



EXECUTIVE DIRECTOR OF ADVANCEMENT SERVICES

California Institute of the Arts

Valencia, California

THE SEARCH

California Institute of the Arts (CalArts) seeks an innovative, data-driven, and highly collaborative operations leader to serve as the executive director of advancement services (EDAS). Reporting to the chief advancement officer and serving as a critical member of the advancement senior leadership team, this individual will be responsible for overseeing the data-dependent infrastructure that supports all fundraising efforts and alumna and family engagement efforts at CalArts. Further, the EDAS will foster an inclusive culture and donor-centric environment where all members of the team rely on and contribute to the success of advancement services.

CalArts embarks on this search at a pivotal moment for its advancement enterprise. The division has a once in a lifetime opportunity to build its infrastructure and grow the staff as a result of investment through restricted private philanthropy. In addition, the advancement division continues to benefit greatly from the leadership of President Ravi S. Rajan—a dynamic and data-minded leader committed to investing in philanthropy—and new Chief Advancement Officer Natalie Farrar Adams who has set fundraising at CalArts on an ambitious new trajectory. As active and accessible thought partners to the EDAS, President Rajan and CAO Farrar Adams value the need for high-functioning systems and data management to inform the success of an advancement operation and a future comprehensive campaign.

The EDAS will be a strategic and contemporary advancement leader who brings a broad and global perspective to advancement services and the use of data to help make decisions at the highest levels. The EDAS will manage a three-person team dedicated to database management; gift recording, acknowledgement, and recognition; as well as prospect research and identification. The EDAS will foster a team culture that prioritizes providing the highest-level customer service to colleagues and supports the success of frontline fundraising efforts in institutional giving, major gifts, annual giving, communications, and community engagement.

This is an exceptional opportunity for an ambitious and results-oriented advancement professional with a systems-oriented approach and a collegial and accessible leadership style to contribute to a culture that is dedicated to excellence. The EDAS will have a deep appreciation and passion for the mission, vision, and core values of CalArts, along with a strong commitment to inclusion, diversity, equity, and access.

CalArts has retained Rachel Ellenport of the national executive search firm, Isaacson, Miller, to assist in this important recruitment. Confidential inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

CALIFORNIA INSTITUTE OF THE ARTS

As the first higher education institution in the nation to offer undergraduate and graduate degrees in the visual and performing arts, CalArts is in the top tier of highly competitive art schools. Established in 1961 by Walt and Roy Disney, CalArts emerged with a bold new paradigm for arts education, the kind not seen since the Black Mountain College experiment of the 1930s that promised freedom to create with boundless imagination, unfettered by conventional expectations. Offering a curriculum that is at once imaginative and rigorous, CalArts continues to distinguish itself as a pioneer in arts education, nurturing and respecting students as artists, offering remarkable interchange with faculty across disciplines, and encouraging students to cross-pollinate and inspire each other.

CalArts has a multidisciplinary approach to its studies of the arts through six schools: Art, Critical Studies, Dance, Film/Video, Music and Theater. CalArts encourages students to explore and recognize the complexity of the many aspects of the arts. It is supported by a distinguished faculty of practicing artists and provides its Bachelor and Master of Fine Arts students with the hands-on training and exposure necessary for an artist's growth.

Located on a campus 25 miles north of Hollywood in the Santa Clarita Valley, CalArts has helped fuel several movements in the arts, its graduates fanning out internationally in every major arts arena. It now holds a prominent place in the exploding arts scene in Los Angeles, where a critical mass of emerging artists and professional colleagues both come from the ranks of CalArts alumni.

In addition to the main campus, CalArts operates the Roy and Edna Disney CalArts Theater (REDCAT), an interdisciplinary contemporary arts center for innovative performance and exhibition in downtown Los Angeles. The institute also provides arts education to underserved youth in the area through the Community Arts Partnership and maintains strong ties with an array of educational partners globally.

To learn more about CalArts, please see <http://www.calarts.edu/> and visit the addendum of this document.

Strategic Visioning Process and the Inclusivity, Diversity, Equity, and Access (IDEA) Cooperative

In March 2021, after a disruption from the COVID-19 pandemic, CalArts unveiled its online strategic framework that lists immediate goals, objectives, and tactics of an actionable plan for the next five to 10 years. *Shaping CalArts Future* is a forward-looking, insight-driven roadmap that builds on CalArts' extraordinary legacy and defines a vision for its future. The framework is meant to be a living document, one that continues to evolve and come to life in close collaboration among CalArts' faculty, staff, students, alumnx, and trustees. The below pillars are the overarching themes and questions that CalArts sought to answer in its strategic framework:

- Center the Educational Experience
- Remove Barriers to Access
- Shape our Sustainable Future

The Strategic Visioning Project brought renewed recognition that agency, diversity, distinction, empathy, equity, inclusivity, persistence, rigor, and social justice are CalArts' aspirational community values. While access was not a stated value, per se, its inclusion into the lens through which CalArts saw its future was articulated by Pillar 2 of the newly developed strategic framework.

In August 2020, CalArts' board of trustees earmarked funds and directed the president to orchestrate a central effort to identify and assess current diversity, equity, and inclusion efforts, and add the lens of access to them. In October of that year, President Rajan announced the Inclusivity, Diversity, Equity, and Access Cooperative, abbreviated as IDEA, as this coordinating effort. This cooperative of work sought to redouble the institute's efforts to confront, address, and eradicate the structural, systemic, and societal injustices that are threaded through communities in the United States and therefore also at CalArts. The major objectives were to add a focus on access to existing DEI efforts, to give visibility to the work that was already happening, and to introduce more institute-wide efforts in addition to the ongoing, more distributed efforts.

For more information on *Shaping CalArts Future*, please see <https://strategicframework.calarts.edu/>.

For more information on the IDEA Cooperative, please see <https://calarts.edu/about/institute/equity-and-diversity-idea/inclusion-diversity-equity-access-idea>.

CalArts Fundraising and Financials

Led by Chief Advancement Officer Natalie Farrar Adams, CalArts Advancement is made up of a diverse, dynamic, and growing 24-person team. Fundraising totals have continued to rise over the last several years, growing from \$8.4 million in FY2019 to \$13.4 million in FY2021. The team is on track to grow to a \$15 million operation year over year. The institute is now in the early planning stages of a comprehensive capital campaign. In addition to increasing endowed scholarship dollars, current giving opportunities provide for investment in fund curriculum innovation as well as campus-wide infrastructure and facility upgrades to ensure sustainable growth and exemplary student experiences.

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Reporting directly to the chief advancement officer, the EDAS will be a critical member of the advancement senior leadership team and guide prospect research, gift processing, and data integrity best practices. Managing a three-person team, the EDAS will have direct oversight of database management, gift reporting, campaign analytics, and prospect research. They will partner closely with and provide the highest-quality support to frontline teams and colleagues across institutional giving, major gifts, annual giving, communications, and community engagement to maximize collaboration, productivity, and sustainable growth for the division.

The EDAS works closely with the advancement staff to deal with a wide variety of functions relating to the development, implementation, maintenance, documentation, use and support of quantitative and qualitative data related to all aspects of the advancement division. They will project confidence in all aspects of data integrity and inspire confidence across CalArts, ensuring the institute's donors, alumna, and families' data and giving history is treated with the utmost integrity and care.

The EDAS must be comfortable with an open, transparent, and collaborative environment and must be able to communicate effectively. The role is expected to lead the advancement division to the next level of technological efficiency and must bring a willingness to lead required change.

Major Functions and Responsibilities

- Serve as the internal leader of a data-driven culture by developing and presenting strategic analytic models, reports, and dashboards that provide insights and business intelligence to the management team.
- Provide thought partnership to the president, chief advancement officer, and other senior leaders that frames advancement services from a global perspective, using data to help inform decision-making at the highest levels.
- Oversee the CRM database and prospect management system, an event management system, an engagement management system, and a crowd-funding platform. In addition, the ED oversees prospect research, wealth screening, and a variety of data-related special projects.
- Collaborate efficiently with the finance division. Be comfortable moving between advancement functions and finance functions in order to meet chart of account and financial reconciliation needs.
- Demonstrate a comprehensive understanding of and provide highest-level strategy for the overall responsibilities of advancement services. This includes gift processing and acknowledgments, prospect management, event management, biographical maintenance, and other data maintenance activities. This knowledge is essential for development of database policies and procedures, and in performing a liaison role across the institute.
- Develop and oversee the advancement services functions and team by establishing performance goals, metrics, and clarity with an awareness of modern privacy rules in terms of integration of data and sensitive information.
- Set clear direction and priorities for the advancement services team. Promote excellence through well-defined and measurable goals; inspire, empower, and motivate staff through active communication and delegation, placing staff members' work within the context of the institute's strategic priorities and mission.
- Provide exemplary customer service to the advancement division, the president's office, and the board of trustees.
- Establish a best-practice data analytics model that informs current fundraising strategies and will help to prepare the institute for a comprehensive fundraising campaign in the next several years.
- Prepare analytical management reports, provide ongoing systems documentation and oversight of records maintenance, oversee use and support the hosted CRM system, and supervise and constantly improve upon the gift processing, acknowledgement, and recognition functions.
- Build and strengthen trusted and collaborative working relationships between advancement services and the finance division, student services enrollment and financial aid offices, the office of institutional effectiveness, and the information technology division.
- Demonstrate, educate, and coach on best practices from the advancement services field at

CalArts, training the respective staffs to utilize both the software systems as well as analyze the data outputs for effectiveness in their work.

- Proactively utilize advanced analytical methodology to leverage the contents of the database to maximize opportunity and demonstrate advanced understanding of prospect research and best practices in the field in order to provide guidance and supervision of current research capacity.

Qualifications and Experience

Successful candidates will have the equivalent of at least seven years of experience in an advancement or development office with a fundraising program of a similar size or greater than that of CalArts. Extensive knowledge and expertise in advancement services, as well as a track record of successful staff management, including coaching and role modeling, will be essential. Successful candidates will demonstrate an inclusive and collaborative approach to partnering with colleagues, donors, and volunteers of diverse backgrounds, as well as an interest in the arts. A bachelor's degree is required; a master's degree is preferred.

In addition, successful candidates will demonstrate many, if not all, of the below skills and competencies:

- Advanced computer analysis skills, including the use of software to create documents, spreadsheets, timelines, and reports that frequently need to be upgraded.
- Ability to organize, train, and motivate staff, particularly in the gift entry and biographical maintenance functions of the fundraising system. Ability to supervise and ensure the accurate processing of gifts and pledges and ensure processing deadlines are met.
- Ability to learn, interpret, and apply a variety of complex policies and procedures with minimal guidance. The ability to share ideas and convey them in an efficient manner and the ability to work with other departments on the campus in interpretation and enacting of these policies and procedures.
- Emotional intelligence to interpret and act on emotions in themselves and others.
- Commitment to serving diverse constituents. Ability to effectively convey messages to different audiences in a variety of different formats.
- Ability to collaborate with a large team, attend to competing needs, and work effectively with coworkers to promote and maintain a positive work environment while supporting strategic partnerships and collaborative relationships across an institution.
- Grit to maintain composure when things go wrong and a sense of humor to stay sane and keep a positive attitude under any circumstances.
- Strong organizational skills, written and oral communication skills, perseverance, optimism, and the ability to think strategically and creatively toward the advancement of CalArts.
- High level of self-motivation to proactively move multiple tasks forward while documenting and sharing progress, and meeting strict deadlines.

COMPENSATION

The pay range for this position is \$94,900 - \$156,600 (grade 11). CalArts offers excellent benefits, including medical, dental, and vision insurance, sick and vacation time, retirement savings plans, and access to various health and wellness initiatives. Final salary offers are based on specific candidate qualifications and experiences and in support of equitable and consistent pay at the institution.

LOCATION

Located 30 miles north of downtown Los Angeles, CalArts occupies 60 acres on hills overlooking the incorporated city of Santa Clarita, which encompasses the towns of Valencia, Newhall, Saugus, and Canyon Country.

The Santa Clarita Valley is surrounded by the Tehachapi Mountains to the north, the San Gabriels to the east, and the Santa Susannas to the west, all visible from campus. Historically, the valley has been devoted to agriculture and cattle ranching, but the last three decades have seen the northward expansion of the Los Angeles metropolitan area. This ongoing development has resulted in new residential communities and an ever-increasing population of more than 175,000.

To learn more about Santa Clarita and the town of Valencia, please see <https://visitsantaclarita.com/>.

TO APPLY

Rachel Ellenport is leading this search with Grace Zakim and Megan Gorman. For more information, to submit a nomination, or to apply for this role, please visit:

<https://www.imsearch.com/open-searches/california-institute-arts/executive-director-advancement-services>

California Institute of the Arts (CalArts) seeks to employ faculty and staff who can engage our diverse communities of learners at the highest levels of artistic endeavor and critical thinking. Across the range of practitioners from artists to scholars and librarians, we welcome candidates who possess a demonstrated worldview and cultural competency to support teaching and mentoring undergraduate and graduate students of varied backgrounds, capabilities, perspectives, social identities, and gender expressions. CalArts is an equal opportunity employer.

ADDENDUM

LEADERSHIP

Ravi S. Rajan President

Ravi S. Rajan is the fourth President of the California Institute of the Arts, succeeding President Emeritus Steven D. Lavine.

Rajan has extensive experience in the production of art, music, theatre/dance, and film/video, as well as in senior executive roles in higher education. He became an Assistant Dean of Art+Design at Purchase College in 2005, eventually rising to the position of Dean of the School of Arts in 2012. He is a fellow of the Royal Society of Arts in London; a former member of the Tony Awards Nominating Committee, and a past president of the Asian American Arts Alliance.

Rajan is a graduate of the University of Oklahoma and Yale University. He is an accomplished musician, performing with and conducting for many large and small musical groups as well as for the theatre. His practice also encompasses producing collaborative mixed-media projects with artists, filmmakers, directors, and choreographers for museums, galleries, foundations, biennials, festivals, and venues public and private.

Natalie Farrar Adams Chief Advancement Officer

Natalie Farrar Adams joined CalArts in December 2020 following a successful tenure as the chief external relations officer at Girl Scouts of Greater Los Angeles. As a member of the executive leadership team at GSGLA, she was one of four women leading 150 staff across eight regional centers serving 47,000 girls and 26,000 volunteers.

Farrar Adams began her lifelong career in nonprofit and education as vice president of resource development at United Way of Tri-State and Harlem RBI (Reviving Baseball in Inner Cities). She has consistently demonstrated a talent for community outreach and fostering a culture of philanthropy within organizations. In her previous role at Scripps College, Farrar Adams led staff in parent-focused communications, fund development, volunteer management, events management, and donor stewardship. There, she participated in a \$175-million, seven-year campaign and oversaw a strategic giving program in her first year in the role that brought a 10% increase in annual giving by engaged parents. Before joining Scripps, she served as a senior development and communications officer for Descanso Gardens.

Farrar Adams holds a bachelor of arts in English and studio arts from Loyola Marymount University and a master in public administration from New York University.