

The College Foundation of the University of Virginia *President*

THE COLLEGE
FOUNDATION
OF THE UNIVERSITY OF VIRGINIA

Our Client: The College Foundation of the University of Virginia

College Foundation Mission

The [College Foundation](#) exists to further the purposes and aspirations of the College and Graduate School of Arts & Sciences at the University of Virginia. The Foundation fulfills this mission by advising and supporting the Dean, by raising funds for the School, and by attracting private investment in the University's core undergraduate and graduate programs.

The College Foundation receives and manages gifts to The College Fund on behalf of the College and Graduate School of Arts & Sciences and transfers the funds to the dean to be applied where they are needed most. The Foundation also receives and invests private endowment and capital gifts for the maximum benefit of the College and Graduate School. Throughout this work, the College Foundation partners very closely with University Advancement to further the mission of the University and elevate the national reputation and prestige of the College and the departments within.

In addition to providing personal philanthropic support, the Foundation's volunteer trustees and society members serve on the Foundation's various operational and programmatic committees. Some have also served on University task forces and committees representing the College; others have participated on search committees for senior administrative positions in the College; and many have hosted events that bring the dean in contact with alumni around the country.

Next summer, the College Foundation will celebrate the closure of a \$750M campaign, which is a part of the historic University-wide campaign, Honor The Future. For more on the University-wide campaign, [please visit here](#).

If you would like to learn more about the College Foundation mission and core values, [see here](#). And for the organization chart, [see here](#). To learn more about the Founding and History, please see the Appendix.

About the University

In 1819, Thomas Jefferson founded the University of Virginia and inaugurated a bold experiment – a public university designed to advance human knowledge, educate leaders, and cultivate an informed citizenry. More than two centuries later, this vision is thriving. Across Grounds - and throughout the world - UVA students, faculty, staff and alumni challenge conventions, break barriers and pursue the greater good. The University is an iconic public institution of higher education, boasting nationally ranked schools and programs, diverse and distinguished faculty, a major academic medical center, and proud history as a renowned research university. The community and culture of the University are enriched by active student self-governance, sustained commitment to the arts, and a robust NCAA Division I Athletics program. In its third century, the University of Virginia offers an affordable, world-class education that is consistently ranked among the nation's best.

As one of the nation's leading public institutions, UVA pushes the boundaries of what's possible – always in the name of the greater good. One of the things that makes this possible is an unswerving commitment to initiatives that grow, strengthen, and shape the institution for the future. The University's 2030 Great and Good Plan is available here: <https://strategicplan.virginia.edu/>.

UVA brings together a diverse global community of approximately 25,000 students, hailing from virtually every state in the nation and 111 countries. UVA encompasses twelve schools in Charlottesville, as well as the College at Wise, a small, liberal arts college in Southwest Virginia, and its newest campus in Northern Virginia. In Charlottesville, the University employs nearly 30,000 people, including approximately 16,000 faculty and staff and approximately 12,000 UVA Health employees.

About the College

The College and Graduate School of Arts & Sciences is the largest and most academically diverse of UVA's 12 schools, offering more than 50 undergraduate degrees and concentrations, and more than 25 graduate degree programs. It educates 70% of the University's undergraduate students (conferring upwards of 2,500 degrees each year), trains a quarter of the graduate students, appoints 60% of the tenure-track faculty and houses the core disciplines upon which UVA's academic reputation is built. The College employs approximately 850 faculty members, including 576 tenure track/tenure faculty and 268 general faculty. There are approximately 11,300 undergraduate students and 1300 graduate students in Arts & Sciences. In addition, there are approximately 150 professional research staff and 300 staff.

The College's total annual operating budget for FY2023 stands at approximately \$500M. Research awards are \$54M. The pathway for UVA to become the best public in the nation and one of the best universities anywhere in the world runs directly through the College and Graduate School of Arts & Sciences (A&S). To enable UVA to achieve its comprehensive vision for the future, A&S is focused on four priorities: 1) delivering an undergraduate experience that is second-to-none; 2) recruiting, advancing, and re-recruiting top talent; 3) fueling research excellence and academic innovation; and 4) transforming the graduate school and expanding the resource base to support it. Along with these important priorities and integrated throughout, A&S adds an overarching signal intention of fostering belonging. A&S sees this not as a separate priority but as an orientation for all that the College and Graduate School do. From faculty and staff hiring and advancement to the student experience, to the fellowships and programs offered in order to foster a more diverse and inclusive place to teach, learn, discover, create, and grow, A&S is focused on being a community where every member not only feels welcome but also has an academic and intellectual home to do their best work and thrive.

About the Dean

In August of 2022, Christa D. Acampora was named dean of the College and Graduate School of Arts & Sciences. Acampora's academic training is in philosophy, and she has a distinguished record of research and scholarship in modern European philosophy, moral psychology, and aesthetics. She is author, coauthor, or editor of seven books and has published dozens of articles and book chapters. Her philosophical interests range from artificial intelligence and conceptions of responsibility to the beauty of baseball. Prior to joining UVA, Dean Acampora served as Professor of Philosophy and Deputy Provost at Emory University where she was the chief deputy to the provost and a strategic thought partner for stewarding Emory's academic mission. She supported faculty and leadership recruitment, faculty advancement, student flourishing, institutional development, and academic innovation, and she worked closely with the vice provosts, staff, deans, and other campus leaders to advance initiatives and implement strategic goals and objectives. She has led numerous projects that span the full spectrum of disciplines and professions, and she is a champion of public scholarship and community-engaged learning. Before joining the faculty at Emory, she taught and mentored students at Hunter College of the City University of New York (CUNY) and the CUNY Graduate Center and served as the Associate Provost for Faculty Affairs and Research. Dean Acampora is a native of the Commonwealth. Born in Roanoke, she earned her Bachelor of Arts cum laude in philosophy from Hollins University and her Ph.D. in philosophy from Emory University.

About Charlottesville

Located in Central Virginia just east of the Blue Ridge Mountains, and 100 miles south of Washington, D.C., Charlottesville offers stunning natural beauty, a thriving art, music, and food culture, and an ever-growing list of things to do. In the span of a single day, you can hike part of the Appalachian trail, attend a concert, enjoy a memorable meal at one of Charlottesville's many celebrated restaurants (they rank among the nation's top 15 places with the most restaurants per capita), stroll the historic Downtown Mall, explore Monticello, tour the Fralin Museum, visit the Jefferson School African American Heritage Center, or enjoy world-class wineries in some of the most beautiful landscapes on the East Coast.

Whatever you do, Charlottesville brings together the best of many worlds, offering the livability and community of a small city with the amenities and cultural attractions of a metropolis.

For information on the Charlottesville region, visit www.visitcharlottesville.org or here [Facts & Figures | The University of Virginia](#).

The Role

The College Foundation is at an exciting moment in its history as it closes a historic campaign and prepares for its next chapter of supporting the Dean and serving the College of Arts & Sciences, its students, and alumni. It is in this context that the College Foundation is seeking a strategic, dynamic, visionary, and results-driven people leader to serve as the organization's next President to propel the Foundation into its next phase. Reporting to and working closely with the [Board of Trustees](#), the President is responsible for supporting and collaborating with the [Dean](#), providing strategic leadership that is aligned with the Dean's priorities, leading revenue generation supporting those priorities, serving as a collaborative colleague with Advancement professionals and others across Grounds, ensuring operational excellence, and continuing to build the Foundation's reputation of delivering results for the largest portion of the University.

The President provides leadership for all aspects of the Foundation, including fundraising and revenue generation, organizational leadership and professional development of staff, operational innovation, financial stewardship, and external engagement throughout the larger University. Working with the Board, Dean, staff, donors, colleagues, and other key partners throughout Grounds, the President inspires and drives the Foundation to achieve ambitious goals in service of the College and Graduate School. This individual will work closely with the Dean, Board, and senior staff to identify priorities and strategic initiatives for the Foundation. The President will represent the College's interests to its diverse constituencies and will enthusiastically embrace a visible leadership role in the local, national, and international UVA community, and will galvanize support for the College from these constituencies. Additionally, the President will continue to advance the Foundation's internal digital systems to ensure that the Foundation's technology and operations support the Foundation's mission and enhance the donor experience.

Specific responsibilities of the President include:

Visionary Leadership

- In close collaboration with the Board, Dean, and University, develop and articulate a compelling vision for the Foundation's future strategy for engagement and success.
- Set ambitious and achievable goals, aligned with the strategic priorities of the Dean, which drive growth and impact for the College.
- Cultivate a culture of innovation, creativity, and continuous improvement within the Foundation.
- Craft a strategy for staff development and recruitment and retention of top talent.

Fundraising and Development

- Act as a primary ambassador and advocate for the College, cultivating relationships with donors, prospects, and Board members.
- In close collaboration with the Dean and University Advancement, lead fundraising efforts to secure financial support for the College and its educational initiatives.
- In partnership with the Dean, identify key development opportunities for the College in the next five years.
- Build meaningful and authentic relationships with donors and prospects.
- Oversee the enhancement and evolution of how the Foundation uses data to support innovative development practices.

- In collaboration with the Dean and the larger University Advancement team, provide leadership for the next capital campaign.
- Identify cutting-edge, innovative fundraising strategies and inspire the team to embrace creativity and future-oriented ways to raise funds.

Strategic Planning and Execution

- Collaborate with the Board of Trustees, Dean, and leadership team to develop and implement a long-term strategic plan for the Foundation's growth and sustainability.
- Work closely with the Board and Executive Committee to establish annual goals and to ensure that all Trustees are well informed and positioned to provide the support and commitment needed for the Foundation to thrive.
- Monitor and evaluate progress toward strategic objectives and adjust plans as needed.

Financial Management

- Oversee the financial health of the Foundation, ensuring prudent fiscal management and accountability.
- Work closely with the senior management team to develop and adhere to budgets, allocate resources effectively, and increase and diversify funding streams.

Staff Leadership and Development

- Build, lead, and develop a diverse team of professionals, nurturing a collaborative and supportive work environment while achieving an ambitious agenda.
- Operate as a talent magnet, attracting and retaining top performing teams.
- Support a culture of excellence and continual improvement, ensuring professional development and growth opportunities for staff to enhance their expertise and contributions.

Marketing and Business Development

- In collaboration with the Marketing teams within the Foundation and the Dean's office, implement data-driven marketing strategies that advance the campaign and engagement priorities for the Foundation.
- Identify and cultivate new business opportunities, partnerships, and collaborations to expand the resource-base for the College and Graduate School of Arts & Sciences.

Candidate Profile

The President of the College Foundation will be a visionary leader, inspiring others and reflecting deep passion for the College and Graduate School of Arts & Sciences and its mission as a public, high-performing research university dedicated to excellence in the liberal arts and sciences. The successful candidate will have significant and proven strategic leadership and management experience in a complex for-profit or non-profit organization with multiple internal and external stakeholders. This leader will have successfully guided an organization through periods of growth and change and will bring a track record of refining business models and introducing new revenue models or pathways for growth. The successful candidate will be a resilient problem-solver, highly collaborative, enthusiastic, and always seeking opportunities to deliver against the next big goal. They are an inspirational and passionate advocate for the power of the College of Arts & Sciences and its mission will have an appreciation for and understanding of all the facets across Grounds. This leader will be a lifelong learner with a growth mindset.

This leader will be a compelling communicator and a galvanizing force, bringing deep passion for building significant and long-term resources for the College. They will be a strong leader who is both visible and approachable to staff, the Board, and larger UVA community of alumni, parents, and supporters, portraying humility, honesty, enthusiasm, a sense of humor, resilience, and a strong work ethic especially in times of change and challenge. This leader will have an extraordinary EQ with low ego and will appreciate the balance of running an organization as its primary leader while also operating as a servant leader to deliver for the College.

The College Foundation is open to profiles of leaders who have primarily worked within the private sector who have had significant responsibility in managing complex portfolios and large teams as well as profiles of leaders who have led significant revenue growth in the non-profit arena. Paramount to any profile is this leader bringing a deep, authentic, infectious passion for the College.

In terms of the performance and personal competencies required for the position, we would highlight:

Setting Strategy

- Strategic experience across development and/or similar revenue-generating functions within the private, public, or nonprofit sectors; experience leading capital campaigns preferred.
- Proven ability to map various revenue streams and understand the impacts and returns on investment, informing an organization-wide strategy and business plan.
- Demonstrated analytical and strategic skills, with experience using data to support decision-making, persuasive story-telling and case statements, and creation of strategic fundraising plans.
- Flexibility to create nuanced plans and objectives that adapt to the situation and/or partners at hand, while bringing to life an inspirational future for the entire organization.

Revenue Generation and Fundraising:

- Track record of success cultivating donors and raising funds in support of institutional goals.
- Experience identifying, recruiting, and cultivating revenue partners to maximize tangible and intangible assets.
- Track record of growing revenue and earned income in a cultural institution, nonprofit, educational organization, or business.
- Experience identifying and developing new earned income streams and building partnerships to maximize impact.

Leading Teams

- Proven ability to recruit, mentor, lead, and develop a diverse staff and a track record of building inclusive, high-performing and loyal teams; skilled at assessing performance and giving and receiving constructive feedback.
- Demonstrated success in elevating a level of business acumen and strategic orientation.
- Exceptional communicator and flexible leader, with the ability to adapt a communication style to different audiences while giving focus to colleagues' work.
- Extensive experience and success managing people and resources.
- Ability to integrate a culture of creativity and innovation with successful business operations and strong financial performance.
- Track record of attracting, retaining, and motivating diverse top talent.
- Ability to be decisive in setting priorities, delegating responsibilities, assuring accountability and allocating resources to ensure results.

Executing for Results

- Experience completing a successful multi-year initiative that may include a transformative revenue growth plan or capital campaign.
- Strong track record building systems, benchmarking, and leveraging data insights to evolve systems in a timely manner.
- Capacity to set priorities and achieve goals, individually and for teams, while balancing financial prudence with innovation and calculated risk-taking.
- Proven ability to cultivate, solicit, and steward major gifts or something analogous like sales, growth, and wealth management.

Executive Influence

- The intellectual depth, maturity, self-confidence, interpersonal skills and warmth to work effectively with a Board, Dean, University Advancement, executive team members, and staff by being a positive and unifying figure who can lead by influence.
- A demonstrated track record of building up the credibility and respect of a specific department and/or initiative through active listening, responsiveness, building strong relationships, and inspiring others to action.
- Excellent communication skills with a reputation for building and maintaining relationships with people at all levels of an organization, across a diverse range of backgrounds; sophisticated writing and editing skills are highly valued.
- Strong organizational skills combined with the ability to handle multiple tasks with agility, thoroughness, and focus.

Interpersonal Acumen and Character

- A deep appreciation and passion for the missions and aspirations of the College and Graduate School of Arts & Sciences and The College Foundation of the University of Virginia.
- High energy, entrepreneurial drive, creativity, flexibility, and results-orientation.
- A self-starter and problem-solver.
- A compelling public speaker in large and small settings.
- A quick-study—able to thrive in a fast-paced environment.
- Culturally sensitive and astute, a generosity of spirit, and a humility to seek support and direction from others.
- Strong work ethic and willingness to lead by example.
- A deep value in seeing others' success as your own.

Appendix

Beginnings

During the early 1980s, twenty-one alumni of the College and Graduate School of Arts & Sciences decided it was time to organize. “We had been gathering informally at Alumni Hall after football games for years, but there was no link between those parties and what was happening in the College at the time,” said Betty Cauthen (M.A. '55), a retired teacher and widow of former College Dean Irby Cauthen. “We wanted to establish an organization that would involve alumni in the College and educate them about its current strengths and needs.” With support from former U.Va. President Frank Hereford, the three College deans, and representatives of the University’s development and career planning offices, the Alumni Council of Arts & Sciences was launched in October 1981. Alumni participated in four committees: alumni affairs, careers, communications, and development.

The Alumni Council’s agenda, a mixture of social and academic programming and fundraising activities, enjoyed considerable success for years, keeping hundreds of alumni involved in their alma mater. Members of the Arts & Sciences Council in the early 1990s, led by then President George C. Seward (College '33, Law '36), were among the first to recognize the advantages of creating an Arts & Sciences foundation. Mr. Seward and the A&S Alumni Council leadership drew up the necessary papers to establish a foundation in 1992, but the Alumni Council decided that such a foundation was not yet needed.

Founding

As the University concluded its first successful \$1 billion campaign in 2000, a few prescient College alumni began to look ahead. Christine P. Gustafson (International Business and Finance '82) was one of them. “We had helped the College surpass its campaign goal, but there were many funding priorities still unmet. We saw the need for a formal fundraising entity—a nonprofit foundation—to which donors could give with confidence, certain their money would go where they wanted it,” she said.

With a major source of private funds in place, the College could take a seat at the University’s planning table and chart its own course for the future. Gustafson, along with fellow alumni John L. Nau III (History '68) and Alan Y. Roberts (English '64), obtained approval for and ultimately established the College Foundation of the University of Virginia at a festive ceremony on April 20, 2001. Roberts and Gustafson co-wrote the foundation’s bylaws and served as the first two presidents; many members of the Alumni Council became trustees.



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