



Position Statement Chief Advancement Officer St. Andrew's School

Middletown, Delaware
Start Date: September 1, 2025





Chief Advancement Officer Position Statement

History, Vision, Values

St. Andrew's School develops the independence, character, mind, and spirit of its students to prepare them for lives of citizenship, service, and purpose. One of only three co-ed, all-boarding schools in the nation, St. Andrew's students live, learn, and play in the natural beauty of their 2,200-acre campus, named one of the "World's Most Beautiful Boarding Schools" by Architectural Digest in 2024. The school is committed to an intensely in-person, residential philosophy that provides an enormous commitment to the intellectual, physical, and spiritual formation of its students.

The school was founded in 1929 by A. Felix du Pont who saw a need for a boarding school with diverse students from the full breadth of socio-economic backgrounds in the United States. Intentionally small, the school is home to 315 students, grades 9-12. St. Andrew's broadened its remit to become the extraordinarily diverse school it is today, adding girls in 1973, and with 44 percent of today's student body who are students of color. Students come from 25 states and 13 countries across five continents (international students, including American expats, represent 11% of the student population).

At the center of the school community are curious, motivated, and diverse students who are accepted without regard to their families' means. Each young person is challenged and valued, and students are truly known by the life-long mentors who teach, coach, and advise them. Human connection, face to face, is the foundation of the St. Andrew's program. Friendship and joy define St. Andrew's spirit.

St. Andrew's is in Middletown, Delaware in the geographic center of the eastern seaboard on Noxontown Pond, where a 7,000 square foot waterfront and the Kip duPont Boat House is home to the school's nationally and internationally recognized crew program.



St. Andrew's is intentionally an Episcopal school that remains faithful to the vision of Mr. du Pont with chapel required on Wednesdays and Sundays. The school chapel located in the heart of Founders Hall literally and figuratively undergirds the entire school with its observances and in its religious courses. The core of St. Andrew's education is unrelenting emphasis on individual, independent work of students with the collaboration and engagement of caring adults who believe in the students and hold them to very high expectations for their intellectual, artistic, athletic, and personal pursuits.



Chief Advancement Officer Position Statement

It is also a school that has garnered attention for its “phone culture” wherein students always keep their cellphones in their dorm rooms, except when off campus. It is key to building relationships, holding perspective-changing conversations, freely trying new things, and authentically living in the moment. By putting down their phones, students come together, show up in person, learn from each other and take risks to grow. Students embrace this culture as part of their tradition. It is but one example of how, at St. Andrew’s, everyone not only learns together but lives together.

A Chief Advancement Officer who will thrive in this environment will take the time to engage authentically, to show up, to notice and listen, and to know the students, faculty, and staff. This is the fabric of St. Andrew’s. It is the source of such pride and love for the school and why St. Andrew’s is a lifelong community. It is the love for the place and the love for what is right for this place that is such a bulwark for the Head of School, Joy McGrath ’92.

Academic Overview

St. Andrew’s is committed to preparing intellectually curious, ethical, and engaged young people who are equipped to thrive in a rapidly evolving and challenging world. The school’s rigorous academic program fosters critical thinking, creativity, discovery, and collaboration that empowers students to become leaders and lifelong learners. Students cultivate a willingness to ask questions, pursue independent inquiry, and an appreciation of the liberal arts as a source of wisdom, perspective, and hope.

Academic courses are in Founders Hall (the original 215,000 sq. ft. “castle for teenagers”) and Amos Hall where over 90 courses are offered. Nearly two-thirds of the VI Form students take four or more advanced study courses (which include honors, Advanced Study, and Advanced Topic Tutorials). For more detailed information, please go to the school’s website Teaching & Learning.

St. Andrew’s hosts the annual Thomas Hooper III ’71 Conference on Equity and Justice, this past year focusing on the fight for disability rights. Each year, St. Andrew’s celebrates UNITED, an event designed to honor families, students and alumni of color and deepen bonds between communities.

Visual and performing arts courses and programs are in the Jon and Joan O’Brien Arts Center, Warner Art Gallery, and the Forbes Theater. Students learn from and work alongside professional artists. Every student takes part in some aspect of the school’s art program. Service is at the heart of the school’s commitment to developing habits of community engagement. While there is no





Chief Advancement Officer Position Statement

requirement for community service, more than 70% of the students participate in some form of community service.

The school is also committed to living in harmony with and caring for the campus ecosystem. Students lead sustainability initiatives with faculty and staff, including the Appoquinimink Arboretum, one of only eleven certified secondary school arboretums in the country.

Of the 71 faculty members, nearly 75% have advanced degrees, with an average class size of 10. There is also a newly developed Teaching Fellows Program at St. Andrew's, which aims to attract and retain early-career teachers by helping them dip their toes into boarding school life with mentorship, support, and without the workload of a full-time faculty. This is really a "fellowship of fellows" that is cherished by each year's cohort.

Athletics

St. Andrew's believes that playing multiple sports is part of a great education. Athletics develop important qualities and skills that benefit the whole person: grit, teamwork, gratitude, creativity, hard work, humility, and how to handle failure and disappointment, among many others. The school has continued to require students to compete in multiple sports, which means students—even accomplished single-sport athletes—learn a new sport or two at St. Andrew's. St. Andrew's graduates have competed in NCAA Division I and Division III schools, have won NCAA National Championships, played professionally, competed in the Olympics, and won Olympic gold medals.

Students have access to six miles of cross-country trails, five soccer fields, four lacrosse fields, two field hockey fields, a baseball diamond, practice and football fields and eleven tennis courts. The LEED-certified Sippelle Field House is the home to three basketball

and volleyball courts, an indoor track, cardio and strength training centers, team rooms and a sports medicine and rehab center. The William G. Cameron Gymnasium includes nine squash courts (Duncan Fleischer Squash Center), a wrestling room, an erg room, and a dance studio.

Last year, St. Andrew's was the only high school crew program that had all four top boats (two girls' varsity and two boys' varsity) in the finals at Stotesbury, the nation's oldest and largest high school regatta. In other sports, the school boasts state championships and state runner-up titles, winning a few each year in recent years. In the current spring season, all but one team are participating in the state post-season tournaments or in national competition (in the case of crew).

St. Andrew's prizes how the athletic program shapes character, learning to be gracious in victory and defeat, resilient, and to build community. One donor noted their experience with their three daughters who were cross-country runners. Most of the runners had already crossed the finish line. "But there was this one runner, who was really far back. Cross-country was not her first sport, but she was out there, and she was trying so hard. The rest of the team lined up on the sidelines, waiting for her and cheering for her the entire time. Now I've cried at many St. Andrew's athletics events, but this one was extraordinary. As a parent watching from the sidelines, you couldn't help but be moved. I realized in that moment, 'This wouldn't happen at any other school'."





Chief Advancement Officer Position Statement



Head of School and Board of Trustees

Joy McGrath '92 is the fifth Head of School in the history of the school. Prior to returning to St. Andrew's, Joy had been the Chief of Staff for the President of Yale University. She earned her BA from Harvard University. She has a deep connection to St. Andrew's as a graduate, former employee (she served at the school for 8 years in advancement, ultimately in the chief advancement officer role—as well as a dorm parent, English teacher, and other capacities), and now school head for the past four years.

Richard B. Vaughan '88 P'24'27 is the Chair of the Board of Trustees. St. Andrew's is governed by a 22-member Board of Trustees comprised of individuals with diverse professional backgrounds. There are also 13 Trustees Emeriti. Joy McGrath serves on the Board as ex-officio.

Student Leadership

Students hold an enormous amount of responsibility for building and sustaining the culture and community at St. Andrew's. They are passionate stakeholders, co-creators, and articulators of the school's mission. There are no senior dorms at St. Andrew's. Instead, seniors live throughout the dorms with underformers and are responsible, in partnership with faculty, for management of dorm life.

The co-presidents for next year's leadership at St. Andrew's shared, "We are glad that you were introduced to the opt-in culture, which is a value that our student body embraces deeply. The culture creates close bonds among students and faculty, and we hope it will continue here for many years to come."

"Our close-knit community is important not just for strengthening relationships but also for creating connections with people you might not expect ... the ability to "get out of your comfort zone" and try new things is an essential part of life at St. Andrew's. We focus on enhancing creativity, building skills, and providing a supportive community that everyone can rely on."





Chief Advancement Officer Position Statement



With its founder's original establishment of an endowment, a spirit of selflessness and magnanimity has permeated the school's history. The endowment as of June 30, 2024, was \$237,760,856.

The Board and the Head of School's vision for the future is bold: to build a sustainable future through a culture of philanthropy and giving that encompasses the entire community. Alumni, parents, and parents of alumni are passionate about St. Andrew's. Engagement and consistent annual giving are high, and the CAO will be charged with leading growth in the office that will develop a robust and sustainable program of major, capital, and planned giving.

Finances, Fundraising, Opportunities for Growth

The St. Andrew's community is diverse in many ways, and this extends to the financial means of the enrolled families. The school is committed to providing 100% of demonstrated financial need as part of its foundational charism, admitting talented and deserving students regardless of their ability to pay.

In 2024-2025, student tuition was \$69,400 with 45% of students receiving some form of financial aid. St. Andrew's granted approximately \$7.2 million in financial aid in 2024-2025, with a grant average of \$51,056.

St. Andrew's enjoys a healthy balance sheet. With an operating budget of \$26 million, the school can offer incredible value in programs and the student experience beyond what families pay in tuition. Only five peer boarding schools have a lower boarding tuition.

Net tuition provides 53% of the operating budget, the endowment provides 33% and the annual giving program (the Saints Fund) provides 13%, topping \$3 million for the first time this past year.

An innovative approach to crafting an unparalleled donor experience and enhancing storytelling to connect potential donors to the power of the St. Andrew's experience is desired. Attention needs to be paid to developing infrastructure, processes, systems, and protocols that will enable school leadership to attain its greatest aspirations on behalf of the school's students, faculty, and staff.

The school has identified three major areas for initiatives:

1. Support for outstanding faculty
2. Sustaining the commitment to financial aid
2. Making necessary investments in the built and natural environment to preserve the beautiful school and landscape sustainably, including a path to zero carbon



Chief Advancement Officer Position Statement

The Position

The Chief Advancement Officer (CAO) will play an integral part on the senior administrative team and will be a valuable strategic thought partner for the Head of School. This individual will lead a growing team of twelve in the Advancement Office and four in the Communications Office.

Building on a solid foundation of philanthropy, the CAO will inherit a growing giving program, dedicated team members, and a committed school community. This individual will lead a professional advancement team in preparing for, executing, and successfully completing a future campaign as the school approaches its centennial. In doing so, this person will maximize the school's philanthropic culture at all levels, with a major gift program at the center served by a vibrant annual fund, alumni engagement effort, communications, events, and stewardship program.

In meeting the goals established for this position it is essential that the person understands the role that St. Andrew's plays in the independent school landscape, and both embraces and embodies the specific culture of the school.

In a community that values and benefits from the active participation of all its members, the CAO will be engaged and visible while serving the Head of School, senior administrative team, colleagues, and the Board of Trustees. An empathetic, intelligent, and sophisticated individual who is confident and authentic is desired. Those who are friendly, approachable, visionary and who enjoy building productive relationships in a diverse community are encouraged to apply. Ideal candidates will be forward-thinking, able to establish clear priorities, action-oriented but collaborative, humble yet bold, diplomatic, a lifelong learner, and abreast of trends and best practices.

- Oversee, evaluate, and provide strategic direction for all fundraising programs including



capital and endowment gifts, annual fund, major gifts and planned giving as well as elements such as stewardship, events, research, information systems, and alumni and parent engagement.

- Garner capital commitments to the school through the identification, cultivation, solicitation, and stewarding of the school's most important donor prospects; demonstrate evidence of his or her ability to raise six, seven, and eight-figure gifts.
- Work with the Dean of Admission and Financial Aid and Director of Communications (who reports directly to the Chief Advancement Officer) to coordinate all (internal and external) school communication efforts.
- Partner with the Chief Financial Officer, where appropriate, in operational matters including campus management, budget planning, and other strategic issues.
- Attend and design Board meetings and Trustee committee meetings as appropriate relating to advancement and trustee recruitment.



Chief Advancement Officer Position Statement

Leadership Attributes and Personal Qualities Desired

The most competitive candidate will offer most or all the following qualities:

- Deep and enthusiastic commitment to the school's mission and the notion of care
- Interest in engaging in a lively and busy school environment; love being with and living with teenagers; be a visible part of community life while maintaining an external focus
- "Off the charts" EQ; warmth, a strong ethical compass; accessible with a good sense of humor
- Superior talent for identifying, attracting, retaining, and inspiring outstanding advancement talent – supporting, guiding, and championing their growth
- Extensive experience in a leading independent school is valued but most important is a comprehensive understanding of philanthropy, and especially campaign leadership experience
- Ability to translate big ideas into action; be an effective storyteller who can articulate the case for support of St. Andrew's
- Deep grounding in all aspects of advancement work including annual giving, stewardship, capital and endowment campaigns, major gifts, prospect research and information systems, alumni relations, communications, and special events
- Culturally competent and responsive; committed to creating a powerful sense of belonging for all members of the St. Andrew's community
- Well-developed people skills to deal effectively with a wide range of constituents, including those at very senior levels
- A person of unquestioned integrity who has an impeccable reputation, who honors commitments, and who deals with people in a straightforward and personal way
- Someone who responds well to criticism and deals successfully with difficult and challenging people and circumstances
- An extremely well-organized, detail-oriented individual who has a high energy level together with an accompanying sense of urgency
- Growth mindset and ability to seek and utilize data to inform decision-making
- Industrious, independent-minded and determined, with a drive to achieve results
- Entrepreneurial and highly motivated, with the ability to transmit passion to and through others; decisive and articulate; a "connector"
- Strong analytical and persuasion/negotiation skills
- Ability to recruit, train and manage volunteers; believes in strong collaboration and teamwork
- The ability to cultivate and build strong and authentic relationships with a broad array of colleagues and constituents
- Respect for the importance of confidentiality and discretion
- Excellent verbal and written communication skills coupled with a strategic mind





Chief Advancement Officer Position Statement

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. Additionally, employees must be able to:

- Ability to sit at computer and keyboard for moderate periods
- Ability to lift and carry up to 20 pounds on a frequent basis
- Mobility sufficient to move about the campus
- Ability to see, hear, and speak to interact with students, parents, and groups of individuals

Travel

Ability to work occasional evenings and weekends, means of travel to off-site events, ability to travel in the mid-Atlantic area, domestically and abroad as needed.

For Candidates

Compensation and Benefits

St. Andrew's School uses a salary scale that is based on academic attainment and years of experience, a robust benefits package, and professional development opportunities. The school is committed to supporting team members in their personal and professional growth.

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.

Duties and tasks in this position are varied and complex. The position works on whole problems or projects. This position directs projects, and 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.

St. Andrew's is fully committed to a culturally diverse faculty and student body. The school is an equal opportunity employer. St. Andrew's does not discriminate in its hiring or employment practices based on race, color, religion, gender (including gender identity or expression), disability, national or ethnic origin, age, sexual orientation, marital status, genetic information, or other legally protected characteristic or status.

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. St. Andrew's will conduct thorough background checks prior to finalizing an offer.

To Apply

If the possibilities in this opportunity excite you, please apply online at the RG175 website: <https://rg175.com/candidate/signup>

The application should include:

- Letter of interest
- Resume or CV
- Writing sample of your choice

The deadline for receipt of the full application is **December 26, 2025**. For any questions or additional information about the position, please contact the RG175 consultant below:

James E. Pattison
jpattison@rg175.com