

VALERIE J. CUSHMAN, Ph.D.

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Val@VCushmanConsulting.com**EDUCATION**

Ph.D., Syracuse University, Higher Education

M.S.E., East Stroudsburg University, Sport Management

B.S.E., State University of New York at Cortland, Physical Education

CURRENT ENGAGEMENTS**Principal, V. Cushman Consulting, LLC, January 2023 - present**

Founded in 2023, V. Cushman Consulting, LLC provides consulting services aimed at growing women's engagement, leadership and philanthropy to non-profit organizations with higher education institutions as a focus of the practice. Cushman is a certified member of the Women's Philanthropy Alliance. Under her leadership, the firm, in collaboration with clients, employs proven principles that grow women's philanthropy. Offering a full range of services in support of institutions who are in the beginning of their journey through those who are focused on evolving to even greater heights. As the founder and CEO, Cushman holds responsibility for:

- Set the mission and vision for the practice
- Provide strategic, financial and operational leadership
- Market the firm to prospective clients
- Provide individualized services to clients in a collaborative model employing strategic research-based tools that allow them to achieve their goals
- Serve as a national leader empowering women and nonprofits as they grow women's engagement, leadership, and philanthropy

Senior Director of Alumni Engagement and Inclusion Initiatives, September 2018-present

Director of Alumnae Initiatives, May 2015-September 2018
 Founded in 1693, William & Mary is a public liberal arts university with an undergraduate population of 6,300 and a graduate population of 2,100. The director of alumnae initiatives position had a dual report to the provost and director of volunteer management and included the responsibilities noted in the W&M women section below. The position was promoted to a senior director level and now reports to the associate vice president of alumni engagement with the addition of leadership for all identity-based alumni community engagement and the alumni admissions program.

Provide leadership and hands-on execution for the W&M women's effort:

- Co-chair of the university-wide commemoration for the 2018-2019 centennial of coeducation committee and served on the committee commemorating 50 years of African American students at W&M
- Serve as the founding director of the alumnae initiatives program created by the William & Mary Foundation Board
- Collaborate with schools and units to promote women's programming and grow women's leadership and philanthropy

- Provide intellectual, cultural, and professional regional engagement for W&M women throughout the nation (25 events per year)
- Provide leadership for W&M Women's Weekend occurring every 3 years (500 attendees in the inaugural weekend in 2018)
- Created the Women & Philanthropy Leadership Circle comprised of 25 leading philanthropists in 2016 that led to the creation of the Society of 1918, a community consisting of leading women philanthropists. The Society now has nearly 600 members, formalized bylaws, a 32-member steering committee, and four working committees
- Established the Alumnae Initiatives Endowment in 2017 to grow women's philanthropy with a goal of raising \$1 million to support alumnae engagement (100 women giving \$10,000 each). The goal was accomplished in 3 months. The goal was raised to \$1.918 million in recognition of the year women were admitted to W&M. That goal was met in 1 year. The endowment has now raised over \$5 million

Provide leadership for establishing and growing identity-based engagement, leadership and philanthropy

- Provide leadership for the establishment of a comprehensive program focused on the growth of engagement, leadership, and philanthropy of existing identity communities including the Black/African American alumni, LGBT+, APIM and Latina/o alumni
- Create baseline metrics assessing the engagement, leadership, and philanthropy of existing communities
- Implement a nationwide listening tour to assess needs and desired outcomes of existing identity communities
- Create a strategic plan to grow the engagement, leadership, and philanthropy of each identity-based community
- Provide leadership and hands-on implementation of the strategic plan

Provide oversight for the existing alumni admissions program:

- Support the creation of baseline metrics for assessing outcomes of the work aimed at assisting alumni families in the college search process for their children
- Support the associate director in the creation of a strategic plan to guide and advance the work
- Interface with the dean of admissions and the associate vice president of development to assure collaboration and effective communication

For Alumni Admissions, W&M Women, Society of 1918 and identity communities:

- Support educational opportunities for members of the University Advancement staff surrounding the engagement and development strategies for individuals who are members of identity communities
- Collaborate with the offices of development, university marketing and communications and lifetime philanthropic engagement and annual giving to promote growth in major and annual giving among members of identity communities

- Lead all marketing and communications including the establishment of branding, website, and social media presence for identity-based communities
- Collaborate with other individuals and groups across campus to enhance identity-based engagement
- Assess and report qualitative and quantitative measures of outcomes of the work
- Create and provide oversight of an annual and pro forma budgets, inclusive of proceeds generated by endowments and private giving supporting these efforts
- Oversight and development affinity engagement professional and non-exempt staff (associate director, assistant director, and coordinator)
- Heighten W&M's visibility as leaders in the area of engagement, leadership, and philanthropy of identity and underrepresented populations
- Committee service to W&M including the Career Pathways Team, the University Advancement Tiger Team, and search and selection committees

PREVIOUS PROFESSIONAL EXPERIENCE

Founder and President, Cushman Curry Consulting, LLC, 2015-2017

Growing organizational health and efficacy, Cushman Curry Consulting, LLC provides short-term targeted services to non-profit organizations, municipalities, and educational institutions for strategic planning, ombuds services, LGBTQ education, department reviews, and Title IX athletics compliance assessment. Clients included:

- Ohio Wesleyan University, Title IX Athletics Review and Ombuds Services, commissioned by the president
- College of Wooster, Title IX Athletics Review, commissioned by the provost
- Centra Health, LGBTQ Education Forum, commissioned by the counseling dir.
- Roanoke College, Athletic Department Review, commissioned by the president
- Go Green, City of Lexington, VA, Strategic Planning, commissioned by city
- Lynchburg College, Title IX Review, commissioned by the resident
- Winona State, Strategic Planning, commissioned by the V.P. of student dev.
- Mary Baldwin College, Athletic Review, commissioned by the president
- Agnes Scott College, Athletics and PE Review, commissioned by the provost
- Smith College, Department of Exercise and Sport Studies Department Review, commissioned by the department chair
- College of St. Elizabeth, Physical Education Review, commissioned by the dean

Vice President, Marketing/Education Consultant, Cenergistic, Inc., Dallas, TX, 2013-2015

Cenergistic is privately held and partners with over 1,300 educational institutions to reduce the consumption of natural resources through energy conservation. Cenergistic has saved clients over \$4 billion since its founding. Position responsibilities included:

- Lead efforts to open a new market vertical in higher education providing insight and information regarding the organizational, political, and business climate for higher education prospective clients
- Lead U.S. higher education marketing from initial point of contact through signed contract inclusive of president, facilities management and sustainability offices
- Present proposals detailing the reduction of the consumption of natural resources through energy-efficient operations and maintenance planning
- Managed a staff of marketing consultants (12)

Senior Assistant to the President, Washington and Lee University, 2007-2013

Founded in 1749, W&L is a selective, residential, private, liberal arts university with an undergraduate student population of 1,800 and a law school that enrolls 400 students.

Position responsibilities included:

- Serve as a member of the president's cabinet (7)
- Serve as the initial point of contact between the president and internal and external audiences including vice presidents and executive director of human resources.
- Manage concerns addressed to the president including those sensitive in nature related to personnel and legal matters
- Lead effort to create crisis management plan
- Represent the president at events and meetings
- Oversee president's office staff and finances including budget management
- Prepare briefing materials for the president
- Create ombudsman and coordinator of community engagement positions that were direct reports
- Provide leadership and project management for special committees and task forces including website development, sustainability, a board-level athletics Title IX review and revision of the university title IX and sexual misconduct policies
- Selected committee service while at Washington and Lee University
 - Member, search committees – provost, executive director of human resources, and executive director of communications
 - Member, SACS Accreditation Leadership Team
 - Member, Capital Budget Committee
 - Member, Work Life Initiatives Planning Group
 - Member, Crisis Management Team and Operations Group
 - Member, Strategic Planning Oversight Committee

Special Assistant to the President/Director of Athletics/Chair of Physical Education

Randolph-Macon Woman's College (Randolph College in 2006), 1997-2007

With a population of 750 students, R-MWC, now Randolph College, is a small, residential, private, liberal arts college. The College sponsors a physical education major and is a member of NCAA Division III and the Old Dominion Athletic Conference (ODAC).

Position responsibilities included:

Special Assistant to the President (appointed April, 2006)

- Serve as a member of the senior staff of the College (6)
- Assist with the College's facility master planning process
- Solicit major gifts (\$50,000 and greater)
- Serve as primary contact for the Southern Association of Colleges and Schools (SACS) and directed the College's submission of response to SACS regarding the warning status
- Serve as a direct report for the offices associated with enrollment management (admissions, financial aid, and adult and graduate programs)
- Serve on senior leadership team guiding the transition to coeducation

Athletic Director

- Provide oversight and strategic planning for a sixteen-sport athletics program
- Hire, supervise, and evaluate coaches (28) and administrative personnel (5)
- Create an evaluation system that provided ongoing circular feedback
- Administer use and maintenance of an 80,000 square foot athletics facility
- Financial planning, budget preparation, and allocation of a \$780,000 budget
- Participate in fundraising initiatives including the creation of the WildCat Athletic Club. Assist in the creation of proposals and visited potential donors
- Provided leadership for a \$32 million renovation project through the construction documentation phase
- Submitted successful grant proposals to fund a 2-year coaching position and a 3-year matching grant for a facility director position, as well as grants to address issues of social importance to college female athletes and to enhance student-athlete leadership

Chair of Physical Education

- Responsible for physical education curriculum development and implementation including a physical education major initiated in 2004
- Teach physical education and multidisciplinary classes
- Provide advising for students in the physical education major
- Create an evaluation system akin to the system used for tenure-track faculty and successfully proposed a system allowing faculty-coaches to move through the ranks from assistant to full professor
- Financial planning, budget preparation, and budget allocation
- Selected committee service while at Randolph/R-MWC
- Member, NCAA Executive Committee, 2007-2008
The Executive Committee is the highest governance body in the NCAA and oversees Association-wide matters.
- Chair, NCAA Division III Management Council, Division III Strategic Planning and Finance Subcommittee, 2004-2007
The Division III Management Council is one of two policy-setting governing groups of Division III consisting of 19 CEOs, athletic administrators, faculty athletic representatives, and student-athletes. The chair is responsible for managing the legislative session at the Annual Convention with over 1,500 attendees
- Member, NCAA Executive Working Group on Membership Issues, 2007-2008
- Member, NCAA Search Committee for VP for Diversity and Inclusion, 2005
- Member, ODAC Executive Committee, 2000-2007
- Member, Randolph Visibility and Institutional Public Relations Committee
- Member, Randolph Enrollment Advisory and Retention Working Group Committees
- Member, Randolph Orientation Planning Committee
- Chair, Randolph General Education Committee, 2001-2004, member 2000-2001

Associate Director of Athletics/Lecturer in Physical Education, Vassar College, 1990-1997

With a student population of 2,750, Vassar College is a highly selective, private, residential, liberal arts college. Assisted in the development and implementation of all aspects of a 24-sport intercollegiate athletic program. Between 1992 and 1997 the program received a 74% operating budget increase and eight new full-time positions and the design phase of a \$22 million facilities enhancement project were completed.

Visiting Instructor of Physical Education and Head Basketball and Field Hockey Coach,
Vassar College, 1988-1990

Responsible for teaching a variety of courses in the physical education curriculum as well as all aspects associated with the serving as head coach of NCAA Division III intercollegiate teams including recruitment of student-athletes, creating and managing the budget, practice planning, game strategy, scheduling and coordinating team travel.

Teacher and Director of Girls Athletics, John A. Coleman High School, 1984-1987

Served as athletic director and instructor of physical education, health, physical science, anatomy and physiology classes. Head Coach of field hockey, basketball, and softball. Selected as Coach of the Year: Basketball, *Kingston Daily Freeman*, 1986; Field Hockey, *Poughkeepsie Journal*, 1985

SELECT LIST OF PRESENTATIONS

- Keynote address, National Capital Gift Planning Council Annual Conference
- CASE/WPI Conference, "Leading for Organizational Change" Co-presentation with W&M Vice President of Advancement, Matthew Lambert
- Academic Impressions, one of three facilitators for 2-day conference, "Strategies to Engage the Giving Power of Women"
- Being and Finding a Good Mentor, College of William & Mary Women's Network
- Centra Health, Supporting LGBTQ Clients in a Clinical Setting, Lynchburg, VA
- Women Executives in Virginia Higher Education (WEVHE), Keynote, "Filling the Void Between Crises," Roanoke, VA
- Title IX History and Current Status, Implementing an Audit System, a 2-part series for senior leadership, Lynchburg College
- League of Women Voters, "Title IX: History and Future," Lynchburg, VA,
- Council for Independent Colleges of Virginia (CICV), Deans of Admissions Conference, "Athletics and Recruiting," Roanoke, VA
- Lynchburg Leadership, Keynote Speaker, "Corporate Leadership Using a Model of Coaching," Lynchburg, VA
- Virginia Association of Independent Schools, "Why Sport Matters," Richmond, VA
- Southern Association for College Admission Counseling Annual Conference, "Admissions and Athletics: Navigating the Awkward Partnership." Savannah, GA
- Chatham Hall Symposium, Keynote Speaker – Girls and Women in Sport, Chatham, VA
- Center for History and Culture for Central Virginia Speakers Series, "Bicycles, Basketballs, and Bloomers: Freedom of Movement for Women at the Turn of the Century"
- American Alliance of Health, Physical Education, Recreation and Dance (AAHPERD) Annual Convention, "The Post-AIAW (NCAA) Sports Experience of the Female Intercollegiate Athlete: Future Research Agendas and Implications," St. Louis, MO
- Women in Sport and Education Research Symposium, "Playing Beneath the Rim: A Case Study of an NCAA Division I Women's Basketball Team," Baltimore, MD

PROFESSIONAL DEVELOPMENT

- Kathleen Loehr Women's Philanthropy Alliance year-long cohort certification in women's philanthropy consulting
- Philanthropy Next, "Tap Into the Giving Power of Women"
- American Council on Education Office Women in Higher Education Leadership Forum, a forum designed for women administrators preparing for executive leadership positions
- NASPA Alice Manicur Women's Symposium, a professional development seminar is designed for mid-career women moving into senior level management in student affairs
- Women in Higher Education of the Virginia Network of ACE, Senior Seminar, a year-long seminar, comprised of women who hold mid to senior-level administrative positions
- Wharton School of The University of Pennsylvania, Executive Education Course, Strategic Planning

VOUNTEER AND COMMUNITY SERVICE

- Habitat for Humanity, Volunteer
- Chair, Go Green, Lexington City Council Appointed Sustainability Committee
- Chair, Board of Directors, Rockbridge County Area YMCA
- Honor Court, Virginia Sports Hall of Fame
- Member, Board of Directors, Richmond Lacrosse Academy
- Member, Advisory Board, Girl Scouts of Virginia Skyline Council
- Member, Development Committee, Girl Scouts of Virginia Skyline Council
- Member, Board of Directors, Sports Capital of Virginia
- Co-Chair, R-MWC United Way Campaign
- Chair, R-MWC Annual Fund

References provided upon request