



# HEAD OF SCHOOL

## Elmwood Franklin School

BUFFALO, NEW YORK

**FOR A POSITION TO BEGIN IN JULY 2012, ELMWOOD FRANKLIN IS SEEKING AN ENGAGING LEADER AND A TALENTED, INNOVATIVE ADMINISTRATOR WITH EXCELLENT COMMUNICATION SKILLS, A COLLABORATIVE LEADERSHIP STYLE, AND A WARM PERSONALITY. HE OR SHE MUST POSSESS THE SELF-CONFIDENCE NECESSARY TO GUIDE A DYNAMIC FACULTY AND A PARENT BODY WITH HIGH EXPECTATIONS.**

**THIS IS AN EXCEPTIONAL CAREER OPPORTUNITY FOR AN ENERGETIC LEADER WITH A CLEAR VISION OF EXCELLENCE IN PRE-K-8 EDUCATION AND A DESIRE TO JOIN A CLOSE-KNIT SCHOOL COMMUNITY UNITED IN ITS COMMITMENT TO BRING OUT THE BEST IN EACH STUDENT.**

For more than a century, Elmwood Franklin School has been a highly respected cornerstone of the Buffalo educational community, providing generations of local families – including many city leaders – with an elementary and middle school education rich in both academic challenge and character development.

Serving approximately 335 boys and girls, in Pre-K through grade 8, Elmwood Franklin offers an accelerated academic curriculum supplemented with vibrant programs in technology, art, music, athletics, and outdoor education.

Elmwood Franklin is located on an attractive five-acre campus in an area of lovely, tree-lined Buffalo neighborhoods. Combining the best attributes of East Coast and Midwestern cities, Buffalo's low-key, family-friendly culture is reflected in the atmosphere of Elmwood Franklin – which is relaxed, warm, and supportive.

The school's modern and well-maintained facilities, all housed in a single building, include separate wings for the Lower and Upper Schools, several spacious science laboratories, a first-rate performing arts center, a full-sized gym, and a Library Research Center housing more than 17,000 books and a well-equipped technology lab. The school recently launched an iPad initiative that has placed 165 of the devices in the hands of faculty and students at all grade levels.

*On the web: [www.elmwoodfranklin.org](http://www.elmwoodfranklin.org)*

APPLICATION DEADLINE: JANUARY 23, 2012



WICKENDEN  
ASSOCIATES



## THE SCHOOL AT A GLANCE

**Location:** 5-acre campus near Delaware Park in Buffalo

**Enrollment, 2011-12:** 334

Prep 1 & 2: 49

Lower School (grades 1-4): 149

Upper School (grades 5-8): 136

**% of student body belonging to racial/ethnic minorities:** 25%

**Faculty:** 41; 73% with advanced degrees

**% of faculty belonging to racial/ethnic minorities:** 12%

**Administration/staff:** 18; 34% with advanced degrees

**2011-12 operating budget:** \$5.5 million

**Endowment:** \$6.35 million

**Annual giving, 2010-11:** \$268,574

**Parent participation:** 76%

**Auction (net):** \$189,000 plus \$62,500 from *Raise the Paddle*

### **Tuition 2011-12:**

Prep 1: \$14,650

Prep 2: \$15,150

Grades 1-4: \$15,750

Grades 5-6: \$16,650

Grades 7-8: \$17,200

**% of students awarded financial aid in 2011-12:** 36%

**Accreditation:** New York State Association of Independent Schools (2008)

**Member:** National Association of Independent Schools

## MISSION AND PHILOSOPHY

*Elmwood Franklin School prepares children for success in life. By setting high standards for scholarship and character and providing a nurturing and supportive environment, Elmwood Franklin fosters the development of confident, independent, self-motivated learners with a strong sense of responsibility to self and community.*

*To effectively carry out the mission, Elmwood Franklin is committed to:*

- *providing an enriched academic program that emphasizes learning how to learn, developing good work habits, and fostering creative and independent thinking.*
- *enhancing each student's learning experience with in-class and out-of-class activities as well as extracurricular offerings including athletics and the arts.*
- *sustaining an environment in which respect and caring for each child and adult in the school community are paramount.*
- *building an inclusive school community that reflects and values diversity.*
- *maintaining a collegial faculty of outstanding professionals to serve as effective teachers and caring mentors.*
- *fostering a school-home partnership focused on the academic and personal development of each student and characterized by open communication.*
- *involving families in supporting the work of our students and teachers.*
- *supporting our educational program with extensive resources and well-maintained, well-equipped facilities.*



elmwood franklin school | *Thinking beyond.*

## DEFINING STRENGTHS & UNIQUE ATTRIBUTES OF ELMWOOD FRANKLIN SCHOOL

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Elmwood Franklin is the oldest Pre-Kindergarten through Grade 8 independent school in Western New York. The school was founded with the vision of providing a nurturing and supportive environment for elementary and middle school students in which high standards for scholarship and character were the norm. The school's small size and its focus on personal attention allow for meaningful bonds to form among students, teachers, and administrators. In this setting, students are encouraged to develop into confident, independent, and self-motivated learners with a strong sense of responsibility to both themselves and their community.



When asked to describe the qualities that make Elmwood Franklin unique, today's parents and faculty members alike are quick to cite the school's Pre-K through 8 educational model, as well as its remarkable success in combining an academically challenging curriculum with a warm, flexible, and supportive approach to the needs and learning styles of a broad range of students. As evidenced by the school's recent technology initiatives, Elmwood Franklin also adroitly balances respect for tradition with openness to new ideas.

EFS graduates and their families remain actively engaged with the school long after they graduate. Several current students are third- or fourth-generation members of their families to attend the school. Former and current parents as well as graduates of the school serve together as trustees, and members from all constituencies continue to support the yearly Annual Fund drive. Graduates and their families remain members of the Elmwood Franklin family for life.

### THE STUDENT BODY

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Elmwood Franklin families are drawn from both the city and surrounding suburbs, with some students traveling from as far as 40 miles away. Three-quarters of the students come from Buffalo, Williamsville, or Amherst. The school has become increasingly diverse in recent years, with 25 percent of the students now belonging to ethnic or racial minorities.

As the enrollment picture has become more challenging in recent years, Elmwood Franklin has responded by increasing its investment in financial aid; 36 percent of the student body this year is receiving some measure of financial assistance.

As they move into the next phase of their educational careers, Elmwood Franklin students are sought after by the region's top independent and public schools. In addition, one or two graduates each year typically go to boarding schools; recent choices have included Berkshire School, Miss Hall's School, Groton, Milton Academy, and Taft School.

Recent college selections of Elmwood Franklin alumni have included Amherst, Canisius, Cornell, Colgate, Dartmouth, Hamilton, Harvard, Georgetown, Johns Hopkins, Julliard, Penn State, Rochester Institute of Technology, St. Lawrence, Trinity, Union, and Yale.

### THE FACULTY AND ADMINISTRATION

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Elmwood Franklin's talented and dedicated faculty lies at the heart of the school's success. Dedicated both to their profession and their students, the teachers are flexible and creative in their approach to meeting the needs of every student. Nearly three-quarters of the faculty hold advanced degrees. EFS has traditionally enjoyed great longevity in its teaching staff, with seasoned veterans reinforcing the school's high standards and warm culture. The recent retirement of several senior faculty members has allowed for a balanced combination of older, more experienced teachers and younger faculty members who bring new energy and perspectives to the classrooms.

EFS teachers give so much of themselves to the school and, when they leave, their legacies live on in the students whose lives they have changed. This legacy of excellence in education is part of what makes Elmwood Franklin such a special place.

The talented EFS administrative team also includes a blend of veterans and relative newcomers. The newly appointed Head of Lower School, an alumna, joins a seasoned Upper School Head who also serves as Assistant Head. The Admissions Director has served the school for 12 years. The newly appointed Director of Development brings extensive experience in advancement from positions at several other Buffalo institutions. The Finance Director has served the school on a part-time basis since 2004. The school's Building and Grounds Supervisor has overseen maintenance of the attractive campus for almost 30 years, and the longtime Director of Technology has successfully overseen a total overhaul of the technology infrastructure while continuing to support the school's many new initiatives in this area.

## CAMPUS AND FACILITIES

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Among Elmwood Franklin's major assets is its fine physical plant. Students work and play in attractive, well-maintained facilities that serve the program's needs exceptionally well. Seventy-five percent of the campus has been renovated over the past decade. A complete Upper School renovation in 2002 included a large science room, a mathematics suite, foreign language rooms, an art studio, and a music center with band and chorus rooms. In addition to 40 bright and spacious classrooms, facilities also include an attractive dining room with a full-service kitchen; a full-size gym with climbing wall, bleachers, and locker rooms; an outdoor playground; and playing fields.

In 2003, the school constructed a professional-quality, 475-seat performing arts center with state-of-the-art acoustics, lighting, video projection, and sound systems. The new theater has fueled the growth of a summer theater camp, drawn new families to the school, and provided students with opportunities to perform regularly.



EFS's technology facilities and offerings place it squarely at the forefront of the schools with which it competes. In addition to the 165 iPads deployed throughout the school this year, technology resources include a dedicated computer lab with 23 new iMacs; 12 computers in the library resource center; 72 laptops for students and faculty use; and 28 interactive whiteboards.

As the last phase in the completion of its long-term campus master plan, the Elmwood Franklin Board of Trustees has begun the quiet phase of a capital campaign and is refining plans for a building project that will provide extensive improvements to the

Lower School and Prep wing, including a gross motor skills room for the youngest students, as well as enhanced parking and expanded playing fields.

## LOCATION

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Buffalo is a family-oriented community beloved by its residents for its friendly atmosphere, attractive neighborhoods, and cultural amenities including the Buffalo Philharmonic, the Albright-Knox Art Gallery, the Buffalo Zoo, and a busy theater district. It is home to six major universities, numerous professional sports teams, and a host of recreational activities centered on the Lake Erie waterfront. Buffalo is one and a half hours from Toronto, a major metropolitan center. With both ski resorts and the excellent beaches just a short drive away, the area offers convenient year-round recreational opportunities. In a region known for its beautiful parks and landmark architecture, there is a large stock of lovely and affordable housing. The school itself is situated near Delaware Park, the 350-acre focal point of the historic Olmsted park system.

With a population of more than one million in the metropolitan area, Buffalo has the feel of a big small town, offering both urban amenities and close-knit suburban communities. Although the city has certainly felt the effects of the challenging economic climate in recent years, the greater Buffalo economy grew at a pace of 3 percent last year, outperforming the national average of 2.5 percent.

## GOVERNANCE AND STEWARDSHIP

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Elmwood Franklin is governed by a dedicated 19-member Board of Trustees that includes both current parents and alumni. The Elmwood Franklin Corporation, an advisory group composed primarily of former Board members and friends of the school, offers continuing support and a valued long-term perspective.

The EFS Board and administration have a long tradition of thoughtful financial oversight. The school's \$5.5 million budget is balanced, and the \$6.35 million endowment currently funds approximately 5.5 percent of operating expenses. The school is in sound financial condition and boasts a history of successful capital fundraising that has supported both facility enhancements and growth of the endowment.

Parents are enthusiastic supporters of the school, responding generously to requests for volunteer and financial support. Seventy-six percent of parents contributed to Annual Giving last year. An annual Auction, organized by parent volunteers, is both a highlight of the social year and a major income generator, typically raising between \$200,000 and \$250,000. As part of the auction last year, participants "Raised the Paddle" for iPads, contributing an additional \$62,500 to support this ambitious technology initiative.

## HIGHLIGHTS OF THE ELMWOOD FRANKLIN EDUCATIONAL PROGRAM

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Elmwood Franklin is dedicated to instilling in students a lifelong love of learning in an environment that emphasizes academic achievement, good study skills, and positive character development. With an 8:1 student-teacher ratio, all students benefit from careful faculty attention. The school produces graduates who are well prepared academically, possess valuable organization and study skills, and demonstrate strong leadership qualities.

### ACADEMICS

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The Pre-primary program includes two class groupings: Prep I for 4-year-old and young 5-year-old students, and Prep II for older 5-year-olds and 6-year-olds. The program places great emphasis on reading readiness, using both whole language and phonics to introduce students to the demands of reading. A hands-on math program stresses everyday life experiences. The program also features daily physical education, art and music, as well as weekly instruction in the library center and Lower School science lab. The children learn American Sign Language and begin either Spanish or French in Prep II.

In Lower School, grades 1-4, students are encouraged to discover and develop their strengths by experimenting and taking risks. Instruction in core curriculum subjects takes place in homerooms, with small groups ensuring close connections between students and teachers. Specialists provide instruction in art, music, physical education, and science. Students also continue their study of French or Spanish. Weekly option classes encourage students to explore interests such as crafts, cooking, dance, and games.

Upper School students, grades 5-8, pursue a robust core curriculum that offers opportunities for acceleration in English, math, science, and foreign language. The faculty frequently collaborates to integrate music, art, literature, history, science, math, and foreign language with other subjects. The sixth grade's study of the Middle Ages culminates in Medieval Night, when students, dressed in period costumes, reenact an authentic medieval feast for their parents and teachers. Seventh-graders studying foreign language experience a two-day, multicultural trip to Toronto, Ontario. Frequent option classes allow students to explore art, crafts, computers, sports, science, and nature. During winter options, Upper School students spend each Wednesday afternoon skiing at Kissing Bridge or involved in other off-campus activities.



### THE ARTS

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Immersion in the arts has always been a hallmark of the EFS experience, which is enhanced by a comprehensive curriculum and exceptional facilities. With regular art, music, and drama instruction starting with the youngest children, EFS students paint, draw, sing, act, sculpt, dance, and learn about the history of the arts. Upper School students may participate in band, chorus, and two annual theater productions.

### PHYSICAL EDUCATION, ATHLETICS, AND OUTDOOR EDUCATION

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Beginning in Prep and continuing through Lower School, students take physical education daily. Upper School students are presented with a multitude of both competitive and fitness opportunities. In fifth grade, students are assigned to either the Blue or Gray Team, for which they will compete during the remainder of their EFS careers. The school offers interscholastic teams in soccer, basketball, lacrosse, field hockey, swimming, and tennis — with the opportunity for interscholastic play starting as early as third grade. Intramural teams and skills clinics broaden the available options, offering baseball, softball, tennis, and ice hockey.

An award-winning outdoor education program combines group problem solving with environmental and science studies. Upper School students travel to a number of off-campus locations for adventures that include ropes courses, whitewater rafting, canoeing, and hiking. Each year, eighth-grade students look forward to spending their first full week of school at Camp Pathfinder in Algonquin Provincial Park.



## CHARACTER EDUCATION AND SERVICE LEARNING

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Character education is integrated throughout the Elmwood Franklin curriculum at all grade levels. Pushing Up the Sky Awards, named in reference to a Native American story highlighting the power of teamwork, are presented each quarter to Upper School students in recognition of self-motivated acts of kindness and cooperation. Recipients' names are engraved and added to the "Pushing Up the Sky" tree in the Upper School hallway to serve as an inspiration to others.

Beginning in Prep I and continuing through every grade level, classes engage in projects that are designed to benefit both the community and students' development. Service learning projects extend learning beyond the classroom into the community, enriching the learning process while promoting social awareness. Last year, EFS faculty, staff, and students completed 18 service learning projects totaling 8,423 hours of service and classroom time. Organizations benefiting from these projects include Meals on Wheels, Buffalo Zoo, Ronald McDonald House, Elderwood Nursing Home, the local food bank, and Buffalo Niagara Riverkeeper, to name a few.

## AFTER-SCHOOL, ENRICHMENT, AND SUMMER OFFERINGS

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Elmwood Franklin provides tutoring and enrichment in all subjects for grades K-12 through an after-school program called Achieve. The Achieve staff works with parents and teachers to create a personalized tutoring program designed to help each child succeed. The school also runs a popular after-school program called Horizons, which offers supervised after-school care for Elmwood Franklin students in all grades.

EFS is also extremely proud of its summer camp, which has grown by leaps and bounds. Open to children ages 4-14, the camp offers a variety of arts and crafts, games, science activities, drama, sports, swimming, field trips, and free play for children ages 4-8. Campers 8 and up can participate in one of two theme-based programs, OnStage and Challenge Quest. With more than 215 campers last year, the camp is not only profitable but has also become a feeder for the academic program and a vehicle for increasing awareness of EFS in the community.

## OPPORTUNITIES & CHALLENGES FOR THE NEXT HEAD OF SCHOOL

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The next Head of Elmwood Franklin will join a close-knit and enthusiastic school family that is eager to continue to grow and evolve in response to changing circumstances and a challenging economic environment. As the leader of a well-established Pre-K-8 school, the new Head will have the opportunity to refine and build upon an exceptionally solid foundation. He or she will need to have the ability to delegate appropriately to the Upper and Lower School division heads in order to free up time for the priorities of this position, which include:

- The continued development of the curriculum to reflect 21st-century requirements and best practices and to ensure that the curriculum continues to deliver what students will need in order to be prepared for success in the future.
- Promoting the development of strong new leadership within both the administration and the board, which will benefit the school for the long term.
- Recruiting talented new teachers and supporting the professional growth of the entire faculty.

In addition, two major initiatives are likely to occupy much of the new Head's attention during his or her first years at EFS:

## ADMISSIONS AND MARKETING

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Like many independent schools, Elmwood Franklin has experienced a softening of enrollment demand over the past few years, particularly at the Prep I and Prep II levels – where enrollment has declined by 20 students over the past three years. Affordability is an issue for many families in the current economic climate, and the implementation by New York State of a free universal pre-Kindergarten program has created an additional competitive challenge. Elmwood Franklin has responded with an aggressive marketing campaign and has established a Marketing Task Force, which is working to define the school's value proposition more precisely. The new Head of School will be expected to contribute new ideas to this effort and to be a passionate and persuasive public spokesperson for the school in the Western New York community.

A few families each year traditionally choose to move their children at fifth grade, a natural entry point for another independent school in the area. Many Buffalo families have longstanding connections to both schools, which have enjoyed a spirited competition for students in grades 5-8. Thus, the next Head must be a particularly effective and enthusiastic spokesperson for the value of the PK-8 configuration, highlighting the benefits that young adolescents experience as the leaders of their school, rather than as the youngest students within a predominantly high school environment.

## ROOM TO GROW: THE CAMPAIGN FOR ELMWOOD FRANKLIN SCHOOL

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The new Head will join the school in the early stages of a projected \$4 million capital campaign. The feasibility study has been completed with promising results; a compelling case statement has been developed, and the quiet phase of the fundraising project is well under way. The school is reviewing preliminary proposals from design/build firms for renovation of the Prep area and the addition of a gross motors skills room. The campaign also includes an endowment goal of \$1.5 million. A strong campaign committee consisting of alumni, former parents, former Board chairs, current parents, and trustees is committed to the success of this campaign.

## PROFESSIONAL QUALIFICATIONS & PERSONAL QUALITIES

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Elmwood Franklin School is seeking a dynamic, forward-thinking, and resourceful educational leader who offers a compelling vision of excellence in Pre-K-8 education and demonstrates the ability to communicate that vision with passion to both internal and external audiences. Ideally, s/he will possess most or all of the following attributes:

### PROFESSIONAL QUALIFICATIONS

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- Solid academic credentials, including an advanced degree.
- A record of success in school administration, ideally in a well-respected school.
- Exceptional communication skills; a compelling speaker, writer, and listener.
- Strong financial acumen.
- Current knowledge of best practices in PK-8 curriculum and teaching, including the effective use of educational technology, coupled with a passion for the Pre-K-8 educational model.
- The ability and willingness to participate actively in the external aspects of school leadership, including marketing, fundraising, and relationship building.
- Exceptional organizational and management skills, including the ability to hire well, mentor effectively, and delegate appropriately.
- Knowledge of and commitment to excellence in the professional development and evaluation of the faculty.



### LEADERSHIP PROFILE

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- A leader with an eye to the future of education in the 21st century who can both passionately articulate that vision and strategically deliver it.
- A visionary, inspiring, and creative educational leader who can articulate and build upon the school's many strengths to position Elmwood Franklin for long-term health and sustainability.
- A confident and collaborative educational leader who is respectful of the faculty's professionalism and eager to engage them in conversations about innovation in teaching and learning.
- A leader who couples high standards with a nurturing and supportive approach.
- A warm, engaging, and compassionate leader who genuinely enjoys spending time with students and their families, and who promotes a culture of kindness.
- An articulate and persuasive advocate for the school and its Pre-K-8 model within the EFS and greater Buffalo communities.

### PERSONAL QUALITIES

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- Outgoing and approachable, with a natural ability to build relationships.
- Intelligent and well-read; a deep thinker.
- Confident, trustworthy, evenhanded, and appropriately decisive.
- Energetic and enthusiastic.
- Willing to work hard.
- Family-oriented and socially adept; eager to become a part of the broader community.



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## THE SEARCH PROCESS & APPLICATION REQUIREMENTS

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Acting on behalf of Elmwood Franklin School, Wickenden Associates is actively recruiting talented educational leaders who possess the skills, experience, and personal qualities necessary to meet the challenges of this exciting and rewarding position. The lead consultant is Linda Knights ([lknight@wickenden.com](mailto:lknight@wickenden.com)).



Applicants are asked to submit **no later than Monday, January 23, 2012**, the following:

- *A cover letter indicating why they are particularly interested in and qualified for the 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.)*

These materials should be transmitted via email attachment to [searches@wickenden.com](mailto:searches@wickenden.com).

After an initial review of applicants, the Search Committee will select semifinalists, who will be interviewed on **February 11-12, 2012**. Finalists will then be invited back to the school for a more comprehensive series of interviews with representatives of the various constituencies. Ideally, a final selection will be made no later than late February or early March 2012. Wickenden Associates will keep all applicants informed of their status throughout the process.

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## ANTICIPATED SEARCH CALENDAR

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|------------------------------------|-----------------------------|
| <b>Application deadline:</b>       | <b>January 23, 2012</b>     |
| <b>Selection of semifinalists:</b> | <b>February 1, 2012</b>     |
| <b>Semifinalist interviews:</b>    | <b>February 11-12, 2012</b> |
| <b>Finalist visits:</b>            | <b>February 2012</b>        |
| <b>Appointment:</b>                | <b>March 2012</b>           |
| <b>Start date:</b>                 | <b>July 2012</b>            |

Prospective candidates are invited to contact Senior Search Consultant Linda Knights at 609-683-1355.

