



DIRECTOR OF REUNION GIVING  
WASHINGTON AND LEE UNIVERSITY

Lexington, VA

<https://www.wlu.edu/>

*Send Nominations or Cover Letter and Resume to:*

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## Introduction

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Washington and Lee University (W&L) is one of the oldest and most distinguished liberal arts institutions in the country. Located in Lexington, a warm, welcoming and historic college town in the Great Valley of Virginia, students enjoy small classes and close relationships with professors, while choosing from a remarkable variety of majors and minors, courses, and in-depth study opportunities — a spectrum of options usually found only at large universities. Talent, dedication and diversity characterize the students, faculty and staff of Washington and Lee University, and



the curriculum reflects an abiding spirit of innovation and public service, and the courage to be different within higher education.

What distinguishes the University from other top liberal arts colleges is the virtue of having an accredited undergraduate school of commerce, economics and politics, and a venerable law school. These units together with the College, are strengthened by meaningful collaborations with the others, all in the service of the joint university mission.

[View the Video:](#)



## ***The Opportunity:***

Washington and Lee seeks a Director of Reunion Giving with the capacity and desire to embrace the mission and values that make the University distinct among its liberal arts peers. The Director of Reunion Giving will be a passionate, high-energy individual with outstanding skills in management, communication and team building with a history of success in previous work experience and a desire to work in higher education.

## **Client Overview**

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Founded in 1749, Washington and Lee University is named for two men who played pivotal roles in the University's history: George Washington, whose generous endowment of \$20,000 in 1796 helped the fledgling school (then known as Liberty Hall Academy) survive, and Robert E. Lee, who provided innovative educational leadership during his transformational tenure as president of Washington College from 1865 to 1870. The ninth-oldest institution of higher education in America, Washington and Lee is composed of two undergraduate divisions, the College and the Williams School of Commerce, Economics and Politics; and a

graduate School of Law. W&L's 35 principal buildings include the picturesque Washington College group forming the Colonnade facing Lee Chapel; the Colonnade and Lee Chapel are National Historic Landmarks.



In a world transformed by science and technology, globalization and new economic, political and cultural realities, the solutions to problems require moral insight as well as analytical and technical skills. Washington and Lee prepares its students to meet this daunting set of challenges through programs that educate and nurture strong leaders, visionary thinkers, compassionate citizens and ethical decision makers. Offering 37 undergraduate majors and 30 minors, including a number of interdisciplinary programs, the University

prides itself on the depth and breadth of its curriculum, in which traditional liberal arts courses are augmented by offerings from the only fully accredited business school and fully accredited journalism program.

The University's approach is backed by its timeless values of civility and integrity and enhanced by a commitment to honor the quintessential Washington and Lee tradition: educating students for lives of consequence, motivated by a desire to serve others.

## Position Overview – Director of Reunion Giving

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Reporting to the Director of Annual Giving, the Director of Reunion Giving is responsible for the leadership and management of a comprehensive reunion program that has contributed more than \$52.4 million to the University's Annual Fund totals between FY07 and FY18, representing 51.5% of total Annual Fund dollars raised in that period. The Director of Reunion Giving provides leadership and direction for a sustained reunion giving program for eight classes focused on Annual Fund goals, two classes (the 25<sup>th</sup> and 50<sup>th</sup>) with combined Annual Fund and class project goals, and three special classes (55<sup>th</sup>, 60<sup>th</sup> and 65<sup>th</sup>) each year. The Director is responsible for the recruitment, motivation and management of reunion committee volunteers. Working closely with colleagues in annual giving, leadership giving, gift planning and alumni relations, the Director will manage and lead a comprehensive reunion giving program.

### ***Principal Accountabilities:***

- Work with gift officers and annual giving staff to effectively manage and direct each reunion class.

- Manage the identification, recruitment and training of all chairs and committees for each reunion class.
- Manage and motivate volunteers, oversee call-assignment process and record keeping of volunteer contacts.
- Initiative and control flow of information to reunion classes with focus on providing updates on key university initiatives and strategic priorities.
- Work with reunion chairs, gift officers and class agents to develop solicitation strategies for leadership prospects during each reunion cycle.
- Develop class goal targets including class gift pyramids.
- Serve as the primary staff manager for the 50<sup>th</sup> reunion class and work closely with the assistant director in management of the 45<sup>th</sup> reunion class.
- Plan and coordinate direct mail solicitation plan for non-leadership reunionists.
- Work closely with the Office of Alumni Affairs to create and coordinate all communications with reunion volunteers and reunion classes. Encourage intradepartmental communication regarding prospects, programs and initiatives.
- Create and maintain training manuals and materials for reunion volunteers;
- Plan and coordinate volunteer training programs, including on-campus and off-campus meetings of the 50<sup>th</sup> reunion committee.
- In conjunction with the Assistant Director of Alumni Affairs, coordinate the President's Alumni Weekend briefing meeting, preparing or requesting appropriate materials and attendee bios for his participation in major weekend events.
- Supervise the assistant director, 25<sup>th</sup> reunion gift officer and reunion program coordinator.
- Develop and oversee reunion stewardship efforts, including on-campus receptions during reunion weekends for members of The President's Society, recognizing leadership support of the Annual Fund.
- Work across the department to manage multi-year 25<sup>th</sup> and 50<sup>th</sup> reunion acknowledgments and post-reunion stewardship.
- Analyze and evaluate each reunion cycle with focus on continuous improvement.
- Travel for purposes of personal solicitation and stewardship for Washington and Lee.

## **Qualifications:**

The successful candidate will have a minimum of three to five years of successful fundraising experience preferably in a higher education setting. A Bachelor's degree is required. The position requires strong interpersonal skills, the ability to listen effectively and outstanding written and oral communication skills. Candidates should be organized, able to work collaboratively and strategically and be a talented motivator

of volunteers. Knowledge of Moves Management principles and donor database systems is beneficial. High levels of energy, motivation and determination are required.

The Director of Reunion Giving is expected to be a person with strong character and leadership abilities and excellent human relations skills who can represent the university effectively with its alumni and other external constituents. The ideal candidate will be currently functioning in a development or fundraising capacity with a record of accomplishment. A record of reaching ambitious targets and goals is expected. Experience with publications and development marketing communications is highly desirable.

## Development Overview

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George Washington made the first philanthropic gift to then Liberty Academy to save the struggling school. Since then, thousands of individuals over the generations have given gifts because they loved W&L, they believed in W&L and they wanted to make sure it thrived. Contributions help keep W&L at the forefront of liberal arts in our nation.

### ***Washington and Lee University Alumni:***



The University's most valuable asset is its community. The alumni of W&L are living proof that the pursuit of one's intellectual interests for their own sake is an exceptional foundation for accomplishment in any arena and for making significant contributions to society. There are 76 alumni chapters in the U.S. and one in London. Participants build personal and professional networks by discovering the paths of fellow alumni. The W&L alumni are extraordinarily loyal and generous to their alma mater:

51% of alumni contribute to the Annual Fund.

### ***Campaign Success: Honor Our Past, Build Our Future:***

In 2015, Washington and Lee University concluded its seven-year campaign on June 30, raising \$542.5 million, 8% more than the \$500 million goal.

*Honor Our Past, Build Our Future: The Campaign for Washington and Lee* is believed to be the second-largest at the time by a liberal arts college. It was launched during one of the country's worst economic periods but successfully followed its original timeline and campaign plan.

The campaign focused on five key strategic priorities: scholarships and financial aid; faculty support and competitive compensation; programs that foster learning, engagement and character; selected renovations and new facilities; and growth of the Annual Fund.

Accomplishments of the campaign included:

- Securing gifts and commitments for W&L's endowment, accounting for 61% of the total raised. The University's ranking in endowment per student increased from 38 to 25 among all American colleges and universities. The market value of the endowment was \$1.485 billion at the end of May 2015.
- Increasing the role of philanthropy in the University's budget. Income from endowments and annual giving now account for 48% of the annual operating budget, compared to 38% from net tuition and fees.
- Improving access and affordability for students through the growth in endowments for scholarships. Contributions increased W&L's financial aid 2.25 times from the start of the campaign. The largest campaign goal was financial aid. The campaign secured more than \$156 million for financial aid.

View the full list of accomplishments [here](#).

### ***What's Next: The Future W&L Fundraising Initiatives:***

The 2018-19 goal for W&L's Annual Fund is \$11,075,000, representing an increase of 2% over FY'18's \$10,858,812 result. Total gifts and new commitments reached \$48,226,384, representing steady growth and momentum over the three years following the conclusion of the last comprehensive campaign. Additionally, the University is in active planning for its next campaign with a working goal of \$650 million. The anticipated launch for a campaign is 2020.

### ***Washington and Lee University Strategic Plan:***

This past May the Board of Trustees approved W&L's new strategic plan. The plan, which reflects input from all corners of the community, is the culmination of 15 months of work by more than 100 individuals. The plan reaffirms W&L's distinctive strengths, identifies opportunities to advance its mission and provides the framework to support its aspiration to be a national model for liberal arts education.

The plan is organized around four themes: Community, Curriculum, Citizenship and Campus. W&L's community of trust and civility, its distinctive curriculum, its commitment to institutional citizenship for the benefit of society, and its beautiful and historic campus are a potent educational combination. The plan outlines how it will continue to build upon these strengths to provide the best possible liberal arts education to talented students who embody the qualities of personal integrity, leadership and academic excellence.



Among the most ambitious initiatives it contains are the commitment to a need-blind undergraduate admissions policy and a signature law school scholarship program; renewed and expanded efforts to recruit and retain diverse pools of students, faculty and staff; steps to deepen student connections to W&L through the Office of Inclusion and Engagement; investments in its distinctive liberal arts curriculum and, especially, in its interdisciplinary programs; commitments to teach and present the institutional history comprehensively and accurately and to steward its resources responsibly; and improved facilities for Admissions and Financial Aid, the sciences, the arts, and the Williams School, among others.

View the extensive plan details [here](#).

## Location

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### **Lexington, VA**

Washington and Lee is a modern university located on a campus of great natural beauty and national significance in Lexington, VA. A historic city of about 7,000 people, it's in the center of Rockbridge County in the Shenandoah Valley region. The Shenandoah Valley is a glorious setting in which to live, work, and play. There is a wide range of activities available in the area including mountain biking, canoeing, kayaking, climbing, fly fishing, white water rafting, tubing, hiking, skiing or even spelunking. Within a two-hour drive, there's access to over four million acres of national and state forests and treasures like Shenandoah National Park and the Appalachian Trail.



The built environment — from the ruins of Liberty Hall to the Colonnade, Lee Chapel, Doremus Gymnasium and the Ruscio Center for Global Learning — reminds all who live in or visit the area of the history of W&L, which spans the four centuries of our country. The city is some 50 miles northeast of Roanoke, 50 miles northwest of Lynchburg and 36 miles southwest of Staunton.

One of *Smithsonian Magazine's* Best Small Towns to Visit in 2013, Lexington offers a mix of history, charm and natural beauty. Picturesque yet vital, Lexington combines the energy of a college town with historic charm. Fine restaurants, country inns, charming shops and lively galleries also dot the area.

Learn more at [www.lexingtonvirginia.com](http://www.lexingtonvirginia.com).

## **Background Checks:**

Prior to submitting your resume for this position, please read it over for accuracy. LLLS does verify academic credentials for its candidates, and our clients frequently conduct background checks prior to finalizing an offer.

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Maureen Huminik, Vice President or Jon Derek Croteau,  
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## Appendix

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### Leadership:



**William C. (Will) Dudley**  
**President**

William C. (Will) Dudley became the 27th president of Washington and Lee University on Jan. 1, 2017. He was formerly provost and professor of philosophy at Williams College.

A Virginia native, born in Charlottesville and raised in Arlington, Dudley received his B.A. in mathematics and philosophy, magna cum laude, from Williams in 1989, and an M.A. and a Ph.D., both in philosophy, from Northwestern University. He joined the Williams faculty in 1998. His area of expertise is German idealism, from Kant to Hegel. He is the author of two books, *Understanding German Idealism* (2007) and *Hegel, Nietzsche and Philosophy: Thinking Freedom* (2002). He is the editor of volumes on Kant and Hegel and has published numerous scholarly articles. At Williams he also taught on the philosophy and economics of higher education and the spiritual significance of sports.

As Williams' provost since 2011, Dudley oversaw operations that directly support the college's academic mission, allocating budgets and positions and undertaking strategic initiatives. He supervised the directors of Admission, Financial Aid, the College Libraries, Information Technology, the Science Center, Institutional Research, the Williams College Museum of Art and the Zikha Center for Environmental Initiatives. He was intimately involved in aligning fundraising efforts with the college's needs, including establishing priorities for *Teach It Forward: The Campaign for Williams*, which was launched in October 2015 with a goal of \$650 million.

As an undergraduate at Williams, Dudley was captain of the water polo team, a member of the swimming and diving team, and the recipient of a Herschel Smith Fellowship to study at Cambridge University from 1989 to 1990. He worked from 1990 to 1993 for AES Corp. before pursuing graduate studies at Northwestern.

Dudley received fellowships from the Williams College Oakley Center for the Humanities and Social Sciences, the American Council of Learned Societies and the Humboldt Foundation. He served as the

Gaudino Scholar at Williams from 2010 to 2011, a presidential appointment to lead the Robert L. Gaudino Memorial Fund and to encourage curricular innovation and experiential learning at the college.

Dudley serves as a trustee and vice-chair of the board at Massachusetts College of Liberal Arts, the public liberal arts college for the Commonwealth of Massachusetts and a campus of the Massachusetts state university system. He received a gubernatorial appointment to that board in 2010 and became the vice chair in 2015. He also served as president of the Williamstown Community Chest from 2007 to 2009 and served on the board of that nonprofit for six years.



**Dennis Cross**  
***Vice President for University Advancement***

Dennis Cross came to W&L in October 2004 from the College of William and Mary where he served as vice president of university development. In that position, he organized and managed the William and Mary development program and conceptualized, planned and initiated implementation of the school's \$500 million fundraising campaign. During his final year in Williamsburg, William and Mary received its first recognition for an outstanding development program among colleges and universities with the CASE/Wealth Engine Circle of Excellence Award for Overall Performance.

From 1992 until 2000, Cross served the University of North Carolina at Chapel Hill as executive director of the Arts and Sciences Foundation and senior associate dean for program development and external relations for the College of Arts and Sciences. He helped conclude successfully in 1995 the A&S portion of the Bicentennial Campaign. He later assumed the additional responsibility as special assistant to the director of the \$2 billion *Carolina First* campaign, which he helped plan and successfully launch. Cross was a senior member of the University's development and external relations team that received annual recognition from the Council for the Advancement and Support of Education (CASE) as a national top performer in development. Before assuming his role at Carolina, Cross served for six years as Director of Alumni and Development for the College of Arts and Science at his alma mater Vanderbilt University.

Cross is a Phi Beta Kappa graduate of Vanderbilt. He also received the M.Div. and Th.M. degrees from the Divinity School of Harvard University, where he concentrated in the philosophy of religion.

As Vice President for University Advancement at Washington and Lee, Cross serves as the senior philanthropic officer for W&L and oversees the following areas:

- Alumni Affairs
- Communication and Public Affairs
- University Development
- Law School Advancement
- Special Events
- Special Programs
- University Guest Houses
- University Collections of Art and History, which includes the Reeves Center and Lee Chapel & Museum

Cross served as the managing director of *Honor Our Past, Build Our Future: The Campaign for Washington and Lee* (2008-2015). The campaign concluded on June 30, 2015 with \$542.5 million raised, the second-highest campaign total ever at a liberal arts college. Washington and Lee has received the Circle of Excellence Award for Overall Performance in Development five times since Cross arrived at W&L. He is a 2015 inductee of Omicron Delta Kappa, the national leadership honor society.



**Tres Mullis**  
***Executive Director for University Development***

Tres Mullis, a native of Jacksonville, Florida, joined the Washington and Lee development team in 2006. He came to W&L from Vanderbilt University, where he served as Associate Dean of Development and Alumni Relations for Vanderbilt's Peabody College of Education and Human Development. Mullis previously worked for Vanderbilt as Director of Development for the Heard Library, the Graduate School, the University Press, and the Vanderbilt Institute for Public Policy Studies. Prior to his work at Vanderbilt, Mullis served as Austin Peay State University's first Director of Alumni Relations and Development and worked in various development capacities at his alma mater, Stetson University. At W&L Mullis is responsible for overseeing all areas of development and managing day-to-day operations of W&L's fundraising efforts.

During his tenure as executive director, Mullis has led a development team of 35+ staff members and played a leading role with vice president of university advancement Dennis Cross, in the planning and execution of the *Honor Our Past, Build Our Future* campaign at Washington and Lee. Mullis has overseen growth of the University's unrestricted Annual Fund from \$5.3 million in FY06 to \$10.85 million at the end of FY18. During this same period undergraduate participation in giving to any area of the university grew from 48% to a high of 54.7%; 2017-18 was the eighth consecutive year participation reached 50 percent or higher.

Mullis received his BBA and MBA from Stetson University, where he was an inductee of Omicron Delta Kappa, the national leadership honor society. An active member of CASE District III, he has served several terms on the District's Board of Directors and as co-chair of the District's 2001 Annual Conference.