

Head of School

Leadership Opportunity
July 2013

Milken Community High School



Carney, Sandoe  Associates

800-225-7986 ▼ www.carneysandoe.com

Los Angeles, California
741 students
Grades 7-12
www.milkenschool.org

THE POSITION

Milken Community High School in Los Angeles, California, seeks a Head of School to lead a community of 741 students in Grades 7 through 12, and 103 faculty. For more than two decades, Milken has been guided by Stephen S. Wise Synagogue's innovation and vision of a pluralistic Jewish institution. Among the ranks of the most acclaimed college preparatory schools in the nation, Milken has consistently set new standards of academic excellence. Milken today is the largest Jewish middle and high school in the U.S. It is a forward-thinking, outwardly-focused school, investing in the future with an advanced curriculum preparing students for leadership in a wide range of fields.

On July 1, 2012, in its 22th year, Milken will become a fully independent institution. This occasion marks the maturation of the School and is part of a long-term plan to ensure the growth and progress of Milken Community High School. With optimism and high expectations, the Milken Board of Trustees and the Milken community are making the transition with confidence. They are committed to ensuring that Milken Community High School will endure and flourish.

The next Head of School will find a committed, innovative faculty and administration; motivated, high-achieving students; dedicated trustees; and supportive, generous families. Visitors to the School immediately will note the palpable energy level and enthusiasm of the students and staff. A strong sense of community exists at Milken among students, faculty, and administrators. This is an exceptional opportunity to lead an excellent, independent



Jewish college preparatory school with a rich history and exceptionally bright future. The Milken community looks forward to welcoming a Head of School who will continue to instill excellence into all aspects of the School and build upon the significant accomplishments of the past. It is essential that Milken engage a Head who will embrace and embody the spirit and values of the School.

Mission

On the foundation of the highest academic standards and Jewish ethical and spiritual values, Milken Community High School of Stephen S. Wise Temple develops students with sharp minds, generous hearts, and kind souls. We value each member of our pluralistic community while we foster a deep connection to Israel, a lifelong dedication to the Jewish people, and a passionate commitment to the service of humanity and the perfection of God's world.



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Milken Community High School

Grades: 7-12

Current enrollment: 741

Faculty: 103

Administrators: 32

Faculty with advanced degrees: 63%

Administrators with advanced degrees: 81%

Student-Teacher ratio: 7:1

Tuition: \$31,065

Financial Aid: \$3.2 million

28% of students receive financial aid

Operating budget: \$20.6 million

Indebtedness: \$9.7 million

Endowment: \$3.6 million

Annual giving 2010-2011: \$900,000

Most recent capital campaign: \$25 million
for middle school campus

THE SCHOOL

Milken is unique in its commitment to a powerful vision of pluralism and community in both Jewish philosophy and practice. The School offers a state-of-the-art education based on high standards of excellence. While fostering a deep connection to Israel, a lifelong dedication to the Jewish people, and a passionate commitment to the service of humanity and the perfection of God's world, Milken meets the educational needs of each student. Milken's innovative academic and extracurricular program is implemented by highly qualified educators who are experts in their respective fields and are committed to individualizing the experience for each student. The faculty and staff seek to create a learning environment that emphasizes the needs of the individual child and the community alike.

The curriculum at Milken provides a rigorous liberal arts grounding closely integrated with principles of ethical behavior, intellectual curiosity, and spiritual

growth. Students pursue a challenging and varied course of study based on their abilities and developing interests. English, History, Math, Hebrew, Science and Jewish Studies comprise the core curriculum. Milken provides multiple outlets for students to foster particular passions and interests – whether in the sciences or the humanities, visual arts or technology, performing arts or community leadership.

Milken has the largest and most comprehensive Performing Arts program of any Jewish day school in the United States. The Stephen Wise Music Academy brings the professional music world to students. The Visiting Artists Program invites world-class musicians to perform for the entire school community. All music students have opportunities to play in a chamber ensemble, study music theory and composition in advanced courses, and even play in a symphony orchestra.



SIGNATURE PROGRAMS

The Mitchell Academy of Science and Technology (MAST) was created for the purpose of providing extraordinary science opportunities for students. The



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current flagship of MAST is a three-year science research program in which students work in research laboratories in the U.S. and Israel (see the text box on page 6 for more information about MAST.)

The Advanced Jewish Studies Center provides its students with the tools to become our future Jewish leaders. The Center strives to transform the Jewish life at Milken, cultivating a fellowship dedicated to intensive Jewish learning, spiritual practice, and ethical action. Students engage in rigorous text study and perform acts of tikkun olam, repairing our world.

The Architecture and Design Institute integrates students' knowledge and skills in areas of art, math, science and technology. Students learn the fundamental principles of architecture, the aesthetics of design, respect for the environment, and gain knowledge that provides them with the self-confidence to design anything.



These Centers of excellence give students the opportunity to deepen their knowledge of a specific subject area, often while working with experts in the field through an apprenticeship model.

Israel is a fundamental part of the learning experience at Milken. Students engage in Israel education throughout their years at Milken, and in tenth grade are offered the opportunity to participate in the highly regarded Tiferet Israel Fellowship Program.



Tiferet students, who comprise a large percentage of the class, spend their spring semester learning at the Alexander Muss School in Hod HaSharon, 20 minutes from Tel Aviv. Students continue their Los Angeles academic program in Israel while experiencing and learning first-hand about Israel, Jewish culture, and history.

Milken students are also offered the opportunity to study abroad through the Mexico Exchange trip, and trips to Argentina, Rome and China. In their senior year, many students participate in the March of the Living Program, traveling to Poland and Israel.

Milken's summer program delivers opportunities for acceleration and enrichment to all students in the Los Angeles area. This program is designed to help students fulfill requirements before the start of the school year, allowing them to open up space in their schedule, or to explore a topic with more time to focus and learn in depth. All of these

programs develop a child's ethical, spiritual and moral compass through the lens of Jewish values, traditions and teachings.

Milken Athletic Department prides itself on its comprehensive individual and team sports



program. Milken enjoys a high profile in the community largely based on a long tradition of winning league championships and advancing deep into the California Interscholastic Federation (CIF) playoffs. Many individual athletes win All-Conference titles and go on to compete at the college level. The Middle School's "no-cut" policy encourages students to be active and participate on a team sport.

THE HISTORY OF MILKEN

The history of Milken began appropriately with the grade school when Rabbi Zelden and Metuka Benjamin saw a real need for a Jewish day school with high standards. The first few years of the grade school were in facilities that were at first donated by and then later rented from a neighborhood Episcopal Church. A few years later when the School began to build on its own property at Mulholland Drive, the Episcopal Church donated all the rent money that had been paid to them by the fledging, new Jewish school. The Milken Middle School opened in 1981, and based on its success, the Upper School was founded nine years later in 1990. The School's first home was in a handful of dormitory rooms on the campus of the University of Judaism across from Stephen S. Wise Temple and the Elementary School. Even in this less than optimal setting, pioneering students and teachers of the combined Middle and High School divisions were able to set a high standard for academic excellence. The School rapidly grew upon that strong foundation and began building an exemplary reputation. In 1994, the School moved into temporary buildings on a ten-acre parcel of land on Mulholland Drive in the Santa Monica Mountains. Within those temporary buildings the enthusiastic student body and an energetic faculty added new campus activities, athletic teams, and advanced placement courses. Even in those ground-breaking days, members of the School community understood that they were an integral part of an emerging, dynamic piece of Jewish history.



Detailed curriculum guides for all grades and departments are available on the Milken Web site, www.milkenschool.org. An impressive [college acceptance list](#) confirms Milken's extraordinary program.



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PHILOSOPHY

Milken cultivates Judaism as a pluralistic, moral, spiritual, and intellectual way of life which, in the context of community, refines the human being (tikkun atzmi) and repairs the world (tikkun olam). Etched into the walls of Milken's Beit Midrash (House of Study) is a passage from Pirke Avot which reads: "The world rests on three Pillars: Torah, Avodah, and Gemilut Hasadim."

These Pillars are translated as: Learning (head), Service of the Heart or Spiritual Practice (heart), and Deeds of Loving Kindness or Ethical Practice (hands). Within these realms, the School fosters responsible, trusting, and thoughtful Jews who are morally, spiritually, and intellectually grounded and engaged in their love and practice of Judaism.

CAMPUS AND LOCATION

The Upper School enjoys a permanent facility completed in May of 1998. The building's state-of-the-art technology includes a high-speed fiber-optic network, advanced science labs, a robotics lab, a broadcast studio, a multimedia center, and student work areas. To support the School's commitment to transforming the power of educational technology, all classrooms are equipped with the latest in digital and video technology. In 2009, a new Middle School facility opened, the David Saperstein Middle School. This was the first time that both divisions were demographically in one location. The new Middle



School has 14 new classrooms, additional office and administrative space, and co-curricular space including basketball courts, music and arts rooms and informal student space. With the opening of the new Middle School, resources on the Upper School campus—which had been used by the Middle School—became available, yielding six more classrooms and several offices.

The campus occupies 14-plus acres on Mulholland Drive in the Santa Monica Mountains. The Skirball Cultural Center <http://www.skirball.org/> sits just below the School campus. The American Jewish University <http://www.ajula.edu/>, the Stephan S. Wise Temple and the Wise Elementary School <http://www.wiseelementary.org/> are all on Mulholland drive within one mile of the School. One exit south on the 405 Freeway is the J. Paul Getty Museum, <http://www.getty.edu/museum/>.



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COMMUNITY

The School is bound by its Jewish mission, but the diversity of the student community is also remarkable. Students and families come from all regions of the world, including Central and South America, Australia, South Africa, Iran, Europe, Russia, and Israel. The largest recent increase in a particular ethnic make-up has come from students from Persian/Iranian origins, which is now approximately 25%. The gender make-up is 48%



boys, 52% girls. During the recession, enrollment has dropped from a peak of over 800 students to 741 for the 2011-2012 school year. Primary entry grades are 7th and 9th and most students come from several feeder schools in the region with a plurality of students matriculating from the Stephen S. Wise School into the 7th grade. For the 2011-2012 school year, 840 students applied for 278 spaces and 40% of students who were offered admission enrolled.

THE 2008-2014 STRATEGIC PLAN

Following a successful self-study for the Western Association of Schools and Colleges (WASC), Milken embarked on its first strategic plan, consisting of the ongoing goals Milken has set forth to fulfill within the next few years. With input from the entire School community, the Steering Committee selected ambitious but attainable goals that will move Milken higher on the ladder of educational excellence. The specific goals fall into the following rubric:

ACADEMIC PROGRAM

Milken's mission is supported by three pillars – Torah, Avodah, and Gemilut Hasadim. To engage in the work of head, heart and hands, students must apply their learning to real life situations and communities. The world our students are entering is multiethnic, multicultural, multilingual, and this globalized society brings new challenges. Students must be equipped to apply their skills and conceptual understanding through a Jewish lens, by integrating Jewish sources, values, and principles. This is a signature component of Milken's academic program. Further, Milken's deep connection to Israel enables students to understand and participate in the eternal, developing story of the Jewish people.

Mitchell Academy of Science and Technology (MAST)

Created for the sole purpose of providing extraordinary science opportunities for students, the Mitchell Academy of Science and Technology (MAST) is an innovative learning center. Distinct from classroom teaching, MAST functions as an apprenticeship program in which students work in the research laboratory with graduate students and professors on topics ranging from nanotechnology to cancer research. Some students participate in national bridge-building competitions while others travel to Israel to participate in a physics competition. In the last four years, three students have been semi-finalists in the Intel Talent Search, the top science prize in the country.



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CAMPUS LIFE AND FACILITIES

The fulfillment of Milken's mission will be advanced by the completion of the Middle School Campus, by our ongoing commitment to "green" building and practices, and by the development of facilities to support athletic, artistic, and spiritual campus life. In order to provide small group and large community programming, we must plan and develop facilities that extend beyond the completion of the Middle School Campus.

FACULTY DEVELOPMENT AND RETENTION

The quality of our educational program and its ability to develop over time is a function of teacher quality, passion, and competencies. The strength of relationships between students and faculty, a key component of the School's dynamic teaching and learning, continues to depend on recruiting and sustaining the best faculty, staff, and administration. Teacher training and professional development must keep pace with changes in the educational landscape. To support our students, we need to support our teachers in acquiring the training to fulfill Milken's mission.



MARKETING AND COMMUNICATIONS

Enhanced communication will enable current and prospective families to learn about our community, the School's mission, academics, programs, facilities, faculty, and administration. It is essential that faculty, students, and parents be strong ambassadors of our School.

FINANCES

Milken has in the past benefited from the financial commitment of Stephen S. Wise Temple. However, severing ties with the Temple would enable the School to chart its own course and the cost efficiencies gained by supporting its own mission are considerable. There could also be some debt reduction advantages. A cadre of dedicated, philanthropic, School families have made a firm commitment to support the School as it takes this next step to independence.



2020

Milken needs to prepare for the unexpected and for future trends that may emerge over upcoming decades.



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CHALLENGES AND OPPORTUNITIES FOR THE NEXT HEAD OF SCHOOL

Having established itself as one of the preeminent private schools in Los Angeles, Milken is embarking on a new and exciting chapter in its history. Milken's independence from Stephen S. Wise Temple presents an historic opportunity for a new Head of School to further enhance all the qualities and characteristics of Milken in order to lead the school into the future. The following are the key areas of opportunity:

Leadership and Management Skills

Milken values academic excellence, Jewish ethical and spiritual principles, the individual student, a pluralistic and supportive school community, deep connections to Israel, and a commitment to the service of humanity. Milken requires a skilled and articulate educator who can inspire and lead faculty and administrators with a coherent vision, and possesses the outstanding management skills that will build on all these facets of the Milken community.

Academic Excellence

The new Head of School must have the capacity to build and expand academic excellence in both General Studies and Judaic Studies. He or she should be qualified and willing to lead Milken on a path for even greater depth and integration through every part of Milken's curriculum.



Community

Students, parents, administrators, and faculty value the sense of community fostered at Milken between and among students, faculty and administrators. The value of community must be encouraged and sustained by the new Head of School, and evolve to build even stronger relationships with the community at large, crossing denominational and ethnic lines.



Fundraising and Financial Stability

Building an endowment, funding the enhancement of the academic program, growing enrollment, and managing the budget are all inextricably linked to the mission of Milken. The new Head of School must be integral to successful fundraising and recruitment efforts and financial management to ensure the school's current and future stability.



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HOW TO APPLY

Interested candidates submit these materials confidentially as separate PDF attachments:

- cover letter expressing interest in the Milken position
- current résumé
- statement of educational philosophy and practice
- list of 5 references with name, phone number, and email address of each (references will be contacted only with the candidate's permission)

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