



**Position Statement
Director of Advancement
North Shore Country Day School
Winnetka, Illinois
Start Date: July 1, 2024**



Director of Advancement Search

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OVERVIEW AND HISTORY

The North Shore Country Day motto, “Live and Serve,” captures the spirit of an exceptional school that prepares students who are motivated and well-prepared to make a difference in the world. With a well-deserved reputation for both academic excellence and genuine care for each student, NSCD has found a sweet spot that sets it apart from its local, public and independent school peers.

Since opening its doors in 1919, NSCD has been deeply committed to answering a fundamental question: “What matters most when educating a child?” Through a culture in which relationships catalyze learning, the school develops critical thinkers, collaborative problem solvers and caring citizens.

As a community that deeply values the power of relationships between and among students, teachers, and parents, NSCD leverages those partnerships to provide an outstanding education that is characterized by high standards and a commitment to fostering positive character growth in its students.

Located in the beautiful North Shore community of Winnetka, IL, 25 minutes from downtown Chicago via commuter rail, NSCD is a coeducational day school serving 540 students in grades JK through 12. The campus sits on 16 acres and includes both well-designed classrooms and outstanding facilities for athletics and the arts. Great care has been taken to maintain and update the campus to ensure that it supports both the depth and breadth of the school’s program as well as facilitating the strong sense of



community that all at NSCD hold dear. As one of the parents stated, “it is an exceptionally friendly and cozy school, with smart people making it feel and seem big. The students become the best version of themselves here.”

NSCD has a storied history. It was part of the famed progressive schools’ “Eight Year Study” that proved to top colleges and universities that students from progressive schools were not only academically prepared but also more likely to engage in arts, politics and other social activities. At the height of the Civil Rights Movement in the 1960s, NSCD was one of 21 schools to publicly support President Kennedy’s policies of racial equality. The school was also the home of the first “jungle gym” in the United States.

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MISSION

The entire community truly embraces the school's mission: "NSCD prepares students with a challenging education that requires them to think critically, communicate effectively, and engage fully in their intellectual growth and personal development. In doing so, they become self-confident, ethical citizens of the world who embody our motto, 'Live and Serve'."

NSCD advances its mission by fostering an inclusive learning environment where students develop as well-balanced, confident leaders who can succeed in a diverse, globally integrated world.

Exceptional leaders understand the essential value of diversity and inclusion. They surround themselves with people of varying beliefs, backgrounds, and skill sets. Everyone benefits when exposed to a broad base of experiences. NSCD strives to deepen students' understanding of their commonalities and differences. The school fosters empathy and respect for all. The goal is not tolerance of differences but a celebration of the unique and varied contributions each makes to the community.

The school's strategic plan is predicated on one clear goal: to ensure a NSCD education remains exceptional by continually asking what students need to thrive, now and into the future. North Shore's answer revolves around an essential skills curriculum and a commitment to wellness and service.



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FAST FACTS

Enrollment:

- 540 students: 215 in Upper School, 135 in Middle School, 190 in Lower School
- 52% male/48% female from 47 zip codes in the Chicagoland area
- 43% students of color

Faculty/staff:

- 131 (85 teaching faculty)
- Faculty of color: 20%; LGBTQ+ faculty: 9%; faculty with advanced degrees: 59%

Budget:

- \$20 million
- Endowment: \$35 million
- Financial aid: \$2.5 million, allocated to 19% of the student body



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PROGRAM AND FACULTY

Four essential elements lie at the heart of NSCD's program: purposeful challenge, intentional design, courageous exploration, and conscientious community. The entire program is designed to optimize learning, develop skills and prioritize wellness.

NSCD's emphasis on hiring, supporting, and retaining outstanding faculty is at the core of its reputation for excellence. Experienced, dedicated, and long-serving, the faculty is valued for its collective passion, enthusiasm, joy, and ability to connect with students. Furthermore, teachers at NSCD appreciate the school's support for innovation and its emphasis on continuing professional growth and renewal. NSCD faculty are exceptional. They are deeply committed to the school and its mission, grateful to be a part of its

warm and welcoming community, and excited to have the opportunity to share their knowledge and love of learning with children. Students benefit from their teachers' expertise, the care they provide in and out of the classroom, and the way they live the values of the school.

The curriculum at NSCD is designed to inspire and challenge students, while building the skills and attitudes necessary for success in college and beyond. While outcomes are important, faculty and students alike embrace the idea that knowledge itself is a worthy prize. Academic standards are high but with close faculty-student relationships at the center of the NSCD experience, students feel supported in facing difficult moments and learn the resilience necessary for long-term success. As one parent put it, *"This is a place that is academically rigorous. But it is also a place where the children are polite ... and more importantly, happy."*

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CAMPUS

When the school was established, it took over the campus of the Girton School for Girls. Most of the original structures have been renovated, moved or upgraded. The school recently redesigned its Upper School building into a LEED Silver structure that reflects the unique teaching and learning model specific to NSCD. The library, at the heart of the campus, has been renovated and the Live+Serve Lab created to embrace the “Learning Commons” model that is reflective of the project-based and collaborative pedagogy of the school. It also has a theater-in-the-round and “reading caves” for the littlest Raiders. The Campus Master Plan is designed to create even more agile spaces. A renovation and expansion of the school’s primary athletics and wellness center begins in February 2024. There is an ongoing capital campaign to support the strategic plan which has raised \$35 million of its \$40 million goal.

COMMUNITY

Talk with anyone about what sets NSCD apart and they will inevitably mention the community. As one teacher put it, “Everyone at NSCD is known, needed and cared for.” The culture of inclusion, collaboration, kindness, openness and transparency is exemplified by the Upper School’s entrance and main meeting room which is adjacent to a full-windowed classroom, reminding all who enter of this important community expectation. NSCD puts a premium on the power of constructive, supportive relationships to inspire all members of the community to treat each other with consideration and respect. It is important for the interested candidate to have a boldness towards and demonstrated commitment to equity.

Whether from Winnetka or the larger Chicagoland area, students and families are drawn to NSCD by the opportunities of a robust program associated with a large school and the relational feel of a small school. Students cherish their close relationships with faculty and the connections they build with each other. They feel known by the leadership of the school and they appreciate access to a school administration that is responsive to their needs. Students are engaged and involved at NSCD and in their own communities, living the school’s mission and motto. NSCD is a place that accomplishes what many other schools strive for: students who perform at high levels without feeling as if they are in competition with each other.

NSCD is nestled in an affluent suburban community known for its historic Main street and strong public schools. Winnetka is located on the shores of Lake Michigan 16 miles from downtown Chicago and offers parks, restaurants, cultural attractions and more for its residents. It neighbors Evanston, home to Northwestern University and numerous cultural opportunities.

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GOVERNANCE AND SCHOOL LEADERSHIP

- NSCD is governed by a 30-member [Board of Trustees](#). The Board Chair, Nichole Taylor Wilson is the Co-Founder and President of Whole & Free Foods LLC. She did her undergraduate work at Amherst College and has her MBA from Stanford's Graduate School of Business.
- Board Chairs rotate every two years.
- The Board of Trustees works alongside the Head of School to craft and oversee the school's mission, vision and its short and long-term strategic goals, review and support important school policies and plans, ensure resources are adequately provisioned and effectively managed, establish and maintain bylaws and ensure the school's compliance with applicable laws and regulation, and promote and advance the school's mission. Trustees do not have authority over the day-to-day operations of the school.
- The Board of Trustees meets regularly throughout the academic year. In addition to attending board meetings, many members typically serve on multiple board committees. Trustees are expected to contribute actively to the work of the board, attend meetings, and provide guidance and expertise as needed. As leaders in the school community, trustees are expected to support the school through their advocacy and ambassadorship, their time and expertise, and their philanthropic efforts.
- A separate Foundation Board,

composed of longtime NSCD leaders—most of them former board chairs, oversees the school's endowment.

- Tom Flemma began his tenure as Head of School in July 2016, coming from a 17 year tenure at the Hotchkiss School, most recently as Associate Head of School and Dean of Faculty. His Ph.D. and M.A. in history are from the University of Virginia, and he did his undergraduate work at Stanford University with a B.A. in history. Parents and students appreciate his approachability and ability to communicate effectively with students especially over the recent past with post-pandemic issues.



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Total giving in 2022-23 was impressive with \$6.63 million raised. Annual Giving in 2022-23 was a strong \$1.572 million with over 74% parent participation. Annual Giving has seen fairly steady growth of 3-4%. This year's internal goal is \$1.583 million. Donor capacity at NSCD is considerable. The advancement office will need to navigate the terrain of changing school and local demographics, high expectations, and a competitive school landscape as NSCD embarks on this next exciting chapter of school history. This position is about finding resources for the faculty, staff and students at NSCD, but it is also about being an active part of the community and its collective efforts to keep NSCD at the forefront of education.

THE POSITION OVERVIEW: DIRECTOR OF ADVANCEMENT

The Director of Advancement (DOA) needs to be ambitious in setting aspirational goals and have an “innovator’s mindset” in finding ways to achieve these goals in close partnership with the Head of School. This collaboration with the Head of School is especially important in evaluating the current state of the advancement office, building out process, operations and strategic approach, and creating milestones and targets in its execution.

The goal for the DOA is to optimize programs of giving that inspire maximum support for the institution while helping engage diverse audiences of stakeholders and advancing the spirit of the NSCD community.

The retiring director is an alumna of the school, deeply connected to the NSCD community and long-tenured in the role. The solid foundation she built has served the school well. She has expressed her availability to be an asset for the incoming DOA as she has outstanding relationships across generations of NSCD families.

FINANCES AND FUNDRAISING

The school’s annual budget is \$20 million with approximately \$2.5 million of that designated for financial aid. The endowment stands at \$35 million. Tuition currently ranges from \$24,055 (Pre-K) to \$40,220 (Upper School). The school has \$9.3 million of tax-exempt bond debt.

NSCD’s current advancement program focuses on annual giving, major gifts, events, collaborations with the Parents’ Association and Alumni Board, and overall stewardship and community outreach in all constituent groups including: current parents, parents of alumni, alumni, current and former faculty and staff, grandparents and friends. Targeted outreach takes place via publications, direct mailings, one-on-one meetings, community gatherings/forums, fundraising events and social media/web.

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The school seeks a strong, strategic, fair-minded, open-hearted, communicative leader who lives the values of the school, can take the advancement operation to the next level and enthusiastically join the traditions that hold the community together. Among these values is the desire to uphold the community commitment to diversity, equity, inclusion as an institutional lens for advancement work.

The successful candidate will be an outstanding advancement professional who thinks strategically, communicates a clear and compelling case for support of the school's mission, is an experienced manager and leader of people, and thrives in a team environment. In addition to finding financial resources to strengthen financial sustainability, there are non-monetary goals as well: extending the impact of the school, creating goodwill in the community, strengthening the school's excellence and reputation and advancing relationships with all school constituencies.

The DOA will be tasked with supporting the school's needs, both operational (Annual Giving) and capital (facilities, endowment, programmatic), as defined by a strong

institutional practice of strategic planning and campus master planning.

This person must be fluent in major gift work to maximize the total philanthropic relationship of major gift donors and prospects (both Annual Giving and other) to the school. This means strategizing to generate higher levels of support and implementing individual multi-year fundraising plans that focus on renewals and increased gifts. It also means establishing long-term relationships with major gift donors and converting prospects into donors, while working collaboratively with colleagues and school leaders to meet the school's advancement objectives and mission.

The DOA will manage a staff of six. It is expected that the new leader will evaluate both the process and approach of the current advancement operation and its team members, with the goal of devising a plan that effectively addresses challenges while also taking advantage of untapped opportunities. Some of the examples may include heightened data management and technical fluency, refinements to the onboarding of new parents to NSCD, accelerating the advancement office calendar to capitalize on momentum at the start of the school year, better use of the annual report as a stewardship piece and momentum-builder, and a more defined menu of major gift opportunities.

These efforts will elevate the operations and outcomes of the advancement operation with the implementation of best practices across each area of focus. The work ahead is energizing, as NSCD strives to strengthen the culture of philanthropy at the school and to celebrate the critical role it plays in school life.

The DOA will manage a portfolio of high-level prospects and donors, developing comprehensive annual and multi-year plans for major gifts, planned giving, and annual giving. Utilizing the best of NSCD's resources - a committed Board of Trustees, an experienced and well-regarded Head of school,

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an active advancement committee, supportive faculty, a devoted parent and alumni community, and a strong capacity for giving—this highly knowledgeable and experienced fundraiser need not have independent school experience, but will need to bring a demonstrated passion for independent school education and a commitment to advancement excellence.

The candidate should be someone with an established track record of achievement developing and advancing fundraising strategy with measurable success, a comprehensive knowledge of fundraising best practices, a desire to have a significant impact on the school's growing program through inter-departmental collaboration, and a restlessness to make the advancement office exceptional.

Responsibilities

Relating to Strategy and Fundraising Goals

- Work closely with the Head of School in setting and meeting fundraising goals for the various activities for which the department is responsible; participate in the annual budgeting process to help determine fundraising goals and metrics for the Advancement Office.
- Manage and lead a team of advancement staff and provide direction and input on implementation of how to elevate the operations, process and approach of the office.
- Oversee Annual Giving, funding priorities, volunteer training, capital giving, leadership giving, planned giving, alumni relations, stewardship, donor research; lead and support the advancement office to reach annual and long-term goals in each of these areas.
- Use data to inform planning and to lead change with a balance of decisiveness and collaboration.
- Examine and elevate an alumni program encompassing alumni of recent and more historical past; and wider family networks (i.e. grandparents, parents of alumni).

- Design a multi-year roadmap for building a donor pipeline using wealth screening and predictive analytics.
- Review, develop and implement appropriate donor/volunteer recognition programs.
- Provide accurate and timely communications to prospects, donors and volunteers.
- Oversee and manage the advancement office budget.
- Serve as liaison to top campaign and annual volunteers in their roles as solicitors.
- Provide materials, collateral, strategy, and support around all of the Head of School's donor prospect meetings, attending donor meetings as appropriate.
- Oversee all capital campaign activities, including selection and support of the campaign steering committee, volunteer management, campaign expenses, etc.
- Partner with parent leadership to support volunteer engagement; identify and recruit a pipeline of volunteers for leadership positions related to fundraising efforts (annual gala, NSCD Parents' Association committees, etc.)

Relating to other members of the Senior Administrative Team

- Serve as an active member of the Senior Administrative team representing the advancement needs of the school in relation to the overall leadership of the institution.
- Collaborate with the Director of Admissions and Financial Aid and the Director of Marketing & Strategic Communications, and other administrative staff to ensure consistent messaging of the school's narrative and expand and enhance the school's visibility and reputation across social media, printed communications, and website.

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- Work in partnership with the Director of Marketing & Strategic Communications to create the Annual Report, advancement-related publications and campaign communications.
- Support the Admissions Office in new family onboarding and orientation and work closely with the Director of Admissions and Financial Aid for the support of a New Parent Leadership gift drive.
- Partner with the Director of Equity, Inclusion and Community Engagement to move the school's diversity, equity, and inclusion work forward in the advancement realm.
- Ensure the coordination and direct liaison with the Business Office on all items related to advancement office fundraising and expenses.
- Ensure productive working relationships with other school administrators, aligning and integrating advancement work with the other areas of the school and supporting fellow team members in their goals and aspirations.
- Remain up-to-date on major school issues to serve as an effective ambassador to the school community.



- Serve as a leader for the school community, participating in daily life and the operation of the school in a present and hands-on manner, extending oneself beyond the responsibilities of the role.
- Assist and advise the Head of School on speaking points at advancement events, cultivations and solicitation meetings with advancement prospects, capital projects, trustee advancement work, strategic planning, campaign strategy, Annual Fund, alumni relations, and special events; assist the Head of School with other duties as requested.



Relating to the Board of Trustees

- Work closely with the Board of Trustees as well as its advancement, finance and strategic planning committees to formulate goals and strategies for present and future fundraising needs.
- Participate in New Trustee Orientation and lead solicitation of new trustees.
- Oversee trustee Annual Giving solicitation every year as well as capital solicitations of trustees.

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REQUIREMENTS/ QUALIFICATIONS

- B.A. degree required.
 - Commitment to NSCD's mission.
 - Vision, creativity, flexibility, and the capacity to develop a departmental strategic plan for raising philanthropic support to execute the school's strategic plan.
 - Strong and demonstrated success in leading, managing and communicating diplomatically and comfortably with a diverse community of parents, students, alumni, volunteers, partners and colleagues.
 - Prior experience managing development professionals.
 - Prior experience working in a comprehensive campaign structure and alumni programming.
 - The presence, demeanor, and communication skills necessary to represent all of NSCD's constituencies effectively; timely and appropriate responsiveness to all constituencies.
 - Outstanding analytical skills and proven success in using data-analytics and prospect wealth screening resources to develop programs and drive results.
 - Core belief in leading diversity, equity, and inclusion work forward in schools.
 - The personality, energy, intellectual integrity, warmth, visibility and leadership ability to inspire a school community; positive, passionate, can-do spirit; sense of humor
 - Strong written and personal communications skills and vision for expanded communication opportunities in partnership with other administrators.
 - Experience in event and community engagement planning and execution.
 - Ability to support advancement services: research, prospect tracking, stewardship, gift entry, gift acknowledgement, and data entry.
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- Strong understanding of current digital communications, social media, fundraising software, and email-based solicitations.
 - Strong technological skills, including fluency with spreadsheets, presentations and databases such as Raider's Edge, Blackbaud and Google Business.
 - The ability to meet deadlines within the context of a complex office/school/community calendar.
 - Active engagement in professional development and understanding of advancement best practices in an educational environment.
 - Demonstrated ability to use good judgment and maintain confidentiality.
 - Detail oriented, organized, flexible and discrete.
 - Active listener and skillful communicator who is approachable, empathetic, and compassionate.

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ARE YOU THE RIGHT PERSON FOR THE JOB?

- Can you take an appropriately forward advancement approach within a culture that has been traditionally more gentle around fundraising?
- Do you have the ability to inspire, lead, develop and attract talented staff?
- Are you ambitious about individual and team improvement?
- Are you good at establishing relationships and avoiding a transactional mode of operation?
- Do you have a growth mindset? Are you comfortable with an experimental and entrepreneurial work environment? Do you think creatively and encourage innovation? Are you a curious person?
- Can you encourage and actively support change and innovation while retaining the core values and traditions of a school?
- Do you have the vision and strategic thinking to lead, strengthen and maximize an institution that wants to “get things right”, be professional in its operations, and is committed to continual improvement?
- Have you had experience in a capital campaign?

- Are you a person of strength, gentleness, and authenticity?
- Are you committed to getting to know the children and the families of the school?
- Are you an active listener?
- Do you know how to thoughtfully communicate your appreciation for people?
- Can you handle the considerable range of tasks from major gift solicitations to helping with the smallest details of an event?
- Do you have the ability to lead, develop and manage well in all directions?
- Are you willing “to roll up your sleeves” for all the work that is needed?

Work Environment & Complexity

- Duties and tasks in this position are varied and complex. This position directs projects and the challenges are resolved with complex and precedent setting solutions. This position requires a high degree of collaboration. This position operates in a professional school environment. The functions of this position are performed in a typical office environment with no known hazards. Evening meetings are not uncommon and planned weekend events happen occasionally.

Travel

- Occasional overnight travel will be expected in this position. A valid driver's license and passport required.

For Candidates

- The successful candidate will receive a compensation package that includes a competitive salary, tuition remission, generous professional development development funding and strong health and retirement benefits.
- This job description is not designed to cover or contain a comprehensive listing of activities, duties, or responsibilities that are required of the employee.

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- We are proudly committed to recruiting and retaining a diverse and inclusive workforce. We need team members who bring a diversity of perspectives to the table and are committed to fostering a workplace where each team member is valued, respected and heard.
- The school will always be maintained as a non-sectarian institution. The school is an equal opportunity employer. The school complies with all legal requirements in connection with admissions and access to programs, facilities and employment practices regardless of race, color, religion, sex, gender identity, sexual orientation, national origin, genetics, age, or disability.
- Prior to submitting your resume for this position, please read it for accuracy. RG175 verifies academic credentials for its candidates and conducts a thorough review of candidates' social media presence. NSCD will conduct thorough background checks prior to finalizing an offer.

TO APPLY

If you think you could be this candidate, please apply online at the RG175 website: <https://rg175.com/candidate/signup>

The application includes:

- A cover letter explaining your interest in North Shore Country Day School
- Your current resume, and
- A sample of something you have written

If you have any questions, please reach out to the RG175 consultants: James E. Pattison jpattison@rg175.com and Emilie Henry emilie.henry@rg175.com

Timeline: Application submission screening and interviews will be completed on a rolling basis until filled.

