



MOUNT HOLYOKE

Associate Vice President for Development *South Hadley, MA*

Mount Holyoke College (MHC), a private liberal arts women's college that is gender diverse and the oldest member of the historic Seven Sisters colleges, seeks an innovative and collaborative Associate Vice President for Development (AVP) to lead fundraising activities and staff during an exciting time of renewal. Reporting to the Vice President for College Relations, the AVP will be a senior leader of the development team and will have a unique opportunity to call upon the support of a fiercely loyal and connected alum community, cultivating increased levels of philanthropic support in anticipation of the College's next set of strategic priorities.

The MHC community is excited about the future growth and trajectory of the College, as President-elect Danielle R. Holley, a legal educator and social justice scholar, becomes president on July 1, 2023. The board of trustees has outlined priority initiatives around experiential education, career preparation, sustainability, and leadership that are galvanizing excitement and laying the groundwork for modernization.

This is an exciting opportunity for an accomplished leader to strengthen MHC's advancement program by integrating individual giving efforts, underscoring best practices, boosting annual giving, and applying data-driven strategies that will create a philanthropic enterprise that matches the creativity and drive of this exceptional liberal arts college. The AVP will educate and engage all members of the MHC community in development efforts in ways that reflect the collaborative and collegial culture of the College. Working closely with college leaders, the AVP will play an essential role in identifying and setting advancement priorities, designing compelling cases for support, and facilitating regular lines of communication across campus to advance the college's overall fundraising efforts. Further, the AVP will contribute to building a culture of trust in an environment of shared governance, developing relationships with campus leaders and all campus constituents in support of the academic mission and the vision of President-elect Holley.

In partnership with the Vice President for College Relations, the AVP will be responsible for leading a donor-centric development program. This executive position involves managing, motivating, and mentoring the College's centralized development team. This position functions as a thought leader for fundraising efforts and ensures the College's development team collectively surpasses ambitious annual fundraising goals as well as activity benchmarks. Leading by example, the AVP will manage a portfolio of major and principal gift prospects. The AVP will architect targeted and comprehensive campaigns for Mount Holyoke.

The ideal candidate must possess a minimum of 10 years of fundraising experience, a keen understanding of best practices in fundraising, expertise in managing a frontline fundraising team, and a demonstrated record of accomplishment as a fundraiser. The candidate must possess a high level of integrity and credibility; be a self-starter with a sense of urgency and a clear set of priorities; and be adaptable to changing circumstances. The successful candidate must have extraordinary communication skills with a collegial, team-building style and a demonstrated ability to motivate staff as well as to cultivate productive, collaborative relationships with faculty and staff across campus. The candidate will foster a professional work environment that rewards individual and collective success, builds confidence, and promotes diversity in all its forms. In accordance with its core values and mission, Mount Holyoke is especially interested in recruiting members of diverse communities and individuals with a commitment to anti-racism. An undergraduate degree is required.

Mount Holyoke College

Mount Holyoke College is a selective, nondenominational, residential liberal arts college that welcomes applications from female, trans, and non-binary students. Mount Holyoke’s exploratory education opens new pathways for discovery and knowledge, while the collaborative community supports students as they develop skills to solve challenges everywhere. Students are encouraged to see the world through a different lens—exploring beyond traditional boundaries and connecting to global perspectives and points-of-view. Working closely with exceptional faculty and staff, students are challenged to think creatively, act collaboratively, and lead purposefully. That’s why Mount Holyoke alums can be found on the leading edge of change—from the arts and humanities to STEM innovation to social justice and beyond. As a community of achievement, Mount Holyoke celebrates what makes each of us extraordinary while cultivating a deep sense of connectivity.

Mount Holyoke’s vibrant campus is home to over 2,100 students, almost a quarter of whom are from around the world. Expanding beyond gender diversity, 25% of students identify as domestic students of color—African American, Asian American, Latinx, Native American or Alaska Native, Native Hawaiian or Pacific Islander, or multiracial.

With strong traditions and spaces designed for collaboration, the College offers three distinct Academic Centers meant to empower students to become agents of change—globally competent, environmentally responsible, ready to lead. [The McCulloch Center for Global Initiatives](#) is the hub and catalyst for comprehensive internationalization at Mount Holyoke, offering varied and meaningful opportunities for students to advance their global competencies and for faculty to incorporate more global perspectives into their teaching. The exceptional international diversity of the community offers a powerful context for building global competence. [The Miller Worley Center for the Environment](#) is dedicated to actively engaging Mount Holyoke students in the scientific, social/human, and global dimensions of environmental study, enabling students to make connections—across disciplines, across points of view, across constructs—that help them understand the concept of “environment” more broadly in their work, community, and lives. [The Weissman Center for Leadership](#) promotes the exploration and expansion of leadership—in all its many shapes and forms, helping students, faculty and staff learn the skills to think strategically and yield influence—such as by identifying an audience, honing a message, advocating and organizing for change, and taking leadership in one’s daily life.

There is a treasure trove of [traditions](#) that are time-honored at Mount Holyoke that are emblematic of the ways in which students, alums, faculty, and leaders show up every day, treating each other with respect and affecting positive social change. These experiences and ways of being serve as unifying threads binding past and present students, faculty, and staff.

Mount Holyoke’s Strategic Plan

The College’s [current strategic plan](#) was developed in 2016 and is scheduled to be accomplished in 2023. To date, many of the objectives have been completed, and of particular note for employees have been critical achievements as the result of establishing the [Diversity, Equity and Inclusion Division](#), investing in employee development and training and navigating a complex employee relations and staffing environment as the result of the pandemic. As part of the College’s current strategic plan, the community committed to ensuring balanced annual operating budgets for the College each fiscal year. The College accomplished that goal in 2017 and has maintained it ever since, even during the pandemic. The Board of Trustees has adopted a



\$154.7M operating budget for FY23. The College enjoys a healthy financial position but one that requires careful stewardship and planning to maintain. The College has a robust endowment, currently estimated at just over \$1B. During a tumultuous year for markets in FY22, the endowment protected capital and outperformed the policy benchmark while distributing over \$40 million to support the operating budget. In FY22, distributions from the endowment equated to almost \$18,000 per student.

Danielle R. Holley

President-elect, Mount Holyoke College

On July 1, 2023, Danielle R. Holley will take office as the twentieth president of Mount Holyoke College. President-elect Holley is currently the dean of Howard University School of Law. President-elect Holley is a scholar of education law and civil rights and an expert on diversity in the legal profession and higher education. President-elect Holley holds a B.A. from Yale University and a J.D. from Harvard Law School, and she was a law clerk to Judge Carl E. Stewart on the U.S. Court of Appeals for the Fifth Circuit.

President-elect Holley joined Howard University School of Law in 2014 as the dean and a professor of law. Her scholarship focuses on the governance of public schools, increasing access to higher education, and diversity in the legal profession.

President-elect Holley has won numerous awards, including the inaugural Impact Award from the Association of American Law Schools, the American Bar Foundation's Montgomery Summer Research Diversity Fellowship Distinguished Alumni Award, the Lutie Lytle Conference Outstanding Scholar Award, the National Bar Association's Heman Sweatt Award, and the University of South Carolina Educational Foundation's Outstanding Service Award. She was twice awarded the Outstanding Faculty Member award during her tenure at the University of South Carolina School of Law.

President-elect Holley serves as the co-chair of the Board of the Lawyers' Committee for Civil Rights, on the board of the Law School Admission Council, and on the board of the Howard University Middle School of Math and Science. She is a moderator for the Aspen Institute, a Liberty Fellow through the Aspen Global Leadership Network, and a fellow with the American Council on Education. She is also a member of Delta Sigma Theta Sorority, Incorporated.

Prior to joining the Howard faculty, President-elect Holley was the associate dean for academic affairs and Distinguished Professor of Education Law at the University of South Carolina. Prior to her career in academia, President-elect Holley practiced civil litigation at Fulbright & Jaworski in Houston, Texas.

Kassandra Jolley

Vice President for College Relations

As a graduate of high school for girls and a women's college, Kassandra Jolley brings passion and commitment to empowering the next generation of leaders in her role as Mount Holyoke's vice president for college relations.

With responsibility for all fundraising and marketing communications efforts, Jolley partners with Mount Holyoke staff, faculty, trustees, alums, and friends to grow and promote the College's brand and secure financial support for key strategic initiatives. She contributes 30 years of previous fundraising and communications experience to Mount Holyoke, including a broad background in campaign design and



management, annual funds, parent programs, alum relations, internal/external communications, marketing and branding, and leadership and management. Jolley has served on the CASE Commission on Philanthropy and continues to be recognized for professional accomplishments, such as leading Mount Holyoke through three of the most successful fundraising years in the College's history.

Prior to joining Mount Holyoke in March 2016, Jolley served as Vice President for Institutional Advancement at Spelman College. During her tenure at Spelman, fundraising more than doubled and the college completed its most successful campaign in its history. Previously, Jolley served as Vice President of University Relations at Roger Williams University in Rhode Island; directed annual and parent programs at Berklee College of Music in Boston; and, for nearly nine years, held several leadership roles in the advancement department at her alma mater, Simmons College. Jolley holds a bachelor's degree in communications and women's studies.

Development at Mount Holyoke

With an endowment valued at approximately \$1 billion, MHC has a legacy of endowment giving to ensure that "Mount Holyoke forever shall be." In FY21, MHC raised nearly \$58M, driven by support for the [Meet the Moment Challenge](#). On average, the college is currently raising between \$30 million and \$40 million in annual philanthropic support, including about \$8.5 million in unrestricted annual giving. There are more than 39,000 living alums with a dedicated track record of volunteer support. MHC distinguishes itself by consistently achieving industry-leading participation rates among alums. In FY21, the alum participation rate was 31 percent. This loyalty, pride, and commitment to the College provide ripe opportunity for pipeline growth to major and principal giving.

The 30-member Board of Trustees leads by example with a 100-percent participation rate in giving annually. Fundraising priorities include faculty support, student financial aid, and continued revitalization of infrastructure, with a goal of becoming a carbon-neutral campus by 2037.

The College Relations division comprises a team of approximately 55 professionals in leadership/major giving, gift planning, grants, annual fund, marketing and communications, and operations, including stewardship, data services, and prospect research.

The College Relations team works in close concert with the Mount Holyoke Alumnae Association, an independent organization that was created at a time when women were not permitted to be trustees of colleges in order to give alums an independent voice and a financial role in the college's future.

Associate Vice President for Development

The Associate Vice President for Development will report to and work closely with the Vice President for College Relations. The AVP provides strategic leadership to all individual giving programs at Mount Holyoke, including annual giving, leadership and planned gifts, and principal gifts. The AVP will set, track, and drive the frontline team's activity benchmarks.

Major areas of responsibility include: significant team and individual contribution to ambitious annual revenue targets; serving as architect for targeted and comprehensive campaigns; integrating the work of the annual, planned, leadership, and principal gifts teams; personally managing a portfolio of major and principal



gift prospects; effectively staffing college leaders and volunteers in their fundraising work; and developing and executing an integrated international fundraising strategy.

The AVP is a key member of the College Relations leadership team (the Vice President's 'cabinet'), the College's leadership council, and as such participates regularly in decision making that affects the priorities of the College and the division. In addition, the incumbent is a close adviser to the board, president, and senior leadership team on all fundraising-related trends and opportunities, and will work closely with the VP to develop strategic plans, staff competencies, budget resources, and campaign strategies.

Essential Duties

- Coach and manage a team of approximately 20 professional staff, including directors of annual giving, leadership giving, and gift planning. Set performance standards, develop staff competencies, and manage budget resources.
- Set and achieve ambitious fundraising goals including those related to pipeline development and management. Build and maintain best-practice strategies through rigorous data analysis and program assessment, integrative approaches to supporting annual and targeted campaigns, and increasing budget-relieving revenue.
- Serve as coach-mentor to gift officers and volunteers to develop effective strategies for assigned regions and prospects.
- Work closely with college leaders to design and execute targeted and comprehensive campaigns. Assist in writing and production of case materials, proposals, and stewardship materials.
- Ensure strong collaboration among the leadership gifts, gift planning, donor engagement/stewardship, and Mount Holyoke Fund programs. Foster each team's collaboration with the Alumnae Association.
- Collaborate with the research and data services teams to ensure qualification, engagement, and solicitation targets are met, moves are tracked, and donor information is up to date.
- Personally manage a prospect portfolio of roughly 20 – 25 major and principal gift prospects.
- Assist in supporting high-level fundraising volunteers, including trustees and other leadership gift volunteers.
- Support the fundraising activity of the President and Provost, including providing briefing materials, staffing events and visits, and ensuring appropriate follow-up.
- Work with academic and administrative departments on joint endeavors that support fundraising and stewardship activities.



Experience and Qualifications

The ideal candidate will bring many of the following professional qualities and experiences:

- A commitment to embracing the mission of Mount Holyoke College and our current admission policies is nonnegotiable.
- Ten or more years of progressively responsible experience in a collegiate development program. Five years or more of demonstrated success in securing major gifts is required.
- A bachelor's degree is required.
- Familiarity with gift planning vehicles and activities, including broad knowledge of tax laws that impact charitable giving, personal assets, and estates.
- Experience managing or collaborating closely with prospect research programs.
- Experience managing and/or working in an innovative annual giving team is a plus.
- Ability to relate well to and understand the needs and interests of the alum community to strengthen their engagement with the college.
- Consistent track record of designing, implementing, and executing successful development strategies that have resulted in significant increases in engagement and participation.
- Exceptional written, verbal, and interpersonal communication skills, as well as analytical, research, and project management skills.
- Maturity and the ability to handle multiple tasks simultaneously in a deadline-oriented environment.
- Extensive management experience and skills that will motivate and inspire staff while setting high expectations and professional direction.
- Dedication to promoting the college's priorities through developing excellent working relationships with faculty, senior academic leaders, trustees, the alumnae association, and other volunteers and teams.
- Complete proficiency in Microsoft Office, including Word, Excel, PowerPoint, and Microsoft 365; familiarity with fundraising CRMs necessary.
- Extensive travel and frequent evening and weekend work required.

Location, Schedule, and Compensation

Mount Holyoke College offers a competitive salary budgeted in the range of \$200,000 - \$210,000 annually for this position. The exact compensation offered will be determined by experience. Information about the benefits package is available [online](#).



This is a South Hadley-based position. Mount Holyoke is offering a hybrid working schedule for most employees, which allows employees to work in the office or remotely. AVP candidates should expect to work on campus on a regular basis.

Mount Holyoke College is situated on a 700-acre campus in South Hadley, Massachusetts, located in one of New England's most beautiful and intellectually vibrant regions: the Connecticut River Valley, where the life of the mind finds fertile soil. Mount Holyoke is a member of the [Five Colleges Consortium](#) along with Amherst, Hampshire, and Smith Colleges and the University of Massachusetts Amherst.

South Hadley is a charming community with rich history, ample recreational opportunities, and convenient shopping, art, and cuisine. It is just 15 minutes away from Amherst and Northampton, 45 minutes from Hartford, Connecticut and Bradley International Airport, and 90 minutes from Boston.

Interested in Learning More?

Mount Holyoke College has partnered with Talent Citizen to assist in this recruitment. Please reach out to President Tracy D. Welsh and Senior Associate Rachel K. Partin to share your resume and cover letter via email at: mhc-avpd@talentcitizen.com.

Mount Holyoke College is a women's college that is gender diverse. The College is committed to providing equal access and opportunity in employment and education to all employees and students. In compliance with state and federal law, Mount Holyoke College does not discriminate on the basis of race, ethnicity, color, genetic information, sex, national or ethnic origin, religion, age, physical or mental disability, marital status, sexual orientation, pregnancy, gender identity or expression, ancestry, veteran or military status, or any other legally protected status under federal, state or local law.