



Lead with Purpose

THE CAMPAIGN FOR BISHOP'S

Recognizing Excellence

Our plan to secure the talent of Bishop's faculty





Join us as we embark on a historic effort to sustain Bishop's most essential resource: our teachers.

At The Bishop's School, our faculty nurture the intellect and character of each child through skill, trust and sincere connection. They have done so for generations.

To sustain this legacy, Bishop's must stand out in today's intensely competitive hiring market. We must secure Bishop's as a principal destination for the most sought-after teachers. As a faculty investor, you will help launch a recruitment and retention strategy that is truly groundbreaking.

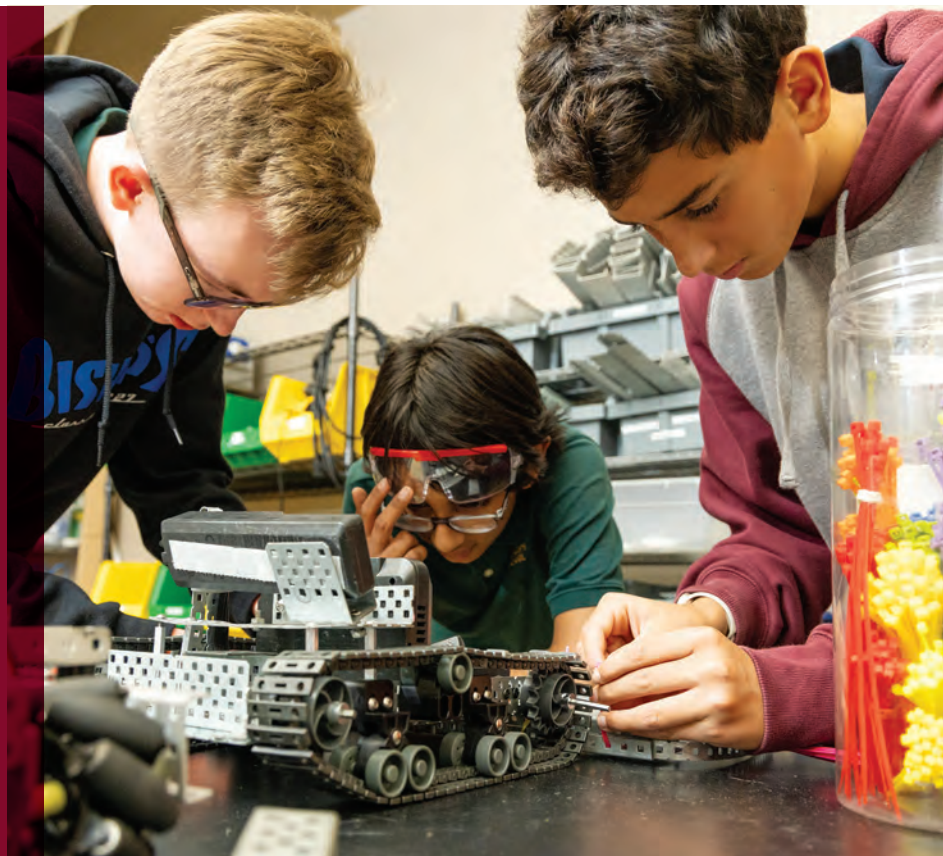
Together, through the *Lead with Purpose* campaign, we honor and uphold the extraordinary teachers who change students' lives — today and for the future.

Excellence in Teaching: Past, Present and Future

Since 1909, Bishop's faculty have guided more than 10,000 graduates toward success in college and purposeful lives. Through this campaign, we ensure their legacy of excellence continues unbroken. We celebrate the teachers who distinguish Bishop's past and shape its present and future, including these examples and many, many more.

Innovators and Adaptors

Lani Keller, Ph.D. and Marcus Jaiclin, Ph.D. lead Bishop's creative sciences department, helping students explore across disciplines and experiment with confidence. Since its inception in 2017, these dynamic teachers have generated enormous excitement and demand among both students and fellow teachers. In conjunction with robotics and computer science, their department helps deliver a comprehensive computer science curriculum that begins in sixth grade and includes three post-AP-level classes; a thriving robotics program with regular participation in national competitions; a summer internship program that has Bishop's students earning academic credit in laboratories throughout San Diego; a cutting-edge commitment to artificial intelligence; and much, much more.



June Dandliker
math teacher

“Mrs. Dandliker inspired us to think on our own. She wasn't a teacher who taught straight algorithms. She would present us with problem-solving and ask us, 'What would you do to figure this out?'”

— former student



Jim Updegraff
Latin teacher

“His classroom had a sign on the wall, 'Welcome to Latin Country.' When you slapped that sign, it meant you were away from whatever concerns you had. It was a place where Mr. Up was really pulling for you.”

— former student



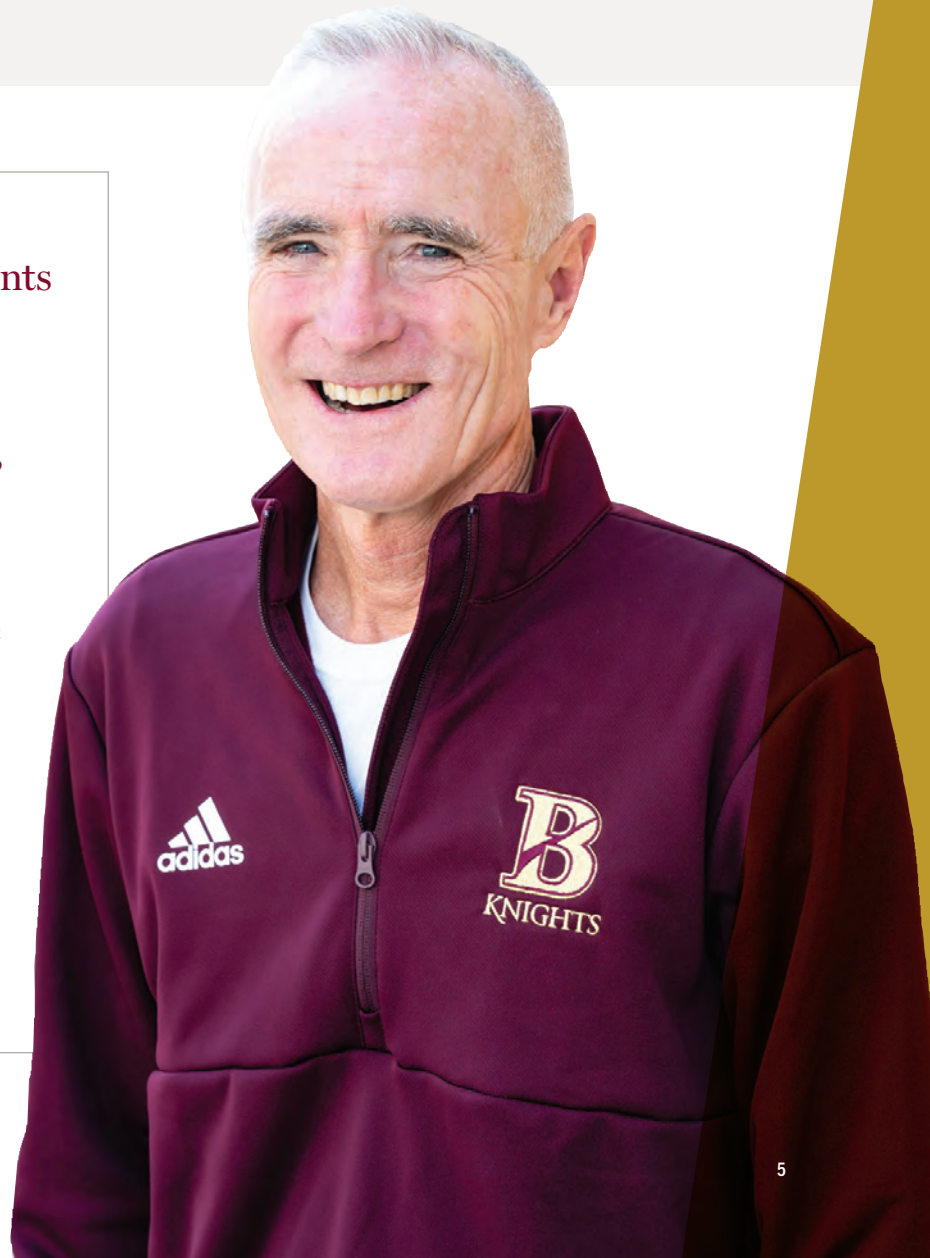
Well-rounded World Citizens

Across disciplines, Bishop's faculty prepare graduates to be engaged scholars who appreciate both the sciences and the humanities. In Catherine Michaud's English class, *The Writing Process*, for example, students delve deeply into different forms and genres, emerging with authentic voices and skillful technique. In Tiffany Vandeweghe's history classes, students examine the beliefs, values and lasting impact of some of the world's oldest civilizations. Expert teachers uphold Bishop's commitment to the humanities and help students explore the attributes that define us as human beings.

“In middle school, our students are on the cusp of figuring out who they are and what inspires them. As a teacher, if I can help them discover a sense of curiosity and a desire for excellence, I hope that transfers not only to their other courses but also to their lives in general.”

— **David Johnston**

middle school math teacher, volleyball
and soccer coach



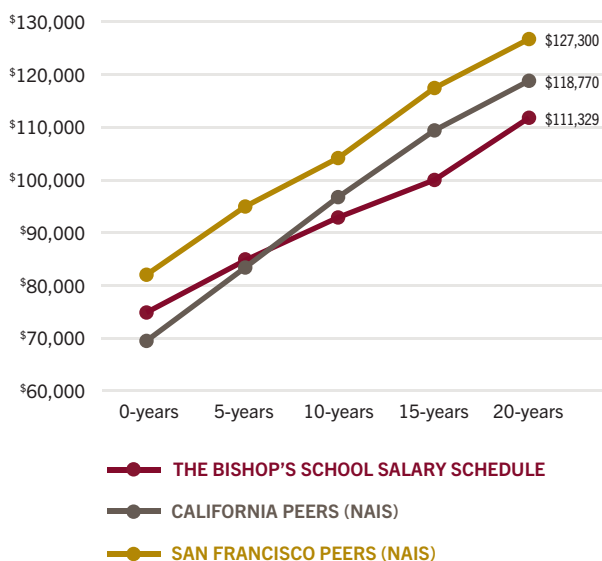
Bishop's Will Lead In California and Beyond

At Bishop's, we pay our faculty well, but we are still outpaced by peer schools in key markets. We will solve this significant challenge in stages until Bishop's is an unequivocal leader in California and beyond. With your support, Bishop's will take its first decisive step forward. The *Lead with Purpose* campaign will raise \$22 million for new endowment resources, allowing Bishop's to increase base salaries for faculty. Together, we will narrow the compensation gap by at least 50 percent compared to San Francisco peer schools (see chart below).

- In 2023, we hired a nationally-recognized consulting firm to help us evaluate Bishop's faculty compensation against competitor schools. Their study shows that Bishop's pays below our National Association of Independent Schools (NAIS) peer group in California for faculty members who have more than five years of teaching experience. Furthermore, we trail the San Francisco/Bay Area market in all experience levels. (See *Chart A*.)
- Meanwhile, Bishop's must also compete for the best faculty nationwide. Candidates looking to make a move to California will compare offers in cities like San Francisco or Los Angeles.
- For the majority of recruited candidates, a move to San Diego County can appear to be impossible. San Diego is regularly cited as one of the top-five most expensive cities in the country by U.S. News & World Report.
- For many current faculty, the economic pressure potentially impacts their ability to remain at Bishop's. Many teachers who love the School feel compelled to explore options in less expensive markets.
- In general, experienced teachers are leaving the profession due to a wide range of factors, including compensation. Many young professionals choose not to enter the teaching profession at all for similar reasons. With more openings and fewer candidates, Bishop's faces acute competition for the best applicants.
- To compete more successfully, we must add more endowment resources. Our ability to grow compensation is currently limited by the operating budget (see page 8).

CHART A

Comparative Faculty Compensation in California Salary levels by years of teaching experience



We Will Reward Exceptional Faculty Performance

Almost all schools pay teachers according to experience and adjust for the cost of living. Few reward faculty based on performance. With your support, Bishop's will initiate a landmark bonus system that demonstrates our singular commitment to the highest levels of teacher excellence. The *Lead with Purpose* campaign will raise \$12 million to endow this system permanently. Your endowment gift makes Bishop's a beacon for teachers who continually hone their expertise.

- In its definition of great teaching, Bishop's will include the evaluation of three key elements: content, cognition and connection. (See sidebar.) Our clear definition — and its impact on compensation — will draw the attention of educators from California and nationwide.
- Our model establishes four bonus tiers for high-performing Bishop's faculty. Periodic evaluation will determine a teacher's compensation tier. (See Chart B for descriptions of each level.)
- When fully funded, this bonus system will help place Bishop's most outstanding teachers among the highest paid in California. Bonuses will be given to the top tiers of distinction based on performance.
- Your gift will establish The Bishop's School as a leader in an intensely competitive market, helping our School retain exceptional instructors and attract the best future candidates.

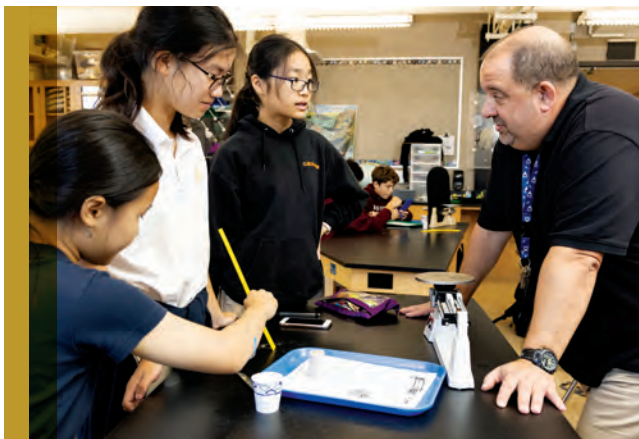


CHART B

Projected Bonus Structure

BONUS TIER	PROJECTED # OF TEACHERS
ACCOMPLISHED <i>Teachers meet high expectations for content, cognition and connection.</i>	15
DISTINGUISHED <i>Teachers apply greater mastery and more sophisticated levels of execution.</i>	20
INFLUENTIAL <i>Teachers expand beyond their classrooms by serving as role models and mentors in content, cognition and connection.</i>	40
TRANSFORMATIVE <i>Teachers possess all the qualities of Influential faculty members and also have set a standard of excellence at Bishop's over time.</i>	10

New endowment needed to establish this program: \$12 million

How does Bishop's define great teaching?

AN OVERVIEW

Our approach rests on three principles, each affirmed by current research and scientific consensus. All Bishop's faculty are expected to integrate these principles into their teaching.

CONTENT: What students learn, including prior and new knowledge and skills.

COGNITION: How students learn, including practice, memory, motivation, goal setting, self awareness and beliefs about intelligence and ability.

CONNECTION: The learning environment, including interpersonal relationships, belonging, emotional well-being, communication and social context.

Endowment Makes the Difference for Our Teachers

For Bishop's to execute a game-changing model in faculty compensation, we must grow the School's endowment. Currently, we have limited ability to expand compensation for faculty or staff. Any improvements depend on the annual operating budget, which cannot increase beyond the reasonable limits of tuition each year.

The endowment, however, stands separate from tuition. It generates yearly income, which increases the operating budget. A larger endowment translates into significant annual resources — as demonstrated by the projected impact of the entire *Lead with Purpose* campaign. (See *Chart C*.)

Together, we will collectively double the size of Bishop's endowment if we achieve our full campaign objectives. Your endowment gift for faculty — or to any priority of the campaign — moves the School dramatically forward.

By supporting faculty excellence in particular, you elevate our teachers, *and* you also free precious existing resources to help compensate all Bishop's employees at a competitive level. We need and deeply value your investment as we pursue this historical goal.

Three ways to invest:

Endow a fund for faculty excellence

Your gift will directly support strategic bonuses for high-performing faculty.

Endow an individual position

Your gift will support a position in the department of your choice.

Give to the General Endowed Fund for Faculty and Staff Compensation

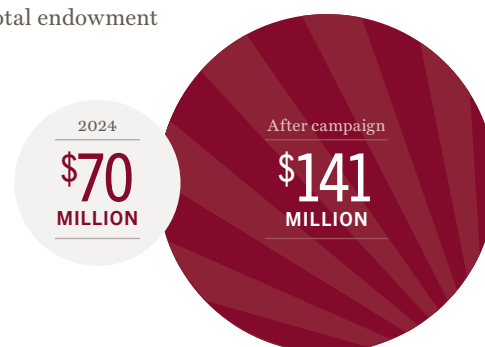
Your gift will expand Bishop's capacity to offer competitive salaries to faculty and staff.



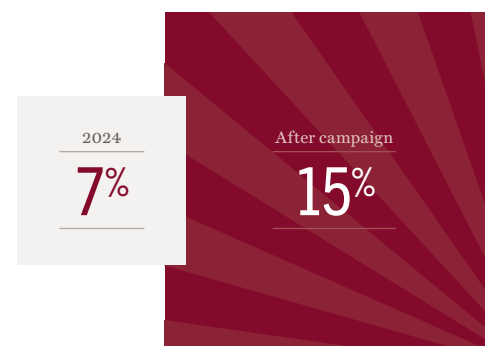
CHART C

Full Campaign Impact on Bishop's Endowment

Total endowment



Portion of operating budget supported by endowment





The power to recruit and retain top faculty will affirm Bishop's place among a small group of the best schools in the country known for exceptional teaching.

Prepare Our Students to Lead with Purpose

Throughout this campaign, we keep our eyes on the ultimate outcome. When you invest in Bishop's faculty, you elevate each student's growth, and you make a Bishop's education uniquely empowering.

We live in a time when incredible opportunities are unfolding, as well as daunting challenges. Bishop's alumni must be ambitious, independent thinkers who can look beyond the status quo. Above all, we must nurture intellect and character equally, so that Bishop's graduates are ready to act with purpose in a world that needs their influence.

Our leadership ensures that Bishop's students will always be mentored by the finest educators in the country.

Like their Bishop's predecessors, our teachers of today and tomorrow will guide entire generations of Knights through the complex territory of adolescence. We need exceptional role models and leaders in every discipline—from chemistry and artificial intelligence to English and studio art. Our teachers will instill confidence, well-being, compassion and many other attributes that shape budding careers and future lives.

Please join us on this historic journey. Together, we will retain and secure the educators our children need most. Thank you for your confidence and generosity as we prepare our students, faculty and The Bishop's School to *lead with purpose*.





The *Lead with Purpose* Campaign

At The Bishop's School, we pursue this guiding question: "How do our students learn and grow best?" We launched the *Lead with Purpose* campaign to ensure that our students are equipped to achieve their highest potential in today's world — not only with superb academic skills, but also with resilience, integrity and optimism at their core. This is the educational mandate of our time, and Bishop's is answering the call.

Our *Lead with Purpose* campaign centers well-being while also magnifying academic growth. With six interconnected goals, this is the most creative and ambitious campaign in our history. Together, we will build a platform for student achievement that is uniquely empowering and distinctly Bishop's. We will establish Bishop's as a national leader among independent schools. As a community, we are united and ready to lead with purpose.

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