



MADEIRA

Position Statement  
Chief Advancement Officer  
The Madeira School

McLean, Virginia

Start Date: July 1, 2024



# Chief Advancement Officer Position Statement



## THE OPPORTUNITY

A world made better by girls who have something to say and who lead the way. This is the promise of Madeira School, an all girls' boarding and day school serving grades 9-12 located on 376 acres along the picturesque Potomac River in McLean, VA, just minutes from the home of our nation's capital in Washington, DC. With a mission to launch girls who will change the world, Madeira students avidly pursue a variety of experiences that shape them to become the very best version of themselves. Established in 1906, Lucy Madeira Wing had an aspiration to assist young women in developing the confidence to build lives of their own making, their own passions, and their own dreams. Today, Madeira is ranked as the #1 Best Boarding School in Virginia and among the top 25 of all boarding schools in the US.

Under the dynamic leadership of new Head of School, Christina Kyong, and that of long-time and dedicated administrative team members, the school seeks a seasoned advancement leader to help Madeira realize its greatest ambitions and ensure that its students are limited by no more than their imaginations. The ideal candidate will have a successful track record of building strong teams capable of raising significant unrestricted and restricted funds; experience in cultivating and soliciting major gifts, planned gifts, and annual gifts; a passion for girls' education, the leadership potential of young women, and the unique benefits that a boarding experience offers; the ability to effectively engage a diverse group of highly dedicated alumnae; and a desire to partner and serve as a fundraising coach to both the Head of School and trustees.

Successful candidates will be inspirational storytellers who celebrate the school's vibrant history while also connecting constituents to the promise of its future and the possibilities today's

students hold. A deep appreciation for the critical role meaningful stewardship plays in the cycle of donor engagement is necessary, along with the ability to cultivate both younger alumnae and current parents to broaden support and strengthen the culture of philanthropy institution-wide. Individuals who are excited to apply their leadership skills and experience to elevate Madeira's advancement such that it serves as a model for the profession and enables the school to be equal to the aspirations of its stakeholders are encouraged to apply.



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## MISSION, VISION, VALUES AND PROGRAM

Madeira's mission is both bold and clear: to launch women who will change the world. This, along with the school's values (awareness of self and others; compassion; creativity; intellectual curiosity; integrity; and resilience), shape the educational experience and personal growth of the young women it serves. The mission is a guiding light for both students and adults alike, fueling an educational philosophy that champions learning as active, experiential, joyful, and personal.

A vision to be an innovative leader in girls' education, Madeira offers an intentionally designed curriculum that is both ambitious and girl-centered, practical and imaginative. At the heart of the school's ethos is a commitment to nurturing confident, accomplished young women who not only excel in their academic, athletic, and artistic pursuits but who also embody a sense of responsibility to their community and the world at large. Madeira recognizes the inherent leadership potential in every student and actively works to cultivate these qualities. Leadership is not confined to formal roles but is woven into the fabric of daily life, encouraging each young woman to find her voice, take initiative, and push to be her very best

self. This interdisciplinary approach develops an understanding that, in the words of a member of the current Junior class, "everything is connected and if I want something, I have to go after it. I'm not afraid to try new things."

A modular schedule incorporates three classes at a time, allowing for more focus on ambitious learning and retention, incorporating classroom instruction and real-world experience. Each Madeira girl graduates with an impressive resume made possible through their participation in Co-Curriculum, the school's renowned four-year internship program, providing each student with experience in a community organization, on Capitol Hill, and in a career interest or passion. Paired with an extraordinary faculty, small class sizes, and a low 4:1 student to faculty ratio, girls immerse themselves in highly interactive and collaborative learning in a supportive environment that builds confidence.

### *Diversity, Equity, Inclusion, and Justice*

Madeira School is an internationally diverse and connected community where each individual is valued, known, and seen. Students represent the cultures and backgrounds of the world's population and as such, the campus community and curriculum



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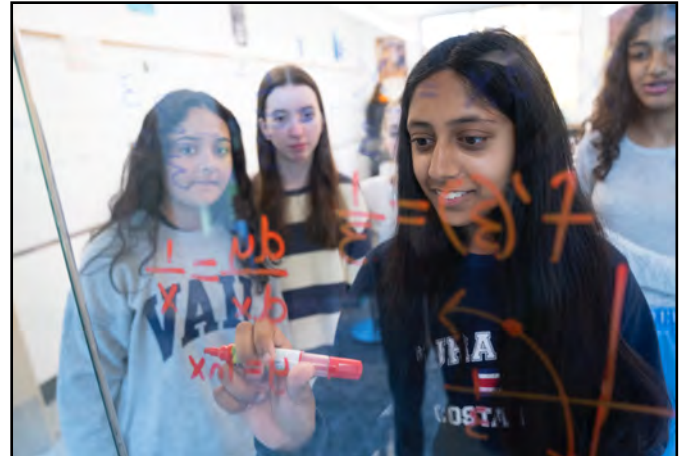
emphasize the importance of empathy, active listening, courageous conversations, and compassionate leadership. A belief that celebrating diversity and multiculturalism is not the same as building a community around anti-bias and anti-oppressive principles and practices, compels Madeira to do more. Faculty help students understand power and antiracist principles as important elements of the curriculum. Intentional spaces, facilitated learning opportunities, and dedicated resources are deployed to create a diverse, equitable, and inclusive learning environment, and the school strives to ensure justice for all students. Madeira currently enrolls 336 students, 43% of whom identify as students of color and 19% of whom hail from countries outside of the US.

All campus community members have a shared dedication to both challenge and support one another, to approach one another with curiosity rather than judgment, to celebrate both differences and commonalities, and to be critical thinkers and agents of justice. The result is women who are empowered to be change-makers and leaders in a global society.

## HISTORY AND LOCATION

Established in 1906 by Lucy Madeira Wing “for the purpose of preparing girls for the leading women’s colleges,” the school incorporated to Madeira School in 1936, moving from Washington DC to the suburb of McLean, Virginia. Today, Madeira occupies a unique niche as the only girls’ boarding and day school located in a major metro area.

Located in Fairfax County, McLean is a lovely, walkable community that is known as one of the best places to live in Virginia. Restaurants, coffee shops, and parks are abundant, and the Potomac River and rolling hills offer residents many options for outdoor pursuits. McLean is named after John Roll McLean, the former publisher and owner of The Washington



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Post, and is home to several famous political figures and Fortune 500 companies. Its proximity to Washington, DC, along with it being one of the safest communities in the country, make it a wonderfully attractive place to live and work.

Madeira's campus is often compared to a national park given its beauty and tranquil setting. The Oval, designed to resemble Mt. Vernon, and around which both academic buildings and residential halls sit, is a central community gathering space and offers a beautiful place for students to learn, grow, and discover who they are uniquely meant to be. The campus is a reflection of the plethora of opportunities available to its students -- from a new STEAM Academic Center that opened in the Fall of 2023 to equestrian facilities to a Chapel/Auditorium that boasts 600 seats with adjacent dance studios and private music rehearsal rooms -- it is very apparent that intentional thought with an eye toward creating an environment uniquely suited to the growth of girls is reflected in each building and outdoor space that make up the Madeira campus.

## FAST FACTS

336 students

43% students of color

13% international students representing  
37 countries

4:1 student to teacher ratio

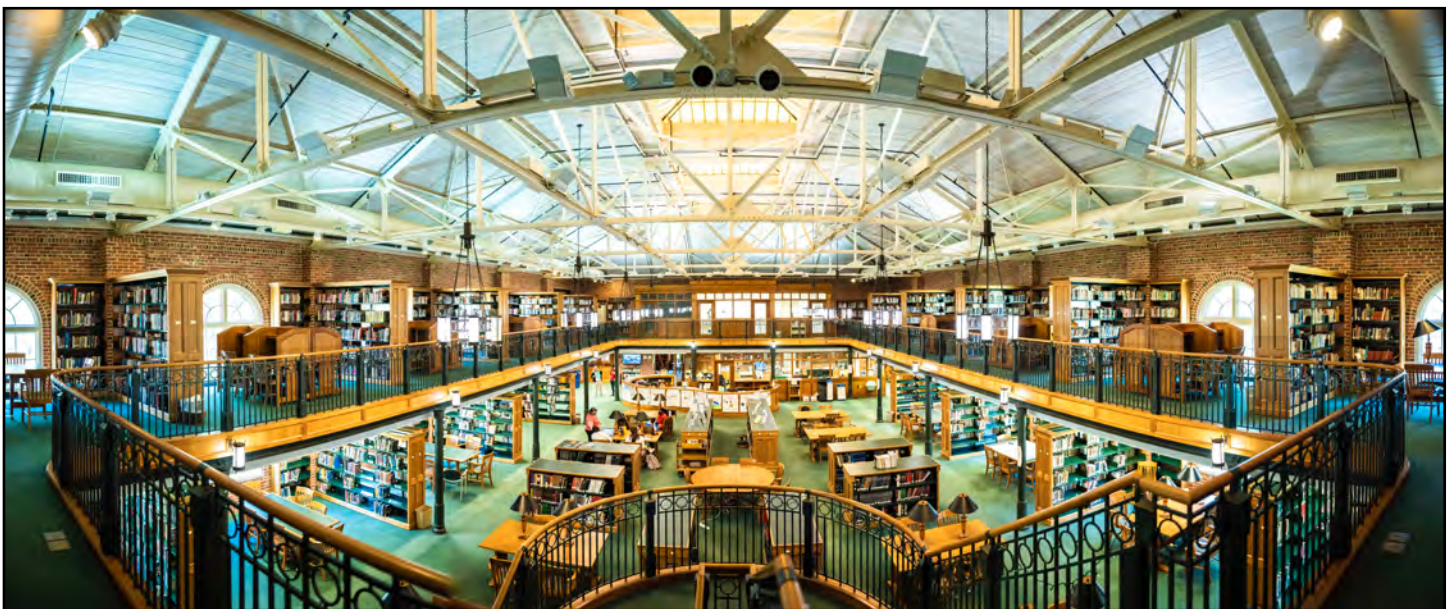
37% of students receive financial aid

51% boarding/49% day students

97% of faculty hold advanced degrees

100+ sports, activities and clubs

8,000 alumni



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teacher, dorm parent, curriculum designer, division head, and most recently, as Associate Head of School at the Wildwood School in Los Angeles have prepared her well to lead Madeira into the next phase of its educational mission. She is eager to further develop her skills as a fundraiser and to partner closely with the next CAO to fulfill the goals of the school's strategic plan and its aspirations moving forward.

Christina leads a talented team of senior administrators who are highly collaborative and united in their shared passion for the Madeira's mission.

### *Board of Trustees*

Madeira is governed by a Board of Trustees, consisting of 22 members. Nearly 75% are alumnae with the remaining 25% representing current parents. The new Board Chair is Anita Patel Tolani '91, P '24. She received her B.A. in Economics from UC Berkeley and a J.D. from the Washington College of Law at American University. Anita is the Managing Partner at Weinberg, Jacobs, and Tolani, LLP, where she specializes in business law, licensing and regulatory compliance matters, and estate planning. She is an avid supporter of Madeira as both an alumna and as a current parent to a senior.

## HEAD OF SCHOOL AND BOARD OF TRUSTEES

### *Head of School*

Christina Kyong assumed leadership of the school in the 2023-24 school year. She is beloved by trustees, faculty and staff, and students alike. Her keen intellect and warm demeanor have enabled her to build authentic relationships across campus. Coupled with her impressive educational pedigree including a B.A. in History from Smith College, A Masters in Education from Harvard, and a Certificate in Administration and Supervision from John Hopkins College, Christina has served both schools and education-focused nonprofits for 31 years. Her vast and diverse experience as a



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## ADVANCEMENT AND FINANCIAL OVERVIEW

In June of 2021, Madeira celebrated the close of a historic campaign, All the Difference, with gifts and pledges totaling \$100 million. This accomplishment places Madeira's advancement operation in rarefied air and among the top performing fundraising schools in the nation. A result of this accomplishment is the CAO's membership in the Independent Schools Leadership Group (ISLG), a subset of the Council for the Advancement and Support of Education (CASE)'s members who represent the nation's top 50 performing fundraising schools. And yet, there is still need to elevate the infrastructure to reflect best practices while broadening the community of support to ensure sustainable and robust philanthropic investments in the years to come.

Madeira boasts a \$27 million annual operating budget with income from the annual fund at \$1.6 million and an endowment valued at \$80 million. While fiscally sound, there is ambition to both increase unrestricted support through The Madeira Fund and to significantly grow the endowment. This is a reflection of the Board and Administration's desire and commitment to deepen the impact philanthropy has across campus on behalf of its students and teachers.

Tuition currently ranges from \$69,500 for boarding to \$54,200 for day students, and comprises 67% of revenues. Approximately 37% of students receive financial aid and the average boarding grant is \$47,000 while day is nearly \$19,000. Madeira has \$5 million of debt and holds nearly \$10 million in cash and capital maintenance reserves.

A comprehensive five-year strategic plan is built on four pillars (Exceptional Learning, Equity and Community, Innovative Professionals, and Enduring Sustainability) and will guide the school's programmatic course through 2027. On the immediate horizon is a need to revitalize both Madeira's barn and stables in support of the school's signature riding program and the Chapel/Auditorium. These, among other strategic priorities, will shape Madeira's next comprehensive campaign.

The Advancement Team currently consists of six members, but is budgeted to support nine FTE's. Securing strong talent for open roles in stewardship, leadership giving, and administrative support will be a priority for the new Chief Advancement Officer (CAO). The Head, Board of Trustees, and Administrative team are eager to partner with the new CAO to advance the mission of the school forward in powerful ways.

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### CHIEF FINANCIAL OFFICER KEY RESPONSIBILITIES

The Chief Advancement Officer (CAO) envisions and leads fundraising and engagement efforts for Madeira School through strategic, innovative, and collaborative efforts. This individual is an integral member of the senior administrative team and liaison to the Board of Trustees. Reporting to the Head of School, with a fully staffed team of nine, the CAO is responsible for advancing the mission of the school by broadening and sustaining a community of support whose collective philanthropic investments enable abundant possibilities. The CAO will develop and grow strong relationships both internally and externally, demonstrate a strong track record of fundraising success, have a deep understanding – and appreciation – for each phase of the donor cycle, and will inspire and grow an advancement team and operation that serves as a model for the profession.

The CAO will serve as a strategic thought leader, an inspirational storyteller, and be a visible and active member of the Madeira community. Carrying a portfolio comprised of major and principal-level prospects, the CAO will help to incite passion around the possibilities that lie ahead while coaching, partnering with, and leveraging the Head of School, Trustees, staff, and volunteers to effectively cultivate, solicit, and steward transformational investments in the school's future.

Madeira seeks to employ candidates with a high degree of cultural competency and emotional intelligence, who are passionate about girls' education and leadership, and who have a desire to fully engage in the life of the school. Ideal candidates will be progressive, intrinsically-motivated, planful yet action-oriented, knowledgeable about best practices as they relate to advancement, strategic, and highly relational.

#### *Leadership and Governance*

- Envision and develop a short- and long-term strategic plan for all aspects of Madeira's advancement program to highlight and achieve aspirational goals and objectives
- Develop and support a high-performing team of professionals dedicated to professional growth who serve as a model for the advancement profession across all facets of the department including annual giving, parent and alumnae engagement; reunions; major and planned giving, operations, and stewardship
- Partner closely with the Head of School, trustees, and key stakeholders across campus to ensure that the school's fundraising plan is data-driven and aligned to support overall school priorities
- Provide coaching and guidance to foster cultivation, solicitation, and stewardship skills for school leadership and key volunteers in order to expand the school's reach and broaden the donor community
- Lead, in partnership with trustee chairs, board committees including advancement, campaign committees, and governance to effectively support the work of advancement and assist in achieving school goals and priorities
- Use data, research, and best practice to analyze past performance and inform and drive future strategies
- Work in close collaboration with other departments, particularly the Communications & Marketing and Admissions teams, to advance the mission of the school
- Powerfully articulate and promote a case for philanthropic support that celebrates Madeira's value proposition and impact while building opportunities to enhance and sustain a strong culture of philanthropy
- Serve as a leader within the school community participating in daily life and operation of the school, extending beyond the direct responsibilities of the role
- Be a champion and model for the school's diversity, equity, and inclusion initiatives among the advancement team, broader school community, and community at large.
- Serve as a key member of the school's senior administrative team



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### *Fundraising and Engagement*

- Design and implement fundraising and engagement strategies that ensure necessary resources are available to support Madeira's strategic priorities and long-term growth; provide timely and accurate reports to the Board and school leadership that track and provide insight into progress and overall program
- Serve as the school's chief fundraiser, managing a portfolio of leading prospective and historic donors; actively engage in the qualification, cultivation, solicitation, and stewardship of these individuals, families, and organizations
- Inspire innovative, creative, and donor-centric thinking to expand fundraising capacity; lead engaging initiatives that broaden the base of support while also increasing commitments from the current donor community
- Provide strategic direction to all capital, annual, and special fundraising efforts; effectively measure success using appropriate metrics and adjust strategies as appropriate
- Develop a comprehensive plan to effectively engage Madeira constituents with a particular focus on current parents, young alumnae, and constituents of color; measure the quality of these efforts both quantitatively and qualitatively
- Lead the creation of and oversee a robust stewardship plan that celebrates the impact of donor investments, ensuring that donors feel great about giving to the school and understand the specifics of how their gifts fuel the hopes and dreams of Madeira girls

## **LEADERSHIP AND PERSONAL QUALITIES OF THE NEXT CHIEF ADVANCEMENT OFFICER**

- Strategic, nimble thinker and thought leader who remains abreast of best practices and is actively engaged in relevant professional pursuits; a life-long learner
- Effective and inspirational communicator/storyteller with outstanding oral, written, and interpersonal skills that enable meaningful and productive relationships across decades and constituencies
- Forward-thinking and innovative, a proponent of best practice who also, as appropriate, eschews traditional approaches to embrace new possibilities and strengthen philanthropic support
- Displays a comprehensive understanding of the critical role advancement plays in the life of a school, with a passion for mission and the ability to form authentic relationships amongst the diverse members of the school community
- Ability to draw connections between beloved traditions and future-focused initiatives while helping all constituents connect to the time-honored values upheld and revered by all
- Effective diplomat with the ability to make room for diversity of thought while graciously moving priorities forward
- Effective, empathic, humble, and active listener
- Talent for identifying, selecting, retaining, and inspiring outstanding advancement professionals – supporting, guiding, and championing their growth
- Confident servant leader who enjoys partnering with stakeholders to realize aspirational goals
- Proficient in utilizing data to inform decision-making, implementing strategies to enhance advancement efforts
- Organizational and managerial skill, and the ability to ensure systems and procedures are effective, efficient, principled, and equitable
- Exudes a sense of joy and appreciation for girls' education, and a love for residential life
- Demonstrates hunger to move Madeira's advancement operation to new level of possibility
- Thrives in a collaborative, close, and passionate community

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## *Work Environment & Complexity*

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. 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.

## *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.

## *Travel*

Occasional overnight travel will be expected in this position. A valid driver's license and passport are required.

## FOR CANDIDATES

- At Madeira, salaries are one component of a compensation package that includes retirement matching, health & dental insurance, and life, AD & LTD insurance. The school expects to pay a competitive compensation package with excellent benefits depending on factors such as years of experience.
- 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.

- Madeira School is fully committed to a culturally diverse faculty and student body.
- The school will always be maintained as a non-sectarian institution. The school is an equal opportunity employer. The school complies with all legal requirements in connection with admissions and access to programs, facilities and employment practices regardless of race, color, religion, sex, gender identity, sexual orientation, national origin, genetics, age, or disability.
- 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. Madeira School 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 **Monday, February 26.**

For any questions or additional information about the position, please contact either of the RG175 consultants: Emilie Henry [emilie.henry@rg175.com](mailto:emilie.henry@rg175.com) or James E. Pattison [jpattison@rg175.com](mailto:jpattison@rg175.com)