

Episcopal High School Chief Development Officer Position Statement

Bellaire, Texas
August 1, 2021



EPISCOPAL
HIGH SCHOOL





INTRODUCTION, HISTORY AND MISSION

Episcopal High School (EHS) is an independent, coed, college preparatory high school (gr. 9-12) located in Bellaire, Texas which forms part of the Greater Houston metropolitan area. Its enrollment is 790 students. While a relatively young school, EHS has established itself as a valuable educational choice alongside more established prep schools serving the bustling and growing Houston community.

The school was founded in 1983 and started in 1984 by a group of Houston business and Episcopal Church leaders. The founding headmaster, The Rev. Warren R. "Jess" Borg served until 1995. Edward C. "Ned" Becker was the second Head of School until 2007 and the present Head of School is C. Edward "Ned" Smith.



The 35-acre campus was formerly the site of Marian High School and home for the Congregation of the Sisters of the Incarnate Word and Blessed Sacrament, a convent and coed high school. As such, the campus buildings were in need of extensive repair and after multiple campaigns were renovated. The facilities are very attractive, modern and up-to-date. The campus boasts a beautiful new classroom building and library, a student center, a gymnasium, and a field house, track and stadium complex. The Jack T. Trotter Academic & Sciences Building was opened in 2012 with state-of-the-art science labs and a performing arts lobby.

Episcopal High School believes that there are no boundaries to whom you can be or what you can achieve. The school exists to help and challenge each individual find and free his/her potential. Each person is

encouraged to stand out – to find joy in learning, to discover his/her inner genius and compass and artist, to shatter the mold and be fearless.

At Episcopal, educational excellence pushes the boundaries of what is known today in order to prepare students for a world that cannot even be imagined tomorrow. EHS teachers and students work side-by-side every day immersing themselves deeply in their subject while honing the ability to think critically and creatively. At EHS different voices are welcomed and encouraged in an inclusive, joyful Christian community where students discover and cultivate the talents to prepare for meaningful lives in service to others. As one parent put it, "Episcopal wraps students in its arms" and embraces them at this critical stage in their lives.

The school's Four Pillars of Academics, Arts, Athletics and Religion provide the framework for





all that is done at the school. As an institution of the Diocese of Texas, EHS operates within the beliefs and traditions of the Episcopal Church. Without compromising its underlying faith, traditions, and practices, the school acknowledges and respects the variety of religious experiences among its faculty, staff, and students.

The school's guiding principles are:

1. EHS emphasizes the development of sound character, integrity, and personal honor; consequently, in every aspect of a student's experience, EHS instills the virtues of honesty, best effort, respect for self and others, fair play, appreciation of diversity, and service to the community. Students are expected to exercise good judgment, to show concern for themselves and the community, and to value the opportunity to attend EHS.
2. EHS is a joyful community in which students are inspired to seek new opportunities, to pursue personal growth, to develop leadership skills, and to identify and develop their talents and passions in each of the Four Pillars.
3. Without regard to race, religion, or social/economic background, EHS admits qualified and motivated students with a wide range of interests and talents, creating a diverse community of students who contribute to the school and benefit from the experience.
4. Supporting diversity as an essential component of a quality education that encourages respect for and empowerment of the individual and rejects stereotypes and prejudices, EHS broadens the educational experience of all students.





5. EHS recruits, sustains, and appropriately compensates a faculty and staff of the highest academic and moral standards who are fully committed to the school's mission and who will instill excellence in the Four Pillars. Faculty and staff are expected to be attentive role models. Respect and personal honor, reflected in daily attitudes and behaviors, are expected of those who belong to, serve, and support the EHS community.

6. Understanding the importance of the school/family relationship, EHS provides parent education and volunteer opportunities so that parents can be a healthy presence in and a lifelong part of the school community. Parents need to be vigilant, cooperative, and eager to honor and assist the school's efforts, endeavors, and spirit, adhering to all School expectations.

The Episcopal High School Board of Trustees is committed to making sure EHS is continually innovating while fulfilling its mission to students, families and the community. The Episcopal High School Board of Trustees is currently composed of 25 regular members. It is chaired by The Rt. Rev. C. Andrew Doyle. The Executive Chair is A. Haag Sherman and membership includes the Head of School. The Board understands its role as a

governing body, one that is focused on the mission of the school, its financial health and sustainability, and support for the Head of School.

It is one of the most competitive independent schools in the Greater Houston Area and enrolls students from 51 different middle schools, 11 different high schools and 71 different zip codes, with 27% students of color.





CAMPUS

The school is bounded on the west by Interstate Highway 610 and south of Interstate Highway 69 leading from downtown Houston to the southwest.

The main entrance to the school on Bissonnet Avenue welcomes the visitor along the South Ellipse where the Jess Borg Baseball Field, softball field and Bissonet Field are located. The Benitez Chapel (named after the bishop who founded the school) is on the eastern flank of the administration/classroom building at the top of the entrance circle. Additional fields—The George R. Brown Field, the Candace U. Simmons Track and Field Complex—form the northeast corner of the campus. Other notable facilities include the Hildebrand Athletic Center which adjoins the Alumni Centre; the Underwood Student Center, Library and Theatre; the Scurlock Gymnasium within the Crum Field House; the Margaret and Herman Brown Learning Center; and the aforementioned Jack T. Trotter Academic & Sciences Building.

THE CITY

With more than 2.2 million residents, Houston is a diverse city with a large and growing international community that attracts visitors and transplants with a wonderful mix of world-class arts, booming business, pro sports, and award-winning cuisine. The Houston metropolitan area is home to an estimated 1.1 million residents who were born outside the United States, with nearly two-thirds of the area's foreign-born population from south of the United States–Mexico border. Additionally, more than one in five foreign-born residents are from Asia.

The Museum District is one of Houston's greatest cultural attractions, with 19 museums residing in this beautiful area of downtown. Eleven of these are free to the public. Highlights include the Museum of Fine Arts Houston, the Houston Museum of Natural Science, the Children's Museum of Houston, The Menil Collection, the Holocaust Museum, and the Contemporary Arts Museum Houston, to name just a few. Also in this area is the lovely Hermann Park, with the Houston Zoo and the Miller Outdoor Theatre.



PROGRAM

The school offers over 180 courses (including 46 AP and Honors courses) in a learning experience that promotes friendly, open dialogue based on respect and trust and encourages building and sustaining meaningful relationships. Through innovative thought and action, different individual perspectives are encouraged and respected fueling intellectual curiosity. Joy is a product of being in that supportive, compassionate and inclusive environment. Students and teachers enjoy an extraordinary level of human quality, respect, affection and gratitude for one another as a result.

The Four Pillars of Episcopal High School is the framework for all that is done.

The goal of the entire **academic** program is to equip students with skills and concepts that they can apply successfully in new situations, to question assumptions, evaluate information and make courageous decisions. EHS is a laptop school. There are two complete weeks dedicated to hands-on immersive learning experiences every year. The **arts** program teaches students to see, experiment, invent and imagine in ways that are an inherent part of the creative process. Academic classes in **religion** strengthen both the intellect and the spirit. Daily chapel service for all faculty, staff and students helps drive the strong element of community service among the students. In fact, the Students of Service (SOS) Club is the school's largest and most popular campus organization. A thoughtfully

designed and varied curriculum in wellness, as well as the many **athletic** offerings, provide opportunities for students to enhance their physical health. Athletics is a large part of the EHS experience, with over 75% of students participating in the junior varsity or varsity level. There are 46 teams in 15 sports and many students are multisport athletes. Knight Pride is well-deserved with many alumni starring on the university level and in professional sports teams.

The faculty of 92 with 60% of them holding advanced degrees, is committed to preparing EHS students for college and a significant life thereafter. Last year's graduating class received acceptances from 179 colleges and universities.

Parents recognize their children have been prepared for the next stage of their lives in an exemplary fashion and are very pleased with the school. EHS graduates are intellectually curious, confident in their relationship with teachers and mentors, balanced and kind individuals. These young adults are ready for the challenges ahead.

It is an extraordinary community, both in its caliber of excellence and degree of care for one another. For more details about the school's program, see the school website,

www.ehshouston.org





ADMINISTRATIVE INTERFACE

The Head of School, C. Edward “Ned” Smith, arrived in July 2007 from St. Paul Academy (St. Paul, MN) and brings 35 years of educational leadership and accomplishment. Previously he worked at Harvard-Westlake School in Los Angeles where he had been an English teacher, dean, and soccer coach. Ned has his Bachelor of Arts in English Literature from Princeton University and also has earned a Master of Arts in English Literature from Middlebury College. This position will necessarily involve close collaboration with Ned.

The school’s Leadership Team includes Nancy Laufé Eisenberg, Associate Head of School; Jay Berckley, Dean of Arts and Innovation; Evelyn Cambria, Director of Finance and Operations; Jason Grove, Director of Athletics; The Rev. Beth Holden, Dean of Spiritual Life; Wayne Jones, Director of Community and Inclusion; Nguyet Xuan Pham, Dean of Faculty, and Kim Randolph, Principal.

EHS AT A GLANCE

Grades 9-12:	802 Students (27% of color)
Campus Size:	35 Acres
Number of Courses Offered:	180+ (46 AP & Honors)
2021-2022 Budget:	\$32 Million
Financial Aid:	\$3.2 Million (13% of students)
Giving for Operational Support/ Current Use	\$2,790,124
Tuition:	\$32,150 + fees

THE POSITION OVERVIEW: CHIEF DEVELOPMENT OFFICER

As an exempt employee and member of the Senior Staff, the Chief Development Officer will be responsible for formulating and implementing goals, strategies, and programs to attract financial support for operations, capital projects and endowment. She/he will also collaborate with the Head of School and the Board of Trustees in the development and execution of major campaign initiatives to maximize gift support and engagement of the diverse audiences of stakeholders.





THE OPPORTUNITY AND THE CHALLENGES

The school is at a maturation point in its institutional history where those associated with the school's founding and early history seek to be joined by the ranks of those new to EHS in advancing the school's aspirations and ambitions. As the school matures, so must the advancement program to reflect the cultural and generational changes in the donor landscape. The school has done an excellent job of establishing itself as a solid educational choice for the burgeoning Houston population—and now needs to do the necessary prospect research, qualification, solicitation, stewardship, and communication (all the elements of a donor pipeline) for its next generation of donors.

The successful candidate will be an outstanding professional who thinks strategically, communicates a clear and compelling case for support of the school's mission, follows up on details, and develops and thrives in a team environment. This teamwork means excellent alignment with the Head of School who is committed to dedicating the amount of time required for sharpening and delivering the school's compelling message and case for support.

The Chief Development Officer will be tasked with plans for the school's capital needs. With the **Lead the Way** campaign and its goal to modernize the arts complex, chapel, and add to programming initiatives, 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 implementation of individual multi-year fundraising plans that focuses on renewals and increased gifts. This also means establishing and maintaining long-term relationships with major gift donors.

It also will be incumbent upon the Chief Development Officer to identify and convert new

parents and prospects into donors, while working collaboratively with colleagues and school leaders to meet the school's advancement objectives and mission. The school needs to develop additional lead donors through a thoughtful plan that includes increased attention to stewardship and planned giving.

This major gift work focuses on the identification, cultivation, solicitation and stewardship of leadership gift prospects and donors utilizing written solicitations, phone follow-up, outreach events, face to face meetings, special events and other methods (including gift planning vehicles) to maintain regular contact with these donors and prospects.

She/he will also be a key spokesman on behalf of the school, cultivating and strengthening alumni and Parent relations both as part of the advancement program and in order to reinforce ties with the community and the school's various constituencies.

The Chief Development Officer will be responsible for managing the advancement staff including annual giving, alumni relations, capital campaign, and the auction gala as well as its strategic growth.



ESSENTIAL FUNCTIONS

- Determine how to elicit new approaches to all advancement activities eschewing conventional fundraising practices when appropriate, ensuring a growth mindset approach in office strategies so that Episcopal High School's advancement operation serves as a model of advancement for all independent schools.
- Day-to-day oversight of institutional advancement activities to assure the smooth and effective functioning of the department;
- Assisting in the development and implementation of the school's strategic plans;
- Identifies prospects for major gifts, cultivating meaningful relationships with them in order to secure significant contributions;
- Personally manage a select portfolio of approximately 100 leadership-level annual fund and major gift prospects and executes comprehensive fundraising and stewardship plans for each donor/prospect.
- Arranges donor prospect calls for the Head of School and Trustees providing prospect research, background, information and the most effective strategies to maximize donor potential for giving.
- Assists in the identification and training of potential leadership volunteers and other partners to engage in major gifts outreach.



- Develops and implements an integrated, comprehensive fundraising program designed to achieve the institution's financial and fundraising goals using innovative solutions and sophisticated data analyses to increase dollars raised, acquire and retain donors, and increase parent and alumni giving participation;
- Develops actionable strategies for meeting and exceeding those goals through grants, sponsorships, gifts, donations, and fundraising events;
- Discovers new revenue streams for expansion of the organization's fundraising efforts;
- Ensures that information systems and department processes and procedures are efficient and effective;
- Ensures all advancement functions – including annual fund, auction, alumni relations, planned giving, corporate and foundation support, major donor cultivation and solicitation, records maintenance, stewardship, and gift acknowledgement – perform optimally in support of the school;
- Support and develop special cultivation and stewardship opportunities with the Auction Coordinator and Stewardship/Gifts Coordinator for the biannual Gala.
- Tracks revenue and fundraising trends, then uses the information to predict future opportunities for expansion efforts and avoid any downtrends in individual, corporate or foundation gifts;
- Maintains close relationships with major donors and private foundations as a means of continuing to build endowment and to fund substantial programs;
- Plans and executes strategies for framing and managing the school's public image and relationships with key constituencies;
- Oversees alumni and parent programs which are designed to foster relationships and to bind the school, alumni, and parents in a sense of common purpose;
- Manages and maintain effective data resources in coordination with the Business Office and Admissions Office. Ensures the reliability and accuracy of systems for gift accounting and acknowledgment, pledge collection, Business Office reconciliation, prospect research and prospect management to support the department's initiatives.
- Collaborates with the Director of Communications, content and brand strategy to make sure these are integrated into donor segmentation and fundraising initiatives so as to advance the mission of the school.
- Stays current in the use of various media sites, e.g., Facebook, YouTube, LinkedIn, to communicate with parent and alumni affinity groups.
- Participates in professional development, accountability skill and performance assessment tools to ensure maximum results.
- Prepares reports and other materials to facilitate evaluation of progress toward meeting objectives, submits monthly reports to the Board of Trustees.
- Attends all scheduled Board of Trustee Advancement Committee meetings, Finance Committee and Gift Policy Committee meetings, as well as monthly Board of Trustee meetings as necessary
- Manages an annual budget for cost-effective financial results.





Qualifications

- Commitment to Episcopal High School's mission;
- Bachelor's degree required and relevant advanced degree preferred.
- A proven track record of progressively challenging fundraising success, including annual operating support, major gifts, capital campaigns and planned giving;
- Outstanding analytical skills and proven success in using data-analytics and prospect wealth screening resources to develop programs and drive results.
- Demonstrated ability to build successful fundraising initiatives and appeals using current best-practices and new technologies to produce outstanding results.
- Strong and demonstrated success in leading, Managing and dealing diplomatically and comfortably with a diverse community of parents, students, alumni, volunteers, partners and colleagues and have the presence, demeanor, and communication skills necessary to represent all of Episcopal High School's constituency effectively; excellent responsiveness to all constituencies;
- Vision, creativity, flexibility, and the capacity to develop a departmental strategic plan for raising philanthropic support to execute the school's strategic plan;
- Core belief in leading diversity, equity, and inclusion work forward in schools;
- Strong understanding of current digital communications, social media, fundraising software, and email-based solicitations.
- Excellent oral and written communication skills with experience collaborating with a Communication staff in the writing of persuasive gift appeals.
- The personality, energy, intellectual integrity, warmth and leadership ability to inspire a school community; positive, passionate, can-do spirit;
- Understanding of independent school communities and culture, including an eagerness to work hard as both leader and team member;
- The ability to meet deadlines within context of a complex office/school/community calendar;



- Independent school experience is highly desirable;
- Leads from the front, confronts challenges head-on with appropriate transparency, building trust across all constituent groups within the school community;
- Desire to be visible, engaged, and an optimistic presence within the EHS community;
- Excellent oral, written communication and presentation skills;
- Active engagement in professional development and understanding of current best practices;
- Demonstrated ability to use good judgment and maintain confidentiality;
- Personable, positive, helpful personality; customer-service mindset;
- Sensitivity, discretion, and a sense of humor;
- Detail oriented with excellent organizational skills;
- Ability to manage and prioritize multiple responsibilities simultaneously;
- Ability to manage competing demands, and adapt to frequent or unexpected changes;
- Active listener and skillful communicator who is approachable, empathetic, and compassionate;
- Effective manager of people and resources who hires well and delegates appropriately;

The Chief Development Officer should take this to heart: "Who we are shouldn't change. How we do things should."

ARE YOU THE RIGHT PERSON FOR THE JOB?

- Do you believe in the unlimited potential of young people to help shape our world?
- Do you have the vision and strategic thinking to be a part of an institution that is “smart,” wise, professional in its operations, and committed to continual improvement?
- Do you understand the shifting cultural and generational donor landscape in Houston that allows you to steward and cultivate previous donors, while identifying and bringing in new donors?
- Do you have a mind-set to create a culture of philanthropy and have successfully solicited and closed major gifts (5- and 6-figure gifts)?
- Do you have the experience in education, preferably in an independent school setting, to build upon Episcopal High School’s educational programs, promoting pedagogical excellence?
- Can you handle the considerable range of tasks – from major gift solicitations to helping with the smallest details of an event?

- Can you encourage and actively support change and innovation while retaining the core values and traditions of a school?
- Do you have a growth mindset? Are you comfortable with an experimental and entrepreneurial work environment?
- Do you have facility with equity and inclusion work required to embrace and support a diverse and dedicated community of faculty, staff, students, parents, and alumni?
- Are you a person of strength, gentleness, and authenticity?
- Are you comfortable with the locational realities of Houston as a major metropolitan center, knowing that Episcopal High School has a culture and personality all its own?

Work Environment & Complexity; Physical Demands

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. The work can entail a high amount of stress dealing with a wide array of challenges, deadlines, and a varied and diverse group of constituents. 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. The physical demands may require occasionally lifting up to 30 pounds. The work involves working at a desk and computer for an extended period of time.

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

Regular and overnight travel is expected in this position. A valid driver's license and passport required.

The successful candidate will receive a compensation package that includes a highly competitive salary plus generous 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. 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.

Episcopal High School is committed to diversity at all levels.

Episcopal High School is an equal opportunity employer and does not discriminate on the basis of sex, race, age, national origin, ethnic, background, disability or any other characteristic protected by law.

[Episcopal High School](#)

4650 Bissonnet Street
Bellaire, TX 77401
713.512.3400

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. Episcopal High School will conduct thorough background checks, including financial, prior to finalizing an offer.

Prospective candidates may apply online at:

<https://rg175.com/candidate/signup>

The application includes:

- A cover letter detailing his/her interest in the position and his/her suitability for it
- An updated curriculum vitae or resume
- A copy of original writing on any subject of interest to the candidate that can be written for this exercise or provided from something written previously.

If you have any questions, please contact Jim Pattison, consultant from Resource Group 175 overseeing the search at: jpattison@rg175.com