

HEIDRICK & STRUGGLES

School, Position & Person Profile



Head of School

May 2010

Start Date: July 1, 2011

The School

Mission Statement:

Holy Innocents' Episcopal School develops in students a love of learning, respect for self and others, faith in God, and a sense of service to the world community.

School Philosophy:

Through a philosophy of Balanced Excellence, Holy Innocents' Episcopal School offers an educational program encompassing academics, arts, athletics and spiritual formation.

Through opportunities to grow intellectually, spiritually, physically and emotionally, students develop their individual worth and dignity. The challenging academic program prepares students for higher education and emphasizes learning as a pathway toward ethical leadership and a commitment to the common good.

The school provides a welcoming and supportive environment, embraces the differences inherent in a diverse community, and embodies the inclusive Episcopal tradition of respect for the beliefs of others. Holy Innocents' is an active community of faith engaged in local, national and international service to others.

History

Celebrating its 50th year, Holy Innocents' Episcopal School (HIES) is the largest Episcopal Parish Day school in the country. The school and the parish share some facilities and are legally linked. The School and the Church, however, function as two separate entities, tied by a shared mission. The School has four divisions (Pre-School, Lower School, Middle School and Upper School) in separate buildings. Each Division has a Principal who currently reports to the Head of School through the Associate Head.

The inclusive and student-centered culture of the school is palpable, emitting to the visitor a strong sense of warmth and purpose. The school is proud of its strong sense of community which it has preserved and nurtured over the years as the school has grown. In polling data and discussion groups, parents and faculty count the community spirit as one of HIES's most important characteristics to preserve. The strong sense of community and the Honor Code inform the comprehensive academic, successful athletic and vibrant arts programs. HIES takes its Mission as an Episcopal school seriously, requiring for graduation three-years of academic course work in religion (Hebrew Bible, New Testament, Ethics/World Religion), weekly chapel and service to others.

Begun as a small, parish pre-school in 1959, Holy Innocents' Episcopal School grew steadily through its early years, adding elementary grade levels, a middle school, and eventually an upper school in 1991. HIES graduated its first senior class in 1995. A fully accredited, college-preparatory day school for three-year-olds through 12th-grade boys and girls, HIES offers an enriching program based on the Episcopal educational tradition of inclusivity and respect for self. The School celebrates a rich diversity of religious beliefs, races, creeds and cultures.

The Position

Position Title

Head of School

Fast Facts

- Location: 805 Mount Vernon Highway, Atlanta, GA 30327
- HIES is the fifth-largest private school in Atlanta, a metropolitan area which has a rich offering of independent schools and some locally strong public schools.
- HIES is located just north of downtown Atlanta in the incorporate city of Sandy Springs with an estimated population of 82,674. The 28 county Atlanta Metropolitan Statistical area has an estimated population of over 4.9 million people.
- 29% of the student body identify themselves as Episcopalian
- 12% of the student body identifies itself as member of the Holy Innocents' Episcopal Church.
- Enrollment: 1300+
- Students of Color comprise 9% of the enrollment. The school has made significant strides in this area and intends to continue its commitment to expanding racial and socio-economic diversity.
- SAT Scores: (2400 scale) 1600 to 1920 median range
- Acreage: 43
- Total number of buildings: 12
- Website: www.hies.org

Accreditation and Affiliation:

Holy Innocents' Episcopal School is accredited by The Southern Association of Colleges and Schools.

HIES also maintains memberships in the National Association of Independent Schools, the National Association of Episcopal Schools, the National Association for College Admission Counseling

Academic, Arts and Program Features

and the Southern Association for College Admission Counseling

Academics

Academic expectations are rigorous and focused on college-preparation within the mission of the school. There is a strong sense, however, reflected in both the polling data and through discussion groups that the theme of “Balanced Excellence” is achieved at the school through the equal emphasis on academics, arts, athletics, personal integrity and spiritual growth. Community service programs are a live embodiment of the school’s philosophy, and service to others is agreed to be a necessary part of each student’s development.

HIES’s goal is to provide an atmosphere that encourages students to reach their full potential and become involved and responsible citizens. HIES offers twenty Advanced Placement (AP) courses for students seeking a more challenging workload and a head start on their college studies. Two additional AP courses will be added next year.

Arts

HIES is well-regarded in the greater Atlanta community for its outstanding fine and performing arts program. Theater and music productions have been particularly remarkable in the recent past. The arts are a fully integrated part of a traditional college preparatory curriculum.

A Laptop School

Through the school’s Laptop Program, all 5th through 12th-grade students receive Apple MacBooks. HIES has a high-speed wireless internet connection available throughout campus. The school also has seven mobile computer labs which supplement the several traditional computer labs for instruction. All of the classrooms are outfitted with SMART boards and projectors, and students can access an iPod lab for advanced language studies. Every teacher is

provided with a laptop. Many of the faculty members maintain dedicated web pages as a resource for students and to facilitate communication with student and parents.

Global Citizenship Program

The Program for Global Citizenship, initiated in 2008, is a three-year curricular option that begins sophomore year. It includes Comparative Religion, World Literature, Environmental Science and increased foreign language requirements in addition to core liberal arts. Foreign study and international service projects also play important roles in this developing program.

Horizons

Horizons Atlanta provides academic and social enrichment opportunities to students from low-income and at-risk families in Sandy Springs and the surrounding area. Horizons operates a six-week, full-day Summer Program during June and July that serves one hundred-twenty kindergarten through eighth grade students, as well as a monthly Saturday School program that currently serves forty-five third through eighth graders.

Strategies

The Strategies program is a Middle School program under the Learning Resource Department which seeks to support students with learning differences. Currently, there are 45 middle school students in the program; 17 sixth graders, 18 seventh graders, and 10 eighth graders. This program will be extended into the Lower and Upper School Divisions in the coming year.

Broadcast Journalism

Students enrolled in Broadcast Journalism explore basic elements of television broadcasting. Students learn audio and video recording

techniques as well as video editing.

Community Service Programs

Community service is an expectation of all students, from a minimum of five hours required of 8th grade students to fifty hours a year for students in the National Honor Society. Beginning with the youngest children, an obligation to help others both within the school and beyond is seen as a consistent extension of the HIES philosophy. External programs vary from Meals-on-Wheels and Habitat-for-Humanity to mission trips to Haiti.

Athletics

- HIES offers 14 varsity sports for boys and girls. Lower level teams emphasize participation, team-work and skill-building.
- The Upper Division is 19 years-old and some of the varsity sports are relatively new, yet are highly successful. The football team, for example, qualified for the State play-offs in three of its first four years of existence.
- The Golden Bears are proud of the achievements of their teams and school spirit at games is high.
- Winning records have been produced by the majority of teams this year with baseball, golf and lacrosse having particularly good seasons this spring
- The athletic facilities are as impressive as the teams' records.
- The program is well thought-out. Evidence is a pedestrian tunnel which allows easy and safe access to the competition fields across Mt. Vernon Highway.
- State-of-the-art training facilities support the athletes.
- The success of the athletic program will continue to be a draw for students to the school.
- Parents are invited to support the school through the Balanced Excellence Program.
- The Parents' Association, Boosters' Club and Fine Arts Alliance offer parents positive ways to be involved in the life of the

Parents' Association

Chapel and Chaplaincy

school.

- Through dues and fund-raisers for the joint Balanced Excellence Program, the Parents' Association, Boosters' Club and Fine Arts Alliance contributes monies to support the School's program initiatives including the Laptop Program and scholarships
- Each Division has a chaplain and a required weekly chapel service. These services usually take place in the church sanctuary. In the Lower and Middle Divisions there are occasional devotions during the class-week as well.

Finances

- The Chaplains serve the school under the spiritual leadership of the Rector.
- The Chaplain team is comprised of both lay and ordained clergy.
- The finance office is led by an experienced staff and is well-regarded by both the Board and fellow administrators.
- The school undergoes a full-audit of its finances each year.
- School endowment: \$22.4m (Permanent endowment and Board designated reserves)
- Total Assets: \$68m
- Operating Budget: \$26m
- Total Bond Debt is \$17.6m
- Annual Giving: \$1m plus
- For school year 2009-2010, a modest positive cash flow is expected

Governance

- 22 Member Board of Trustees
- The board functions through eight committees that meet throughout the year
- Full board meetings take place monthly, August through May
- The Vestry of the Church approves the election of Board members
- The Rector of the Church is a member of the Board of Trustees

Strategic Plan

- HIES Bylaws require that forty percent of the school board's membership is also members of the HIEC parish.
- One of the priorities for the near term is to update the Strategic Plan.
- It is the hope of the Board that the next Head of School will be in place to be able to work with the Board to create a shared vision for the future of the school through the next strategic planning process.

Master Facilities Plan

- A Master Facilities Plan which details improvements to the existing campus as well as new buildings has been approved by the Board and has received all needed zoning approvals.
- The Master Facilities Plan, along with the endowment, will comprise the centerpiece of the next capital campaign.

The Person

Experience and Qualifications

- Have a deep appreciation for the uniqueness of Episcopal Schools
- Have substantive experience in Independent Schools including a senior position of leadership
- Have Master's degree or the equivalent
- Have a knowledge and understanding of marketing
- Have experience in financial management within a complex institution
- Have experience in collaborative leadership
- Have successful experience in a Capital Campaign
- Have experience in a high-performing organization
- Have a broad understanding of educational systems and current trends in teaching, learning and technology

Characteristics

- Be an individual of the highest personal and professional integrity
- Be an educational visionary who can set a tone of intellectual curiosity
- Be a leader who consistently recognizes learning opportunities and best practices that will enhance HIES
- Be approachable
- Be visible within the school
- Embody a clear and consistent leadership style
- Be an ambassador for the school in the greater Atlanta community
- Share a commitment to diversity
- Understand and embody the idea of servant leadership

Responsibilities

Challenges Facing the Next Head of School

- Ensure effective administration and academic programs of the school
- Promote and ensure cross-divisional dialogue about best-practices in curriculum development and pedagogy
- Build a culture of mutual accountability
- With the faculty, create a fair and complete evaluation system
- With the Board, prepare for a major capital campaign to advance the facilities master plan
- Create a sustainability model that addresses the optimal enrollment and additional revenue streams consistent with the Mission of the School.
- Ensure a continuing and positive relationship with the Holy Innocents' Episcopal Church and the Episcopal Diocese of Atlanta.

Application

- Letter of interest expressing how your background and interests match the needs of HIES
- Resume
- Statement of Educational Philosophy
- Five references
- Deadline: August 1, 2010

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