



The San Francisco School

HEAD OF MIDDLE SCHOOL

LOCATION
San Francisco, CA

START DATE
July 1, 2023

POST DATE
February 14

REPORTS TO
Head of School

PRIORITY DEADLINE
March 12

SALARY RANGE
\$160,000 - \$170,000



Summary

For over 50 years, The San Francisco School (SFS) has been a vibrant and inclusive educational community in the diverse Portola neighborhood in the southern part of progressive San Francisco. Educating nearly 300 students in Preschool through 8th Grade is a collaborative effort at this independent school where all voices are heard and social justice has always been a top priority. Since 2017, the School's strategic plan has laid out a commitment to humanitarian promise, prioritizing teaching and learning (Program), a diverse and inclusive community (People), and lasting connections to the surrounding neighborhood (Place).

SFS now seeks a head of middle school who will join a team of six other dedicated and experienced senior administrative colleagues, including the incoming head of school. The incoming head of school was announced in the fall of 2022 and will begin this summer following a successful, 15-year tenure of the outgoing head of school. The head of middle school oversees all aspects of the 6th-8th Grade program and curriculum, and will partner with the head of lower school and the director of design, engineering and technology to ensure programmatic continuity between each division. The head of middle school will be welcomed by an innovative and highly committed board, mission-aligned faculty and staff, and a diverse community of families, and will play an important role in building long-lasting relationships among these constituencies during this time of transition at SFS. The head of middle school will report to the head of school, and will start July 1, 2023.

MISSION

The San Francisco School cultivates and celebrates the intellectual, imaginative, and humanitarian promise of each student in a community that practices mutual respect, embraces diversity, and inspires a passion for learning.





Core Values

At the core of The San Francisco School are the values of culture, community, diversity, and belonging. From what SFS teaches to how the school teaches it, SFS strives to model these values and instill them in each student.

These values are natural but they do not come without the intentional effort the school dedicates to every facet of the SFS experience. Whether it's through opening day ceremonies, assemblies, Family Association events, Diversity Committee or Public Purpose Committee work, or teacher curriculum development, the school aims to embrace each family equally. SFS invites every family to participate in creating the culture and become an active member of the vibrant school community.

Five Tenets of an SFS Education

The San Francisco School believes students learn best when the following tenets are an integral part of their experience:

CURIOSITY

Students are natural explorers. SFS encourages students to ask meaningful questions and structure experiences for them to arrive at their own moments of discovery.

CHALLENGE

Students take great pleasure in progressing toward mastery. SFS cultivates learning by designing lessons with varied and increasing complexity.

COLLABORATION

Students grow through working with others. SFS models and teaches teamwork, cooperation, and problem solving across grades and disciplines.

COURAGE

Students are empowered when they face their fears. SFS urges students to take risks and embrace their mistakes.

COMPASSION

Students are capable of astonishing kindness and empathy. SFS inspires students to think beyond themselves and believe that their actions make a difference.





Uniquely SFS

DIVERSITY, EQUITY, JUSTICE, AND BELONGING

SFS actively supports all individuals to be their complete, authentic selves and fosters a community grounded in social and environmental justice. As a result of this effort, SFS aims for every person to thrive in an inclusive and culturally-rich context, fueled by diversity of thought, perspective, and experience, that enhances learning and supports the ability of individuals to fulfill their humanitarian promise.

The San Francisco School delivers on their mission by modeling and promoting equity, justice, interculturalism, neurodiversity, environmental sustainability, and peace in their work. SFS's commitment to being an equitable and inclusive community is intentionally woven into every facet of the school experience. Whether it's through academic and athletic opportunities, assemblies, school governance, committee work, or ongoing professional and curriculum development, SFS embraces each community member.





URBAN SCHOOL, VILLAGE ATMOSPHERE

The San Francisco School actively seeks to be a community where all types of people can thrive, and it values the richness of diversity in all its forms. Within this urban school, a vibrant village of learners and educators exists and supports one another. Some highlights of the program, campus, and community include:

- SFS teachers truly know their students. With small classes, an integrated curriculum, and a collaborative culture, SFS teachers are able to provide an optimal academic, creative, and social-emotional experience.
- SFS has ten dedicated specialist teachers in Spanish, Music, Art, and Health and Wellness. These classes occur from once to several times a week depending on the division.
- The Community Center features a full-size gym/350-seat theater.
- SFS offers Spanish beginning in Preschool and offers multiple proficiency levels beginning in Middle School.
- SFS offers a robust student support team, including learning specialists, a counselor, an educational therapist, coordinators for math and STEAM curricula, and a school nurse.
- SFS leaves its Adventure Playground intentionally wild, preserving a place where children can climb trees, pick flowers, play in the dirt, build forts, pick fruit from trees, play with rabbits and goats that visit each year, and go down a 50-foot slide.
- The wonderful chefs in the SFS kitchen cook delicious, healthy meals from scratch for Preschool-Elementary students as well as staff.
- Over half of the SFS campus comprises of outdoor space, including dedicated play yards for both Preschool as well as Kindergarten and First Grade.



Key Statistics

FOUNDED

1966

LOCATION

1.6-acre campus in
San Francisco, CA,
in the culturally and
demographically diverse
Portola neighborhood

CAMPUS

Over **50%** of the campus dedicated to outdoor space dedicated
Preschool and Kindergarten play yards; **Adventure Playground**
featuring slides, fruit trees, and animals; facilities include state-of-the-
art theater and gym, rainwater cistern, and solar panel system

STUDENTS

277 students in Preschool - 8th Grade
61% are students of color
11% of families identify as LGBTQIA

ADMISSION

Average acceptance rate of
24% over the last three
years; **95%** retention rate



FACULTY & STAFF

Student-to-faculty ratio of **6:1**

50% of faculty hold
advanced degrees

Average tenure is **9** years

32% faculty of color

56% staff of color

Over **\$140,300** spent
on professional development
annually

77 staff members



Key Statistics

ACCREDITATION

California Association of Independent Schools

RELEVANT ASSOCIATIONS

National Association of Independent Schools (NAIS)

California Association of Independent Schools (CAIS)

California Teacher Development Collaborative (CATDC)

People of Color in Independent Schools (POCIS)

National Business Officers Association (NBOA)

California Independent Schools Business Officers Association (Cal-ISBOA)

Council for Advancement and Support of Education (CASE)



MAJOR REVENUE

Tuition and Other Programs: **89%**

Annual Giving: **8%**

Release from Endowment: **1%**

Other Revenue and Support: **2%**

FUNDRAISING ACHIEVEMENTS

In 2021, SFS completed a successful capital campaign, Forge Our Future, that raised 36% over their original goal, more than doubling their endowment. SFS consistently meets or exceeds their growing annual giving goals.

OPERATING BUDGET

\$11M

ENDOWMENT

Over **\$7,200,000**

FINANCIAL AID

Over **1.8 M** in financial aid awarded to 22% of SFS families

www.sfschool.org





An Important Time of Change

The San Francisco School (SFS) is one of San Francisco's oldest Preschool - 8th, co-educational independent day schools. In a diverse neighborhood in the southern part of this progressive city, SFS provides the feeling of a close-knit village, prioritizing a focus on the whole child and providing each student with a transformative learning experience. Students at SFS are encouraged to ask questions, remain curious, and harness their intellectual potential each day. The school and its curriculum are built to nurture each child; whether students are playing on the Adventure Playground, participating in music and art projects, or taking part in outdoor STEAM classes, each child is celebrated for their individual approach to learning.

SFS is going through important times of transition. The school's beloved head of school, Steve Morris, is stepping back from his role after 15 years of service. During his time as head of school, Steve and the school's faculty and staff guided SFS through two accreditation cycles, solidifying the school's ability to introspectively improve and accomplish its long-term goals. The school also created and executed two strategic plans, in addition to running two successful capital campaigns. Most recently, SFS doubled its endowment amount and remodeled its campus STEAM facilities.

The incoming head of school, Juna Kim McDaid, is a thoughtful and compassionate leader. She began her career in education as a teacher, and has always loved being in the classroom with students. Juna has held various administrative positions throughout her career, ranging from department head to assistant head of school roles, and aims to keep the energy of the classroom alive in everything she accomplishes. Driven by the desire to uphold SFS's values of inclusion and compassion, Juna is excited to nurture each student's love of learning and staff professional growth in her position as head of school.

At SFS, collaboration is an integral part of the school's authentic approach to leadership and decision-making. This head of school transition has been rooted in mutual respect and collaboration, and has kept the school's mission to serve each student in their early educational journey at the heart of the process.

SFS has been fortunate to have a respected head of middle school for the past six years. She built a lasting legacy at SFS, and worked to establish systems, processes, and programs that continue to uphold the middle school today. The outgoing head of middle school also brought a focus on DEIB principles to the school, and empowered faculty and staff to pursue



professional growth opportunities during and beyond their time at SFS. As the outgoing head of middle school departs from SFS to begin her first year in a head of school position, she leaves the middle school program with a strong foundation.

This is an exciting chance for a new individual to bring their unique voice and perspective to the head of middle school role. SFS is entering a brand new era, complete with many structural changes. The current head of upper elementary school (4th-5th) will be stepping back from his role to return to his position as the full-time director of admissions, and the head of lower school will assume oversight of Preschool-5th Grade. In the midst of many transitions, SFS is looking for a head of middle school who will wholeheartedly devote themselves to the school and its values.

At a close-knit, small school like SFS, being present is essential. The head of middle school should bring a genuine for this age group, and ensure that each student is well-supported in their time at SFS. The head of middle school will thoughtfully engage with staff, students and their families, while seeking out feedback on how to improve the middle school experience. This individual will oversee all aspects of the 6th-8th Grade

program and curriculum at the school, while serving as a member of the administrative leadership and curriculum and program teams. The head of middle school will partner with a dynamic team of leaders, including the head of school, head of lower school and director of design, engineering and technology to collaborate on areas of strategic importance and examine academic programming.

In a school that is much like a “friendly neighborhood,” the head of middle school can look forward to building relationships with the students, families, faculty and staff at SFS. It will be crucial for the head of middle school to take the time to get to know each faculty member, and empower each individual, no matter their tenure, to propose new ideas and explore growth opportunities.

The school is excited to welcome its new head of middle school in July 2023. The head of middle school will be welcomed into an inclusive community of leaders, students, faculty and staff at SFS. As SFS enters a new era of transformation, it will continue to place the student experience at the forefront of every initiative.

About the Incoming Head of School



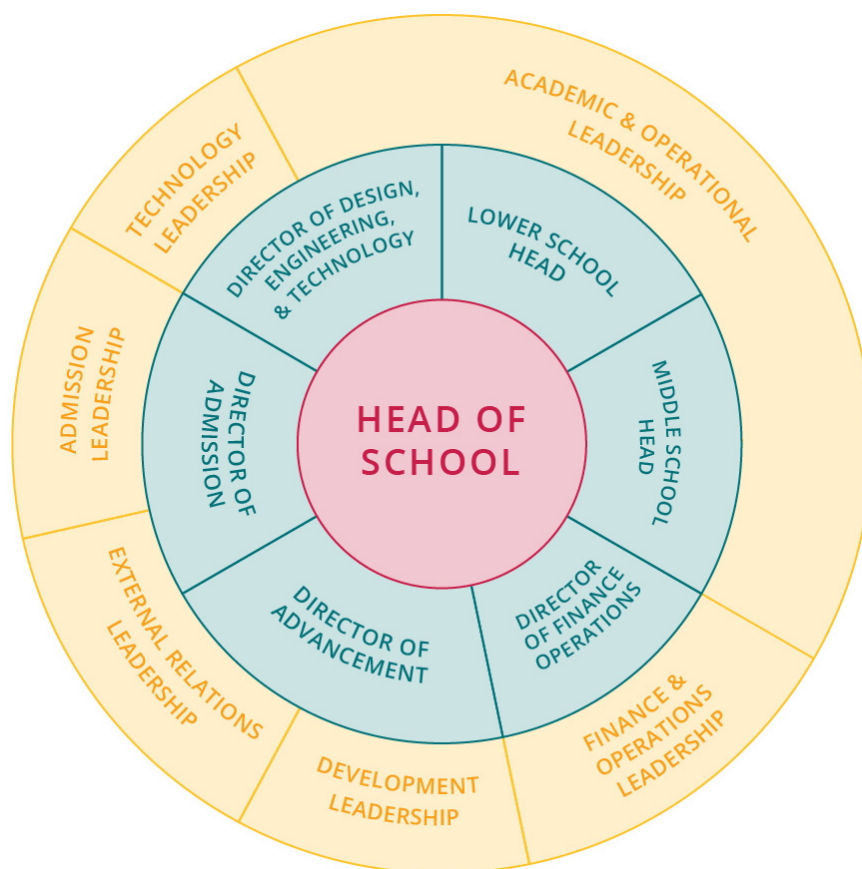
**JUNA KIM
MCDAID**

SFS is excited to welcome Juna Kim McDaid as the incoming head of school. With a background in both teaching and administration, Juna brings a strong passion for enhancing the life of each student to all that she accomplishes. She loves to experience the buzzing excitement of a classroom, witness the laughter and smiles shared between students and faculty, and create an environment for children to discover unique aspects of themselves. As an administrator, Juna strives to foster a culture of equity

and acceptance for all students, faculty and staff to be a part of. She understands the importance of embracing the diverse backgrounds of each person, and providing a space where individuals can feel celebrated. Juna was drawn to the mission and values at SFS, and is eager to bring her skills and passion for education to San Francisco in July. Click [HERE](#) to watch a short interview with Juna, in which she describes the importance of the head of middle school role and her leadership style.



Admin 7



The leadership team at The San Francisco School is highly collaborative, experienced, and dedicated. Called the Admin 7, the team comprises the head of school and six senior administrators, each of whom has a primary area of focus. Three members next year will be new: head of school, director of finance and operations, and head of middle school.

Two division heads oversee different grade levels: the lower school head is responsible for Preschool through 5th Grade, and the middle school head is responsible for 6th - 8th Grade. The director of design, engineering, and technology oversees the school's technology, innovation, and STEAM program, which spans all grades and requires significant partnership with the two division heads in the area of academic leadership. These three senior administrators plus the head of school meet weekly as the Curriculum + Program Team, to discuss tactical issues and plan strategic initiatives involving curriculum, pedagogy, scheduling, and professional growth.

In addition, three other administrators oversee non-academic areas of the school. The director of finance and operations manages facilities, security, health and safety, kitchen, and human resources. The director of advancement leads development, fundraising, and external relations. The director of admission manages the annual processes of enrollment and retention.

The leadership team is high functioning and cross-functional. Academic administrators have often overseen various operational departments, programs, and services. At the same time, other administrators have at times leaned into academic leadership. For example, in the 22-23 year the director of admission has been overseeing upper elementary (4th and 5th Grade). As a result, the entire team is collaborative and supportive of each other, allowing for greater synergy on all-school matters.



On the Horizon

The head of middle school will be joining the SFS community at an exciting time, with many goals on the horizon. These include launching the school accreditation cycle, as well as developing a new strategic plan. These processes go hand-in-hand and will allow SFS to deeply reflect on its goals, as well as deepen its commitment to its equity-focused mission and values.

Launching the Accreditation Cycle

As a CAIS-accredited school, SFS is preparing to launch its self-study accreditation cycle. This peer-reviewed process will begin this year, and aims to foster excellence in education while encouraging school improvement through discovery, dialogue, compliance, and self-reflection. This self-study accreditation enables SFS to develop clearly defined goals and objectives based on its mission and values. As an introspective process, it will require administrative support and oversight from the SFS administrative leadership team. SFS will work to identify where it has met its goals from the previous accreditation cycle, and where it hopes to grow in the future.

Developing a New Strategic Plan

SFS is kicking off a new strategic planning process this year. The strategic planning process will begin as the school completes its self-study accreditation, and will examine where goals were met and where improvements can be made going forward. In the spring, SFS will begin a bridge plan, which will allow the school to reflect on its self-study accreditation, and utilize those findings to construct preliminary strategic planning sessions. In 2024, the school will officially begin the exciting process of crafting its newest strategic plan. The creation of a strategic plan is an exciting opportunity to be a part of a collective process of envisioning goals and future growth for SFS.





Looking Ahead

New Ideas Under Consideration

BUS PROGRAM

SFS strives to bring an equity-focused lens to each initiative. With many of its students traveling to and from campus from different parts of San Francisco and beyond, SFS is exploring a bus program for its students. This bus program is running from January to June of this year, and will reduce the school's carbon footprint. It will also ensure that students have access to a safe, reliable mode of transportation when commuting to and from school. While this program is still in its early stages, SFS is looking forward to providing its students with a transportation option in the future.


MIDDLE SCHOOL LUNCH PROGRAM

SFS is working to establish an in-house middle school lunch program in the future. With an in-house PS-5th Grade lunch program already in place, SFS is looking to extend this program to serve its middle school students. The school's top priority is nurturing the whole child, and providing nutritious meals to each student helps to fulfill this promise. By bringing the middle school lunch program to the in-house kitchen, SFS would ensure that each middle school student has equal access to a healthy lunch each day.



Important Areas of Focus

COMMUNITY BUILDING



Over the years, SFS has built a passionate community of educators who value trust, open communication, and empathy. As the school enters a new era of growth, maintaining a strong sense of community is more important than ever. As one might expect, many faculty and staff members are battling feelings of fatigue in the aftermath of the COVID-19 pandemic, and feeling apprehensive about the school's time of transition. The head of middle school will have the opportunity to build genuine relationships with SFS faculty and staff, and unite each individual as a team to best serve each middle school student.

FURTHER UNITING THE EDUCATIONAL PROGRAM

Working directly with the head of lower school, the head of middle school will have the opportunity to further develop partnerships between the lower and middle schools, and ensure that all faculty receive feedback regarding student learning expectations. By encouraging staff collaboration between the lower and middle school, the head of middle school will set each student up for success as they transition from 5th to 6th Grade at SFS. The head of middle school will also work with the head of the lower school and the high school guidance counselor to further synchronize the lower and middle school curriculums, and continue to ensure that students are well-prepared for their transition to high school.



Adjectives to Describe the Next Head of Middle School



Duties

LEADERSHIP

- Serve as an active and collaborative member of the administrative leadership team.
- Together with the head of school, head of lower school and director of design, engineering and technology, collaborate on areas of strategic importance: the transitional continuity between the lower school and middle schools; the ongoing evolution of STEAM curriculum and middle school program overall; the development of inspiring staff meetings that foster community; and the programmatic maintenance of inclusion, equity, and social justice as central values.
- Oversee the high school transition process in collaboration with the high school guidance counselor.
- Serve on or lead committees as assigned.
- Perform other duties as assigned.

PROGRAM MANAGEMENT

- Lead the operations of the middle school.
- Co-coordinate all-school coherence of curriculum, student life, and special programs.
- Oversee and coordinate the hiring, supervision, and evaluation of staff as assigned.
- Be a visible presence in all relevant areas of the middle school, and in particular know and be recognized by students and their parents and guardians in the middle school.
- Oversee student success in the middle school, working with parents, guardians, students, and staff on issues of academic performance, social and emotional learning, and behavioral accountability.
- Develop effective systems for parent and guardian communication and partnership.
- Represent the middle school to prospective students, parents and guardians.

PROFESSIONAL DEVELOPMENT

- Lead, facilitate, and plan an array of professional development opportunities for staff—from informal classroom observations to all-school in-service events.
- Support a culture of pedagogical reflection and instructional design, and serve as an engaged thought partner to staff as they continue to improve their craft.
- Maintain an active presence in the local, regional, and national communities of independent school education.



SFS is looking for candidates who can demonstrate...

PROFESSIONAL QUALIFICATIONS

- Multiple years of experience as a teacher, preferably in a middle school setting
- Experience leading trainings and major initiatives related to curriculum, pedagogy, and student experience—preferably at a progressive school offering early childhood, elementary, and middle school education
- Experience designing, implementing, and improving co-curricular programs and events that connect directly to a school's mission and values
- Immersion in inclusion, equity and belonging work—both in training and in implementation—and a commitment to fostering culturally competent and inclusive classrooms
- Experience guiding parents and guardians on sensitive student-related matters, such as identifying need for learning evaluations, behavioral restorative processes, and high school transition process
- Experience with project-based, interdisciplinary learning and progressive education
- Possession of a bachelor's degree from an accredited college or university, which is a minimum requirement, though preferably possession of a graduate degree

LEADERSHIP AND PERSONAL QUALITIES

- Inspirational, pragmatic, diplomatic, and patient leadership that honors the core values of SFS, but also encourages risk-taking aligned with the school's strategic plan
- Authentic empathy, warmth, and collegiality, and an ability to spread these qualities across an entire staff
- A passion for inspiring programmatic change, balanced with a judicious understanding that successful innovation at a progressive school requires establishing lasting peer-to-peer relationships
- Savvy communication and dynamic presentation skills—both written and oral
- A collaborative, cooperative, and growth-oriented mindset
- Enthusiasm for students and teachers to pursue their passions, talents, and interests, both in and out of the traditional classroom
- A vision that is aligned with the needs of a dynamic and diverse staff
- A love of learning and love of school, and a willingness to support unique and unpredictable learning journeys of both students and staff





How to Apply

12M Recruiting is acting on behalf of The San Francisco School to identify exceptional educational leaders to fill this extraordinary opportunity.



Applications received by March 12 will receive priority review.

All applications must be submitted online: WWW.12MRECRUITING.COM/JOB/SFSHMS

An application requires submitting four PDFs:

- Cover letter introducing yourself to The San Francisco School search committee
- CV or resume
- 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)
- The SFS search committee requests a response, no longer than one page, to either of the following topics:

Middle school is often a time when students begin to explore their identity separate from their families. How would you as the head of middle school both encourage and support middle school students in this journey while sustaining meaningful partnerships between middle school staff and parenting adults?

What are the three most distinct challenges facing middle school students that middle school educators and parenting adults need to address in partnership, so that those students can become thriving students in the next stages of their educational paths?

The San Francisco School is committed to policies that will increase staff diversity, both to reflect the high value SFS places on a multicultural understanding, and for the direct benefit of each student. The San Francisco School is an equal opportunity employer. We continually strive to build an inclusive culture in our diverse community. The San Francisco School encourages applications for employment from all qualified individuals without regard to race, color, religion, gender, sexual orientation, gender identity or expression, age, national origin, marital status, citizenship, disability, and veteran status.

