



since 1979

# EXECUTIVE DIRECTOR SEARCH

San Francisco, California  
Position Starts July 1, 2025



EDUCATORS COLLABORATIVE

EXPERTS IN SEARCH, TRANSITION & STRATEGY



# Welcome to San Francisco Waldorf School!



## MISSION

**With love and devotion, we strive to nourish the unique capacities of every student, that in each may awaken the critical and creative intelligence to envision the future, the compassion and commitment to understand others, and the courage to be a free and active participant in our common human experience.**

San Francisco Waldorf School offers a highly considered education. Visit a classroom and you'll see students who strive for more than just the right answer. Students who create original, beautiful, impeccable work—who try their hands at everything. Meet a graduate and you know someone who's determined to make an impact on the world. Like no other school, we offer an education that is both creative and rigorous. We help students discover the intersection of mathematics, humanities, and the natural world. We believe that learning is most powerful when people connect. Above all, we look for the unique spark in each individual.

## SFWS is beyond...

**Beyond convention—where learning is more than test scores.**

Success in a rapidly-changing world and an unknown future will require innovation, adaptability, and collaboration. Academic rigor is only one part of the path to excellence.



## **Beyond expectations—where lifelong learning is an inspired habit.**

Faculty fostering attention, perseverance, and goal setting through hands-on experiences that make room for creativity and require follow through. A far reaching and diverse curriculum builds self confidence and a drive that serves students throughout their lives.

## **Beyond the classroom—where joy wins every time.**

At SFWS people come first and happiness is a success metric. Students love to come to school and relationships last a lifetime. Connections are at the forefront always.

## **Beyond screens—where humanity is an art.**

Screen-free classrooms and time outdoors are necessary to develop curiosity and foster connection. Play builds social-emotional skills and strengthens the capacity to problem solve creatively.

A leader seeking an opportunity to guide a truly mission-driven, inclusive community that works in respectful partnership with enthusiasm and intentionality will find their home at **San Francisco Waldorf School.**

## **At-a-Glance**

- Founded: 1979
- Grades: PS—Grade 12
- Total Enrollment: 352
- 2024-2025 Tuition: (K) \$35,500 (1-4) \$39,800 (5-8) \$56,000 (9-12)
- Operating Budget: \$11.5M
- Debt: \$20M
- Endowment: \$5.5M
- Reserves: \$10M
- Annual Fund: \$600,000
- Accreditations & Affiliations: Association of Waldorf Schools of North America (AWSNA), Waldorf Early Childhood Association of North America (WECAN), National Association of Independent Schools (NAIS), Western Association of Schools and Colleges (WASC)



## Connection Matters

The sense of caring and community is palpable at San Francisco Waldorf School. Teachers exude a passion for their work and a deep love for their students. Grounded by a penetrating knowledge of Waldorf education and child development, faculty truly see and know every child before them, recognizing the unique potential of each as developing human beings. Collaborative yet independent, traditional yet innovative, teachers at SFWS strive to inspire students' critical thinking, emotional intelligence, and artistic expression, preparing them to become capable, compassionate, and contributing global citizens.

Described by one faculty member as “one big family” the school has grown from its birth as a kindergarten near its present Grade School campus in Pacific Heights to a comprehensive and expansive PS-12 program enrolling more than 350 students. Over the course of nearly 50 years, SFWS has demonstrated an enduring capacity to seize opportunities, meet challenges, and respond to an ever changing educational, social, and financial landscape. Entrepreneurial, resilient, and forward thinking while holding the century-old fundamental pillars of Waldorf education at its core, the San Francisco Waldorf School community continues to chart an exciting path forward.



“ *When I look at the work of these young people—the exquisite lesson books, the dazzling pastel paintings, the crocheted hats and knitted socks, the museum quality three-legged stools...I think how very talented every one of their teachers are. This is an amazing group of educators who draw out and nurture students' budding talents and help them find their own voices.*

— SFWS parent



## Waldorf Education—100 Years Young

Often thought of as a century-old movement still ahead of its time, Waldorf education evolves from a keen understanding of human development that responds to the emerging needs of the growing child. Rigorous, interdisciplinary, experiential, and always inspiring, Waldorf education aims to foster joyful life-long learning in all students, enabling them to fully develop their unique capacities.

Professors who have taught Waldorf students across many academic disciplines and a wide range of campuses—from State Universities to Ivy League—note that Waldorf graduates have the ability to integrate thinking; to assimilate information as opposed to memorizing isolated facts; to be flexible, creative and willing to take intellectual risks; and are leaders with high ethical and moral standards who take initiative and are passionate to reach their goals. Waldorf graduates are readily identifiable and highly sought after across all professions and post-high school pursuits.

Spend a day at San Francisco Waldorf School and you will see that music and math, dance and drama, science and social studies, literature and language, are not simply subjects to be read about and tested. They are experienced in the classroom, on the playground, on the stage and in the mountains and forests. Through these hands-on experiences, SFWS students cultivate their intellectual, emotional, physical and spiritual capacities to be individuals confident in their abilities, certain of their paths, and ready to be of service to the world.

Immersed in a broad and expansive curriculum grounded in the classics, students explore the great ideas of humankind, the events that shaped civilizations, the beauty of mathematics, the power of the arts, and the phenomena of the scientific world.

**San Francisco Waldorf School** offers a Renaissance education for the modern world.





## Learn More about SFWS!

[Admission Viewbooks](#)

[Early Childhood](#)

[Grade School](#)

[High School](#)

[Equity and Inclusion](#)

[Events and Volunteerism](#)



## Waldorf Education for Every Student

SF Waldorf strives to reflect the economic diversity of the Bay Area community and believes that a family's financial circumstances should not prevent a child from receiving a Waldorf education. The Equitable Tuition Program (ETP) is designed to enable qualified Kindergarten through Grade 12 students from every economic background to attend SF Waldorf by paying an Equitable Tuition Rate (ETR) that is a fit for their family's particular financial circumstances while also allowing the school to provide an equitable wage for its employees.

*“When I think about my education, I always come back to the knitting. IT is a metaphor for building an interconnected web. It uses the hands, but takes focus and intelligence. A meeting of cognitive skill and physical dexterity—it’s got to be good for the brain!”*

— SFWS graduate





## Work Hard and Play Hard

SFWS students embrace the tradition of outstanding sportsmanship, and a competitive spirit has propelled teams to multiple championships. Participation is strong: about 60 percent at the high school and 80 percent at the grade school. Coaches, most from collegiate Division I – III, share a love of their sport and a dedication to the ideals of teamwork, discipline, and integrity. Recent success includes the Boys Varsity Basketball Team earning the 2023 Division VI state championship title.

## Diversity and Inclusion: A Journey Not a Destination

San Francisco Waldorf School seeks to establish and maintain an inclusive learning environment in which differences are understood and celebrated. Diversity, equity, and inclusion are embraced as a strengthening principle across all areas of the school community. SFWS strives to sustain a demographic that reflects the great diversity of the Bay Area, and acknowledges that growth is an ongoing process that calls on the qualities of commitment and respect, which lie at the heart of the school's mission.

- 37% students of color
- 25 different languages spoken
- 30% faculty of color
- 40% of families are in the Equitable Tuition Program
- 8 affinity groups



*“Our work as teachers is to help children uncover their unique light and discover their gifts in full freedom. Being seen—I think that is what makes our children so eloquent, so confident, so poised, so capable of achieving what they want in life.”*

— Grade School teacher



# Looking to the Future

San Francisco Waldorf School is poised to chart a new and exciting path forward in a rapidly changing landscape. The school seeks an Executive Director who enthusiastically embraces and champions the school's commitment to Waldorf education and shares its deep belief in the inherent goodness and potential of every human being. The successful candidate will bring a leadership approach distinguished by enthusiasm, resilience, curiosity, and confidence. They will also bring the skills and energy needed to manifest a compelling, sustainable vision for the future of San Francisco Waldorf School.

The Board of Trustees is conducting an international search to identify this leader. Engaging in an inclusive process that invites feedback from the community, the following represents a summary of the distinctive strengths, the challenges and opportunities, and skills and attributes desired in the next Executive Director.



## Distinctive Qualities of San Francisco Waldorf School

- A deeply rooted, shared understanding of Waldorf education that reverently celebrates the essence of childhood
- Dedication to recognizing and nurturing each child's unique gifts and boundless potential for human development
- A supportive, engaged community that values both individual diversity and collective shared values
- Unwavering commitment to diversity, equity, and inclusion, and continued striving to deepen knowledge, awareness, reflection, and advocacy on issues of social justice and racial equality
- Exceptional faculty distinguished by pedagogical expertise, a profound understanding of child development, and genuine love for the children before them
- Intentionally crafted learning spaces that provide peaceful, warm, and nurturing spaces for student exploration
- A dynamic culture that honors tradition and seeks innovation, encouraging continuous self-reflection and improvement





- Skilled cultivation of healthy social relationships through emphasis on empathy, compassion, kindness, and mutual respect
- A collaborative leadership model characterized by transparent, mission-driven partnerships among Board, Pedagogical Council, Stewardship Team and administrative leaders

## **Challenges and Opportunities for the Next School Director**

- In partnership with the Board and pedagogical leaders, develop a comprehensive, sustainable financial strategy that harmonizes a commitment to Waldorf education, demographic trends, and fiscal realities in a highly competitive landscape
- Articulate the unique essence and transformative potential of Waldorf education at San Francisco Waldorf School, creating a compelling narrative that attracts and retains mission-aligned students, families, educators, and staff
- Intentionally nurture trust and connection among the capable, caring faculty and staff across multiple campuses, creating support for the next generation of teachers coming into the school
- Provide inspirational leadership that cultivates a shared strategic vision, igniting collective enthusiasm and commitment to the school's future path
- Navigate the evolving educational landscape with confident, compassionate leadership, demonstrating resilience, adaptability, and genuine passion for Waldorf education
- Deepen the school's commitment to diversity, equity, and inclusion, ensuring that these values are authentically woven into faculty recruitment, student enrollment, curriculum design, and institutional culture
- Continue to examine how the school meets the needs of today's children in the modern world while grounding their educational experience in the enduring foundation of Waldorf education
- Model, manage, and foster a professional culture rooted in a shared commitment to Waldorf education, continued professional growth, collaboration, and respect that supports a healthy and inspiring work environment.





## Desired Skills and Attributes of the New Leader

- A flexible, open-minded, inquiring, and curious educator—taking a genuine interest in the work of the faculty and staff who form the heart of the school
- A servant leader who can prioritize, delegate, empower and inspire others, work in partnership, and hold people accountable in ways that support continued growth
- An excellent listener that skillfully facilitates healthy dialogue, holds space for productive dissent, values input, and takes action, while communicating with clarity, candor, and authenticity
- Commitment to fostering a diverse and inclusive community, where all feel valued and welcome
- A passionate advocate for the school in the larger community, skilled in building relationships within and beyond the SWFS community, generating excitement about the school's mission and cultivating philanthropic investment in its future
- Proficient understanding of strategic financial sustainability and its key levers, budget development, facility management, student and faculty recruitment and retention, enrollment management and marketing strategies
- A strategic thinker capable of collaborative leadership, balancing visionary initiatives with thoughtful community engagement and change management
- Courageous and resilient, with a leadership presence of strength and grace that inspires trust and respect
- Innovative, creative, and forward thinking, while honoring a sense of tradition and core values
- Knowledgeable about or brings a deep curiosity to understand Waldorf pedagogy and governance philosophy
- Demonstrated success in leadership roles, particularly in navigating periods of transition and change, and the capacity to build bridges, find consensus, and make difficult decisions

*San Francisco Waldorf School is an equal opportunity employer that does not discriminate based on race, ethnicity, age, gender, or any protected class. We recognize that the range of ethnicities, nationalities, languages, socio-economic backgrounds, sexual orientation, learning differences, and life experiences within our community enhance the school's learning environment. We are committed to fostering equity and inclusion.*



# Summary of the Search Process

Candidates interested in this position are asked to submit the following materials by **Monday, January 27:**

- EC Summary Sheet and Disclosure Statement (Contact Tracy Bennett for these documents)
- Letter of Interest addressed to the Search Committee
- Current Résumé
- Statement of Educational Leadership Philosophy
- A list of five or more references with contact information (name, relationship to candidate, phone and email addresses)

**Application materials are to be sent electronically via email to:**

Tracy Bennett, Partner, Educators Collaborative  
Email: [tbennett@educatorscollaborative.com](mailto:tbennett@educatorscollaborative.com)  
Phone: 425-466-4748

## Compensation

Compensation and benefits are competitive for this role:

- Annual salary of \$180,000-\$250,000 (dependent on experience)
- Health, dental, and vision benefits
- Tuition remission
- Retirement benefits



## The Search Schedule

The Search Committee plans to identify a preliminary group of candidates to interview (virtually) in early February. From this group the Search Committee will select finalists for two days of interviews in early March. The Board expects to reach a decision shortly after finalist visits with the new Executive Director to begin on or about July 1, 2025.



### Grade School

2938 Washington Street  
San Francisco, CA 94115

### High School

470 West Portal Avenue  
San Francisco, CA 94127

[www.sfwaldorf.org](http://www.sfwaldorf.org)