

Bowdoin

Senior Vice President for Development and Alumni Relations
Bowdoin College
Brunswick, Maine
bowdoin.edu

Send Nominations or Cover Letter and Résumé to:

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The Opportunity

As one of the most prominent liberal arts colleges in the nation, Bowdoin College has a rich history of excellence and academic rigor and an unwavering devotion to the common good. This success has been fueled by one of the most committed, generous, and passionate alumni communities in the world. The same commitment and passion are values that drive the College's students, faculty, and staff.

Reporting to the president and serving as a critical member of the College's senior leadership team, the senior vice president for development and alumni relations (SVP) position is an opportunity for a highly skilled manager and proven fundraiser to lead and inspire a high-performing and experienced team. The SVP will be responsible for the strategic advancement and management of all engagement and development activities at the College, including the successful completion of the College's \$500 million comprehensive campaign, set to conclude in 2024.

The SVP will be a seasoned leader and manager with an appreciation for liberal arts education who respects tradition but is also adept at implementing and inspiring creative and strategic change. They will have demonstrated success in and a commitment to creating and promoting a diverse, inclusive, and equitable workplace environment.

A bold visionary with proven experience leading change, the SVP will bring professional expertise and new ideas and approaches to work. The successful candidate will be intellectually curious, authentic, and highly collaborative. The SVP will be a person of integrity, character, and sound judgment and, above all, dedicated to the mission and values of Bowdoin.

About Bowdoin College

In his inaugural address in 1802, Bowdoin president Joseph McKeen committed the College to a special charge: “It ought always to be remembered, that literary institutions are founded and endowed for the common good, and not for the private advantage of those who resort to them for education. It is not that they may be enabled to pass through life in an easy or reputable manner, but that their mental powers may be cultivated and improved for the benefit of society.” At Bowdoin, this commitment to [the common good](#) continues to guide the College today.

As a highly selective liberal arts college that perpetuates excellence in its faculty, students, and staff, Bowdoin holds firm to its mission to engage students of uncommon purpose in an intense, full-time education of their minds, exploration of their creative facilities, and development of their social and leadership abilities.

At the root of this mission is selection. First, and regardless of their families’ financial resources, Bowdoin selects students of varied gifts; diverse social, geographic, and racial backgrounds; and exceptional qualities of mind and character. Developed in association with one another, these gifts enable them to become leaders in many fields of endeavor. The College has one of the strongest financial aid programs in the nation and is committed to making a Bowdoin education affordable and accessible. Bowdoin is among a very small number of colleges and universities—fewer than twenty—that offers a combination of need-blind admissions, a commitment to meet the full four-year need of students, and a “no-loan” policy. Today, 50 percent of Bowdoin’s first-year class receives need-based financial aid, a percentage that is expected to grow. The average grant for all aided students is nearly \$47,500 a year. In addition, programs including [THRIVE](#), a college-wide initiative, provide a range of academic, mentorship, leadership development, and financial resources to help low-income, first-generation, and historically underrepresented students transition to life at Bowdoin.

Second, the College recruits faculty members of high intellectual ability and scholarly accomplishment who have passion for education, both of undergraduates and of themselves, as lifelong creators and pursuers of knowledge. The College’s academic reputation is the number-one reason students choose Bowdoin and faculty form the backbone of that reputation. Bowdoin takes pride in fostering close student-faculty partnerships, enabled in part by its low 9:1 student-faculty ratio.

Academic life at Bowdoin spans [thirty-five departments](#), and students speak about being cooperative, not competitive. With that, Bowdoin tends to attract students who like brainstorming with faculty, working in teams, and welcoming big, new, difficult questions. The most popular majors are government and legal studies, economics, mathematics, biology, computer science, English, neuroscience, biochemistry, psychology, and sociology.

In fall 2019, Bowdoin enrolled 1,835 students, with 92 percent living on its [historic residential campus](#) in Brunswick, Maine plus another 138 studying abroad or in domestic exchange programs. Bowdoin students come from every US state and about forty-five foreign countries. Bowdoin is a coeducational, residential college, with about 90 percent of students living on campus and ten percent living off campus in the

surrounding area. The student gender split is 49 percent men, 51 percent women; 10 percent of students are from Maine; one third are students of color; and 7 percent are international.

Bowdoin believes that only through building a more diverse and inclusive campus community will the College best prepare graduates to be contributing citizens of the world. The conviction begins with the first line in Bowdoin's seventh president's 1906, "[Offer of the College](#)." "To be at home in all lands and all ages..." embodies the value that every graduate of Bowdoin should be confident in their preparation to be able to navigate through differences and in all sorts of situations. A Bowdoin education does not guarantee these skills, but it does impart a set of tools necessary to bravely enter unfamiliar conditions with the confidence to deal effectively with ambiguity.

Bowdoin values kindness, diversity, creativity, and hard work. Upon graduation, students join a global network of alumni who are critical thinkers, lifelong learners, and are committed to social and racial justice. They seek out new perspectives, appreciate beauty, demand truth, and above all, support one another.

A top priority on President Clayton Rose's agenda since his arrival in 2015 has been to advance Bowdoin's commitment to diversity, equity, and inclusion further. Early in his tenure President Rose established the [Office of Inclusion and Diversity](#) and hired a senior vice president for inclusion and diversity to join the senior leadership team.

The College has taken additional steps to increase its efforts to ensure Bowdoin is a place where everyone has the opportunity for an equitable experience and an enduring sense of belonging and where it prepares its students to both understand and change the beliefs, behaviors, and structures that have sustained racial inequity in nearly every aspect of American society. The College has identified three main areas of focus: the first, to create multiyear programming and education for the Bowdoin community around racism, with an early focus on anti-Black racism; the second, each division at the College will undertake internal work to identify causes of inequities in opportunity, including a focus on hiring practices and support for professional development for faculty and staff of color; the third, understanding Bowdoin's history with respect to race.

Development and Alumni Relations

There are few colleges and universities that can claim a prouder and more engaged alumni community than Bowdoin. The College boasts a network of close to 23,000 alumni throughout the U.S. and around the world and many alumni have lifelong involvement with the College through social, cultural, athletic, educational, and volunteer programs.

Select examples include:

- Within the Development and Alumni Relations Division, Bowdoin has 900 class agents who are vital in encouraging philanthropy and building relationships between alumni and the College, two leadership volunteer groups, the Alumni Fund Directors and the Alumni Council, an active Parent Giving volunteer network, and a Campaign Leadership Committee.

- Bowdoin Regional Admissions Volunteer Organization (BRAVO): A cohort of alumni volunteers that expands the reach of the admissions office in the recruitment of qualified students for Bowdoin by interviewing local students and serving as a link between high schools, prospective students, and the College.
- The Bowdoin Career Advisory Network (BCAN): Alumni who make themselves available to current students to share information on career paths and job-search strategies unique to their field. Hundreds of alumni responded to a recent call to action from the alumni relations and career exploration and development teams to help current students in need of career advice, internships, and jobs due to impediments caused by COVID-19.
- Regional and identity-based groups: Regional and virtual programs exist to provide avenues for Bowdoin alumni to remain connected to the College and to one another through social, cultural, athletic, and volunteer opportunities. There are regional groups in major cities, including Boston, NYC, and DC and identity-based groups include LGBTQIA and multicultural alumni groups. In 2019, more than 500 members of the Bowdoin community gathered on campus to learn, reflect, honor, and reunite for Bowdoin's AF/AM/50 Celebration to honor fifty years of the establishment of the Africana Studies Program, the African American Society, and the John Brown Russwurm African American Center—named in honor of Bowdoin's first African American graduate, from the Class of 1826.
- During the 2021-2022 academic year, Bowdoin will celebrate *Leaders in All Walks of Life: 50 Years of Women at Bowdoin*. This is an opportunity for the SVP and the Development and Alumni Relations Office staff to connect with and further strengthen and develop alumnae engagement in volunteerism and philanthropy.

With alumni participation rates consistently ranking among the top five in the nation, philanthropic giving to Bowdoin demonstrates a level of support and engagement that very few colleges and universities can claim. Although alumni participation has dropped in recent years, following the national trend of declining participation rates, dollars raised in FY20 in the alumni fund hit a historic high at \$12,891,733, a 3 percent increase from the previous year. Overall giving for FY20 was \$42,111,709, an increase from \$34,897,015 in FY19. This year, the Development and Alumni Relations office launched *Ripple Effect*, an alumni matching gift challenge in support of a new Alumni Fund designation for diversity, equity, and inclusion efforts. The weeklong challenge resulted in gifts from 1,944 alumni totaling \$144,773.21 and unlocked \$194,400 from the donor. The new designation supports the College's work in this area now and in the future. In addition to pivoting to new programs in the pandemic and examining those results, the team has important projects underway to examine reunion giving, GOLD programs, and the shift from traditional student phonathons to new ways of reaching donors. The College has a historically successful gift planning program which has provided 26% of the total dollars raised over the past decade, and includes over 1,000 alumni, parents, and friends who have built a lasting legacy at Bowdoin by establishing life income gifts or including the College in their estate plans.

From Here: The Campaign for Bowdoin

Bowdoin launched the public phase of its largest comprehensive fundraising campaign, [From Here](#), in February 2020. The campaign is the eighteenth in Bowdoin's history and the first in President Rose's tenure. The last campaign from 2004 to 2009 exceeded its \$250M goal. With this ambitious campaign, Bowdoin will raise \$500 million by 2024 to support three core promises—each of which will ensure that a Bowdoin education is ever-evolving, yet constant at its core, far into the future.

PROMISE ONE

The promise that family income will never be a barrier to attending the College, or to a full Bowdoin experience.

PROMISE TWO

The promise of an enduring and transformative liberal arts education. This is an education built on the traditions of personal learning and disciplinary knowledge, and on continuous faculty innovation in the curriculum—in areas that include interdisciplinary scholarship, global perspectives, and quantitative and digital literacy.

PROMISE THREE

The promise to give students the opportunities and resources to land their first great job and build a successful and fulfilling career that benefits society.

In this extraordinary historic moment, one in which a global pandemic and a reckoning with racial injustice challenge our assumptions and our resilience, the *From Here* campaign embodies the right priorities at the right time. Fundamentally, the campaign is about access and opportunity: financial aid, to provide a Bowdoin education for every talented student who cannot afford it; comprehensive aid and academic innovation, to ensure that all enrolled students can fully participate in everything that the College offers; and career exploration and development, to arm graduates with the skills and experiences that lead to rewarding lives.

Additionally, Bowdoin strives to have 85 percent of its alumni engage with the College over the course of the campaign by making a gift, volunteering, or registering for an event. As of December 1, 2020, Bowdoin has raised \$352 million and has achieved 52 percent alumni engagement toward its goal.

Opportunities and Expectations for Leadership

The SVP will have the opportunity to guide an outstanding team of development and alumni relations professionals devoted to engaging Bowdoin's dedicated alumni, families, and donors. Leveraging this strength, the next SVP will inspire the team and the broader community to address the following opportunities and challenges:

Ensuring Continued Excellence within the Development and Alumni Relations Division

The SVP will provide strategic vision, innovative and creative leadership, and clear direction for all advancement programs and a talented staff of approximately sixty. The successful candidate will be an

enthusiastic, aspirational, and authentic professional who leads by example and empowers the members of the Division of Development and Alumni Relations. The SVP will develop a strong sense of transparency, trust, teamwork, and college-wide collaboration, and establish an environment of mentoring and support, while honing strategic focus with the team.

The SVP will need to skillfully attract, mentor, retain, manage, and develop a diverse staff, provide opportunities to grow professionally and offer best-in-class advancement and higher education practices.

Honoring Best Practice and Tradition, while Innovating for the Future

Embracing and encouraging the College's culture of experimentation and risk-taking, the SVP will bring a fresh perspective to the division. They will evaluate the efficiency and effectiveness of the division and seek best-practice improvements and new creative ideas.

Some areas of immediate focus include the following:

- Meaningfully engaging recent graduates: Bowdoin's rich history of traditions bring great pride and connection to the College's more senior alumni; many younger alumni share that pride and sense of community, but they also desire alternative options to connect. The College has an opportunity to dive deeper into these generational dynamics to identify creative engagement opportunities for recent graduates while maintaining the timeless traditions that older generations hold close to their hearts.
- Increasing alumni participation: Bowdoin is a national leader in alumni participation and has for over thirty years maintained 50 percent participation or above, reaching 62.7 percent participation at its highest. In FY20, participation dropped to a low of 42.6 percent following a nationwide trend of declining participation numbers. This challenge is intensified by recent graduates feeling pulled in many directions to give to organizations where they feel they can make an immediate impact. With over half of Bowdoin's alumni population having graduated in 1997 or later, the College has the opportunity to increase participation, regardless of the amount of the contribution, and think boldly about meaningful engagement of new and lapsed donors. Bowdoin participated in the Schuler Study in early 2020 and has been incorporating learnings from that survey into Alumni Fund appeals.
- Utilizing Data Analytics to Increase Engagement, Stewardship, and Giving: Throughout the planning and public phases of the campaign, the development and alumni relations team collected vast amounts of data and implemented new databases and systems resulting in new and useful metrics and analytics, as well as new tools accessible to the entire staff. There is an opportunity to dig deeper and use data to drive new strategies across the division.

Defining and Advancing Diversity, Equity, and Inclusion Initiatives and Racial Justice Efforts

Embedded in Bowdoin's ethos is its ongoing commitment to diversity, equity, and inclusion (DEI). The SVP will be charged with supporting and advancing current division-wide DEI initiatives, while strategically and purposely setting new goals. Current initiatives include continuing to diversify the board of trustees and other volunteer groups, expanding major gift portfolios to include a wider pool of prospects traditionally unengaged in philanthropy at Bowdoin, expanding and creating new identity-based groups and programs,

building on the success of the alumni fund DEI challenge, *Ripple Effect*, and advancing fundraising for support of DEI initiatives within the alumni fund.

A newly created and currently posted director of multicultural alumni engagement position will also report to the SVP. This director will be a key contributor in building the lifelong connection of Bowdoin alumni to the College and each other, with a focus on multicultural-identifying alumni.

In support of Bowdoin's college-wide efforts, the SVP will advance current work and develop a plan for the education of the division on institutional racism and anti-racism, building allyship, and creating a more diverse work environment.

Successfully Completing the Campaign and Laying the Foundation for the Next Campaign

The SVP will join the organization during the public phase of the \$500 million *From Here* campaign and will play a critical role in bringing the campaign to a successful conclusion. They will also be responsible for post-campaign stewardship efforts, while setting the stage and vision for the planning and execution of the next comprehensive campaign.

Serving as a Thought Leader and Key Member of College Leadership

Serving as a thought partner to the president, members of the senior leadership team, and the board of trustees, the SVP will play a central role in the College's strategic discussions, approaching deliberations about the future direction of the College through the lens of the alumni and donor experience. Working very closely with leadership in academic affairs, student affairs, admissions and student aid, communications, diversity and inclusion, the president's office, finance, information technology, and investments, the SVP will participate in institution-wide decisions facing the College.

Forging Partnerships and Building Relationships Internally and Externally

Building strong relationships across the College will be critical to the SVP's success, particularly with senior leadership, faculty, staff, alumni, volunteers, and donors. The SVP will work in partnership with these individuals and groups to develop consistent and coordinated strategies for achieving college-wide objectives and engagement and fundraising goals. The SVP will encourage collaboration and coordination throughout the campus to create interdisciplinary and transformational gift opportunities. In partnership with the president, the SVP will work closely with the board of trustees and will staff various development and campaign committees, as necessary. Additionally, the SVP will manage a personal portfolio and the presidential portfolio.

Candidate Profile: Qualities and Qualifications

Bowdoin seeks an experienced, energetic, creative, and collaborative SVP with the highest standards of excellence and integrity. The ideal candidate will have an unwavering commitment to the values and goals of a liberal arts education; a history of organizational leadership; proven success fostering innovation and implementing ideas that lead to positive outcomes and/or lessons learned; and the demonstrated ability to lead an organization that values inclusion, thoughtful and challenging discourse, and mutual respect.

Additionally, the following are among the most important experiences and characteristics desired in the next SVP:

- Demonstrated experience building, organizing, and leading a successful and innovative development program supported by a diverse team of talented development professionals; leadership experience within an institution of higher education is strongly preferred;
- Proven success in cultivating, soliciting, and closing major and transformative gifts; leadership experience planning and executing a comprehensive campaign;
- Demonstrated effectiveness in recruiting volunteer leaders of all levels and in guiding and supporting volunteer efforts;
- A forward thinker who inspires and fosters ingenuity; has a proven track record of developing innovative programs that have led to positive outcomes, including virtual programs and fundraising activities developed and proven successful as a result of the pandemic;
- A teambuilder with demonstrated ability to provide management oversight, leadership, and strategic direction; excellent organizational skills, a strong sense of operational efficiency; and the ability to plan, monitor, and tightly manage a comprehensive budget;
- Demonstrate an unyielding commitment to diversity and inclusion and a professional history of advancing progress in these areas;
- In-depth knowledge of and the drive to stay current on national best practices in advancement, higher education, and broad issues of importance, including diversity and inclusion, Title IX, and sustainability;
- Demonstrate a commitment to the value of a liberal arts education with a personal commitment to lifelong learning;
- A high level of emotional intelligence, self-confidence, energy, sense of humor, collaborative spirit, and the ability to function at a high level in an environment of high expectations;
- Superior presentation skills; excellent communication skills, including the ability to write and speak clearly and effectively. Must be a superb listener with sensitivity to nuance and a communication style that is open and issues-focused. Ability to develop trust and strong collaborative working relationships, promoting the sharing of resources and information across the College;
- Authenticity, integrity, enthusiasm, kindness, and a strong work ethic, supported by commitment, dedication and follow-through;
- An approachable and collaborative partner; and
- The ability and willingness to travel nationally and internationally.

Bowdoin College complies with applicable provisions of federal and state laws that prohibit unlawful discrimination in employment, admission, or access to its educational or extracurricular programs, activities, or facilities based on race, color, ethnicity, ancestry and national origin, religion, sex, sexual orientation, gender identity and/or expression, age, marital status, place of birth, genetic predisposition, veteran status, or against qualified individuals with physical or mental disabilities on the basis of disability, or any other legally protected statuses.

Leadership

Clayton S. Rose, who was inaugurated as Bowdoin's fifteenth president on October 17, 2015, has consistently underscored the value and essential importance of a liberal arts education for living lives of meaning, for thoughtful engagement in civic life, and for satisfaction and success in work. Originally from San Rafael, California, Rose earned his undergraduate degree (1980) and MBA (1981) at the University of Chicago. In 2003, following a twenty-year leadership and management career in finance, he enrolled in the doctoral program in sociology at the University of Pennsylvania to study issues of race in America, earning his master's degree in 2005 and his PhD with distinction in 2007.

Prior to his appointment as president of Bowdoin, Rose served on the faculty of the Harvard Business School, where he wrote and taught on moral leadership and ethics, among other topics.

Rose chairs the board of trustees of the Howard Hughes Medical Institute, the nation's largest academic biomedical research organization. He is also a member of the board of directors of Bank of America.

About Brunswick, Maine

Maine and Bowdoin's hometown of Brunswick are [fundamental to its identity](#). Rich in tradition, history, and natural beauty, Brunswick is a community of talented, innovative, and involved citizens. Brunswick's residents are fortunate to have access to beautiful recreational areas, high quality educational and medical resources, and growing employment opportunities. Brunswick is a coastal community, offering residents and visitors an array of recreational opportunities. With convenient access to I-295 and Route 1, Brunswick is located thirty miles north of Portland and the Portland International Jetport, and adjacent to Freeport. Brunswick's strategic location is enhanced by the Brunswick Executive Airport and the Amtrak Downeaster, connecting Brunswick to Boston (130 miles) and beyond by passenger rail service.

The town, designated as a Main Street Community in 2012, offers a balanced mix of retail, professional, and arts-related businesses, along with light to medium industry and traditional farming, foresting, and commercial fishing. Downtown Brunswick's distinctive broad Maine Street combines village flavor and city flair. Dotted with specialty shops, open spaces, and restaurants to satisfy every mood and palate, Brunswick's pedestrian-friendly downtown attracts shoppers, sightseers, and foodies.

In Brunswick, community means friendly neighborhoods and markets; inspiring art and culture in world-class venues; unique shopping and great food; healthy outdoor activities in a beautiful environment; a diversity of churches and denominations; and learning opportunities that never end. Whether raising a family or looking for a place to spend an active retirement with others from all walks of life—or anything in between—Brunswick offers a place to experience a rewarding and happy life.

Procedure for Candidacy

Nominations, applications, and inquiries are being accepted for the position. Consideration of candidates will continue until the position is filled. Candidates should submit, in confidence, a résumé and cover letter.

Communications, nominations, applications, and inquiries concerning this search should be directed to:

**Jill Lasman, senior executive vice president or
Donna Russell, senior consultant at
617-262-1102
JLasman@LindauerGlobal.com or DRussell@LindauerGlobal.com**

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



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