



SAINT FRANCIS HIGH SCHOOL

MOUNTAIN VIEW, CALIFORNIA

EXECUTIVE DIRECTOR OF

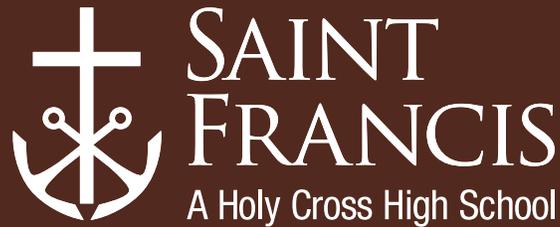
INSTITUTIONAL ADVANCEMENT

START DATE: SUMMER 2019

WWW.SFHS.COM



**Carney
Sandoe
& ASSOCIATES**



Mission

In the tradition of the Catholic Church and the spirit of Holy Cross, Saint Francis High School is committed to providing the finest college-preparatory program in an inclusive family environment, encouraging students to achieve their highest potential through:

- Spiritual development, which expresses their Christian values in the convictions of their heart and the actions of their hands.
- Intellectual development, which translates their knowledge and skills into independent and creative thinking.
- Social development, which transforms their activities and experiences into leadership in and service to the community.

Our students become Holy Cross men and women who are uniquely prepared for college, service and leadership. Holy Cross men and women are people of integrity who discover their God-given talents, respect the dignity of every person, celebrate family and bring hope to others.

OVERVIEW

Saint Francis High School (SFHS), one of the largest and most prominent independent Catholic schools in America, is seeking a campaign-experienced advancement leader and manager to join its senior administrative team. It is expected that the Executive Director of Institutional Advancement (EDIA) will embrace and embody the Holy Cross charism and help guide this extraordinary institution to the next level. The successful candidate will be a strategic thinker and will balance Saint Francis tradition with innovative leadership and external relations.

Rooted in the Catholic values of the Holy Cross tradition, Saint Francis High School is dedicated to educating the hearts and the minds of its students in an inclusive and welcoming environment. Inspired by its Holy Cross charism, the school educates its students to be well-balanced, service-oriented, and ethical young adults, prepared for college and global citizenship. All students who seek a Catholic education are welcome, and SFHS is committed to offering an accessible education in the spirit of its Holy Cross mission.

A commitment to excellence pervades all aspects of SFHS. More than 100 members of the Class of 2018 were recognized by the National Merit Foundation, with 32 of those earning the rank as Finalist. Students annually contribute more than 50,000 hours of community service, and participate in immersion trips to economically poor communities in the state and abroad. The robust athletic program, which fields 66 teams in 26 sports, has captured hundreds of titles. More than 80 arts and other extracurricular activities provide a myriad of opportunities for students to grow, lead, and excel.

The new EDIA will report directly to recently-named school President Jason Curtis, who begins work at Saint Francis on July 1, 2019. President Curtis brings extraordinary leadership, management,

Fast Facts

Founded: 1955

Location: 25-acre campus in the San Francisco Bay Area

Enrollment for 2018-2019: 1,750

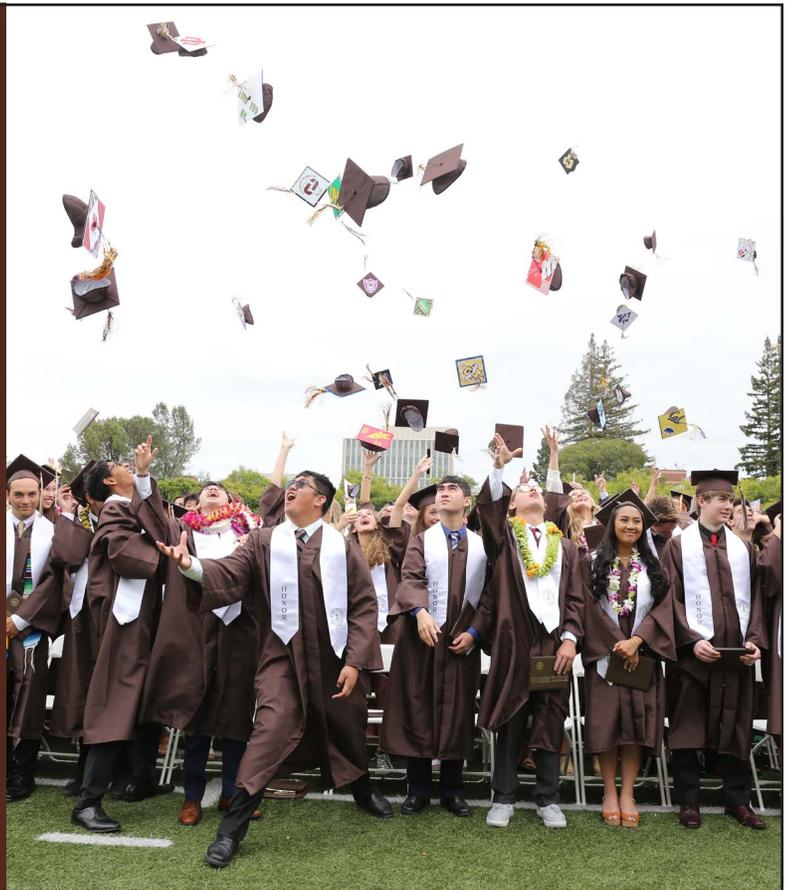
% of student body belonging to ethnic or racial minorities: 53%

Faculty: 100 full-time faculty with an average tenure of 11 years; 62% with advanced degrees

Operating budget for 2018-19: approximately \$35 million

Endowments: \$65 million

Financial aid: \$3.48 million to 17% of student body



and community engagement experience from his time as Principal at Cardinal Gibbons School in Raleigh, North Carolina. Saint Francis operates in the President/Principal model with a deep and talented management team. The Principal, Katie Teekell, joined Saint Francis in July 2018. She is an educational visionary and graduate of the school who brings a solid track record of school leadership to this vital role. The EDIA will be a key member of the senior management team and will manage a team coordinating development, community relations, and communications.

THE SCHOOL

From the foundation established by the Brothers of Holy Cross in 1955, Saint Francis High School has grown into an inclusive, diverse, and lively community of 1,750 young men and women motivated by high expectations, enduring Christian values, and opportunities to excel across many dimensions. The school draws from more than 100 elementary and junior high schools throughout the region. Saint Francis High School students are a lively, engaged group with an impressive record of accomplishments. Exceptionally well prepared, they are welcomed each year by hundreds of colleges and universities, including the nation's most selective institutions.

Among the school's greatest assets are the dedicated, 170-member faculty and staff who bring the mission to life with skill and enthusiasm. Steeped in the culture of excellence in all endeavors, the school's professionals broaden their skills across many areas of school life. In addition to their classroom responsibilities, employees coach, moderate, and/or direct student activities, demonstrating their commitment to students' success in the classroom and beyond. With an average class size of 29 and a faculty/student ratio of 1:17, faculty know their students well and provide the support and guidance each student needs for success.



The 18-member Board of Directors, highly regarded for their wisdom and their love of the school, bring a rich variety of backgrounds; currently two are Holy Cross Brothers. The full Board has eight meetings a year, with the President and the Board Chair collaboratively setting the agendas. There are four standing committees: Finance, Institutional Advancement, School, and Mission & Membership.

The Accrediting Commission for Schools of the Western Association of Schools and Colleges (WASC) granted Accreditation Status to Saint Francis High School through June 30, 2024. SFHS is also accredited by the Western Catholic Educational Association (WCEA) and is a member of the National Catholic Educational Association, West Catholic Athletic League, and Central Coast Section.

THE CONGREGATION OF HOLY CROSS

A Roman Catholic religious order founded in France more than 170 years ago, The Congregation of Holy Cross today operates more than 90 schools, colleges, and universities in the U.S. and around the world, including the University of Notre Dame. The Congregation's founder, Blessed Basil Moreau, was an innovative educator who believed "education is the art of helping young people to completeness," defining a complete education as "one in which the hands and heart are engaged as much as the mind." Holy Cross schools teach the Catholic faith, foster Christian insight into social problems, and actively engage in Christian service. They are also distinguished by their commitment to welcoming a student body diverse in faith traditions, as well as in ethnicity, academic aptitude, and socio-economic backgrounds. Holy Cross communities are characterized by a spirit of family and respect for all.



ACADEMICS

Saint Francis High School's expansive educational program is designed to produce well-rounded students uniquely prepared for college, for leadership roles, and for service to others. The robust college-preparatory, honors, and Advanced Placement (AP) curriculum includes 120 courses in eight academic departments. Graduation requirements include four years of English and religious studies, three and a half years of social studies, three years of mathematics and science, two years of a foreign language, and one year each of physical education and visual arts. Language offerings include Chinese, French, Spanish, and American Sign Language. In addition, students complete 50 directed hours of community service.

SFHS employs a rotating block schedule, with classes meeting for 80 minutes every other day. Designed to prepare students for the organizational and time management skills required in college, the longer periods also allow for interactive, in-depth discussions and group activities. Built-in collaboration periods allow students to meet with teachers, study with classmates, work on projects or do homework.

In 2012, Saint Francis launched a comprehensive initiative to place a school-owned Apple iPad in every student's hand. A student-to-student Help Desk is available, and an Educational Technologist works directly with teachers in implementing new ways to approach teaching and learning. Apple Classroom has been incorporated into classrooms to improve student engagement, and in 2013, SFHS was named an Apple Distinguished School.

The Guidance and Counseling Department is committed to helping students reach their highest potential across all aspects of their lives. The counseling model is unique at SFHS; students are assigned a Freshman Counselor who supports students with their academic and social/emotional transition to high school. Counselors assist students in their sophomore year as they transition to a Guidance & College Counselor who will work with them for the next three years and provide



academic, personal, and college advising and support. Members of the Class of 2017 matriculated at 123 institutions, with 95% admitted to a four-year institution and 99.5% attending college.

ARTS AND ATHLETICS

Blessed Basil Moreau, founder of the Congregation of Holy Cross, made teaching the arts a priority for every school he founded. Saint Francis High School has carried on this tradition by offering a comprehensive visual and performing arts curriculum and extracurricular program.

The music program includes four bands (Concert, Symphonic, Jazz, and Marching), as well as a number of small group ensembles. The choral program offers four levels of academic classes and a lively extracurricular schedule. Students compete in choral festivals and the choir often travels abroad to welcoming audiences everywhere. The theater program offers a four-year curriculum for serious theater students, as well as numerous performance opportunities for all interested students. In addition to the three major stage productions, students interested in drama can perform in several events throughout the year, including Children's Musical Theater, One Acts, and children's drama camps. Visual arts offerings include drawing, painting, ceramics, photography, printmaking, video, and graphic arts. Murals around the school campus reflect the many talents of student artists.

With a proud tradition and legacy of extraordinary success, Saint Francis High School's athletic program is a vital part of school life. Sixty-six teams are fielded in 26 sports, including no-cut options in every season. More than 1,000 students participated in one or more sports last year, including 200 students in track and more than 200 in swimming. Teams include baseball, basketball, cross country, field hockey, football, golf, gymnastics, lacrosse, soccer, swimming and diving, softball, tennis, track and field, volleyball, water polo, and wrestling.



CAMPUS

Located between the Santa Cruz Mountains and San Francisco Bay, in the heart of Silicon Valley, SFHS occupies an attractive, well-equipped, 25-acre campus that supports the wealth of opportunities available to its students.

The completion of the Kevin Makley Event Center in 2015 brought a triumphant close to the 10-year building campaign that has transformed much of the campus. Carried out in phases, the campaign included the following campus additions:

- The Angelo A. Aguiar Athletic Complex, completed in 2005, includes a 5,000-seat stadium with a newly installed turf field and an adjacent 800-seat stadium along with two locker rooms.
- Completed in 2009, the Performing Arts Center and Graham Theater provide a modern facility, including a state-of-the-art sound system, to accommodate the award-winning drama and music programs.
- In 2012, the Sobrato Family Learning Commons opened to great acclaim. It includes both a new student center and a first-class library that houses more than 100,000 print and electronic books, 55 periodicals, and 20 subscription databases available 24 hours a day to facilitate student research.
- Completed in 2015, the the Kevin Makley Event Center was the final phase of the campaign and is the school's premiere space for student and community events and activities. This spacious facility includes two gymnasiums, which are also used to host large events, a fitness center, athletic department offices, coaching center, training facility, a dance studio, a radio station and a film production studio. The dramatic Alumni Walk of Fame connects the two gymnasiums, highlighting the school's 60 years of athletic success.



MOUNTAIN VIEW, CALIFORNIA

Situated 10 miles north of San Jose and 35 miles south of San Francisco, Mountain View is a vibrant, 12-square-mile city that is home to approximately 75,000 residents and many world-class corporations, including Google, Intuit, LinkedIn, and Microsoft. A variety of small businesses, restaurants, and nonprofit organizations also thrive in this innovative and creative environment. In addition to a healthy downtown shopping district, Mountain View also features 1,000 acres of park and wildlife areas enjoyed year-round in a mild Mediterranean climate. The city is neighbor to Palo Alto, the San Francisco Bay, Los Altos, and Sunnyvale, all of which offer their own unique charms and livable communities.

OPPORTUNITIES AND CHALLENGES

The next Director of Institutional Advancement at Saint Francis High School will join an institution that seeks to fulfill its philanthropic potential. Working with fundraising consultants Campbell & Company, the School is currently conducting a feasibility study testing a comprehensive campaign goal of \$100 million. The centerpiece of the campaign will be a new Innovation Center that will accentuate Saint Francis's commitment towards STEAM education in a major way. Other key campaign components include financial aid and programmatic additions to support the new academic building. Hence, the new EDIA will be charged right from the start with leading the campaign effort, working closely with the President, Principal, Board members, and staff to elevate significantly the overall culture of philanthropy at Saint Francis. To this end the EDIA will ensure that all school communications and marketing materials are consistent and strategic to feasibility study recommendations and campaign awareness.



The Board and administration are prepared to increase the number of Advancement FTEs to accomplish the School's fundraising goals (current staff numbers 11). The Annual Fund, currently raising \$2.5 million annually, has significant room for growth. A major gift program will need to be installed that features one-on-one cultivation, as will a planned giving effort. A true constituent engagement strategy will be enhanced to ensure these efforts are achieved. Thus, the new EDIA must be a good evaluator of existing and new talent, an even better manager of people, and a teacher/mentor at heart.

The School's location has allowed it to take advantage of some venture capital opportunities provided by alumni and current and past parents. This unique aspect, dubbed the Growth Fund, funnels dollars into priority initiatives including an endowment that currently stands at around \$55 million. The EDIA works closely with the Institutional Advancement Committee and provides input to the Finance committee.

In the first year, the EDIA must come to understand and appreciate the values of the Holy Cross tradition, get to know the key donors within the Saint Francis community, move campaign planning and execution along (including assessment of staff roles and hiring additional personnel), and build a strong working relationship with Board members, the President, the Principal, and other key senior administrators. The EDIA simultaneously will be building a portfolio of major gift donors and prospects for personal oversight.

In sum, the new EDIA must like building teams and infrastructure while recognizing the immediacy and urgency of a pending campaign. Having the experience and confidence to know when the School is "ready" and managing expectations will be crucial. The EDIA will have an opportunity to be part of the new leadership team that will create its own legacy at Saint Francis and lead the School into an exciting new chapter.



DESIRED QUALITIES AND QUALIFICATIONS

The successful candidate should ideally have the following background:

- A minimum of a BA or BS degree;
- Seven to ten years of demonstrated fundraising experience in a leadership role, preferably at a university or large Catholic or independent school;
- Direct past experience with a large-scale comprehensive fundraising campaign;
- Superb communications skills;
- Ease and ability to speak in public;
- Demonstrated experience in hiring, evaluating, managing, and motivating;
- Experience with all facets of an Advancement program, from research to stewardship;
- Understanding of best practices in coordinating timely initiatives into longer-term programmatic development;
- Familiarity with relational fundraising databases.

Qualities we seek include:

- Great organizational and management skills;
- Total resonance with the mission of Saint Francis High School and the Holy Cross tradition;
- Ability to work independently and with sense of immediacy;
- Willingness to share knowledge with colleagues and volunteers;
- Flexibility and adaptability;
- Relational mindset;
- Integrity.



To APPLY

Interested and qualified candidates should submit electronically in one email and as separate documents (preferably PDFs) the following materials:

- A thoughtful, targeted cover letter expressing your interest in this particular position;
- A current résumé;
- A list of five professional references with name, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

John Clark

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Gary Dicovitsky

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