

CHIEF INNOVATION OFFICER



VIEWPOINT SCHOOL

With over 1200 students and 150 faculty members from across the Los Angeles metropolitan area, Viewpoint School in Calabasas, CA is a vibrant community of teachers and learners from kindergarten through twelfth grade. The school values all the best principles of a forward-thinking educational institution: excellence, compassion, leadership, individuality, respect, service, and confidence.

Under the stewardship of a new leadership team, Viewpoint is developing a transformative vision, in which technology and innovation will play a key role. From a new innovation space to an exploding robotics program, the educational horizon for creativity and design at Viewpoint is practically endless. With this backdrop, the school has created a critical new leadership position — Chief Innovation Officer — not only to oversee the school's existing technology department and STEAM programs, but also to develop and implement new initiatives as the school explores bold ideas for curricular change and program growth.

SUMMARY

<i>Position:</i>	Chief Innovation Officer
<i>Reports to:</i>	Head of School
<i>Organization:</i>	Viewpoint School
<i>Post date:</i>	February 8, 2017
<i>Application deadline:</i>	March 6, 2017
<i>Decision announced:</i>	March 31, 2017
<i>Start date:</i>	July 1, 2017 (or earlier if mutually agreeable)

ORGANIZATION OVERVIEW

MISSION

Viewpoint School is a welcoming, vibrant, and collaborative community that offers a challenging and enriched college preparatory education in a nurturing environment for students in Kindergarten through Twelfth Grade. The School embraces students and families from diverse cultures of the world and teaches the history and wisdom of these traditions.



Viewpoint inspires a love of learning and develops those qualities which provide strength and direction for a lifetime. The School promotes among its students respect, integrity, responsibility, and optimism.

The School celebrates its love of country by commemorating our nation's holidays and honoring its finest traditions. Viewpoint affirms in its assemblies and programs the ethical principles inherent in all religions.

Viewpoint's students learn the importance of service to others and to the greater community with the expectation that this introduction becomes a lifelong commitment.

Viewpoint recognizes the uniqueness of each child and is committed to the preservation and development of that individuality.

QUOTE FROM THE HEAD OF SCHOOL

"At Viewpoint, we are dedicated to developing each student's creative confidence, each day and in numerous ways, in a school and community committed to continual improvement."

—Mark McKee
Head of School



LEARNING AT VIEWPOINT

Viewpoint School seeks to empower students by providing engaging learning opportunities at each grade level, K-12. In developmentally appropriate ways, Viewpoint teachers in each division promote critical and creative thinking and collaborative learning and provide opportunities for students to articulate understanding and develop leadership through expression and performance.

Viewpoint teachers seek to create safe, interactive, and purposeful classroom environments that serve to enrich the student experience. Content and expectations may change as students mature, but the School's emphasis on student engagement and participation, parent partnership, and a caring, supportive, and challenging learning climate is honored by all. Viewpoint strives in its work each day to embody and implement its Mission Statement, especially that "Viewpoint recognizes the uniqueness of each child and is committed to the preservation and development of that individuality."

Viewpoint School fosters trust and positive communication in the learning environment by prioritizing honesty, mutual respect, consideration, and courtesy among faculty and students. The School understands that students gain confidence from experience, and students are encouraged to participate actively in a wide variety of school programs and activities. The lessons learned in the arts, athletics, and a rich co-curricular program, as well as those that emerge naturally from a strong, mutually supportive community, are as important as a student's academic development.



Viewpoint School seeks to understand and respect the differences inherent in a multicultural environment and to that end strives to foster and support diversity of all kinds in the school community. We prioritize the development of individual and institutional character and encourage students to be their best selves, as well as to become global citizens who bring compassion and commitment to their understanding of complex global issues.

FAST FACT

Nearly 100 families in the school relocated from other states or countries to attend Viewpoint.

KEY STATISTICS

- **Founded:** 1961
- **Location:** 40-acre campus in Calabasas, CA
- **Students:** 1215 students in grades K–12. Families come from 83 different zip codes, representing 72 countries from around the world.
- **Enrollment:** Retention of current students is strong, at around 93–95% annually.
- **Faculty:** Student to faculty ratio is 8:1. Over 68% of Middle and Upper School faculty and administrators have advanced degrees.
- **Accreditation:** California Association of Independent Schools (CAIS), and Western Association of Schools and Colleges (WASC)
- **Associations:** National Association of Independent Schools, California Association of Independent Schools, Association of Technology Leaders in Independent Schools, Enrollment Management Association, Educational Records Bureau, California Teacher Development Collaborative, Independent Schools of Maximum Complexity, One Schoolhouse, and Making Caring Common
- **Operating budget:** \$47,000,000
- **Endowment:** \$14,000,000
- **Financial aid:** Over \$4.3M awarded to approximately 17% of Viewpoint students. Average financial aid grant is over \$26,000.
- **Website:** www.viewpoint.org



STATEMENT ON DIVERSITY

Viewpoint School is committed to building an inclusive community of teachers and learners who reflect and welcome the diversity of Southern California. The School teaches with respect the wisdom and traditions of the world's cultures and faiths.

Viewpoint defines a diverse community as one which embraces students from a wide range of family, socioeconomic, racial, ethnic, sexual orientation, and religious backgrounds. The School affirms that students should learn in an environment that reflects the world in which they live and will pursue their professional careers.

The Board of Trustees, Head of School, and faculty actively promote strategies and policies that support diversity among all of the School's constituencies.

PHILOSOPHY OF SUCCESS

The School believes that learning occurs best in an environment of honesty, mutual respect, concern, consideration, and courtesy among faculty and students. These values are the basis upon which trust and positive communication can grow.

Positive school spirit, cooperation, mutual respect, and the sharing and achieving of goals are all important elements of the relationship between students and the faculty. Teachers show their support of the students and become involved by helping with activities, attending athletic contests and assemblies, participating in special school events, and by showing an interest in students' causes and concerns.

Tradition and experience at Viewpoint hold that the community is best served when its members share responsibility and authority. To that end, we:

1. teach to inspire our students with a love of learning and to promote a positive self- image among our students; we do not teach in order to give grades.
2. know the strengths and weaknesses of our students and their styles of learning and try as much as possible to tailor our approach to their uniqueness.
3. create a learning environment that promotes respect, understanding, and tolerance of differences.
4. strive to be flexible in the classroom, using class time for a different purpose if it seems worthwhile and trying not to become a captive of our course outline.
5. encourage all students to participate actively in class activities and are particularly aware of treating both genders fairly.
6. inspire and promote critical thinking, creative thinking, and cooperative learning among students.
7. try to model empathy through our own compassionate responses to other teachers and our students.



FAST FACT

All students of color represent 35% of Viewpoint's total student enrollment.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT CIO

In any organization, the key factors determining long-term success or failure begin at the top. Without effective leadership, collaboration and innovation are just buzzwords.

The new Chief Innovation Officer will encounter a dynamic, forward-thinking senior leadership team. At the helm is an experienced Head of School, who 20 years ago served as a director of technology at another Southern California independent school. Thus, the new CIO will instantly have access to a thought partner who has “walked the walk” when it comes to technology management and innovation design. The other members of the Viewpoint leadership team are in similar fashion extraordinarily accomplished educators and administrators, with a diverse set of prior K–12 and higher education experiences.

The Board of Trustees includes chief executives and founders of numerous technology companies, all of whom care deeply about Viewpoint. In addition to their stewardship and oversight of the School, these trustees are ready partners for a chief innovation officer who thinks out of the box, proposes bold ideas, and whose default response is “Why not?” instead of simply “Why?”



The Primary and Lower Schools are in their early years of a new maker and design studio called the Innovation Space. Led by an enthusiastic STEAM instructor, this program is a shining example of the successful partnership among academic administrators, faculty members, and the Technology Department. In the future, the CIO will play a central role in helping to propose, design, and implement initiatives like this.

In the Middle and Upper Schools, a Robotics Program with growing demand is but one of many examples demonstrating that student interest in STEAM opportunities at Viewpoint is on the rise. Led by a 12-year veteran of the Science Department who also teaches engineering and design, the team competes around the world, giving students leadership and learning opportunities in engineering that are applied, not just theoretical.

A three-member computer science department comprises numerous strands and classes at Viewpoint, from traditional programming to computational thinking to design engineering. Concentrated mostly in the Middle and Upper School, these courses and programs are highly popular with students.

Various departments have leveraged technology and innovation within their own disciplines. The Middle School Math Department embraced tablets for faculty to improve their classroom instructional methods. Science Department teachers have supported advanced physics classes and STEM clubs. The Film Program is a showcase department that gives students access to cutting-edge technology and exposes them to premier institutes around the world.

The Library is led by a forward-thinking librarian who understands the importance of space, design, and technology for an information services department. Both physical libraries offer multiple learning environments, leverage instructional technology, and invite students to work collaboratively in a welcoming place.

The Educational Technology Program has a new Technology Integrationist, who is an experienced classroom educator with a science and technology background. Focusing primarily in the Primary and Lower Schools, the integrationist spends the majority of her time delivering a technology curriculum to students in Kindergarten through Fifth Grade and works with traditional classroom teachers on instructional technology projects.

As impressive as all these examples are, the school does have internal needs related to technology and innovation support and coordination. Many teachers in the Middle and Upper Schools desire similar support for technology integration. Meanwhile, the K–12 arc for some of the above areas — computer science, robotics, and general STEAM initiatives — could be more well-defined and intentionally developed.



Like any school with successful technology and innovation programs, there are important questions to ask. How might we expand the maker program into the Middle and Upper Schools? How might we develop our facilities to grow the robotics and applied engineering programs? How might we reimagine and expand some of the computer science offerings? These are but some of the many questions for which the CIO will need to facilitate ongoing discussions and help the entire community ideate and explore short-term and long-term alternatives.

From an infrastructure technology standpoint, the School is well-resourced. The team is led by a Director of IT who has been at the school for 14 years. The CIO's main job here would be to strengthen the budgeting and planning process and ensure that technologies deployed — both hardware and enterprise applications — align with the strategic and educational needs of the academic program. The help desk service, which faces some challenges because of the mile-long geography of the campus, could be reexamined. The School completed a technology staffing assessment earlier this fall and identified areas for possible restructuring and growth. Senior leadership understands that as a critical engine of the school, the Technology Department will likely need to expand over time.

Viewpoint is in such a strong position that it would be easy to say that little needs to change. However, as the new leadership team knows, the nationwide educational landscape is rapidly changing. The schools that will be successful in the next 50 years require now a collective mindset that embraces bold, innovative, and growth-oriented ideas. Thus, herein lies that simultaneous challenge and opportunity for the next CIO: to be an integral part of this paradigm shift, to inspire others to explore these new frontiers, but to do so in a way that preserves the exemplary components that make Viewpoint such a special place. An amazing opportunity indeed!

THE POSITION: CHIEF INNOVATION OFFICER

SPECIFIC DUTIES

K-12 VISION FOR TECHNOLOGY AND INNOVATION

- In partnership with the leadership team and with input and participation from the faculty and staff, develop and implement a strategic vision for innovation, academic technology, instructional design, and cross-curricular STEAM initiatives
- Ensure that all areas of technology and innovation, from operations and infrastructure to instructional and integration, are aligned with the strategic vision and mission of the school

INTERNAL PROFESSIONAL DEVELOPMENT

- Design, deliver, and oversee major professional development and growth experiences for faculty in areas of technology integration and instructional design
- Inspire the technology team and the broader faculty community to model and support best practices in innovation, technology integration, and curricular research
- Help develop a culture of exploration, experimentation, and innovation to meet the dynamic and evolving needs of an excellent 21st century school

MANAGEMENT AND SUPERVISION

- Oversee the entire Technology Department, which is currently about 9.5 FTE
- Hire and supervise the managers and directors of each technology functional unit
- In addition to supervision, provide exceptional leadership, guidance, and support for all technology integrators, instructional designers, and STEAM-related faculty
- Maintain ultimate responsibility for all areas of technology operations, including: academic technology integration, data services, and information technology
- Manage and develop the operational and capital technology budgets, and anticipate future technology needs to meet the strategic goals of the school

EXTERNAL PROGRAM DEVELOPMENT

- Under the direction of the Head of School, research, design, and implement initiatives to help the school expand programmatically, operationally, and financially
- Establish and maintain local, regional, and national partnerships to support the strategic goals of the innovation and technology program at Viewpoint School

ADMINISTRATION, POLICY, AND PROCEDURES

- Establish and evaluate technology policies, procedures, and processes in areas such as: end-user support, data management, network security, compliance, content filtering, hardware deployment, capital investment, and event services
- Serve on and/or oversee technology-related committees at the administrative, faculty and staff, and student levels
- Ensure that the technology needs of all departments and directors are being met
- Other duties as assigned



PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

Viewpoint School is looking for candidates who can demonstrate:

- A combination of (a) experience managing instructional technology or curricular innovation, and (b) experience managing or administering major components of an organization's infrastructure technology. A bachelor's degree from an accredited college or university is a minimum requirement, though a graduate degree in management, instructional technology, information systems, or related field is highly desirable.
- Experience having designed, launched, and managed strategic projects and curricular innovations, ideally in a large educational organization.
- Significant experience as a leader of people, including: direct supervision, project management, personnel growth, staff training, and committee stewardship.
- Other areas of technology leadership, including: enterprise systems management, end-user training and support, setting and designing policies, and financial planning.
- Senior administrative experience in an educational institution.



- Experience working in a technology department of an educational institution. Prior classroom teaching experience is desirable.
- An ability to inspire visionary thinking among junior staff, while ensuring that operational and tactical needs are being met across the organization.
- Experience connecting disparate initiatives together into a unified arc, and in particular experience uniting innovative curricular programs across multiple divisions.
- A passion for educational technology, information systems, instructional design, pedagogical research, professional growth, and innovative curricular ideas.
- Excellent relational and communication skills.
- A successful history of implementing and growing large-scale professional development experiences, preferably for educators.
- A thoughtful but determined approach to change management and department unification — while still remaining true to organizational goals and community culture.
- A collaborative, cooperative, and patient mindset.
- Visionary leadership aligned with the needs of a dynamic and diverse faculty and staff.
- Capability to lift up to 25 pounds and access hardware in hard-to-reach spaces.



TO APPLY

Ed Tech Recruiting is acting on behalf of Viewpoint School to recruit exceptional professionals to fill this extraordinary opportunity. Please direct any inquiries to:

Gabriel Lucas
Principal, Ed Tech Recruiting
gabe@edtechrecruiting.com

Applications will be considered through March 6, 2017. Candidates should send the following five separate PDF attachments to jobs@edtechrecruiting.com:

- Cover letter introducing yourself to the Viewpoint School search committee
- CV or résumé
- A list of four references (include each person's name, organization, title, phone number and email, though we will obtain your permission first before contacting references)
- A no more than two-page document summarizing two innovative educational initiatives that you designed, led, and implemented, and what you learned in doing so
- Statement of educational philosophy that addresses the following prompt:

What excites you the most about the future of education? In what areas of education do you hope independent K-12 schools will take more risks and invest more resources? What are some bold examples of innovation in independent school education, from which other successful schools could learn invaluable lessons?

