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Associate Vice President for Development and Comprehensive Campaigns California State University, Fresno Fresno, CA

THE SEARCH

<u>California State University, Fresno</u> (Fresno State) seeks a highly collaborative, dynamic, and proven advancement leader to serve as the next associate vice president for development and comprehensive campaigns (AVP). Reporting directly to the vice president for university advancement and executive director of the California State University, Fresno Foundation (VP/ED), this reimagined role is an integral member of the VP/ED's executive team and will provide strategic leadership to and overall supervision of Fresno State's school/college-based units, divisions, and central fundraising enterprise.

Overseeing a team of 12, the AVP will direct and execute strategic data-driven strategies to maximize the effectiveness of the partnership between leadership and school/college, divisions, and central fundraising programs. In this highly visible role, the AVP will be a partner and senior counsel to deans, division leaders, center directors, development directors, and university staff on a wide range of development activities, including but not limited to training development directors, goal setting, fundraising program assessments, solicitation strategies, and pipeline development. While providing strategic leadership and management, the AVP will also lead by example and carry a select portfolio of major and principal gift prospects.

In tandem with the VP/ED, the AVP will contribute to professionalizing the organization's fundraising infrastructure and co-lead the public launch of Fresno State's second comprehensive campaign. This campaign is the largest fundraising effort in the university's 100-plus-year history and will advance the goals and priorities outlined in Fresno State's recently completed <u>2023-2029 strategic plan</u>. The AVP will work closely with key colleagues in promoting strategic priorities to leverage and guide the Development Team toward success. The AVP will lead development meetings and the overall strategic planning process that emphasizes the integration of gift officers into the larger advancement strategy while providing professional mentorship, liaising with university-wide peers and the broader Central Valley community in a leadership capacity on behalf of advancement, and regularly reporting to and collaborating with the VP/ED and president about the ongoing needs, success, and challenges of fundraising efforts at Fresno State.

With at least seven years of leadership experience in higher education development, the ideal candidate must possess strong managerial, strategic planning, and motivational skills; a keen understanding of

fundraising best practices, including a depth of campaign experience; a comprehensive knowledge of all major, principal, and planned giving functions; and proven personal success in philanthropic partner cultivation, solicitation, and stewardship at major and principal gift levels. The ideal candidate will have a demonstrated track record of leading development staff through the process of setting and achieving annual and long-range fundraising goals that are data-driven and, in the near future, support campaign priorities. The ideal candidate will be a seasoned and dedicated team leader adept at maximizing, motivating, mentoring, and advocating for talented staff to facilitate team success. Experience leading all aspects of a complex team and enhancing professional development and career planning opportunities for fundraising staff as a means of retention is essential.

The successful candidate will reflect and embody the core values of Fresno State by serving the university with authenticity, warmth, and humility alongside a demonstrated level of integrity, trust, diplomacy, emotional intelligence, and professionalism to effectively engage and partner with key internal and external constituents. This individual must bring a deep appreciation and passion for the mission, goals, and uniqueness of Fresno State. A bachelor's degree is required; an advanced degree is preferred.

California State University, Fresno has retained Rachel Ellenport of the national executive search firm Isaacson, Miller to assist in conducting this important search. Inquiries, applications, and nominations for this position should be directed to the search firm as indicated at the end of this document.

CALIFORNIA STATE UNIVERSITY, FRESNO

Fresno State is nationally recognized for providing a transformational education that has a ripple effect on the region's economic development and beyond. The university is fully accredited by the California Board of Education and the Western Association of Schools and Colleges (WASC), housing 26 departmental programs, among the highest number within the CSU system. Fresno State is comprised of eight schools and colleges: <u>College of Arts and Humanities</u>; <u>College of Health and Human Services</u>; <u>College of Science and Mathematics</u>; <u>College of Social Sciences</u>; <u>Craig School of Business</u>; <u>Jordan College of Agricultural Sciences and Technology</u>; <u>Kremen School of Education and Human Development</u>; and <u>Lyles</u> <u>College of Engineering</u>. The university offers 74 undergraduate degrees, 49 master's degrees, and three doctoral subject areas, alongside nine certificates of advanced study programs. Fresno State's faculty is the eighth largest in the CSU system with a base of nearly 1,500 faculty, more than 1,000 staff, and over 275,000 living alumni. The Fresno State Library is the largest academic library between Los Angeles and San Francisco and is home to some of the most comprehensive collections in the CSU system. The campus is also home to University High School, one of the nation's top-ranked public charter schools.

With growing strength in research activities in recent years, Fresno State was identified as "Doctoral University - High Research Activity" or R2 status in the most recent Carnegie classification. Several collaborative faculty research projects that meaningfully engage students center around the complex challenges of food, water, energy, health, and the environment – of critical importance in the Central Valley with global impact. Fresno State is a core driver of upward social mobility throughout the Central

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Valley and beyond, a hub for the community, and a contributor to Fresno County's agronomic powerhouse, which produces nearly 25 percent of agricultural commodities across the United States valued at \$8 billion dollars.

Federally designated as a Hispanic-serving Institution (HSI) and an Asian American Native American Pacific Islander-Serving Institution (AANAPISI), Fresno State attracts nearly 90 percent of its students from the surrounding San Joaquin Valley, and 64 percent are the first in their families to earn a college degree. Nearly 24,500 students attend the 388-acre main campus at the northeast edge of Fresno, California, at the foot of the majestic Sierra Nevada Mountain range. The student body is made up of 89 percent undergraduate students, and 80 percent of all students receive assistance through grants and scholarships. Eighty percent of alumni stay in the region after graduating; alumni have a remarkable impact on the area's economy and quality of life and, in turn, the regional community has a strong affinity and connection to the university.

Fresno State consistently places among the top universities for social mobility, ranking 5th out of 82 universities in the new California Mobility Index and ranked No. 16 out of 1,205 schools in the 2024 Social Mobility Index developed by College NET. Fresno State continues to improve its rankings among the best national colleges and universities, rising to #22 in <u>Washington Monthly</u>'s annual list of top universities. Additionally, Fresno State is one of 25 U.S. colleges and universities to receive the first <u>Carnegie</u> Leadership for Public Purpose classification.

Fresno State 2023-2029 Strategic Plan

The <u>Fresno State 2023-2029 Strategic Plan</u> was released in Fall 2023 to further the university's effort to achieve and sustain the highest levels of excellence. Through the strategic planning process, the campus community has engaged in a collaborative and inclusive assessment of the university's highest priorities and determined the goals and strategies that will steer the campus community over the next five years to achieve the following goals:

- Enhance Personal Well-Being and Professional Fulfillment
- Bridge Campus and Community
- Cultivate Regional Progress and Global Impact
- Modernize Facilities, Infrastructure, and Technology
- Embody Full Inclusivity and Belongingness

Fresno State Athletics

Fresno State is a Division I member of the National Collegiate Athletic Association (NCAA) and the Mountain West Conference (MW). Beginning July 1, 2026, Fresno State will become a member of the Pac-12 Conference. Intercollegiate athletics are an anchor of community spirit and recreation in the region and the university's mascot, Victor E. Bulldog, is a ubiquitous symbol in the Central Valley. <u>Fresno State</u> <u>Athletics</u> sponsors six men's and twelve women's varsity-level sports across football, basketball, soccer, baseball, softball, cross-country, golf, volleyball, water polo, and equestrian.

Fresno State Athletics offers hallmark facilities, including Valley Children's Stadium, formerly Bulldog Stadium, which was constructed in 1979, has overseen 41 full football seasons, and has brought in some of the nation's top teams over the years. The stadium has a reputation of being one of most successful capital fundraising projects ever undertaken in the San Joaquin Valley during its construction, with local residents raising in excess of \$7 million in private support with no state tax dollars. Valley Children's Stadium features a 40,727-seat facility, 22 sky suites, and a suite of amenities. Fresno State boasts a dynamic "Red Wave" fan base, with an average attendance soaring to 40,600 fans per football game during the 2024 season. Other athletic complex facilities include Pete Beiden Field at Bob Bennett Stadium for baseball, Margie Wright Diamond for softball, Spalding G. Wathen Tennis Center, Warmerdam Field for track and field, the Bulldog Soccer Stadium, the aquatics center, and the student horse center, among others.

Philanthropy and Finances

All CSU campuses have two main funding sources: the state General Fund and student tuition and fees. State funding now covers slightly more than half of the CSU's operating costs, with tuition and fees making up for the remainder. Auxiliaries and philanthropic support generate additional revenue needed to provide the margin of excellence for Fresno State, supplementing state-supported activities. Fresno State's operating budget is \$338 million in Fiscal Year 2025, divided as 55 percent from state support and 45 percent from gross tuition and fees. Its endowment is valued at over \$238 million, and the university raised nearly \$39 million in philanthropic commitments in Fiscal Year 2024, an approximate \$10 million increase from the previous fiscal year. Serving its core mission to provide a transformative education, future fundraising priorities will be shaped around and in support of areas outlined in the strategic plan, including, but not limited to, strengthened academic programs; improved facilities, classrooms, and laboratories; and enhanced student and faculty support alongside four college-naming opportunities.

Foundation Board of Governors

The California State University, Fresno Foundation was formed in 1931 as a private, non-profit corporation that supports the core mission, values, and institutional goals of Fresno State. The foundation manages financial activities relating to philanthropy, endowments, gifts, sponsored research grants and contracts, and campus program trust accounts. The Foundation Board of Governors is comprised of long-serving and dedicated community leaders committed to the university and advancing its mission. The VP/ED serves as the executive director of the California State University, Fresno Foundation, and is a primary steward to the board.

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DIVISION OF UNIVERSITY ADVANCEMENT

Fresno State proudly sits in the highest tier of fundraising peer groups within the CSU system. <u>University</u> <u>Advancement</u> employs more than 46 full-time staff, encompassing four offices that are dedicated to its engagement and fundraising efforts: Office of the VP/ED; Development Team; Student, Alumni, and Friend Engagement Team; and Advancement Operations and Annual Giving. The division partners with the California State University, Fresno Foundation and the following affiliated 501(c)(3) auxiliary entities:

- Fresno State Alumni Association (FSAA) The representative body of alumni and friends helps guide the university's efforts to create a vibrant, dynamic alumni and friends community with programs, services, and vehicles to connect over 275,000+ alumni across the globe. The FSAA also manages a nearly \$10 million endowment, which resulted in \$275,000 awarded in scholarship and program support for Fiscal Year 2025.
- <u>Bulldog Foundation</u> In 2025, the Bulldog Foundation proudly celebrates a monumental milestone, the 75th Platinum Jubilee Anniversary of being "the team behind the teams". For three-quarters of a century, the foundation has played a pivotal role in fostering the success, growth, and legacy of Fresno State Athletics, propelling student-athletes toward excellence in the classroom, in competition, and in life. Founded in 1950, the Bulldog Foundation was established to provide essential financial support to the athletic programs for Fresno State student-athletes. Over the years, this vision has flourished, becoming a necessary piece of the university's athletic department. The foundation has grown from a scholarship fund into a multifaceted resource through capital projects, endowments, sport-specific support, and legacy-planned gifts, giving Bulldog athletic teams what is needed to compete at the nation's highest level.
- <u>Ag One Foundation</u> A foundation started by faculty, alumni, and friends of the Jordan College of Agricultural Sciences and Technology to benefit, promote, and support the college and its programs. Since its inception, Ag One Foundation has raised more than \$33 million in over 150 named endowed funds, managed by the California State University, Fresno Foundation. Over the years, Ag One has provided nearly 5,500 students in the college with scholarships and program support, delivering over \$1 million during the 2024-25 academic year.
- <u>Agricultural Foundation</u> A foundation which oversees the University Agricultural Laboratory that provides Fresno State students with vital, hands-on experience for careers in the world's leading agricultural area.
- Fresno State Associated Students, Inc. The representative body of students which provides means for responsible and effective participation in the governance of the campus and quality of educational experience in addition to student clubs and organizations, which University Advancement assists in fundraising efforts for from time to time.

Campaign

Fresno State's first-ever comprehensive campaign, <u>The Campaign for Fresno State: Powering the New</u> <u>California</u>, concluded in 2013 having successfully surpassed its original \$200 million goal by seven percent.

Fresno State received the <u>largest gift in the university's history</u> during the campaign and rallied support from over 34,629 donors.

In 2018, Fresno State began planning for the quiet phase of another ambitious campaign to support student success; increased modalities for project-based learning; research and innovation; and access and affordability. The next associate vice president will join Fresno State at a critical time as the public is invited to partner with the university in this endeavor that will position Fresno State for the future in the ever-evolving landscape of higher education. The next associate vice president will play a critical, lead role in all aspects of the campaign's public phase.

ASSOCIATE VICE PRESIDENT FOR DEVELOPMENT AND COMPREHENSIVE CAMPAIGNS

The associate vice president for development and comprehensive campaigns (AVP) reports to and partners closely with the vice president for university advancement and the executive director of the Fresno State Foundation. As a member of the University Advancement Executive team, the AVP collaborates with the VP/ED to lead and manage approximately 12 staff members. Direct reports to the AVP include directors of planned giving, principal giving, academic units, student affairs, and central development.

The AVP will actively participate in devising strategies and setting goals that achieve institutional objectives; implement a robust data-driven platform to measure progress while supporting the professional growth of team members; and personally manage a select portfolio of high-level potential philanthropic partners and existing philanthropic partners.

As Fresno State plans and launches the public phase of a comprehensive campaign, the AVP will be a collaborative and trusted partner, providing support, counsel, and strategic guidance to senior leaders, faculty, volunteers, and staff in preparation for their active participation in the comprehensive campaign and sustained philanthropic activities. As such, the AVP will be a significant contributor to the planning, execution, and successful completion of the campaign. In addition to formal duties, the AVP must be a leader and role model for colleagues, staff, and students; and an active, integral member of the campus, local, and regional communities.

MAJOR FUNCTIONS AND RESPONSIBILITIES

Leadership

• Systematically engage, guide, and support academic leaders in the fundraising process, assisting them to build and strengthen alumni and friend relationships and leverage the interest and support of high-potential alumni and philanthropic partners.

- Provide strategic management and direction to unit and central development programs and staff.
 Plan and implement programs to increase gift potential, working with development staff to craft strategies to maximize fundraising results across college, school, center, institute, and central programs.
- Serve as a proactive and responsive partner to administrators, faculty, colleagues, and staff across the university, recognizing opportunities and effectively addressing concerns.
- Serve as a core member of the University Advancement Executive Team, effectively representing the VP/ED and the division as needed to both internal and external constituents. As a leader in the division, foster collaboration within University Advancement and across campus.
- Provide accurate, appropriate, and timely information to senior leadership including reports, analytics, and recommendations.
- Develop and monitor the operational budget.

Program and Portfolio Management

- Personally cultivate and manage a select portfolio of principal and major gift potential philanthropic partners with the capacity to make commitments at the six-, seven-, and eight-figure levels.
- Foster a culture of philanthropy across campus and among alumni and friends of the university; strengthen relationships with existing philanthropic partners; devise innovative strategies and initiatives to systematically identify new individuals and entities capable of making major financial contributions, thereby expanding the principal and major gift philanthropic partner base. Design creative and compelling cultivation strategies.
- Be a catalyst that ensures unified, coordinated outreach among all fundraising partners to optimize philanthropic partner experience and fundraising productivity to further key institution-wide and interdisciplinary priorities.
- In partnership with the directors of planned giving and principal gifts, develop a strategic framework to deepen relationships with existing planned giving and principal gift philanthropic partners and systematically identify, cultivate, and solicit new planned and principal gift potential philanthropic partners. Advise and support the directors of planned giving and principal gifts in ensuring that front-line staff members recognize opportunities to initiate conversations with prospective philanthropic partners; set mutually acceptable data-driven measures for the directors and the front-line staff to motivate higher levels of collaboration and productivity.
- Collaborate with colleagues across campus to ensure a seamless, coordinated, and holistic approach to existing and potential corporate and foundation philanthropic partners.

- Ensure that team members maintain activity, and current and accurate data in the database. Utilize a data-driven process for decision-making.
- Provide development support for colleges/schools/units as needed given vacancies or position eliminations.

Campaign Management

- Contribute broadly to institutional advancement strategy and comprehensive campaign planning activities.
- Facilitate best-practice campaign planning methodology to maximize the integration of the university's comprehensive campaign priorities, financial goals, external and internal engagement, and aspirations.
- Provide regular and meaningful assessments of the campaign's progress against goals, using data and analysis to track comprehensive campaign trends, identify potential concerns, and facilitate timely shifts in focus, direction, or thinking, as well as to identify opportunities to exceed goals.
- Under the direction of the VP/ED, serve as a liaison between external campaign consultants and campus administration/campaign volunteers to achieve campaign objectives.
- Work collaboratively with various campus constituents including colleges/schools/units, centers, institutes, academic and administrative leaders to increase knowledge of institutional readiness for, and execution of a comprehensive campaign, providing for the scalability and long-term philanthropic sustainability of the university.
- Serve in a leadership capacity within the University Advancement division to coordinate the development of a multi-year comprehensive campaign engagement, stewardship, and recognition plan in coordination with all members and functions of the division and affiliated fundraising entities/efforts across the extensive campus community.
- Maintain effective collaborative working relationships with academic personnel provost, associate provosts, deans, associate deans, and directors – to understand their programs and priorities with the goal of identifying linkage to Fresno State's strategic initiatives and campaign priorities.
- Develop and maintain clear and strategic communication with teams of internal campaign partners to keep the momentum of the campaign on track.
- Provide support for the creation and development of specific philanthropic partner proposals that align with campaign priorities.

Staff Management

- Lead by example, fostering a culture of excellence, transparency, collaboration, and professional growth.
- Inspire, motivate, and actively mentor staff with regular, consistent communication and an open, inclusive approach.

- Implement best practices utilizing clear data-driven measurables. Ensure development directors emulate a high-performing team by industry standards.
- Clearly articulate job responsibilities and the performance review process and establish meaningful opportunities for professional progression and development.
- Set mutually acceptable individual and team goals, hold staff accountable for performance, and ensure that each individual effectively utilizes move management and is strategically focused on matching Fresno State funding priorities with current and potential philanthropic partners' passions.
- Participate in all Development Team personnel activities, including staff recruitment, hiring, training, evaluation, retention, and coaching.
- Participate in University Advancement personnel activities as needed based on Executive Team responsibilities, primarily focused recruiting and hiring involvement where appropriate for other offices of the division.

QUALIFICATIONS AND EXPERIENCE

- A deep appreciation and passion for the mission and aspirations of Fresno State, as well as the ability to articulate its uniqueness, importance, and relevance to all constituencies.
- At least seven years of progressively responsible fundraising and management experience, preferably in a large, public university setting.
- Significant experience planning and executing a successful comprehensive fundraising campaign.
- The ability to inspire philanthropic support from high-net-worth individuals, corporations, and foundations.
- Successful record of personally cultivating, soliciting, and stewarding major individual and institutional philanthropic partners at high six-figure levels and above.
- Superior strategist with a holistic understanding of all aspects of development, volunteer management, and philanthropic partner relations.
- Proven success in building or expanding a comprehensive, sustainable fundraising enterprise and fostering a collaborative, high-performance team environment.
- A transparent, collaborative leadership style with superb decision-making and follow-up skills.
- Commitment to working in a team environment with shared goals; sound judgment and integrity; willingness to try new approaches and take appropriate risks; and a high level of energy, enthusiasm, and dedication to the mission and objectives of the institution.
- Demonstrated ability to work well with people at all levels of an organization, across a broad range of backgrounds; respect and appreciation for each individual.
- The intellectual depth, maturity, self-awareness, and confidence to establish credibility and garner the trust of volunteers, philanthropic partners, senior leaders, academic partners, colleagues, and staff.

- Excellent listener; clear, crisp, and compelling written and verbal communication; effective, engaging, and inspiring in public presentations.
- A keen eye for operational efficiency and optimal use of resources; the ability to develop, monitor, and effectively manage a budget.
- A sense of humor, a humble approach, and a level of comfort with ambiguity; an outgoing and positive personality.
- Willingness and ability to travel and work evenings and weekends, as needed, to meet philanthropic partners or otherwise represent the university.
- Bachelor's degree from a regionally accredited four-year college or university; advanced degree preferred.

GEOGRAPHY AND COMPENSATION

Fresno State is located at the northeast edge of Fresno, California, and just a few miles from Fresno's downtown core. The institution spans a 388-acre main campus and over 1,011 acres of university farmland. The surrounding San Joaquin Valley is one of the richest agricultural areas in the world. Fresno is the fifth largest city in California, with a population of over one million people, and it is located at the geographic center of the state. Fresno is within an easy drive of national parks such as Yosemite, Kings Canyon, and Sequoia, lake resorts, a two-hour drive to the coast, and a three- or four-hour drive to both Los Angeles and San Francisco.

The anticipated compensation range for this role is **\$150K-\$180K**. In addition to the salary range listed herein, Fresno State offers a wealth of benefits to make working at the university even more rewarding. These benefits include comprehensive health insurance, sick and vacation time, retirement savings plans, and access to a number of perks. Please refer to the link listed <u>here</u> to learn more about our compensation practices and benefits. Salary offers are determined based on final candidate qualifications and experience.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website using the link below. Electronic submission of materials is strongly encouraged.

<u>https://www.imsearch.com/open-searches/</u> cal-state-fresno/avp-development-and-comprehensive-campaigns

> Rachel Ellenport, Partner Christina Garrison, Senior Associate Rebecca Lyons, Search Coordinator Isaacson, Miller

California State University, Fresno is an Affirmative Action/Equal Opportunity Employer. We consider qualified applicants for employment without regard to race, religion, color, national origin, ancestry, age, sex, gender, gender identity, gender expression, sexual orientation, genetic information, medical condition, disability, marital status, or protected veteran status.

ADDENDUM

Saúl Jiménez-Sandoval, Ph.D. President

Dr. Saúl Jiménez-Sandoval has roots in Fowler, a city 15 minutes south of Fresno, and his commitment to the region and higher education form part of his personal mission to promote the region's economic and cultural ascendency. Jiménez-Sandoval is an immigrant to the San Joaquin Valley, having arrived in the region from Mexico as a 10-year-old. He worked on his father's small farm, and grew to appreciate the many cultures, languages, and communities of the Valley.

Prior to his administrative appointments, Jiménez-Sandoval taught at Fresno State for almost 15 years. His area of expertise is Spanish and Portuguese poetry, and he has published on authors from Cuba, Mexico, Spain, and Portugal. His commitment to student success is evident in his successful direction of 30 M.A. theses and numerous M.A. projects (only four Spanish M.A. theses and projects had been completed prior to his arrival). Jiménez-Sandoval has a deep faith in the potential of Fresno State's gifted students and works tirelessly to promote their growth and success.

Jiménez-Sandoval served as Dean of Arts and Humanities before his appointment as provost and vice president of Academic Affairs in 2019. One of his first unique steps as provost was to undertake visits with every academic department on campus during his first year. Meeting most of the faculty and staff at Fresno State has provided Jiménez-Sandoval with a sense of the history of the disciplines, as well as an appreciation for current initiatives and research. This awareness constitutes a solid foundation for envisioning the next level of academic excellence at Fresno State.

Brady Crook Vice President for University Advancement Executive Director, Fresno State Foundation

Brady Crook brings more than 33 years of experience in higher education and a record of extraordinary success in fundraising, new philanthropic partner campaigns, large-scale individual gifts, corporate and

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foundations philanthropy, and optimization of advancement organizations. He joined the Fresno State community as vice president for university advancement in September 2023 and has added the Executive Director of the Fresno State Foundation role beginning in 2025. As a member of Fresno State's senior executive team, Crook leads and drives fundraising strategy in support of the university's top priorities and multi-faceted campaign initiatives by strengthening institutional affinity across the Central Valley and the country through a philanthropic partner-, alumni-, and student-centric philosophy. In his time at Fresno State, Crook's team has increased philanthropic commitments by 40% and he has led the team through a reorganization based on integration of a data-driven approach across the division resulting in (but not limited to) reassignment of the Annual Giving team to report to the elevated Assistant Vice President for Advancement Operations and Annual Giving position, establishing a burgeoning principal gift program, reassignment of talented team members to maximize major, principal and planned giving for the university, and much more.

Prior to his appointment at Fresno State, Crook served as the senior associate vice chancellor for institutional advancement at the Texas Tech University System (TTUS), where he oversaw leadership and annual giving, corporate and foundation relations, and onboarding for development officers new to higher education across the system's five campuses. Under his direction, the Chancellor's Council, a select group of alumni and friends who support the TTUS's top priorities, saw a resurgence and celebrated the most successful fundraising year in the TTU System's history.

Prior to the TTUS, Crook led advancement teams at Adelphi University (as Vice President) and the University of Illinois at Chicago (as Associate Vice Chancellor). At Adelphi, Crook's team doubled philanthropic commitments while implementing infrastructure that included a policy library, a fund agreement process, and an annual planning process with industry best practices and metrics.

While at UIC, Crook's team nearly tripled giving totals across the 11 units that reported to him. He led dozens of strategies including but not limited to a \$35 million opportunity to name the College of Pharmacy, \$13.6 million in naming opportunities for a new engineering building, a \$5 million deanship, UIC's first, and a \$3 million naming opportunity that created an innovative research fund held at the Chancellor's level. He was also instrumental in planning UIC's \$750 million comprehensive campaign and led implementation of that planning throughout units under his purview.

Crook also held fundraising positions with the University of Nevada Reno, the University of Oregon, and Washington State University during the institution's \$1 billion campaign.

Crook earned a Bachelor of Science degree in sports management from Washington State University.