

Open Window School

Director of Institutional
Advancement and Strategy



LOCATION

Bellevue, WA

APPLICATION DEADLINE

February 28

REMOTE SEMIFINAL ROUND

Week of March 13

ON-SITE FINAL ROUND

Week of March 27

DECISION ANNOUNCED

April 14

REPORTS TO

Head of School



12M
RECRUITING



Summary

Open Window School is thrilled to announce a national search for a Director of Institutional Advancement and Strategy charged with building a strong and lasting culture of philanthropy to support the school now and in the future. This new leadership role will bring together the current Director of Development, Director of Parent Relations and Community Events, the Development Associate, and the Director of Communications to form a dynamic, community-oriented Advancement Department. Last year, Open Window began a \$10M capital campaign that has three primary goals: Access, Excellence, and Opportunity Capital. To get this campaign off the ground, the school has leveraged the support of a leading external consulting firm to design and execute early strategy. Open Window has not undertaken a major philanthropic endeavor like this for over a decade. The Director of Institutional Advancement and Strategy will drive this campaign to a successful completion and lay the foundation for future giving. The school remains committed to a strong focus on community and connection and a set of vibrant annual giving events. The school seeks a strong leader who takes initiative, is community minded, has high EQ, and loves school. The Director of Institutional Advancement will report to the Head of School and start in the summer of 2023.

Mission

Open Window School nurtures and inspires students of high intellectual potential.





Core Values

The OWS community of faculty, staff, parents, and students reflects this mission by embracing one another's commonalities and differences, and endeavoring always to be welcoming, inclusive and respectful. This is reflected in our Core Values:

TEACHERS

We have passionate, caring teachers who 'get' gifted children.

AUTHENTICITY

We challenge, support, and trust students to do real work that matters and has an impact beyond the classroom.

LOVE OF LEARNING

We engage our students' curiosity, cultivate their passions, and encourage intellectual risk-taking within a supportive peer group.

SOCIAL AND EMOTIONAL LEARNING

We support the unique needs of gifted students through an intentional program of social and emotional learning.

COMMUNITY

Open Window is a diverse and welcoming community, united in supporting our children and families.



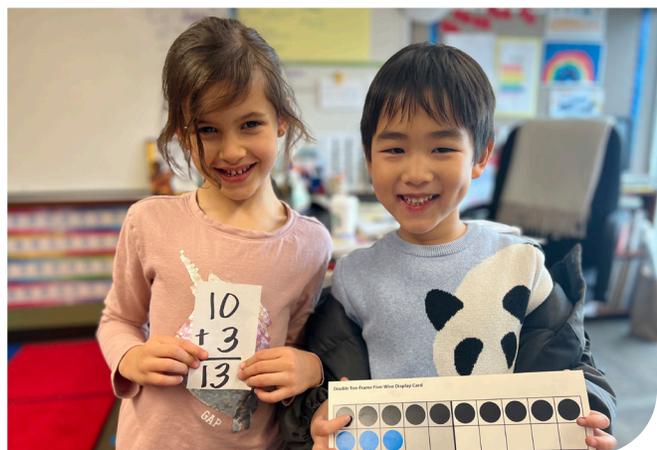
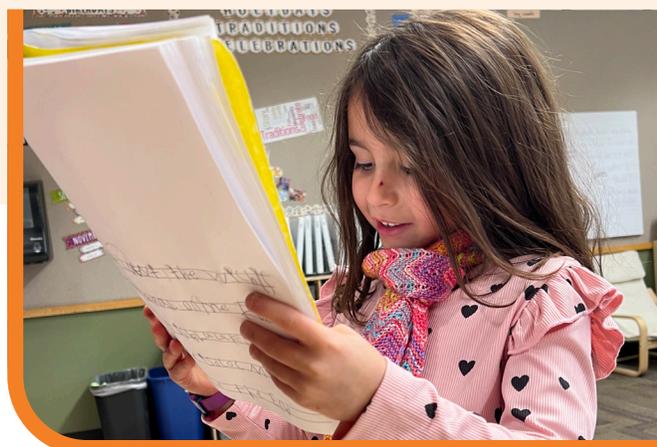
A Look Back

History of OWS

Open Window School was founded in 1985 by a group of parents who identified that their preschool children — curious, insatiable, intense, creative — needed something different than what was available in most schools. These were quirky young students who played chess, or read chapter books, or did complex math problems at a young age, kids who were obsessed with knowing the name of every dinosaur or species of bird, kids who would not wear shirts with tags or needed the seams in their socks to line up just right, kids who were curious about the vastness of space or thought deeply about justice and fairness. This group of parents somehow found each other and had the courage to imagine a school, and then build it.

The school's first home was a church basement. Thirteen years later, a cohort of parent/philanthropists contributed to the purchase of the school's beautiful property on Cougar Mountain. An equally dedicated group of parents/philanthropists funded a middle school building named Robinson Hall. The school's first 8th grade class graduated from Open Window in 2010. Donors in the past built a platform for what the students of today experience — a beautiful campus and facilities, strong programming, excellent faculty, a steady cohort of like-minded students and parents/guardians, and a vibrant, mission-focused community.

Today, OWS serves 360 students. Tuition provides a comprehensive academic experience without additional costs to parents — tablets and laptops for every student, overnight Hallmark trips included in the cost of tuition, engaged faculty with access to professional development resources, technology, labs, excellent visual and performing art program, Student Support staff, and specialists. As Open Window looks to its future, it affirms its founding commitment—to *nurture and inspire students of high intellectual potential*.



Key Statistics

Open Window parent/guardians have identified the primary race of their child as follows:

- 40% Asian
- 1% Black/African American
- 5% Latino/Hispanic*
- 4% Middle Eastern
- 32% White
- 17% Two or more races
- 6% Choose not to identify

* Students who identify their ethnicity as Latino/Hispanic are included in the self-identified race category above.

FACULTY:STUDENT RATIO

1:9

ANNUAL FINANCIAL AID ALLOTMENT

Approximately \$1 Million

ENDOWMENT

Financial Aid Endowment: \$5.5 Million

Professional Development Endowment: \$1.2 Million

FOUNDED IN

1985

STUDENT COUNT

360

CAMPUS SIZE

7.6 acres

RETENTION RATE

93.1%

ACCEPTANCE RATE & YIELD

Acceptance rate of 25.2%, with a yield of 88.2%

WHERE STUDENTS COME FROM (regions, states, international)

27 zip codes represented across the Bellevue and Seattle areas

LANGUAGES SPOKEN

44 Languages spoken at home by OWS students

MEMBERSHIP ORGANIZATIONS

National Association of Independent Schools (NAIS), Northwest Association of Independent Schools (NWAIS)

OPERATING BUDGET

\$12.7 Million

FACULTY PROFILE

Average years teaching:

11 years

53 Full Time Faculty

MATRICULATION

70% of OWS graduates attend private and independent high schools, and 30% attend public high schools.

www.openwindowschool.org



Insights from the Head of School

Gifted Education at OWS

While many schools have intellectually gifted students and programs, Open Window is a unique learning environment in which every aspect of the school has been designed for gifted learners. We believe our students are children first, gifted second; we adhere to our five core values; and we focus on meeting the academic and social and emotional needs of our students so they will realize their potential.

Open Window's students are enthusiastically engaged in learning, supported by well-trained and caring teachers who work in partnership with parents and guardians to ensure the best opportunities for every child. The Open Window community embraces both our common focus on gifted children and the diverse range of unique cultural, religious, and experiential experiences of our families.

Research in gifted education supports the need for gifted students to have a strong community of learners; they thrive when given a faster pace, deeper and more complex content, teachers that “get” them, and a peer group who shares a passion for learning. Whether in our lower or middle school, Open Window students are immersed in authentic, real-world problem solving, surrounded by a community where it is cool to be smart.

In 2023, we are living up to the innovative culture which surrounds us. We established new schedules in both divisions, using research and best practices to allocate time in a way that serves students well. After a pause due to COVID-19, we have reinstated our fall and spring Hallmark Trips, a critical element of our overall program. We have invested in additional arts classes, revamped our middle school SEL curriculum, and updated our lower school writing program. We added an afternoon bus to meet the needs of families. We are launching a pilot of a synchronous, full day, project-based online program for gifted third, fourth, and fifth graders, Open Window Online, which will open this fall.

Open Window School focuses on both the hearts and the heads of these bright young people in equal measure, believing that students will emerge from our school with a strong sense of their own identity, a grounded ethical core, a growth mindset, the ability to name and navigate their emotions, collaboration skills, and a bias toward action to make the world a better place.



Elaine Christensen

Head of School

Elaine Christensen became the head of school at Open Window School on July 1, 2020. For 27 years prior, she worked at Lakeside School in Seattle, where she served in a variety of senior leadership roles and supported numerous innovation initiatives. In our [INTERVIEW WITH ELAINE](#), she talks about her background as a competitive athlete and her vision as a school leader. Elaine is seeking a strategically minded advancement partner to support improvements in gifted education, both locally at Open Window and nationally in the ecosystem of gifted education.



Community Spotlight



William Kennedy

Incoming Chair of the Board of Trustees & Co-Chair of Campaign for Excellence and Access

William Kennedy is the incoming chair of the board of trustees and the co-chair of The Campaign for Excellence and Access at Open Window School. William's involvement with OWS began in 2002, when his oldest son enrolled at the school. His younger son joined the OWS community shortly after. William believes that OWS changed the trajectory of each of his sons' educational journeys, and the lessons and experiences from their time there continue to influence their lives today. William oversaw Open Window's previous capital campaigns, and enjoys long-standing connections with community members through his involvement with the board of trustees. He is optimistic about the promising future of Open Window, and is looking forward to engaging with a visionary leader who is passionate about executing forward-thinking initiatives for the school.



Erin Wallace

Middle School Head

Erin Wallace is the head of Open Window's middle school. After she discovered her daughter was gifted as a young child, Erin began researching gifted education, joined local chapters, and finally stumbled upon Open Window. Over the years, she watched as Open Window grew as a national leader in gifted education, and immediately applied for a position there when she and her family planned a move to Washington. Eight years later, Erin is now thrilled to welcome the director of institutional advancement to the school. She is passionate about expanding Open Window's reach to diverse communities of gifted children that may not have access to support or resources, and is excited to be a part of the school's continued evolution.



Dr. Cary Kirby

Director of Teaching and Learning & OWS Parent

Dr. Cary Kirby, the director of teaching and learning, understands the importance of gifted education. He was in a gifted program as a child, and is now passionate about being an educator for gifted students. Additionally, he is a parent to two OWS students, and ensures the school's learning environment and academic curriculum meets each child's needs. Cary is also the director of Open Window Online, the school's synchronous program designed to position OWS as a national leader in gifted education. Cary is looking forward to meeting the director of institutional advancement and strategy and sharing the magic of Open Window's curriculum with this individual.





Marissa Sandberg

Third Grade Lead Teacher
& Lower School Math
Coordinator

Marissa Sandberg is a dedicated faculty member at OWS. As the third grade lead teacher and lower school math coordinator, Marissa works with students to explore new pathways of academic growth in the classroom. She was identified as a gifted child at a young age, and sees a bit of herself in each of her students. Marissa strives to give each child the encouragement and resources she wished she had as a young girl, and feels grateful to be part of the OWS community. She continues to provide an environment of curiosity and exploration for her students each day.



Yan Guo

Co-President of the Parent
and Guardian Association
& OWS Parent

Yan Guo is an OWS parent and the co-president of the school's parent and guardian association. As a mother to two gifted children, Yan felt it was important to find a school that would be attentive to her children's social-emotional and academic needs. After enrolling her children at Open Window, Yan saw them blossom in a diverse environment of fellow gifted learners and thrive with guidance from devoted staff and faculty. She appreciates the close-knit nature of the OWS community and the relationships that she and her family have built over the years. She is excited to welcome the director of institutional advancement and strategy to OWS.



Expanding Access and Leading in Gifted Education



Open Window School is reflective, dynamic, and future focused. On campus, the school is deeply invested in creating a culture where all members of the community feel they belong. Beyond Cougar Mountain, the school is building a resource-sharing network of other gifted independent schools across the country, and piloting an innovative and entrepreneurial online branch of its program which will offer high quality gifted education at home to 3rd, 4th, and 5th graders.

Diversity, Equity, Inclusion, and Belonging

Open Window School's commitment to diversity, equity, and inclusion is strong and steadfast, based on the principle that educational excellence requires and depends on diverse perspectives and respect for difference. Diversity work is one of the school's highest priorities, and the work will never be done.

Since 2018, OWS has had a standing Diversity, Equity, and Inclusion Committee on the Board of Trustees. That committee created a Diversity, Equity, and Inclusion Strategic Plan (2019-2024) which contains specific goals, action items, outcomes, and over 100 tasks related to creating an inclusive environment, growing and supporting socio-economic diversity, identifying challenges and barriers which might impede progress toward the school's diversity goals, increasing the diversity of our student body, and the recruitment and retention of staff of color in the school. As a starting point for the Strategic Plan, the school completed NAIS' Assessment of Multiculturalism and Inclusivity survey and plans to do so again this spring or next fall to measure progress over time.



Open Window Online

Open Window Online is a brand new, high challenge, high support, project based branch of the school's program which will serve up to 30 third, fourth or fifth graders from in and around Washington State starting in fall 2023. The program will have a low student/teacher ratio, be highly collaborative, and include five or more in-person, curriculum-related excursions when students, families, teachers, and experts will connect face to face. Open Window Online students will not be left to complete packets of worksheets and tasks on their own; they will work with outstanding teachers to build skills, explore ideas, think critically and creatively, learn and practice social and emotional skills, and build a strong classroom community. A key element of the program is connecting with world-wide experts in fields connected to the curriculum. OWS believes that high quality online education is possible and serves a need for families who can't get to an on-campus independent school. The school also believes that online education is here to stay. Being a leader in gifted education means adaptation, being entrepreneurial in order to accomplish goals that can make a difference.

Association for Gifted Independent Schools

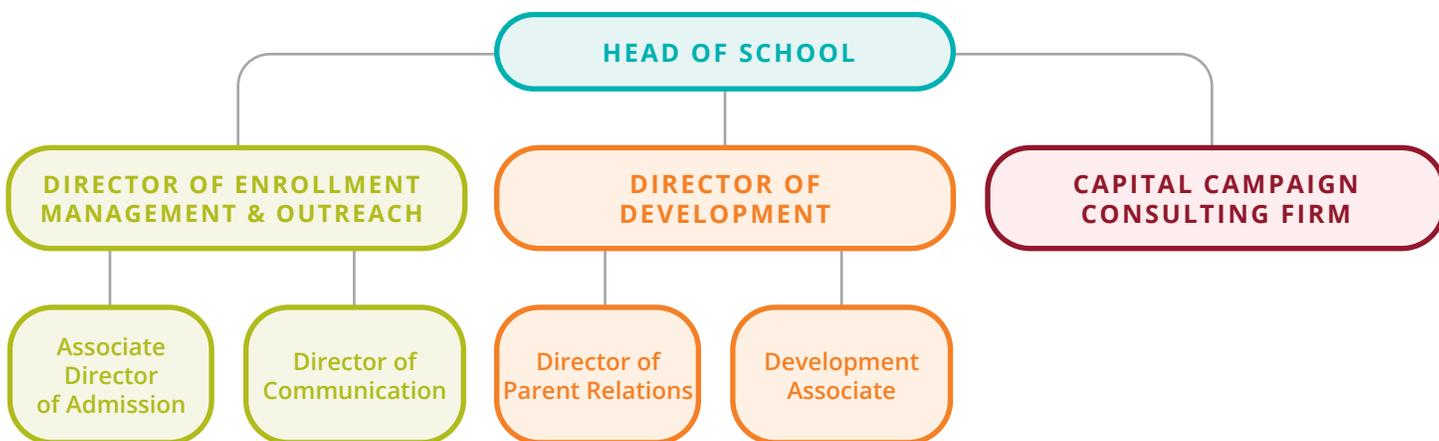
The Association for Gifted Independent Schools (AGIS) is a two-year old collaboration among five schools from across the nation that specifically serve gifted students: Open Window School, Speyer School (NYC), Nueva School (California), Grayson School (Pennsylvania), and Illinois Science and Arts Academy. AGIS is another example of the way OWS emerged from the pandemic with a growth mindset and looked for opportunities to use what the school had learned to expand its mission and impact. So far, AGIS has offered a virtual speaker series for parents and guardians focused on raising gifted kids. Speakers include Denise Pope (author and founder of Stanford's Challenge/Success) program, Kathy Nilles (Manager and Parent Services Coordinator at National Association of Gifted Children), Brian Housand (author and coordinator of the Academically or Intellectually Gifted Program at the University of North Carolina, Wilmington), and Brian Corley (founder and Chief Executive of Single Story, inc.). OWS anticipates this organization will grow to include many more of the 100+ gifted independent schools in the nation.



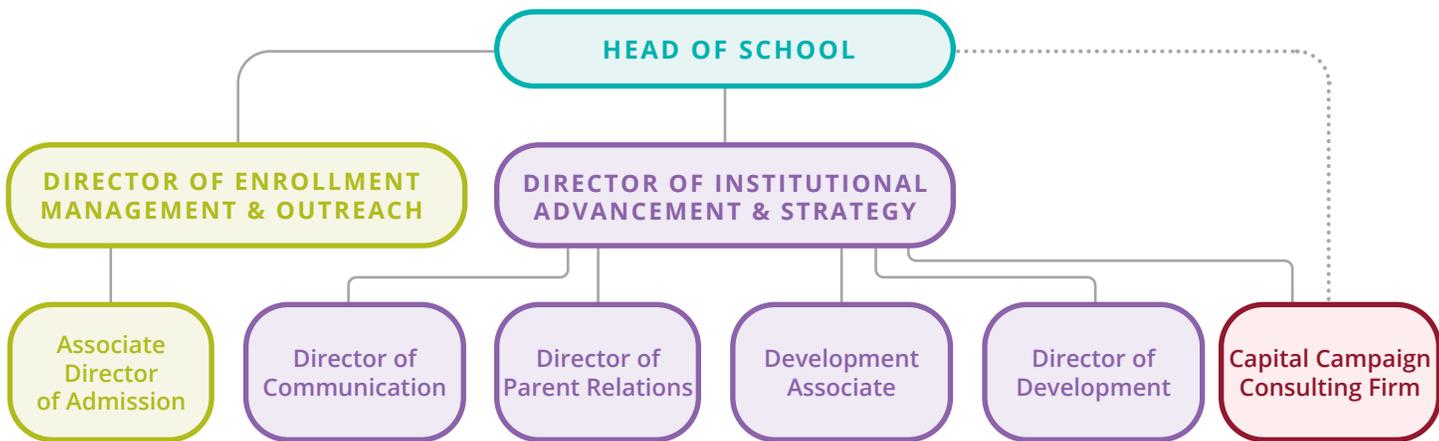
Launching an Advancement Program

The leadership structure of the school is in transition. Starting in 2023-24, the school will form an advancement department that includes the current Director of Development, Director of Parent Relations and Community Events, the Director of Communications and a Development Associate. Enrollment management will remain a parallel department reporting directly to the head. During the transition to this new model, the school will maintain an important relationship with the campaign consulting firm. The Director of Institutional Advancement and Strategy will ultimately take primary responsibility for all development, communications, and marketing work including the completion of the capital campaign. Reporting to the Head of School are seven other leadership team members, all of whom are listed at the bottom of this page.

22-23 Structure for the Admission and Development Departments



23-24 Structure for the Admission and Advancement Departments



OTHER MEMBERS OF THE LEADERSHIP TEAM:

Assistant Head of School / Director of Lower School | Director of Diversity, Equity, Inclusion, and Belonging |
 Director of Finance and Operations | Director of Strategic Innovation | Director of Middle School |
 Director of Teaching & Learning / Director of Open Window Online | Director of Technology





Background

Thirty minutes northeast of the Seattle-Tacoma Airport is Open Window School, which sits atop a high peak overlooking the diverse and growing town of Bellevue, Washington. Founded almost 40 years ago to educate intellectually gifted preschoolers, Open Window now serves over 350 students in kindergarten through grade eight, providing a program which nurtures and inspires students of high intellectual potential.

Open Window has always prioritized community. Delivering an outstanding educational program requires building individual connections between teachers, students, parents and guardians, administrators, and an engaged Board of Trustees. The faculty and staff are close-knit, and many have worked at the school for ten or more years. Admissions numbers are robust, with a 25% overall acceptance rate; program satisfaction is high; and the facilities have been adequate to meet program needs. The development team prioritizes building and sustaining relationships with each member of the community. Over time, those relationships have translated into families and friends of the school supporting Open Window annually with time, talent, and treasure. Funds raised through the annual Open Window Fund have grown every year and consistently garner approximately 80% participation from parents and guardians. The annual auction is a much-loved community event; so are Pizza Fridays, Camp Seymour, Trunk-or-Treat and myriad other events offered by the development team to build community. Families feel deeply connected to the mission, the teachers, the school, and each other because of the good work the development team does to make connections and build school spirit. The Director of Institutional Advancement and Strategy has the opportunity to leverage these deep



relationships into a robust and professional development program, that meaningfully engages and nurtures community while growing contributed revenue.

The Director of Institutional Advancement and Strategy will work with a strong team to build on a firm foundation of love and gratitude for the school and the difference it makes in students' lives. Areas of focus include the development of a lasting culture of philanthropy, the completion of the capital campaign (described below), and an expanded communications and marketing strategy to accomplish strategic goals. This person will work closely with the Director of Enrollment Management and Outreach.

It has been over ten years since the school embarked on a major capital campaign. On the one hand, that choice reflects a decision by past administrations to keep the school on a steady path of sustained excellence. To others, this length of time without embarking on a major fundraising endeavor reflects a lost opportunity; a large number of families have gone through their tenure at Open Window never being asked to "pay it forward" to future generations.

The incoming Director of Institutional Advancement and Strategy will join a community where commitment to the mission is authentic, where families feel lucky to have found a "home" for their quirky and intense students, where relationships run deep, and where the leadership team is dynamic and strong. The idea of community is not a platitude at this school; it is real. At the same time, this person will join an institution that is dynamic, willing to look to the future, explore innovative ideas, ask good questions, and seek to make a real difference.

The school seeks a builder, a do-er, a collaborator, a connector, a skilled fundraiser who is committed to the school's mission. Come join us on Cougar Mountain where we are making a real difference in the lives of the gifted students in our care!



Investing in Our Future

2019-2024 Strategic Plan

The previous Strategic Plan guided Open Window School from 2013-2019. During that period, OWS advanced and broadened the school program, grew enrollment and developed a thriving middle school; adopted a diversity commitment; deepened the endowments; upgraded key facilities; formulated a campus master plan; and increased affordability and access through revisions to financial aid policies, transportation, and overnight trips.

DEMONSTRATE LEADERSHIP IN GIFTED EDUCATION

Open Window's mission and core values form the pillars of a program that consistently serves and graduates exceptional gifted learners. OWS aspires to be widely recognized as a leader in gifted education.

CONTINUE TO ATTRACT, RETAIN, AND GROW TALENTED STAFF

The faculty and staff at Open Window are dedicated to nurturing and inspiring each child. OWS must continue to make recruiting and supporting an exemplary faculty and staff a top priority.

DEEPEN THE COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Open Window recognizes that diverse perspectives and backgrounds strengthen the school culture, educational program, and community. OWS is committed to fostering an inclusive and equitable community in which all individuals can contribute and thrive.

STRENGTHEN OUR FINANCIAL FUTURE

Open Window has long benefited from financial strength. As the school looks to the future, it must raise funds at a higher level, continue to plan responsibly, and discover new opportunities to expand its resources.

EVOLVE THE CAMPUS

Open Window's commitment to innovation and excellence shines throughout the school. OWS must ensure that the facilities always support and complement the program.



“At Open Window, I am given incredible resources and support to help gifted students unlock their full potential.”

Marissa Sandberg

Third Grade Lead Teacher &
Lower School Math Coordinator



A New Capital Campaign

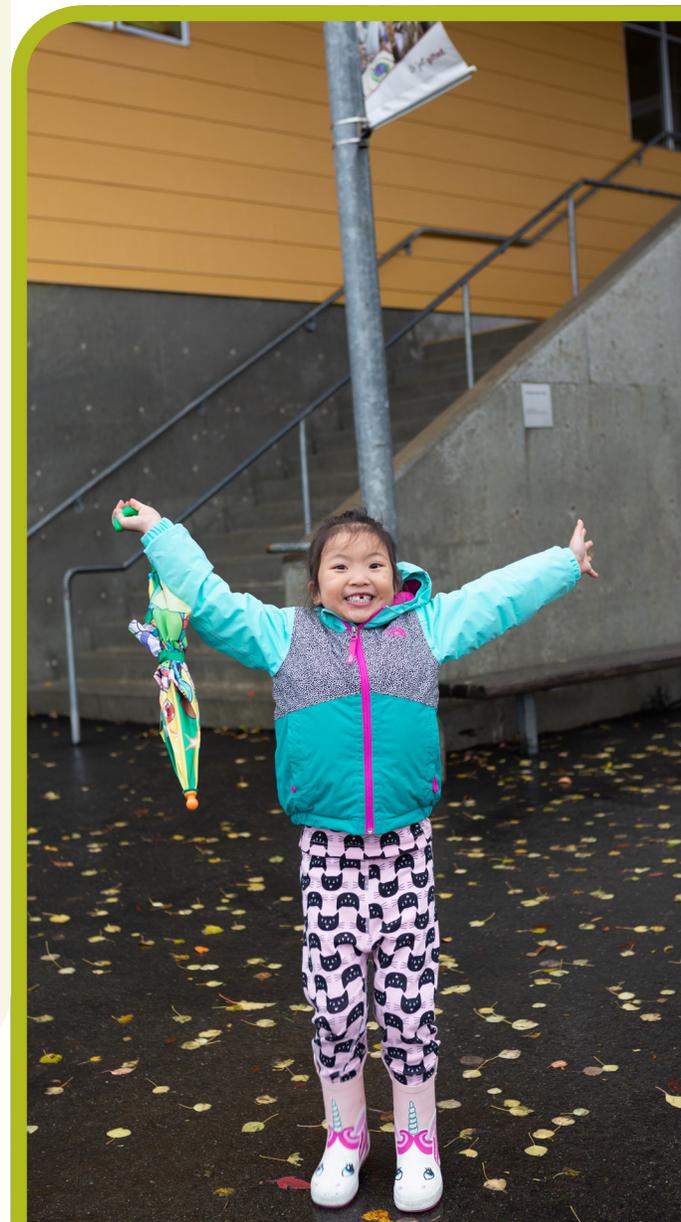
Impact

OWS is excited to embark on a three-year campaign that will invest in the school's future by supporting the people and the programs that are at the heart of OWS's success. The campaign goals stem from the priorities identified by the OWS community in both the 2018 Master Plan and the 2019-2024 Strategic Plan.

After undergoing a comprehensive feasibility study, OWS identified a working goal of \$10 million, raising funds for Excellence and Access, the foundational pillars that support OWS's strategic goals. The campaign will focus on making much-needed facility improvements, investing in the ongoing professional development of faculty and staff, reducing barriers to access, and building opportunity capital by raising both endowed and immediate-use funds.

Specifically, the funds raised for the Campaign for Excellence and Access will have the following impact:

- Creating immediate facility and programmatic improvements for every student
- Investing in the teachers who instill a growth mindset in OWS students
- Reducing the barriers to access and belonging through increased financial aid that covers the full cost of the program inside and outside the classroom
- Providing the financial flexibility to take advantage of future opportunities and say yes to good ideas
- Growing Open Window's culture of philanthropy and inspiring others to support the school



Standing on the Shoulders

Open Window School was built by inspired parents/philanthropists, who had a vision for what their children needed, and went out and made it into a reality. These parents/philanthropists created the platform for what OWS students experience today — access to a beautiful campus and facilities, strong programming, excellent faculty who “get” gifted kids, a steady cohort of like-minded students and parents/guardians, and a vibrant, mission-focused community.

OWS families and their children benefit enormously from their past generosity and vision, and now is the time to continue their work for future generations of Open Window students.

Three Major Goals

EXCELLENCE

Open Window School wants to lean into making its good teachers great by providing meaningful opportunities for teacher growth and development. OWS students thrive working with teachers who “get” gifted kids. Investing in the teachers’ professional growth allows Open Window to continue to serve gifted students with meaningful, relevant, learning opportunities and customized, intentional, and impactful curriculum.

ACCESS

Open Window School is at full capacity with 360 students and the school does not have the space it needs to serve them. Open Window needs to expand and upgrade its current facilities to unlock all the programmatic and curricular opportunities available, providing flexible and adaptable spaces which support the growth of critical thinkers and problem solvers of tomorrow.

OPPORTUNITY CAPITAL

Open Window School will invest in securing meaningful opportunity capital, providing the financial flexibility that allows the school to say yes to good ideas, fulfilling its strategic vision, and will take advantage of future opportunities that reinforce and improve its vision for serving gifted children.



Adjectives to Describe the New Leader

System builder

Pitches in

Kind

Creative

Detail-oriented

Community-focused

Visionary

Collaborative

Passionate

Inclusive

Curious



Duties

Departmental Formation and General Leadership

- Oversee the newly created advancement department, which in 2023-2024 will include a Director of Communication, Director of Development, Director of Parent Relations and Community Events, and a Development Associate.
- Provide outstanding mentorship, feedback, support, professional growth, and guidance to the advancement department while roles and responsibilities inevitably shift as the school embarks on a new model of institutional advancement.
- Remain current with advancement trends and cultivate professional standards and development by participating in educational opportunities, reading professional publications, maintaining professional networks, and participating in local, regional, and national professional organizations.
- Perform other duties as assigned.

Major Gift Giving & Capital Campaign Management

- Serve as the director for capital and major gift campaigns, and provide strategic oversight for the annual fund. Provide direction and support to the Head of School and other leaders to ensure the success of all advancement initiatives.
- Identify, cultivate, solicit and steward major gift and leadership prospects, both independently and with the Head of School.
- Work with the Head of School, Board of Trustees, and leadership team to identify needs and opportunities for future major fundraising, and develop multi-year plans to ensure that OWS develops an ongoing culture of philanthropy.

Mission-Aligned, Strategy-Driven, Community-Centered Philanthropy

- Understand and promote the role of fundraising and philanthropy in the long-term sustainability of OWS as a mission-driven 501(c)(3) to the board of trustees, the administrative team, and the parent and guardian community.
- Establish and execute strategies to build outstanding relationships between OWS and its varied constituencies, and develop, coach, and mentor colleagues, key volunteers, and trustees to take an active role in building relationships and fundraising.
- Align advancement and development initiatives to the school's ongoing goal of improving access to gifted education both within the local community as well as in the broader educational landscape.
- Implement best practices in data recording and management, gift acknowledgment and reporting, donor relations, giving policies and confidentiality of information.
- Elevate the current advancement function to increase long term strategy and efficiencies while growing contributed revenue.

Communications, Marketing, & Branding

- Work in partnership with the Director of Enrollment Management and Outreach to develop an outstanding communication and marketing strategy.
- Ensure that outreach initiatives, publications, social media marketing, and other external-facing messaging are aligned to communication guidelines and brand identity.
- Collaborate with other leadership team members on marketing and communication initiatives to expand and enhance the school's visibility and reputation as a national leader in gifted education.



Qualities & Qualifications

Professional Qualifications:

- Multiple years of increasing responsibility in fundraising, preferably in an educational setting
- Comprehensive understanding of advancement best practices
- Proven track record of fundraising success, including an ability to cultivate, solicit, and secure major contributions through excellent relationship management skills
- Experience with capital campaign planning, implementation and management
- Experience with digital media campaigns for fundraising, capital campaigns, alternative giving programs, alumni giving programs, and marketing and event management
- Immersion in diversity and inclusion work — both in training and in implementation — and an ability and commitment to aligning principles of DEI to a school's advancement strategy
- Demonstrated proficiency with fundraising technology
- Demonstrated success in supporting and supervising the work of colleagues to identify and achieve strategic organizational goals and individual employee goals
- Possession of a bachelor's degree from an accredited college or university, which is a minimum requirement, though preferably possession of a graduate degree

Leadership & Personal Qualities:

- Organized, systematic approach to running a mission-critical department
- Ability to create, analyze, and leverage performance metrics
- Excellent written and oral communication skills
- Desire to work collaboratively with other leaders throughout the school community
- Deep appreciation and understanding of Open Window School's mission and values, and an ability to align the operations of an advancement office to the school's mission and values
- Extreme discretion, attention to detail and commitment to excellence
- A builder with a creative and strategic mindset willing to solve complex problems
- Proclivity for relationship-building across different constituencies, including alumni, trustees, parents and guardians, staff and faculty, and friends of the school



How to Apply

12M Recruiting is acting on behalf of OWS to identify exceptional advancement leaders to fill this extraordinary opportunity.

DIRECT INQUIRIES TO:

jobs@12MRecruiting.com

Applications will be considered through February 28, 2023

All applications must be submitted online:

www.12MRecruiting.com/jobs/OWS

An application requires submitting four PDFs:

- Cover letter introducing yourself to Open Window School search committee
- CV or résumé
- A list of four references (include each person's name, organization, title, phone number, email, and connection to you — though we will not contact any references without obtaining your permission first)
- A response to the following prompt:

Given all you know about Open Window School from this document and your own research, what are three guiding principles you would employ during your early years of leadership as the Director of Institutional Advancement and Strategy?

Open Window School is an equal opportunity employer and makes employment decisions on the basis of merit and School needs. Creating an inclusive and professional environment where employees feel comfortable, safe, and free from inappropriate and disrespectful conduct is one of the School's core values. Open Window School does not discriminate against (in any aspect of employment, including recruiting and hiring, job assignment, compensation, opportunities for advancement, promotion, transfers, evaluation, benefits, training, discipline, and termination), nor does it tolerate harassment by any person, including, co-workers, supervisors, and third parties, on the basis of any legally protected classification or characteristic ("Protected Characteristics") which includes: race (including hair texture and protected hairstyles), creed, national origin, age, color,

sex (including pregnancy), citizenship or immigration status, honorably discharged veteran or military status, sexual orientation, gender identity, marital status, disability, use of a trained guide dog or service animal by person with a disability, and protected genetic information.

Open Window School also prohibits discrimination and harassment based on the perception that an employee falls within one of the categories of Protected Characteristics or based on the employee's association with a person who falls within, or is perceived to fall within, one of the categories of Protected Characteristics. These prohibitions apply in the workplace, on school trips, during meetings, at school-related social events, and at any other location where a School-sponsored event takes place.

