CROSSROADS SCHOOL FOR ARTS & SCIENCES

SANTA MONICA, CALIFORNIA
DIRECTOR OF ADVANCEMENT
START DATE: SUMMER 2018
xrds.org
The School was built upon five basic commitments:
• to academic excellence;
• to the arts;
• to the greater community;
• to the development of a student population of social, economic, and racial diversity; and
• to the development of each student’s physical well-being and full human potential.

Fast Facts
• K-12 enrollment: 1,172
• Faculty: 124 full-time, 36 part-time
• Student/teacher ratio: 8:1
• 45% students of cultural and racial diversity
• 31.5% faculty of color
• 98-100% of students matriculate directly into college
• $53 million operating budget & $17.9 million in endowment
• Approximately $9 million allocated to the Tuition Reduction Fund

Crossroads School for Arts & Sciences, a K-12 coed day school in Santa Monica, CA, believes in a progressive, developmental model of education. The School is as committed to the emotional and social well-being of every child as it is to strong academics. Further, Crossroads dedicates itself to helping young people become forces for positive social change. Crossroads continually strives to be on the cutting edge of education.

Crossroads was founded upon five basic commitments: to academic excellence; to the arts; to the greater community; to the development of a student population of social, economic, and racial diversity; and to the development of each student’s physical well-being and full human potential. The three divisions of the School—Elementary, Middle and Upper—create and deliver age-appropriate content and curricula that nurture the academic, creative, social, and emotional growth of every child.

Crossroads seeks an experienced and enthusiastic fundraising professional to join the School’s senior administrative team as its new Director of Advancement, effective summer 2018. The successful candidate will build on Crossroads’ proven track record in garnering enviable voluntary support and will lead by example a talented team to engage, solicit, and steward the School’s varied constituents.
**School History**

A small group of visionary educators and parents at St. Augustine Elementary School, searching for new and innovative approaches to educating the whole child, founded Crossroads in 1971. The School began with 32 students in Grades 7 and 8 and quickly outgrew its original rented facilities at the Baptist Church on Pico Boulevard. In 1972, Crossroads moved to a leased building on 21st Street, within a mixed-use warehouse district in Santa Monica, and by 1976 consisted of grades 7 through 12. In the early ’80s, the former St. Augustine Elementary School merged with Crossroads.

The student body continued to expand as more families were attracted to the rich programs in academics, the arts, athletics, human development, and outdoor education. Over the years, Crossroads leased or purchased additional properties along the 21st Street “Alley,” creating an eclectic, urban campus for the Middle & Upper Schools. In the 1990s, the school acquired a 3.5-acre site a short distance away on 18th Street. The Norton Campus on 18th Street is now home to the Elementary School, as well as many K-12 athletic facilities, including a gymnasium, swimming pool, and playing field. The close proximity of the two campuses and the presence of middle and upper school students on the Norton campus PE and athletic spaces allow for frequent collaboration among all three divisions.
**THE SCHOOL TODAY**

Today, true to its founding values, Crossroads provides a developmentally appropriate education that respects the different learning style and pace of each student. Throughout their time at Crossroads, students are given the tools and support to find their passion and express themselves in meaningful ways. Teachers are well-trained to anticipate the academic, social, and emotional challenges inherent at each grade level and help students navigate their journey.

The curriculum is inherently college-preparatory; each year, 98-100% of graduates matriculate directly to colleges and universities across the United States. However, at Crossroads, education is not a race for the accumulation of facts, but an enriching end in itself. At every level, and in every aspect of school life—from the classroom to the sports fields, labs, studios, and stages—the School provides an environment in which students are able to thrive. Indeed, Crossroads believes the uniqueness of children is revealed in their very existence and it is the School’s responsibility to foster their innate sense of the mystery and joy of life.
Crossroads School is situated on two campuses in Santa Monica. The Elementary School (Kindergarten-5th Grade) sits on the Norton Campus, just a few blocks away from the 21st Street Campus, which houses the Middle School (6th-8th Grade) and Upper School (9th-12th Grade).

Opened in 1997, the Norton Campus features spacious, child-friendly classrooms; an extensive library; special rooms dedicated to music, art, and drama; a science laboratory; and a STEAM computer lab for the integration of science, technology, engineering, arts and mathematics. It is a cheerful, exciting place for the youngest students to start exploring the world.

The nearby Middle and Upper School campus has evolved as the school has grown. Building functions include a black box theater, music recital hall, computer centers, a digital arts media lab, a photography lab, the Peter Boxenbaum Arts Education Centre (with two dance studios, art studios, a community art gallery, and a screening room), the striking 32,500-volume Paul Cummins Library, and a new 25,000-square-foot Science Education & Research Facility, which includes a fume hood room for advanced chemistry experiments, a Monarch butterfly habitat, and a two-story Projects Pavilion for independent projects.
Santa Monica is a coastal city within Los Angeles County, directly adjacent to the City of Los Angeles. Diverse, vibrant, and expansive, Los Angeles is an attractive destination for tourists each year. The city offers robust opportunities in business, entertainment, culture, media, fashion, science, sports, technology, education, medicine, and research, and has been ranked sixth in the Global Cities Index. Los Angeles is world-renowned for its television, movie and music industries and is home to some of the most famous cultural icons in the country. Known as the “Creative Capital of the World,” LA is well-defined by its performing arts culture. The Los Angeles Philharmonic performs in the Frank Gehry-designed Disney Hall, one of the finest concert halls in the country.

Dry and sunny, LA is warm year-round; outdoor enthusiasts enjoy easy access to the beaches of Santa Monica and Malibu and abundant recreational opportunities in the Pacific Ocean and in the surrounding mountains and desert. Sports lovers cheer on several major athletic teams, including the Dodgers, Angels, Clippers, Lakers, Sparks, Rams, Chargers, Galaxy, Kings, and Ducks.

Cultural attractions dot the city, including more than 800 museums and art galleries. The nearby Getty Museum & Villa and the LA County Museum of Art together house one of the finest art collections in the world, while Bergamot Station, a complex housing numerous art galleries and the Santa Monica Museum of Art, is a short walk from Crossroads.

Education is a top priority for residents, and the city features numerous public and private universities, including the University of Southern California (USC), UCLA, the American Film Institute (AFI), Occidental College, and California State University, among many others.
Santa Monica is renowned for its beautiful beachfront location. Its pleasant climate has made it a famed resort town, and tourists flock to the city’s beaches and famous pier each year. Santa Monica and neighboring Venice Beach have increasingly attracted many start-up tech companies to the area, earning the nickname “Silicon Beach.”

THE DIRECTOR OF ADVANCEMENT

Reporting to the Head of School, Bob Riddle, the Director of Advancement works closely with the Head and the Board of Trustees. The Director of Advancement is responsible for the Advancement Office operation which includes development, community relations, alumni relations, and communications. The Director of Advancement oversees 15 staff members, providing leadership and direction, and works closely with other senior members of the Crossroads School for Arts & Sciences administrative team, Board of Trustee members, parents, volunteers, and donors.

The Director of Advancement will provide senior level leadership to the school’s $70 million capital campaign (more than $39 million in hand). The first phase of the campaign—a $20 million state-of-the-art science facility—was completed in summer 2015. The next phases include a $40 million performing arts complex, which will include a 600-seat theatre and classroom building; the creation of a fully-endowed Equity & Justice Institute, to support the School’s many social justice initiatives; and increasing the School’s overall endowment to further support financial aid.

The Director of Advancement will attend all Board Development and Campaign Committee meetings and will serve as liaison to the campaign consultant, Marts & Lundy. They will oversee principal and major gift strategic planning, supervising the major gift director, preparing the Head of School
and key volunteers for solicitations, cultivation and engagement, and personally participating in solicitations as opportunities are created. As well, the successful candidate will work to maintain and enhance Crossroads’ robust Annual Fund, which raised $5.4 million in 2016-17. Additionally, the new Director serves as a member of the Head of School’s leadership team—the Administrative Planning Committee (APC)—which includes the Assistant Head of School, the Director of Finance and Operations, the Director of Enrollment Management, and the Elementary, Middle, and Upper School Division directors.

The Director of Advancement helps provide support to the School’s public purpose initiatives through the Crossroads Community Outreach Foundation (CCOF). Created more than 20 years ago, CCOF launched PS Arts, now an independent nonprofit organization that provides fully-funded arts instruction to nearly 25,000 students in California’s most underserved public schools. The CCOF initiative PS Science provides weekly in-school science programs to approximately 1,600 students at eight Title I elementary schools. PS Science is expected to launch as its own separate nonprofit by 2020.

**OPPORTUNITIES AND CHALLENGES**

The Director of Advancement will articulate to Crossroads’ external communities the dynamic challenges facing the school in a manner that elicits support that will enhance its unique progressive, developmental model of education.

- To fine tune an existing comprehensive advancement program so that it successfully serves the strategic funding needs of the School in a consistent and effective manner.
• To provide critical support and leadership to the Advancement team, including improving communications within the office and between the office and members of APC, providing strong planning support and follow-through for major projects, and helping to improve morale and build stronger relationships among team members through team-building and other efforts.
• To continue to work with the senior administrative team and the Board of Trustees to complete the comprehensive capital campaign in a timely and successful manner and dynamically execute the program to meet challenging goals.
• To strengthen the School’s growing alumni program, while increasing alumni support for the Annual Fund and the capital campaign.
• To assume responsibility for supervising and continuously improving the branding of Crossroads School for Arts & Sciences and effectively marketing the school to its internal and external communities.
• To identify new sources of private and public funding in order to advance the institution.
• To further strengthen the School’s involvement and positive ties to the community.

**Key Responsibilities of the next Director of Advancement**

The next Director of Advancement will report directly to the Head of School and assume the following key responsibilities:

• Oversee all development, communications, and constituent relations activities at the School.
• Manage and direct the completion of the current capital campaign.
• Furnish support and direction to the Head of School, Board members, Campaign Committee members, and volunteers for all outreach activities.
• Hire, train, manage, mentor and evaluate all advancement staff (currently 15.0 FTE).
• Provide strategic direction for all development and communications initiatives; serve as a “thought partner” and sounding board to the Head of School.
• Integrate all advancement activities at the School into a coordinated initiative, including those conducted by parent organizations.
• Represent the Advancement Office and Crossroads both within and outside of the School community.
• Personally cultivate and solicit major gifts.
• Enhance efforts in prospect research, major gifts, planned giving, alumni relations, and stewardship.
• Collect, analyze, and manage development data systems.
• Meaningfully engage current parents and alumni with today’s School; strengthen and renew relationships with past parents.
• Form deep working relationships with the Director of Enrollment Management, the CFO, and other senior leadership administrators.
• Undertake additional responsibilities as assigned by the Head of School.

**Desired Experience & Qualities of the Director of Advancement**

The successful candidate will be an experienced fundraising professional who has served at an educational institution or nonprofit with a broad scope. Ideally, they will have:

• B.A. degree, with a master’s degree highly desirable.
• 10 or more years of development experience, including managing the full scope of development functions, including information services, annual giving, major gifts, campaigns, planned giving, constituent relations, and stewardship.
• Demonstrated evidence of his or her ability to raise six- and seven-figure gifts.
• Experience at an institution known for best practices and its track record for attracting voluntary support.
• Familiarity and comfort managing the communications function, both internally and externally.
• Experience and comfort working with governance Boards and standing committees.
• Experience leveraging technology and embracing a metrics-based approach.

The Director of Advancement will also:

• Be decisive and articulate; a strong leader and team-builder.
• Be capable of engaging parents, alumni, and volunteers in stimulating dialogue about the School.
• Possess personal and professional gravitas.
• Have great enthusiasm for the work and high energy for an extremely fast-paced environment.
• Fully support the School’s vision and mission, and the notion of care.
• Embrace the School's socially progressive, equity-minded approach to teaching and community and engagement.
• Have an external focus; be a visible part of School life.
• Have comfort dealing with people from all backgrounds and positions ranging from corporate executives to support staff members.
• Be an effective storyteller who can articulate the case for support of Crossroads.
• Possess excellent analytical skills.
• Possess authenticity, humility, and a sense of humor.
• Be an outstanding communicator orally and in writing.
• Believe in the value of strong collaboration and teamwork.
TO APPLY

Interested and qualified candidates should submit electronically in one email and as separate documents (preferably PDFs) the following materials:

- A cover letter expressing their interest in this particular position;
- A current résumé;
- A list of five professional references with name, phone number, and email address of each (references will not be contacted without the candidate’s permission) to:

**Gary Dicovitsky**  
Senior Consultant  
gary.dicovitsky@carneysandoe.com

**John Clark**  
Senior Consultant  
john.clark@carneysandoe.com