



## POSITION GUIDE

**EXECUTIVE  
DIRECTOR  
OF ADVANCEMENT****ABOUT LICK-WILMERDING HIGH SCHOOL (LWHS)**

Lick-Wilmerding High School is a nonprofit, independent, co-ed, college preparatory day school serving grades 9–12 with a tradition of integrating rigorous academic courses with technical, visual, and fine arts. A private school with public purpose, Lick-Wilmerding High School develops the head, heart, and hands of highly motivated students from all walks of life, inspiring them to become lifelong learners who contribute to the world with confidence and compassion. LWHS welcomes, embraces, and supports highly motivated students, and their families, from all economic and cultural backgrounds. LWHS is highly esteemed for its dynamic academic program that integrates technical arts and allows opportunities for students to also explore visual and performing arts, athletics, and altruistic public purpose programs. LWHS furthers this mission by developing graduates with the capacity, confidence, compassion, and commitment to change the world. LWHS's [award-winning](#), state-of-the-art campus and buildings are located on 755 Ocean Avenue in San Francisco, California.

Endowed by San Francisco entrepreneur James Lick, the school first opened its door as the California School of Mechanical Arts in 1895. The “Lick School” eventually merged with the Wilmerding School of Industrial Arts and the Lux School of Industrial Training, a technical education school for girls. James Lick and Jellis Wilmerding founded a school accessible to students from all walks of life. The 556 students currently at LWHS reflect the school’s strong commitment to its history and tradition as well as its cultural, social, and socioeconomic diversity. First generation-to-college students typically make up between 7% to 14% of a class. The enrolled student body at LWHS is 12% African American, 40% Asian (including East and South Asian), 17% Latinx and 60% White with 39% of the overall student body identifying as Multiracial. In all, 69% of the student body identifies as students of color

**KEY FACTS**

- 556 total students
- 165 middle schools represented
- 69% students identify as students of color
- 145 total faculty and staff
- 60% faculty identify as faculty of color
- 8:1 student/teacher ratio
- 18.6 years - average level of teaching experience
- \$28M operating budget
- \$70M endowment
- \$7.1M financial aid budget
- 28-member [Board of Trustees](#)
- 26,000 donors
- 6,000 alumni

**MISSION**

A private school with public purpose, Lick-Wilmerding High School develops the head, heart, and hands of highly motivated students from all walks of life, inspiring them to become lifelong learners who contribute to the world with confidence and compassion.

**CONNECT WITH LWHS****VISION**

Lick-Wilmerding High School strives to cultivate a diverse, collaborative community of students and adults that is rooted in empathy, equity, respect, humility, and accountability. We commit to uphold the tenets of anti-racism and to interrupt all forms of interpersonal and institutional bias and discrimination. We aspire to create safe, joyful spaces for learning where everyone brings their whole selves, feels known and heard, lifts each other up, and engages in all aspects of life at LWHS and beyond.

Lick-Wilmerding High School is more selective than any other Bay Area independent high school, receiving up to 1,100 applications for 140 seats available for each incoming class annually. The current class of 2024 are students who have typically graduated at the top of their class from a mix of public, private, and parochial middle schools. Students are bright and exceptionally motivated teenagers with a strong interest in unleashing their potential within an authentic and inclusive school environment. Each year, 98-100% of LWHS graduates attend four-year colleges or universities; others will take a gap or attend a community college. LWHS is also highly admired for its robust Flexible Tuition Spending program that awards \$7.1 million to 34% of enrolled students. In fact, 26% of LWHS's operating budget is dedicated to ensuring flexible tuition for students and families. Tuition at LWHS covers all books, course materials, daily lunch, yearbook, athletic uniforms, co-curricular activities, and grade-level retreats.

## HEAD, HEART, HANDS

LWHS continually seeks to push the limits of academic excellence, civic engagement, arts, craft, and technology. The rigorous Head, Heart, Hands curriculum provides students with a “toolbox” with which to build lives of consequence and fulfillment and prepares them to assume responsible, ethical adult roles in the world. LWHS also prepares its students to thrive in college and to be passionate, self-directed, lifelong learners. Additionally, problem solving and collaborative skill building, including learning when to lead and when to listen, are integral to a LWHS education. Fostering innovative thought across all disciplines, most distinctively through the integration of science, technology, arts, and design, LWHS encourages students to marshal the courage to make mistakes in order to better learn and become more resilient, compassionate, and confident. LWHS further believes that mindfulness and healthy ways of being, including seeking balance in one's life, are essential to living a life of care—for self, family, community, and environment.

As the first semester ended just before the winter holidays, students proudly add to a display that dignifies the front entrance to the school and showcases objects and works they had built with their own hands. Examples of welding projects, fine furniture, jewelry, textiles, and art designed by students gives evidence to this blend of liberal arts, science, and technology embedded in the school's mission and tradition. LWHS has this unique and special proposition of living its commitment to diversity in myriad.

## ACADEMICS AND ARTS

Academics and Arts at Lick-Wilmerding High School are both rigorous and vigorous. Prior to emergence of STEM/STEAM initiatives, LWHS pioneered this visionary approach integrating liberal arts, science, and technology and has proven its efficacy. Their Head, Heart, Hands curriculum equips students with the skills, habits of mind, and commitment to build lives of excellence and meaning. LWHS's academic and arts programs foster authentic engagement, love of learning, thoughtful inquiry, and indepth analysis.







LWHS's [academic curriculum](#) offers courses in a breadth of fields. Students not only complete coursework in the core subjects of English, History, Math, Science, and World Languages, they are also required to take at least four semesters of Technical Arts, three semesters of Body-Mind Education, two semesters of Visual Arts, and one semester of Performing Arts. LWHS's challenging and compelling academic program ensures students' preparedness for college and a fruitful lifetime of learning. LWHS has a [Learning Strategies Center](#) to support students in maximizing their own unique educational experiences and a highly supportive, student-centered [Counseling Department](#). The academic reputation of the school is based on high standards in a curriculum that is rich and challenging because it is not standardized. The school does not offer any AP courses. Instead, LWHS's faculty design high-level, demanding honor courses offering rigor and depth over breadth and coverage. It is for this reason among others that LWHS is highly regarded by many top U.S. colleges and universities, including those considered as being the most highly selective.

The Arts at LWHS are vibrant and unique reflection of what makes the school so special. With hands-on processes and projects at the core, [Technical Arts Department](#) teaches at the junction of Design & Engineering & Craft in service of Connection & Community & Purpose. Courses in Jewelry, Code, Wood, Sewing, Metal, Digital Fabrication, and Electronics are places for students to skill up and connect with their humanity. The [Visual Arts Department](#) nurtures perception, thinking, and expression. Visual Arts teachers encourage students to explore their imagination, apply their experience and knowledge about the world, and trust their unique vision without fear of failure. Courses range in architecture, contemporary media and art, drawing, painting, photography, and film and video. The [Performing Arts Department](#) invites students to explore the process of artistic expression from start to stage, both in performance and beyond the classroom. Teachers educate students in craft, theory, and study of production and performance, including instrumental and vocal music, theatre, dance, and stagecraft. Fifty-seven percent of LWHS students participate in performing arts.

## ATHLETICS AND STUDENT CLUBS

At LWHS students are encouraged to develop their head, heart, and hands within the classroom and when participating in athletics. The [Athletics program](#) at LWHS is currently comprised of [36 teams](#) representing 16 different sports at the Varsity, Junior Varsity, and Frosh/Sophomore levels. The school practices good sportsmanship in all their engagements. Student athletes are supported by coaches who strive to foster the inclusive traditions of LWHS athletics and devote their time and energy to bringing excellence to their athletic program. LWHS students have access to City of College of San Francisco's Health and Wellness Center, an expansive athletic complex located across the street from the LWHS campus. Eighty-five percent of their student body participates in athletics throughout the academic year.



Outside of their rigorous academic schedule, LWHS students take advantage of a variety of co-curricular opportunities. Cocurricular clubs are a way to identify and foster leadership among the students. With over 88 [student clubs](#) to choose from, and the chance to start a club that speaks to any interest, there are opportunities for everyone to share and explore their passions. Clubs include a broad range of offerings from Beekeeping Club, Environmental Club, Girls Who Code, to Model United Nations.

### CIVIC ENGAGEMENT, PUBLIC PURPOSE, AND COMMUNITY

LWHS's curriculum is both a catalyst and a vehicle for civic engagement, offering real world insights and inspiring students to contribute their time, talent, and treasure in community work that matters. Their Center for Civic Engagement serves as a vehicle for and an expression of the school's mission and purpose. During their four years at LWHS, all students will participate in a four-year [Public Purpose Program](#) that guides students to help the local and global community in many ways, from recognizing how to apply their education and unique talents to affecting positive change and social justice. Each year, high school students provide 6,300 hours of community service through The Center for Civic Engagement. LWHS's Pact Mentor Program offers leadership opportunities for LWHS's students of color. Through the Public Purpose Program, [Peer Connect Program](#), student leadership training, and other social justice programs, LWHS students are educated to have the capacity and commitment to make the world a better place.

LWHS also has several important [community partner](#) organizations. A few examples of these partners include Aim High, Ocean Avenue Association, and Youth Art Exchange. [Aim High](#) is a nonprofit founded at LWHS in 1986 that provides free summer learning and enrichment programs to middle school students in high-need communities. [Ocean Avenue Association](#) is a community benefit district of 148 properties anchored by LWHS and provides safety, maintenance, landscaping, and beautification of the neighborhood. [Youth Art Exchange](#) is a shared creative practice between professional artists and public high school students in San Francisco.

### GOVERNANCE, STRATEGIC PLAN, AND FINANCIAL HEALTH

The 28-member LWHS Board of Trustees reflects the school's diverse community drawn from the fields of education, law, finance, and service professions. The Board is comprised of current parenting adults, parents of alumni, alumni, and community members that meet eight times a year. Trustees serve for two three-year terms on various working committees that focus on strategic initiatives for the long-term health of the school including finance, development, investment, campus stewardship, affordability, and governance. The Board is led by a President, Vice President, Treasurer, Secretary, and At-Large Officer. The Board demonstrates its deep commitment to LWHS and philanthropy by giving 100% to the school.



Every few years, the Board of Trustees engages with the school community in a strategic visioning process to identify the school's strengths and areas for focus. Several years ago, a strategic planning committee composed of trustees, faculty, and administrators spent thirteen months listening to LWHS's faculty, staff, students, parents, board, and alumni about their thoughts on the school's priorities. Common themes that emerged during this process include providing holistic support to their student and adult community and preparing students to successfully navigate today's increasingly complex society. In 2020, the Board and school announced its current [2020-2025 strategic plan](#) that centered on three primary pillars: Educate for Life, Nurture Our Dynamic Community, and Deepen our Foundation.

Despite the global pandemic, LWHS remains in robust financial health. Over the past years, the school has expanded the size of the student body, completed a historic \$28M capital campaign, expanded campus facilities to support more students, enhanced its instructional and science lab spaces, and increased their Flexible Tuition program. Their endowment has grown to \$70 million and the school has built up a robust financial reserve. In July 2023, Raj Mundra became the new Head of School of LickWilmerding High School succeeding the past Head who had successfully led the school for 11 years. Raj was most recently the Deputy Head of School for Academics and Student Affairs and Dean of Studies at Phillips Academy in Andover, Massachusetts. Working closely with the school's community, Raj is focused on advancing and implementing the school's ambitious strategic goals and helping to set the stage for LWHS's next stage of growth. To build on the school's successful legacy of philanthropy, LWHS now seeks a new, dynamic Executive Director of Advancement who will help expand their fundraising support, strengthen their culture of philanthropy, and establish effective funding partnerships to advance LWHS as a world-class educational institution.

We invite you to learn more at [lwhs.org](https://lwhs.org)

## THE POSITION

The Executive Director of Advancement provides overall vision, leadership, and direction for Lick-Wilmerding High School's advancement programs that help strengthen LWHS's reputation as a world-class school. The Executive Director of Advancement oversees the school's advancement efforts, including annual giving, major giving, leadership giving, planned giving, grants, events, donor engagement, and effective stewardship efforts. As LWHS's principal fundraising strategist, the Executive Director of Advancement will lead efforts to strengthen individual giving efforts to support the school's short- and long-term success. This position reports directly to LWHS's Head of School and serves as an essential member of the Administrative Leadership Team. Peers include Chief Financial and Operations Officer, Dean of Adult Equity and Inclusion, Dean of Faculty, Dean of Students, Dean of Teaching and Learning, Director of Admissions, Director of Athletics, Director of Strategic Communications, and Director of The Center for Civic Engagement. This leader will be a strategic partner to the Head of School as LWHS approaches their next strategic plan.





The Executive Director of Advancement will develop and implement comprehensive, effective fundraising goals and strategies to strengthen the Annual Fund, raise significant major, leadership, and planned gifts, and build and cultivate new donor relationships. The Executive Director of Advancement works closely with members of the school's Board of Trustees on strategic fundraising and planning, attends Board meetings and events, and provides staffing support for the Development, Finance, and Governance Committees. The Executive Director of Advancement will be a positive and enthusiastic face for LWHS and become a known and trusted leader to peers, faculty, parents, students, alumni, and supporters of the school. The Director also leads efforts to support future philanthropic campaigns and strategic funding projects.

The Executive Director of Advancement currently leads and manages a three-member advancement team that includes a Director of Development, Annual Fund Manager, and Database Manager and will potentially grow the team with two new positions to support school's growth in philanthropic support. The Executive Director of Advancement will enhance the team's ability to research and identify new donors and prospects, steward donors well, and meaningfully engage with alumni, parents, and grandparents. The Executive Director of Advancement must be an accomplished fundraiser with the strategic vision to lead a high performing advancement team that interacts and engages well with a range of diverse constituents. In order to be successful, the next Executive Director of Advancement must be a skilled listener, communicator, and relationship builder who can articulate clear and compelling cases for support that ensures the growth and vitality of one of the nation's premier independent high schools.

## MAJOR OBJECTIVES

Within the first 12 to 18 months, the Executive Director of Advancement will achieve the following major objectives:

- Build and cultivate a portfolio of major donors and prospects at the five- and six-figure level, with a goal of securing at least one seven-figure gift within the next three years.
- Help to build and strengthen LWHS's culture of philanthropy and engage deeply with the school community to best convey a range of compelling stories and experiences to a wide spectrum of funders and stakeholders.
- Develop positive, meaningful relationships of trust with LWHS's community and culture, including the Head of School, administrative leadership, faculty, staff, parents, grandparents, donors, and alumni.
- Lead, develop, and mentor a high-performance advancement team that meets and exceeds all goals.

## RESPONSIBILITIES

The Executive Director of Advancement will have the following primary responsibilities:

- Lead, manage, develop, and mentor the advancement team in a manner that provides team building opportunities and ensures a successful comprehensive advancement program.
- Plan, develop, and implement a strategic advancement plan that increases funding support for school operations and priorities, aligning with LWHS's strategic plan and in close partnership with the Head of School and the Board's Development Committee.



- Provide leadership to implement a structured, formalized approach to relationship management, major gift fundraising, and effective donor stewardship.
- Play a leadership role in the cultivation of major gift donors by managing a portfolio of 30-50 high-level major donors and prospects through the relationship management cycle.
- Advise, support, and partner with the Head of School's fundraising efforts and managing top donors and prospects within the assigned portfolio.
- Provide regular progress reports to the Head of School, Board of Trustees, and the Development Committee.
- Oversee constituent engagement to establish and strengthen ties with the school's stakeholder community and ensure effective stewardship for all donors through timely gift acknowledgments.
- Serve as editor of annual reports and the LWHS Alumni Magazine, from content creation, layout, production, final editing, printing, and mailing.
- Meet regularly with the Chief Financial and Operating Officer to discuss budgeting and to ensure all advancement systems, protocols, and policies align with the business office.
- Work closely with the Director of Development to develop new strategies and tactics for identifying and pursuing opportunities for existing and new major and planned gift donors.
- Work closely with Annual Giving Manager to develop objectives, strategies, and innovative ideas to grow the Annual Fund.
- Work closely with Database Manager to ensure maintenance and operations of the development database and systems/protocols.
- Oversee, manage, and attend all LWHS's fundraising events
- Actively engage in the life of the school by participating in school events and campus activities.
- Travel to meet with donors and prospects within the Bay Area region.

## QUALIFICATIONS

The ideal candidate will bring most of the following qualifications and skill sets:

- A passionate, enthusiastic commitment to LWHS's mission, vision, and values and a passion for advancing diversity, equity, inclusion, and belonging.
- A minimum of seven years of senior-level leadership experience in managing successful fundraising teams. Experience with independent schools would be an advantage.
- A strategic thinker and energetic leader with a proven ability to hire, supervise, motivate, and retain an advancement team that strives to achieve and exceed goals.





- Proven drive and achievement in the successful solicitation of six- or seven-figure gifts.
- Experience working with a committed Board and volunteers.
- Strong motivational and interpersonal skills that value honesty, fairness, responsibility, respect, and compassion.
- Ability to develop and maintain effective working relationships with a diverse spectrum of people including administrators, faculty, staff, volunteers, alumni, parents, and donors in a complex variety of multi-cultural settings.
- Strong command of current advancement technology and donor database management.
- Exceptional written and verbal communication skills with strong interpersonal, active-listening, and relationship building competencies.
- Ability to travel regionally on behalf of Lick-Wilmerding High School.

## ABOUT SAN FRANCISCO, CALIFORNIA

Consistently voted one of the best cities in the world for living, San Francisco has always been the epicenter of beauty, charm, and elegance. With a population of over 800,000 residents, San Francisco is located at the heart of the Bay Area, a nine-county, major metropolitan complex with a population of close to 8 million, making it the fifth-largest city in the nation. San Francisco's coastal climate makes weather extremely mild throughout the year. San Francisco Bay Area has one of the world's leading regional economies with thousands of technology and professional-services firms, regional and international airports, and attractive seaports.

One of the world's most ethnically diverse communities, San Francisco's art scene is vibrant and dynamic, with a rich history of artistic tradition in a wide range of media, from painting and sculpture to video and performing arts. In its energy, its diversity, and its creativity, San Francisco's art and culture scene embodies all the best of a landmark city: world-class symphony, museums, zoo, libraries, and theaters. With sweeping vistas and rolling hills, San Francisco enjoys a Mediterranean climate and year-round free cultural activities, including a range of restaurants, shopping, and outdoor activities.

San Franciscans are bound by a strong sense of pride in their region; despite the region's relatively high cost of living, many residents will tell you that they can't imagine living anywhere else. San Francisco also is routinely ranked one of the fittest, healthiest, and happiest cities in the United States. Residents in the Bay Area enjoy many transportation choices and commute to work locations in San Francisco by car, BART, bus, train, or ferry. Lick-Wilmerding High School is ideal for Bay Area commuters, located right next to I-280 and two blocks from the Balboa BART station. LWHS's central location also provides a range of other public transportation options, making the school accessible to a wide range of residential communities.



COMPENSATION AND BENEFITS

The salary range for this position is \$225,000 to \$235,000. Benefits include 100% employer-paid medical and dental plans, and vision plan (voluntary); life insurance and AD&D benefits, short-term and long-term disability insurance, long-term care benefits; flexible spending accounts (FSAs); two TIAA-CREF 403(b) retirement savings plans, including employer contributions of 5% unmatched and 2% matched (up to a total of 7%) and elective deferrals through salary; employee assistance program (EAP); commuter benefits; digital benefits card; four weeks of paid vacation (after first full year of employment; two weeks for first year), 11 paid holidays, two personal days, ten paid sick pay days annually, leaves of absence, and other time off; and a warm, collaborative, creative, and meaningful work culture. Relocation assistance will be provided for the successful candidate.

APPLICATION

Lick-Wilmerding High School has retained Campbell & Company to conduct this search. The team for this project includes Dan Nevez, Vice President, Emily Miller, Senior Consultant, and Julia McGuire, Co-President.



**DAN NEVEZ**  
*Vice President, Executive Search*



**EMILY MILLER**  
*Senior Consultant, Executive Search*



**JULIA MCGUIRE**  
*Co-President*

**APPLY NOW >**

Lick-Wilmerding High School is an equal opportunity employer. We value a diverse workforce and an inclusive culture. LWHS encourages applications from all qualified individuals without regard to race, color, religion, gender, sexual orientation, gender identity or expression, age, national origin, marital status, citizenship, disability, and veteran status.



Campbell & Company is a national nonprofit consulting firm that helps organizations create greater impact through executive search, fundraising, communications, and strategic information services. Campbell & Company has helped place exceptional leaders in all sectors, including human services, arts & culture, education, healthcare, environment, associations and membership organizations, and civic and public affairs.

Underlying all our work is a shared focus on the Campbell & Company mission: to collaborate and innovate with people who change lives through philanthropic vision and action.

Visit us at [campbellcompany.com](https://campbellcompany.com) and connect with us on [LinkedIn](#), [Twitter](#), [Facebook](#), and [Instagram](#).