

CAREER OPPORTUNITY

HEAD OF SCHOOL Lakeview Academy

Gainesville, Georgia



Application deadline: October 26, 2009

Founded in 1970, Lakeview Academy is an independent, nonsectarian, coeducational, college preparatory day school enrolling 537 students in grades PK-12. Committed to excellence in both the personal growth and the academic development of each student, Lakeview offers a challenging academic program, a full range of support services, and myriad enrichment opportunities in athletics and other activities. Lakeview is positioning itself as a leader in athletics, fine arts, and technology education in northeast Georgia, offering curricular and extracurricular programs that have resulted in numerous regional and state awards for Lakeview students.

Lakeview Academy is located about 50 miles northeast of Atlanta in Gainesville, a lively exurban community offering an appealing lifestyle and a multitude of cultural and recreational opportunities. Numerous magazines have designated the Gainesville-Hall County area as among the nation's best places to live, retire, and work. Set in the beautiful foothills of the Blue Ridge Mountains, Gainesville is perhaps best known for the 38,000-acre Lake Sydney Lanier, which served as the kayaking and canoeing venue for the 1996 Atlanta Olympic games.



Situated in a region with promising demographics and with room to grow on its attractive 88-acre campus, Lakeview is pursuing a strategic vision that calls for an eventual enrollment of up to 800 students, facilities renovations and expansions, and a continued focus on strengthening and broadening academic and extracurricular offerings. While eager to see the school grow in size and stature, the leadership of Lakeview Academy remains firmly committed to its fundamental mission of providing a well-rounded, values-centered education to each student through a healthy partnership of school, family, and community.

WHO SHOULD APPLY

For a position to begin in July of 2010, the Lakeview Academy Board of Trustees is seeking a talented educational leader with the skills, experience, and personal qualities necessary to guide the school toward its vision of ranking among the leading college preparatory schools in the Southeast. Lakeview Academy needs a well-educated, outgoing, and inspiring leader to build upon the impressive gains the school has achieved in recent years and to position Lakeview for continued success and progress in the years ahead.



WICKENDEN
ASSOCIATES

On the web: www.lakeviewacademy.com

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



Founded: 1970

Location: 88-acre campus in
Gainesville, GA

2009-10 enrollment: 537

Lower (PK-5): 253

Middle (6-8): 137

Upper (9-12): 147

Student diversity: 13%

Faculty & administration: 49; 23%
with advanced degrees (67% in Upper
School)

Average faculty tenure: 6 years

Endowment: \$850,000

Indebtedness: \$4 million

Operating budget: \$8.5 million

**Total development funds raised,
2008-09:** \$1.16 million

Annual giving, 2008-09: \$232,000

Parent participation: 59%
Faculty/staff participation: 100%

2009-2010 tuition:

Pre-K: \$7,600

Kindergarten: \$10,450

Grades 1-4: \$12,900

Grades 5-7: \$13,600

Grades 8-12: \$14,400

Financial aid, 2009-10: \$638,000

Students receiving aid: 15.5%

Board of Trustees: 18

Accreditation: Southern Association of
Colleges and Schools, Southern
Association of Independent Schools

Member: National Association of
Independent Schools, Georgia
Independent School Association,
Atlanta Area Association of
Independent Schools, Georgia High
School Association

MISSION

Lakeview Academy is committed to excellence in the personal growth and academic development of the college-bound student through a partnership of school, family, and community.

CORE VALUES:

We believe Lakeview Academy should:

- *Deliver exceptional educational opportunities.*
- *Maximize the unique potential of each student.*
- *Cultivate a family environment.*
- *Value honesty, integrity, and respect.*
- *Respect and develop each faculty and staff member.*

DESIRED TRAITS OF A LAKEVIEW ACADEMY STUDENT

Through the personal development and academic excellence of a Lakeview education, 16 desired traits are instilled in Lakeview graduates:

- *Articulate*
- *Civic-minded*
- *Confident*
- *Cooperative*
- *Courageous*
- *Creative*
- *Curious*
- *Determined*
- *Disciplined*
- *Healthy*
- *Honorable*
- *Independent*
- *Kind*
- *Open-minded*
- *Resourceful*
- *Respectful*

ABOUT LAKEVIEW ACADEMY: DEFINING QUALITIES

Asked to identify the signature strengths of Lakeview Academy, members of the school community most often cite the quality of the academic program and the warm family atmosphere. Many mention the intentional focus on the well-being of each student, reflected in the faculty's determination to blend academic challenge with encouragement. The widely admired faculty includes both newcomers and veterans; half of the faculty has an average tenure of 14 years at the school. Parents also play an active role in the life of the school, providing voluntary support and participating in numerous traditions and community-building activities throughout the school year.

Character-building is genuinely important here as well; the "16 desired traits of a Lakeview Academy graduate" are taken seriously and actively modeled. In May 2008, the Board adopted a Spiritual Life Policy Statement that reiterates the school's nonsectarian orientation, acknowledges that the student body is predominantly Christian, and affirms that the school "supports the expression and celebration of traditional Christian culture while maintaining openness, respect, and accommodation for those students of different religions and for their beliefs."



THE STUDENT BODY

As one of the few independent coeducational and nonsectarian schools in its region offering a strong academic and extracurricular program, Lakeview serves average to exceptional students from 15 counties within a 50-mile radius.

The 43-member Class of 2008 included eight AP Scholars, one AP Scholar with Honor, and one AP Scholar with Distinction. One student in that class was a National Merit Commended Student. In May 2008, 48 Lakeview students took 70 AP exams in 10 subjects; 69 percent of those exams received qualifying scores of 3 or higher. SAT scores are well above state and national averages. The middle 50 percent of students in the Class of 2008 received SAT Critical Reading scores of 530-630, Math scores of 530-620, and Writing scores of 520-650. The ACT range for that group was 22-26.

Virtually all Lakeview graduates attend a four-year college. Among the colleges and universities attended by three or more graduates of the classes of 2007-09 were the following:

Auburn University
Clemson University
Furman University
Georgia College and State University

Georgia Institute of Technology
Georgia Southern University
Samford University
Savannah College of Art & Design
University of Alabama

University of Tampa
University of Georgia
Young Harris College

Recent Lakeview graduates are also attending Boston University, College of Charleston, Emory University, Georgetown University, Johns Hopkins University, Maryland Institute College of Art, Pennsylvania State University, Rensselaer Polytechnic Institute, Rice University, Sewanee: The University of the South, Trinity University, University of Notre Dame, Vanderbilt University, and Wofford College.



LOCATION, CAMPUS, AND FACILITIES

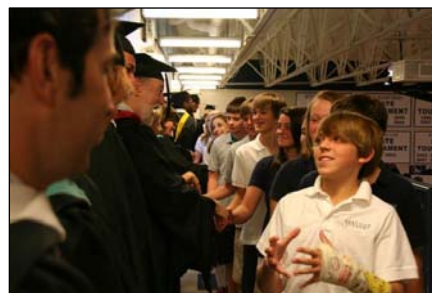
Lakeview's attractive 88-acre campus includes separate academic buildings for each division, two gyms, and a newly renovated student center. A 29,500-square-foot athletic center and six lighted championship tennis courts were recently completed. Athletic facilities also include a regulation football/soccer field and a new baseball complex.

Residents of the Gainesville area describe the community as a wonderful place to live, work, and raise a family. They enjoy their proximity to Atlanta but also take full advantage of the recreational activities centered around the spectacular Lake Lanier and cultural venues that include a professional symphony and ballet, an award-winning theater company, a children's museum, and several art museums and libraries. The growing population of 30,000 in Gainesville and 180,000 in Hall County supports a diverse economy that includes Fortune 500 companies and a robust medical community as well as tourism and manufacturing.

HIGHLIGHTS OF THE EDUCATIONAL PROGRAM

For a detailed look at the curriculum in each division, visit the website: www.lakeviewacademy.com. Here are a few highlights of the Lakeview educational program:

- Graduation requirements include 4 years of English composition/literature, 4 years of math, 4 years of science, 3 years of history, and 2 years of Spanish, plus 4 units of electives and half-year courses in physical education, computer science, and the arts.
- AP courses are offered in Biology, Chemistry, Computer Science A, English Language, English Literature, Calculus AB, Spanish Language, Studio Art, U.S. History, and World History. Honors-level courses are also available in all major subject areas.
- A full-time college counselor offers a comprehensive advising program for students and parents that begins in the 9th grade. Each year, she takes juniors on a four-day trip to visit colleges outside the state. This year, they are visiting Boston. While many Lakeview students choose to remain in-state for their college education (many taking advantage of the generous Georgia Hope scholarship program), the school is seeing increasing numbers of families considering other options.
- Academic support services include fee-based Applied Studies and Special Studies programs, in which certified learning specialists provide a range of services to students with identified learning disabilities and those who are struggling with study strategies or organization issues. Lakeview has seven certified Wilson teachers throughout the school. Learning specialists also provide training and support to classroom teachers.
- The Extended Learning program provides after-school care for students in grades PK-5.
- Field trips represent an important component of the Lakeview curriculum and are offered in all grades. During Middle and Upper School Trip Week in the early fall, students have the opportunity to strike out for curriculum-related destinations including Atlanta; Washington, DC; Charleston, SC; and Disney World. Tenth-graders this year embarked upon a community service trip to Coalmont, TN, where they helped build a Habitat for Humanity House. The 12th-grade trip is traditionally a bonding and entertainment experience.
- A student-elected Honor Council administers the school's recently developed Honor Code in the Middle and Upper Schools.
- Community service activities are offered in every division. Lower and Middle School students collect Christmas gifts for underprivileged children. Middle School students prepare and serve lunches at a community homeless shelter. Upper School students are required to complete 60 hours of community service before graduation.



TECHNOLOGY



Led by a Director of Technology who is active on the national stage, Lakeview's technology program is a signature strength of the school. All Lakeview students are exposed to technology courses. Lakeview's campus is enhanced with two computer labs, a wireless network, and a laptop cart for grade 6-8 students. The school implemented a 1:1 laptop program in the Upper School in 1998, and it is now well established. In 2010, Lakeview will launch a 1:1 Net

Book program in grades 6-8. A strong emphasis on staff development, infrastructure, and curriculum integration has helped to encourage faculty to use technology effectively. Lakeview annually sponsors the Laptop Summer Institute, attended by teachers and administrators within and outside the school. The school has also taken a lead role in designing an Internet safety curriculum for students of all ages and for parents. Six students this year enrolled in online courses through a Georgia Virtual School. Lakeview Academy has won more awards at the State Technology Fair than any other school in the state of Georgia.

Two well-equipped libraries – staffed by a librarian, aides, and parent volunteers – support the academic program. Both media centers offer comfortable seating, current magazines, newspapers, copy machines, computers, printers, and scanners.

ATHLETICS



Athletics are an important and growing component of the Lakeview experience, with three-quarters of the students competing on one or more of 29 teams. Baseball, basketball, cheerleading, cross country, football, golf, soccer, tennis, and volleyball are offered as team sports for grades 7-12. Lakeview competes in the GHSA Class A High School Division. Football is a recent addition, and the creation of a girls softball team is planned. Most teams are coached by faculty members, ensuring that the school's values are transmitted through team sports as well as in

the classroom. Several state championships have been earned by members of the coaching staff during their careers. The goals of the athletic department are to develop the whole student and to encourage students to achieve a personal level of excellence in the areas of fitness, team commitment, and sportsmanship. The Booster Club supports the athletic program by operating the concession stand and sponsoring an annual golf tournament.

Lakeview's youngest students, PK-grade 2, may participate in intramural basketball and flag football programs. Students age 9-12 represent Lakeview in independent recreational leagues.



THE ARTS

Lakeview is committed to providing opportunities for appreciation of and participation in the visual and performing arts. The arts curriculum is an integral part of each student's education and is viewed by the faculty as a catalyst for increasing student motivation and achievement across the curriculum. Fine arts offerings include visual arts, music, drama, and speech and debate. Most courses are production- or performance-based. Upper School students can earn membership into national honor societies in theatre, music, forensics, and art. Nearly every year, at least one graduate goes on to pursue professional study in the arts. Lakeview alumni are making a living as musicians, stage-managing Broadway shows, acting with Broadway cast members, working for MTV, dancing with professional ballet companies, and exhibiting their artwork in galleries nationwide. The Lakeview Arts Guild, a group of parents and friends, actively supports the arts programs through fundraising and hands-on volunteer work.



Almost two-thirds of Middle and Upper School students participate in the arts. The school's literary team (with events in music, dramatic interpretation, extemporaneous speaking, and essay) has won the regional championship for nine years and has won the state title eight of those nine years. The drama program has consistently placed first or second in the regional one-act competition and has represented the school twice in the state competition. Lakeview music students are represented every year in the All-State Chorus and in the State Literary Solo, Trio, and Quartet. The forensics team has won five regional debate championships and has placed in the top four teams at the state debate championship for five consecutive years. Three students recently qualified for the National Forensic League's Academic All-American Award; typically, fewer than 150 students nationwide qualify for this award. The visual arts program is a vital part of the fine arts department as well, with consistent wins at the local, regional and state levels in art competitions and exhibitions.

OPPORTUNITIES & CHALLENGES AWAITING THE NEXT HEAD OF SCHOOL

Lakeview Academy is on the move. Guided by a clear strategic plan and a determined leadership team, Lakeview made great strides between 2004 and 2009 – increasing enrollment by nearly 16 percent, expanding educational offerings, approving a campus master plan, launching a capital campaign, and completing the first phase of a planned three-stage building program that will significantly upgrade facilities.

The consequences of the general economic upheaval of the past year, combined with the impending leadership change at Lakeview Academy, have led to a rethinking of the timing and scope of the school's growth agenda. The Board of Trustees remains, however, committed to its vision of continuous improvement in programs and facilities as well as continued enrollment expansion in the years ahead. Lakeview Academy needs a Head of School who will be energized by this agenda and eager to serve as a key strategist and enthusiastic spokesperson for these initiatives. Among the specific opportunities and challenges awaiting the next Head of School are the following:

GROWING THE SCHOOL

Lakeview Academy aspires to become a school of approximately 800 students – an enrollment that would support three sections of each grade and a much more expansive range of academic and extracurricular offerings. While economic conditions have temporarily stalled what had been steady progress in growing the enrollment, the underlying demographic projections and the lack of similar independent school alternatives in the area suggest that the enrollment goal is attainable. The next Head of School will need to spearhead a comprehensive marketing effort to enhance Lakeview's name recognition and clarify its niche in the local educational marketplace. The school needs a leader who will be an enthusiastic, aggressive, and effective ambassador for Lakeview – reaching out to prospective constituencies who may not yet be fully aware of Lakeview's mission or the quality of education it provides.

FINANCE, FUNDRAISING, AND FACILITIES

Lakeview is in the midst of its *Becoming* capital and building campaign, a three-stage, \$7.5 million effort for which more than \$4 million has already been raised or pledged. Stage 1, largely completed last year, renovated and expanded the Student Center to include a raised stage and performance seating for more than 500 as well as improved cafeteria facilities. In view of economic conditions and the Head search, the construction timetable has been extended and active public solicitation efforts have been placed on hold for now.

The incoming Head of School will undoubtedly play an important role in the completion of the campaign and the building projects. Stage 2 will include a new Lower School and Stage 3 a renovation of the existing Lower School gym to support the school's growing physical education and athletics programs. The strategic plan also contemplates an eventual expansion of the Upper School and the construction of a comprehensive fine arts center, although these projects are not included as part of the *Becoming* campaign.

Diligent management of the budget has enabled Lakeview to significantly improve its financial picture, including a 30 percent reduction in debt over the past five years. While prudent oversight of the operating budget has enabled Lakeview to make progress toward the accomplishment of an ambitious set of goals, the long-term financial sustainability of the institution will require the building of a substantial endowment. The school reinstated its Annual Giving program in 2002 and has been making steady progress in increasing parent participation. Alumni outreach efforts are also being broadened. Continuing to expand and staff a full-fledged development effort will be a high priority in the years ahead. The Development Director's position is currently open.

THE EDUCATIONAL PROGRAM AND FACULTY

As a relatively small PK-12 school aspiring to grow, Lakeview must balance the desire to expand academic, athletic, and arts offerings with the reality of limited numbers of students available to take advantage of the many options. Making difficult decisions about program additions and cuts while also ensuring curriculum coherence across the PK-12 spectrum will be important and challenging tasks as the program evolves.

Both in setting admissions standards and in designing its educational program, Lakeview must also balance its interest in increasing academic rigor with its longstanding commitment to serving students who bring a range of academic abilities and aspirations.

Attracting and retaining talented faculty members is an ongoing challenge as well, particularly as Lakeview competes with the more generous salary packages being offered in public schools.

THE SCHOOL CULTURE

Lakeview Academy's commitment to an ambitious agenda of growth and improvement has led to many positive changes during the past several years, including a larger student body and a more robust and challenging academic environment for students. While there is enthusiastic support within the school family for the vision and direction articulated by the Board and Head, there is also predictable discomfort in some circles with the pace and scope of change. The announced departure of the current Head – who has led the change effort since 2004 – has left some in the faculty and parent body uncertain about the Board's intentions for the school in the years ahead. The faltering economy – with the resulting enrollment declines and budget cuts – has added an additional layer of concern. While the economic picture may well be brighter by the time the next Head arrives, he or she will need to be sensitive to the anxiety surrounding the future direction of the school and careful to communicate openly and often with the entire Lakeview community. The faculty, in particular, will be looking for a strong affirmation from the school's new leader that the push to elevate and enhance the educational program includes support at the highest levels.

As Lakeview Academy continues to grow and further diversify its student body, the Head of School will also need to manage carefully the opportunities and challenges that will arise as the school population changes and the culture adapts.

WHO SHOULD APPLY: QUALITIES AND QUALIFICATIONS

The Lakeview Academy Search Committee prepared the following profile:

Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction, and skillful execution; it represents the wise choice of many alternatives. – Willa A. Foster

Lakeview Academy's vision is to be one of the leading college preparatory schools in the Southeast. We have a solid academic program, a thriving athletic program, exceptional technology and fine arts programs, and an environment conducive to sound character- building for our students, producing well- prepared and successful individuals any college would be proud to have. Our leadership team, qualified and highly motivated teachers and staff, and dedicated and supportive families and alumni have help create what Lakeview is today. We are now poised to reach out and achieve our vision.

To successfully achieve this vision, we are looking for a Head of School who will be a forward- thinking leader with these strengths and characteristics:

- *An educational philosophy that aligns with the vision of our school as a center for academic excellence.*
- *A priority to continue measurable gains in academic achievement that will set our school apart and establish Lakeview as a premier player in the Southeast.*
- *An ability to generate enthusiasm and market our unique strengths through deliberate and sincere efforts that will support Lakeview's commitment to growth and improvement.*
- *A role model of strong ethical values, sincerity, and integrity of character.*
- *A leadership style which is approachable, open- minded, inclusive, and receptive to input from all constituencies of Lakeview.*
- *An ability to think clearly and make well- considered and firm decisions.*
- *Educational achievements that garner respect from the faculty, staff, and community.*
- *Ability to articulate Lakeview's values and convictions passionately both within the school and out in the community.*
- *Enthusiasms that will motivate the Lakeview body, provide strong support for educators, and advance initiatives to grow the endowment and ensure that we have the resources necessary to support our vision.*
- *An eagerness to convey positive public relations of Lakeview in the community.*
- *Capable of sound financial planning and oversight, with a priority of growing the school's endowment.*

In summary, we are looking for a Head of School who we feel confident will provide strong leadership to achieve our vision.



Anticipated Search Calendar:

Application deadline:	October 26, 2009
Search Committee selects semifinalists:	November 3, 2009
Semifinalist interviews:	November 14-15, 2009
Finalist visits:	Early December 2009
Appointment:	By the end of the year
Start Date:	July 1, 2010

APPLICATION REQUIREMENTS & PROCESS

Applicants should submit, no later than **Monday, October 26, 2009**, 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 Wickenden and Susan Walters, 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 **November 14-15, 2009**. 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 the end of 2009. The successful candidate will become the next Head of School of Lakeview Academy on July 1, 2010.

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