-of-the-art surgical center. Other nationally ranked facilities are within an easy drive.
- A cost-of-living index of 89% of the U.S. average, according to the Council for Community and Economic Research.
- Shopping, dining and socializing in Aggieville, a local entertainment district with a fun, energetic vibe.
- A vibrant, revitalized downtown area with fine dining options and local boutiques.
- The Flint Hills Discovery Center, featuring exhibits about the beautiful surrounding region.
- Beautiful outdoor life at Sunset Zoo and The Gardens at Kansas State University.
- Recreation opportunities at the Konza Prairie, Tuttle Creek Lake and State Park, Linear Trail and more.
- The K-State's McCain Performance Series, which hosts acclaimed Broadway musicals, comedians, musicians and other entertainers.
- Marianna Kistler Beach Museum of Art celebrates regional art and brings art and artists from around the world to the heart of Kansas. The museums' collection continues to focus on the art of Kansas and the region.
- Exciting Big 12 athletic events from a Power 5 conference.
- Colbert Hills Golf Course, ranked as the top public golf course in Kansas.
- Excellent K-12 education. The local high school ranks among the top 5% of U.S. high schools, and the district is home to several Kansas Master Teachers.

Learn more about the Manhattan community at [www.manhattan.org](http://www.manhattan.org).

## Procedure for Candidacy

WittKieffer is assisting the Kansas State University Alumni Association with this search. Applications should include, as separate documents, a resume and letter of interest addressing the themes in this profile. For fullest consideration, candidate materials should be received by **Tuesday, April 11, 2023**.

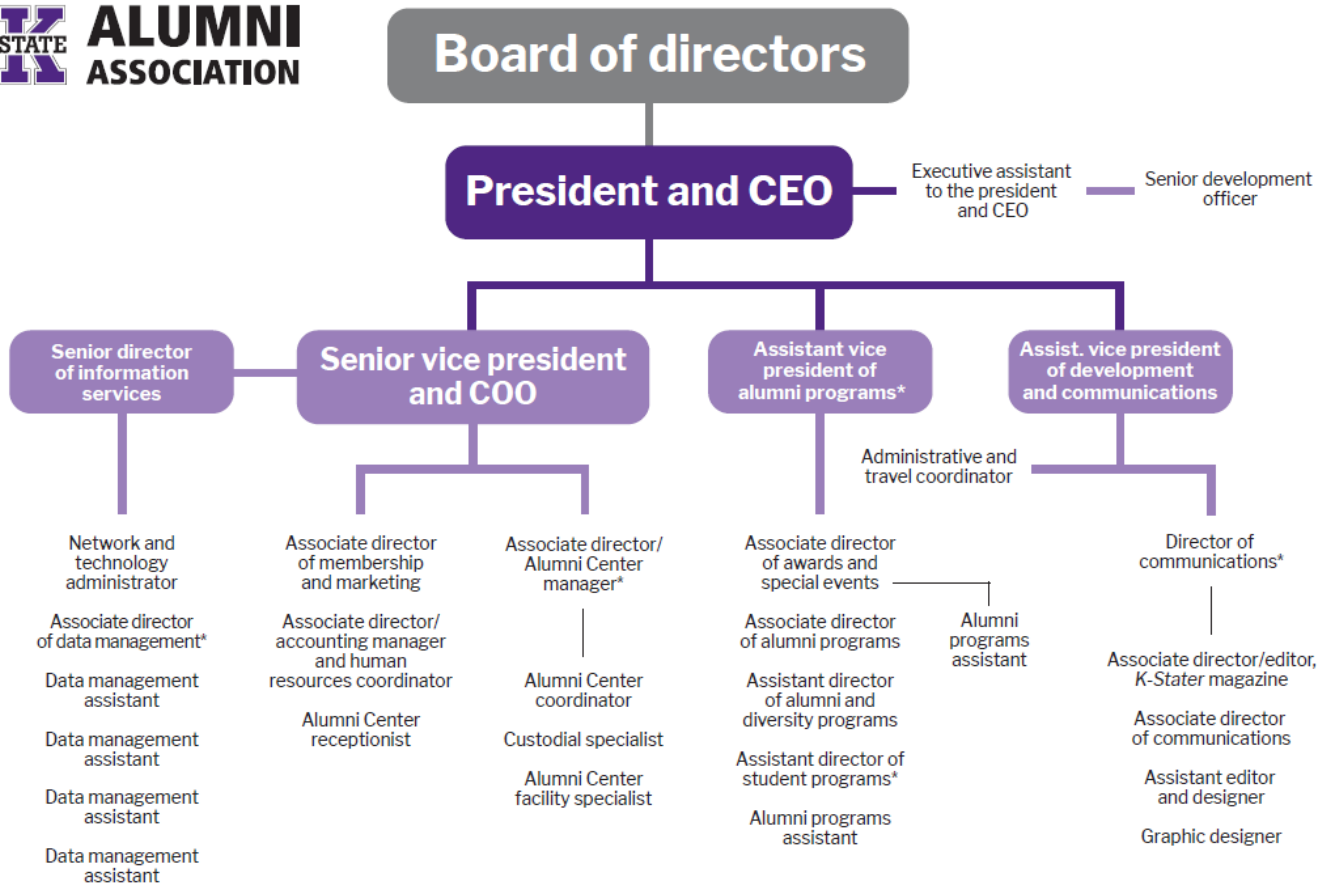
Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to WittKieffer consultants, Mercedes Chacón Vance, Melissa Fincher and Jenna Brumleve, at:

[\*\*KStateAlumniAssocCEO@wittkieffer.com\*\*](mailto:KStateAlumniAssocCEO@wittkieffer.com)

*Applicants must be currently authorized to work in the United States at the time of employment. Kansas State University is an Equal Opportunity Employer. All applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender, gender identity, age, national origin, disability, or status as a protected veteran.*

# Appendix



\* Indicates supervision of student worker(s)

12/15/2022