

# Elizabeth Mitchell

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## Profile

Elizabeth Mitchell has 30 years of experience as a higher education leader with core competencies in program building in development, alumni and corporate engagement, advisory board development, and communications and marketing, with experience working for public and private universities and colleges. Mitchell has specialized experience in business education, crisis management, and navigating complex institutions. She is accomplished in building high producing inclusive and diverse teams, facilitating and leading change management with diplomacy.

## Experience

***The Pamplin College of Business, Virginia Tech, Blacksburg, VA January 2017 to present.***

***Assistant Dean, Division of Advancement. Dotted-line report to the Dean, Pamplin College of Business and direct-line report to the Sr. Associate Vice President, Division of Advancement.***

- Member of Pamplin Academic Committee and senior management within Pamplin. Served on Pamplin Strategic Planning Academic Sub-Committee and on senior team for FY 19 AACSB continuation of accreditation site visit. Developed campaign case statement for Pamplin in Boundless Impact Campaign.
- Increased fundraising from baseline of \$4,973,747 in FY 16 (pre-arrival) to average \$15M in new gifts and commitments over last six years, not including commitments made through donor advised funds or customized corporate matching initiatives, e.g., Deloitte Foundation. Accomplished results with 100 percent turnover (expected on taking position) on development team of formerly 3 lines to now 6 lines, including new positions: Director of Development, 3 major gift officers (1 new line) and 2 leadership gift officers (new positions.) Development staff hired in FY 19 – FY 23.
- Manage a department of 19, including 4 direct reports and 2 dot-line reports. Oversee communications and marketing\*, development, and alumni engagement under advancement model. Oversight of department budget of \$2 million. Orchestrated office relocation in 2019 and manage a remote-hybrid team under protocols created at onset of Covid-19 and continuing as part of university future of work pilot. Set up best in class infrastructure and successfully recruited new talent from both central and external candidates with 16 hires out of 19 staff positions. \*Final stages of full integration of communications and marketing into advancement model as part of ongoing change management to advance brand, philanthropy, and enrollment strategies.
- Leading capital fundraising project for the **Global Business and Analytics Complex (GBAC)**, <https://pamplin.vt.edu/gbac.html>. (Website undergoing full refresh with oversight of web transitioning to Advancement as of March 2023.)
- GBAC is a named priority in \$1.72 billion Boundless Impact Campaign public launch in October 2019 ending 2027. As of March 2023, \$39 million+ raised for GBAC. \$87,889,128 million raised overall, inclusive of GBAC toward \$100 million Pamplin campaign goal.
- Lead solicitor working with senior Pamplin Advisory Council (PAC) members securing \$3M from Deloitte with 2:1 corporate match, \$1.6M from EY, \$2.1M from the Marriott Family Foundation, \$2.5 million from Lynne and Ben Doughtie and KPMG Foundation. Secured multiple seven figure commitments from senior PAC members comprising two-thirds of the \$39 million raised to date.
- Manage small portfolio as primary manager of Principal Gift prospects rated at \$5 Million and select Major Gift Prospects rated at \$500K+. (15 in active portfolio) not inclusive of being lead solicitor for multiple proposals.
- Developed strategic project plan for Pamplin's role in Virginia Tech Giving Day program resulting in exponential increases in donor participation. Since 2021 Pamplin leads Giving Day for university in number of donors and dollars raised. Pamplin alumni participation has grown from 14% in FY 17 to 26% in FY 22 as part of university's 22x22 participation initiative.
- Created and executed the inaugural **Pamplin Engagement Summit** in October 2019, in conjunction with VT's launch of its Boundless Impact Campaign. <https://pamplin.vt.edu/events/pamplin-engagement-summit.html>. The summit brought together Pamplin's 20 advisory boards (610+ Volunteers as of FY 23) to launch new university engagement metrics defined by volunteerism, experiential opportunities, and philanthropy. PAC first to achieve 100 percent participation in FY 17 of all university tier one boards, including board of visitors.
- Experience collaborating with senior volunteers, including high engagement with PAC executive cabinet.

- AACSB Volunteer, re-launching Development Affinity Group (DAG), 2023. Facilitated DAG session at Communicators Conference, St. Petersburg, FLA and scheduled to facilitate DAG in April 2023 ICAM Conference in Chicago. Pre-Covid: AACSB Conference speaker 2020 and 2019. March 4, 2020, chaired panel "What Keeps You Up at Night?" combined session for deans, communicators and development professionals hosted by McDonough School of Business, Georgetown. March 2019, co-facilitated session "What's ahead, new trends." In Clearwater FL.

***The George Washington University School of Business, Washington, DC, August 2011 – September 2016.***

***Assistant Vice President, Division of Development and Alumni Relations.*** Dotted-line report to the Dean, The George Washington University School of Business (GWSB) and direct-line report to Associate Vice President, Division of Development and Alumni Relations.

- Managed a department of 14 lines, including 4 direct reports. Created new positions: executive director, director of development (promotion of board manager, also a new position; and a stewardship officer. Promoted core staff and secured additional staff lines (4) during tenure. (Pre university budget crisis and hiring freeze.)
- Successfully framed and implemented a comprehensive alumni relations engagement communications strategy for GWSB. Increased alumni relations staffing from 2 to 4 positions and elevated staff levels to director and assistant director levels in FY 12 to FY 13.
- Oversight of Department operating budget \$420,000 (not salaries), and member of senior management team.
- Increased fundraising from FY09-FY11 cumulative results of \$10,161,092 to raising an annual average of \$7.8 million from FY 12 – FY 15 during unplanned dean transition (3 deans in last 5 fiscal years.) FY16 \$4.4M & FY 17 projected expected closes of \$12M total based on pipeline and verbal commitments. Named principal gift from Board of Advisors Chair closed in FY 16.
- Crisis communications experience. Recognized for leadership in crisis management for university in wake of public firing of a former dean. Successfully managed advisory board dynamics through crisis retaining donors. Expert at navigating leadership transitions in both college and central development and alumni relations division.
- Developed 3 Year GWSB Campaign Plan in FY 15. Recruited Campaign Committee from select subset of Executive Committee of GWSB Board of Advisors and 2 GW Trustees. Revised Campaign Case in FY 16. Developed School Naming Prospectus in FY 16.
- Developed a revised GWSB case statement for Making History: The Campaign for GW based on new dean strategic plan following a year-long strategic task force process in FY 15 that suspended active fundraising, finalized in FY 16. Original campaign priorities significantly altered midcycle in public campaign.
- In FY 14, solicited first major philanthropic commitments to GWSB by international donors (parents) from Shanghai China (prior to new dean start), and recruited new international advisory board members from UK.
- Recognized for strategic excellence in principal gifts relationship management. (\$1M+) Primary proposal manager and solicitor/close for 2 principal gifts in FY 13 and involved as both primary and active team member for 3 principal gifts in FY 12. These involve gift commitments that I have been directly involved with in relationship management, including direct gift dialogues, drafting MOUs, and closing. In FY 15 served as lead prospect manager for complex principal gift prospects within university context, and initiated dialogues for FY 16 solicitations with recalibrated Campaign priorities.
- Recognized as a "role model" -highest rating as a highly productive externally facing chief development officer with more than 200 meetings in FY 13 (100 unique for own prospect pool) and more than 150 in FY 12. 75 percent with the Dean for qualifying prospects for public phase of Campaign. In FY 14 sustained travel with targeted focus on key donors for relationship management and solicitations. In FY 15 completed 125 visits and 6 key regional events with new Dean in domestic and international markets. FY 16 completed 89 visits and strategic events focusing on advancing new case statements.
- Travel to key strategic markets for GWSB, including staffing university presidential delegations and Dean. International markets included China, Mainland, and Hong Kong (12x in 4 years); London (9x); Istanbul (4X); India; S. Korea (2x); and Middle East (assessment). . Staffed presidential delegation for Fortune Global Forum with GW as educational partner in Chengdu China 2013 and San Francisco 2015. Staffed GW Global Forum in Seoul, Korea in 2012.
- Travel to domestic strategic markets including staffing dean, president, other senior administrators: New York City; Washington, DC; San Francisco; LA; Denver; Chicago; Florida; and Arizona.
- Secured multi-year commitments by 80 percent of GWSB Board of Advisors. BOA had 100 percent giving.

***The Robert H. Smith School of Business, University of Maryland, College Park, MD;  
September 2005- August 2011.***

***Director of External Relations.*** Member of Senior Management Team within Office of Development and Alumni Relations. Promoted to Director of External Relations as of January 1, 2011. (Operating since FY 10).

- Nominated for 2010-2011 Board of Regents University System of Maryland Staff Awards -University of Maryland.
- Member of Development and Alumni Relations team (24 staff within Smith School) that raised \$100 million. (\$10 million over goal) in University of Maryland \$1 Billion Great Expectations Campaign by FY 11 (Campaign concluded FY 12).
- As Director of External Relations, served as Dean's liaison in all matters related to the financial and operational success of the 10 centers of excellence at the Smith School of Business. Assessment mechanism for principal gifts qualification purposes.
- Provided direction to the Smith School Dean and the Assistant Dean of Development and Alumni Relations, (DAR), in all matters related to prospects with the capacity to make a gift of \$500K or greater to the Smith School of Business. Helped to raise more than \$14 million in principal and major gifts in emerging philanthropic culture.
- Secured the first outright seven-figure corporate gift ever received by the Smith School for \$1.5 million from BB&T in FY 10 for Center for Leadership Innovation and Change. Secured initial sponsorship for the BB&T Business Invitational as part of signature entrepreneurship program in FY 09. Prepared and presented a case study and training to the UMD Division of Development and Alumni Relations at request of VP to frame complex gift dialogues and negotiations. (Noteworthy because the first attempt failed with different staff and academic leaders.)
- Secured \$1 million from Dr. Henry Kaufman for the Center for Financial Policy in FY 10 as project lead liaison from DAR team collaborating with multiple academic stakeholders, including across university. Framed strategic launch events that were covered by C-SPAN and other national press.
- Served on project team (Dean, Associate Dean, VP Operations, Assistant Dean) in FY 10 to raise \$8 million gift for the Career Center from foremost benefactor Robert H. Smith. Recognized for senior role in closing the commitment by university vice president of development and alumni relations.
- Successfully engaged in discovery, cultivation, and solicitations, including writing proposals for 7 figure solicitations made by the Dean and with me in face –to- face meetings with donors from FY 09 to FY 11.
- Promoted from Director of Development to Director of Leadership (Principal) Gifts in August 2008, (functioning in role since winter 2007-2008 pending paperwork being processed in an office restructure.) Turned down offer to be campaign director (internal operations) during leadership change and requested a dedicated principal gifts senior role be created. Developed Leadership (Principal Gifts Program) between FY 08 and FY 11. Participated in university central principal gifts meetings and workflow protocols were selected as a standard operating procedure for the division by the VP.
- Supervised Leadership and Major Gifts teams of 6 professionals and 2 administrative from F08-FY09. Supervised 4 direct reports, one indirect report from FY 06-FY 08.
- Effective Spring 2009, Leadership Gifts became a separate department reflecting increased focus of fully developed Leadership Gifts program (principal gifts) and expanded responsibilities re centers. Supervised Associate Director and Assistant Director.
- Developed dedicated Major Gifts Program within the Smith School of Business from FY 06 to FY 08. Responsible for the management of the Smith School pipeline between FY 06 to FY 09. Implemented a strategic comprehensive prospect review process for the Major Gifts team in emerging philanthropic culture.
- Successfully identified, cultivated, solicited, and closed prospects for major gift commitments defined at UMD as \$50K and above from FY 06 to FY 08.
- Responsible for the Dean's Advisory Council (DAC) comprised of 40-60 members from FY 06 to FY 07. Identification and successful recruitment of Board of Visitors members whose average gift is \$100K and above. BOV and DAC merged as the Smith School Board of Advisors in FY 09.

***Wheaton College, Norton, MA July 2001- August 2005***

***Senior Development Officer***

- Promoted to oversee Advancement Strategy Group (ASG) meetings in absence of Director on medical leave, February 2004-July 2004. ASG meetings included senior leadership and Major Gifts Department of 4 professionals, 2 support.
- Budgetary responsibilities and supervised administrative assistant.

- In the post-Campaign environment served as manager of MidAtlantic and Midwest regions for major and principal gift prospects (200), including Washington DC metropolitan area, Philadelphia, and Chicago.
- Collaborated closely with the President in conducting extensive personal visits with prospects, prepared presidential briefings, and presidential correspondence to prospects. (50 percent time). In FY 05 successfully transitioned key institutional relationships to new President.
- Identified, cultivated, solicited, closed, and successfully stewarded major and deferred gifts up to \$1 million, including select trustees, raising on average 20 percent of dollars raised each fiscal year. e.g., Funds for endowed visiting artist program challenge grant by Haas Foundation in California.
- Successfully identified and helped recruit senior volunteer alumni, spouses, and parents to the President's Commission (senior advisory board). Eventual trustee appointments and 7 figure commitments were a known outcome after my departure based on donor timing.

***Hobart and William Smith Colleges (HWS), Geneva, New York June 1997-June 2001***

**Director of Annual Giving and Parent Relations** (Regional Major Gifts Manager)

- Rebuilt the Annual Giving program, including implementation of paid calling program, improved direct mail, the integration of reunion giving into the Annual Fund in FY 00, and direct staff solicitations resulting in annualized 9-16 percent growth since FY 98.
- Identified, cultivated, and successfully solicited outright major gifts in the six figure-range, raising \$6.482 million in major and annual gifts as of FY 01 in a Campaign and post-Campaign environment.
- In FY 00 developed strategies that led to a 20 percent increase in leadership giving to the Annual Fund (\$1,500 - \$25,000 gift range).
- Managed budget for Annual Giving, Reunion\* and Parents Program. \*FY 00 only
- Built a team of development professionals from 2 to 6, within three years, and motivated them to perform their functions well.
- Stewarded the Annual Fund Sub-Committee of the Board of Trustees.
- Rebuilt the Parents Executive Committee, which resulted in a 5x increase in membership.
- Managed 25th and 50th Reunion Classes Gift Committees in FY 00.

***The Paul H. Nitze School of Advanced International Studies: The Johns Hopkins University. Washington, DC 1996-1997***

**Assistant Director for Alumni Relations and Annual Giving**

- In a campaign environment, identified, cultivated, and successfully solicited multiple gifts in the five-figure range for endowed scholarships from SAIS-Wharton alumni (matched by Bloomberg Challenge).
- Turned around SAIS Annual Giving program. Planned and executed alumni events.

***The Johns Hopkins Institutions Office of Annual Giving, Baltimore, MD (1993-1996)***

**Assistant Director for Annual Giving**

- Managed reunion classes.
- Broke all records at JHU as Assistant Director, including 59% increase in year-round telemarketing operation for JHU and Hopkins Hospital.
- Successfully expanded Hopkins telemarketing to year-round operation and increased client base from 8 divisional clients to 16.
- Managed 1 full time staff (created position), 8 supervisors and 60-80 callers on an annual basis.
- Tailored 16 Divisional Annual Campaigns at JHU, which involved extensive relationship building within Johns Hopkins internal operations and created strategic marketing campaigns for each client.

**Harvard Law School, Cambridge, MA 1991-1993**

**Manager, Harvard Law School Phonathon**

Broke all records by increasing Harvard Annual Fund Phonathon results by 50 percent in one year.

**Education and Professional Development**

**2008** Participated in Leadership Executive Education Coaching at Smith School of Business (as offered through the Smith School's EMBA Program).

**2002-2003 Management Institute for Women in Higher Education Administration**, HERS-New England at Wellesley College, Wellesley, MA. (Nominated by then Wheaton President Dale Rogers Marshall to participate in the program.)

**1993 Harvard Divinity School, M.Div.** Self-designed program in Nonprofit Management, Business/Corporate Values, Social Ethics, and Philanthropy.

**1988 Smith College, A.B.** Government and Religion.

**Professional Memberships**

**CASE**, Council for Advancement and Support of Education

**Quorum Initiative**, Professional business network for senior women leaders (Washington, DC, NY, and London)