

LEADERSHIP OPPORTUNITY

# HEAD OF SCHOOL

## Berkeley Preparatory School

Tampa, Florida



Application deadline: August 23, 2010

Founded in 1960 by Tampa Bay area families eager to establish a first-rate independent day school as an alternative to sending their children to boarding school, Berkeley Preparatory School is entering its 50<sup>th</sup> year solidly established as one of the finest college preparatory schools in the Southeast. Serving approximately 1,250 students in grades PK-12, Berkeley's talented faculty offers a rich and rigorous program of academics, arts, and athletics within a close-knit community. Reflecting its Episcopal heritage and continuing affiliation, Berkeley is also firmly committed to the development of students' moral and spiritual values. The school's creed – *Discipline, Diligence, Integrity* – guides the daily life of the community. Berkeley well-prepared graduates are welcomed at hundreds of colleges and universities throughout the country, including the nation's most selective institutions.

Reflecting its inspiring vision – *Berkeley puts people in the world who make a positive difference* – the school provides students with myriad opportunities to serve the Tampa community and the broader world. Last year, students contributed more than 25,000 hours of community service. Global in its scope and orientation, Berkeley offers numerous options for international study and travel, as well as cultural exchanges and events such as the recent campus visit of the President of the Republic of Liberia. Its student body is culturally diverse, and Berkeley alumni live in 19 countries.

Situated on a 77-acre site in suburban Tampa, Berkeley has begun executing an exciting 20-year master plan that will add additional world-class facilities to its already attractive and well-designed campus. A \$50 million capital campaign is under way to fund the facilities and to enhance Berkeley's endowment. This ambitious project exemplifies the school's longstanding culture of going "above and beyond" – consistently striving for excellence and continuous improvement. A thoughtful strategic plan is in place to guide future initiatives across all aspects of school operations.

Able led by Headmaster Joseph Merluzzi for the past 23 years, Berkeley Preparatory School is exceptionally well positioned for the future and represents an extraordinary career opportunity for a first-rate educational leader.

### WHO SHOULD APPLY

*For a position to begin in July of 2011, the Board of Trustees is seeking a talented, confident, and personable educational leader who will build on the strong foundation of excellence already in place at Berkeley Prep. The school's next leader must share Berkeley's commitment to becoming a preeminent force among independent day schools in the nation, and be able and eager to spearhead continuing progress in the educational program, facilities enhancements, and financial sustainability initiatives.*



**On the Web: [www.berkeleyprep.org](http://www.berkeleyprep.org)**

**THE SCHOOL  
AT A GLANCE  
2009-10**

**Founded:** 1960

**Location:** 77-acre campus in suburban Tampa

**2009-10 enrollment:** 1,263

Lower (PK-5): 407

Middle (6-8): 297

Upper (9-12): 559

**Full-time faculty:** 121; 58% with advanced degrees

**Average faculty tenure:** 10.5 years

**Endowment:** \$13.8 million

**Indebtedness:** \$3.8 million

**Operating budget:** \$25 million

**Total development funds raised, 2008-09:** \$5.6 million

**Annual giving, 2008-09:** \$1.48 million

Parent participation: 68%

Faculty/staff participation: 100%

**2009-2010 tuition:**

PreK-grade 5: \$15,260

Grades 6-8: \$17,070

Grades 9-12: \$18,360

**Financial aid, 2009-10:** \$1.3 million

**Students receiving aid:** 7.8%

**Board of Trustees:** 25

**Accreditation:** Southern Association of Colleges and Schools, Florida Council of Independent Schools

**Member:** National Association of Independent Schools, Florida Kindergarten Council, Council for Religion in Independent Schools, Cum Laude Society, National Association of Principals of Schools for Girls, National Association of Episcopal Schools



**BERKELEY**  
PREPARATORY SCHOOL

## VISION

*Berkeley puts people in the world who make a positive difference.*

## CREED

*Disciplina, Diligentia, Integritas (Discipline, Diligence, Integrity)*

## MISSION

*To establish and maintain a secondary coeducational school dedicated to providing the best possible environment within which to nurture the intellectual, emotional, spiritual and physical development of each student; to aid students attending the school to achieve academic excellence in preparation for higher education, and to instill in them a strong sense of morality, ethics and social responsibility so that they may eventually attain their highest potential as human beings; to offer a challenging and demanding curriculum which will stress the importance of religious values and will provide comprehensive programs in the sciences, fine arts and athletics; and to promote the moral and spiritual values of the Christian tradition as professed by the doctrines of the Protestant Episcopal Church in the United States of America.*



## DEFINING QUALITIES & UNIQUE ATTRIBUTES OF THE SCHOOL

In identifying the signature strengths of Berkeley Preparatory School, members of the school family were remarkably consistent:

- First and foremost, the school's culture of excellence – beginning with academics, but extending to athletics and the arts as well. High standards and high expectations prevail. Berkeley is widely perceived as the standard-bearer among schools in the area, respected for the quality and breadth of its offerings as well as its success in college placement.
- An unwavering commitment to character development – *discipline, diligence, and integrity* – flowing from the school's Episcopal identity and influencing all aspects of Berkeley's program.
- A close-knit and caring school community of teachers, administrators, parents, trustees, and alumni united by pride in the institution and a shared commitment to its values and its many wonderful traditions.
- Exceptional resources – financial, physical, and human.

### THE STUDENT BODY



Berkeley students are talented, polite, and motivated to take full advantage of the myriad opportunities available to them. Drawn from more than 125 local private schools and 43 public school districts, they are a diverse group. People of Asian, African-American, and Hispanic origin represent 23% of the student population. As an Episcopal school, Berkeley also offers an open and inclusive environment for its religiously diverse community.

The school is at its highest enrollment ever this year although it has, like most independent schools, experienced some decline in applications as a result of economic conditions. The Board of Trustees last year allocated an additional \$100,000 to aid current

families experiencing financial setbacks.

The 136 graduates in the Class of 2009 were accepted to colleges and universities in 30 states and the District of Columbia. They collectively earned \$6.7 million in scholarships, and 90 percent of the class qualified for the Florida Bright Futures Scholarship Program. The class included three National Merit Finalists and nine Commended Students. Mean SAT scores for that class were 616 Verbal, 625 Math, and 620 Writing. In May 2009, Berkeley students took 527 AP exams in 24 subjects, earning qualifying scores of 3 or higher on 83 percent of those tests. Colleges to which two or more members of the Classes of 2006-2009 matriculated include:

American University  
Amherst College  
Auburn University  
Boston College  
Boston University  
Bowdoin College  
Brown University  
College of Charleston  
College of William & Mary  
Columbia University  
Cornell University  
Dartmouth College  
Davidson College  
Duke University  
Eckerd College  
Elon University  
Embry-Riddle Aeronautical University  
Emory University  
Florida International University  
Florida Southern College  
Florida State University  
Furman University  
George Washington University

Georgetown University  
Georgia Institute of Technology  
Harvard University  
Loyola University, LA  
Mercer University  
Miami University of Ohio  
New York University  
Northeastern University  
Northwestern University  
Oxford College of Emory University  
Pace University  
Pennsylvania State University  
Presbyterian College  
Princeton University  
Rensselaer Polytechnic Institute  
Rhodes College  
Rice University  
Rollins College  
Smith College  
Southern Methodist University  
Stanford University  
Stetson University  
Tufts University

University of Central Florida  
University of Chicago  
University of Colorado  
University of Florida  
University of Georgia  
University of Miami  
University of Michigan  
University of Mississippi  
University of North Carolina, Chapel Hill  
University of Notre Dame  
University of Pennsylvania  
University of the South  
University of South Carolina  
University of Southern California  
University of South Florida  
University of Tampa  
University of Virginia  
Vanderbilt University  
Wake Forest University  
Washington University in St. Louis  
Yale University

## THE FACULTY AND ADMINISTRATION

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Berkeley's faculty are talented, experienced, and deeply committed to both the teaching profession and the students they teach. Teachers are accustomed to considerable professional autonomy and engaged in ongoing professional development to ensure that the school continues to exemplify best practices in education. Current students and parents as well as alumni cite their close-knit relationships with teachers and the passion that the teachers transmit for their subjects as invaluable components of a Berkeley education. The esteem in which the faculty are held is reflected in the Board's attention to ensuring that faculty compensation exceeds that of local public schools and ranks near the 95<sup>th</sup> percentile among NAIS schools in the Southeast. The commitment of the faculty and staff, in turn, is reflected in their 100 percent participation in Annual Giving and 99 percent engagement in the capital campaign, where they have already pledged \$236,000.

Berkeley's next Head of School will also benefit from the wisdom and dedication of an experienced, talented senior administrative team – most of whom have served Berkeley for a decade or more.

## LOCATION, CAMPUS, AND FACILITIES

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Located in the Town 'n Country suburb of Tampa, Berkeley's impressive 77-acre campus features classrooms, a fine arts center, a science wing, technology labs, a Pre-K wing, a 19,000-square-foot student center, kitchen and dining areas, and administrative offices for lower, middle, and upper divisions. A 634-seat performing arts center includes a gallery for visual arts displays, a flex studio for dance and small drama productions, dressing rooms, and an orchestra pit.

Berkeley's athletic facilities include two gymnasiums, a state-of-the-art polyurethane track, well-conditioned football, soccer, baseball, and softball fields, a junior Olympic-size swimming and diving complex, wrestling room, weight room, and a superior tennis complex.

In 2001 and 2006, Berkeley received gifts of land totaling 40 acres, opening exciting possibilities for campus expansion. In 2008, Berkeley approved a 20-year Master Plan to guide that expansion. There are no plans to expand



This master plan illustration shows existing and proposed facilities.

Berkeley's enrollment. The first phase of the Master Plan, fully funded, has been completed. It included enhancements to campus entrances, a doubling of available parking, a baseball field house, a new maintenance facility, and improvements to athletic fields.

The next phases will include a new arts and sciences building, a new dining hall, an early childhood center, an alumni center/chapel, a quad and clock tower, and a 900-seat field house and athletic complex. These projects will be undertaken as funds are raised through the ongoing *Above and Beyond* capital campaign. This effort has already raised nearly \$14 million (in less than one year) toward its \$50 million goal, and it will be a high priority for the Board and the outgoing Headmaster during the 2010-11 year.

## HIGHLIGHTS OF THE EDUCATIONAL PROGRAM

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With a commitment to the highest standards of educational excellence at all levels, Berkeley offers a well-balanced program designed to nurture students' intellectual, emotional, spiritual, and physical development so that they may attain their highest potential. For a detailed look at the curriculum in each division, visit the school's website:

[www.berkeleyprep.org](http://www.berkeleyprep.org). Here are a few highlights:

- International themes are woven throughout the Berkeley experience at all grade levels. The International Studies program each year enables students in grades 8-12 to travel overseas for exchanges, community service, and study abroad programs ranging from 10 days to a full year. This year, Upper School students may travel to Africa or Peru. Language offerings include French, Spanish, Latin, and Mandarin Chinese – all through the AP level.

- As the first PK–12 school in the Southeast to deploy a campus-wide wireless network and to launch a lower school notebook computer program, Berkeley has been a leader in the integration of educational technology. Anytime Anywhere Learning begins in grade 4 with the use of student-owned notebook computers integrated throughout the curriculum. Two campus libraries collectively house more than 42,000 titles and 37 electronic databases.
- The Betty-Bruce Hoover Writing Center, staffed by student volunteers, is available to assist students both on campus and online. Writing Center tutors, who must meet stringent criteria, have visited writing centers at many well known universities including Stanford, Boston College, Tufts, Georgetown, Haverford, the University of Pennsylvania, and Harvard.
- A Chaplain oversees the school's religion curriculum, which includes the study of world religions and ethics as well as frequent chapel talks on issues of faith, character, and religion.
- Upper School students participate in more than 40 student activities and clubs, and earn selection to several academic honor societies, including Cum Laude and the National Honor Society.

## COMMUNITY SERVICE

Reflecting Berkeley's Episcopal affiliation and its longstanding commitment to character development, students at all grade levels participate in community service projects and volunteer efforts. Last year, Middle and Upper division students performed 20,000 hours of community service. While 76 hours of service are required of students over their four years of high school, many students exceed this requirement. During their final week of classes, all graduating seniors participate in Senior Projects focused on community service throughout the Tampa Bay area.

## THE ARTS



The arts are an integral part of a Berkeley education, generously funded and highly valued. Berkeley is one of the few schools in the Tampa Bay area to offer performing arts for all students from Pre-K through grade 12. The program, taught by gifted artists, includes courses in painting, sculpting, printmaking, photography, music, drama,



ceramics, silk dyeing, dance, and video production.

The school's musicals – locally renowned for their talented performers and extravagant sets – regularly open to sellout crowds. Each spring, artists from all grades participate in Concepts, an exhibition of their artwork in an off-campus gallery. In recent years, upper division singers have performed at the Tampa Convention Center, and the boys' and girls' capella groups have sung across the state and nation. The 5<sup>th</sup>-grade choir toured Italy and performed at the Vatican, while the Berkeley Pipe and Drum Corps participates in Walt Disney World events, Gasparilla, and the Boston's St. Patrick's Day Parade.

## ATHLETICS AND PHYSICAL EDUCATION

Berkeley's expansive athletic offerings in the Middle and Upper divisions include 16 sports and more than 60 teams. The Berkeley Buccaneers compete against public and independent schools as a member of the Florida High School Athletic Association. With a no-cut policy and multiple levels of competition offered, more than 80 percent of students in grades 6-12 participate in interscholastic sports – many as multi-sport athletes. Varsity teams regularly compete successfully for district, regional, and state championships.

The planned addition of a new 53,000-square-foot, 900-seat Field House will give Berkeley the premier athletic complex in the Tampa Bay area and a state-of-the-art home for athletes and spectators.





The school places great emphasis on high-quality coaching; approximately one-third of the coaches – and 75 percent of the varsity head coaches – are members of the faculty. More than 50 former Berkeley athletes are competing at the collegiate level in sports including football, soccer, rowing, softball, cross-country, volleyball, swimming, diving, tennis, basketball, and golf at institutions such as the University of Florida, Penn State, Stanford, U.S. Air Force Academy, MIT, Emory, Case Western Reserve, Georgetown, and Syracuse.

Berkeley's comprehensive K-12 physical education curriculum – one of the strongest in the state – includes fitness, competition, adventure, skill-building, and health components.

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## OPPORTUNITIES AND CHALLENGES AWAITING THE NEXT HEAD OF SCHOOL

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The next Head of Berkeley Preparatory School will join a school community that is secure in its mission, confident in its strengths, and energized about plans for the future. He or she will have the support of a strong administrative team and a Board of Trustees that has provided thoughtful stewardship and strategic oversight. For an able leader, this is an extraordinary opportunity to build upon a very solid foundation.

At the same time, Berkeley's leadership remains mindful of the challenging economic environment and the need to be proactive in ensuring that the school retains its position of educational leadership. Among the opportunities and challenges awaiting the next leader are the following:

### THE EDUCATIONAL PROGRAM

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As a school that has never been inclined to rest on its laurels, Berkeley is always engaged in thoughtful planning for curricular improvements. A curriculum mapping project has been under way for several years and is now beginning to bear fruit. The new Head may want to explore ways to further strengthen connections across divisions. The faculty is exploring a number of progressive curriculum initiatives, including the introduction of interdisciplinary elective courses, distance learning opportunities, and continued attention to differentiated instruction and support of students with learning differences. The school's technology and international programs are ripe for continued development and innovation.

### FINANCE AND FUNDRAISING

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Berkeley is carefully managed and financially healthy, with a balanced budget and very little debt service. The completion of the *Above and Beyond* capital campaign and the implementation of the campus master plan will be a major priority for the next Head of School for many years to come. The school's leadership recognizes the challenges inherent in such a large campaign at a time of economic uncertainty and is prepared to adjust its time frames as required. Berkeley is blessed with many loyal supporters who have the means to support the campaign generously, so the long-term outlook is very positive. The school also is eager to strengthen relationships with its more than 3,100 alumni, more than half of whom live in the Tampa Bay area.

The Board has earmarked \$12 million of the \$50 million capital campaign goal for enhancement of the endowment, which now stands at \$13.8 million. Among the Board's financial priorities is an increase in the amount of money allocated to financial aid. At the same time, with Berkeley's tuition now approaching \$20,000, the school's leadership is also acutely aware of the need to address affordability issues through tuition control. With some local public schools now offering well-regarded IB programs and achieving good college placement results, Berkeley must also keep a close eye on its competitive position in the marketplace.

### THE SCHOOL CULTURE

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As Berkeley focuses over the next several years on the expansion of its campus, all of the school's constituent groups are eager to ensure that the focus on sustaining a tight-knit school community is not lost. Members of the school family will welcome a new leader who is appreciative of Berkeley's longstanding traditions and the pride of its community

members. The next Head should be attentive to the importance of affirmatively promoting school spirit and engagement in the life of the school.

Accustomed for nearly a quarter of a century to the confident and decisive leadership of the departing Headmaster, faculty and parents are understandably concerned about the changes a new Head will bring. While they will welcome a leader with fresh ideas and new energy, they also expect the next Head to demonstrate appreciation for all that the school has accomplished and to exercise restraint in introducing change until he or she has developed a full understanding of the school culture. Happily, Berkeley's good health and solid reputation should allow the next Head time to do just that.

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## WHO SHOULD APPLY: QUALITIES AND QUALIFICATIONS

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Berkeley Preparatory School is seeking as its next Head of School an experienced educational leader with proven skills and a demonstrated commitment to academic excellence and character development as essential elements of a successful school. Ideally, the next Head will offer most or all of the following:

### PROFESSIONAL QUALIFICATIONS

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- Strong academic credentials, including an advanced degree, coupled with a demonstrated career focus in institutions committed to academic excellence.
- Broad experience in classroom teaching and administration, ideally including experience in an independent school of high quality.
- Knowledge of and interest in best practices across the PK-12 educational spectrum.
- A demonstrated ability to hire wisely, motivate, and delegate effectively.
- An appreciation for the arts, athletics, and community service as important components of a well-rounded education.
- Demonstrated expertise and interest in the external aspects of school leadership, including the willingness and ability to play a key leadership role in fundraising.
- Exceptional communication skills, oral and written.
- Financial acumen.

### LEADERSHIP STYLE

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- A principled, confident, decisive, and consistent leader who will act in accordance with the mission and values of the school.
- A proven leader who is comfortable delegating appropriate responsibility to a skilled administration and faculty, while maintaining effective, coherent oversight of the entire educational enterprise.
- An outgoing, engaging, visible leader who is eager to interact with all members of the school family.
- A thoughtful innovator who will take time to listen, observe, and understand the school community before making major changes.
- A leader who exemplifies compassionate professionalism, simultaneously setting high standards and offering strong support to the faculty and administration.

### PERSONAL QUALITIES

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- High academic and moral standards; clear, fair, and consistent behavioral expectations.
- Excellent people skills; a person who is open, friendly, inclusive, and approachable.
- An ability to engender the respect of students and adults.
- Intellectual curiosity.
- An optimistic and positive outlook.
- A person of faith who is comfortable representing the Christian heritage and values of the school.
- Humility and empathy.
- An ability to manage political pressures and multiple points of view.
- Good listening skills.
- A sense of humor.



### Anticipated Search Calendar:

Application deadline:	August 23, 2010
Search Committee selects semifinalists:	September 8, 2010
Semifinalist interviews:	September 24-26, 2010
Finalist visits:	October 2010
Appointment:	By November 2010
Start date:	July 1, 2011

## **APPLICATION REQUIREMENTS & PROCESS**

Applicants should submit, no later than **Monday, August 23, 2010**, the following:

- A cover letter explaining why they are particularly interested in and qualified for this position.
- A current résumé.
- A statement of educational philosophy and/or other supporting material (e.g. articles or speeches) that would be useful to the Search Committee.
- The names, addresses, and telephone numbers of three references. (*We will obtain permission from candidates before contacting references.*)

This information should be addressed to James and Martha Wickenden, lead consultants for the search, and transmitted via email attachment to:

***searches@wickenden.com***

After an initial review of applicants, the Search Committee will select semifinalists, who will be interviewed over the weekend of **September 24-26, 2010**. Finalists (and their spouses, if applicable) will be invited to the school for a more comprehensive series of interviews with representatives of the school's constituencies. Wickenden Associates will keep all applicants informed of their status throughout the process.

Ideally, a final selection will be made by November 2010. The successful candidate will become the next Head of School of Berkeley Preparatory School on July 1, 2011.

Prospective candidates interested in learning more about this opportunity or the search process may call Wickenden Associates at 609-683-1355.