



CHADWICK S C H O O L

Executive Director of Development and Alumni Relations Position Guide

Think. Do. Lead.

ABOUT CHADWICK SCHOOL www.chadwickschool.org

Chadwick School is an independent, K-12, coeducational day school located on a beautiful 45-acre hilltop on the scenic Palos Verdes Peninsula in Los Angeles County. Founded in 1935 as a boarding school by visionary educator Margaret Chadwick, the school has retained its roots as an environment where academics are balanced with social and emotional growth, and where learning takes place inside and outside the classroom. Margaret Chadwick believed schools should teach academic subjects well, while at the same time developing students' character, creativity, responsibility, independence, and social intelligence. This was a pioneering vision 80 years ago and guides the school today. Today, Chadwick's mission is to **develop global citizens with keen minds, exemplary character, self-knowledge and the ability to lead**. The school's core values of honesty, respect, responsibility, fairness and compassion are shared and fostered in classrooms and co-curricular activities. Chadwick students develop core competencies in critical and creative thinking, character, courage, communication, collaboration, and cultural competence. These strengths prepare students to succeed throughout school, in college and in life. As the only K-12 independent school in the area, Chadwick is a popular choice for families who are seeking to raise children who will contribute in a meaningful way to their local and global communities.

Chadwick has an enrollment of 830 students drawn from 45 communities in Southern California and has graduated over 4,077 students. Faculty at Chadwick totals 109, with an average tenure of 16 years; 80 percent hold advanced degrees. The school-wide student-faculty ratio is 8:1. The school population is divided across three divisions: Village School (Grades K-6) with 310 students, Middle School (Grade 7-8) with 160 students, and Upper School (Grades 9-12) with 360 students. Reflecting Southern California's rich diversity, 41 percent of Chadwick students are students of color. Student admission is competitive; the school competes with other private schools in the area and with excellent local public schools.



The school's challenging academic and AP course offerings are complemented by outstanding co-curricular opportunities, designed to help students learn by doing. A nationally distinguished outdoor education

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program, community service program, superb athletic opportunities, and award-winning visual and performing arts, offer something for all students to participate in and thrive.

One of Chadwick's most significant milestones is the founding in 2010 of the Chadwick International School in Songdo, Incheon, South Korea, which expands opportunities for students around the globe to benefit from a world-class Chadwick education. Cultural competence is a K-12 experience at Chadwick, as Chadwick International students and Chadwick Palos Verdes students partner together on academic and co-curricular projects throughout the year, via on-site Telepresence facilities, or through in-person exchange programs beginning as early as Middle School. The Roessler-Chadwick Foundation operates under the model of "One School, Two Campuses," hence both the school in Songdo and the school in Palos Verdes share the same mission, philosophy and core values. The Chadwick International School in Songdo has grown from an initial enrollment of 270 to its current Pre-K-12 population of 1,100 students. Roessler-Chadwick Foundation (RCF) Group holds the real estate and investment, and its subsidiary, the Roessler-Chadwick Foundation, operates both campuses. The Foundation has its own governance structure with separate Boards and separate Heads of School for each campus. Chadwick School is governed by a 22-member Board of Trustees.

Chadwick School in Palos Verdes has an annual operating budget of \$27 million and its endowment is valued at \$28 million (as of May 31, 2016). Chadwick depends on tuition for 89 percent of its revenues. Other major revenue sources include interest from the endowment and a development program that raised \$2.5 million in 2015-2016, including \$1.7 million in the Annual Fund with 84 percent parent participation. To support economic diversity, Chadwick currently provides \$3.3 million in need-based financial aid to 17 percent of



their students, including tuition assistance, textbooks, transportation, and student activities support. A \$2 million endowment grant in 2003 from the Malone Family Foundation and generous gifts from the McFarlane family (who are past parents) allow Chadwick to offer financial assistance to talented students. In 2013, twenty Chadwick families were inspired to bring the Chadwick experience to others and created the Delphinus Fund for Financial Aid, which also increased funding capacity to assist students in need.

ABOUT PALOS VERDES PENINSULA AND THE CHADWICK CAMPUS

Chadwick School's hilltop campus is located on the Palos Verdes Peninsula at the southern end of Santa Monica Bay. This residential community is known for its dramatic views, rural feel, and natural beauty. With year-round average temperatures from the high 50s to the low 80s, the area is popular with runners, hikers, horseback riders, kayakers, bird watchers, surfers, scuba divers, cyclists, and sailors. Palos Verdes offers all of the benefits of living within the most populous county in the nation, with fewer of the hassles that can accompany modern urban life.

Often compared to a college campus, the Chadwick campus offers a scenic, safe and natural setting for learning with well-equipped facilities and an architectural framework that complements and integrates the natural surroundings. Twenty-two buildings and 31 faculty residences dot the campus. At the heart of the campus, Vanderlip Lawn provides a comfortable gathering and study space, and offers a change of pace for

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students and teachers who sometimes hold classes outdoors. An open-air amphitheater seats the entire school. A private canyon adjacent to campus functions as an outdoor classroom for science, English, and art classes in all three divisions. A long-term canyon restoration project has helped hundreds of students develop an environmental sustainability ethic. Close proximity to the beach also allows Chadwick to incorporate activities such as sea kayaking and tide pool exploration into its educational programs.

THE POSITION

The Executive Director of Development and Alumni Relations provides overall leadership and strategic direction for Chadwick School’s development and alumni programs. This position reports directly to the Head of School and serves as an essential member of the senior operations team. For purposes of the upcoming comprehensive campaign, the Executive Director will report to the President of the Roessler-Chadwick Foundation Group, working closely with him and the Head of School. The Executive Director leads and manages a five-member development team that includes the Director of Annual Giving, Director of Major and Planned Gifts, Director of Alumni Relations, Development Associate & Stewardship Coordinator, and Development Associate & Database Coordinator.



The Board of Trustees is exploring the possibility of launching a transformative campaign and is currently conducting a feasibility study to assess donor appetite for such an endeavor. The school’s last capital campaign funded the construction of the Geoffrey Alan Laverty Center for the Performing Arts, and was completed in 2004.

The proposed campaign will help strengthen Chadwick’s reputation as a world-class school by investing in people, programs and places (with 40 percent of campaign funds to support faculty and programs, 40 percent for financial aid, and 20 percent for campus renovations). The campaign will be overseen by the RCF Group President in close collaboration with Chadwick’s Head of School. As Chadwick’s principal fundraising strategist, the Executive Director of Development will assist in oversight and management of the school’s comprehensive campaign and help to strengthen individual giving efforts to support its success.

The Executive Director of Development will develop and implement comprehensive, effective fundraising goals and strategies to strengthen the Annual Fund, raise significant major and planned gifts and cultivate new donor relationships as part of the new campaign. The Executive Director will enhance the team’s ability to research and identify prospective supporters, steward and acknowledge donors well and meaningfully engage alumni. S/he must be a highly accomplished fundraiser with the diplomacy to lead a strong team and interact well with a varied constituent base, particularly with Chadwick’s students. The Executive Director of Development will be an enthusiastic face for Chadwick and become a known and trusted leader to students, faculty, parents, alumni, and supporters of the school.

RESPONSIBILITIES

The Executive Director of Development and Alumni Relations will have the following responsibilities:

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- Lead, manage, develop and mentor the development and alumni relations team in a manner that ensures a comprehensive, integrated fundraising program.
- Primary oversight and management for all Annual Fund activities, ensuring effective cultivation strategies that will lead to increased revenue; support the Head of School in his fundraising efforts on behalf of the Annual Fund.
- Oversee and manage the comprehensive campaign, in close coordination with the RCF Group President, Head of School, and the board's Campaign Steering Committee.
- Play the primary leadership role in the cultivation of major gift donors; manage a portfolio of 50 high-level major donors (\$50,000+) through the relationship management cycle.
- Run a regular prospect management meeting with Directors to ensure that all donors are appropriately managed and momentum is continuous.
- Manage campaign stewardship and ensure that all campaign prospects are appropriately stewarded.
- Provide leadership to implement a structured, formalized approach to relationship management and major gift fundraising.
- Manage the annual budget for cost-effectiveness and strong return on investment.
- Maintain an active portfolio of major gift prospects to cultivate and solicit.
- Work closely with the Director of Major and Planned Gifts to develop new strategies and tactics for identifying and pursuing opportunities for major gifts, bequests and other planned giving commitments.
- Work with Director of Annual Giving to develop objectives, strategies and new ideas to grow the Annual Fund.
- Work with Director of Alumni Relations to develop objectives, strategies and new ideas for the alumni relations program that reinforce community ties across generations.
- Oversee special events for the School's development efforts.
- Engage in the life of the School by regularly participating in campus activities and interacting with students.

MAJOR OBJECTIVES

Within the first 12 to 18 months, the Executive Director of Development and Alumni Relations will achieve the following major objectives:

- Develop and implement an integrated, comprehensive development plan with defined targets and metrics for the growth of the school's philanthropic revenues.
- Develop strong, meaningful relationships with Chadwick School leadership, faculty, staff, parents, donors, and alumni, and help educate them about the importance of the School's funding and campaign priorities. Build relationships with the students of Chadwick in order to best convey their stories and experiences to a wide spectrum of people.
- Lead, build, and mentor a development and alumni relations team that meets and exceeds all goals.

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- Manage a successful launch of the comprehensive campaign.

QUALIFICATIONS

The ideal candidate will possess most of the following qualifications:

- A passionate, enthusiastic commitment to Chadwick School’s mission and core values.
- A minimum of seven to ten years of senior-level leadership experience in managing successful fundraising teams. Experience with the independent schools and/or capital campaigns would be an advantage.
- Proven drive and achievement in the successful solicitation of six- or seven-figure gifts.
- A high level of diplomacy that will aide in building productive and meaningful relationships with a varied constituency.
- An energetic leader with a proven ability to hire, supervise, motivate and retain a development and alumni relations team that strives to achieve and exceed goals.
- Proven success in working closely with a committed and engaged Board and volunteers.
- Strong motivational and interpersonal skills that value honesty, fairness, responsibility, respect, and compassion.
- Ability to develop and maintain effective working relationships with a diverse spectrum of people including faculty, staff, board members, parents, students, alumni, donors, and prospects in a complex variety of institutional and cultural settings.
- Strong command of advancement technology and donor database management; an ability to develop data models and metrics to identify prospective individual major gift donors.
- Exceptional written and verbal communication skills with strong interpersonal, active-listening, and relationship-building competencies.
- A bachelor's degree from an accredited college or university; an advanced degree is preferred.
- Ability to travel on behalf of Chadwick School.
- A good sense of humor.

APPLICATION

Chadwick School has retained Campbell & Company to conduct this search. The team for this project includes Dan Nevez, Consultant, and Colleen Rogers, Associate Consultant. To be considered for this opportunity, please send a letter of interest and resume to:

Colleen Rogers

Associate Consultant, Executive Search
Colleen.Rogers@campbellcompany.com

Campbell & Company
www.campbellcompany.com

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