



**Episcopal Day School  
Pensacola, Florida**

**Head of School Search 2018**

*Mission Statement: “Episcopal Day School prepares students for a life of learning and meaningful service in a diverse and global world, by providing academic excellence and character formation inclusive of all of God’s children and grounded in the Episcopal tradition.”*

Episcopal Day School (EDS) has engaged the national consulting firm of Educational Directions Incorporated to facilitate its search for the next Head of School to commence on or about July 1, 2018. An Interim Head of School is in place at this time.

A major mission of Christ Episcopal Church, the school was founded in 1952 and serves some 406 students in Prekindergarten (2’s) through Grade 8.

The school is located on two stunning campuses in downtown Pensacola, an area renowned for its beauty and quality of life. The Hilton-Green Campus, serving the youngest learners, abuts the North Hill Historic District, and the South Campus (about ¼ of a mile away) is within the Downtown Area. Both facilities are handsome, secure, well maintained and charming. The anchor, of course, is Christ Church itself. Organized in 1827, this energetic parish brings some 420 people to service each Sunday, and is extraordinarily active in its programs, missions and service to the community.

Pensacola is a city with great history, pride and optimism. As the city’s tourist site unabashedly states—

“The Pensacola Bay Area is famous for its natural beauty and historic culture - yet it never stops accommodating the latest attractions and events. A unique destination where locals and tourists alike find themselves enjoying a vast array of adventures and experiences. From the hustle and bustle of the Uptown area to the brick paved sidewalks of Downtown to miles and miles of shoreline, museums, outdoor activities, fine dining, festivals, concerts, and award-winning sugar-white beaches are only a glimpse of what Pensacola has in store for you!”



“Pensacola is the site of one of the first European settlements in the New World. Led by Conquistador Don Tristán de Luna y Arellano, the expedition landed on our pristine shores in 1559. After a brief few weeks, the fledgling settlement was devastated by a hurricane, which killed hundreds, sank half the fleet and destroyed most of their supplies. By 1561, the colony was abandoned and would stay that way for more than 100 years.

In 1698, Spain returned to try again. Recognizing the area’s strategic importance, they built three military settlements. Even in its earliest days, Pensacola was a melting pot of races and cultures, as European settlers, African slaves and Native Americans mingled and intermarried. Visitors relish exploring all the sights, sounds and flavors our diverse heritage has to offer.”

“Pensacola is known as the ‘Cradle of Naval Aviation’ and is home to the U.S. Navy’s flight demonstration squadron, the Blue Angels.”

Candidates will find this vibrant city of +/-53,000 to be genuine, appropriately casual and truly welcoming. It is known to be replete with multiple family-friendly opportunities and resources. This writer was told over and over that the area is also affordable, and an absolutely wonderful place to live.

### **The Culture of the School**

The relationship between school and church is a symbiotic one, valued by virtually everyone in both institutions. The culture of the school is enriched, empowered and enhanced by the school’s parish school nature. All speak of the family and community *feel* of the school — and all cherish that sense of welcome and warmth.

The next Head will need and want to ensure that the ties between the two institutions are clear, consistent and celebrated at all times.

There has been a perception of tension, in the past, between the notions of the nature of a parish day school and a strong independent school. While some have felt that the two are mutually exclusive, it is clear that a warm and welcoming parish school can be academically and program-superb at the same time. A challenge to the next Head is to efficaciously work with the overall school and church community to educate all to the nature of a strong school, one maintaining a unique welcoming nature. This is achievable to be sure.

When asked on the search survey to identify some of the school's greatest strengths, parents noted:

- Christ Church affiliation and influence of Christian principles. Encouragement and recognition of students' good character, kindness, and educational achievement. We have students who innately try their hardest to succeed, have respect for each other, and try to help one another.
- I believe its greatest strengths are its faculty members and its dynamic teaching methods. By dynamic, I mean hands-on, exploratory, and adaptive.
- Faith based school — caring faculty — long-standing traditions.
- Small, connected community. Academically challenging. Wide range of non-core activities such as Spanish, innovation lab, PE and so on. Focus on Christian values.
- Episcopal tradition and all that it imports — tolerance, equanimity, high educational standards; the 8th grade icon project.

From *Endless Student Life*, in the 2014-2015 school yearbook, one learns, “From the buds of early friendship to the flowers of life-long relationships, student life is the heart and lifeblood of EDS. Students often venture beyond the gates of our school for unique academic experiences, service or fellowship, but within the walls of the school or out in the world, the pulse of EDS beats out the rhythm of the students.

*Walk with this writer as he visits the school...*

*...Witness the 8<sup>th</sup> grade buddies walk hand-in-hand with their first grade charges as they cross the campus to attend Devotions (morning meeting) on Mondays and Chapel on Wednesdays...*

*...Sit in the sun on the handsome, South Campus Courtyard and watch Middle School students work, socialize... and clown around as only Middle Schoolers can do...*

*...Be awed by the city block-wide campus of the youngest learners, replete with auditorium, gym, library and wide open spaces... note the delightful murals of under sea scenes and farmer's market that were painted by a volunteer parent...*

*...Watch students in the Innovation Lab build lemonade stands from which they will sell lemonade to raise money for a local charity...*

*.... Appreciate the creativity of first grade students whose poster, Pensacola, was created by using finger print imagery to portray the noted skylines and highlights of the city...*

*...Learn of WEDS, the student produced weekly television show...*

*...Be impressed by the wisdom of Middle School student leaders who tell this writer that “ We want a Head who will be our friend while drawing the line... one who takes into account the opinions of the students... one who is good with kids... one who will not change everything...”*

*...In short, visit a school that works!*

Take an additional tour by visiting the school’s website: <http://www.edscc.org/take-a-tour>

## **Program**

Beginning in 2017-2018, the Lower School will encompass PK2 through grade 5, and the Middle School will be grades 6-8. As demonstrated by objective testing, success in secondary schools and overall testimony, EDS is an effective school serving average to above average students. Parents, students, teachers and administrators all concur that the faculty and staff are uniquely dedicated, and flourish when students grow and develop. It is because of this sense of care and commitment that EDS is seen as a wonderful place to be — whether as a student or staff member. This is truly palpable as one spends time at EDS. Candidates will find children and adults in a genuine partnership for learning and living.

EDS embraces a series of Core Values. They are:



Episcopal Identity



21<sup>st</sup> Century Skills



Student-Centeredness



Stewardship

Candidates will find a plethora of examples, programs and activities, which demonstrate the commitment to these values. The school’s website outlines class trips, unique programs and the nature of student-centeredness. Curricular and program efficacy truly exists at EDS.

At the same time, and as is true in every educational endeavor, there are needs and challenges to enhance excellence. Amongst them are the ramifications of the rapid growth of the Middle School. Now, for the first time, there are three sections of each grade (exemplified by 12 new students in the 6<sup>th</sup> grade). As these students have not been

“lifers,” and thus inculcated by and into the culture of EDS, there are strands of tension around behavioral expectations and student understanding of mission and core values. The next Head, working in tandem with the faculty and staff (and parents), will need and want to lead the effort to bring into harmony the program and culture of the Middle School. S/he must understand the unique nature of all Middle Schoolers, while simultaneously clarifying the expectations of them. Clear and consistent follow-through will go a long way towards success.

The next Head will also want to attract, retain and nourish those men and women who are responsible for the day-to-day success of the school; the faculty and staff. Candidates will find a great deal of talent, commitment and experience at EDS. The school community wants to see those traits continue and be enhanced. There is opportunity for an increased professional development program, one that will take positive advantage of the commitment of the professionals who serve EDS.

## **Finances**

For FY 2015-2016, tuition income and fees were \$3,656,800 with financial aid at \$81,167 and tuition remission at \$159,054.

Summer income was \$154,804 and net Parent Association event(s) income was \$12,877

Annual giving was \$254, 181 (note that annual giving is raised in one year and spent in the next). 2014-2015 annual giving funds were spent in 2015-2016, and included funding for professional development, 21<sup>st</sup> Century teaching resources, student life, facilities and security.

Total expense for 2015-2016 was \$4,298,650. Income over expense was in the amount of \$189,755.

Tuitions for 2017-2018 have been set at:

PK2 — PK4	\$8,388
K-grade 5	\$9,240
Grades 5-8	\$10,404
Extended day (school year)	\$2,500
Extended day (year round)	\$3,900
Program Trips	\$100-950

Tuitions have significantly increased over the past four years as the school has become more committed in its efforts to increase compensation for the professionals who serve it. While all are committed to this goal, further community education is needed to ensure that both internal and external markets understand the differences between an independent school and other types of schools. As EDS is the premier independent school in the community, it is perceived as expensive by many. The next Head will need to lead

the programs to explain the value proposition of EDS. As it is clearly in place, this challenge can be seen as an exciting opportunity. One way to achieve this goal will be for the next Head to be a visible and engaged member of the local community.

## **Governance**

The school's by-laws state that, "The Episcopal Day School is a mission of Christ Church Parish" and "not a separate legal entity." The board of between 12 and 15 members must consist of 50% Episcopalians and 50% of which must be members of the Parish, and a member of the Vestry. The Board is a self-perpetuating entity, and the Vestry and Rector must ratify members elected by the Board. Candidates will a Board whose members are truly committed to the ongoing growth and development of the school.

The relationship between Board, Vestry and Rector is a healthy one, made so, to a large extent, by the deep devotion all hold to the school and the parish. EDS is blessed with a dynamic Rector, one who is also a school parent.

The school's 2014-2018 Strategic Plan identified 11 goals as follow:

1. Position EDS as a model for 21<sup>st</sup> Century teaching and learning.
2. Further enrich student learning and performance through project-based curriculum and integration of 21<sup>st</sup> Century skills.
3. Students will graduate with proficient use of technology as educational and productivity tolls.
4. EDS will attract and retain the highest quality faculty to support the mission of excellence and character development.
5. The school environment will support collaborative learning and the unique needs of each student.
6. Facilities will be conducive to 21<sup>st</sup> Century teaching and learning and continue to provide a safe and secure environment.
7. Nurturing relationships will be a priority for sustaining school partnerships and the future of EDS.
8. Desired student capacity will be constantly maintained with qualified students, as well as families who share the EDS mission.
9. Financial resources will be continuously available to meet the needs of the school, now and into the future.

10. Realize the meaning that comes from our Episcopal identity.

11. Celebrate our relationship with Christ Church.

The next Head will want to partner with the Board to ensure the continuation of the effectiveness of this plan, while moving the school into the next planning iteration.

### **Challenges & Opportunities for the Next Head of School**

- To ensure the preservation and vibrancy of the unique culture of this family-oriented, student-centered school
- To work to make the school even better known in the Pensacola region
- To work in true partnership with the leadership of Christ Church
- To harness the extraordinary talent of the faculty, staff and administration to bring the school to the next level of excellence
- To be a role model for children and adults alike — one reflecting the core values of both the school and the Church
- To ensure that the programs and expectations for each age-group level are clear, consistent and developmentally appropriate
- To understand that vision for a school emanates from a school's past, present and future, and that such vision is developed with the input of many

### **Qualities of Leadership Sought**

To be successful, the next Head will be a leader who:

- ✓ Embodies the values of the school and Church
- ✓ Will be a highly visible and approachable leader, collaborative and empathic
- ✓ Can feel, see and demonstrate the joy and fun of leading a school serving younger children
- ✓ Will cherish the culture of the school while being able to move it forward
- ✓ Is an effective communicator, a listener and one who respects the opinions of all

## **The Search Process**

Educational Directions Incorporated (EDI) is facilitating the search. All communication should be sent electronically to:

Stephen G. DiCicco, President  
Educational Directions, Inc.  
PO Box 768  
Portsmouth, RI 02871  
Email: [sdicicco@edu-directions.com](mailto:sdicicco@edu-directions.com)  
TEL: 800/647-2794, extension 2

## **The Search Calendar:**

May — September — Applications welcome  
Late September — Top candidates identified  
October/Early November — Interviews and appointment  
July 1, 2018 — New Head commences

For an application to be complete, candidates should submit the following materials:

- Cover letter to the consultant or Search Committee outlining interest in the position
- Résumé
- Statement of educational or leadership philosophy
- Three written letters of reference
- List of 5-6 other references with affiliation, telephone number and email addresses







## The EDS Search Process FAQ

Q: Who will choose the next Head of School?

A: The Board of Trustees, Vestry and Rector have appointed a Search Committee consisting of Trustees, vestry members, faculty members and the Rector. The Search Committee will analyze the pool of top candidates and make a recommendation to the Board, who will make the final decision, then that decision will be ratified by the Vestry and Rector.

Q: What is the role of the consultant?

A: Stephen DiCicco, President of Educational Directions, will be building the pool carrying out preliminary reference checks and presenting a top group of candidates for review. He is facilitating the search - but the choice of the Head is EDS's responsibility.

Q: Will members of the school community have a chance to be part of the process?

A: Yes indeed. The Search Committee with Stephen's help will review the top candidates and narrow the group down to three finalists. These three will come to EDS for a two-day visit during which time, opportunities will be arranged for parents, teachers, students, trustees, vestry members and administrators will be provided to meet each of them separately. We will provide an electronic feedback form so community members can provide the Search Committee with feedback about the finalists.

Q: What is the search calendar?

A: Our goal is to have the next Head identified by Thanksgiving. She or he will start on or about July 1, 2018. We will have ample time for effective transition to occur. We project finalists to be on campus in early November. Once the actual dates are established, we will inform the community.

Q: Will there be ongoing communication about the progress if the search?

A: Yes. Right now, there is a quiet time for us as Stephen works to develop the pool. We will keep everyone posted as to progress as time progresses.

Q: How will the Head of School compensate be handled?

A: We hope to provide a competitive compensation package that will attract the talented professional we are seeking, while fitting within the financial capabilities of EDS, both short and long term.