
**EXECUTIVE DIRECTOR
FOR THE PORTER-
GAUD FOUNDATION**

Porter-Gaud School

Charleston, South Carolina

July 2012

www.portergaud.edu



Summary

Southern Teachers Agency has been retained by Porter-Gaud School for the search to find their next Executive Director for the Porter-Gaud Foundation/Director of Advancement. Porter-Gaud School was originally established in 1867 by the Reverend Anthony Toomer Porter to educate children orphaned during the Civil War. Today, Porter-Gaud serves approximately 900 boys and girls in grades one through twelve on an 80-acre campus on the banks of the Ashley River, just minutes from downtown Charleston. On separate, nearby campuses, the O'Quinn Schools of Porter-Gaud serve another 640 students from two-years-old through kindergarten. Steeped in history and tradition, Porter-Gaud School is an institution committed to its mission:

Porter-Gaud is an Episcopal, coeducational, independent, college preparatory day school. We acknowledge the sovereignty of God, recognize the worth of the individual, and seek to cultivate a school community that endows its citizens with a foundation of moral and ethical character and intellect. Porter-Gaud fosters a challenging academic environment that honors excellence in teaching and learning, respects differences, expects honesty, and applauds achievement. The school strives to create an environment that nurtures and protects what we value most in our children: their faith, their curiosity, their talents, their integrity, their humanity, and their dreams.

This is one of the most exciting times in the history of philanthropy at Porter-Gaud School. The recent creation of the Porter-Gaud Foundation, a separate 501(c)3 organization, allows the school to expand considerably its major gifts, capital campaign, and planned giving enterprises. An expanded staff and significant gains in endowment, annual giving, and financial aid since 2008 have given the philanthropy program at Porter-Gaud the momentum to take the next step into a fully realized and highly effective operation.

Porter-Gaud seeks candidates with considerable experience in independent school or non-profit fundraising; who enjoy working with the head of school, board members, and various constituencies; and who can articulate the case for support for an excellent and historic institution. In a continuing effort to increase the racial, ethnic, and religious diversity of its staff, Porter-Gaud welcomes applicants from a broad range of backgrounds.

To Apply



**Porter-Gaud School has selected Southern Teachers Agency
to lead this search.**

For application instructions, please see page 8 of this Position Profile.

Recent History of Philanthropy at Porter-Gaud School

Porter-Gaud School has seen steady improvement in gift revenue over the last decade. Prior to that, Porter-Gaud completed one major capital campaign in 1998, which raised just over \$9M. Those funds supported the construction of the main Upper School building and the new gymnasium. Since 1998, several capital projects have been completed, all of which have had a fundraising component. These included the kindergarten building (2004), the dining hall expansion (2005), the Pavilion adjacent to the football stadium (2009), the fitness center expansion (2010), and the resurfacing of the track (2011).

The endowment has grown considerably over the last ten years. In 2001, an alumna of the school created the first significant scholarship endowment with a gift of \$500K. There has been steady growth in the endowment ever since with several planned gifts and bequests, creating positive cash flow over the last seven years. This positive growth culminated in the single largest gift to the school in 2011: a \$2M scholarship from the Malone Family Foundation. The current market value of the endowment is about \$10.5M.

Annual fund growth has increased significantly over the last six years raising just under \$800K in 2011. Annual fund growth has exceeded 7% each year in the last four years.

The Porter-Gaud School constituent base includes about 6,000 alumni and 650 current families.



Performance Objectives

The Executive Director of the Porter-Gaud Foundation/Director of Advancement will be expected to keep the following objectives in sight. These objectives address office infrastructure, campaign readiness, governance, and constituency cultivation. Addressing these goals early will lay a foundation for campaign success.

- Analyze current staffing and evaluate the need for a new position, called the Development Director, which will oversee annual giving, alumni relations, and communications. If determined that this position is called for, hire this person.
- Continue planning for a major capital campaign that will fund a new fine arts center, a new academic building, and a new chapel.
- Develop strategies with the recently formed Foundation Board that focus on major gifts, capital fundraising, endowment, and planned giving.
- Continue the growth of endowment, thereby completing the current strategic plan's goal to enlarge the endowment by \$10M since 2008.

The Position

Responsibilities

The Executive Director of the Porter-Gaud Foundation/Director of Advancement provides informed, articulate, inspirational leadership that fosters a culture of philanthropy in support of Porter-Gaud's mission and articulates the strong connection between philanthropy and the school's continued success. These efforts are supported by the school's development staff as well as by the Porter-Gaud Foundation Board.

The Director reports to the Head of School. The position's responsibilities include:

- continuing to develop a culture of philanthropy in the Porter-Gaud community
- managing Porter-Gaud's primary fundraising activities:
 - by maintaining the success of the Annual Fund campaign while shifting the focus to the identification and cultivation of major donors
 - by increasing the level of Major Gifts and by expanding efforts in donor research, cultivation, and solicitation
 - by creating and implementing a planned giving program
- directing alumni relations:
 - by sustaining the school's strong connection to its alumni, particularly the Porter Military Alumni group
 - by supporting the Alumni Association's activities
 - by cultivating a culture of volunteerism and philanthropy among alumni
 - by communicating the case for support to alumni
- coordinating relationships with school parents:
 - by providing support for the Parents Guild's fundraising and booster activities
 - by cultivating a culture of volunteerism and philanthropy among parents
 - by communicating the case for support to parents



- supervising communications with Porter-Gaud’s major constituencies:
 - by developing fundraising documents that creatively capture the school's mission
 - by expanding Porter-Gaud’s online presence in innovative ways, including the use of social networking
 - by ensuring that the Foundation and Development Office are frequently communicating with all constituencies

Qualifications and Experience

Porter-Gaud School seeks an expert development professional to lead their philanthropy program. Specifically, they seek candidates who have:

- experience working on a significant capital campaign, preferably one over \$10M
- the confidence to solicit potential donors for large gifts
- a commitment to Porter-Gaud and its mission
- a positive attitude
- experience leading a staff
- the ability to hold direct reports accountable
- a warm, approachable, and collegial personality
- the ability to prepare and adhere to a budget
- the ability to read and understand an income statement and balance sheet
- excellent organizational and communication skills
- the ability to create and/or implement a visionary campaign
- unquestioned loyalty and integrity
- proficiency with Microsoft Office (required) and Raiser’s Edge (strongly preferred)

The School

History

Porter-Gaud is an Episcopal, coeducational, independent, college preparatory day school with an approximate enrollment of 900 students in grades one through twelve. Located on the banks of the Ashley River in Charleston, South Carolina, Porter-Gaud can boast of over a century of experience in preparing students for college and guiding them through their formative years to maturity.



The school as it exists today was created in 1964 when three distinguished schools—Porter Military Academy, founded in 1867; the Gaud School for Boys, founded in 1908; and the Watt School, founded in 1931—merged to form Porter-Gaud. Originally founded as the Holy Communion Church Institute, by the Episcopal Reverend Anthony Toomer Porter, Porter Military Academy was designed to educate children who had been orphaned or impoverished by the Civil War. The Gaud School, established by William Steen Gaud, attained a position of

eminence among southeastern preparatory schools. Under the leadership of its founder, Mrs. Ann Carson Elliott, the Watt School also earned a reputation for excellence as a coeducational primary school.

The 1964 merger that created Porter-Gaud also began the school's move from its campus in downtown Charleston to its present location on the banks of the Ashley River. Today, that location provides the setting for a campus with college-caliber facilities that establish an atmosphere for learning. The school began admitting girls in 1975 and, in 2008, expanded through the acquisition of the O'Quinn School, a pre-eminent preschool and kindergarten that serves on two campuses over 640 children from two-years-old through kindergarten.

With roots in the Episcopal tradition and a history of excellence, Porter-Gaud matches academic freedom with academic integrity. The faculty combines a traditional curriculum with innovative delivery, taking the practices of this Charleston independent school into the 21st century. One example of this approach is computer science chairman Doug Bergman's entrepreneurial computer science program. Bergman was one of eleven teachers honored at the 2011 U.S. Innovative Education Forum for his creative use of technology in student learning.

Although academically competitive, the school's culture is distinctively collegial and collaborative, marked by the sense of trust that students, faculty, parents, and administrators all extend to one another. Students are proud of their affiliation with Porter-Gaud School. This pride is one of the great strengths and resources of the institution.

Episcopal Identity

Episcopal schools have a long and rich heritage of academic excellence. They affirm the value of the spiritual dimension of learning, while simultaneously grounding their efforts in academic excellence. By integrating faith and reason, Episcopal schools combine rigorous and free intellectual inquiry with an unapologetic proclamation of faith in a loving God.

Porter-Gaud School's strong Episcopal identity is rooted, as it has been since 1867, in a respect for other faiths. By adhering to its Episcopal traditions while at the same time respecting other faiths, the school is able to create a climate of respectful dialog.

The religious studies curriculum is offered for all grade levels and is as fully rigorous as any other academic course. Attention to the formation of moral character begins in the Lower School and continues throughout a student's twelve years at Porter-Gaud.

AT A GLANCE

Founded: 1867

Grades: 1-12

Total Enrollment: 903

Boys: 62%

Girls: 38%

Diversity: 11%

Students Receiving Aid: 21%

Need-based Financial Aid: \$1.8M

Faculty: 93

Student/Faculty Ratio: 10:1

Average LS Class Size: 16

Average MS Class Size: 18

Average US Class Size: 13

Average Faculty Tenure: 8 years

Average Faculty Experience: 16 years

Faculty with Postgrad Degrees: 60%

Highest Tuition: \$18,610

2011 Median SAT M+R: 1262

Participation in Clubs: 97%

Participation in Sports: 85%

Accreditation: 2008 (SACS)

Endowment: \$10M

Porter-Gaud employs three chaplains, one in each division. In addition to their academic responsibilities, they lead weekly chapel services for students. The school also offers a Jewish Life program in Middle and Upper Schools, which reflects Charleston's large community of Jewish families.

Student Profile

Porter-Gaud School comprises three divisions: The Lower School (grades 1-5), the Middle School (grades 6-8), and the Upper School (grades 9-12). Separate buildings for each school provide the differentiation needed to attend to the diverse needs of the students enrolled in grades 1-12. At the same time, sharing common facilities for dining, assembly, chapel, athletics, and other extracurricular activities allows older and younger students to interact with each other, fostering a shared identity and a sense of the larger community.



Students participate in clubs (97%), play on competitive sports teams (85%), are active in 19 different community service programs (70%), and embrace the arts with enthusiasm.

Students represent 17 different denominations and faiths. All students regularly attend either chapel services, parallel meetings of the Jewish Life program, or programs that appeal to both groups.

About 21% of students receive financial aid (over \$1.8 million available in 2011) to assist in paying the annual tuition of \$18,610. They are diverse in many ways; currently 11% of the student population is from a racial minority.

In 2011, the average SAT score (Math + Reading) was 1262; the average ACT score (Composite) was 26. If the experience of the class of 2012 matches their predecessors, 100% of the graduating class (86 students) will attend a four-year college or university.

Over the past three years, students have matriculated not only at excellent southern institutions like The University of the South, Davidson College, Duke University, Rice University, Wake Forest University, and the University of North Carolina at Chapel Hill, but also at prestigious colleges and universities across the nation, such as Dartmouth College, Barnard College, Johns Hopkins University, Princeton University, Yale University, and The Massachusetts Institute of Technology.

Faculty Profile

There are 93 faculty members spread among the Lower, Middle, and Upper Schools. About two-thirds of the faculty holds a post-graduate degree. Class sizes are small, in keeping with the school's 10:1 student/faculty ratio. The faculty's ability to combine tradition with innovation may be due in part to its composition: nearly 25% of the faculty has over 30 years of experience while 40% have between 1 and 10 years' experience.

The faculty's academic mission is supported by a variety of resources. Instructional materials and technology are readily available. Professional development is encouraged and financially

supported. The tuition remission program extends the benefits of a Porter-Gaud education to faculty children. New faculty members are integrated into the community through one-on-one mentoring.

Head of School Profile

D. DuBose Egleston Jr. became the Head of Porter-Gaud in 2010. His ties to Porter-Gaud are multi-generational: his great-grandfather graduated from Porter Military Academy in 1897, his grandfather was Chair of the Science Department for sixteen years, and the school's highest award for science achievement is endowed by the Egleston family.

Mr. Egleston also brings a uniquely broad and detailed understanding of the school, beginning with his experiences as a student, and including his service as Director of Technology (2000-2007), as Assistant Head for Finance and Operations (2007-2009), and as Interim Head of School (2009-2010). As Interim Head, he demonstrated his capacity for empathetic communication and capable leadership with students, faculty, staff, parents, and alumni.

Mr. Egleston, Porter-Gaud Class of 1993, holds a B.S. from Furman University and an M.B.A. from The Citadel. He worked for the South Carolina Department of Natural Resources, and then as an Academic Computing Specialist at Furman before returning to Porter-Gaud in 2000.

School Finances

Porter-Gaud's audit from last year was praised as one of the strongest in its history. At a time when many schools have seen their endowments shrink, Porter-Gaud's has almost doubled since 2008, while adding \$1M to financial aid. The resources available to teachers for professional development and for classroom materials are mentioned often as a great strength of the school.

The Community

Charleston, the oldest city in South Carolina, has been ranked as the best city in America, according to *Conde Nast Reader's Choice Awards 2011*. World renowned for its history, architecture, cultural offerings, coastal environment, and outstanding restaurants, Charleston is also host to the MOJA Arts Festival and to the famous Spoleto Festival. In 2011, *American Style Magazine* named it one of the nation's top five arts destinations.

Charleston is unique; it is part of a vibrant tri-county area of 700,000, yet remains a small college town. Etiquette expert Marjabelle Young Stewart called it the "best mannered" city in the United States. Mild winters and long summers make possible year-round enjoyment of the city's world-class golf courses and miles of unspoiled beaches and marshes. On average, Charleston residents enjoy over 240 days of sunshine each year.



Charleston's prosperity has historically been supported by the Port of Charleston, which continues to be among the most active shipping centers in the nation. Yet Charleston also looks to the future with its embrace of technological innovation, particularly in computer engineering and biomedical technology.

Application Process and Timeline

For most thorough consideration, applicants for the Executive Director of the Porter-Gaud Foundation/Director of Advancement position should submit the following:

- A Southern Teachers Agency application, available at www.SouthernTeachers.com
- A cover letter describing their interest in pursuing this position at Porter-Gaud School
- A current resume
- A statement of educational philosophy
- A list of references from present and recent administrators

Applications should be sent via email to

Mr. Jamie Estes
Estes@SouthernTeachers.com

Diversity Statement

Porter-Gaud School is committed in increasing the racial, ethnic, and religious diversity of its faculty and staff. The school welcomes applicants who will bring additional and innovative dimensions to the school's teaching mission. In accordance with law, Porter-Gaud School is an equal opportunity employer and hires without discrimination on the basis of race, color, religion, national origin, sex/gender, age, or disability.

Timeline

Initial interviews with the consultant at Southern Teachers Agency will be ongoing. Semifinalists will interview in February, and finalists will interview in March. The final selection will be made by mid-March and the new Director will begin work on July 1, 2012.