



THE  
BAY  
SCHOOL  
OF SAN FRANCISCO



Position Statement  
Interim Associate Head of School Search  
The Bay School  
San Francisco, California  
Start Date: July 1, 2024



**RG 175**  
Change as Opportunity

# Interim Associate Head of School Position Statement



## OVERVIEW

The Bay School joined the extraordinary educational landscape of San Francisco (and the greater Bay Area) twenty years ago. The school's progressive core principles, emphasis on mindfulness, innovative program, and one-of-a-kind campus located in the historic Presidio National Park have all contributed to its meteoric rise. Now serving over 440 students, it needs a strong and centered Interim Associate Head of School during a time of growth, change and opportunity. As the school has emerged from the pandemic and the long-serving and highly successful Associate Head is stepping down, there are thoughtful and well-planned efforts underway to examine and define a sustainable and effective administrative structure.



In close partnership with the Head of School, the Interim Associate Head of School is charged with overseeing and maintaining the day-to-day program of the school, helping to ensure that the Bay experience (including programs, systems, and procedures) is coherent, consistent, mission-aligned, value-based, and realized for each student, family, and employee. In particular, the Interim Associate Head will oversee the breadth of the Bay educational program and supervise the Dean of Faculty, Dean of Academics & Innovation, and Dean of Students. S/he/they, in conjunction with school deans and program directors, work to forward, support, and steward school culture, particularly with regard to Diversity, Equity, and Belonging (DEB), ensuring intentionality in the school's decisions and communications. This scope of work is achieved through deep involvement in daily school life and active leadership within and delegation to the school's senior leadership, including the Education Leadership Team and all deans and directors. S/he/they maintain a daily scan of school operations and takes point on responding to and discussing emerging issues and trends with the Head of School and school leadership.

## MISSION, PRECEPTS, AND DEI

**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.

- 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.

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- 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 generosity; we share, giving and receiving help.
- 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: Bay encourages its staff and students to tackle issues of social justice and equity, and to do the work required to advance the human condition.



## THE PROGRAM

The Bay School's program is based on its precepts, experiential learning and mindfulness. Awareness of what is happening internally and externally is practiced at the school's Morning Meeting. This schoolwide routine sets the stage for students to enter their classes with greater patience, focus, and resilience. 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.

**Academics:** Bay takes a multidisciplinary approach to academics. Students learn that the line between problem and answer is never straight, and the school's methods bring students face-to-face with questions that often have no easy answers. Bay believes knowledge is a process, not an endpoint, and they design their curriculum accordingly. Design thinking

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processes are central to how students develop intellectually. Graduates enter the world with a problem-solving mindset and our six essential transferable skills:

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

The coursework grows from a skills- and inquiry-based approach in the 9th and 10th grades to an increasing focus on the requirements for college admission and each student's specific interests in grades 11 and 12.

Students work in a collaborative and project-driven way. Collaboration is explicitly taught in 9th-grade courses so that students grasp the skills to create a finished product that represents a team effort. Bay is a leader in project-driven learning. Project work is infused throughout the curriculum and is supported by multidisciplinary learning, allowing students to delve more deeply into any given subject.

**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. Stafffully design these interdisciplinary courses around a particular area of interest or expertise, which are true passion projects. Immersives are required for credit classes that count toward graduation and are given subject matter credit by colleges and universities; this distinguishes them from intersessions and other experiential terms. Learn more about the Immersive Experience [here](#).



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## **Beyond Academics: Student Life**

Bay is designed around and for its students. 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. The school focuses on developing life skills in ways that center difference and diversity, kindness, and mindfulness.

**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 the school'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 yacht 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 club, visual art clubs, and more.

**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 can find their place and voice. Opportunities to participate and to start one's own initiative abound, whether the purpose is serious or simply to bring joy and fun. Learn more about [affinity groups and clubs](#) and the innovative [Leadership Lab series](#).

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## OPPORTUNITIES AND CHALLENGES

The Bay School is thoughtfully moving through a period of transition and change. As the long-serving Associate Head of School and the Academic Dean step down at the end of the year, school leaders have wisely decided to hire an interim leader for 2024-25 to allow them the time to think through administrative roles on the leadership team. The goal is to clarify senior administration job descriptions and strengthen the team. With the help of a respected third-party consultant, work on this goal began in August of 2023 and is likely to continue through the 2024-25 school year.

In many ways, the opportunities for the Interim Associate Head of School are the same as the challenges; the school is not looking for a “hold down the fort” interim leader, but a “sustain forward momentum” leader. The Bay School team is highly collaborative; each of the key challenges will be met by coordinated efforts. The Interim Associate Head of School will be charged with keeping traction on DEB work, assuring steady and impactful programmatic improvements, sustaining transparent, effective and inspiring communication throughout the school community, nourishing the faculty with meaningful growth plans and customized professional development, and—most importantly— bringing the mission and precepts of the school to life for each and every student at the school.

Through this period of change, the school will maintain the centrality of the mindfulness practices, preserve the warm and inclusive feel of the thrice-weekly morning meetings, build the connectedness of the faculty, and honor both the youthful vibrancy of the school, and the efforts to refine and improve the program as Bay enters its third decade.

For The Bay School’s Interim Associate Head of School, the opportunity to join a forward-thinking, progressive school is inextricably bound with the challenge of leading an energetic and ambitious school community forward. The Bay Area is an extraordinary educational landscape; there is no shortage of inspiration and innovation. The right interim leader will embrace the opportunities and welcome the challenges.



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## DIRECT REPORTS & JOB RESPONSIBILITIES OF THE INTERIM ASSOCIATE HEAD OF SCHOOL

The Interim Associate Head's role is broad and requires a highly collaborative, process-oriented skill set. Primary responsibilities fall into three major categories: school leadership, stewardship of school culture, and day-to-day oversight. The 2024-25 priorities for the Interim Associate Head of School include:

- DEB support & advancement.
- Support of admissions recruitment efforts.
- Advancement of strategic initiatives at the school.
- Program leadership, including support of smooth operations and innovation.
- Effective supervision and mentoring including capacity-building for departmental leaders.
- With the Dean of Faculty, continuing the study of faculty workload and make recommendations.
- Attending to the ongoing renewal of the faculty evaluation and growth structure.
- Together with the other school leaders, aligning the school experience of all constituents with school mission, philosophy, and values.
- Convening the Dean's Team, engaging key academic leaders in the oversight of the school's academic program, student life, and inclusive community.

## LEADERSHIP ATTRIBUTES AND PERSONAL QUALITIES OF THE INTERIM ASSOCIATE HEAD OF SCHOOL

- High degree of emotional intelligence, including self-awareness, self-management, social awareness and empathy
- A deep and curious listener and learner
- Strong organizational skills and exceptional communication skills



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## APPLICATION PROCESS

Bay School has retained the firm Resource Group 175 to support its search for an Interim Associate Head of School. If you wish to submit your application, you may at: <https://rg175.com/candidates/signup>.

Applications include:

- Letter of interest (cover letter)
- Resume or CV
- A Personal, Leadership or Educational Philosophy Statement
- One additional writing sample of your choice (to be combined in one PDF with Education Philosophy Statement)
- Names of four current references and contact information (these references will not be contacted until the finalist stage of the process.)

The deadline for receipt of full application materials is **December 4, 2023**.

Please note that the Bay School Interim Associate Head of School Search Committee intends to interview semi-finalist candidates by Zoom the week of December 7th-12th. Please plan accordingly.

Sound interesting to you or someone you know? Do you have questions or need further information? If so, please contact Cathy Hunter or Steve Morris at:

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