



UNIVERSITY PREP

Seattle, Washington

DIRECTOR OF DEVELOPMENT

Start Date: Summer 2022

universityprep.org



Carney
Sandoe
& ASSOCIATES



UNIVERSITY PREP

MISSION

University Prep is committed to developing each student's potential to become an intellectually courageous, socially responsible citizen of the world.

VISION

University Prep will be the school that redefines educational excellence, in a community where all learners develop the skills, knowledge, and character to thrive in any context.

VALUES

University Prep believes that integrity, respect, and responsibility are essential to accomplish its mission and to sustain its vision.

OVERVIEW

University Prep (UPrep), an independent school of 610 students in grades 6-12, seeks a Director of Development, eager to partner with a productive and caring team under the leadership of Head of School [Ronnie Codrington-Cazeau](#). The Director reports to the Head, serves on the Senior Leadership Team, and leads the Development Office. The Director will oversee all aspects of fundraising and constituent relations, partnering with the Head of School, trustees, leadership team, faculty, staff, and volunteers in that work. Successful candidates will be experienced in thinking strategically, acting collaboratively and nimbly, and serving as an inspiring spokesperson for the school.

UPrep is devoted to academic excellence, inspiring students to embrace all aspects of learning and to pursue the best in themselves. The school is a place of great teaching and joyful learning. Extraordinary relationships between students and teachers are a given. "The students are great," commented a faculty member, "they're fun, take on challenges, do their best... it's fun to explore and learn with them!" The school believes that shared values of integrity, respect, and responsibility are essential to accomplish its mission of developing each student's potential to become an intellectually courageous, socially responsible citizen of the world.

FAST FACTS

Founded: 1976

Total students: 610

Students of color: 41%

Total faculty: 79

Faculty of color: 35%

Faculty with advanced degrees: 84%

Student/teacher ratio: 9:1

Financial aid budget: \$3.9M

Students receiving aid: 17.6%

Endowment: \$14.3M

DIVERSITY MISSION STATEMENT

UPrep's mission compels us to train and educate the next generation of leaders who will create impact and change in an interdependent, complex, and global community. Our students need to see, hear, and understand the diversity of people, perspectives and points of view around them and the world they will lead in the years ahead. Essential to this proposition is the ability of our students to identify, analyze, and act on issues of equity, justice, and inclusion. Our world demands it.



SCHOOL HISTORY

In 1976, seven enterprising public school teachers in Seattle followed their vision and founded a school designed to truly meet the needs of students and teachers. They focused on a strong academics and arts program, but one with an emphasis on helping students develop their social-emotional skills. Growing slowly over the course of the next 40 years, UPrep has expanded from fewer than 100 students in grades 7-10 to 610 students in grades 6-12 today. Over the years, UPrep had steadily upgraded its facilities, improved campus technology, added programming, increased financial aid, partnered with the Global Online Academy, and made an institutional commitment to diversity. Although the school has come a long way from its origins, its core is very much the same: a school bound together by passionate educators, curious and eager young minds, and a community of families partnering with the faculty and staff to sustain this dynamic, impressive educational community.



Recently, UPrep engaged in an inclusive visioning process that created [Strategic Plan 2021](#): A Bold Vision for the Future. During this process, the Strategic Planning Steering Committee created a new forward-thinking vision for the school: UPrep will be the school that redefines educational excellence, in a community where all learners develop the skills, knowledge, and character to thrive in any context. This broad-based and inclusive plan also sets forth five guideposts that capture UPrep’s aspirations:

- **Belonging:** Cultivate a culture of belonging as an essential condition for healthy learning and development.
- **Innovation:** Boldly innovate new academic and co-curricular programs and practices to create transformative experiences now and into the future.
- **Excellence:** Strengthen and evaluate curriculum, pedagogy, and assessment, so that students consistently realize our commitment to educational excellence.
- **Talent:** Strategically develop talent to support strong leadership, excellence in teaching, and organizational capacity.
- **Identity:** Be intentional about who we are, to further elevate UPrep in the Seattle educational market.

THE SCHOOL

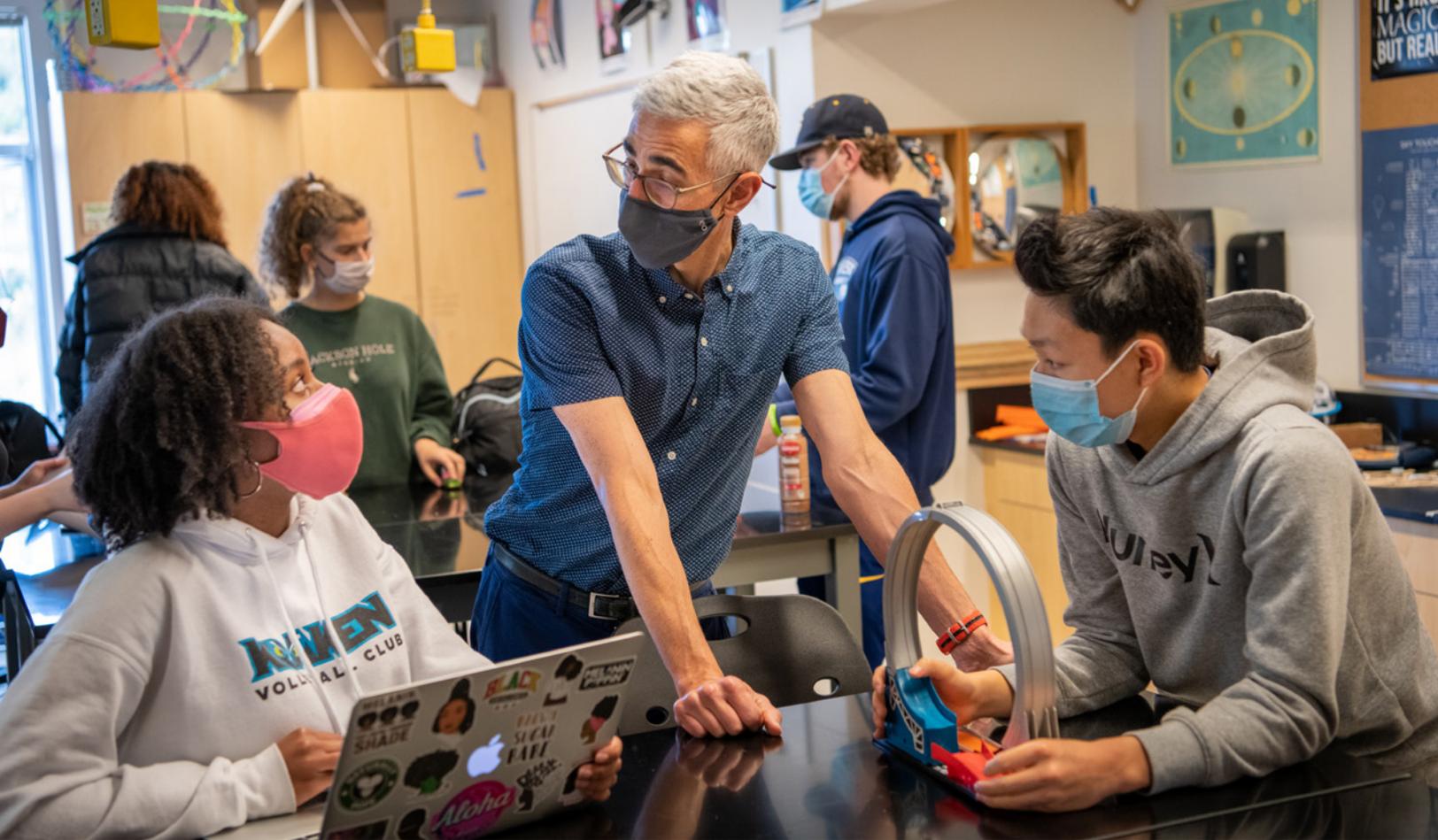
UPrep brings together a warm and supportive culture with a challenging academic program designed to help every student find their identity and develop their strengths. “I know I can ask questions and push myself,” said one student. In particular, the school today focuses on all learners developing the skills, knowledge, and character to thrive in any context. Students become comfortable examining ideas from varied perspectives and creatively solving problems through the lens of multiple disciplines.



As it has from the start, UPrep remains committed to implementing the best current educational practices. It does this through structures and systems that support thoughtful innovation. “It’s an incredible adult community,” commented one faculty member, “I am learning all the time and there is a commitment to professional development and to being continual learners.” Teachers attend and present at regional and national conferences to share best practices and visit schools around the country to learn from peer colleagues and schools. The school also involves parents in committee work so that the school will benefit from the parents’ guidance and expertise and take advantage of Seattle as a hub of innovative ideas.

UPrep is also an intentionally diverse and inclusive community committed to social justice. 41% of the students identify as students of color, and about 35% of the faculty identify as teachers of color. At all levels and in all areas, the school examines its practices to ensure access, inclusion, and equity in the students’ educational experience.

The school’s nationally-recognized Individualized Teacher Improvement Program (ITIP), which provides each teacher the opportunity to constantly develop and improve their skills, is just one more aspect that helps University Prep stand out as an impressive forward-looking institution.



ACADEMICS

UPrep has an excellent academic reputation in part because of the ongoing effort to improve the curriculum and the teachers' skills. The faculty work tirelessly to review and revise the school curriculum. The result is a sophisticated, thoughtful approach to teaching and learning. Every teacher participates in an ongoing, repeated cycle of professional improvement focused on the student's educational experience.

Middle School at UPrep is about establishing the building blocks for academic success and character development. Students begin to learn what it means to self-advocate as learners and find their voices, their passions, and their community. Most importantly, students see their teachers as partners in their academic journey. They run student-led conferences twice a year to demonstrate their ability to understand and articulate academic strengths and weaknesses, formulate action plans to improve academic performance, and gain confidence in the process of learning. The Middle School uses a non-traditional formative grading system instead of a traditional letter-grade system to help students break their learning down into component parts, assess progress toward mastery, and communicate about their academic progress.

UPrep's Upper School curriculum includes a remarkable breadth and depth of subject matter and is constantly evolving to meet the needs of students. Teachers design courses that foster intellectual curiosity, appropriately challenge every student, and build essential skills for academic success.



English electives, world and U.S. history, and science courses are updated and revised each year to reflect contemporary themes. The fine arts and physical education departments are also constantly adapting to new trends in aesthetic expression and social values. In recent years, UPrep teachers have created new engineering, U.S. history, and interdisciplinary courses so students may gain new knowledge and skills essential for participation in a modern society.

The arts are an important part of UPrep's academic program. Students have access to a wide range of fine arts electives taught by talented faculty, many of whom are working professionals in their respective fields. The school offers courses and activities in dance, drama, visual arts, and music (jazz, vocal, and orchestra). The arts program also offers a strong program in publications. Using state-of-the-art software and professional-grade camera equipment, students learn how to communicate through writing, photography, and graphic design.

Upper School students may also take fully online courses for credit through [Global Online Academy](#), a consortium of 60 leading independent schools in the U.S. and abroad.

In the innovative [Intensives](#) program, all UPrep students choose one full-time class for three weeks of immersive learning in courses ranging from deep dives into core academic subjects to experiential engagement in topics like song writing, podcasting, entrepreneurship, and environmental advocacy. During Intensives, students and teachers can take full advantage of the freedom of time and space afforded by all-day classes, allowing Seattle and other parts of the world to become their learning laboratories.



SCHOOL LIFE

UPrep student life is vibrant and students are encouraged to explore their interests, try new activities, and grow as leaders and community members. Time to connect with community and to participate in clubs and other activities is intentionally built into the school day. Advisory is also a foundational to students' experiences and helps to build connection and support. "Advisory is a family and a very special place," reflected one student.

There are dozens of student-led clubs as well as a very active student leadership program. Student voice is important and heard. Reflected a current grade rep, "We like to work together and teachers and administration really listen to us!" Connection to the community beyond UPrep is part of students' experiences through robust community service and global and outdoor education programs.

The UPrep Pumas enjoy a spirited and inclusive athletics program. Athletic Director Rebecca Moe says, "Our focus is inclusion, and we make that a reality through our no-cut program. But, we also strive for excellence and are in it to win it. This means that we support the student who has never played a sport before, as well as the student athlete who is striving to win a state championship."



CAMPUS

The current home of UPrep in Northeast Seattle was constructed in the early 1990s. This campus in the Wedgwood neighborhood includes four main buildings: the three-story classroom and administrative building (including a library, cafeteria, and meeting spaces), a classroom building, a gymnasium, and the fine arts center, which features a proscenium theater known as Founder's Hall as well as art and practice rooms. The adjacent Dahl Playfield is used for sports and other activities. A virtual tour is available [here](#).

In March of 2022, UPrep will break ground on The ULab, a 39,000 square-foot, three story building across from the existing campus. ULab will open in the fall of 2023, and will include:

- Ten modular classrooms with moveable walls to support interdisciplinary learning and seminar-style teaching;
- Wellness space for PE classes, athletic practices, and dance and yoga classes;
- A large gathering area and meeting spaces that support student collaboration and foster community building;
- A state-of-the-art 1,123 square-foot Makerspace where students make their ideas come to life;
- Expanded offices for College Counseling, Global and Outdoor Education, and Launchpad (UPrep's signature senior project);
- A rooftop deck with seating for student and community programming.



SEATTLE, WASHINGTON

Seattle today is a world-class, thriving West Coast city surrounded by mountains, lakes, and the Puget Sound. A progressive city, Seattle offers a welcoming environment for all. Today, Seattle is one of the world's most important high-tech centers — home to Microsoft, Amazon, and other corporations — and is a center for aircraft technology thanks to the Boeing Corporation.

While an impressive high-tech city, Seattle is also a fabulous place to unplug and get outdoors year-round. The city offers easy access to the Cascade Mountains and the Olympic National Park with one of the world's more impressive temperate rainforests. Of course, the region is also well known for its food culture. The city is the birthplace of Starbucks, home of the fabulous Public Market, an amazing variety of restaurants, and more microbrews and coffee shops than one can count.

The city is also a wonderful cultural center. Seattle is famous for its contribution to contemporary music — from Jimi Hendrix to Pearl Jam and Nirvana. It is home to the Seattle Symphony, the Seattle Opera, the Pacific Northwest Ballet, the Seattle Art Museum, and the Museum of Pop Culture. The city also has a number of excellent institutions of higher education, including the University of Washington (close to the UPrep campus) and Seattle University. Professional sports teams include the Seattle Mariners, the Seahawks, the Kraken, and the Sounders.



OPPORTUNITIES AND CHALLENGES

Looking ahead, the priorities, opportunities and challenges for the Director of Development include:

Completing the \$25 Million Capital Campaign

The school has embarked on a \$25 million capital campaign to support the funding of a three-story, 39,000 square foot building scheduled to open in the Fall of 2023. To date, the school has raised over \$16 million in gifts and pledges, and they officially broke ground this Spring. They hope to commence their public phase by the end of the calendar year. The school is partnering with outside campaign counsel, and the new Director of Development will be expected to play a prominent part in bringing the campaign to a successful conclusion.

Continuing to Grow the Annual Fund

The school is currently raising \$1.2 million in unrestricted support of current operations for The Puma Fund, its annual giving program. Current parent participation has reached 87%. Their annual gala nets another \$700,000, targeted each year for financial aid. The new building will allow the school to increase enrollment from its current size of 612 students to approximately 730 students. Making sure the Puma Fund grows accordingly in the years ahead will be a high priority. The school is straightforward in its appeal to constituents for voluntary support and the Puma Fund just recently created giving levels to inspire stretch gifts. As a consequence, the culture of philanthropy is becoming imbedded in all that the school does and says to its families and alumni. As a relatively young school, UPrep possesses tremendous growth opportunities for its alumni giving program.



Mentoring a Young but Capable Staff

In addition to the Director of Development, the Development Office has four members, three of whom have been at University Prep for less than one year. The fourth has been at the school for just three years. The staff include a Development Engagement and Alumni Manager; an Annual Giving Manager; a Development & Events Associate; and a Development Database Manager (the school uses Veracross for all databases). The staff members work collaboratively, are active and enthusiastic members of the school community, and are encouraged to seek out professional development opportunities. The new Director of Development will need to possess the depth of experience to bring best practices into all areas of the development function and continue to build institutional capacity by being a knowledgeable and persistent mentor to staff who are eager to grow.

Working Successfully with and for the Head of School and Board of Trustees

The new Director of Development must become a trusted and reliable partner to Head of School Ronnie Codrington-Cazeau and University Prep's Board of Trustees. Ronnie is a capable and fearless fundraiser, but she, Board members and other volunteers charged with fundraising will need someone who understands the importance of identifying new prospects, conducting prospect research, and embarking on a Moves Management approach that takes a donor from identification to solicitation and stewardship. The school currently has both a Campaign Committee and a Development Committee, making clarity of purpose and focus important to managing both.



Working Closely with Admissions, Communications, and the Business Office

Any successful development program relies on close working relationships with these three allied offices. The school says that relationships with Communications and the Business Office are currently healthy. The school has just hired a new Director of Admissions and Enrollment Management, so both the new Director of Development and the new leader of admission will have opportunity for healthy and meaningful partnership.

DESIRED QUALITIES AND QUALIFICATIONS

- Five- to ten-years' experience in development in a non-profit organization; school experience preferable but not essential.
- Campaign experience in a sophisticated shop.
- Deep grounding in all aspects of development work, from annual giving to major gifts, prospect research to stewardship, constituent events to information services – soup to nuts.
- An understanding of the importance in mentoring staff and relishing the role.
- Ability to cultivate and build strong and organic relationships with a broad array of constituents with nuanced views on issues reflective of Seattle's changing demographics.
- A desire and ability to build community in an inclusive way and have some fun while doing it.
- Outstanding communication skills and a comfort with speaking publicly.
- A love for children and working for an educational institution.



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 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:

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