



Drew School

**CHIEF FINANCIAL &
OPERATIONS OFFICER**

LOCATION

San Francisco, CA

POST DATE

February 14

**APPLICATION
DEADLINE**

March 17

**REMOTE SEMIFINAL
ROUND**

Week of March 27

**ON-SITE FINAL
ROUND**

Week of April 10

DECISION

ANNOUNCED

April 24

START DATE

July 1, 2023,
or earlier by
mutual agreement

REPORTS TO

Head of School

DREW



12M
RECRUITING

Summary

Located in the heart of San Francisco's vibrant Lower Pacific Heights neighborhood, Drew School is an independent high school enrolling 290 students in grades 9 through 12. Drew's mission speaks to a fundamental belief in teenagers that truly sets the school apart. We recognize and honor their innate gifts, talents and curiosity, and strive to develop all of them as they construct a deeper sense of self and purpose. In service of the mission, we are committed to delivering on the three essential aspects of what we believe high school should be:

ACADEMICALLY

Drew connects what students learn to what's important to them and how to apply that learning to impact the world in a supportive environment that will not just prepare them for college, but will equip them with the skills and competencies required of a 21st century global citizen. Our work around anti-racism, equity and inclusion is central to our focus in building multicultural competencies and empathy to help build a more just world.

SOCIALLY

Drew becomes a second home for our students where they will explore their independence and feel safe and validated in a welcoming, energetic and diverse community that celebrates their individuality and interests.

PERSONALLY

Drew's faculty and staff see each student as the individual they are and encourage them to not just use but to amplify their distinct voice as they discover a newfound sense of agency to use what they learn in their life.

About the Role

Drew seeks an experienced leader as its chief finance and operations officer (CFOO), who will report directly to the head of school. The CFOO works closely with the head of school and the board of trustees to develop and execute the school's long-term financial strategy, planning, and analysis. The CFOO will work collaboratively with other members of the school's strategic leadership team, and oversee the business office, facilities, operations, technology, and HR. The CFOO also works closely with the head of school and the board of trustees to develop the school's long-term financial strategy, planning, and analysis. The school is about to embark on a new strategic planning exercise and would like to grow its endowment to support enhancements to the program and increases to faculty compensation. A talented and engaged CFOO partner will be essential for these and many other school-wide initiatives. Drew would like to onboard its next CFOO this spring, but no later than July 1, 2023.

MISSION

Drew knows and believes in teenagers. We engage each student in a process of intellectual discovery to develop an individual voice, the confidence to express it, and the empathy to understand its impact.



Our Beliefs

Drew believes in teenagers - their ideas, their dreams, their opinions, and their potential. That's why we've created a high school community that challenges the traditional definition of success and celebrates achievement one student at a time. The result is that our students develop into fascinating individuals who are sought after by colleges and who know themselves well when they step out into the world.



Our Campus

Our campus is a hub of educational creativity where students are encouraged to reach their full potential. Located in the heart of the Lower Pacific Heights neighborhood of San Francisco, our campus gives students the ability to explore the urban city while receiving an incredible education. Visit our website to watch our virtual campus [tour](#).



Equity and Social Impact

Drew's inclusive community is made up of diverse individuals and allows every single person to show up and be their authentic selves. Equity and social impact work at Drew fosters an environment in which equity and respect for others are core and where people can show up without concern of prejudice.

The goal of equity and social impact work at Drew is:

- To allow students to learn about themselves as multifaceted individuals.
- To learn about and how to respect the differences and similarities of others.
- To be able to broaden awareness about the world and how it interconnects with one's own life.
- To develop cultural competency.
- To build a community of trust, honesty, openness, dialogue, and respect here at Drew.

Drew's Commitment to DEIB

In order to allow for Drew's mission to empower student voices and maximize impact, the Drew community is committed to equity, representation, and social justice that is grounded in a community of care. Drew brings these values to life through curriculum and programs that promote respect and belonging. Drew's approach reflects its belief that social justice work is grounded in appreciation for, expression of, and attention to each person's intersecting identities.

By creating an inclusive environment without tolerance of discrimination, Drew provides the opportunity for continuous challenge and growth. Drew holds itself accountable to these values through its policies and practices.





Learning at Drew

Learning at Drew is all about understanding; not just the memorization of information for the sake of passing an exam. It is our belief that information delivered to a student that doesn't seem to have relevance in the life of that student becomes quickly forgotten.

True understanding is long lasting and therefore far more useful than simply knowing. Understanding something means the student can explain it, teach it, and make someone else understand it.

While 'knowing' can be temporary, understanding is for the students to keep. It is active and can be applied or used in multiple contexts, built upon, related, extrapolated, and thought about critically.

Understanding is also liberating. It allows the student to engage deeply, to approach solutions creatively, often leading students to discover their voice, their purpose, and passions. Understanding is also empowering as it will instill a sense of agency in their ability to translate what they learn into meaningful action.

We want students to be able to apply the understanding and skills developed during their four years at Drew in a variety of situations and conditions that they will be exposed to; even those none of us cannot anticipate at this time. It is this concept of understanding that is at the heart of a Drew education.



Key Statistics

FOUNDED

1908

LOCATION

San Francisco, CA

STUDENTS

290 students in grades 9-12

From 53 different ZIP codes

Over 25 affinity groups and clubs;

26 interscholastic teams

RELEVANT ASSOCIATIONS & MEMBERSHIPS

National Association of Independent Schools (NAIS); National Business Officers Association (NBOA); California Independent Schools Business Officers Association (Cal-ISBOA); Association of Technology Leaders In Independent Schools (ATLIS)

CAMPUS

Three-story urban campus with an open courtyard in the heart of San Francisco, which includes a 275+ seat theater, dedicated learning commons, and a Makers Lab

FACULTY & STAFF

Over 30 full- and part-time faculty, with a faculty-to-student ratio of 9:1

87% of teachers hold advanced degrees

FINANCIALS

Operating budget of \$12million; 44% of the student body receiving financial aid totaling more than \$3 million

ACCREDITATION

California Association of Independent Schools (CAIS) and Western Association of Schools and Colleges (WASC)

DIVERSITY

47% of students self-identify as people of color

Website

www.drewschool.org





Experiential Education at Drew

Drew's learning culture promotes intellectual discovery, exploration, and growth. Through academically challenging and innovative courses, Drew students engage in learning experiences that involve active problem solving and creative, critical thinking. This form of active learning allows students to challenge their ideas about identity, social justice, and their place in the world around them. Students learn to ask pressing questions, explore ideas in depth and to demonstrate understanding by applying and adapting what they learn beyond the confines of a traditional classroom. Direct experience allows students to develop skills and values, and strengthens structures for students to become lifelong learners and productive members of the community.

Experiential Electives expand each student's process of exploration and intellectual discovery. As regularly scheduled explorations within Drew's academic schedule, students select two Experiential Electives per year to delve more deeply into their individual interests and try new activities. The options change throughout the year and are taught by Drew faculty who share and deepen their own passions with students.



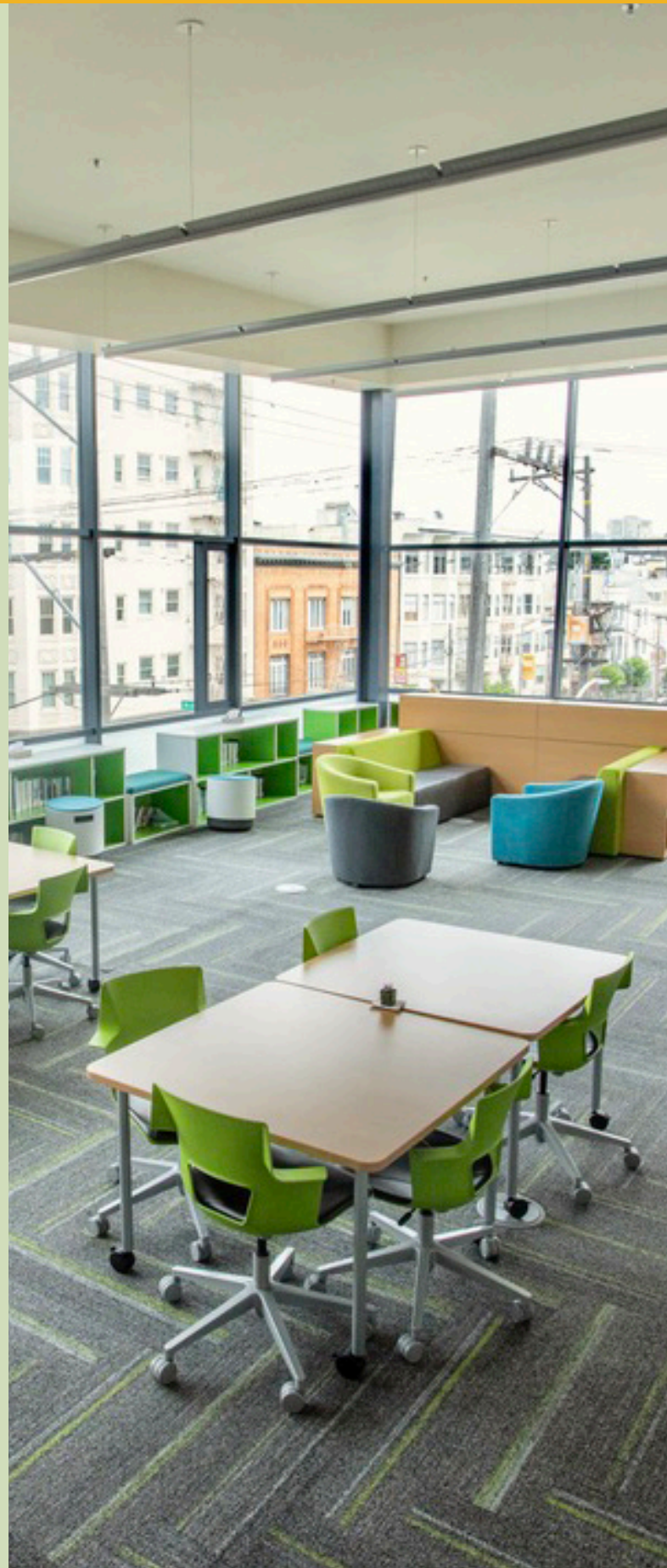
Signature Programs

DEALL Week

DEALL (Drew Education for Active Lifelong Learning) Week is an immersive event where students and faculty stretch their limits, deepen their learning, and strengthen the Drew community. Academic courses pause for the week, giving the community the opportunity to expand the meaning of classroom into the local and global community and experience how their learning in school shapes their journey in the wider world. These hands-on experiences are educational, broadening, and core to Drew's mission. DEALL activities range from far-reaching trips to local Bay Area adventures and community service to academic pursuits right from campus.

Senior Projects

A capstone to each student's time at Drew, Senior Project challenges fourth-year students to craft an independent project that enables them to explore an academic, creative, or professional interest that will facilitate their passage into a world beyond high school. During the final semester of their senior year, students will reflect upon their learning experience, identify an area of personal interest, and engage with a self-developed essential question that they explore through real-world research like interning or volunteering with an expert in their field of interest. Ultimately, students create a product that has a community-based purpose. To culminate the process, students present their projects to the Drew community.





On the Horizon for the CFOO

Drew's CFOO will lead several strategic projects that contribute to the school's long-term financial stability. Each of these initiatives will require the CFOO to collaborate with faculty, staff, and the leadership team to make forward-thinking decisions. It is important for the CFOO to bring a big-picture focus to each project while keeping the Drew student experience at the forefront of all decision making.

Growing the Endowment

The school recently entered the quiet stage of an endowment campaign, which aims to raise the endowment from \$500,000 to five million dollars over the next three years. In partnership with the director of advancement, the CFOO will work closely with the head of school and board of directors to develop and execute the endowment strategy in a way that supports the long-term needs of the school.

Leveraging a Real Estate Asset

Drew has purchased a two-unit apartment building adjacent to the school. There is no debt on the property, which currently sits vacant and is utilized only for overflow storage. The next CFOO will be tasked with developing and executing a long-term strategy to most effectively make use of the property.

Additional Opportunities

There are also a number of unique and potentially not-yet considered opportunities for Drew to partner with its community neighbors and vendors. Drew leases athletic facilities from a nearby community center and has a long-standing relationship with a church across the street from which they currently lease a parking lot. Drew is in a mixed-use neighborhood with retail, commercial, and residential properties. To a creative, strategic, and innovative CFOO, any one of these elements could represent additional growth opportunities.





Leadership at Drew

Drew's strategic leadership team includes seven senior administrators, each overseeing a functional area of the school. The assistant head of school, a recently added position to the team, oversees academics and curriculum working with the dean of students and dean of social equity and impact. The other members of the strategic leadership team include the director of admissions, and the director of advancement. The CFOO will oversee the business office, front office, the facilities team, and the technology office.

The CFOO will directly supervise a **business manager**, **facilities manager**, and the **director of technology**, in addition to two off-site part-time contractors: the **controller**, and the **human resources partner**. The CFOO also has two shared direct reports – an **operations manager**, who also serves as the head of school's executive assistant, and the **accounts payable clerk**, who also works with the assistant head of school as the school's registrar.



David Frankenberg

Head of School

David Frankenberg has served as the head of school at Drew since 2016. The school has been blessed with stable leadership for decades; David's predecessor was at the helm for 25 years prior to David's arrival. David was born in Argentina and spent much of his adolescence in Hong Kong, and he leverages these international perspectives as part of his innovative style of leadership for Drew. The board of trustees likewise shares a forward-thinking, mission-driven approach to shaping the next chapter for Drew.

We invite you to watch our **INTERVIEW** with David, who discusses the importance of finding a highly skilled and mission-aligned CFOO to join the community at Drew.



Background & Opportunities

Drew is an innovative, progressive, independent high school located in the heart of San Francisco. The school's experienced, dedicated, and passionate faculty and dynamic student body form the core of Drew's supportive and engaging community. Drew aims to develop and amplify each student's individual voice, encouraging each student to engage in a process of intellectual discovery, personal growth, and empathic learning. Drew's curriculum focuses on experiential learning, global awareness, local community involvement, citizenship, and support of individual talents and strengths.

Drew's physical footprint is well-utilized, bringing thoughtful design elements such as cafe-style seating, a rooftop event space, numerous music studios, a light-infused learning commons, and an exterior living wall – one of only a few in the city of San Francisco – as focal points to its campus. The hallways are adorned with student artwork and filled with conversations about the next theater performance or athletic event, all testaments to the variety of opportunities Drew students have to follow their passions and find their voice.

Embracing its Identity

Now in its 115th year, Drew School has refined its own voice within the independent school community of San

Francisco. Many decades ago, Drew was positioned as one of several options for traditional, college preparatory academics. While Drew absolutely readies its students for higher education, the school now embraces a highly progressive model of education that helps students discover and explore their passions, rather than pushing them down a single preparatory path. Drew's students are able to develop leadership skills and receive the intellectual stimulation needed to figure out who they are and what they want to become.

During the successful 25-year tenure of its former head of school, Drew underwent its most significant campus renovation to-date in 2001, followed by the addition of a 45,000 sq. ft. performing arts wing in 2011. The former head of school also oversaw a complete rebranding of the school in 2015, setting the stage for Drew's board and leadership team to leverage this new identity in the school's next phase of programmatic growth—which is now underway.

Now completing his seventh year as Drew's head of school, David Frankenberg has brought a truly innovative and globally-minded educational approach to Drew, and is optimistic about its forward momentum. The school also recently welcomed an assistant head of school for academics, who now oversees all areas of academics



and curriculum and works as a partner to the head of school to augment the school's programs. Throughout the changes to the school's campus and identity in the past three decades, the Drew community has managed to retain its supportive, close-knit feel. Many faculty and staff have known each other for years, which only adds to their willingness to pitch in to help their colleagues when needed – a characteristic of the community that was truly vital during the challenges of the pandemic over the past three years.

The Role

A key example of this attitude is exemplified by Drew's current CFOO, who in the past five years has successfully lead the school through the operational challenges of the pandemic, implemented detailed and transparent financial reporting, and worked hands-on with all of his direct reports and a wide range of other school functions to ensure the nonacademic needs of the school run smoothly. In doing so, the CFOO garnered trust and support from the Drew community and set the stage for the incoming CFOO to holistically assess the school's needs at a strategic level, and develop innovative solutions to ongoing financial and operational challenges and opportunities.

Untapped Potential

Specifically, Drew faces a highly competitive market of independent schools in San Francisco. While its program is unique, the relatively small size of Drew's campus limits its ability to offer students an onsite gym or cafeteria for lunch services, and most significantly, it limits the school's enrollment capacity. These factors contribute to the increasing burden placed on annual tuition raises to support the school's operating budget, and by consequence, an increased demand for financial aid.

In response to these financial pressures, the school's recently-launched endowment campaign holds vast potential for the CFOO to work directly with the director of advancement, head of school, and board of trustees to creatively reignite Drew's culture of philanthropy and develop an investment strategy to support the school's long-term needs. Additional goals include revising Drew's financial aid strategy, reducing the school's overall debt and targeting a balanced budget, and benchmarking faculty and staff salaries to area medians.

Another underutilized resource is the adjacent duplex that Drew purchased. The property currently serves as Drew's overflow storage space, but there are many ways the school might turn it into a more productive asset. This could involve selling the property, developing a capital project to use the space more effectively, or opening up the space as a creative way to build partnerships with the local community - among other options. The CFOO will be instrumental in assessing the best way to utilize the adjacent duplex in support of Drew's long-term financial goals and operational needs.

The day-to-day operations and facilities oversight will continue to rest in the hands of two direct reports – an operations manager, and a facilities manager. The operations manager will support the CFOO in overseeing areas such as schoolwide systems and process improvements, event coordination, exploring partnership opportunities with lunch service vendors, and coordinating shared parking and athletics facilities with partner schools or businesses.

With these exciting opportunities on the horizon, Drew School is excited to welcome its newest CFOO on July 1, 2023, or sooner as mutually agreed.



Does this Opportunity Inspire You?

What Drew Seeks Most

- Outstanding financial and operational counsel to the head of school and board of trustees
- Collaborative and servant leadership to the many different department managers overseen by the CFOO
- A willingness to dive into the details but an ability to stay committed to critical, long-term, strategic plans
- Creative, innovative, and visionary partnership to the assistant head of school, director of advancement, and director of admission, all of whom work regularly with the CFOO on major financial and operational projects and initiatives

Adjectives to Describe the CFOO

Analytical

Open-Minded

Collaborative

Patient

Creative

Relational

Curious

Strategic

Empathetic

Visionary



Specific Duties

Financial Strategy

- Provide strategic direction for use of financial resources to achieve the school's strategic priorities, reduce the school's debt burden, and ensure the long-term financial health of the institution.
- Build multi-year budget models and forecasts and develop key performance indicators to achieve the school's strategic priorities for its operating and capital budgets, along with its investments and endowment.
- In partnership with the head of school and other members of the leadership team, identify and explore alternative revenue streams including creative uses of existing property, and community partnership opportunities.
- In partnership with the director of admissions, develop, execute, and manage the school's financial aid budget.

Visionary Leadership

- Work with each school department to provide transparent and proactive financial reporting, planning, and budgeting processes that build trust among administrators, faculty, staff, students, alumni, parents, and trustees.
- Supervise on-site and outsourced business office staff, and evaluate and ensure that institutional and business office staffing levels and budgets are sufficient to meet the ongoing needs of the organization.
- Proactively communicate with department leadership to ensure that teaching, learning, and all other aspects of the school's program, as well as scheduled events, are adequately supported by the school's operating procedures.
- Consider creative uses of on-campus and off-campus space to better support the facilities needs of the school's academic programs, build community partnerships, and oversee capital improvement projects as needed.

Operational Oversight & Compliance

- Supervise the facilities manager, director of technology, and operations manager to ensure operational services that deliver a high quality of life for students and faculty, and that are commensurate with financial resources available.
- Develop multi-year capital improvement budgets, forecasts, maintenance schedules and other operations plans and projects to meet the evolving needs of the school.
- Report to the board and work with its committees on strategic matters of operational risk, planning, safety, compliance, and budgeting.
- Ensure that the school is in compliance with all local and state reporting requirements.
- Report directly to the head of school, and perform other duties as assigned.



Drew is looking for candidates who can demonstrate...

Qualifications:

- Bachelor's degree required; Master's degree or MBA preferred
- 7+ years of strategic financial planning experience, including the use of technology for financial analysis, modeling and reporting
- 5+ years of team leadership experience and demonstrated ability building teams, including supervising managers or directors, preferably in an educational, not-for-profit, or mission-aligned organization
- A comprehensive skill set for oversight of financial reporting, budgets, investment and endowment strategy, accounting, facilities, construction and project management, HR, technology, and risk management

Qualities and Competencies

- A genuine belief in Drew's mission and an excitement to join a close-knit and supportive community as a key strategic partner to the head of school and other leadership team members
- An analytical, detail-oriented, organized, and passionate approach toward process improvement, financial and operational project management, and decision making
- Demonstrated quantitative and analytical skills in support of projecting, developing, and managing capital and operating budgets
- Outstanding communication, collaboration, and relationship-building skills, including the ability to work with board members and school leaders to contribute positively to organizational morale
- A flexible, creative, and innovative approach to problem solving
- The ability to establish, implement, and maintain operational policies, procedures, controls and standards in a complex environment with multiple demands and on time and attention
- Exceptional collegiality, and a relational approach to leadership, and the ability to motivate a team of direct reports and to hold others accountable to a high level of performance

Additional Information

This is a full-time, in-office, 12-month senior leadership position. The CFOO must be available to represent the School at community-wide events and board-related meetings, which may take place on evenings and weekends. The salary range for this position is \$225,000 to \$275,000, depending on qualifications and experience.



How to Apply

12M Recruiting is acting on behalf of Drew School to identify exceptional finance and operations leaders to fill this extraordinary opportunity. Please direct any inquiries to:

GABRIEL LUCAS

Principal, 12M Recruiting
jobs@12MRecruiting.com

Applications will be considered through March 17, 2023

All applications must be submitted online:
www.12MRecruiting.com/jobs/drew.

An application requires submitting four PDFs:

- Cover letter introducing yourself to the Drew 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:

Drew is about to embark on a major strategic planning exercise. As the new CFOO, how would you imagine yourself playing an integral role in that process?

