



Head of School Search

Calvary Episcopal Preparatory

1201 Austin
Richmond, Texas 77469

ces-richmond.org

Appointment for July 2020

To Apply

Interested candidates should provide a resume, cover letter highlighting your interest and fit for the position, a statement of educational philosophy, a list of five (5) references with all contact information, as a single PDF to the consultants by August 1, 2019:

Consultants

Dr. John W. Cooper
Senior Consultant
john@educationgroup.com
210-315-3358

Katherine Moncure Stuart
Consultant
katherine@educationgroup.com
434-989-7054

CALVARY EPISCOPAL PREPARATORY

is a PK-3 through 12th grade Episcopal parish school, with approximately 180 students, in Richmond, Texas, a vibrant and expanding city, located 30 miles southwest of downtown Houston. Richmond, the county seat of Fort Bend County, has a rich history that reaches back to the founding of the Republic of Texas. The county, with a population of over 750,000, is one of the wealthiest counties in Texas and *Forbes* magazine dubbed it the 5th fastest growing county in the US in 2017. In its 63-year history, Calvary has earned a reputation for academic excellence, a faculty and staff that nurtures the concept of family, well-rounded students, involved parents, and a supportive parish.

Calvary's educational philosophy is to educate each student through activity-oriented lessons that are academically rigorous, relevant, and accelerated. It is widely known as the only school in its area that is focused on an accelerated curriculum and boasts students who typically perform well above the national norm on achievement tests. Calvary offers standard subjects plus an impressive array of additional opportunities including weekly chapel, Bible classes, Christian Character classes, computer literacy, Spanish, fine arts (e.g. band, music/choir, theater arts, speech, art), library lessons, and physical education.

Calvary consistently wins District championships at the Private School Interscholastic Association (PSIA) academic meet, where students compete in math, spelling, oratory, science, music, map skills, art, and other contests. Middle School athletics, which begins in grade 6, focuses on sportsmanship, values individual ability, and celebrates competition. Calvary teams consistently win the West Houston Christian Athletic Conference (WHCAC) championships in football, volleyball, basketball, track, tennis, and golf.

In 2006, Calvary began a college prep program for students in grades 9-12, offering an accelerated High School curriculum leading to the Distinguished Graduate Diploma. Since then, graduates have been admitted to an impressive array of colleges and universities with an average of \$120,000 in scholarship offers annually. In 2011, Calvary received approval to operate as an International School, offering I-20

"Reverence for God, Respect for others, and Responsibility for self."

Calvary Episcopal Preparatory Values



Calvary's mission is "to provide superior education while inspiring Reverence for God, Respect for others, and Responsibility for self." The 3 R's are integrated into the entire learning experience, class assignments, relationships with teachers and classmates, in the chapel experience, and through an outstanding community service (service learning) program.

visas for students from other countries to matriculate at Calvary through the Student and Exchange Visitor program (SEVIS).

Calvary is accredited by the Southwestern Association of Episcopal Schools (SAES), a member of the Texas Private School Accreditation Commission (TEPSAC). Calvary is also a member of the Texas Private School Association (TPSA) and the National Association of Episcopal Schools (NAES).

Calvary attracts students from throughout Fort Bend County and the surrounding counties, serving the communities of Richmond, Rosenberg, Wharton, Pecan Grove, Greatwood, New Territory, Veranda, Harvest Green, Aliana, Waterside Estates, Cross Creek Ranch, Fulshear, Katy, and the FM359 corridor. The student body is broadly diverse, consistent with the ethnic diversity of the Houston metropolitan area; and, because the High School student body consists of approximately 50% international students (representing countries such as China, Vietnam, and Nigeria), it is multi-cultural as well. Calvary accepts students of all religious faiths and backgrounds, in keeping with the Episcopal commitment to inclusivity.

THE POSITION

In January 2019, Calvary Headmaster Malcolm Smith announced his plan to retire at the end of the 2019-2020 school year, when he will complete his 19th year of service at the school. The next Head of School will assume the complex task of managing the faculty, staff, and educational program, balanced with duties in admissions, marketing, fundraising, and finances. He or she will represent and promote the school in the community, forge an effective partnership with a dedicated Board of Trustees, lead the faculty with innovative ideas for curriculum and instruction, connect with the needs of students and their families, and take an active role in fulfilling the mission of Calvary Episcopal Preparatory as an educational ministry of Calvary Episcopal Church. In this latter role, the new head will serve as one of the spiritual leaders of the school.

The demands of this position will require a significant breadth of experience and competency in the next Head of School at Calvary: taking responsibility for the academic, social-emotional, and spiritual needs of a diverse student body; ensuring a sustainable business model with sufficient student enrollment numbers; effective cost management coupled with substantial fundraising; working closely with a capable Board of Trustees for the long-range fulfillment of the mission; and coordinating effectively with the Rector and the Vestry to maintain the strong church-school bond. In addition, the new leader will be expected to actively and productively contribute to a long-range planning process that will determine the future vision for the High School program.



FACULTY AND ADMINISTRATION



Calvary has an outstanding and highly regarded faculty that specializes in challenging accelerated students and preparing them for their future educational journeys. These teachers have an impressive average length of service at the school (7 years) and they are constantly innovating and improving the curriculum, their instructional methods, and their formative and summative assessment techniques. Many teachers have their own children enrolled at CEP. Professional development is robust at Calvary and teachers understand themselves, as well as their students, to be lifelong learners. Teachers give attention to the academic growth and the social-emotional maturation of their students. Small classes and an intentional school culture that is often described as "family" creates a climate in which student-teacher relationships are genuine and every student is truly known and appreciated for who they are. Faculty and staff are the role models for the values that Calvary presses upon its students: **Reverence for God, Respect for others, and Responsibility for self.**



The faculty, staff, and administration of Calvary consists of approximately 35 individuals who often fill multiple roles in the life of the school. The Head of School has a senior administrative team that includes the Dean of Students, Director of Admissions and Advancement, Chief Operating Officer (business, facilities, financial management), Administrative Team Coordinator, and either the Rector or Associate Rector in an *ex officio* capacity. The senior administrative team meets regularly and has forged a strong, cooperative relationship for addressing the day-to-day management needs of the school. The faculty effectively coordinates its efforts through faculty meetings, committees, and task forces. Calvary's workplace culture is known for mutual respect and support.

ACADEMIC AND EXTRA-CURRICULAR PROGRAMS

The academic and extra-curricular programs at Calvary are directed toward producing a graduate who excels in academics and is well prepared for future educational and life experiences, a graduate who is self-aware and has a balanced social and emotional life, a graduate whose personal sense of integrity leads him or her to a life of service to community and others, a graduate who has a sense of humor, appreciates beauty, and enjoys life. Academic subjects consist of Language Arts/Literature, Mathematics, Science, Social Studies, Fine Arts, Spanish, Computer Technology, Bible and Christian Character, and Physical Education. The accelerated High School curriculum allows students to pursue other specialized subjects and develop concentrations in particular areas of study.

The PK-3 through 2nd grade program is the foundation of Calvary's curricular and extra-curricular strategy. It begins with phonemic awareness studies and gradually accelerates so that 2nd grade students work up to the level of a 3rd grade curriculum. Through the Christian Character classes, Bible Class, Chapel and service learning students develop social and spiritual awareness. Building the whole child is an important aspect at Calvary so along with those areas students also partake in enrichment classes, including computer, library, daily physical education class, art, music, and Spanish. The highly regarded after-school Drama Club is available to students in Kindergarten and up.

The 3rd through 5th grade program begins with 3rd grade students who are working at the level of a 4th grade curriculum. They are exposed to higher-level Science, Social Studies, and Math experiences, including hands-on field trips, projects, and science labs. In addition to continuing the enrichment classes they had as younger students, 3rd - 5th grade students also have options to join band, sports, and robotics.

The 6th through 8th grade program provides Middle School students the opportunity to eventually complete school with four High School credits each in Spanish, Math, and Science. The library lessons for Middle School students include study and organizational skills to help students prepare for High School and beyond. The majority of Calvary's Middle School students are involved in Student Council, History Scholars, National Junior Honor Society, National Junior Art Honor Society, and/or Thespian Junior Troupe.

The 9th through 12th grade program is focused on High School students, who flourish in the small class sizes, individualized instruction, and customized curriculum. The High School program emphasizes Leadership and Service Learning. In leadership, students are all part of Student Council and, thus, get the opportunity to be involved in many aspects of Calvary. Students have required service hours, but Service Learning at Calvary goes above and beyond that. Students get involved in such groups as Youth in Philanthropy and church/school activities. High School students graduate with a Distinguished Diploma, are admitted to the colleges of choice, and are regularly offered substantial scholarships.





The extra-curricular program includes a wide array of opportunities, including athletics, community service, field trips, Drama Club, Chess Club, robotics, and academic competitions in science, math, spelling, oratory, music, art, and map skills.

Calvary's fine arts program involves 80% of the student body, with 110 K-12 students participating in the recent all-school musical and 50 students in the band. Awards include State One Act champions in 2019, five National Thespian qualifying competitors, 22 students selected for the Houston Area Private Schools all-city honor band, winners of the Fort Bend County Fair, and Houston Livestock Show Grand Champion Art Contest, and a students whose art is on display in the Department of Education Building in Washington, DC, after a year's special viewing at Carnegie Hall.



Calvary's athletic program involves 85% of Middle School students. As noted above, Calvary competes in Private School Interscholastic Association (PSIA) academic meets and in Houston Christian Athletic Conference (WHCAC) athletic competitions. Calvary consistently wins high honors in both leagues in virtually every area. While Middle School athletics formally begins in grade 6, team practices and home games frequently involve roles for younger athletes-in-training from the grades 4 and 5 (grade 3 for soccer), who learn the basics of the sport and develop the disciplines and habits they will need when they are old enough to compete. Calvary's Middle School teams consistently win WHCAC championships in multiple sports.

Calvary's program of community service stands out as a distinctive feature of the school. Each grade level designates a principle target issue and the students' focus is on service learning and hands-on volunteerism, not merely fundraising. For example, one grade may focus on the environment, while another concentrates on poverty. As students grow, they are required each year to complete an increasing number of volunteer hours and, in High School, they can choose the agencies and organizations with which they work. This program is truly a model for other Episcopal schools to follow.

While Calvary is rightfully proud of all of its extra-curriculars, it is fair to say that fine arts, athletics, and community service excel to an unusual degree.

RELIGIOUS LIFE

Opportunities for religious expression and collective worship abound at Calvary, beginning with a highly regarded Chapel program. Every student attends Chapel three times per week, either in an all-school setting, or in a Chapel program prepared specifically for his or her age group. The schedule is as follows:

- *Monday* – All-School Chapel in Sanctuary
- *Tuesday* – Grades PK-3-Grade 2 in Sanctuary
- *Wednesday* – Grades 3-5 in Sanctuary
- *Thursday* – Grades 6-12 in Sanctuary
- *Friday* – All-School Chapel in Gym

Students provide the leadership for chapel programs under the direction of one of the ordained ministers on the Calvary Episcopal Church staff. Worship follows the Morning Prayer service of the Book of Common Prayer, including hymns, contemporary music, prayers, and a teaching by one of the ministers. Each student learns the importance of opening himself or herself to a vibrant faith journey. Students learn the basic foundations of the Christian life and the Chapel experience lays the groundwork for a loving, caring community in which each child can achieve his or her academic potential.

Bible classes and Christian Character classes further extend the lessons learned in Chapel, providing an opportunity to experience the academic study of religion in addition to its confessional practice. On the days that students do not have Chapel they have Christian Character Education. The school as a whole has a different focus every month beginning with Reverence, Respect, and Responsibility and leading into the character traits of Trustworthiness, Citizenship, Caring, and Fairness. This class period looks different for every grade level but all grades have the same emphasis. For example, Pre-K and Kindergarten classes are learning how to treat others and what respect looks like in the lunchroom compared to on the playground, while High School is incorporating real world scenarios, politics, and current events into their discussions, allowing students to understand the world in a Christian environment. Bible class supports Chapel, Christian Character Education, and Service Learning by tying everything back to the Scriptures. Students are instructed in the Old Testament and the New Testament taught through the three liturgical cycles with the main goal being that students understand the flow of the Bible and the lineage of Jesus Christ.

The concept of living a committed life of service to God and others is reinforced in religious life activities at the school as well as in the community service program.





The school is held in high regard by the parish, whose members see high-quality PK-12 education as one of the major ministries of the church. School programs and successes are frequently highlighted at Sunday morning worship and in a variety of other ways. Indeed, the church-school relationship at Calvary is one of the outstanding features of this loving and caring community.

SCHOOL FINANCE AND FUNDRAISING

The school is fortunate to enjoy a stable enrollment, a location in a growing and supportive suburban environment, and a modest reserve/endowment to ensure against the peaks and valleys of the economy and unexpected capital/maintenance issues. The 2019-2020 full-pay tuition ranges from just over \$7,300 for half-day Pre-Kindergarten to \$15,300 for High School. With a budget of approximately \$2.5 million and an extensive program to support, it is vitally necessary to practice effective marketing, fundraising, and cost control. The next Head of School will be assisted in these areas by competent and creative staff and Board expertise; however, the responsibility for effectively maintaining a sustainable business model falls squarely on the Head of School. The next leader will be expected to anticipate changes in the educational marketplace and in the world of philanthropy in order to position the school to continually make strides toward achieving a stronger financial position.



THE CAMPUS

Calvary Episcopal Preparatory is located near downtown Richmond, Texas, surrounded by a stable community of homes and businesses. The church and school occupy an attractive campus of eight acres, with an additional four adjacent acres for future expansion. The church sanctuary and the school gymnasium/auditorium are frequently used by both parish and school, as are other parts of the campus. A shared-use agreement and



some shared staff allow for both parish and school to operate efficiently and in strong collaboration. The new Head of School will be expected to continue to build the strong relationship and cooperative climate between school and church.

Calvary is fortunate to have little or no deferred maintenance concerns and it has the capacity to increase enrollment by 15-30% without requiring additional facilities. There is a desire to make several improvements and, of course, to continually update and enhance existing facilities.

GENERAL DUTIES AND RESPONSIBILITIES

- Model and promote the mission of the school, while making mission-appropriateness a key element of each policy decision
- Maintain a strong working relationship with the Board of Trustees and serve on the Board, and each committee thereof, as an active member *ex-officio*; this includes working with the Board in developing and carrying out school policies, attending Board and committee meetings, keeping trustees informed about all major aspects of school operations, engaging with the Board in strategic conversations and planning about the future of the school, serving as an *ex-officio* member of the endowment committee
- Provide faculty, staff and administrators an appropriate degree of autonomy, while effectively recruiting, training, supervising, and evaluating all employees; oversee and accept ultimate responsibility for all operational matters of the school, including staffing, program, school finances and budget creation/management, student recruitment, retention and out-placement, student discipline, fundraising, facilities management, parent and alumni relations, and health and safety
- Serve as one of the spiritual leaders of the school by modeling a life of faith and by articulating and affirming the essential elements of the school's Episcopal identity
- Represent the school among the parents and within the CEP community, at the diocesan level, in the larger community, and with governmental agencies, educational associations, and accrediting bodies



QUALITIES AND QUALIFICATIONS SOUGHT IN HEAD OF SCHOOL

The next Head of School will possess experiences as an educator and have formal educational background (with a minimum of a master's degree) that would prepare him or her for success in this challenging position. In an extensive constituent survey, the Calvary community identified the following as desirable qualities in the next school leader:

PROFESSIONAL QUALITIES

- Ability to attract, supervise, develop, and retain faculty
- Expertise in curriculum and instruction
- Management and organizational skills
- Ability to attract and retain students
- Experience in an independent, Episcopal, or faith-based school
- Ability to work effectively with an Episcopal school board
- Strategic planning abilities
- Business/financial expertise
- Fundraising talent



PERSONAL QUALITIES

- High moral and ethical standards
- Passion for education and working with children
- Strong communication skills and the ability to inspire others
- Availability/visibility, warm and approachable personality, sense of humor
- Commitment to making fair and firm decisions
- Ability to inspire those around him/her
- Mature Christian faith and a demonstrated sense of calling as a servant leader
- Innovative thinking and openness to new ideas

Calvary Episcopal Preparatory is eager to receive application materials from highly qualified and motivated school leaders who understand that the school offers an unusual opportunity for servant leadership.

