



# LIVE OAK SCHOOL

## *Director of Advancement*

### SUMMARY

**Location** | San Francisco, CA

**Post Date** | April 7, 2022

**Application Deadline** | May 4, 2022 at 5:00pm PDT

**Remote Semifinal Round** | Week of May 9

**On-site Final Round** | Week of May 16

**Decision Announced** | May 31, 2022

**Start Date** | July 1, 2022



**12M**  
RECRUITING



## 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.

Now, Live Oak seeks a director of advancement to oversee a mission-critical department that drives the philanthropic and community outreach initiatives of the school. The current director, who has been at Live Oak since 2008, has led multiple successful fundraising endeavors — including a \$5M capital campaign several years ago and a \$2M 50th Year Campaign this year to fund operating expenses and grow the school's Future Fund. The next director will inherit a dedicated and talented team comprising an advancement associate and a director of communications. The school is laying the foundation for another major capital campaign, which the next director will be able to shape from the ground up. The director of advancement will start July 1 and report to the head of school.

## MISSION

Live Oak School supports the potential and promise of each student. We provide a strong academic foundation, foster skills to effect change, and develop courageous and conscientious learners from all backgrounds. We inspire students to advance equity and inclusion, to act with compassion and integrity, and to pursue a lifelong passion for learning.





# VISION AND VALUES

## VISION

Live Oak School's vision—to know a child well—is our foundation for providing an education that prepares children for success in an increasingly complex and diverse world. Knowing a child well is the responsibility of all members of the Live Oak community. We work to understand who each student is now and together explore his or her promise for the future. We use our understanding to inspire, support and challenge students to be powerful learners.

Students, too, are challenged to know themselves. By developing an understanding of their own identity and the identities of others in the community, our students grow as individuals and gain a deep appreciation for the value of diversity. We create a place where children see themselves reflected in the curriculum. Within Live Oak's supportive but challenging environment, active engagement and academic risk-taking become possible and expected for all. Each student is empowered to reach his or her full potential.

Excellent teaching requires knowing a child well. Live Oak teachers set firm academic and behavioral goals while providing flexible paths for achieving those goals. Using a broad variety of tools, our teachers assess not only students' understanding, performance and growth over time, but also their learning styles, background and interests. The faculty collaborates to ensure that the students benefit from continuity in curriculum and approach across subjects and grades, requiring students to apply their learning to real world challenges. As a learning community, teachers engage in on-going professional development to ensure that our students receive the benefits of the best educational practices.

Parents play a central role in the Live Oak community as the bridge from school to home. They work in partnership with faculty to support their children's academic and social goals. Through volunteer engagement, they provide practical support while also contributing to the learning environment by modeling desired values and behaviors.





Live Oak extends the school experience beyond our walls by taking advantage of its particular neighborhood and the rich cultural life of San Francisco. Our service-learning program builds on students' knowledge of themselves through participation in the larger community, fostering in them the courage to be change makers and leaders in putting values into action.

A Live Oak education builds strong foundational skills—academic, behavioral and physical—along with higher order skills including collaboration, critical thinking, and innovation. Our students are known well and learn to know themselves well. They demonstrate self-esteem, social and emotional maturity, and a sense of responsibility to themselves and their community. Live Oak graduates leave our school as confident, life-long learners, prepared for success in higher education and life in our rapidly changing world.

## VALUES

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 us as individuals.
- **Empathy** in our personal relationships to encourage responsibility and integrity in our actions.
- **Joy and humor**. In this we find the willingness to learn from mistakes, the desire to take healthy risks, and 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:*

- Establish a culture of data collection and analysis to inform the development of programs and practices that challenge all students to reach their full potential.
- Design and implement a school schedule promotes equity, agency, understanding, joy, and creativity.
- Concretize constructivist practices in all disciplines, divisions, and departments of the school.

### 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:*

- Develop a robust service learning program that shows the ways in which the curriculum is connected to the world outside school, showing students a breadth of service opportunities and integrated into our trips and travel programs.
- Understand the scope of social issues we want our students to engage with during their time at live oak and develop authentic relationships with community based organizations that allow students to experience leadership in their communities.

### **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 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.





## 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:** 425 students in kindergarten through eighth grade; 52% students of color

**Faculty and staff:** 60 full- and part-time teachers, plus 18 administrators and staff members; 46% of faculty and staff identity as people of color

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

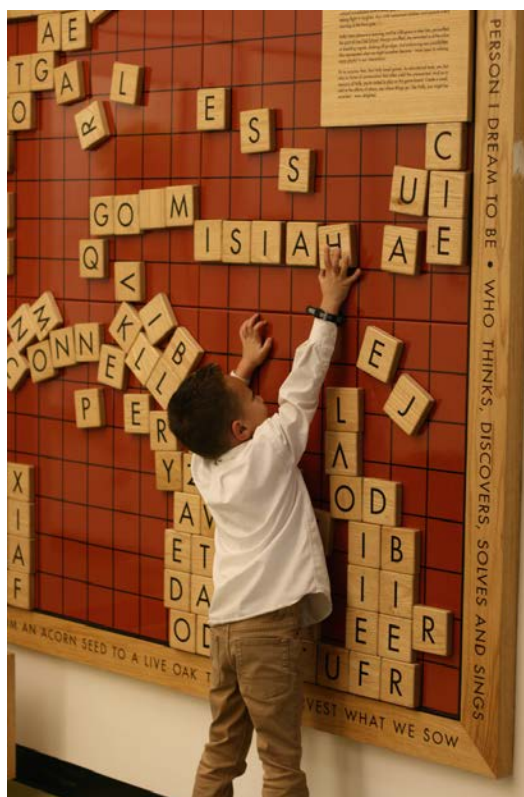
**Relevant Associations and Memberships:**

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 \$500 - \$37,580; 6-8 tuition ranges from \$500 to \$38,075; 25% of families participate in the Adjusted Tuition program

**Financials:** Operating budget \$16,000,000; endowment approximately \$7,775,000

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



## QUOTE FROM THE HEAD OF SCHOOL

*"At Live Oak, we practice philanthropy because we know that each act of generosity benefits every member of our community. The director of advancement nurtures this spirit within Live Oak to elevate the experiences of our students and the world's experience of them."*

Virginia Paik, Head of School



## A HISTORY OF GIVING

### BUILDING PROMISE CAMPAIGN (2016-2019)

Over \$5M was raised for a 12,000 square foot expansion to the school. Keys to success included the recruitment of a talented Core Committee, committed parent volunteers, small gatherings for people with similar giving capacities, specific ask amounts, and personal outreach to the entire community. The campaign featured 78% parent participation and 405 donors across a robust giving pyramid:

- 1 over \$500,000
- 2 over \$250,000
- 5 over \$150,000
- 9 over \$100,000
- 18 over \$50,000
- 14 over \$25,000
- 356 up to \$25,000

### RECENT ANNUAL FUNDS (2019 – 2022)

Over the last few years, Live Oak has continued to break its own records for giving. At the same time Live Oak has maintained an inclusive approach to philanthropy. Live Oak does not produce an annual auction or fundraising gala, but rather holds smaller stewardship events that value the contributions of each member of the community. The case statement for the 2021-2022 campaign can be downloaded here: <https://bit.ly/3xa9JLx>.

Year	Total Raised	Goal	Family Participation	Average/Median Family Gift
2019-2020	\$811,604	\$725,000	82%	Average \$1,562 Median \$1,000
2020-2021	\$923,343	\$725,000	83%	Average \$2,630 Median \$1,500
2021-2022	On-track for over \$2M	\$2,000,000	64%	Average \$17,640 Median \$4,000

### THE NEXT MAJOR CAPITAL CAMPAIGN

In the coming year, Live Oak will launch a feasibility study to help the school prepare for a major capital campaign. The goal will be to raise money for further campus expansion. The next director of advancement will arrive at the very beginning of this project and thus have a chance to shape the strategy and oversee the execution of this exciting multiyear philanthropic project.



# DIRECTOR OF ADVANCEMENT

## SPECIFIC DUTIES

### ***Mission-Aligned and Inclusive Philanthropy***

- Pursue a full understanding of the impact of a Live Oak education upon the lives of its students in order to promote the value of Live Oak School's mission and programs and engender cross-constituency support and engagement.
- Center the value of diversity, equity and inclusion in the strategic and tactical work of advancing Live Oak School's mission through philanthropy, stewardship, communications, marketing, and community engagement.
- Design and execute strategic plans for near-term success and long-term growth of annual fundraising, major gifts, the endowment, capital campaign programs, alumni, social media, and written communications — in support of the sustainability and development of Live Oak School.

### ***Departmental Leadership***

- Supervise the advancement team, which currently comprises a director of communications and an advancement associate, as well as external consultants.
- Lead in the development and design of the work of a collaborative advancement team in order to meet the goals of the department by fully leveraging the talents of each professional and facilitating both individual and collective growth.
- Ensure that administrative systems and processes function smoothly, including data management, reporting, donor recognition, stewardship, and research.
- Serve as an active member of the strategy steering team and administrative team.

### ***Community engagement***

- Oversee outreach initiatives, including development publications, communication and promotional plans, social media marketing, and alumni relations.
- Understand and promote the role of fundraising and financial management in the long-term sustainability of Live Oak School as a mission-driven 501(c)(3) to the board of trustees, the administrative team, and the parent and guardian community.
- Establish and execute strategies to build outstanding relationships between Live Oak and its varied constituencies.
- Develop, coach, and mentor colleagues, key volunteers, and trustees to take an active role in building relationships and fundraising.
- Actively participate in the life of the school, and perform other duties as assigned.



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

### ***Professional Qualifications:***

- Multiple years of increasing responsibility in fundraising, preferably in an educational setting
- Comprehensive understanding of advancement best practices
- Proven track record of fundraising success, including an ability to cultivate, solicit, and secure major contributions through excellent relationship management skills
- Experience with capital campaign planning, implementation and management
- Experience with digital media campaigns for fundraising, capital campaigns, alternative giving programs, alumni giving programs, and marketing and event management
- Immersion in diversity and inclusion work — both in training and in implementation — and an ability and commitment to aligning principles of DEI to a school's advancement strategy
- Demonstrated proficiency with fundraising technology
- Demonstrated success in supporting and supervising the work of colleagues to identify and achieve strategic organizational goals and individual employee goals
- 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:***

- Organized, systematic approach to running a mission-critical department
- Ability to create, analyze, and leverage performance metrics
- Excellent written and oral communication skills
- Willingness to work collaboratively with other leaders throughout the school community
- Deep appreciation and understanding of Live Oak's mission and values, and an ability to align the operations of an advancement office to the school's mission and values
- Extreme discretion, attention to detail and commitment to excellence
- Creative and strategic mindset willing to solve complex problems
- Proclivity for relationship-building across different constituencies, including alumni, trustees, parents and guardians, staff and faculty, and friends of the school



## HOW TO APPLY

12M Recruiting is acting on behalf of Live Oak School to identify exceptional advancement and development leaders to fill this extraordinary opportunity. Please direct any inquiries to:

Gabriel Lucas  
Principal, 12M Recruiting  
[jobs@12MRecruiting.com](mailto:jobs@12MRecruiting.com)

### APPLICATIONS WILL BE CONSIDERED THROUGH MAY 4, 2022.

All applications must be submitted online, via:

[www.12MRecruiting.com/jobs/liveoak](http://www.12MRecruiting.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:

*In 400 words or less, what principles would be for you an essential part of a school's advancement strategy rooted in ambitious fundraising and inclusive giving?*

