



VICE PRESIDENT FOR ADVANCEMENT

ROANOKE COLLEGE

SALEM, VIRGINIA



**ROANOKE
COLLEGE**

Aspen Leadership Group is proud to partner with Roanoke College in the search for a Vice President for Advancement.

The Vice President for Advancement will champion Roanoke College's mission, reach, and impact through the creation and implementation of a visionary and comprehensive advancement strategic plan. As the College's chief advancement officer, the Vice President will serve as a pivotal institutional change agent and strategic partner for the President and other senior leaders, writing the next chapter in Roanoke's nearly 200-year-old history—a story of a 21st century small college on the move. The Vice President will build and foster a campus-wide culture of philanthropy, broaden and diversify the College's donor community and partnerships, grow alumni and family participation and giving, lead capital campaigns, and secure major gifts. The Vice President will advance the President's vision and the College's strategic priorities, articulating a clear, compelling, and unique value proposition to current and prospective donors, alumni and families, industry and regional partners, and other friends of the College. The Vice President will work closely with the Vice President for Marketing and Communications to create a comprehensive and data-driven strategy for internal and external advancement communications, including branding and content strategy, audience segmentation, multi-channel communication, media relations, and assessment. The Vice President will lead a talented team of fundraisers, donor relations, community engagement, and family and alumni relations professionals, fostering collaboration and engaging with external consultants to support strategic needs.

For nearly 200 years, Roanoke College has championed its students' potential and provided transformational educational experiences. An independent, co-educational, four-year liberal arts college located in Salem, Virginia, Roanoke College is much more than a place to start a career—it is a place to explore what matters, learn where to fit in the world, and design a life with meaning and purpose. Set on 80 acres surrounded by the natural beauty of the Blue Ridge Mountains, Roanoke College is the second oldest Lutheran-related college in America. Its nearly 2,000 students can choose from 97 areas of study and enjoy the benefits of small class sizes. With 23 Division III athletics programs and more than 140 clubs and student organizations, there is something for everyone at Roanoke College. The more than 18,000 alumni across the nation, and the globe, ensure a strong network of support beyond the campus.

Roanoke College develops students as whole persons and prepares them for responsible lives of learning, service, and leadership by promoting their intellectual, ethical, spiritual, and personal growth. Roanoke champions potential, providing learning and leadership through leading-edge academic programs and transformative educational experiences, giving students the mettle, mindset, and empathy to pursue lives of purpose, build meaningful careers, and meet society's most pressing needs. As such, Roanoke College is committed to being a leading national liberal arts college, a model of experiential learning, and a community committed to open discourse and civil debate as ways of learning and as preparation for service in the world.

Roanoke College pursues its mission through an innovative curriculum that combines a core program in the liberal arts; major fields of study in the natural sciences, the social sciences, and the humanities and fine arts; along with career-oriented, specialized programs of study. Founded by Lutherans in 1842, Roanoke College welcomes and reflects a variety of religious traditions. The College honors its Christian heritage and its partnership with the Lutheran church by nurturing a dialogue between faith and reason. In keeping with its history and mission, the College strives to be a diverse community, nationally and internationally. Central to achieving the purposes of the College is a strong commitment to liberal education and its vision of human freedom leading to service within the human community. The College's learning goals, therefore, focus upon developing both a student's confident sense of freedom in the world and a sense of purpose in using that freedom. Through these goals the College strives to produce resourceful, informed, and responsible citizens prepared for productive careers and for leadership in community.

U.S. News and World Report, Princeton Review and Forbes Magazine consistently rank Roanoke College as one of the top colleges and liberal arts programs in the nation. The College ranked in the top 9% on *Princeton Review's* Best 389 Colleges list and ranked #14 on the publications list of best college radio stations. Roanoke College was also ranked one of 16 colleges of distinction in the state of Virginia for 2024. The College has also been recognized as a top Fulbright producing institution with a record six students for one year.

REPORTING RELATIONSHIPS

The Vice President for Advancement will report to President Frank Shushok, Jr., Ph.D. and serve as a member of the President's Cabinet. The Vice President will oversee a division comprised of approximately 18 to 20 staff.

FROM THE PRESIDENT

Since I assumed the presidency of Roanoke College less than two years ago, I've heard a common refrain from our students and alumni: "Roanoke changed my life." They tell me about the remarkable ways that our faculty and staff have helped them believe in braver versions of themselves, envision a world beyond what they understand, and run in the direction of big questions and complex challenges. I've been especially touched by the community's remarkable ability to facilitate life-long friendships for our students, one of the greatest assets I believe an individual can carry along through life.

These elements have been in Roanoke's DNA since our founding in 1842 and are what have allowed us to balance tradition and innovation when moments throughout our long history have compelled us to change. Today is one of those moments—not just for Roanoke College but for all of higher education.

At Roanoke, we want to lead the way as an exemplar of a 21st century small college. In less than two years, we've begun transitioning to our first four interdisciplinary schools; developed our first graduate programs; created innovative new academic majors; launched co-curricular programs in football, marching band, and competitive cheer; and cultivated new partnerships and pipelines with neighbors in industry, government, education, and non-profit sectors.

I am enormously proud of Roanoke College's legacy of access and inclusion—part of our heritage and common calling as a member of the Network of Evangelical Lutheran Church in American Colleges and Universities. Approximately 40 percent of our students are underrepresented and underserved (first-generation, low income, rural students, students of color, or veterans).

These numbers will continue to grow, and building endowed scholarships to support every student will be a top priority for a new Vice President for Advancement.

Our new Vice President will join a leadership team of passionate colleagues who choose every day to be part of building something remarkable for today's and tomorrow's students and to carry Roanoke College into its third century. I am looking for a trusted and strategic thought partner for me and for the team—someone who is willing to dream big, speak freely, offer guidance (and push back), and accept feedback. As President, my personal aspiration is to be someone members of my Cabinet know is “for” them, will never work against them, will always shoot straight, and will be worthy of their trust.

Above all else, I am looking for a colleague who believes this: that when a single student finds a calling, becomes compelled by the cause of justice, learns to care for humanity, discovers a talent, hones a skill, or finds the courage to speak up for a value, the world stretches. Potential becomes reality. We all grow larger. I cannot think of a better way to spend a life.

—Frank Shushok, Jr., Ph.D., President

ROOTED AND OPEN: ROANOKE COLLEGE'S COMMITMENT TO COMMUNITY AND BELONGING

As a member of the Network of Evangelical Lutheran Church in American Colleges and Universities, Roanoke College shares a commitment to the principles laid forth in [Rooted and Open: The Common Calling of the Network of ELCA Colleges and Universities](#). Institutions in the Network share a common calling that is deeply rooted in the Lutheran intellectual tradition and boldly open to insights from other religious and secular traditions. These institutions intentionally pursue conversation about big questions from the full array of religious and secular academic traditions. In so doing, they shape character, invite vocational discernment, and build religious literacy. These institutions press graduates to push beyond careerism toward meaningful work and active participation in just, loving communities.

These institutions of higher learning practice *radical hospitality*. This welcoming hospitality creates a place in which to re-assess the familiar and consider new options. A community of caring mentors and colleagues makes possible each student's intellectual growth, personal maturation, and vocational discernment. In their appreciation and cultivation of diversity in its many forms, Lutheran colleges and universities welcome all and learn from all. They practice civil discourse and encourage inter-religious dialogue and cooperation. Denying conflict between faith and learning, they seek to draw on the resources of both to address human problems. Their hope is that, in so doing, students will feel called to reduce suffering and to improve the quality of life and the well-being of creation. Lutheran colleges and universities educate for lives of meaning, purpose, and responsible service. These institutions practice holistic education of mind, body, and spirit. The essential relationality of Lutheran theology believes that individuals flourish only as they are embedded in larger communities, families, civic spaces, and ecosystems that are also empowered to flourish. Cherishing and protecting healthy communities go hand-in-hand with cherishing and protecting the well-being of individuals. In a dominant culture where goods are increasingly privatized and fought over, graduates of Lutheran institutions can consider the whole, creatively imagine mutual benefit, and work for the health of natural and human communities.

Roanoke College is dedicated to improving the quality of life for students of multicultural backgrounds and, through a more welcoming and comforting environment, helping them excel academically and socially. Through diverse educational, cultural, and social programs, Roanoke College is building a more diverse community of students. The promise of the *Roanoke Difference* has always been dependent on Roanoke College's ability to embrace diversity and inclusivity.

Whole person development can only succeed in a community where students, faculty, staff, and alumni see that each individual matters, each individual belongs, and each individual has a purpose to find and to live. Therefore, Roanoke College is united in its commitment to inclusive excellence and to embracing the valuable contributions of each member of the community consistent with the commitment of its fellow Network of Evangelical Lutheran Church in American Colleges and Universities members. In every facet of life at the College, it seeks to create an educational environment and campus experiences that are socially aware, culturally inclusive, and globally mindful, and that celebrate diversity, strive for equity, and are free from discrimination.

PRIMARY RESPONSIBILITIES

The Vice President for Advancement will

- develop and deploy a comprehensive, data-driven, and agile fundraising and engagement strategic plan, designed for 21st century donors and a rapidly changing higher-education landscape;
- collaborate with the President and the Board of Trustees to develop and refine core fundraising goals and metrics;
- regularly assess and analyze data to evaluate performance, inform decision making, and provide progress updates to the President, President's Cabinet, and Board of Trustees;
- serve as a key strategic partner and trusted advisor to the President, working hand in hand to advance the President's vision for a future that balances innovation and transformation with tradition and an enduring institutional mission;
- provide strategic guidance and support to the President on cultivating and soliciting gifts and partnerships; increasing community relations; and leveraging his voice, vision, and talents to enhance the College's reputation and foster donor and alumni relationships;
- champion a culture of philanthropy and engagement across the College, fostering partnerships and building fundraising capacity among the President's Cabinet, faculty, staff, and trustees;
- serve as an active, collegial member of the President's senior management team, collaborating in the development and implementation of strategies that advance strategic goals for the College and divisions;
- work closely with the Board of Trustees Advancement and Trusteeship committees, including staffing committee meetings;
- partner with the Vice President for Business Affairs and other senior leaders to drive substantial growth in financial support across key areas, including the endowment, unrestricted funding, student scholarships and success initiatives, and capital projects;
- partner with the Vice President for Marketing and Communications to develop a comprehensive and compelling communications strategy for Advancement that aligns with College-wide branding and best practices;
- develop and manage a robust fiscal strategy for advancement, ensuring operations, tactics, and services are regularly reviewed and optimized to provide a strong return on investment;
- increase alumni engagement through inclusive, innovative, and targeted strategies designed to enhance affinity, involvement, and support for the College among a broad, diverse, and multi-generational alumni base;
- identify and secure new funding opportunities and pathways through corporate, foundation, government, and nonprofit partnerships;
- provide leadership, mentorship, and oversight to the Advancement team, and deploy a robust plan for ongoing professional and team development;
- represent the College and the President at events and engagements with external constituencies;

- serve as the chief advancement officer, establishing and maintaining productive and strategic relationships and serving alongside a team of fundraisers to cultivate, solicit, and steward prospects and donors; and
- serve as an engaged member of the President’s Cabinet.

LEADERSHIP

Frank Shushok, Jr., Ph.D.

President

President Frank Shushok Jr. joined Roanoke College on July 1, 2022, following a unanimous vote of the Roanoke College Board of Trustees on March 21, 2022. President Shushok brings to Roanoke College 30 years of work experience in higher education. He has been acknowledged for his passion for integrating academic and student life and championing the role of faculty in the holistic development of students.

Dr. Shushok came to Roanoke College after 13 years at Virginia Tech, where he served as Associate Vice President, Senior Associate Vice President, and Vice President for Student Affairs. He was also a tenured associate professor of Agricultural Leadership and Community Education at Virginia Tech. At Virginia Tech, Dr. Shushok provided overall leadership for one of the nation’s largest student affairs divisions, where he directed 25 departments and units. He led the maintenance and renovation of more than 30 percent of Virginia Tech’s physical campus and served on many other boards and organizations at the university.

Dr. Shushok served at his alma mater, Baylor University, in several capacities, including Dean for Student Learning and Engagement, and Associate Dean for Campus Living and Learning. While at Baylor and Virginia Tech, Dr. Shushok has been a formidable fundraiser, a prolific author, and a passionate partner to underserved and underrepresented student populations. He authored and co-authored multiple in-depth studies, helped bring in millions of dollars in gifts, and led a re-organization that addressed the systemic pattern of residence hall racial segregation.

In 2017, Dr. Shushok was named a Fellow of the American Council on Education and took up residency at Wake Forest University, where he focused on fundraising, alumni engagement, and enrollment strategy.

Dr. Shushok holds a B.S. in history from Baylor University, an M.A. in higher education and student affairs administration from The Ohio State University, and a Ph.D. in higher education policy, planning, and analysis from the University of Maryland, College Park.

PREFERRED COMPETENCIES AND QUALIFICATIONS

Roanoke College seeks a Vice President for Advancement with

- a commitment to the mission of Roanoke College—to develop students as whole persons and prepare them for responsible lives of learning, service, and leadership by promoting their intellectual, ethical, spiritual, and personal growth;
- exceptional personal and professional integrity and a commitment to the highest ethical standards for programs and personnel;
- a commitment to the values expressed in *Rooted and Open*, the common calling of the Network of Evangelical Lutheran Church in American Colleges and Universities;
- a keen interest in, and knowledge of, the technology, conditions, and research informing the 21st century higher-education environment and its impact on recruitment, learning, the student experience, and philanthropy;

- an institutional mindset, collaborative approach, entrepreneurial spirit, and a willingness to take measured risks;
- an ability and willingness to provide and receive constructive feedback, ensuring open and transparent communication with the President, other senior leaders, and the Advancement team;
- excellent oral and written communication skills as well as excellent interpersonal and listening skills;
- significant experience leading and managing advancement divisions or units in higher education and equipping, empowering, and deploying a team of fundraisers;
- significant fundraising accomplishments and experience with major facilities projects, annual funds, and comprehensive campaigns;
- an affinity for working cooperatively and effectively with volunteers;
- experience building a program that has been successful raising sights, reaching untapped potential, and producing lasting change in philanthropic habits;
- expertise leveraging data and technology to inform an agile fundraising and engagement strategy;
- a commitment to diversity, equity, inclusion, and access;
- an ability to analyze complex problems, interpret operational needs, and develop integrated, creative solutions;
- experience leading others through change and developing teams with a positive, action-oriented, and possibility-focused mindset;
- a deep understanding of industry standards for fundraising and alumni relations and experience evaluating existing efforts, identifying areas for improvement, and implementing best practices and creative strategies to achieve results;
- exceptional interpersonal skills and an ability to interact and work effectively with administrators, academic leadership, faculty, students, alumni, donors, community leaders, elected and appointed public officials, and members of the community at large; and
- a passion for students and the transformational power of an education.

A bachelor's degree or an equivalent combination of education and experience is preferred for this role as is at least ten years of progressive responsibility and leadership in institutional advancement. Roanoke College will consider candidates with a broad range of backgrounds. If you are excited about this role and feel that you can contribute to the College, but your experience does not exactly align with every qualification listed above, we encourage you to apply.

SALARY AND BENEFITS

The target salary for this position is \$210,000 annually. Roanoke College offers a [comprehensive benefits package](#).

LOCATION

This position is in Salem, Virginia.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Roanoke College as well as the responsibilities and qualifications stated in the prospectus.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

To apply for this position, visit: [Vice President for Advancement, Roanoke College.](#)

To nominate a candidate, please contact Don Hasseltine: [donhasseltine@aspenleadershipgroup.com.](mailto:donhasseltine@aspenleadershipgroup.com)

All inquiries will be held in confidence.