



St. Patrick's Episcopal Day School

Head of School
Information for Candidates



Thousand Oaks, California
July 1, 2023



HISTORY / OVERVIEW

St. Patrick's Episcopal Day School is an independent elementary school located in the Conejo Valley. Their KR (Kindergarten Readiness) through grade 6 program has an established legacy throughout the region of educating and developing the whole child. For nearly 60 years, St. Patrick's has offered a high-quality academic program with a sound moral and spiritual emphasis within the Episcopal tradition. The school believes that academic excellence flourishes with an equal commitment to nurturing responsible, caring, healthy children.

St. Patrick's Episcopal Day School is an outreach ministry of the St. Patrick's Episcopal Church. Parishioners were interested in starting a school for their children, and in September 1963 opened the first kindergarten. Gradually other grades were added until all the elementary levels, kindergarten through sixth grade, were achieved in 1973. In 2022, the school extended its program to include a Kindergarten Readiness class, and this fall the Board approved plans to expand through 8th grade with the addition of 7th grade in the 2024-25 school year.

St. Patrick's mission is "to inspire and equip children to courageously transform the world," and welcomes students and families from all faiths, or none. The school takes pride in giving children a solid foundation for their intellectual, physical, creative, and spiritual growth, preparing them to live purposeful, humane, compassionate lives as contributing members of society. St. Patrick's School believes that young people should be encouraged not just to share what they have with others, but to understand the issues and complexities of society and to consider their individual responsibilities and to take action.

St. Patrick's is accredited by the Western Association of Schools and Colleges and the Los Angeles Diocese of Episcopal Schools. In addition, St. Patrick's is the only elementary school in the Conejo Valley to be accredited by the California Association of Independent Schools.



THE EPISCOPAL DAY SCHOOL TRADITION

Episcopal schools have a long history of education that is characterized by academic excellence, inclusivity, social involvement through service to others, and valuing the innate potential that every child brings to the world. St. Patrick's is proud to be one of over 400 Episcopal elementary schools in America that provides an exceptional education to children of families of all faiths, traditions, or none. The school believes that there is something to be valued and respected living in a community that proclaims the unique worth and beauty of all human beings.

PROGRAM

A St. Patrick's education provides children a carefully planned, sequential, and integrated educational experience within a supportive environment. At each grade level, students are challenged academically and personally to learn and grow. St. Patrick's graduates are confident young people who understand the importance of doing their best, giving to others, and being leaders in their community.



Academic Excellence

Stimulating critical thinking in a collaborative environment

St. Patrick's academic program is structured, engaging, and challenging. Students at all grade levels are taught the study habits, critical thinking skills, collaborative work skills, and knowledge they need for success in their school careers.

The Language Arts program encompasses phonics, reading comprehension, literary analysis, expository and creative writing, spelling, vocabulary, grammar, penmanship, public speaking, and poetry. In mathematics, students learn basic math facts, number theory, and geometry, while developing their problem solving and quantitative reasoning abilities. The math program culminates with a pre-algebra program for all sixth graders. Classes in science are based on hands-on experiences and applying the scientific method to scientific concepts and principles. The social studies curriculum at St. Patrick's includes the study of geography, the history of the local community, California, the United States, and the ancient world. Through these topics, students are introduced to primary concepts in economics, government, and cultural traditions. St. Patrick's students enjoy a solid academic foundation and the love of learning.

Creativity

Growing students' confidence through individual expression in a loving community

Creativity is infused throughout the St. Patrick's educational experience, and students have many opportunities to think creatively and explore their interests through hands-on experiences. Students enjoy a robust schedule of enrichment classes that include art, music, physical education, technology, and Spanish. Enrichment classes are taught by skilled and passionate teachers who encourage creativity and understand the importance of exposing children to culture, language, and movement. The homeroom teachers enhance the classroom core curriculum with field trips, service learning projects, public speaking, and engaging class projects. At St. Patrick's, students gain confidence through their many opportunities to express themselves within a loving school community.



St. Patrick's At A Glance

Founded: 1963

Grades: KR—6

Enrollment: 144 Students

Student/Teacher Ratio: 1:13

Student/All Staff Ratio: 1:9

Faculty & Staff: 31

Operating Budget: \$1.95M

Debt: None

Endowment: None

Reserves: \$600,000

Financial Aid Budget: \$169,000

Percent of Students Receiving Financial Assistance: 20% (includes faculty tuition remission)

Average Financial Aid Award: \$6,000

Accreditation & Affiliations: Western Association of Schools & Colleges, Los Angeles Diocese of Episcopal Schools, California Association of Independent Schools



Service Leadership

Fostering a commitment to social responsibility and global citizenship

Through a year-long engagement at every grade level with a service project that is meaningful and age appropriate, St. Patrick's students learn the importance of being community-minded and involved in helping others. Service learning is a teaching and learning strategy that integrates community service with instruction and reflection that enriches the academic learning experience and teaches civic responsibility. For example, 1st graders collect canned food for those experiencing food scarcity, count and sort the cans, develop graphs, create posters, and speak about their efforts to the community. Service learning connects community service with academic skills, and for students, creates a deep connection between helping others and learning.

Spiritual Foundation

Guiding each child to develop a moral character based on the Episcopal traditions of integrity, compassion, and inclusion

St. Patrick's believes that it is important to learn in a Community of Kindness. To create such an environment, the entire school joins together for chapel two mornings a week. The school Chaplain conducts lively lessons that are interactive and emphasize values such as compassion, kindness, gratitude, service, respect, honesty, and forgiveness. During chapel the students sing songs and listen to readings and student presentations from a variety of sources. In addition, each grade level has bi-weekly values classes that are age appropriate and reinforce the values taught during chapel. St. Patrick's regularly welcomes guest speakers from other faith traditions as part of living their Episcopal commitment to inclusivity. Through practice, students are guided to make a positive difference in the school and the greater community.

SCHOOL FAMILY PROGRAM

Each student is a member of a “school family.” These are small groups of students from all grade levels that are headed by a sixth grade leader and a member of the faculty. The “school families” sit together in chapel each week and at other selected events, including competing as teams at the annual sports day. Special meetings are scheduled throughout the year, providing opportunities for the students to plan and carry out a special activity based on community service projects, have additional time together, and to get to know each other better. The “school family” program enhances the cross grade level interaction among all students on campus and also provides significant leadership opportunities for the sixth graders who head the families.

ENROLLMENT

St. Patrick's currently enrolls 144 students (102 families) in KR-6, up from 128 the previous year. Typically this is one class per grade level, however on occasion there may be a second class added due to additional enrollment. In alignment with the school's mission and commitment to welcoming all children, St. Patrick's students come from many different racial, cultural, socio-economic, and faith backgrounds, and nearly half are non-white.



ADVANCEMENT

Annual Giving is St. Patrick's yearly campaign to raise funds in support of the operating budget. Tuition income covers approximately 85% of the cost of a St. Patrick's education. The remainder is made up through tax-deductible gifts to Annual Giving and other charitable contributions. The Annual Fund supports curricular materials, specialty classes (art, music, physical education, technology, Spanish), professional development for faculty, and more. In the past few years, total Annual Giving has been in the range of \$50K to \$60K. In addition to these resources, the Parents Association raises funds for targeted projects that enhance the program and benefit students.

FINANCE

The St. Patrick's Episcopal Day School is a 501(c)3 entity under the umbrella of the Episcopal Diocese of Los Angeles. The school is governed by a Board of Trustees whose primary responsibilities include the fiduciary oversight and health of the school, hiring and supporting the Head of School, and holding the school's mission in trust. As of June 2022, the school's general operating reserve was at \$600,000. The annual budget for the 2022-23 school year is \$1,955,000, with \$169,000 allocated for financial aid. The school's reserves are managed by the Head of School, the Business Manager, and an outside accountant in accordance with the investment policies approved by the Board of Trustees. As a best practice, the school maintains operating cash on hand sufficient to meet all operating needs and does not tap into investment monies except in exceptional circumstances. The school has no debt, and aspires to build an endowment in the future.

GOVERNANCE

The Board of Trustees, presently 13 in number (11 voting), is composed of St. Patrick's alumni parents, current parents, community members, and the Head of School. In addition, the Rector of St. Patrick's parish is a trustee and appoints a member of the parish Vestry to board membership. The committed, passionate, and thoughtful trustees understand the line between the strategic role of the Board and the operational authority of the Head of School. The Board maintains an effective, trusting, and supportive partnership with the Head of School, and seeks to further learn and develop itself for the benefit of the school's future.

Board committees include Executive, Finance, Governance, Buildings and Grounds, Strategy, and Vestry. In addition, work groups are formed to support specific strategic projects, such as the current expansion through 8th grade.





COMMUNITY AT ST. PATRICK'S

St. Patrick's is deeply invested in fostering a supportive and nurturing community. The quality of relationships matters, and everyone is invited to participate and be a part of the full life of the school. The St. Patrick's community thrives when the students, faculty, and staff work together with families toward a shared understanding of what it means to educate the whole child. The community strives to uphold strong values, believing in kindness, respect, honesty, inclusiveness, cooperation, thoughtfulness, humor, and joy.

Parent Association

The St. Patrick's Parent Association builds community and support for the school through a variety of activities that foster connection between all members. The volunteer group sponsors social activities that foster family and school community spirit.

The group spearheads fundraising for projects that benefit the school and its students, including construction of an outdoor amphitheater, new computers for the computer lab, and refurbishment of the outdoor play areas and equipment. Beloved annual events hosted by the Parent Association include:

- Jog-A-Thon: Children raise money by collecting pledges and running laps. Parents volunteer by counting laps, helping at water stations, and cheering! The kids finish the day off with a sweet treat.
- Santa Store: A fun way for the students to learn about the value of money while they shop for small gifts for friends, family, and even pets!
- Parent Prepared Lunch: A near-monthly event where the PA gathers the children in their school family groups in Parish Hall to enjoy lunch together.



FUTURE LEADERSHIP PROFILE

St. Patrick's Episcopal Day School seeks a leader who enthusiastically embraces and champions the school's mission, which is grounded in providing a strong academic program that prepares students for continued educational success.

The successful candidate will demonstrate servant-leadership distinguished by a warm, welcoming, and inclusive personal manner, exceptional verbal and written communication skills, a commitment to values-based education and spiritual development, and a love for young children. They will also bring the skills, initiative, and drive to help further realize a compelling, and sustainable vision for the future of the school.

The Board of Trustees of St. Patrick's Episcopal Day School is conducting a national search to identify its next Head of School. Search consultant Tracy Bennett of Educators Collaborative solicited input from all stakeholders during an on-campus visit and gathered additional input from constituents through an online survey. The constituents included faculty, staff, administrators, parents, and trustees. Based on this input, impressions of the consultant, and feedback from the Head of School Search Committee, the following represents a summary of the school's strengths, challenges and opportunities, and the skills and attributes desired in the next Head of School of St. Patrick's.

Strengths of The School

- St. Patrick's truly lives its mission as an inclusive, faith-based Episcopal school, in and out of the classroom. The commitment to fostering a Community of Kindness is reflected in every student, teacher, parent, and trustee and intentionally nurtured through its curriculum, program, and events.
- The school's strong academic program builds the foundation for successful life-long learning with a carefully planned, sequential, and integrated curriculum. Students engage daily in joyful learning that encourages stretching and striving while fostering curiosity and confidence.
- The values-based educational experience at St. Patrick's cultivates compassion, kindness, gratitude, and respect, supporting the Community of Kindness for which the school is known.
- Intentionally supportive, St. Patrick's ensures that every child feels known, seen, and loved. Aided by the most favorable teacher:student ratio in the area, faculty and staff are deeply committed to nurturing the strong relationships that are at the heart of the school.
- St. Patrick's welcomes and honors every family and their unique faith journey, which is reflected in the interfaith curriculum and twice weekly all-school chapel gatherings focusing on guiding students toward making a positive difference in the world.
- The engaged and strategic Board of Trustees works in close partnership with the parish leadership and parent community in advancing mission, program, and initiatives of St. Patrick's. This is underscored by the recent decision to expand the school's program to include 7th and 8th grades, believing that students will be well served by continuing their preparation for high school in a supportive, values-based learning environment.
- Often described as sweet, refreshing, and "a gem", St. Patrick's exudes a culture of authenticity and a genuine love for children and learning.



Opportunities and Challenges

Expand the current program to include 7th and 8th grades

With broad-based support from parents and aligning with the mission and strategic goals of the school, the Board of Trustees recently approved an initiative to extend the scope of St. Patrick's program to include 7th and 8th grades. Grounded in research affirming that a KR-8 model results in higher academic achievement, greater social/emotional competencies, and more positive attitudes toward learning, the next Head of School will lead program development, staffing, and enrollment and facilities planning associated with this decision. This will also encompass a review of the current curriculum to ensure content relevancy, assess opportunities for innovation, and further develop mapping across disciplines and grade levels.

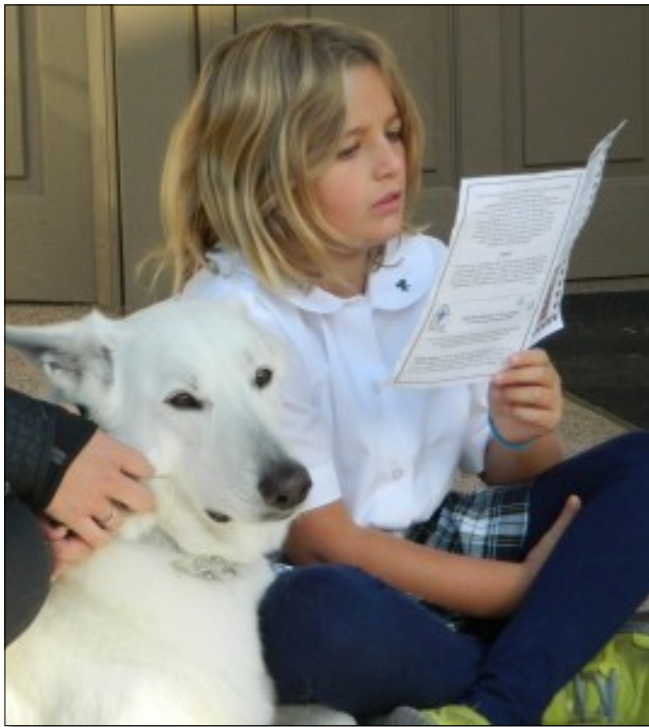
Stabilize and strengthen the school's long-term financial model

With the development of a full KR-8 program and additional enrollment, the school will be in a better position to develop its long-term financial plan, including enrollment, tuition, staffing, and fundraising projections. The school's leadership seeks to establish a viable tuition model in order to retain excellent staff, enhance programs and facilities, and ensure economic diversity within the student population. In addition, understanding the school's market niche will be key in developing an enrollment model that is realistic and sustainable over time.

Articulate and communicate the value of a St. Patrick's education

St. Patrick's is uniquely situated in an educational landscape offering an array of options, including public, parochial, and independent schools. While the current community can readily describe what makes the school so special, the next Head has the opportunity to clearly and broadly articulate the essence and value of the educational experience at St. Patrick's. Their passion and enthusiasm for the school's mission will inspire student and faculty recruitment and retention.





Nurture the community and its values

St. Patrick's Community of Kindness is integral to the school's culture, program, and identity. The school will look to its next leader to embody compassion, integrity, and respect and strengthen its values of trust and open communication throughout the community. Thoughtfully guiding the school through a period of leadership transition and program expansion with humility and intentionality, and working in close partnership with the faculty and the Board of Trustees, will position the next Head of School and the school for success.

Develop the necessary infrastructure to support a KR-8 school

The Board and faculty recognize that the current administrative structure cannot support the

aspirations for St. Patrick's—to be the preeminent KR-8 independent school in the Conejo Valley. Current plans call for hiring a dedicated admission director, and the Board understands the expansion of 7th and 8th grades will require additional resources. In addition, there are opportunities for professional growth and leadership development within the faculty. The Board looks to the new Head to identify the best use of resources, inspire and motivate their team, and delegate effectively.

Skills and Attributes of the Next Head of School

St. Patrick's seeks a visionary leader and passionate educator to step into the challenging role of Head of School. The school takes great pride in nurturing an environment that is compassionate and rigorous, joyful and disciplined, intentionally developing head, heart, and spirit. An individual who brings energy, integrity, faith, and intellect will thrive and experience success in the St. Patrick's community.

The ideal candidates will possess many of the following skills and attributes:

- A commitment to servant leadership that includes delegating responsibility, empowering and inspiring others, working in partnership, and holding people accountable in ways that support continued professional and personal growth
- Demonstrated success in the classroom and in leadership roles in elementary and/or KR-8 settings
- Intellectual curiosity, passion, and pedagogical knowledge of the unique aspects of a KR-8 program, students, and community

- The capacity to facilitate inclusive dialogue, make difficult decisions, have courageous conversations, and build trust
- Thoughtful, respectful words and actions that reflect a depth of self-knowledge, faith, humility, and commitment to the mission of the school
- Proficient understanding of strategic financial sustainability, budget development, student and faculty recruitment and retention, and enrollment management
- A deep love for children, an earnest belief in joyful learning, and unbridled enthusiasm for the school's compelling mission of guiding young children to do and be their best
- An inspiring communicator who is warm, personable, and approachable who listens deeply to all community members and takes time to understand the culture of St. Patrick's
- A visionary builder who can think strategically in partnership with a hard-working Board and capably execute plans to bring initiatives to fruition, while managing community expectations and the impact of change
- A desire to strengthen and build robust systems of support for faculty and staff professional development and growth, in an effort to recruit and retain a diversely talented community of educators
- Charismatic and skilled in building relationships within and beyond the St. Patrick's community, generating excitement about the school's mission to inspire and equip children to courageously transform the world



SUMMARY OF THE SEARCH PROCESS

Candidates interested in this position are asked to submit the following materials by **November 20**:

- EC Summary Sheet and Disclosure Statement
(Contact Tracy Bennett for these documents)
- Letter of Interest addressed to the Search Committee
- Current Resume
- Statement of Educational Leadership Philosophy
- A list of five or more references with contact information
(name, relationship to candidate, phone and email addresses)

Application materials are to be sent electronically via email to:

Tracy Bennett, Partner, Educators Collaborative
Email: tbennett@educatorscollaborative.com
Phone: 425-466-4748

The St. Patrick's Episcopal Day School admits students of any race, color, national and ethnic origin with equal access to all the rights, privileges, programs and activities generally made available to students at the school. The school does not discriminate on the basis of race, color, national and ethnic origin in the administration of its educational policies, admissions policies, scholarship program, and athletic and other school administered programs.

The Search Schedule

The Search Committee plans to identify a preliminary group of candidates to interview (virtually) as early as late November or early December. From this group the Search Committee will select finalists for two days of interviews on campus. The Trustees expect to reach a decision and appoint a Head-Elect shortly after finalist visits with the term of office to commence on July 1, 2023. Salary and benefits are competitive. St. Patrick's is an equal opportunity employer.

