

Position and Candidate Specification



The Windward School

Head of School

The Windward School Mission Statement

Windward is a coeducational, independent day school dedicated to providing a proven instructional program for children with language-based learning disabilities. The multisensory curriculum is designed for students of average to superior intelligence who can benefit from the unique educational experience provided. Through direct instruction in small class settings, a trained staff assists students to improve their language skills. Academic success, combined with opportunities for social and emotional growth within an intentionally diverse and inclusive setting, enables students to understand their learning differences, build confidence, and develop self-advocacy skills. Windward is committed to helping students achieve their full potential in preparation for a successful return to a mainstream educational environment. To meet these goals, the school provides ongoing training to its faculty based on the most current research and shares its expertise with the parent body, other educators, and the broader community.

PREPARED BY:

Michele E. Haertel
Alden Barsness

April 2018

Assignment: 64160-001

About The Windward School

SCHOOL OVERVIEW

Established in 1926, The Windward School has focused, since 1976, exclusively on the needs of students with language-based learning disabilities. Nationally recognized for its development of instructional programs designed specifically to help students achieve language proficiency, The Windward School is an independent, three campus school in Manhattan and White Plains, New York. One of the most distinctive elements of The Windward School is its highly trained and professional faculty, each of whom spends two years training in the classroom through the *Windward Teacher Training Institute* and through regularly scheduled professional development programming. The three campuses currently enroll 862 students from grades 1 through 9 with a curriculum that is research-based and multisensory in nature. Its 333 faculty and staff are committed to supporting its unique academic program, which is focused on the three basic challenges faced by students with language-based learning disabilities:

- Acquiring the academic strategies and skills necessary to reach their academic potential.
- Developing self-confidence in their ability to achieve success.
- Understanding their learning disabilities so they can become effective self-advocates.

Following the extraordinary success of The Windward School under current Head of School, Dr. John Russell's leadership, the faculty, staff, students, and Board of Trustees look forward to supporting a new leader as the school grows in recognition and capacity. Its decades of innovation in the field of language-based learning disabilities have set The Windward School apart in its undeniable and substantial ability to deliver student success. Its unique philosophy of remediation and positive outplacement has benefited a multitude of grateful families.

KEY FINANCIALS

- Budget: \$50 million (2018-2019 school year)
- Endowment: \$6 million
- Financial Aid: \$5.7 million (2018-2019 school year)

For more information on the The Windward School, please visit www.thewindwardschool.org.

STRATEGIC DIRECTION

One of The Windward School's greatest challenges is how it might leverage its research and resources to support a greater number of students seeking access to its programs and support. As a result, the Board of Trustees embarked on a strategic exercise to consider opportunities that might help The Windward School to meet the continued demand for its services.

During this strategic planning process, the Windward Board of Trustees decided to invest additional resources in the Windward Teacher Training Institute (WTTI) to ensure that The Windward School remains a preeminent institution for the remediation of language-based learning disabilities and has the capacity to support greater access to its successful methodology. Specifically, the Board approved a restructuring of the current WTTI.

Beginning with the 2019-2020 school year, the WTTI will be divided into two newly created divisions within The Windward School. The first, entitled *The Windward School Teacher Training Program (WTP)* division, will be focused on recruiting, hiring, training, mentoring, and retaining The Windward School teachers. The second, the renamed *The Windward Institute (WI)*, will focus on raising public awareness about the effectiveness of The

Windward School instructional program, building partnerships with key research centers and educational institutions, and offering programs and resources for educators and other professionals in allied disciplines. The Windward Institute may also take on additional strategic projects at the request of the Head of School and/or the Board of Trustees.

The Director of the Windward School Teacher Training Program and the Executive Director of The Windward Institute will report directly to the Head of The Windward School. It is anticipated that Dr. Russell, the current Head of School, will serve as the initial Executive Director of The Windward Institute.

THE WINDWARD HEAD OF SCHOOL POSITION SUMMARY

Given the historical success of The Windward School and the current strategic initiative to broaden The Windward School's capacity and impact, The Windward School Head of School position represents a unique, and significant opportunity.

The Windward School community's commitment to its mission suggests the kind of alignment of all constituencies that is necessary for sustained excellence. To continue this important work, The Windward School's next leader must demonstrate a sincere passion for the School's mission, an uncompromising focus on delivering positive student-based outcomes in the broadest sense, and the ability to inspire a dedicated and exceptional staff and faculty. With three campuses in White Plains and Manhattan, The Windward School's next leader oversees a budget of \$50 million and must have superb organizational capabilities of considerable scale to steer the *One School – Three Campuses* philosophy forward and to incorporate the Windward Institute into its strategic offerings.

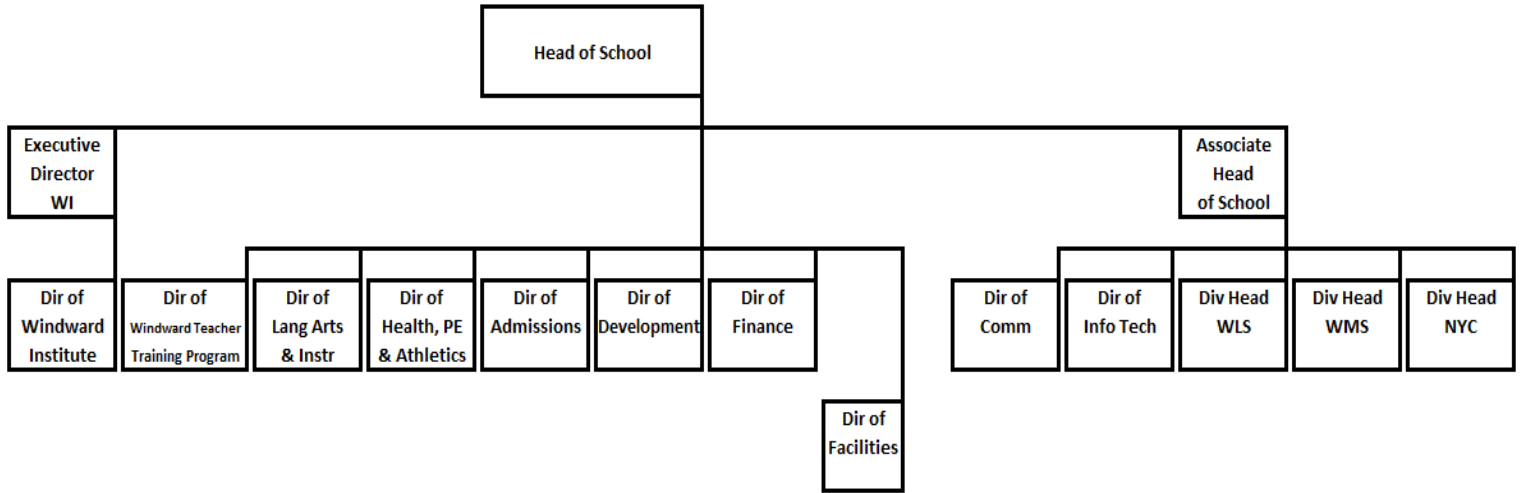
The Head of School is appointed by the Board of Trustees and is responsible for all aspects of the current campuses, the Windward Teacher Training Program, and The Windward Institute, including all operations and finances. Working with the Board, the Head of School will develop and drive new strategies to support The Windward School's families and students, while overseeing a broad-based talent strategy to ensure that the school's reputation for superb faculty and staff continues. While ultimately responsible for program, the Head of School will rely on the support and input of a committed and exceptional faculty to anticipate new research and deliver even stronger outcomes. In such a mission-driven institution, the ability to communicate The Windward School's core values and capabilities will be critical, as will the desire to build financial support among donors, parents, and alumni that is necessary to achieve The Windward School's goals and aspirations. It is also hoped that the Head of School will have the capacity to increase awareness and access to The Windward School's teaching methods serving as a thought leader.

The Board of Trustees is dedicated to supporting the Head of School and working with its new leader to ensure The Windward School's stability, research-based methodology, and drive towards continued excellence. Considered among the finest institutions in the field of language-based learning disabilities, The Windward School is well positioned for a smooth transition of leadership in the summer of 2019 and to assume an ever more important role in the national conversation around language-based learning.

To further clarify the organization structure, an organization chart is attached on the following page.

HEAD OF SCHOOL RELATIONSHIPS

Proposed Administrative Organizational Chart



IDEAL EXPERIENCE

10+ years of educational leadership in a school, college, university or relevant institution

Preferably in a field or institution aligned with The Windward School's mission and values

Management of complex institution of scale with multiple locations

Proven ability to effectively manage large teams across complex organizational structures and experience effectively integrating new operations

Fundraising and external relations

A track record of developing beneficial relationships on behalf of institutions and organizations

Advanced degree

Excellent personal educational credentials

CRITICAL LEADERSHIP CAPABILITIES

Strategic Forward Thinking

The next Head of School will be a sophisticated organizational leader and manager in a school environment in which demand continues to exceed capacity. With the ability to empower a strong team of administrators and faculty, the Head of School will engage in collaborative thinking to set organizational priorities by:

- Defining and overseeing the evolving future of The Windward School, and, through research and collaboration with all stakeholders, planning for the School's continued growth while maintaining the standard of excellence that defines the institution;
- Recognizing and celebrating the differences between The Windward School's three campuses and communities and creating specific, supported and reasoned policies and procedures that are appropriate for the needs of each campus, while supporting the *One School – Three Campuses* philosophy of The Windward School; and,
- Working closely with the Board of Trustees to develop and implement The Windward School's current strategic plan thinking three to five years ahead toward The Windward School's future capabilities including the launch of the Windward Institute and potential real estate expansion opportunities.

Leading and Managing People

In a school that is currently composed of three campuses and faculty and staff of 333, the next Head of School will approach daily interactions with an understanding that each conversation is an opportunity to deepen relationships, build trust and learn. With an abiding appreciation for the complex roles of the faculty and staff, the Head of School will be an inspirational leader who:

- Collaborates and openly discusses with the faculty to manage projects, solve problems, and address challenging issues that align with the school's values and goals;

- Develops an organization and vision delegating roles thoughtfully across The Windward School's campuses to accomplish strategic, operational, and mission-driven objectives, while freeing oneself to work at a more strategic level;
- Listens to, inspires, and motivates faculty and staff by setting clear organizational and personal expectations; and,
- Attracts, develops, and retains quality faculty and staff, and offers compelling professional development opportunities, making The Windward School the school of choice for top performers in the area of language-based learning.

Community Building

During a period of planned growth and expansion due to demand, the next Head of School will work aggressively to communicate the value of the Windward experience to internal stakeholders, as well as a range of potential external constituencies. With the aim to strengthen ties within the school and implement other strategic initiatives and goals, the next Head of School will:

- Serve as a warm, inspiring, engaging communicator, acting as a visible, accessible, and approachable leader who communicates a consistent message across all campuses to faculty, including union representatives and staff;
- Demonstrate true passion and caring for the students and their families and the role The Windward School can play in transforming their lives;
- Be an effective fundraiser and relationship builder, communicating the value of The Windward School in a compelling way to secure the resources required to offer excellent education to a wide audience;
- Seek to expand and to strengthen The Windward School's connections externally and work with outplacement institutions by engaging in mutual learning opportunities; and,
- Identify opportunities to build relationships among The Windward School's three campuses that will strengthen the reputation of the school, while cultivating a sense of community amongst students and families.

OTHER PERSONAL CHARACTERISTICS

- A servant leader
- Passionate educator
- Inspiring communicator
- Research orientated, particularly in the field of language-based learning