



# LAKESIDE SCHOOL

*Director of Technology*

## **SUMMARY**

**Location** | Seattle, WA

**Post Date** | September 3, 2019

**Application Deadline** | October 9, 2019 at 11:59pm PDT

**On-site Semifinal Round** | October 26, 2019

**On-site Final Round** | Week of November 11

**Decision Announced** | December 1, 2019

**Start Date** | July 1, 2020, or earlier by mutual agreement



## SUMMARY

In the northwest part of the country sits a hundred-year-old educational institution synonymous with entrepreneurship and excellence. Lakeside School, a grades 5-12 independent school in Seattle, has been educating pioneers for decades—including two friends who later went on to found a small software firm called Microsoft. But Lakeside does not only graduate leaders—it hires them. Seven current heads of school across the United States can trace their roots back to Lakeside, where over two hundred faculty and staff thrive in a dynamic and invigorating work environment.

Now, Lakeside seeks a director of technology to run a mission-critical department that includes IT, systems, and instructional technology responsibilities. But true to Lakeside form, the school seeks someone with skills, talents, and most importantly interest in broad-scale leadership in the future. This is an institution that launched Global Online Academy and The Downtown School of Seattle, and more big ideas are in the works. The director of technology reports to the assistant head of school and starts July 1, 2020—or earlier by mutual agreement.

## MISSION AND VALUES

The mission of Lakeside School is to develop in intellectually capable young people the creative minds, healthy bodies, and ethical spirits needed to contribute wisdom, compassion, and leadership to a global society.

Lakeside provides a rigorous and dynamic academic program through which effective educators lead students to take responsibility for learning.

Lakeside is committed to sustaining a school in which individuals representing diverse cultures and experiences instruct one another in the meaning and value of community and in the joy and importance of lifelong learning.





## A HISTORY OF LAUNCHING NEW PROGRAMS

For decades, Lakeside School has fostered a culture of exploration and progressivism—and not just with respect to technology. This forward-thinking environment is the result of a century of embracing change, from relocations and mergers to new projects and initiatives. Following are four programs Lakeside has launched to serve not only its community of learners but also students and faculty throughout Seattle and across the globe.

### **LAKESIDE EDUCATIONAL ENRICHMENT PROGRAM (LEEP): FOUNDED IN 1965**

LEEP is a free four-week summer program designed for Seattle Public School students entering grades 6 or 9. Through engaging and fun activities and classes, LEEP aims to build students' confidence, ignite their excitement about school and learning, prepare them for middle or high school academics, and help them establish new friends.

### **GLOBAL SERVICE LEARNING (GSL): FOUNDED IN 2005**

In the Middle School, GSL takes the form of a cultural and service immersion experience in communities throughout the Pacific Northwest. No technology is allowed on the trips, giving students an opportunity to be fully present rather than distracted by online activities. In the Upper School, students live for a month in rural areas of the developing or near-developing world. Cultural immersion is a major aspect of the program, and students work on big and small projects that are identified as high-need by the host community.

### **GLOBAL ONLINE ACADEMY (GOA): FOUNDED IN 2011**

After bringing together ten founding schools, Lakeside helped to launch Global Online Academy (GOA), the mission of which is to reimagine learning and empower students and educators to thrive in a globally networked society. GOA offers diverse and rigorous credit-bearing courses to students in 80+ member schools across the globe.

### **THE DOWNTOWN SCHOOL: FOUNDED IN 2017**

The Downtown School is a micro-school that provides a quality independent school education in a transit-accessible area at half the tuition cost of a typical independent school. The Downtown School uses the city of Seattle as a lab and builds curriculum around grade-level themes, intensives, and internships.



## A SCHOOL WHERE LEADERS THRIVE

Entrepreneurship requires innovators who can come up with ideas *and* implement them. Lakeside School has supported these kinds of student and faculty leaders for decades.

### PAUL ALLEN ('71) AND BILL GATES ('73)

Gates and Allen met in the late 1960's at Lakeside and formed a bond around a computer terminal that the school had purchased using the proceeds of a rummage sale. The pair was supported by several forward-thinking faculty who recognized the value of bringing such an innovative, albeit foreign, object to campus. Said Gates in 2005, "Lakeside was one of the best things that ever happened to me...I can directly trace the



founding of Microsoft back to my earliest days here." Because of the high expense of a computer at that time, Gates recalls that "the school could have shut down the terminal, or they could have tightly regulated who got to use it. Instead, they opened it up. Instead of teaching us about computers in the conventional sense, Lakeside just unleashed us."

### BERNIE NOE



Bernie Noe has been running Lakeside for twenty years. Since 2018, he has served as board president of the National Association of Independent Schools. A leader driven to both improve education and mentor future heads, Noe delivers on those goals by embracing bold, new initiatives—and then by tapping Lakeside faculty and staff to develop and launch those programs. As he starts his third decade at Lakeside, no fewer than seven former Lakeside administrators have gone on to become heads of school elsewhere. Before Lakeside, Noe worked at Sidwell Friends School in DC, The Landon School in Maryland, and the American schools in Israel and Switzerland. Noe holds a bachelor's degree from Boston University, a master's degree in international relations from Georgetown University, and an MPhil in European history from The George Washington University.



## SUE BELCHER

Sue Belcher is the head of school at The Downtown School in Seattle, a micro-school developed by Lakeside. In 2008, Belcher came to Lakeside from the Friends School of Baltimore to serve as the head of the upper school library department, and her administrative career quickly took off. She became the director of summer school programs in 2014, and soon thereafter she and Noe were leading a research initiative to develop the framework for a new school focused on affordability and accessibility. In 2017, she was appointed the founding head of The Downtown School, and a year later the school opened its doors to 35 enthusiastic students. The Downtown School aims to uniquely equip students to ask important questions, generate creative solutions, and act from a sense of agency to implement their ideas—all key skills to attaining goals in education and in life.



## MICHAEL NACHBAR



Michael Nachbar is the executive director of Global Online Academy, a consortium co-founded by Lakeside that now comprises over 80 schools around the world. In 2008, Nachbar came to Lakeside as the assistant director of the middle school, having previously been a director of technology at the Village Community School in New York City. Like Belcher, he honed his leadership skills under the mentorship of Noe—and when Lakeside launched GOA, Nachbar was ready to become its first executive director. After a successful incubation period at Lakeside, GOA is now a standalone nonprofit organization with a staff of 12. In 2016 GOA became the first and only online program to earn accreditation under the rigorous evaluation metrics of The New England Association of Schools and Colleges.

## THE NEXT DIRECTOR OF TECHNOLOGY AT LAKESIDE

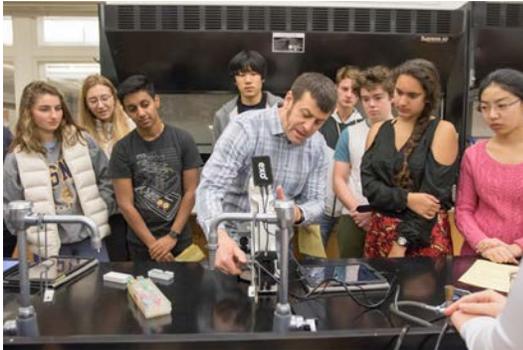
Lakeside seeks a director of technology who, like Belcher and Nachbar were a decade ago, would not only be ready to lead a critical department, but also eager to potentially take on other leadership roles outside of technology administration. The entrepreneurial spirit abounds at Lakeside, and the next director of technology will have a chance to work with some of the most talented faculty and staff in independent school education.





## ABOUT THE TECHNOLOGY PROGRAM

The technology team is divided into two functional units: IT/systems and instructional technology. However, as at most schools all team members support each other and play cross-functional roles in order to serve the diverse and complex needs of the faculty, students, and staff.



Because the school has two campuses, the department maintains a physical support presence at each location. The department regularly handles level-one ticketing issues, A/V support, and instructional technology assistance to faculty. On the backend, the department uses in-house resources and staff to manage network and systems infrastructure, the enterprise data environments, and security administration.

If the director position were filled, the department would comprise nine individuals. However, the department is operating under an interim leadership model for the 2019-2020 year, given that the director position became open at the end of June. The school wisely decided to not rush the hiring process because of the critical nature of this position. A few department members deliver direct instruction to students—primarily teaching technology concepts and skills in the middle school.

## DIVERSITY, EQUITY, AND INCLUSION

Lakeside School has been engaged in diversity work for over a half-century, and our mission articulates our commitment to sustain a school in which “individuals representing diverse cultures and experiences instruct one another in the meaning and value of community.” We recognize diversity alone does not lead to inclusion, and we take active steps to create an environment in which the identities and cultural backgrounds of our families, students, and employees are valued and respected.

We believe that diversity is essential to achieving educational and academic excellence, and that students’ learning experiences are enriched by the diversity of the curriculum, faculty, and student body. Lakeside is committed to creating an inclusive and equitable community in which all individuals can participate in and contribute to the life of the school, regardless of race, gender, class, religion, sexual orientation, or any other aspect of their identity. We actively work to gain a deeper understanding of difference and how we honor it in our daily lives at school.



Under the stewardship of the previous director of technology, the school saw tremendous improvements to its technology program. A refresh of 160 wireless access points occurred in 2016, and on-prem physical servers were reduced from nearly twenty to two. Other network appliances, including a new firewall and NAC, were recently deployed. The department has made improvements to cybersecurity policies and training, from strengthening back-end defenses to increasing end-user awareness. The school has a new SIS—Veracross—for which one person in the department serves as the primary system administrator. Other major systems at Lakeside include PowerSchool (LMS), G-Suite, and Office 365 (collaboration and productivity), and Spiceworks (ticketing).

On the academic side, the department plays a key role in many areas. Students in grades 5 and 6 are issued a school-owned tablet; starting in grade 7 students bring their own laptops. The department recently oversaw 70+ A/V refreshes. The faculty at Lakeside comprises some of the best in the business—and Lakeside educators are passionate in their quest to improve the teaching and learning program. At the same time, Lakeside is a community that embraces many forms of excellence and recognizes that technology is not the top priority for everyone. Thus, the faculty seeks not a chief innovation officer intent on broad-scale digital disruption, but rather a highly engaged, approachable, and empathetic leader who would be authentically interested in two-way partnerships. With this mindset, the next director of technology will surely enjoy long-term success at Lakeside.





## RE-ENVISIONING SCHOOL

In 2019-2020, Lakeside School will celebrate its centennial. This is an exciting moment at Lakeside—a time to not only reflect on the school's forward-looking history, but also reimagine what educational excellence means for a complex and changing world. Re-envisioning School is an initiative that builds on recent curriculum reviews over the past five years and seeks to make bold changes to the teaching and learning program.



This school year the goal is to review and research the skills and habits of mind that Lakeside is teaching and wanting to teach its students, to better prepare them for the world they will find upon graduation. All re-envisioning decisions will be tied to Lakeside's mission, and the school will maintain its focus on academic excellence, diversity and inclusion, and global citizenship. Following are some upcoming milestones in this re-envisioning process.

- **Spring and summer 2019:** Working groups met. The re-envisioning task force created a final draft of skills, competencies, and mindsets to teach students; other groups researched possible changes to the school calendar (daily and yearly), internships and other experiential programs, and growing the size of the school.
- **Late August 2019:** Lakeside's faculty, staff, and representatives from the student body, parents and guardians, alumni, and Board of Trustees heard the recommendations from the re-envisioning task force and the other working groups.
- **Fall 2019:** Multiple groups at Lakeside, including administrators and academic department heads, will review the research and findings and prepare their final recommendations.
- **Winter 2019:** Decisions will be finalized as to how the re-envisioning of the school's program should move forward.
- **Spring 2020:** Results of the re-envisioning will be shared with the community at large. Faculty will begin planning changes to the curriculum.
- **Fall 2020:** Changes will begin to be implemented across the school.



## KEY STATISTICS

**Founded:** 1919

**Location:** Two campuses a few blocks apart, 10 miles north of downtown Seattle

**Students:** 272 students in middle school (grades 5-8); 579 students in upper school (grades 9-12); students from over 230 different schools; 49% of students from public schools

**Faculty and staff:** 98 part-time and full-time faculty and over 200 regular employees in total; 79% of faculty with advanced degrees; student-to-faculty ratio under 11:1

**Accreditation:** Northwest Association of Independent Schools (NWAIS); Washington State Board of Education

**Diversity:** Students self-identify their primary race/ethnicity as the following: European-American (36%), Asian-American (30%), Multiracial (18%), African-American (8%), Latino/Hispanic-American (4%), Other (4%)

**Relevant Associations and Memberships:** National Association of Independent Schools (NAIS), Northwest Association of Independent Schools (NWAIS), Global Online Academy – founding school (GOA), National Business Officers Association (NBOA), Mastery Transcript Consortium (MTC)

**Admission:** 12% acceptance rate; 95% yield rate; 98% retention rate

**Tuition:** \$36,340

**Operating budget:** \$35,000,000

**Financial aid and scholarships:** Over \$7.5 million awarded to 33% of student body

**Endowment:** Approximately \$223,000,000

**Website:** [www.lakesideschool.org](http://www.lakesideschool.org)



## QUOTE FROM THE HEAD OF SCHOOL

*"Lakeside School is currently in the process of re-envisioning its entire educational program to be sure that we are teaching our students the skills, competencies and mindsets they will need to thrive in the world of 2050. The visionary use of technology, by our faculty and students, will be an integral part of that process."*

Bernie Noe, Head of School



# DIRECTOR OF TECHNOLOGY

## SPECIFIC DUTIES

### Information Technology and Instructional Technology

- Under the supervision of the assistant head of school / chief financial officer, oversee all operations of the technology department, including the hiring, supervision, evaluation, and growth of all technology staff.
- Assess the effectiveness of, and lead efforts to improve, the school's implementation of technology tools for instructional and operational purposes.
- Inspire the technology team and the faculty community to model and explore best practices in innovation, technology integration, and instructional design.
- Manage the deployment of IT infrastructure, hardware, and systems at both Lakeside campuses and at The Downtown School.
- Design, manage, and evaluate technology-related faculty and staff trainings, and ensure that all members of the community receive sufficient training and support.
- Establish and evaluate technology policies, procedures, and processes in areas such as: end-user support, data management, network access, and content filtering.
- Ensure IT security, purchasing, risk management, disaster recovery and planning processes are in place and receive regular review for currency and adequacy.
- Manage vendor relationships and third-party installation projects.

### Leadership and Administration

- Working closely with both assistant heads of school and other leaders, develop a mission-aligned technology strategy that inspires and serves faculty and staff.
- Develop and maintain departmental budgets, policies, and procedures.
- Establish partnerships and relationships with external organizations, and maintain an active presence in the local and national technology communities.
- Develop and maintain strategic and operational plans that are aligned with departmental needs, school mission and values, and organizational culture.
- Anticipate the needs of diverse constituents, monitoring trends and innovations in the industry and making actionable recommendations to senior leadership.
- Serve on the director's group, which is led by the head of school.
- Perform other duties as assigned.



## LAKESIDE SCHOOL IS LOOKING FOR CANDIDATES WHO CAN DEMONSTRATE...

### Professional Qualifications:

- A bachelor's degree from an accredited college or university is a minimum requirement, though a graduate degree is highly desirable
- Experience leading departments and supervising employees, preferably in an educational institution, and/or in a department of technology
- Experience designing, implementing, and overseeing professional development
- Experience with technology planning and management in one or more of the following areas: enterprise IT, client services, data and systems management, and instructional technology and design

### Leadership and Personal Qualities:

- An ability to plan and oversee concurrent technology-related programs and projects, combined with strong motivational skills to ensure completion and success
- Passion and interest for managing all areas of technology—IT, data/systems, and instructional—even if prior experiences in these areas are not equal
- A thoughtful but determined approach to departmental objectives and individual staff growth—while remaining attuned to the school's mission, values, and goals
- Immersion in diversity work, both in training and in implementation
- Inspirational, pragmatic, and diplomatic leadership that is sensitive to the needs of a dynamic and diverse faculty
- An ability to build consensus among diverse groups, facilitate critical discussions, and provide confidence to colleagues during times of transition
- A collaborative, cooperative, empathetic, collegial, innovative, and patient mindset
- Strong communication skills: written, verbal, presentation, and training
- Genuine commitment to growing formal leadership capacity in a structured, dynamic, complex program with other leadership team colleagues
- An understanding of the diverse technology needs and organizational complexities of a large, high-achieving, multidivisional, and independent school
- A commitment to Lakeside's mission and values
- Confidence and humility, together with a sense of humor and warm personality



## HOW TO APPLY

Ed Tech Recruiting is acting on behalf of Lakeside School to identify exceptional leaders to fill this extraordinary opportunity. Please direct any inquiries to:

Gabriel Lucas  
Principal, Ed Tech Recruiting  
[jobs@EdTechRecruiting.com](mailto:jobs@EdTechRecruiting.com)

### APPLICATIONS WILL BE CONSIDERED THROUGH OCTOBER 9, 2019.

All applications must be submitted online, via:

[www.EdTechRecruiting.com/jobs/lakeside](http://www.EdTechRecruiting.com/jobs/lakeside)

An application requires submitting four PDFs:

- Cover letter introducing yourself to the Lakeside search committee
- CV or résumé
- A list of four references (include each person's name, current organization, title, phone number, email, and past connection to you—though we will not contact any references without obtaining your permission first)
- A response to the following prompt:

*At a complex school like Lakeside, maintaining a culture of sustainable entrepreneurship requires both supporting individual freedom, yet simultaneously setting some norms. Any number of Lakeside administrators, faculty, staff, and students could be working on the next great idea for the school—or*

*even the education industry as a whole. At the same time, Lakeside is never without common goals, strategic objectives, or school-wide initiatives. How should a technology department approach, and how would you as a senior administrator oversee, the task of supporting Lakeside's many entrepreneurs? And how would you balance the need to create structure, set policies, and maintain some degree of technological harmony across a diverse community of educators and learners?*

