

LEADERSHIP PROFILE



The Westminster Schools
Atlanta, Georgia

Director
The Hilda & Wilbur Glenn Institute for Philanthropy and
Service Learning

THE CLIENT

The Westminster Schools has a longstanding commitment to involving students in meaningful forms of community service, believing that such activities promote citizenship and values formation fundamental to a Westminster education. To further encourage community service and citizenship, in 2003, Tom Glenn and his family established the Wilbur and Hilda Glenn Institute for Philanthropy and Service Learning (Glenn Institute). The Glenn Institute's Mission Statement is as follows:

The Glenn Institute seeks to enable and inspire students, parents, faculty, alumni, and other members of the Westminster community to develop a sense of reciprocity and make genuinely meaningful contributions to society through gifts, service, and citizenship. This mission will be pursued through education, service opportunities, and community-based experiences. The Glenn Institute also offers to serve as a continuing resource for all who might benefit from its expertise.

The Glenn Institute initiative is meant to elevate service learning and the duty of citizenship to the level of visibility enjoyed on Westminster's campus by academics, athletics, the fine arts, and the performing arts. It also seeks to have a broader impact by sharing its programs and experiences with leaders in K-12 education across the country. Current programs sponsored through the Glenn Institute include:

Philanthropy 101. Philanthropy 101 is a four-week summer program for rising seniors at Westminster that brings the principles of philanthropy to life. Students become more keenly aware of society's growing needs and begin to develop the understanding, desire, ability, and instincts for philanthropic

service. Students visit a variety of nonprofit agencies and foundations and learn how to analyze a nonprofit organization's financial statements, and how a tax-exempt nonprofit operates. While they earn no school credit, students receive a stipend of which they are required to donate a set amount to a nonprofit organization and present an informed rationale for their choice.

The History & Economics of Philanthropy in the United States (HEPUS).

HEPUS is a for credit elective course that focuses on the history, philosophy, and structure of philanthropic and nonprofit organizations in the United States. Through academic study, reflection, and volunteer off-campus experiences, students investigate family, faith, cultural values, personal passions, and community needs.

Service Learning. Service learning offers a unique opportunity for students of all ages to get involved with their communities in a tangible way by integrating service projects with classroom learning. Students not only learn about democracy and citizenship, they become contributing community members through the services they perform. Service learning projects can involve a single student or a group of students, a classroom or the entire school.

Glenn Institute Lecture Series. The Glenn Institute offers an evening lecture series. Programs include leading experts on the topic of children and philanthropy, as well as speakers who open adult eyes to new ways of making a difference in the community.

Community Service. Community service is an integral part of Westminster's culture, from Elementary School through High School. Although it is not a graduation requirement, a very high percentage of students volunteer for service activities, guided by the Community Service Coordinator.

The Glenn Institute has become a national model for the relatively new field of philanthropy education in K-12 schools. Westminster works closely with other leaders in the field to create and test new concepts, and to disseminate information broadly to others. Key partners include Indiana University's Center on Philanthropy and The LEAGUE's *Learning to Give* division.

The Westminster Schools is a Christian, independent day school for boys and girls, which seeks to develop the whole person for college and for life through excellent education. Through a passionate, talented faculty, a rich and varied curriculum, and the blessing of excellent facilities, Westminster strives to help children in the journey toward maturity, marked by personal excellence, self-knowledge, responsible citizenship, and faith in God.

Further information on The Glenn Institute and The Westminster Schools is available on the school's website: www.westminster.net.

THE OPPORTUNITY

In its first five years, the Glenn Institute has made deep inroads into life on campus, becoming an integral part of Westminster's core identity. The school has always had a deep commitment to community service, and the Glenn Institute offers new, intentional ways of living out the school's mission of shaping human beings who will make a positive difference in the world. Glenn is also having increasing opportunities to serve others nationally as it collaborates with other leaders to develop a vision for a national model for philanthropy education in all K-12 schools.

The new Director, reporting to the President of The Westminster Schools and working with the Glenn Institute's Advisory Board, will build on the solid footing now in place. Key strategic imperatives for the new leader will include:

- Lead the ongoing integration of philanthropy education and service learning at Westminster, develop creative new curriculum and programming, and coordinate philanthropic education for students, parents, faculty, alumni and other members of the school community.
- Work with national partners, lead the creation of a national movement in K-12 philanthropy education, actively participate in the network of individuals and organizations committed to the vision of philanthropy education becoming part of the core curriculum of all schools.
- Test new concepts in philanthropy education and share what the Glenn Institute has developed through both web resources and by being available to other schools, particularly those in the independent school network.

THE RESPONSIBILITIES

The Director of the Glenn Institute will be responsible for the following four key priorities:

- 1. Integrate philanthropic education fully into life at Westminster.**
The new Director will promote philanthropic education as an important opportunity and resource for all school constituencies. This will include coordinating philanthropic educational efforts on campus, developing new curriculum and programming for all Westminster audiences, and overseeing on-campus grant making programs for students and faculty.

Building strong relationships with students, faculty, parents, alumni and others who are part of the school community will be critical to success. The ultimate goal is to build a program that will permanently perpetuate philanthropy education as part of the fabric of the school.

- 2. Serve as Westminster's liaison to national and local partners.** The Director will work with national partners to expand and enrich the pool of philanthropic education opportunities and materials available. Presenting at local and national conferences, the new leader will share what Westminster is learning and exchange ideas to further strengthen the relatively new field of philanthropy education. The successful new Director will also be intentional about getting to know the leaders in Atlanta's nonprofit and philanthropic communities, nurturing strong, collaborative relationships with the school.
- 3. Develop priorities and manage human and financial resources.** Working with the President and the Glenn Institute Advisory Board, the Director will establish planning priorities for the Glenn Institute, which has a \$10 million endowment. The Director will develop and oversee an annual budget that matches financial resources with current goals, and will coordinate the work of the service learning coordinator and all related staff. Another important role will be facilitating the work of the Advisory Board and other volunteers, helping them to be effective in their support of the Glenn Institute's work.
- 4. Be a visible part of the Westminster community as a teacher and administrator.** The Director of the Glenn Institute will serve as a faculty member for the school's philanthropy courses and on the Academic Leadership Team and other internal committees. The new leader will serve as a resource for the school in all aspects of Atlanta's nonprofit sector as well as in national trends in philanthropic education. The Director will write regular articles for Westminster publications and oversee creation of strong collateral materials to build understanding of the Glenn Institute's work within the Westminster community. Planning the annual Glenn Institute Lecture Series and attracting compelling speakers to campus who are of interest to both students and adults is another key responsibility of the Director.

THE LOCATION

The Glenn Institute's offices are located on the campus of The Westminster Schools in Atlanta, Georgia. A fairly significant amount of travel, for speaking

opportunities at national conferences and meetings with other leaders in philanthropy education, should be expected.

THE CANDIDATE

The Westminster Schools is an equal opportunity employer, and a diverse set of candidates is being sought for formal consideration. The ideal candidate will have deep knowledge and understanding of philanthropy and the national philanthropy education and service learning fields, and a comfort level with K-12 independent schools.

Among the other assets and attributes being sought are:

- Passion for and commitment to the Glenn Institute's mission, with an understanding of its relevance and importance to The Westminster Schools.
- An understanding of academic institutions and the unique means by which new ideas and processes are introduced and nurtured.
- A visionary perspective, thinks in terms of future needs, future possibilities, and new approaches to getting things done.
- Excellent written and verbal communication skills, can conceptualize and envision what could be, and describe it to others.
- Success in building positive relationships based on mutual trust with people of varying ages and backgrounds – from pre-K students to the leaders of national foundations.
- A great person who has respect for teachers and likes working with children and young people.
- Enthusiasm for expansion of the Glenn Institute's contacts and reputation among the philanthropy education community at a national level.
- Warmth and tact, with an ability to understand subordinates, know when something is wrong, and deal with personnel issues in a constructive manner.
- Maturity, works well independently and brings the confidence to take initiative and bring others on board.

- Understands the power of technology and how to use it to share information with a broad national audience.
- A Master's degree in a related field is preferred.

**For potential consideration or to suggest a prospect,
please send an email to:**

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or call

**Margaret Reiser or Joan Schlachter
at
404-BoardWalk (404-262-7392).**

**For more information on BoardWalk Consulting,
please visit our [website](http://www.boardwalkconsulting.com)¹.**

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