

## HEAD OF SCHOOL



# Heathwood Hall Episcopal School

COLUMBIA, SOUTH CAROLINA

For a position to begin in July 2012, Heathwood Hall is seeking a confident, experienced, and strategically oriented leader with exceptional management skills, excellent interpersonal skills, and a passion for education. Embodying the mission and values of this wonderful institution, the next Head of School must possess the ability to work collaboratively with – and forge strong connections among – the Board, administration, faculty, parents, and students. Heathwood Hall needs a leader who genuinely enjoys the work of institutional advancement, including fundraising and marketing. He or she should be a thoughtful, concise communicator and a persuasive advocate for the school, within and outside the school community.

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

Founded in 1951, Heathwood Hall Episcopal School this year is celebrating 60 years of success in preparing students for lifetimes of learning, achievement, and service. The school offers a comprehensive college preparatory program to approximately 775 students, age 3 to grade 12, in a nurturing environment firmly rooted in the Episcopal traditions of inclusiveness and stewardship. Character, civility, and personal responsibility are fostered through prayer, worship in weekly chapels, an Honor Code, and community service in all grades.

Highly respected throughout the Southeast region for its pioneering educational initiatives, Heathwood Hall regularly earns accolades for the performance of its students in academics, athletics, and the arts, as well as for the professionalism of its faculty. The school has three times won recognition from the U.S. Department of Education as an Exemplary Blue Ribbon School.

Heathwood Hall's scenic, 133-acre campus is situated near the banks of the Congaree River, an ideal setting for its internationally recognized outdoor education program. The school is located in the capital city of Columbia, the center of a diverse and appealing 530,000-resident region that is also home to the University of South Carolina. Columbia boasts an outstanding art museum, the largest children's museum in the Southeast, and a nationally recognized zoo and botanical gardens. The region offers excellent golf, fishing, and boating as well as a wide selection of college and professional sports events. Charlotte and Atlanta are 1½ and 3½ hours away, respectively.

Heathwood Hall's next Head of School will join a school community that has demonstrated a multidimensional commitment to its well-articulated mission and values, coupled with a strong desire to move the school to the next level of educational excellence and financial sustainability.

APPLICATION DEADLINE: NOVEMBER 11, 2011

## HEATHWOOD HALL AT A GLANCE

**Founded:** 1951

**Location:** 133-acre campus  
bordering the Congaree River in  
Columbia, SC

**Enrollment:** 774  
Early Childhood (N-K) 91  
Lower (1-4) 193  
Intermed./Middle (5-8) 250  
Upper (9-12) 240

**% of student body belonging to  
racial/ethnic minorities:** 19%

**Full-time faculty:** 75; 59% with  
advanced degrees

**Average faculty tenure:** 17 years

**Endowment:** \$4.0 million

**Operating budget:** \$11.1 million

**Indebtedness:** \$10.3 million

**Total funds raised last year:** \$1.38  
million

**Annual giving funds raised last  
year:** \$208,000

**Parent participation in annual  
giving:** 63%

**Full-time tuition and fees,  
2011-12:** \$12,500-\$15,500

**Financial aid awarded:** \$1.63  
million

**% of students receiving aid:** 24%

**Accreditation:** Southern  
Association of Colleges and  
Schools/Southern Association of  
Independent Schools

**Member:** National Association of  
Independent Schools, Palmetto  
Association of Independent  
Schools, National Association of  
Episcopal Schools

## Guiding Principles of the School

### MISSION

*A college preparatory school with a strong Episcopal heritage of stewardship, inclusivity, and respect for the dignity of every human being, Heathwood Hall Episcopal School walks with students, challenging them to balance the highest standards of scholarship, citizenship, and servant leadership. Through the richness of community we learn, grow, and worship as we cultivate and celebrate the power of the individual mind, the soundness of body, and the value of a joyful and spiritual life.*



### VISION

*Inspiring Generations One Life at a Time*

### GUIDING PHILOSOPHY

*Heathwood Hall Episcopal School stands firmly in the Episcopal tradition of inclusiveness. The School strives to create an academic, social, and spiritual climate where diverse people learn, live, work, and play together with respect, responsibility, and understanding, free from the fear of prejudice and intolerance and committed to the selfless sharing of their God-given talents.*

*We are committed to:*

- *Requiring the mastery of a challenging college preparatory curriculum*
- *Developing core competencies for citizenship in the 21st century including: critical thinking and problem solving; collaboration across networks and leading by influence; agility and adaptability; initiative and entrepreneurship; effective oral and written communication; accessing and analyzing information; and curiosity, creativity, and imagination*
- *Helping our students establish a broader world view and understanding of global issues and people*
- *Knowing each child well and inspiring them to take responsibility for their learning*
- *Engaging students in purposeful and meaningful learning and assessments that connect to learners' lives and to each other*
- *Living, working and worshiping together to fulfill the teachings of the Christian faith while also understanding and respecting different faith traditions and cultures*
- *Respecting the dignity of all human beings and caring for all creation*
- *Encouraging community members to consider and act upon the moral and ethical dimensions of their choices.*

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## DEFINING STRENGTHS AND UNIQUE ATTRIBUTES OF HEATHWOOD HALL

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A family-engaged and welcoming educational community firmly grounded in its Episcopal identity, Heathwood Hall offers unique opportunities for students to explore and excel; extraordinary teaching; and an openness to thoughtful innovation that has kept it at the forefront of independent education in South Carolina.

### THE STUDENT BODY

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Committed since its founding to the Episcopal tradition of inclusiveness, Heathwood Hall has always welcomed a diverse student body. Families are drawn from more than 40 ZIP codes in and around Columbia, and minority students comprise 19 percent of enrollment this year. More than 50 of the school's parents are alumni, reinforcing the bonds of community that represent one of its defining strengths. In addition to the 24 percent of students who receive financial aid, full-time faculty and staff receive a 50 percent tuition remission benefit.



Heathwood Hall serves a talented student body. Typically, 55 percent of fourth-graders and seventh-graders qualify for the Duke University Talent Identification Program. Since its first graduating class in 1977, the school has had one Rhodes Scholar, three Presidential Scholars, 72 National Merit Finalists, 65 National Merit Commended Students, 14 National Achievement Scholars, and seven National Achievement Commended Students. The school's recent alumni have included a Thomas Jefferson Scholar (University of Virginia), a Cornelius Vanderbilt Scholar, and a Gordon Scholar (Wake Forest). Median SAT scores for the Class of 2011 were 587 Critical Reading, 567 Math, and 595 Writing. Sixty-seven percent (35 students) of the Class of 2011 took a total of 144 AP exams, earning scores of 3 or higher on 89 percent of those tests. Eighteen members of that class earned AP Scholar designations.

Virtually all of Heathwood Hall's graduates go on to selective colleges and universities. Among acceptances and placements over the past four years have been the following:

Auburn University	Duke University	Rensselaer Polytechnic Institute	University of Miami
Bard College	Earlham College	Rhodes College	University of Michigan
Boston College	Emory University	Rollins College	University of South Carolina
Boston University	Furman University	Saint Olaf College	University of Virginia
Carnegie Mellon University	Georgetown University	Southern Methodist University	U.S. Military Academy
Clemson University	Hamilton College	The Citadel	Vanderbilt University
Colgate University	Harvard University	Tufts University	Wake Forest University
College of Charleston	Johns Hopkins University	Tulane University	Washington and Lee University
Columbia University	Kenyon College	University of North Carolina, Chapel Hill	Wofford College
Cornell University	Morehouse College	University of Georgia	Yale University
Dartmouth College	McGill University		
Davidson College	Princeton University		

### THE FACULTY AND ADMINISTRATION

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Dedicated to knowing and teaching each child as an individual, the Heathwood Hall faculty is regarded by all constituencies as a defining strength of the school. This is an experienced and highly professional group; 59 percent (88 percent in the Upper School) have advanced degrees and their average teaching tenure at the school is 17 years. Deeply engaged in the broader professional community as well as their classrooms, the faculty is highly regarded beyond the school's walls. Over the past 10 years, eight have been named Teacher of the Year by the South Carolina Independent School Association. The faculty includes 19 Associate Teachers who pair with teachers in the Early Childhood Learning Center and Lower School classrooms. Supporting the faculty are three learning specialists, a full-time nurse, counselors, and two athletic trainers. Nearly half of the school's administrators teach at least one class.

The administrative team includes the Associate Head and Provost (to whom the division heads and other program leaders report), the Assistant Head for Finance and Operations, the Director of Plant Operations, and the Directors of Admissions and Development.

The Chaplain oversees the spiritual life of the school, including weekly chapel services in each division and faith celebrations throughout the year.

## CAMPUS AND FACILITIES

Located on 133 acres in Richland County, Heathwood Hall is bordered on the west by the Congaree River and on the other three sides by cultivated farmland. The wooded campus is home to a one-acre pond and hundreds of animal species, resources that are well used by the school's PEAK Program for Outdoor Education.

Over the past decade, several facilities initiatives have improved the campus, including a new Intermediate/Middle School Building, a Center for Science and Mathematics, and a new



Athletic Center. In 2007, the 300-seat Chapel of the Epiphany was consecrated, giving the school its first

dedicated indoor space for worship. In January 2011, the school inaugurated its new bell tower, which provides a striking and iconic entrance to the campus. Other recent additions include athletic upgrades and two new practice fields. A much needed new dining hall is scheduled to open in December 2011. Heathwood Hall's technology facilities include 350 computers and SmartBoards in nearly all classrooms.



## HIGHLIGHTS OF THE HEATHWOOD HALL PROGRAM

Heathwood's comprehensive educational program addresses the mind, body, and spirit of each student, focusing on educating the whole child. Heathwood believes quality education includes much more than classroom lectures, memorized dates, and unrelated facts. Students are expected to think — mastering the ability to analyze information, collaborating well with others on group assignments, giving and taking constructive criticism, and solving difficult problems. A discovery-based approach serves as the philosophical centerpiece of the program. A detailed description of the curriculum is available on the school's website ([www.heathwood.org](http://www.heathwood.org)).

Here are a few highlights:



### EARLY CHILDHOOD LEARNING CENTER (NURSERY-KINDERGARTEN)

Heathwood's Nursery (3 year-olds), Preschool (4 year-olds), and Kindergarten programs offer a play-based environment designed to develop the social, emotional, and intellectual skills that young children need to succeed in school. Under the care of a lead teacher and associate teacher in each class, youngsters pursue hands-on experiences coupled with small- and whole-group instruction. Foreign language lessons begin in Nursery School. Children also visit the library weekly; attend music and art classes; work with computers and Smart Boards; and complete individual and group assignments in writing and math.

### LOWER SCHOOL (GRADES 1-4)

Heathwood Hall's Lower School provides a strong foundation of skills and work habits upon which students can build in the years ahead. Classes are staffed by one lead teacher who is certified in elementary education and an associate teacher with a college degree and teaching experience. With a focus on literacy, the division emphasizes reading and writing across the curriculum. In addition to the core subjects, enrichment offerings include visual arts, library, Spanish, technology, and music. A Transition Program, staffed by one full-time and two half-time special education teachers, serves 11 students with diagnosed learning differences that require individualized attention and remediation.

## **INTERMEDIATE/MIDDLE SCHOOL (GRADES 5-8)**

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Heathwood Hall divides its middle division into two distinct units that take into account the differing educational needs of children as they move from grade 5 to grade 8. Class sizes are small, ensuring personal attention. Students are provided a sound base of instruction in the core courses of English, math, science, and history. Middle School science classes are laboratory- and activity-based. Enrichment classes expose students to music, art, drama, skills, writing, and technology. Students study Spanish in fifth grade, and they choose from either Latin, French or Spanish to explore as their language study in sixth grade. In the seventh grade, students make a choice of the language they wish to pursue for high school credit. As part of the school's commitment to community service and environmental awareness, students coordinate a recycling program, organize food drives, work with a variety of social agencies, and participate in environmental field trips. All grades participate in a multi-day class trip through the PEAK program. In Middle School advisory groups, teachers work with small groups of students to address topics including learning styles, organizational skills, diversity, problem solving, anger management, bullying, peer pressure, and test anxiety. The Middle School counselor facilitates advisory sessions and communicates with students, parents, and teachers on key issues.

## **THE UPPER SCHOOL (GRADES 9-12)**

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Heathwood Hall's Upper School offers a comprehensive college preparatory program that includes 12 Advanced Placement courses as well as numerous opportunities for students to pursue areas of special interest. Graduation requirements include four years of English; three years of Math; three or four years of Science and/or Social Studies; three years of a single language; one year of Religion, Fine Arts, and Physical Education; and one semester of Computer Science. In addition, Upper School students must also complete 80 hours of community service, though three-quarters of students typically exceed this requirement.

In the senior year, every student completes a capstone Senior Exhibition, a rigorous year-long project that requires independent research in an academic area leading to the production of a paper or other original product. Each spring, students present their work at a public symposium. Upper School students may also elect to pursue an International Studies Diploma, which requires specified globally oriented courses in languages, sciences, and humanities as well as an international experience and additional community service. An Honors Science Research Program is available by faculty recommendation; these students complete an individual research project that is adjudicated at the South Carolina Junior Academy of Science Annual Meeting.

## **PEAK: THE OUTDOOR EDUCATION & EXPERIENTIAL LEARNING**

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The PEAK (Pursuit of Environmental Adventure and Knowledge) Program for Outdoor Education offers curriculum-based formal outdoor education classes and ecology trips for students at all grade levels; multi-day adventure outings and expeditions; and after-school adventure programs for Heathwood Hall students, as well as programs and events for special interest and nonprofit groups, corporate leadership training, and summer camps and expeditions. All PEAK programs are based on one or more of the following principles: environmental education, wilderness exploration, environmental stewardship, and leadership development.



## **ACADEMIC ACHIEVEMENT CENTER**

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Ensuring that all admitted students succeed within the rigorous academic program is a top priority for Heathwood Hall. The fee-based Academic Achievement Center supports students at all grade levels. Providing a student-centered atmosphere that integrates differentiated learning strategies, the staff offers speech and language therapy, specialized tutoring, subject-area tutoring, academic coaching, and homework help. More than 10 percent of the student body receives AAC support of one form or another. The AAC is both a programmatic strength and a revenue source for Heathwood Hall.

## **THE ARTS**

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All Heathwood Hall students benefit from the rapidly growing fine arts department, which includes 10 faculty members. Students are exposed to music, visual art, drama, and creative writing at every stage of their Heathwood

experience. Students and faculty members alike have earned recognition outside the school, including selection to all-state chorus and all-state band. Upper School *a cappella* groups will perform at Carnegie Hall this spring.

In addition to a full complement of classes, students in all divisions participate in extracurricular arts activities including fine arts clubs, choruses, and bands. In the Upper School, students also may perform in the Honor Band, Jazz Band, Percussion Ensemble, and Pep Band. In 2010, HARTS, the Heathwood Hall Arts Guild, was established by parents to provide funding and volunteer support for the arts program.

## **ATHLETICS**



On average, 85 percent of Upper School students compete on at least one school-sponsored team. Students can participate in interscholastic competition in most sports beginning in the sixth grade. Athletic offerings include baseball, basketball, bowling, cheerleading, cross country, football, golf, lacrosse, soccer, softball, swimming, tennis, track, volleyball, and



wrestling. Approximately half of the school's coaches are faculty members, with the remainder drawn from the community.

The school this year won the state championship in basketball and reached the state playoffs in volleyball; the girls cross country team placed first in the Coaches Classic Championship Division. In 2010, the boys cross country team was the regional champion. The football team played in the state championship game in 2009.

## **OPPORTUNITIES & CHALLENGES FOR THE NEXT HEAD OF SCHOOL**

The headship of Heathwood Hall Episcopal School offers an appealing career opportunity for a confident leader who values the school's Episcopal foundation and appreciates the strength of its educational program. The SAIS/SAC self-study and reaccreditation visit were successfully completed during the 2010-11 school year, giving the new Head the benefit of the extensive data collection and goal-setting that accompanied that process.

In the spring of 2008, the Head of School of nearly a decade moved on to a new opportunity. A new Head served from February 2009 to the spring of 2011, when he announced his departure to seek a position that better matched his skills. Interim Head of School Michael Eanes, a talented and experienced educational leader, arrived this past summer to guide the school through the 2011-12 school year. The fact that Heathwood Hall has continued to offer its students a rewarding educational experience throughout this period of transition is a testament to the dedication of the faculty and administrative team – and to the strength of the mission and vision solidly underpinning the program.

With the educational program solidly in place, the next Head of School will be expected to focus much of his or her attention on strategic planning, leadership development, financial sustainability, and institutional advancement. Among the specific opportunities and challenges awaiting the new Head are the following:

### **ADMISSIONS AND MARKETING**

Like so many independent schools in this difficult economic climate, Heathwood Hall has experienced enrollment fluctuations in recent years. From a peak of 886 in 2007-08, the student body dropped to 755 last year before rebounding this year to 774. Although the improved results this year are encouraging, the school's leadership is well aware that the increasingly competitive educational marketplace requires careful attention to effective marketing as well as enhanced financial aid resources to support prospective families who cannot afford the tuition.

### **FINANCE AND INSTITUTIONAL ADVANCEMENT**

Heathwood Hall is financially stable and well managed, with a balanced \$11.1 million budget that includes provisions for repaying the school's \$10.3 million in bonds. The recent fluctuation in enrollment necessitated austerity measures including a faculty salary freeze and the elimination of some administrative support positions.

Enhancing the long-term financial strength of the school will be an essential focus for the next Head of School. With an endowment of \$4 million, Heathwood Hall must bridge the gap between its programmatic ambitions and its resources. Facilities needs include replacement of portable buildings and renovation of the Lower School gym.

Historically, Heathwood Hall's capital fundraising has been strong and successful, as evidenced by the many facilities added to the campus over the past 20 years. Annual fundraising traditionally has been less productive for the school, but the current administrative staff, including a recently hired Director of Communications, is exploring new strategies for cultivating outreach to the school family and the broader community.

## **FACULTY, ADMINISTRATION, AND GOVERNANCE**

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Heathwood Hall is blessed with a dedicated faculty and administration that is committed to continuous improvement. With an average tenure of 17 years at the school, many of these teachers will approach retirement in the not too distant future. Ensuring that the next generation of faculty has the skills and values necessary to carry on the legacy of excellence in teaching will be a high priority for the new Head of School.

In 2010, a small group of administrators formed a Strategic Thinking Committee that generated many thoughtful suggestions for strengthening the educational program, professional development, facilities, and the school's advancement operation. Interim Head Michael Eanes will incorporate these recommendations into his work with the Board of Trustees this year. This work will center on a proactive, forward-looking, and systematic approach to governance, including a more robust committee structure. The Board is expected to launch a new strategic planning process this spring, with the expectation that the new Head of School will participate in the finalization of that plan.

## **PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES**

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Heathwood Hall Episcopal School is seeking as its next Head of School:

- A thoughtful, proactive, and strategically oriented leader who will focus on the long-term health and sustainability of the school.
- An experienced, highly professional administrator who sets high standards, delegates effectively, and acts decisively when appropriate.
- A passionate advocate who can persuasively communicate Heathwood Hall's many strengths to audiences within and beyond the school community.
- A balanced educational leader who appreciates the value of academics, arts, and athletics in the development of well-rounded young people.
- A wise steward of financial, physical, and human resources.
- A leader who will promote excellence in teaching and learning by challenging the status quo and supporting thoughtful curricular innovation.
- A positive, unifying, and approachable leader who can promote a common vision and bridge differences.
- A firm, fair, and resolute leader.
- A leader of unquestioned honor and integrity.



The successful candidate should possess:

- Solid academic credentials and evidence of a commitment to lifelong learning.
- An appreciation for the school's Episcopal identity and the Episcopal liturgy – coupled with a willingness to foster the religious life of the community.
- Exceptional interpersonal and communication skills, oral and written.
- The ability and willingness to participate fully in the external aspects of school leadership, including playing a leadership role in fundraising, alumni outreach, and communications.
- Experience in working effectively with and guiding a Board of Trustees.
- The confidence and decisiveness that flow from wisdom and experience.
- A warm and motivating personality, coupled with exceptional communication and interpersonal skills.

### ANTICIPATED SEARCH CALENDAR

<b>Application deadline:</b>	<b>November 11, 2011</b>
<b>Selection of semifinalists:</b>	<b>November 28, 2011</b>
<b>Semifinalist interviews:</b>	<b>December 10-11, 2011</b>
<b>Finalist visits:</b>	<b>January 2012</b>
<b>Appointment:</b>	<b>February 2012</b>
<b>Start date:</b>	<b>July 1, 2012</b>

### THE SEARCH PROCESS AND APPLICATION REQUIREMENTS

Acting on behalf of Heathwood Hall Episcopal School, Wickenden Associates is actively recruiting talented educational leaders who possess the skills, personal qualities, and experience necessary to meet the demands of this exciting and challenging position.

The lead consultants are James Wickenden ([jwickenden@wickenden.com](mailto:jwickenden@wickenden.com)) and Susan Walters ([swalters@wickenden.com](mailto:swalters@wickenden.com)).

Applicants should submit by **Friday, November 11, 2011**, 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 over the weekend of **December 10-11, 2011**. Finalists will then be invited to Heathwood Hall for a more comprehensive series of interviews with representatives of the school's constituencies. Ideally, a final selection will be made no later than February 2012. Wickenden Associates will keep all applicants informed of their status throughout the process.

