



# LIVE OAK SCHOOL

*Director of Instructional Innovation*

## SUMMARY

**Location** | San Francisco, CA

**Post Date** | January 6, 2020

**Application Deadline** | Wednesday, January 29, 2020 at 5:00pm PDT

**Remote Semifinal Round** | Sunday, February 2, 2020

**On-site Final Round** | February 10 – 13, 2020

**Decision Announced** | February 28, 2020

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



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## SUMMARY

Live Oak School, a K-8 independent school in the heart of urban San Francisco, believes that the best learning happens when students are actively engaged in the process—thinking deeply, exploring ideas, and trying on strategies for solving problems. The school's approach to teaching and learning is deeply rooted in progressive tradition and informed by contemporary research. Live Oak anchors its instructional program around the students as individual learners, determined to prepare them for the opportunities that will define the lives of graduates in the twenty-first century.

As the school embraces a new strategic plan and launches several major initiatives, Live Oak has created a new role—director of instructional innovation—that will be integral to the continued growth and evolution of this nearly fifty-year-old institution. The director will have a chance to oversee and grow programs tied directly to curricular innovation, instructional design and educational technology—including the highly anticipated ChangeMaker Lab that comes online fully next fall. The director of instructional innovation will serve on the leadership team and report directly to the head of school.

## MISSION

Live Oak School supports the potential and promise of each student. We provide a strong academic foundation, develop personal confidence and the ability to collaborate with others, inspire students to act with compassion and integrity, and nurture a passion for learning to last a lifetime.







## VISION AND VALUES

Live Oak School is a strong community of students, staff, and families. Each member of the community works to create a compelling and challenging learning environment inspired by progressive thought and grounded in shared values.

### Vision of the school

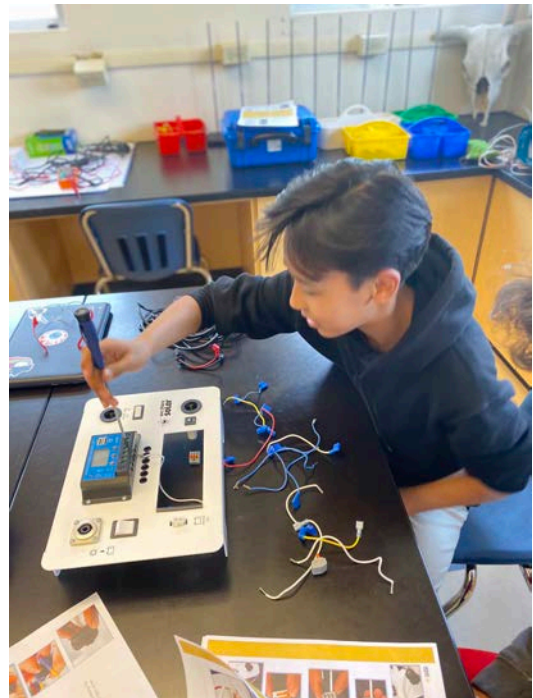
To know a child well is Live Oak School's vision and the responsibility of the entire Live Oak community—faculty, parents, and the students themselves. In Live Oak's own words...

- We know children well, so **we can teach them well**, providing access and challenge for all students.
- We know them well, so **they can bring their whole selves** – all aspects of their identity – to school so they can be comfortable at school to take the risks that result in real learning.
- We know them well, so **they can know themselves well**, and grow into people who can advocate for themselves and for others.

### Values of the school

Live Oak promotes four values from the classroom to the boardroom:

- A **rich curriculum** that provides access and challenge for every student, supporting deep thinking, self-expression, and new perspectives;
- An **inclusive school community** that explores and appreciates the differences that define each individual;
- **Empathy** in personal relationships to encourage responsibility and integrity in the actions of each community member; and,
- **Joy and humor**, which in turn inspire a willingness to learn from mistakes, to take healthy risks, and to explore the curiosity of childhood.





## FIVE STRATEGIC DIRECTIONS

A yearlong, community-wide strategic planning process revealed five key areas of focus for the years ahead. These strategic directions were adopted in 2018, and all of them call for extending the potential and promise of Live Oak School in new and exciting ways. The entire community is thrilled by the vision that emerges for the future of Live Oak.

### 1. Inspire every learner

Live Oak believes that human potential is richly diverse, that learning is a complex act, and that students take different paths as they secure new knowledge and understandings. Live Oak will continue to value a wide range of learners and nurture a growth mindset, while expanding its capacity to support each student's needs and help students follow their interests. The school will identify ways that its curriculum should evolve to provide broad exposure and opportunities for specialization.



*Next steps:*

- Audit the scope and priorities of the curriculum, with a focus on course content in science, technology, and math disciplines
- Explore new ways to address learning differences and advanced learners
- Support students to make choices about their learning experiences
- Determine how to use the bounty of the Bay Area to expand classroom walls

### 2. Activate changemakers

Live Oak has always strived to support students' development of strong identities and equip them with skills to navigate complex social and societal issues. Now the school will build upon this foundation to create robust and deeply considered social-emotional and service learning curriculum. A Live Oak education will secure for students the full benefits of strong self-knowledge in the context of an affirming school community. A curriculum that challenges students to identify injustice and assume responsibility to affect change will deepen engagement with learning and provide the sense of meaning that is vitally important to well-being.



*Next steps:*

- Reimagine Live Oak's social emotional and service learning curriculums, while reassessing the school's relationship with the ever-changing city of San Francisco
- Articulate a scope and sequence for K-8 social and emotional education that includes identity development, collaboration and leadership skills, and a service learning ladder that emphasizes meaningful engagement with the community and connections to broader curriculum
- Explore how Live Oak might more deeply participate in San Francisco life and engage changemakers already in the surrounding community

### **3. Advance equity, increase diversity, deepen inclusion**

Live Oak knows that the ideal learning environment for students is one filled with varied and multicultural perspectives, and that its community must reflect a diversity of race, ethnicity, gender identities, and positions on the socio-economic spectrum. An inclusive school community whose members possess a multitude of perspectives will offer students the ideal environment for learning about themselves, others, systems, and cultures.

*Next steps:*

- Strengthen the school's commitment to enrolling and supporting students and families from communities traditionally underrepresented in independent schools
- Improve policies and practices to ensure all students experience a strong sense of belonging and see themselves reflected in the curriculum, the faculty, and the community
- In a city of increasing socio-economic disparity, be ever more intentional about ensuring that families at all points on the socio-economic spectrum feel fully included in the school's curriculum and community

### **4. Promote the Live Oak way**

Live Oak's mission, vision, values, and school culture are deeply intentional, and its constructivist pedagogy demands the highest quality of student engagement, critical thinking, and development of relevant skills. By leading the conversation about the quality of a Live Oak education and the importance of the school's shared values—including the non-negotiable value of diversity and inclusivity—Live Oak will better unite its community in a shared understanding of what Live Oak offers and a commitment to maintaining its values over time.



*Next steps:*

- Ensure that the power and promise of a Live Oak education are well understood
- Develop orientation programs for new faculty, students and families
- Create a parent education curriculum that connects parents to the core values and educational philosophy of the school
- Thoughtfully evolve school rituals and traditions to stay true to their purpose in light of the school's expansion
- Promote Live Oak in San Francisco and beyond as a provider of an exceptional education

## **5. Secure assets to support priorities**

Live Oak's most valuable resources are the people who bring the school to life every day, and the greatest gift to future students is caring for the school well beyond the timelines implied in this plan. With a strong financial foundation Live Oak can continue to attract and retain the highest quality educators and provide students with the most enriching programs, while securing this vision for the Live Oak of the next decade and beyond.

*Next steps:*

- Increase support for the highest quality educators so that their quality of life, professional and personal, can be prioritized in compensation and work environment practices
- Secure assets so that Live Oak can be nimble in the face of future opportunities for facilities and strategic projects that enhance the quality of programs, and be protected from unseen risks.





## EXPANSION

Live Oak School has completed an expansion of its campus and facilities to enable the school to make a Live Oak education more accessible to more students. Over the course of five years, the campus nearly doubled in size. The project included the addition of 12 new classrooms including a new middle school wing and Middle School Commons area. The school has also added two new classrooms dedicated to lower school art and music classes.

This project also included the expansion of the school's library to double its size, the addition of a school kitchen to serve lunch to all students daily, and the soft opening of Live Oak's ChangeMaker Lab, a Center for Values Driven Innovation. The expansion project was ultimately completed when Live Oak's Rooftop Playground opened in November of 2019. The 6,000-square-foot expanse boasts beautiful views of San Francisco and includes a basketball court, an activities area, and a shaded picnic corner.

A bigger facility enables the school to realize the vision of a larger, more diverse student body with plenty of space for the critical thinking, collaboration, and innovation necessary to inspire life long learning. Live Oak is thrilled by the lasting, positive impact that growth will provide for the long-term health and well-being of the community and the school.



## THE VISION FOR THE CHANGEMAKER LAB

**In the fall of 2020, the school will officially open its new ChangeMaker Lab. This year, the director of strategic projects has been tasked with leading the effort to bring that lab online into its first iteration.**

**The ChangeMaker Lab will be a space where students will use their creativity and design-thinking skills to positively impact the world. Live Oak believes that learning is best when it is connected to the world that students experience. In this space, students will deepen their understanding of science, technology, engineering, and mathematics as they create solutions to problems that they see in the world. At the same time, their work will affirm the school's value to inspire young people to take on issues of equity and social justice to make a positive change in the world.**





## BACKGROUND AND OPPORTUNITIES

### Expansion and a new strategic plan

This is an exciting time at Live Oak. The school just wrapped up a major expansion—both physically and operationally—that resulted in a near doubling of space, which in turn has allowed for more students and curricular offerings. With a larger student body comes the



opportunity to expand programmatically and develop new learning experiences for an even more diverse community of learners. Meanwhile, existing spaces—including the library, classrooms, and common areas—were remodeled to support flexible instructional practices.

In 2018 Live Oak developed a new strategic plan laying out an ambitious future for the school. Each pillar of that plan is a call to action to serve not just

existing students, but future students and the surrounding community as well. As the school prepares for its next transitional chapter, Live Oak is under the stable leadership of a head of school who is in her eleventh year in that role and nineteenth year at the school overall.

### Forward-thinking initiatives

Instructional technology, instructional design, and curricular innovation are by no means foreign concepts to Live Oak. Project Zero, the educational research center developed out of Harvard University, has been adopted for many years as a guiding framework for Live Oak's teaching and learning program. All the faculty are trained in Project Zero's teaching for understanding (TFU) framework. Live Oak recently created a part-time curriculum design leadership role to lead the documentation of the school's curriculum and to coach faculty in the use of the TFU framework in the development of new interdisciplinary curriculum.

From a technology perspective, the school has been actively engaged on a variety of fronts. The school maintains a 1:1 device program that spans grades three through eight. For the lower grades, device carts are readily available. In the fall of 2019, Live Oak convened a strategy committee to reflect on the school's approach to instructional technology—past, present, and future. Under the guidance of an external consultant, the committee will be meeting several times this school year in order to:





- Draft an instructional philosophy and goals to guide technology use at the school
- Plan a device strategy for students and faculty that help achieve instructional goals
- Determine necessary resources for program growth and sustainability
- Create expectations for meaningful use of technology and metrics for success
- Build a plan for a strong technology infrastructure, including communications platforms

Finally, the latest and perhaps most highly anticipated investment of resources in the area of curricular innovation is the launching of the Live Oak ChangeMaker Lab. The lab's space is in transition now and will be fully online in the fall of 2020. Many schools create maker or design spaces that are simply add-ons with little or no connection to the overall teaching and learning program. For Live Oak, the ChangeMaker Lab will truly be an extension of a culture, values, and mission—and the impact the school wants to have on the surrounding community.



To put the vision of the lab in context requires an understanding of how Live Oak has for years been inspiring and honoring its graduates. The Live Oak Alumni ChangeMaker Award, which started in 2014, is given yearly to an alum who models empathy and responsibility, demonstrates the capacity to create change in the community, and inspires action in others. Past recipients include:

- The founder of an arts empowerment program to help young girls develop positive identity through journaling and performance;
- The founder of a soccer program that empowers youth with a toolkit to overcome obstacles to growth and personal success;
- A researcher who works to improve the experience of immigrants in South America by examining social problems from forced migration; and,
- An assistant director of a jazz dance company who works to promote Deaf culture and challenge stereotypes of those who are hearing impaired.

With this long-standing commitment to social and humanitarian justice, the goal of the ChangeMaker Lab goes far beyond teaching students the basic principles of maker and design. Rather, the hope is to inspire as many young students as possible to investigate their communities near and far, identify problems as opportunities, design creative solutions, and ultimately make a difference in this world. In essence, the mission of the ChangeMaker Lab is to help develop the next generation of ChangeMakers at Live Oak.



## The director of instructional innovation

Given the backdrop of all these recent changes and future plans, Live Oak has made the strategic decision to create a new senior leadership position: director of instructional innovation. This title was intentionally chosen to reflect the hybrid nature of this role, which intersects with two major areas of school leadership: teaching and learning, and innovation and technology. For the school's vision of instructional innovation to come to fruition, it needs a talented educator with experience in, and passion for, both these areas of school leadership. At the same time, the director of instructional innovation will need to have “vertical fluency” by being able to work not only strategically on major planning, but also tactically with individual faculty and staff. In other words, Live Oak hopes to find someone who operates and thinks...

|               | Teaching and learning  | Innovation and technology   |
|---------------|--|---|
| Strategically | ...like a <b>director of teaching and learning</b> , by leading groups of faculty on professional development journeys and coordinating with divisional directors and other leadership team members on major initiatives.        | ...like a <b>director of technology and innovation</b> , by overseeing the entire technology program to make sure that both educational technology and IT deployments are meeting the needs of the students, faculty, and staff.    |
| Tactically    | ...like an <b>instructional design coach</b> , by working 1:1 with faculty to improve their teaching practices, designing specific units of instruction, and then getting into their classrooms for observation and co-teaching. | ...like an <b>instructional technology integrator</b> , by having a good understanding of existing and emerging technology tools, and then training others who have different levels of comfort with utilizing technology in class. |

This position will have many partners on staff. Some of those partners include the division directors, the director of diversity, equity, and inclusion, the director of curriculum development and design, the director of strategic projects, and the librarians. One of those positions—the head of lower school—is open right now with the departure of the current assistant head of school (who was serving also as head of lower school), who next year will become the head at a school in Atlanta. Thus, the director of instructional innovation will join a leadership team that is both growing and welcoming two new members next year.

Live Oak is ready for this new role, but it's not overdue. Rather, the director of instructional innovation will be coming at just the right time—as the school's expansion takes hold, a new space comes online, and a community is primed for an exciting journey of innovation in the most broad sense possible. On July 1, 2020, Live Oak hopes to welcome its next ChangeMaker—who in turn will inspire and develop a new generation of ChangeMakers.



## KEY STATISTICS

**Founded:** 1971

**Location:** 55,000 square foot campus in the heart of urban San Francisco; to accommodate a growth in enrollment, the School undertook a four-phase expansion project that nearly doubled the original size of the campus

**Students:** 400 students in kindergarten through eighth grade; 47% students of color; 7% of families identify as LGBT

**Faculty and staff:** 56 full- and part-time teachers, plus 16 administrators and staff members; 37% of faculty and staff identify as people of color

**Accreditation:** California Association of Independent Schools (CAIS)

**Relevant Associations and Memberships:** National Association of Independent Schools (NAIS), California Association of Independent Schools (CAIS), California Teacher Development Collaborative (CATDC), People of Color in Independent Schools (POCIS), California Independent Schools Business Officers Association (Cal-ISBOA)

**Tuition:** K-5 tuition ranges from \$1,713 to \$34,250; 6-8 tuition ranges from \$500 to \$34,700; 25% of families participate in the Adjusted Tuition program

**Financials:** Operating budget \$13,500,000; endowment approximately \$2,500,000 as of June 2019

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



## QUOTE FROM THE HEAD OF SCHOOL

*"Live Oak's new director of instructional innovation will join an exceptionally collegial community that understands the power of innovative education to advance equity and justice in our world."*

Virginia Paik, Head of School



# DIRECTOR OF INSTRUCTIONAL INNOVATION

## SPECIFIC DUTIES

### Instructional Design

- In partnership with the leadership team, develop and coordinate a strategic vision for instructional innovation.
- Design, manage, and evaluate major initiatives across the divisions to help grow and evolve the teaching and learning program.
- Work directly with faculty 1:1 to support them in an instructional design capacity.
- Inspire, collaborate with, and support various academic leaders, program coordinators, and team leads to explore, implement, and assess innovative approaches to teaching and learning.

### Internal Professional Development

- Develop a comprehensive approach to professional growth and adult learning, by not only planning and coordinating internal offerings, but also identifying and supporting participation at external conferences and workshops.
- Design, deliver, and oversee major on-campus professional development and growth experiences for faculty.

### ChangeMaker Lab and Educational Technology

- Oversee the ChangeMaker Lab, developing curriculum and teaching lessons for students, as well as designing integration opportunities for faculty.
- Oversee the technology department, which includes both internal employees and a partnership with an external services provider.

### Leadership

- Serve as an active member of the leadership team and report directly to the head of school.
- Establish and maintain local, regional, and national partnerships to support the strategic goals of the school's instructional and technology programs.
- Perform other duties as assigned.





## LIVE OAK SCHOOL IS LOOKING FOR CANDIDATES WHO CAN DEMONSTRATE...

### Professional Qualifications:

- Understanding of contemporary research and professional growth programs related to designing and implementing innovative independent school K-8 teaching and learning practices
- An ability to create differentiated opportunities for administrators, teachers, and students to participate as design partners of new innovation models, and not simply be consumers of those models
- Experience working in the areas of instructional design, curricular innovation, instructional technology, or related fields
- An innovative mindset with expertise in school change management, and extended professional development in the areas of education, leadership, and innovation
- Immersion in diversity work—both in training and in implementation—and a commitment to fostering culturally competent and inclusive classrooms
- Skillfulness at delivering presentations, sharing updates, and facilitating discussions with board members, senior leadership, faculty, students, and families
- Multiple years of experience as a classroom teacher
- Possession of a bachelor's degree from an accredited college or university, which is a minimum requirement, though a graduate degree is highly desirable

### Leadership and Personal Qualities:

- Inspirational leadership and ideas that appeal to a dynamic and diverse faculty body, complemented by a willingness to “walk the innovation walk” on the ground
- Empathy, warmth, and authentic collegiality to faculty members across the innovation spectrum
- An eagerness for effecting institutional change, balanced with a judicious understanding that successful innovation at a K-8 school requires establishing lasting peer-to-peer relationships
- Excellent communication, organizational, and project management skills, along with a collaborative, cooperative, and patient mindset
- A passion for education in and out of the classroom



## HOW TO APPLY

Ed Tech Recruiting is acting on behalf of Live Oak 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 JANUARY 29, 2020.

All applications must be submitted online, via:

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

An application requires submitting four PDFs:

- Cover letter introducing yourself to the Live Oak School 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:

*How would you lay the groundwork for a young learner to eventually become a future ChangeMaker?*

