

Position Statement
Associate Head of School Search
The Bay School

San Francisco, California
Start Date: July 1, 2025



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Overview

The Bay School joined the extraordinary educational landscape of San Francisco (and the greater Bay Area) over twenty years ago. The school's progressive core principles, emphasis on mindfulness, distinctive innovative programs, and its stunning one-of-a-kind campus in the historic Presidio National Park have all contributed to its meteoric rise. Now serving 415 students, Bay needs a strong and centered 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 stepped down at the end of the 2023-2024 school year, the school has undergone a thoughtful process of rethinking its administrative structure to create a sustainable and effective leadership team. The school hired an Interim Associate Head for the 2024-2025 school year to give this restructure the time required to be done well.

In close partnership with the Head of School, the Associate Head of School is charged with overseeing and maintaining the day-to-day program of the school, supporting the implementation of the school's 2024 Strategic Design, as well as stewardship of the school culture, ensuring that the Bay experience — policies, systems, and procedures— is coherent, consistent, mission-aligned, value-based, and realized for each student, family, and employee. The Associate Head will work closely with the Head of School, Dean of Faculty, Dean of Academics & Innovation, Dean of Students, and the Dean of Diversity, Equity and Belonging in building curriculum, stewarding culture, and ensuring intentionality in the school's decisions and communications. The Associate Head of School has high visibility, strong collaborative skills, and is a skilled and nuanced communicator.

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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- 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 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: At Bay, diversity, equity, and inclusion are mission-critical principles that are foundational to academic achievement, healthy individual development, and principled civic engagement. We enact these principles in our practices. Our students will have 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. We acknowledge that our 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. Bay School of San Francisco is the only secondary school in California to offer stand-alone, three-week, credited, and UC-approved, immersive courses where students dive deeply into a subject of interest. This is a signature program at Bay, and one that is heralded by parents and graduates.

The school's attunement to both internal and external events is paramount to discourse at Morning Meeting, another signature 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 Bay community of learners. 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

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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. Bay's portfolio-based assessment makes it a leader in project-driven 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 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, including the University of California system; this distinguishes them from intersessions and other experiential terms. Learn more about the Immersive Experience here.

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

courses. The school's community-wide commitment to mindfulness enables students to reflect, learn about themselves, and build deep community connections.

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 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.

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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 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 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 for fun. Learn more about affinity groups and clubs and the innovative Leadership Lab series.



Opportunities, Challenges, and Responsibilities of the Associate Head of School

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 stepped down at the end of the 2023-24 school year, school leaders wisely hired an interim Associate Head for 2024-25 to allow time to think through administrative roles on the leadership team. With the help of a respected third-party consultant, work on this goal began in August of 2023 and continues during the 2024-25 school year.

A proudly progressive school, the Bay School team is collaborative rather than hierarchical, and key challenges at Bay are met by coordinated efforts. The Associate Head of School will be charged with supporting the implementation of the school's 2024 Strategic Design, keeping traction on DEB work, assuring steady and impactful programmatic improvements, sustaining transparent, effective and inspiring communication throughout the school community, nourishing



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the faculty and staff with meaningful growth plans and customized professional development, and—most importantly— bringing the mission and precepts of the school to life for every student at the school.

Throughout its history, Bay has maintained the centrality of mindfulness practices, preserved the warm and inclusive feel of the thrice-weekly morning meetings, built the connectedness of the faculty, and honored the youthful vibrancy of the school. The Associate Head of School will hold fast to these efforts and continue to refine and improve the program even as Bay enters its third decade.

For The Bay School’s 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 leader will embrace these opportunities, welcome the challenges, and steward the school in the next part of its journey.

The Associate Head’s role is broad and requires a highly collaborative, process-oriented skill set. Primary responsibilities fall into these major categories: school leadership, day-to-day oversight, strategic design implementation, & stewardship of community culture.

The Associate Head of School will be an integral part of the following:

- Program leadership, including leading and convening the Dean’s Team to oversee the school’s educational program & student life
- Overseeing the smooth day-to-day functioning of the school
- Driving fidelity between Bay mission, precepts, & values and the lived experience of the community



- Sharing oversight of the implementation of Bay’s 2024 Strategic Design, with an emphasis on program & staffulty initiatives
- Supporting the centering of equity, inclusion, and belonging in all aspects of Bay
- Partnering with admissions to drive recruitment efforts
- Engaging the Bay Family Association in support of the community

Leadership Attributes and Personal Qualities of the 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
- Passion for creating and supporting joy in the life of a school community

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Salary Range

A salary range of \$225,000-275,000, depending upon relevant experience.



Application Process

Bay School has retained Resource Group 175 to support its search for an Associate Head of School. You may submit your application 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 **Friday, December 6, 2024**.

Please note that the Bay School Associate Head of School Search Committee intends to interview semi-finalist candidates over the weekend of December 14th/15th. Please plan accordingly.

Does this 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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