



THE  
BAY  
SCHOOL  
OF SAN FRANCISCO



Position Statement  
Director of Development Search  
The Bay School of  
San Francisco

San Francisco, California  
Start Date: July 1, 2025





# Director of Development Position Statement



The Bay School joined the extraordinary educational landscape of San Francisco (and the greater Bay area) over 20 years ago. The school's progressive core principles, emphasis on mindfulness, distinctive and innovative programs, and its stunning, unique campus in the historic Presidio National Park have all contributed to its meteoric rise. Now serving 415 students, and inspired by the enterprising leadership of Head of School, Luke Felker, Bay is eager to launch new strategic priorities that will guide the school's growth over the next five years while ensuring it remains equal to the aspirations of its students and faculty.

To effectively move these initiatives forward, Bay is seeking a creative, gritty, and seasoned professional who will partner strategically with the Head of School and volunteers to drive philanthropic investments to new heights. The ideal candidate will have proven success in building high performing teams focused and skilled at developing meaningful and productive relationships that lead to raising significant restricted and unrestricted funds. Experience in cultivating, soliciting, and stewarding annual, major, and planned gifts and planning and executing capital campaigns is required. Expertise in developing robust alumni programming that leads to engaging and giving is desired as this is an area of great potential for the future. An authentic, collaborative, and innovative leader with strong interpersonal skills and the ability to connect and engage effectively with a diverse constituency will be critical to success. Individuals who are excited to try new things, build a first-in-class program, and expand the school's impact by broadening and deepening a culture of philanthropy that powers Bay's ability to foster intellectual entrepreneurs who will be engaged global citizens are encouraged to apply.

## Mission, Precepts, and Diversity, Equity and Belonging at Bay

**Mission:** "At The Bay School, we balance challenging academics and innovative thinking with a mindful approach to learning and life. Our goal is to see students unlock their individual and collective potential so they begin to realize their roles in a dynamic world."

**Precepts:** "The Precepts were developed to inform both our individual and community choices. They are not rules, but rather aspirations; we believe that honoring the precepts in our daily lives allows us to develop strong healthy relationships with ourselves and our communities."



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Bay's Precepts are on display in classrooms, athletic fields, in artwork on walls and especially in Morning Meeting, where individuals—students and teachers alike—share how they have applied, struggled with, or found profound meaning in them. This is what makes The Bay School a unique learning community.

- We value living with kindness and honesty; we are careful truth-tellers.
- We value the importance of boundaries; we take only what is given.
- We value respecting ourselves and our friends in relationships; we don't misuse sexuality.
- We value a clear mind and a healthy, strong body; we don't intoxicate ourselves with alcohol, drugs, unhealthy food or the misuse of technology.
- We value kind speech; we don't slander or gossip.
- We value the richness of difference and diversity; we don't praise ourselves at the expense of another; we don't bully or haze.
- We value communication; we don't harbor anger or ill will, especially toward ourselves.
- We value patience with ourselves and others; we don't rush to judgment.
- We value the earth, our home; we don't pollute, we recycle, and we are careful, conscious consumers.

## Diversity, Equity and Belonging

At Bay, diversity, equity and inclusion are mission-critical principles that are foundational to academic achievement, healthy individual development, and principled civic engagement. These principles are enacted in the school's practices. Bay students are taught the skills, knowledge, and abilities to examine unquestioned assumptions about the world and self, to listen and engage with respect and empathy, and to make a meaningful impact in their communities and the world. The school acknowledges that practices are dynamic and that the work of building a diverse, equitable, and inclusive community is—and always should be—an ongoing process.



## The Program

The Bay School's program is based on its precepts, experiential and immersive learning, and mindfulness. It is the only secondary school in California to offer stand-alone, three-week, credited, and UC-approved immersive courses where students are offered the opportunity to dive deeply into an area of interest. This is a signature program at Bay, and one that is deeply valued by parents and graduates.

The school's attunement to both internal and external events is paramount to discourse at Morning Meeting, another unique program at Bay. This school-wide morning routine sets the stage for students to enter their classes with greater focus, face challenges with resilience, and connect meaningfully with the community of learners at Bay. One student described the Morning Meeting experience as "...transformative. It's a place where people are vulnerable and share very personal stories that we all learn from. Where else would that happen but at Bay?" Related to this is Bay's intentional focus on understanding and developing ethical frameworks. All students must take a religion or philosophy course to graduate, and the ideas of diverse belief systems infuse discussions in humanities courses. The school's community-wide commitment to mindfulness enables students to reflect, learn about themselves, and build deep community connections.

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## Academics

Bay takes a multidisciplinary approach to academics. The school believes that knowledge is a process, not an endpoint, and they design their curriculum accordingly. Curriculum is also dynamic, and teachers are attuned to the nuance of each class, adapting accordingly. Design thinking processes are central to how students develop intellectually. All Bay graduates enter the world with a problem-solving mindset and a set of six essential and transferable skills:

- Communication
- Collaboration
- Critical thinking
- Creative thinking
- Academic skills and responsibility
- Ownership of learning



## Immersives

The Bay School has been a pioneer in experiential education since its founding. Twice a year, students take one course for three weeks. They work intensely on a central question, with every day devoted to digging into specialized knowledge, learning from experts in the field, and collaborating with classmates. At the end of the three-week term, they produce a project or body of work to present at Exhibition. Staffulty (as faculty and staff are referred to) design these courses around a particular area of interest or expertise. Learn more about the Immersive Experience [here](#).



## Student Life

Bay is designed around and for its students. A student at Bay shared, "I am always excited to go to school because of the staffulty. We have real relationships with them—they are involved in our lives beyond academics—they attend our games, concerts, and plays!" The school aims to give students the tools to know themselves and their values, to make decisions based on what's important to them, and to create strong personal relationships. Bay is focused on developing life skills in ways that center around difference and diversity, kindness and mindfulness.



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## Athletics

The Bay School supports 18 competitive sports teams and a diverse activities program consistent with the school's values. The athletic and activities program takes full advantage of Bay's exceptional location at the center of the Presidio, the nation's largest urban national park. With more than 22 miles of running trails, playing fields, tennis courts, a golf course, a sailing club, and multiple gymnasiums nearby, students can walk, run, bike or skate to their practices, games or activity classes when the school day concludes.



## Arts

Artistic expression and creative thought are right at home at Bay. Well beyond the curriculum, students are active in the arts through the Bay Theater program, the jazz band, visual arts clubs, and more. Through visual media, music, and drama, students confront complex problems creatively and develop new ways to communicate with depth and nuance. Emphasizing a culture of playfulness, Bay's program encourages students to experiment and take risks, fostering a spirit of exploration and innovation. Beyond technical prowess, the program instills confidence and cultivates transformative expression.

## Community Engagement and Leadership

A notable feature of student life at Bay is how effectively it builds cross-grade relationships and a strong overall community where each student—and adult—can find their place and voice. Opportunities to participate and start one's own initiative abound, whether the purpose is serious or simply for fun. Learn more about affinity groups and student clubs here.

## History and Location

The Bay School of San Francisco was founded in 2004 to provide something truly groundbreaking. Inspired by a belief that a high school education could do much more than prepare students to hit the usual milestones, it could in fact equip them to face "era-defining challenges with the optimism that is made possible by a problem-solving mindset," Bay prepares students to flourish in an unpredictable world.

Located on the land of the Village of Yelamu, which is the traditional, unceded territory of the Ramaytush-speaking people, one of eight nations now referred to as Ohlone, the Bay Area was the site of trade, travel, gathering, and healing for more than a dozen Native tribes, many of whom continue to live and thrive there. In 1776, the Presidio's history as a military outpost began with the Spanish incursion and ended with its decommissioning by the US military in 1994, when it was transferred to the National Park Service. Built in 1912 as army barracks, our building at 35 Keyes is a national historic landmark. It also once served as the home of the military's School for Cooks and Bakers. The building was restored to create a home for The Bay School, which has received numerous architectural and environmental awards for its LEED-certified design.

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San Francisco, one of U.S News and World Report's Top 10 Places to Live, is a beautiful region filled with iconic landmarks, innovative companies, trendsetting residents, and people from all over the world. It is both cosmopolitan and diverse and has become a hub for biotech, clean energy, and healthcare, with world-class research institutions and medical facilities. With a mild climate and stunning natural scenery, there's no shortage of outdoor activities to enjoy—from hiking and biking to surfing and kayaking, San Francisco has something for everyone. The city's diversity is also reflected in its cuisine, making it home to an abundance of world-class restaurants and diverse food options. Also notable, San Francisco is home to several leading universities and two major league sports teams, the San Francisco Giants and the Golden State Warriors.

## Fast Facts

- Founded: 2004
- Location: The Presidio, San Francisco
- Who we are: Independent, coeducational day school serving students grades 9-12
- Enrollment: 415 students
- Flexible tuition: \$4.7 million awarded annually
- Tuition: \$64,626
- Mascot: Blue the Breaker



## Head of School and Board of Trustees

A seasoned Head of School, Luke Felker arrived at The Bay School in the summer of 2015 following a successful decade-long tenure as Head of School at Madison Country Day School, a Pre-K - 12 school in Madison, Wisconsin. From a family of educators, Luke has worn many hats over his career, from teaching at each divisional level and college advising to serving in a range of administrative positions. Luke's passion for leading young educational institutions contributed to his finding Bay, as he greatly appreciates the eminent nimbleness, dedicated communities, and commitment to innovation often found in such schools. Bay's community has been a tremendous match for Luke; he continues to be impressed by the diverse range of talents and interests within the student body and the commitment and skill of the faculty and staff. Outside of Bay Luke is deeply involved within the wider independent school community, including current service on the boards of CATDC (California Teachers Development Cooperative) and ISACS (Independent Schools Association of the Central States) and past service to WCRIS (Wisconsin Council of Religious and Independent Schools) and WAIS (Wisconsin Association of Independent Schools). Luke graduated from Dartmouth College with a BA in Government and from the University of Wisconsin-Madison with a MS in Educational Leadership and Policy Analysis.

### *Board of Trustees*

Bay is governed by a Board of Trustees whose members come from a wide range of professional and philanthropic backgrounds, representing extensive experience in education, finance, law, business, youth development, and other fields that inform their work for Bay. Trustees are dedicated to advancing equity, diversity, and inclusion, and to upholding the school's mission and precepts.

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The Board is led by Chair Nell Branco, an alumni parent of two Bay graduates (2018 and 2022) and a former Bay Area independent school counselor. Nell credits the school with not only challenging students academically but also growing “great people.” She is inspired by the strong community spirit that exists amongst Bay’s families and staff. Currently, she works as a licensed clinical social worker on the Navajo Nation in a hospital serving children and teens. Nell received her undergraduate degree in social anthropology at Harvard University and her graduate degrees in maternal and child health and social work at UC Berkeley.

## Opportunities, Challenges, and Key Responsibilities for the Director of Development

A proudly progressive school that is highly community-oriented, the team at Bay is collaborative rather than hierarchical, and key challenges at the school are met with coordinated efforts. The Director of Development (DOD) at Bay will conceive and oversee all fundraising efforts to ensure effective engagement and support from all stakeholders. The Director will develop and implement a comprehensive strategy that is bold, creative, and inclusive of all members of the Bay community. Reporting to the Head of School and with a development team currently consisting of an Associate Director of Annual Giving, Major Gifts Officer, Special Events Manager, and Database Manager, the DOD will provide leadership and vision to the creation of short - and long - term goals that will broaden and sustain a community of support whose collective investments will enable Bay to dream big and expand its impact.

The DOD will build genuine and meaningful relationships both internally and externally; have a proven track record of fundraising success;



demonstrate a deep understanding and appreciation for each phase of the donor cycle; approach the work with a pioneering spirit, sense of optimism, and lens of inclusion; and will inspire and further develop a team of professionals to foster long-term stability and growth.

In a community that values and benefits from the full participation of its constituents, the DOD will be a visible and active member and serve as a strategic thought partner. A curious, joyful, and enterprising individual will find vast opportunities at Bay and an openness to trying new things. Carrying a portfolio of major and principal-level prospects, the DOD will be an inspirational storyteller and a trusted advisor, providing meaningful opportunities for constituents to make a difference for a place they care deeply about.

Bay seeks to employ staff and faculty—collectively called “staffulty”—who foster and model curiosity, critical thinking, intentionality, good humor, and respect for diversity. Individuals with a high degree of emotional intelligence, who are passionate about the impact of education, and who have a desire to engage fully in the life of the school are encouraged to apply. Ideal candidates will be forward-thinking, able to establish clear priorities, action-oriented but collaborative, humble yet bold, stays abreast of trends and best practices, diplomatic and highly relational.



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## *Fundraising and Engagement*

- Serve as the school's chief development officer. Oversee the research, identification, assignment, cultivation, solicitation and stewardship of all current and prospective donors.
- Staff, guide, and partner with the Head of School in major gift cultivation and solicitation.
- Oversee and manage capital campaign planning, implementation, and fundraising efforts, working collaboratively with the Head of School, fundraising counsel, and fundraising volunteers.
- Establish and maintain the necessary volunteer programs and committees to enhance and maximize fundraising initiatives and foster donor engagement.
- Responsible for all constituents (alumni, parents, grandparents, and staff) engagement strategies and activities directly related to fundraising.
- Oversee Bay's policies on fundraising, gift acceptance, and data protocols and processes.

## *Leadership and Governance*

- Provide clear vision, supervisory leadership, and strategic direction for all aspects of Bay's development program that will strengthen the culture of philanthropy across all constituencies of the school.
- Manage and inspire the development team and oversee hiring, yearly performance reviews, and professional development and growth. Develop and oversee the development office budget.
- Participate in meetings of the Board of Trustees and staff the Governance and Development Committees, ensuring the smooth functioning of these committees per Bay's bylaws.
- Communicate a broad understanding and awareness of Bay's mission, precepts, values, brand, and strategic plan.
- Serve on the Head of School's Leadership Team, participating in school-wide policy decisions.
- Maintain an active and visible presence within the community.
- Remain abreast of industry standings and innovation through a commitment to ongoing learning; represent the school within local and national professional development organizations.
- Engage fully in the school's diversity, equity and inclusion programming.





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## Leadership Attributes and Personal Qualities of the Director of Development

- Deep and enthusiastic commitment to the school's mission and precepts;
- High degree of emotional intelligence, including self-awareness, self-management, social awareness and empathy;
- An active listener and curious learner;
- Superior talent for identifying, selecting, retaining and inspiring outstanding development professionals—supporting, guiding and championing their growth;
- Professionalism and discretion; ability to maintain confidentiality;
- Ability to navigate the complexities and ambiguities of leading and inspiring others in a complex, deeply invested community;
- Exceptional interpersonal, communication, and organizational skills; ability to articulate complex ideas in a credible, meaningful manner;
- Intrinsically motivated, flexible, problem-solver, and commitment to innovation;
- Cooperative, open-minded individual who appreciates the value of teamwork and collaboration;
- Growth mindset and ability to seek and utilize data to inform decision-making; implementing strategies to enhance development efforts;
- Comfort and proficiency with inspirational and informative presentation-making;
- Managing up, down, and sideways in a diplomatic manner;
- Project management and budgeting skills;
- Warmth, a strong ethical compass, values consistent with the Bay precepts and school culture, and a sense of humor.

### 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 is required.



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## For Candidates

In addition to a competitive salary, Bay also offers a strong benefits package for long term employees working at least 60% FTE, for which this position qualifies.

- 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.
- The Bay School considers all qualified applicants for employment and does not discriminate on the basis of race, color, religion, identity, national origin, ancestry, age, sexual orientation, gender identity, and gender expression (SOGIE), or any other characteristic protected by law. The school is committed to having a Staffulty and student body that reflect the diversity of the Bay Area. Bay strongly encourages those with a demonstrated dedication to social justice, collaboration, innovation and student-centered education to apply. The school also encourages BIPOC candidates to apply.
- 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. Bay will conduct thorough background checks prior to finalizing an offer.



## Salary Range

The salary range is \$175,000-\$250,000.

## 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 **February 21, 2025**.

For any questions or additional information about the position, please contact either of the RG175 consultants below:

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