



Position Statement
Director of Development
Church Farm School
Exton, Pennsylvania
Start Date: Spring/Summer 2024



Director of Development Search

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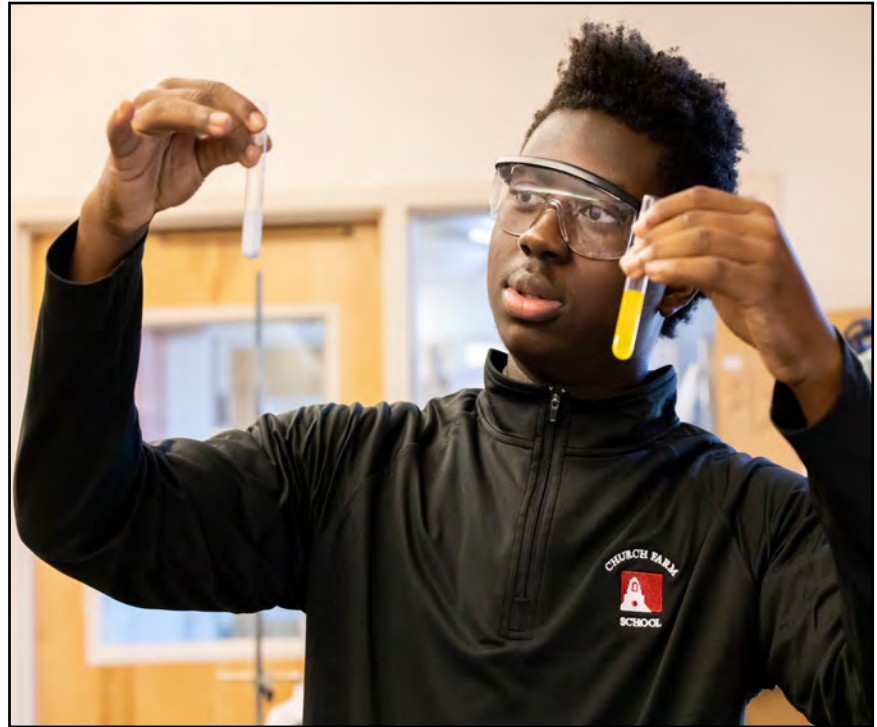


THE OPPORTUNITY

Church Farm School is an inspiring place. Situated amongst the rolling hills of Chester County, Pennsylvania, only 30 miles from the bustling city center of Philadelphia, lies a unique Episcopal, college preparatory boarding school for boys grades 9-12, which provides significant financial assistance to young men who would not otherwise afford such an experience.

Established in 1918 by Reverend Dr. Charles W. Shreiner, the school emerged from a calling to serve young men from single parent homes of low economic means and to provide them with an opportunity to change their lives and that of their families. Building on a storied 105-year history, today's students hail from across the globe with the largest concentration from the mid-Atlantic and northeastern United States. The boys—or scholars, as they are referred to—are captivating. Smart, focused, and dedicated to becoming the best version of themselves, they are each passionate about the role their “brotherhood” plays in developing their character, their ambition, and their promise.

In a world that is eager to welcome leaders whose breadth of diverse life experiences emboldens them to make the world a better place for all, Church Farm School (CFS) meets this moment with great potential. The school's mission is to prepare a diverse group of boys with academic ability and good character to lead productive and fulfilling lives by making an excellent college preparatory education financially accessible. Under the steady and pastoral leadership of Ned Sherrill, the School's fourth headmaster whose 15-year tenure has been marked by increased academic strength and impressive matriculations by graduates, the school seeks



an experienced advancement professional to help ensure that CFS remains equal to its students' greatest aspirations.

This position is not the usual advancement position. Like most schools, the ideal candidate will have a successful track record of raising unrestricted and restricted funds; experience in annual, major, and planned giving; increasing alumni and constituent engagement; reinforcing the operational systems to support these activities; effective analytical skills; and the ability to manage a future comprehensive capital campaign. However, the candidate also needs to understand and love the special nature of this school and have the creativity to visualize how gift planning opportunities and foundation/corporate support can be equally important in expanding the resources to advance the school's mission.

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This is why successful candidates must also possess an entrepreneurial spirit, function as a collaborative change-maker, and be a self-starter who can develop short and long-term strategies that celebrate tradition while also embracing innovative opportunities to increase philanthropic support and engagement. Individuals who are interested in relying on their advancement leadership experience to shape the future success of this remarkable school are encouraged to apply.

This individual will join a dynamic administrative team of professionals who share responsibility for the safety, security, and operational components of boarding school life, including occasionally serving as the administrator on duty during the weekend. While it is expected the candidate will travel for the school, this component of student life is an essential part of our expectation.

OVERVIEW AND HISTORY

Originally home to 15 boys, Church Farm School was focused on instilling character in its students, emphasizing Episcopalian values, hard work, and the importance of education.

In exchange for their efforts to pursue personal, physical, and academic growth, boys were provided with an education, room, and board. During the early days, in addition to offering a religious and academic education, the school operated as a self-sustaining farm. Students were required to help support the school by working a variety of farming chores from picking vegetables to milking cows to feeding pigs. Alumni recount those experiences as some of the most formative of their lifetime.

By the 1950s, the school had grown to over 1,600 acres thanks to donations of both lands and funds with an enrollment of 110 boys. Over time, it was clear that while the farm had provided steady revenue for a number of years, it was not going to be sustainable in the long term. Forward-thinking leaders and trustees decided to sell much of the land and invested those profits into an endowment, providing a reliable and significant source of income that benefits the school today and will well into the future. And while the school's focus remained on providing a nurturing environment for young men of promise, leaders also strove to develop a competitive academic curriculum that would rival that of any independent boys school.

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Today, CFS is a boarding/day college preparatory school for boys of diverse backgrounds in grades 9-12 with a keen ambition to create an environment reflective of the world these students will inherit. It offers a positive, structured residential life, an outstanding college preparatory education, thriving music and arts programming, a competitive athletic program, and recreational opportunities. In addition, thanks to the endowment and the generosity and continued support of donors, alumni, and other organizations, CFS offers a substantial scholarship to most students, advancing the school's mission to make a college preparatory boarding experience available to those who would not be able to afford it otherwise.

Although the school has evolved to remain relevant and to keep pace with the world around it, its steadfast allegiance to its founding principles is unchanged. All students at CFS are required to attend weekly chapel services that honor students of all faiths, and to participate in both athletics and community service. Over the course of its history, the school has provided generations of young men from across the country and the world with extraordinary opportunities for personal growth that have cultivated the skills and competencies necessary to live a successful and fulfilling life.

DIVERSITY, EQUITY AND INCLUSION

CFS is a community of diverse cultures, backgrounds, and interests, where everyone is valued, seen, and heard. Students represent the cultures and backgrounds of the world's population and as such, the campus community and curriculum emphasize the importance of empathy, understanding, and inclusion. The school's core values of respect, integrity, responsibility, and palpable brotherhood fuel and uplift this commitment daily. The tight-knit quality of the students was expressed by one of

the students: "It's like an infinitely productive sleepover." At CFS, it is as much a part of the experience to feel belonging as it is to create belonging for others. CFS currently enrolls 127 students, 93% of whom identify as students of color.

All campus community members have a shared dedication to both challenge and support one another, to approach one another with curiosity rather than judgment, to celebrate both differences and commonalities, and to be critical thinkers and ethical agents for the common good. The result is graduates who are empowered to be change makers and leaders in a global society.

- Core values are respect, integrity, responsibility, and brotherhood
- Leadership and service to others are encouraged
- While CFS is no longer directly involved with farming, seeking ways to connect to the land and natural environment is a priority



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CAMPUS

Situated in the bucolic Pennsylvania horse country in one the most affluent counties in the country, CFS occupies an idyllic 150 acres on Route 30 in Exton. The school is a 30-minute drive from downtown Philadelphia (40-minutes from Philadelphia International Airport) - and a quick train ride to New York City and Washington, D.C (Amtrak and SEPTA are only a mile from campus). Named the most beautiful private high school in Pennsylvania by Architectural Digest in 2018, the campus is marked by 30 whitewashed buildings, the most iconic being the stunning chapel that stands at the center of campus. Ten residential buildings, referred to as “cottages,” house boarding students and provide a unique opportunity for young men to live with and learn from people of cultural, ethnic, and social groups different from their own.

In addition to the proximity of Philadelphia, CFS is also within easy access of Exton’s town center, with shopping, restaurants, bike trails, and more. The students enjoy being a part of the local community including competing in (and often winning!) the West Chester Chili Cook Off and volunteering at St. James School and Melton Center.

FASTFACTS

- 127 students in grades 9-12
- 5:1 student to faculty ratio
- 93% students of color
- \$6-7 million in financial aid annually
- \$12 million operating budget
- \$160 million endowment (realized through the sale of real estate), 150-acre campus

PROFILE OF A CFS GRADUATE

- Curious and passionate learners
- Compelling communicators
- Healthy in Mind, Body and Spirit
- Persistent in the pursuit of excellence
- Ethical agent, for the common good
- Committed to global responsibility

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GOVERNANCE AND ADMINISTRATION

CFS is governed by a Board of Directors, consisting of 21 members. Most are community leaders, former parents, and alumni and three are new to the board this year as it continues to expand leadership to better support the advancement of the school's strategic plan. The dedicated group of directors serves on multiple committees that oversee key operations - finance, facilities, development, and governance. Interviews with several board members clearly indicate a deep care for the place and the ways in which it transforms the lives of the boys it serves. The Board has an executive committee, and the outgoing Board Chair, Matthew Burns, has worked closely with Head of School, Ned Sherrill, to support his work and that of his administrative team.

The new Board Chair is Vincent Napoleon, an experienced attorney in Washington, DC, who has been a director and board leader for many years. The directors are intelligent, skilled, passionate about the mission and impact of the school, and determined to help it move forward. Cackie Rogers is the Chair of the Development Committee, experienced in fund-raising, a long-time resident of the Philadelphia area, and an exceptional thought partner for the new Director of Development.

Ned Sherrill is the fourth Head of School. He follows three generations of the Shreiner family who founded the school and guided it for 90 years. Ned is in his 15th year at CFS and came most immediately from St. Mark's School (Southborough, MA) where he was the Head Chaplain and Religion Department Chair. He previously led St. John's School as Vicar and Headmaster. Ned did his

undergraduate work at Macalester College where he got his B.A. in Political Science. He received his Divinity degree (M.Div.) from Yale. His wife, Lizette, is a vital part of life at CFS.

Ned is supported by a team of seven administrators: the Director of Academics, Director of Finance & Operations, Director of Development, Director of Student Life and DEI, Director of Enrollment Management, Director of College Guidance & Strategic Initiatives, and the Director of Athletics. All administrators share in the responsibility of various administrative duties, including weekend duty on occasion. The team is highly collaborative and enjoys a close camaraderie nourished by shared commitment to mission.



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FINANCES AND FUNDRAISING

The school's budget is \$12M, \$8.7M of which comes from endowment income. Philanthropic support accounts for 11% of the annual operating budget. Tuition currently ranges from \$50,400 for boarding to \$26,250 for day students and comprises 4% of revenues. The average tuition, minus financial aid, is \$3,500 and 100% of students receive financial aid. CFS does not have any debt.

Annual Giving is the largest source of direct operating support and provides more than \$1.6M toward student programming, faculty support, and strategic initiatives focused on student success. With innovative leadership and a goal-oriented approach, it is expected that the annual fund could exceed \$2M quickly. CFS's next Director of Development will also inherit a strategic plan, "Unlocking Potential," that includes an ambitious vision for south campus, which will reimagine and revitalize residential life. The project is anticipated to cost \$60M, a portion of which will be funded through a future campaign. Multiple giving societies honor and celebrate the generosity of CFS's donor community from annual gifts to cumulative giving to consistent support.

The development office is currently a staff of three, including administrative support, alumni relations, and a Director of Communications & Marketing. Both the Board of Directors and the Head of School are open and eager to strategically expand this team—the investment in whom will pay dividends in the future.

DIRECTOR OF DEVELOPMENT

Reporting to the Head of School, with a team of 3-5 direct reports, the Director of Development (DOD) provides strategic leadership and management for communications, engagement, and fundraising efforts. The DOD is responsible for advancing the mission of CFS by developing an innovative strategy to tell the school's story in a compelling manner that increases, diversifies, broadens, and sustains support for CFS. The DOD will develop and grow strong relationships both internally and externally, demonstrate a track record of fundraising success, and provide strategic leadership for the school's engagement programs.

A member of the school's leadership team, the DOD will collaborate in developing priorities and strategies to advance the mission of the school. It is expected the candidate will make better use of data analytics and provide more comprehensive reporting to the Board of Directors.

The DOD will serve as a strategic thought leader who will communicate and must exemplify the school's mission, vision, and values to internal and external audiences. The DOD will lead and develop a staff capable of significantly increasing philanthropic support for CFS and will work with the Leadership team and Board to cultivate an increased level of major giving through alumni, parent, community, foundation, and corporate partner engagement.

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CFS seeks to employ people with a high degree of cultural competency, who are passionate about the school's mission, and who have a willingness to fully engage in CFS's unique and welcoming community. Ideal candidates will possess strong emotional intelligence, an entrepreneurial spirit, and desire to advance the work of development in order to provide a best-in-class experience for CFS scholars.

Key Responsibilities

Leadership

- Develop and implement a clear and comprehensive short and long-term advancement plan for all aspects of CFS's fundraising and engagement work to meet aspirational goals and objectives.
- Partner with the Head of School and work closely with key stakeholders across divisions and departments to ensure that the school's fundraising plan is metrics-driven and aligned to support overall school priorities.
- Clearly articulate and promote a case for support for the school's philanthropic needs and build opportunities to enhance and sustain a culture of philanthropy that ensures CFS is equal to its students' greatest aspirations.
- Manage, develop, and grow a team who perform at the highest levels with sustained success in managing individual, corporate, foundation, and planned gift activity, working in close coordination with the Head of School, Board of Directors, and program leaders to identify key initiatives for private funding.
- Work closely with the Director of Communications to effectively and powerfully communicate the school's story, value proposition, and impact.
- Serve as a leader within the school community participating in daily life and operation of the school, extending beyond the direct responsibilities of the role.
- Be a champion and model for the school's diversity, equity, inclusion, and belonging initiatives among the Development team, broader school community, and community at large.
- Be a vital part of the administrative oversight for weekend residential responsibilities for the boarding students.
- Know how to tell the compelling story of CFS and build on its core identity as an all boys, Episcopal, college preparatory boarding program.

Fundraising

- Design and implement fundraising strategies that ensure resources are in place to support the school's strategic priorities and growth.
- Set reasonable, team-oriented goals with appropriate metrics and timelines to accomplish the same.
- Identify, qualify, cultivate, solicit, and steward a portfolio of major donors, effectively utilizing volunteers as appropriate, who have the capacity and inclination to contribute at a range between \$50,000 and above.
- Prioritize prospects for the Head of School and volunteers; provide strategic guidance for cultivation, solicitation, and stewardship of donors.
- Create a robust plan to increase support for the annual fund. Develop a program that elevates leadership giving while broadening the community of supporters who give to CFS.
- Examine ways to partner with local businesses, corporations that would

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welcome access to talented students of color, and foundations that see the value of this unique school and would welcome that partnership.

- Know how to diversify the donor base and build different relationships.
- Craft and oversee an annual budget that supports programs and activities that drive philanthropic investment
- Find ways to partner with alumni to connect with students through internships, mentorships, Career Days, etc.

Board Engagement

- Prepare comprehensive reports and updates that reflect fundraising activity for the Board and Development Committee.
- Lead and collaborate with the Development Committee to ensure 100% participation in the school's philanthropic effort.
- Work closely with the Development Committee to plan and implement annual and restricted fundraising events and campaigns.
- Orient board members to the development operation and foster involvement and understanding about the advancement process.
- Continue to improve stewardship efforts with long-established donors.

Qualifications

- Bachelor's degree required. Master's degree preferred, but not required.
- Minimum of 5 years of progressive development/advancement experience and a strong understanding of the factors that create transformative philanthropic outcomes.

- Knowledge and proven success in solicitation of new donors, including annual, major, and planned gifts.
- Experience in envisioning, implementing, and leading a multi-year campaign.
- Fluency in planned giving.
- Demonstrated experience in soliciting corporate and foundation support.
- Effective and inspiring managerial and leadership experience.
- Superior interpersonal skills and a high EQ.
- Excellent verbal and written communication skills with an ability to effectively communicate with all school stakeholders.
- Strong organizational skills, with high attention to details and accuracy.
- Strategic thinker and creative problem solver with the ability to see the big picture while orchestrating tactics to move work forward.
- Self-starter with the ability to successfully prioritize and multi-task.
- Demonstrated ability to use good judgment and maintain confidentiality
- Flexibility to accommodate changing priorities and deadlines.
- A high level of integrity, a strong work ethic, and a friendly and energetic personality.
- Culturally competent with strong dedication to diversity, equity, inclusion, and belonging.
- Experience managing budgets and financial reports, working with various technologies including advanced knowledge and experience with Microsoft Office Suite, mass email applications, database and project management software, and CRM systems.
- Able to work nights and weekends with residential responsibilities.

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DEVELOPMENT OVERVIEW

The power of the CFS experience is fueled by philanthropy. Every dollar given supports the important work being done today, particularly that of making it financially viable for young men of promise to access an outstanding education in a safe environment where they can become who they were uniquely meant to be. Raising approximately \$1.6 million annually through the [Annual Fund](#) provides the foundation for all giving at CFS. Through this unrestricted support, annual gifts support all aspects of education at the school including financial aid, curriculum innovation, faculty development, and an array of diverse opportunities for students to discover, explore, and grow. This base of support enables CFS to respond flexibly to unexpected challenges and opportunities year to year.

The endowment at CFS provides 75% of the income for the \$12 million operating budget. Off campus housing owned by CFS is valued at approximately \$10 million, and the school has no debt. A \$60 million

residence restoration project is envisioned on the south campus, and the board and administration are in the process of planning and preparing to launch a campaign to fund a portion of the initiative. This, along with the annual fund, are the school's current fundraising priorities.

Students have identified programmatic enhancements such as Model UN, Debate, Study Abroad, Internships/ Mentorships along with turf fields and fan-friendly stands for athletic contests on their "wish list."

ARE YOU THE RIGHT PERSON FOR THE JOB?

- Do you possess a servant attitude to apply to this position?
- Are you a champion for the power of education to transform lives and societies?
- Do you believe that all children, regardless of their ability to pay, deserve access to an outstanding education that will enable them to reach their full potential?
- Do you have a growth mindset that allows you to be a flexible, entrepreneurial, and creative problem solver who encourages innovation?
- Are you excited about joining a high powered, dedicated, and engaging team of school leaders fashioning a sustainable future for a unique, if not rare, school model?
- Can you manage a considerable range of tasks from major gift solicitations to executing events?
- Are you a "roll up your sleeves" type who is willing to do what it takes to get the job done?
- Are you eager to travel and make connections within the local community as well as across the country?
- Do you have the ability to lead, develop, and manage up, down, and sideways?
- Do you enjoy building teams who serve as a model for the advancement profession?



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Work Environment & Complexity

- Duties and tasks in this position are varied and complex. The position works on whole problems or projects. This position directs projects and the challenges are resolved with complex and precedent setting solutions. This position requires a high degree of collaboration and communication. This position operates in a professional school environment. The functions of this position are performed in a typical office environment with no known hazards.

Physical Demands

- The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position, such as the ability to see, hear, speak and understand English and use a computer. This position is active and requires standing and walking, including stairs.

Travel

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

Compensation

- At CFS, salaries are one component of a compensation package that includes retirement matching, health & dental insurance, and life, AD & LTD insurance. The school expects to pay a competitive compensation package with excellent benefits depending on factors such as years of experience.

- This job description is not designed to cover or contain a comprehensive listing of activities, duties, or responsibilities that are required of the employee. Other duties, responsibilities and activities may change or be assigned at any time with or without notice.
- Application submission screening and interviews will be completed on a rolling basis until filled. Start date: as soon as possible.
- CFS seeks candidates who will add to the diversity of the community. 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.

Background Check

- 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. CFS will conduct thorough background checks prior to finalizing an offer.



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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 Church Farm School
- Your current resume, and
- A sample of something you have written

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