



ASSISTANT VICE PRESIDENT FOR DEVELOPMENT

ABOUT CWU

Founded in 1891, Central Washington University (CWU or Central) is a public, four-year university located in Ellensburg, Washington. The university was founded in 1891 as a "normal" school for the preparation of K-12 school teachers and became a comprehensive university in 1977. One of six public baccalaureate universities in Washington State, CWU provides high quality undergraduate and graduate programs to over 10,000 students and employs about 1,800 faculty and staff. The University has distinguished itself through its high-quality teaching and academic programs and student-centered orientation and approach. Central is committed to providing a range of research, outreach, and international experiences for faculty and students that includes lifelong learning opportunities. The university is comprised of four main colleges: College of Arts and Humanities, College of the Sciences, College of Education and Professional Studies, and College of Business. CWU's dedicated, talented faculty, numbering more than 600, have an impressive track record of teaching, scholarship, and service. Central's residential campus in Ellensburg encompasses 380 acres with university centers that are located around the state to provide greater access to higher education. CWU received recognition from several national publications, including being ranked as one of the top 50 universities in the West by *U.S. News & World Reports*, ranked fourth in the state of Washington on *Money* magazine's Best Colleges List, and being named one of *Sierra Magazine's* "Cool Schools."

Central's commitment to hands-on learning and discovery and individual attention takes students beyond the limits of the classroom and books. Students get to do what they're studying in real-world, professional settings, which makes learning exciting and relevant. CWU is nationally and/or regionally recognized for their academic programs in music, geology, accounting, aviation, education, and STEM. Unique programs in the state of Washington include actuarial science, sports marketing, agricultural business, and paramedicine. Student to faculty ratio is 20-to-1. With more than 135 accredited college majors, the faculty are primarily recognized regionally and nationally for their superior collegiate teaching in mathematics, physics, geology, music, and chemistry. In addition to their quality undergraduate programs, CWU has 32 accredited graduate-level programs.

Key Facts

- 10,327 undergraduate and graduate students
- Approximately 1,800 faculty/staff
- \$223M budget
- 37 advancement staff positions
- 9-member [Board of Trustees](#)
- \$40M Foundation endowment
- Approximately 100,000 alumni

Vision & Mission

VISION

Central Washington University will be a model learning community of equity and belonging.

MISSION

In order to build a community of equity and belonging, Central Washington University nurtures culturally sustaining practices that expand access and success to all students. We are committed to fostering high impact practices, sustainability, and authentic community partnerships that are grounded in meaningful relationships.

Visit



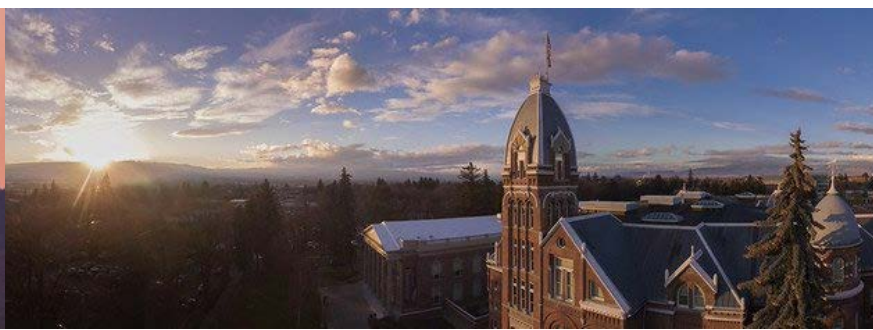
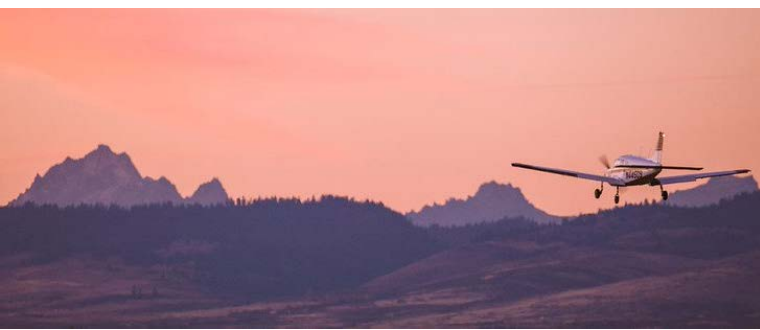
The William O. Douglas Honors College is Central's top interdisciplinary program for teaching academically talented students. The campus has 20 residence halls, five apartment complexes, and 14 Living, Learning, and Theme communities. In all, there are 59 academic and 35 auxiliary buildings.

CWU is co-located with community colleges in Edmonds, Everett, Des Moines, Steilacoom/Puyallup, Kent, Yakima, Moses Lake, and Wenatchee along with two instructional sites in Joint Base Lewis-McChord and Sammamish, where students can complete baccalaureate degrees without leaving their communities. A new dual admission program allows community college students to be admitted to CWU when they are admitted to a college, streamlining the admissions, advising, and transfer processes. CWU also serves more students through on-line courses and educational resources than any other comprehensive university in Washington. CWU prepares students to succeed in a global economy through strong partnerships with 30 colleges and universities around the world. Wildcat Athletics compete in NCAA Division II with six men's varsity sports teams and seven women's varsity sports teams.

Central Washington University has been very successful in adding and maintaining modern, state-of-the-art facilities. The state has invested almost \$500 million in CWU facilities since 2009. In recent years, campus construction and remodeling projects have included impressive science and technology academic buildings, a music building, a spacious student union and recreation facility, and new residence halls. This spring a new state-of-the-art health sciences building will open and work will begin on renovating and expanding health education facilities. Regionally, CWU plays a key role in the economic, educational, and cultural vitality of the greater community. Faculty, staff, and students contribute research and service in the public interest. In addition, the university provides instructional and library resources for the community and partners with other educational service providers to enrich access and opportunity to education for citizens of the region. Prior to the pandemic, over 350 dramatic and musical performances, art and museum exhibitions, lectures, and athletic events were open each year to campus and community members. CWU holds regional accreditation through the Northwest Commission on Colleges and Universities.

LEADERSHIP

Central Washington University, an agency of the State of Washington, is governed by a seven-member Board of Trustees appointed by the Governor with the consent of the Senate. One member is a full-time University student. By statute, the Board of Trustees has full control of the university and its various properties. In 2021, the Board of Trustees appointed Jim Wohlpart as Central Washington University's 15th President. President Wohlpart came to Central from the University of Northern Iowa, where he was Provost and Executive Vice President for Academic Affairs from 2015-2021, including serving as Interim President. A hallmark of his work at Northern Iowa was to build a strong culture of equity and inclusion and increase student enrollment even despite the pandemic. Strongly committed to the CWU's mission of preparing students for enlightened and productive lives, President Wohlpart has made civic engagement, sustainability, and diversity the leading themes of his new administration. In October 2021, the Board of Trustees and President Wohlpart agreed on three primary performance goals for



2021-2024, based on broad conversations with trustees, university staff and students, and alumni. These three goals are: (1) to elevate a collaborative, inclusive, and transparent shared governance across the university; (2) to expand and develop intentional and strategic high-impact practices for student engagement and success; and (3) to build a culture of philanthropy internally and externally and execute the launch of CWU's first comprehensive fundraising campaign. This year, the President, trustees, and CWU community are working collaboratively and inclusively to develop a new Vision, Mission, and Strategic Plan for CWU.

UNIVERSITY ADVANCEMENT AND CWU FOUNDATION

CWU's Department of University Advancement (UA) has a team of over 35 professional positions. The Department includes Alumni and Constituent Relations, UA Operations (Advancement Services), Development, Donor Relations, and Communications teams. UA's goal is to create a culture of philanthropy that will build a movement of greater community, connection, and capacity for Central Washington University. In August 2021, President Jim Wohlpart appointed Paul Elstone as the new Vice President of University Advancement. A veteran of public higher education fundraising, Elstone is responsible for leading comprehensive fundraising activities and strategic advancement initiatives that support CWU's multi-faceted mission, advance the broad range of education, research, and student activities, and design and implement future campaign initiatives. Before joining CWU, Elstone served as Senior Associate Vice President for Development at the University of Oregon since 2016, where he helped to craft and implement a \$2 billion capital campaign that eventually exceeded its extended goal of \$3 billion. He also serves as the Executive Director of the CWU Foundation.

The [CWU Foundation](#) is an independent, nonprofit charitable organization that partners with committed volunteers whose mission is to advance and support CWU. Established in 1968, the Foundation works in concert with donors, alumni, friends, and other stakeholder communities to raise private funds that support CWU's students, faculty, and programs. As Vice President of University Advancement, Elstone reports directly to CWU's President. In his role as CWU Foundation's Executive Director, Elstone helps guide the strategy and work of a 20-member Foundation Board of Directors. The CWU Foundation is responsible for the safeguarding and stewardship of philanthropic funds received for the benefit of CWU. Currently, the Foundation has an endowment investment pool of approximately \$40 million, which helps fund the growth and enhancement of academic and research programs and student support. Central Washington University alumni are represented by the CWU Alumni Association with a board of 20 committed individuals elected to serve four-year terms. The Alumni Association represents the diverse interests and needs of the graduates and other attendees of the university. Most CWU Foundation, University Advancement, and Alumni Association staff are located on the Ellensburg campus with others based around the state.

CHALLENGES AND OPPORTUNITIES

Central Washington University, like many other higher education institutions, experienced significant challenges during the 2021 fiscal year. However, an intense focus on supporting students through the



past two years and the new vision of university leadership is bringing new energy and excitement to the campus. In the past year, CWU's broad philanthropic community stepped up despite these challenges. Recognizing the unique challenges of students during this once-in-a-century global crisis, the Wildcat family came together in a wonderful way to support students facing hardships resulting from the pandemic. More than 3,300 donors committed funds and pledges of over \$8 million to ensure that Central's students could attend, stay in, and graduate from college. With a strong foundation to build an increasing base of fundraising, Central Washington is also well-positioned for launching a successful future fundraising campaign, particularly with a new aspirational President, supportive Foundation board of directors, and committed Board of Trustees. Over the next five years, and through collaborative partnerships with campus and volunteer leadership, UA aspires to build an Advancement program capable of launching and executing a comprehensive campaign and build a regional alumni network that will support and enhance President Wohlpart's emerging vision and mission.

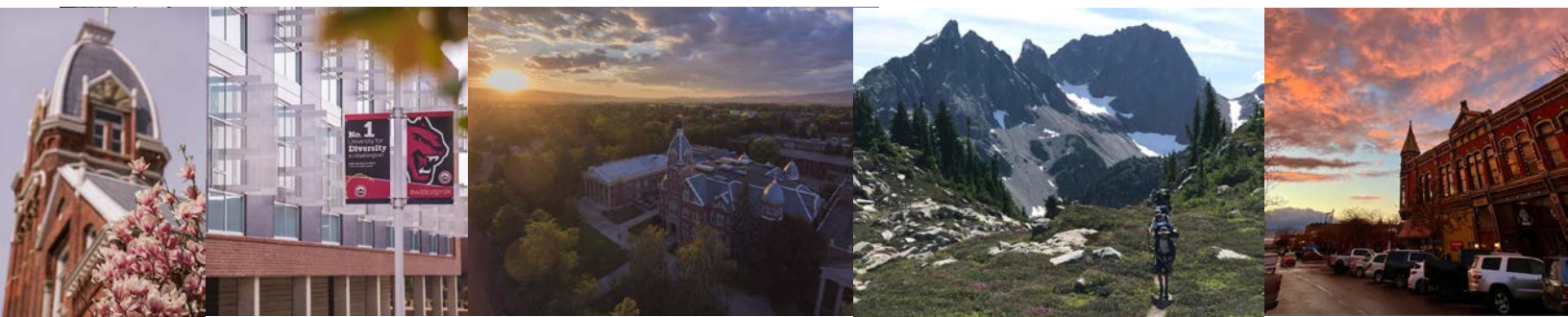
DIVERSITY, EQUITY, AND INCLUSION

Central Washington University is known for its welcoming culture where everyone gives back and cares deeply about each other, and strives to ensure equity, diversity, and inclusion are embedded in every program, every College, and all throughout their campuses. The university is fully committed to creating a more culturally diverse, equity-focused institution that celebrates all races, ethnicities, and identities. The university has a retention rate for first-year students currently at 71% and has 43% students of color. The university is committed to making new investments to increase these efforts and see philanthropic support as having a potentially significant impact on these efforts. Approximately 45% of the university population is first generation college students. Women comprise 51% of their undergraduate population and 61% of their graduate students. An estimated 10% of CWU students proudly identify as LGBTQI. CWU has been nationally recognized for its inclusivity efforts making CWU the only higher education institution in Washington State with this impressive record of achievement. For the seventh time in eight years, CWU has been the recipient of the prestigious Higher Education Excellence in Diversity (HEED) Award from *INSIGHT Into Diversity* magazine, the oldest and largest diversity magazine in higher education.

Take virtual tours of the CWU Ellensburg campus [here](#) (5-minute video) and [here](#) (3D tour).

CITY OF ELLENSBURG, WASHINGTON

CWU's main campus is located in [Ellensburg](#), a community of approximately 20,000 that enjoys one of the finest outdoor living environments in the Pacific Northwest. A thriving college town, Ellensburg is one of the state's paradise cities for outdoor life with over 300 days of sunny weather and enjoys solid job and housing markets and quality schools. Ellensburg is just a relatively short drive to Seattle, the Tri-Cities, and Spokane. Many residents say that Ellensburg is the perfect town for either coming from a big city or even a small town. Ellensburg residents enjoy a much lower cost of living compared to Seattle. Out-of-towners say that it's easy to integrate into Ellensburg since the people are so extremely nice and welcoming. Ellensburg offers the laid-back atmosphere in a historic town setting with a variety of things



to do and see both indoors and out. Many enjoy downtown Ellensburg with its distinctive shops, bars, restaurants, and museums, all within walking distance.

Blessed with clean air and water and surrounded by stunning mountains, beautiful rolling hills, and forest backdrops, the Ellensburg area is a marvelous place to visit and to call home. Locals enjoy the outdoor experience of camping, horseback riding, rafting, biking, and even golfing. The Yakima River Canyon offers world-class fishing and hiking through ancient basalt cliffs. Skiers and off-roaders are close to spectacular countryside in the Cascade Mountains, Stuart Mountains, and nearby state and national forests. The Columbia River is 30 minutes from Ellensburg, just right for a day water skiing and fishing, visiting wineries, or taking in a concert at the world-famous Gorge Amphitheatre.

Ellensburg is also home of several of the top arts and cultural events in Washington, including [Jazz in the Valley](#), [Dachshunds on Parade](#), [Buskers in the "Burg](#), [Ellensburg Rodeo](#), and [Winterhop Brewfest](#). As one of the [10 most beautiful towns in Washington](#), Ellensburg also is one of America's top "Distinctive Destinations," according to the National Historic Land Trust. Recently Ellensburg was named one of the most [romantic destinations on the West Coast](#) and one of America's most [bicycle-friendly](#) communities. Weekends bring delicious local food and fresh produce, regional crafts, and eclectic entertainment downtown at the [Ellensburg Farmers Market](#).

You are welcome to [explore downtown Ellensburg](#).

THE POSITION

The Assistant Vice President for Development, an inclusive, strategic, and collaborative leader, provides vision, leadership, and management for all facets of University Advancement's development programs, particularly annual, foundation, mid-level, major, and principal giving. This newly created position reports directly to the Vice President of University Advancement and Executive Director of the CWU Foundation. Peers include an Assistant Vice President for Development (currently based in Seattle and who will build a west side-based advancement team), Senior Director for UA Operations, Director of Alumni and Constituent Relations, and a Director of Communications. The Assistant Vice President serves as an active, collegial member of the Advancement Leadership Team (ALT) and works closely with the highest levels of senior university staff, trustees, and volunteers. The Assistant Vice President also works closely with the CWU's College Deans, and other academic leaders to develop fundraising priorities and strategies to increase the engagement, cultivation, and solicitation of new and existing donors and prospects. This creative, entrepreneurial, and flexible leader is expected to build strong, beneficial relationships throughout the CWU community, facilitate greater regional engagement, and increase annual, foundation, mid-level, major, and principal gifts. The AVP will work closely with volunteer leaders and be a key leader in the creation and execution of a comprehensive fundraising campaign. This position is based in Ellensburg with the flexibility for working remotely as needed.

The Assistant Vice President for Development, an accomplished closer of gifts and accelerator of high-capacity donor prospects, leads a highly talented team of development professionals and oversees eight



positions, including four Directors of Development (co-managed with the university's Deans), a Director of Foundation Relations, a Director of Annual Giving, an Associate Director for Development, and a Leadership Annual Giving & Engagement Officer. The Assistant Vice President manages the team with the highest degree of integrity, accountability, and professionalism and works closely with the Vice President and ALT to build a performance-driven fundraising environment that leverages the collective strengths of the advancement staff, campus partners, and volunteers. Since equity and inclusion is of the utmost importance to CWU, the new Assistant Vice President must bring a deep, abiding commitment to being open, transparent, and inclusive in all professional engagements. To be successful, the Assistant Vice President must be a collaborative, creative, confident, and results-oriented leader who can articulate clear and compelling cases for support and lead teams successfully to ensure the growth and vitality of one of Washington state's best regional universities.

MAJOR OBJECTIVES

Within the first 12 to 18 months, the Assistant Vice President for Development will achieve the following major objectives:

- Establish trusting relationships in a shared management structure with senior university staff, Deans, UA staff, donors, and stakeholders through capable leadership and consistent performance.
- Plan, manage, and coordinate a shared, collaborative development strategy that provides staffing, training, and support to the college Deans in their donor engagement activities that translates into measurable results.
- Work closely with the college Deans in overseeing all campaign strategies, goal setting, and planning activities and help solicit major and principal gifts based on ambitious yet achievable goals.
- Lead, support, train, and inspire a high-performing development team that grows an increasingly larger, diverse donor base through pipeline building and qualification, identifying new donors and prospects through strong data analytics and moves management that effectively builds effective portfolios.
- Serve as an active, passionate frontline fundraiser for the CWU community who inspires and wins the trust and confidence both internally and externally and leads by example.

RESPONSIBILITIES

The Assistant Vice President for Development will have the following primary responsibilities:

LEADERSHIP/MANAGEMENT

- Lead, actively recruit, hire, inspire, and grow UA's dynamic, talented team of development professionals, ensuring staff are fully trained, resourced, and supported and provided professional



development opportunities.

- Work in close partnership with Deans and other university leadership as appropriate, ensuring clearly defined expectations, goal setting, and accountability for staff utilizing all institutional performance tools.
- Develop and foster supportive working relationships, motivation, and engagement and communicate information to staff on an ongoing basis to influence and increase staff engagement throughout the greater CWU community.
- Recognize the value of and promote a diverse workforce; champion Central's shared values and encourage inclusivity, diverse perspectives, creativity, and teamwork.
- Build a strong achievement-focused advancement infrastructure that optimizes CWU's fundraising potential and leverages the strengths of the development team.
- Develop and maintain positive, collaborative working relationships with the UA team and the university community to maximize philanthropic impact for CWU and for their donors.
- Perform other duties as assigned by the Vice President.

PLANNING, STRATEGY, AND INTEGRATION

- Oversee overall planning, development, and implementation for a robust and fully functioning fundraising strategy for the university, including staffing, training, and professional development of all relevant staff.
- Oversee all fundraising outcomes assessment and program evaluation.
- Contribute to and participate in UA's leadership decisions and strategies as a senior member of the Advancement Leadership Team.
- Contribute to and occasionally lead the updating and development of new development policies and procedures.
- Actively work to maintain an equitable and inclusive workplace and promote a culture of mutual respect, collegiality, and collaboration.

FUNDRAISING

- Identify, qualify, cultivate, solicit, and steward major and principal gift prospects that meet and exceed all activity metrics and revenue goals.
- Build and maintain a personal portfolio of major and principal gift donors and prospects; work closely with the university community to identify new major and principal gift donors and prospects.
- Develop and implement individualized strategic cultivation plans for new and existing donors and prospects that meet or exceed annual and major gift objectives for each assigned prospect.



QUALIFICATIONS

The ideal candidate will bring most of the following qualifications and skill sets:

- A genuine passion for student-oriented education at a comprehensive university; a commitment to – and the ability to effectively communicate – the mission, vision, and values of Central Washington University.
- A minimum of five to seven years of senior-level leadership experience in managing successful fundraising teams, including experience with multi-year campaigns, preferably in a university or educational setting.
- A demonstrated track record of personal success in soliciting high-level major gifts.
- Ability to successfully hire, develop, inspire, train, and lead strong fundraising teams in a collaborative, team-oriented approach, with a strong commitment to promoting a diverse, inclusive, and equitable work environment.
- Proven success in building productive, long-term relationships with senior administrators, staff, faculty, boards, volunteers, and donors.
- Proven record of successfully developing and leading advancement programs and achieving fundraising goals and excellence.
- Outstanding organizational skills and ability to manage multiple tasks simultaneously and meet deadlines and goals.
- A creative, collaborative, and flexible leader who projects executive maturity, confidence, and credibility and brings exceptional skills as an active listener and consensus builder.
- Solid command of advancement technology and donor database management, ideally Raiser's Edge software.
- Strong interpersonal and communication skills with an inspiring and persuasive ability, including superior written, verbal, research, critical thinking, and presentation skills.
- Ability to travel extensively, complete tasks with minimal oversight, and manage up when necessary.
- A bachelor's degree is required; an advanced degree would be an advantage.

COMPENSATION AND BENEFITS

The salary range (or hiring range) for this position has been established at \$104,655 to \$162,215. The salary range of the finalist(s) selected for this role will be based on a variety of factors, including but not limited to, internal equity, experience, education, specialty, and training. The above salary range (or hiring range) represents the University's good faith and reasonable estimate of the range of possible compensation at the time of the posting.



This includes CWU's impressive array of benefits: medical, dental, life and disability insurance, flexible spending account (FSA), dependent care assistance plan (DCAP), retirement plans that include employer matching and optional savings plans, supplemental retirement savings plans, 10 holidays with personal holidays, vacation and sick leave plans, tuition assistance for staff and dependents, town-wide discounts, an employee assistance program for individualized counseling, telework option, and a wellness incentive program. Learn more at www.cwu.edu/hr/benefits.

Prior to employment, final candidate(s) will be required to sign a Sexual Misconduct disclosure in pursuant to RCW 28B.112.080 and submit to a background check. All information obtained through background investigations will be strictly confidential and revealed only to those required to have access.

APPLICATION

Central Washington University has retained Campbell & Company to conduct this search. The team for this project includes Dan Nevez, Vice President, Alexandra Catuara, Consultant, and Kole Farrise, Associate Consultant. To be considered for this opportunity, please send a letter of interest and resume to:

ALEXANDRA CATUARA

Consultant, Executive Search
anc@campbellcompany.com
(312) 506-0060 direct



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