



Head of School
Leadership Opportunity
July 2012

Pinewood Preparatory School



Carney, Sandoe  Associates

800-225-7986 ▼ www.carneysandoe.com

Summerville, SC
804 students
PK3 – 12th grade
www.pinewoodprep.com

THE POSITION

Pinewood Preparatory School in Summerville, South Carolina, seeks a Head of School to lead a community of 804 students and 74 faculty. With origins dating back to 1952, Pinewood is Summerville's oldest independent school and largest co-educational independent school. This is an exciting time in Pinewood's history, as a young and emerging school continues to advance and develop as a fine school. Pinewood has sound leadership from a Board of Trustees with a thorough understanding of the opportunities and challenges that lie ahead. The leadership structure is clear and uncomplicated with a small number of capable administrators reporting to the Head. Focused on the school's mission, the community values dedicated teaching by well-qualified faculty, creative learning by enthusiastic students, and ongoing support and participation from parents, former parents, alumni, and friends. As the 2011 SAIS/SACS accreditation report noted, "It is a school with enormous potential to someday be one of the great schools in the South." Pinewood has enjoyed many years of inspirational, charismatic and solid leadership and strong faculty retention. The consultants noted a nurturing and respectful community looking toward the future and poised for continued success.

Statement of Mission

Pinewood Preparatory School's mission is to prepare students to excel in college and life.

Statement of Vision

An independent, college preparatory school, Pinewood Preparatory School is dedicated to the intellectual, physical, ethical, and social development of its students, their families, faculty and staff. In order to enrich the communities we inhabit, our members strive to embrace challenges, cultivate global vision, and seek knowledge.

The last twelve years at Pinewood have been a period of rapid growth and progress across multiple dimensions including student body size, SAT results, college acceptance, scholarship offers, and Advanced Placement (AP) course offerings. A construction boom began in 2001, roughly tripling the size of the plant. The campus grew from 17 to 43 acres and enrollment increased 50%. Pinewood is flourishing with an expanded footprint, new buildings, continuing faculty development, and a renewed emphasis on highly effective teaching. Pinewood is thorough and data-driven, with a sense of continuous improvement to create the finest learning environment possible.



Pinewood benefits from 14 years of strong and visionary leadership from Headmaster Dr. Glyn Cowlishaw. Glyn implemented first-rate programs, led a talented and committed faculty and staff, and promoted a collaborative culture allied with the unceasing quest for excellence. Most recently he was instrumental in the SAIS/SACS



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reaccreditation process and actively involved in strategic planning. His many achievements have moved Pinewood to where it is today and prepared it well for the future. Dr. Carolyn Baechtle, Assistant Head of School and Director of Admissions at Pinewood from 1999 to 2009, will serve as Interim Head for the 2011-2012 school year.

THE SCHOOL

Founded in 1952 as Pinewood School, Pinewood Preparatory School is the product of a 1980 merger with The Summerville Academy. Pinewood School, founded by the Allan family, began with 52 students in grades 1-8 and was later expanded to include a pre-school department, grades 9 and 10, a boarding department, and a summer school in New York. The Summerville Academy was established in 1969 as a college preparatory school. In 1974 it moved into a new facility occupying 17 acres four miles west of downtown Summerville. Following the death of Mrs. Allan and the subsequent sale of the Pinewood School properties, Pinewood-Summerville Preparatory School (now Pinewood Preparatory School) was incorporated in the summer of 1980 and moved its operations to the former Summerville Academy campus in Fall 1981.

Pinewood Prep at a Glance

Grades: PK3 – 12th

Current enrollment: 804

Faculty: 74

Faculty with advanced degrees: 57%

Student-Teacher ratio: 10:1

Students of color: 12%

Operating budget: \$7.4 million

Indebtedness: \$6 million

Endowment: \$32,000

Annual giving most recent year: \$426,000

Capital giving most recent year: \$33,000

Parent participation in giving: 40%

Pinewood is organized into three divisions: Lower School is PK3 through 5th grade, Middle School 6th-8th grades, and Upper School is 9th-12th grades. Because the divisions share one campus, the interaction among younger and older students provides camaraderie and

opportunities for older students to act as role models and promote personal and social responsibility. The continuum also ensures that teachers know and follow the paths of students across grade levels and divisions.

Small class size, a talented and nurturing faculty, and challenging academics characterize the traditional college preparatory curriculum. Pinewood offers honors courses as well as 14 AP courses and two dual credit college classes. Enrichment Programs and electives such as Marketing and Music Technology give students the opportunity to explore creative interests beyond the usual curriculum areas. Detailed curriculum guides for each division can be found at www.pinewoodprep.com and an updated website will be launched in the near future. A competitive sports program and a fine and performing arts program complement the academic experience. In



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In addition to strong academics, the school emphasizes global awareness and character education. Pinewood also offers The Freedom Reigns Program that develops students' understanding of issues surrounding freedom through interactive learning including the arts, literature, and advocacy. An active service learning program seeks to develop a sense of identity, responsibility, and purpose in students in relation to the surrounding community and to help those students become conscientious and resourceful citizens.

Even as Pinewood has evolved over time, several unique aspects of the school culture have remained constant, including experiential learning, small classes, a dedication to community, and sense of family. Pinewood continues to be an exceptional independent school, exhibiting commitment to the community and building on a tradition of academic excellence. The school's location, situated in a lovely, historic town within commuting distance of Charleston, provides ideal learning opportunities in a supportive and appreciative community.

Pinewood celebrates an intimacy and strives to maintain the small, safe, and close-knit atmosphere, even as the enrollment and facilities grow. The consultants found a warm, caring school that provides individual attention and fosters strong relationships between faculty and students that continue beyond graduation. Alumni note that the connections with Pinewood teachers represent the defining characteristics of their time at Pinewood. They leave Pinewood prepared for college, able to write



well and think logically. Pinewood graduates have been accepted at numerous prestigious schools including the U.S. Air Force Academy, Auburn University, Boston University, Brigham Young University, Carnegie Mellon, Clemson, the U.S. Coast Guard Academy, Cornell, Duke, Emory University, Harvard University, Johns Hopkins University, Notre Dame, the University of Pennsylvania, the University of South Carolina and The College of William and Mary. More than 90% of seniors receive college scholarship offers totaling several million dollars.

Pinewood was first accredited by the Southern Association of Colleges and Schools in 2001 and received SAIS-SACS dual accreditation in 2006 and 2011. Pinewood Prep is a member of the National Association of Independent Schools (NAIS), the South Carolina Independent School Association (SCISA), the Palmetto Association of Independent Schools (PAIS), the College Entrance Examination Board (CEEB), the Tri-County Admissions Council, and the South Carolina Early Childhood Association (SCECA).

CAMPUS, SETTING AND LOCATION

The attractive 43-acre campus is four miles west of downtown Summerville in a suburban area of lush trees and attractive homes. The facilities include 56 classrooms, a college-style lecture



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hall, six science laboratories, computer, media, and student centers, gymnasiums, an auditorium, and athletic fields. Between 2001 and 2009, several additions and renovations were completed to accommodate a 50% growth in enrollment. These projects include a computer and technology lab completed in 1998. Construction of the Discovery Wing, new kindergarten and first grade classrooms and a multi-purpose hall (Freedom Hall) was completed in December 2001. In the Fall of 2003 new classrooms in the Exploration Wing were completed for grades 2-5. Development of athletic facilities included The Pat Eidson Gym which opened in the fall of 2004 and the Mauer-Lawrence Tennis Center in the fall of 2006. Renovations to the football and soccer fields were completed in Spring 2008 and a new field house was constructed. The 2009 completion of the new high school learning center, the University Wing, was a significant milestone for Pinewood.

Pinewood purchased 26 acres of contiguous property in 2004 to expand its present campus, both to use the buildings on that property and to create a buffer zone between the school and housing development zones. To make the business operation of the school more effective, a new house on that property was remodeled. Admissions, development, and business offices are housed there, creating more space for classrooms, a nurse's office and storage in the main building. Additionally, a residence for the Head of School exists on the new property. The land also provides practice fields for athletics and two lush gardens, Butterfly Garden and Liberty Garden.

Class of 2010

- 12 AP Scholars, 12 AP Scholars with Honor, 10 AP Scholars with Distinction, 1 National AP Scholar
- SAT scores for the middle fifty percent of the Class of 2010 were 1520 – 1840.
- 100% of Pinewood Preparatory School's graduating class was admitted to colleges with 94% attending four-year colleges.
- The 54 members of the Class of 2010 filled out 225 applications to 78 colleges and universities, 180 (80%) of which were successful.
- Of the 54 members of Class of 2010, 83% received scholarship offers.
- 55% of the Class of 2010 graduated with college credit.

STUDENTS

Pinewood enrolls students from the greater Summerville area, with the majority of families from Dorchester County (86% of families), and others from Berkeley, Charleston and Colleton Counties. Students are described as hardworking, enthusiastic learners who enjoy school. Pinewood continues to grow toward the current target enrollment of 900. Last year, 178 students applied for 237 places, and 80% of students who were offered admission enrolled. The recession has impacted many families, as has the opening of new public schools in the area. Over the last 10 years. Lower and Middle School enrollment decreased in years that new local public schools opened. High School enrollment has remained stable despite the opening of two new high schools in Dorchester and Berkeley Counties. Total school population growth in the last ten years is 51%. In the last five years, school growth has decreased



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2% and in the past year, enrollment has decreased 5%, while the national average for independent schools has been down 11%. Pinewood continues to see a steady increase in its overall diversity in all divisions of the school.

FACULTY

A core of distinguished long-serving teachers, 57% of whom hold advanced degrees (65% in the Upper School), has ensured the continuity and strength of a curriculum that balances rigorous and traditional academic preparation with a rich mixture of co-curricular offerings. Pinewood classrooms are alive with enthusiastic exchanges of ideas, experiences, and discoveries. With a student-teacher ratio of 10:1, teachers know students well and explore how each student learns best.

Financial Aid

- Financial Aid budget: \$707,000
- Students receiving aid: 38%
- 28% of new students received financial aid (40 students)
- Average financial aid award per student - \$3,300

GOVERNANCE

The school is governed by a not-for-profit, self-perpetuating Board of Trustees comprised of parents, former parents, and alumni. This is a unified, dedicated Board that reaches consensus amicably with the best interests of the students in mind. The Board most recently approved a modified capital campaign to enhance the infrastructure, grounds and perhaps initiate a new building program.

STRATEGIC PLAN 2009-2012

Embracing the idea that the current Strategic Plan is a living document, the Board, Head and faculty will monitor and review the plan on a regular basis to ensure progress for students and faculty in the years ahead. The five major goals included in the plan are cornerstones to building a stronger school and creating a firm foundation for the future:

- To provide an optimal teaching and learning environment, so students are best prepared to succeed in an ever-changing, increasingly competitive global marketplace.
- To build and enhance relationships with internal stakeholders and external communities in order to grow the involvement, relevance, and sustainability of Pinewood.
- To create and execute a facilities master plan that supports and expands the excellence of the Pinewood Program.
- To ensure best practices of governance and financial planning.
- To develop a Pinewood Brand Identity that clearly communicates Pinewood's unique excellence in order to increase student demand, improve our visibility in the community



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and engage our superior faculty, involved parents, and enthusiastic students in a spirited and coordinated manner.

PINEWOOD VISION 2020 – LOOKING TO THE FUTURE

The Campus Master Plan identifies goals and guidelines for the growth and development of the campus through time, to meet anticipated student needs, and to support the continued excellence of the Pinewood program. From the outset there was a concerted effort to develop consistency between the Strategic Plan and the Master Plan. The plan balances needs, desires, and constraints and depicts a beautiful and functional future campus. The improvements will support 1,200 students from the current 800 student capacity. Providing multiple smaller buildings in a park-like setting will create an optimal teaching and learning environment. New facilities to support the Lower School will create a strong sense of community for students in grades 1-5 while maintaining close proximity to shared campus facilities. The Middle School will expand into vacated space and provide a home for 6th-8th graders. Bringing High School classrooms under one roof will provide a strong identity for students and allow stronger faculty interaction and cohesion.



SUMMERVILLE AND CHARLESTON

Summerville is 24 miles northwest of downtown Charleston and has a rising population of 45,239. Adopting the motto “The Flower Town in the Pines,” Summerville boasts beautiful public gardens, including the 12-acre Azalea Park in the heart of the town. Every April, Summerville hosts Flowertown Festival, the largest arts and crafts event in South Carolina. Summerville boasts more than 700 homes and buildings on the National Register of Historic Places. This is a beautiful historic area and many of Dorchester County’s restored Antebellum plantations are nearby and open to the public. The small-town friendliness, Southern charm and the proximity to historic Charleston and South Carolina’s pristine beaches combine to make Summerville a popular and well-loved community.

Blessed with a welcoming climate, beautiful shorelines and public gardens, Charleston is sophisticated and gracious, yet family-friendly, with all the business and cultural opportunities of a much larger city. Charleston lies near the mid-point of the South Carolina coast, at the confluence of the Ashley and Cooper rivers, which flow together into the Atlantic Ocean, or as Charleston residents are quick to point out, the two rivers join “to form the Atlantic Ocean.” The climate is comfortable with short, mild winters and hot, humid summers. Abundant recreational opportunities – easy access to surfing, kayaking, climbing, hiking and camping – as well as a warm and welcoming culture with an emphasis on the arts, food and wine, and the outdoors, make the location and the lifestyle extremely appealing.



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The greater Charleston area boasts a strengthening, vibrant and diversifying economy. Two shipping terminals, owned and operated by the South Carolina Ports Authority, are part of the fourth largest container seaport on the East Coast, accounting for 50,000 jobs and a \$7 billion impact on the regional economy. Though the Charleston Naval Base & Shipyard began to close in the early 1990s, the U.S. Military still supports 29,000 jobs, bringing \$3.5 billion to the area. Boeing's new \$750 million aircraft plant at Charleston International Airport will assemble 787 Dreamliner aircraft, and will be one of only three plants worldwide that manufacture wide-body commercial jetliners. Local tourism is a \$2.8 billion industry and the healthcare industry employs more than 25,000 people, including more than 2,000 physicians. Charleston is attracting many information technology jobs and corporations, most notably Blackbaud, Modulant and Benefitfocus.

Because Charleston's capture in the Civil War spared many early Colonial, Georgian, Federal and Greek Revival buildings, the city is a haven for historic architecture with three National Register Historic Districts. Though hard hit by Hurricane Hugo in 1989, the city offers beautiful parks including The Battery and White Point Gardens at the southern tip of the Charleston peninsula. The French Quarter is famous for its art galleries, churches and historic architecture. Fort Sumter, the island site of the start of the Civil War, is a National Monument and a short ferry ride from the city. Patriots Point Naval & Maritime Museum, over the modern Ravenel bridge in Mt. Pleasant, exhibits an aircraft carrier, a submarine and two destroyers as well as a coast guard cutter.



Charleston is also home to numerous clubs and venues that feature a wide variety of live music ranging from bluegrass to jazz to contemporary rock and the blues. The annual Spoleto Festival USA is internationally recognized as America's premier performing arts festival. For two weeks each spring, the festival fills Charleston with performances by renowned artists as well as emerging performers in opera, theater, dance, and chamber, symphonic, choral and jazz music. Many arts and cultural programs are offered at the College of Charleston, the oldest institution of higher education in the state of South Carolina and the thirteenth oldest in the United States. Other colleges and universities include The Citadel, The Military College of South Carolina, the Medical University of South Carolina, and Charleston School of Law.

THE OPPORTUNITY

The Head of Pinewood Preparatory School is the chief executive officer and academic administrator of the school, reporting to the Board of Trustees, promoting and executing the distinct mission of the school and carrying out the policies determined in conjunction with the Board. The Head's responsibilities include oversight of all academic, enrollment, personnel,



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compensation, and fund-raising matters, as well as management of the budget and school facilities. The new Head will be expected to be the inspirational leader of the school, broadly informed about academic matters, committed to excellence, and possessing both a moral and educational vision to take the school forward.

The Board seeks an experienced Head of School, aligned with Pinewood's philosophy and principles. The broad focus will be on continuing the school's trajectory of growth, development and learning, with an emphasis of implementing and building consensus around the major recommendations from SAIS/SACS. Compensation will be competitive and commensurate with experience and will include an attractive residence on campus.

STRENGTHS OF THE SCHOOL

- Balance of academic, extracurricular and innovative programs
- Beautiful location with excellent facilities
- Community service
- Considered affordable and the best value in the area
- Culture of excellence in everything and a can-do attitude
- Diversity in the broadest sense
- Engaged and passionate administration, faculty and staff
- Excellent reputation in the community, positive image/brand
- Family atmosphere and orientation
- Financial stability and strong financial footing
- Global scholars program
- Good academic history, well recognized as a comprehensive program
- Growing alumni and community support
- High quality of faculty (collegial, collaborative and high retention)
- History of giving
- Ideal class size
- Innovative programs
- Safe place for students to learn (no locks on the lockers)
- Strong board
- Students prepared for life
- Supportive and involved parents
- Traditional values and sense of integrity
- Well positioned for growth



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OPPORTUNITIES AND CHALLENGES FOR THE HEAD OF SCHOOL

Pinewood faces challenges of growth, competition, expansion and fiscal responsibility – issues that require the wisdom, fortitude and persistence of a skilled and steady leader. The next Head of School will need to balance an understanding of the school’s history and its ambitious plans for the future, while ensuring at all times that the institution remains financially stable and self-sustaining. The absence of a strong endowment fund prevents the school from many of the things it would like to be doing. Fund-raising will be essential. A new Financial Strategic Plan will be needed for financial sustainability and formalizing the growth of the endowment will help secure the financial future. Continued enrollment growth to reach optimal capacity is the hope of all of Pinewood’s constituencies. Reaching that critical mass of students will enable the school financially so that excellence of faculty, curriculum and enrichment opportunities can be maintained and enhanced. Eloquent articulation of the mission and philosophy to the larger community will be an essential part of successful marketing.

EXPERIENCES AND QUALIFICATIONS

The next Head of School should have substantial and successful administrative and leadership experience in independent schools. This person should have a track record of taking a lead role in development and marketing, and should possess both acumen and solid experience in principles and practice of financial sustainability. Ideally this person should have Upper School experience in addition to firm grounding in elementary education principles and practices, and should understand the dynamics at play in a growing school community. The new Head should be open and receptive to the Charleston and South Carolina culture, style and mindset that permeate all aspects of Pinewood. The school’s accomplishments and progress to date are admirable and the momentum of growth must not be lost.

QUALITIES DESIRED IN THE HEAD OF SCHOOL

- An experienced, proven, energetic, visionary leader
- A good communicator
- Financial knowledge as well as fundraising experience
- Handles tough decisions well
- A charismatic school leader with a passion for excellence
- An advocate for faculty and students
- Believes in whole-child focus (K-12)
- Knows the NAIS world
- Visible, involved in the life of the school
- Open minded, flexible



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TO APPLY

Interested and qualified candidates should submit electronically in one e-mail and as separate documents the following materials:

- cover letter expressing interest in the Pinewood Preparatory School Head of School position
- current résumé
- statement of educational philosophy and practice
- list of five references with name, phone number, and email address of each to:

Trina Robinson Secor and Dr. D. Ralph Davison

Senior Search Consultants

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