



**LAKE HIGHLAND
PREPARATORY SCHOOL**
Orlando, Florida

PRESIDENT
Start Date: July 2022
lhps.org



**Carney
Sandoe**
& ASSOCIATES



MISSION

Within an atmosphere of love, concern, and mutual respect, Lake Highland Preparatory School is committed to instilling Christian values, inspiring patriotism, developing leaders, and preparing students for college and lifelong learning through academically challenging programs and affirming competitive experiences.

VISION

Lake Highland Preparatory School develops and empowers students with noble character, keen intellect, and an enduring love of learning to thrive in a highly competitive, widely collaborative, and ever-changing world. The school embraces a “whole child” approach by fostering confident, competent, and functional citizens who are intellectually, physically, emotionally, and spiritually prepared to pursue their dreams, achieve their full potential, and successfully cope with life challenges.

OVERVIEW

Lake Highland Preparatory School (LHP), a PreK-12 independent school in Orlando, Florida, was founded in 1970. The school strives to offer its 2,050 students an unparalleled education with long-lasting life lessons rooted in integrity, grit, and grace. In spite of its size as one of the ten largest independent schools in the U.S., Lake Highland’s approach ensures that every child is known and nurtured. Students learn within an academically challenging and supportive environment, with teachers who are actively committed to the academic and social-emotional development of every child. This powerful combination results in joyful learning that prepares students exceptionally well for college and life beyond.

The school’s focus is simple: develop young scholars with empathy for others, pride in our country, curiosity to innovate, confidence to contribute, courage to lead, and perseverance to conquer life’s challenges.

Lake Highland’s current President, Vice Admiral Alfred Harms, has led the community with energy, courage, and integrity since stepping off the Board to serve as interim President in December 2017. He stayed on to shepherd the community through the COVID pandemic and will continue to serve the school through June 2022. Consistent with its long-term planning and strategic objectives, the Board is now ready to seek a long-term, strategic leader to build on Admiral Harms’ fine work and to guide the school to continued excellence, beginning in July 2022.

FAST FACTS

- Founded: 1970
- Total enrollment: 2,050
- 2020 graduates: 195
- Students of color: 39%
- Total faculty: 252
- Faculty with advanced degrees: 52%
- Student-teacher ratio: 12:1
- Admissions yield: 83%
- Annual Operating Budget: \$49.8M
- Financial aid awarded in most recent year: \$1.442M
- Endowment: \$5.217M



The successful candidate will be an experienced leader devoted to the school's mission and core values. The President has oversight of all organizational activities and serves as the school's leader, fostering a climate of excellence and ethical growth among students, families, faculty, and staff. This is an exceptional opportunity to lead a highly regarded, forward-thinking independent school with an unwavering commitment to student success and a deep sense of community.

THE SCHOOL

Since its founding, Lake Highland has delivered an education that faculty and parents characterize as providing a range of extraordinary opportunities for students at every grade; in fact, community members often refer to Lake Highland as "the school of opportunity." The school's goal is to inspire students to pursue their full potential to learn, lead, serve, and change the world for the better. Here, the spirit of community is a resounding strength.

Empowered by education and defined by character, Highlanders receive an exceptional education and are offered unique opportunities to learn and develop the capacity to lead. While the student body comprises many different faiths, LHP strives to instill Christian values that promote compassion, empathy, and courage. Beginning with the youngest Highlanders, the school's leadership continuum focuses on the cultivation of a student's moral character by providing opportunities to both serve and lead. Lake Highland is also strongly committed to inspiring respect for our country in every student; the annual Veterans Day Tribute is one of the most widely celebrated and recognized school traditions.



Faculty and staff at LHP represent proven talent in education and industry. More than 120 faculty have earned advanced degrees, and approximately 45 teachers have gifted learning endorsements. According to parents, what contributes most to the Highlander learning experience is the dedication of the faculty and staff and the relationships they forge with every student. Within an atmosphere of love, concern, and mutual respect, the school focuses on practicing empathy and developing grit to foster compassionate and courageous young people who stand up for what's right.

The opening phrase of Lake Highland's mission — "Within an atmosphere of love, concern, and mutual respect..." — also serves as the foundation to its commitment to diversity, equity, and inclusion. Across the school, a wide range of curricular and co-curricular programming supports healthy individual development, cultural engagement, and an inclusive world view. Students are specifically taught how to engage in civil discourse that is open, safe, and productive. All employees in the school engage in annual DEI training.

The school's [2018-2023 Strategic Plan](#) has outlined a roadmap for pursuing continued innovation, programmatic and infrastructure enhancements, and an exemplary education for every Highlander. Strategic initiatives include elevating the learning experience, bolstering fiscal sustainability, improving the physical plant, strengthening physical and emotional campus safety, and developing community partnerships. The school has recently celebrated its 50th anniversary and launched a significant capital campaign to commemorate that milestone.

Lake Highland is accredited by the Southern Association of Colleges and Schools and by the Florida Council of Independent Schools, and is a member of the National Association of Independent Schools.



ACADEMICS

Challenge, innovation, deep learning, and perseverance are the foundation of academics at Lake Highland. Through a carefully scaffolded academic program, students progress through their academic journey gaining confidence in their acquired knowledge, skills, and abilities. This confidence, in turn, propels them to pursue deep learning and persevere through the challenges that come with mastering new knowledge.

In Lower School (PreK through grade 6), the guiding principles are to make learning joyful and meaningful. The core curriculum includes language arts, science, mathematics, social studies, world languages, and physical education. Additional enrichment courses focus on the visual and performing arts, STEAM activities, digital literacy, technology, and more. Lower School students engage in project-based learning as a means to develop their critical thinking, collaboration, creativity, and communication. Students also develop their depth of knowledge and skills by actively solving real-world problems and presenting their solutions.

Building on the Lower School curriculum, the Middle School years (grades 7 and 8) are a time for Lake Highland students to discover who they are, what they want to become, and how they want to make a difference in the world. The core curriculum includes language arts, science, mathematics, social studies, world languages, and health and wellness. Cutting-edge classes are also offered through the Middle School Innovation Institute. Balancing a whole-child approach to education with academic rigor, the Middle School learning spaces are designed to cultivate collaboration, spark imagination, and create a receptive atmosphere for innovation.

COLLEGE MATRICULATION

Lake Highland graduates attend top colleges in the U.S. and abroad. Graduates from 2016-2020 are currently attending the following institutions, among others:

American University
Amherst College
Boston College
Brigham Young University
Brown University
Carnegie Mellon University
Clemson University
College of Charleston
Cornell University
Dartmouth College
Davidson College
Duke University
Florida State University
Georgetown University
Gettysburg College
Harvard College
Johns Hopkins University
Louisiana State University
McGill University
New York University
Northwestern University
Princeton University
Purdue University
Smith College
Southern Methodist University
The Ohio State University
Tufts University
Tulane University
United States Air Force Academy
University of California, Berkeley
University of Chicago
University of Florida
University of Miami
University of Pennsylvania
University of Southern California
University of Virginia
Vanderbilt University
Wake Forest University
Yale University



The Upper School (grades 9-12) is considered one of the top college preparatory programs in the state. The core curriculum of English, science, mathematics, social studies, and world languages includes 70 honors and 28 Advanced Placement courses. A wide range of electives enables students to thrive in areas of deep interest — from the visual and performing arts to STEAM (science, technology, engineering, arts, and mathematics) courses, the latter including Computer Science & Coding, Design & Modeling, Circuits & Bots, Automation & Robotics, Engineering, Flight & Space, innovative Robotics, and Advanced Computer Science. The curriculum is further augmented by Global Online Academy, dual enrollment classes with University of Florida, and student research opportunities at University of Central Florida.

Lake Highland's College and Career Center provides a comprehensive college planning program throughout a student's time in Upper School. A team of three school and four college counselors is dedicated to helping students plan for their futures, providing expert and unique insight for Highlanders as they pursue their collegiate dreams.



THE ARTS

The Lake Highland arts program provides a comprehensive curriculum for PreK through grade 12 students, with the goal of “unleashing the artist within” each student. A vibrant Arts League, excellent faculty, and impressive facilities create a rich foundation for art classes of all kinds. By developing a sense of creative exploration at a young age, Highlanders discover new interests through more than 40 visual and performing art classes and programs. The visual arts program includes courses in painting, drawing, ceramics, sculpture, printmaking, and photography, with components in art history and student critiques. In Upper School, students further develop their skills and work toward a personal voice through projects in a wide variety of media or take part in AP Art Studio.

The school’s award-winning performing arts program offers students exceptional opportunities in band, chorus, theater, dance, and orchestra — with performances taking place in the Harriett Coleman Center for the Arts, a state-of-the-art showcase center comprising 30,000 square feet of performance, rehearsal, and instructional space.

Lake Highland’s digital media courses are a signature program for students, enabling them to explore graphic production, videography, and the recording arts.



ATHLETICS

Lake Highland athletics provide opportunities for students to hone their athletic abilities while developing transferable life skills such as teamwork, sportsmanship, leadership, and perseverance. Lake Highland's athletics program is competitive and successful; varsity teams have won more than 100 individual and team state championships since the school's founding in 1970, consistent with the department's goal of creating "champions on and off the field."

Led by an excellent coaching staff, the athletics program provides opportunities for 57 teams across 17 sports for students in grades 6-12. Fall teams include bowling, cheerleading, cross-country, football, golf, swimming and diving, and volleyball. Winter sports include basketball, cheerleading, soccer, and wrestling. Spring sports include archery, baseball, lacrosse, softball, tennis, volleyball, and track and field.

The school has some of the best athletic facilities in the state including a 1,100-seat gymnasium, a track, a 1,200-seat outdoor stadium, an Olympic-sized aquatic center, and a 3,750-square-foot Strength and Conditioning facility. The Lake Highland Athletic Complex (LHAC) is located a short distance from the main campus and features a softball field, baseball field, tennis courts, archery field, and practice fields. A wrestling gym is adjacent to the LHAC.



SCHOOL LIFE

Through its focus on community and a culture of inclusion, LHP provides abundant opportunities for students to explore, create, compete, serve, and lead. In all, the school helps all students flourish in a challenging, accepting, and continually improving community of excellence, equity, and accountability.

At the core of the school culture are nine tenets of Christianity, also known as the Fruits of the Spirit: love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control. People describe the culture as infectious, and it shows in the daily generosity, warmth, and kindness of spirit exhibited by all members of the community. To create a culture where students respect and understand differences, teachers and staff strive to personify the Fruits of the Spirit. When students display these attributes through their actions, they are recognized with a special button so they may tell others about their action. Students engage in service projects throughout the year, including an Annual Day of Service in which students and families contribute more than 4,000 service hours in one day.

Leadership and character development opportunities continue to grow in the upper-level grades at LHP. Seventy clubs and organizations are led by students and overseen by a faculty advisor. Upper School students are mentors to younger students. All juniors and seniors are also invited to attend Lake Highland's summer capstone leadership program — Outdoor Odyssey. In the mountains of western Pennsylvania, more than 100 students work through obstacles, support one another, overcome personal challenges, and sharpen their leadership skills.

Lake Highland also offers a variety of after-school enrichment opportunities, called Academies, for grades PreK-12. Opportunities range from arts to sports to gardening, to coding and other STEM activities.



CAMPUSES

Lake Highland's 45 acres of campuses consist of the Charles E. Bradshaw, Jr. Campus for the Lower and Upper Schools, the Charles Clayton Campus for the Middle School, and the Lake Highland Athletic Complex.

The Bradshaw Campus is as impressive as it is beautiful, nestled in a scenic residential enclave of downtown Orlando. Along with state-of-the-art classroom space, the campus includes the \$15 million Harriett Coleman Center for the Arts, comprising 30,000 square feet of performance, rehearsal, and instructional space. The Charles Clayton Middle School Campus is located a short distance away and offers an ideal, independent setting designed for the needs of Middle School students. The Hudson House, a beautiful home for the President and President's family, sits adjacent to campus.

Among the athletic facilities is an Olympic-sized aquatic center; the 1,200-seat stadium and track; and the Weng Family Gymnasium, including a 3,750-square-foot Strength & Conditioning weight room, a Training Room, and Athletic Administration offices. The Lake Highland Athletic Complex is across the lake and includes additional state-of-the-art athletic facilities.

The school recently launched the quiet phase of a comprehensive capital campaign, which will allow for the building or renovation of three facilities. The Upper School Center for Innovation and Academics will be an exceptional 70,000+ square foot lakefront facility, offering transformative spaces for Highlanders to learn, collaborate, problem-solve, and create. The ground floor will feature a Student Center, the College and Career Center, and Administrative Offices. The second-floor Innovation Institute will offer a state-of-the-art central makerspace surrounded by robotics, engineering, physics, and computer science labs. Math and English classrooms will occupy the third and fourth floors, facilitating interdisciplinary creativity and collaborative projects. A new multisport athletic facility at the Lake Highland Athletics Complex is also under development, as is an extensive renovation of the Calkins building, creating an Arts District with exceptional rehearsal spaces for performing arts.



ORLANDO, FLORIDA

Before Walt Disney World arrived in the 1970s, Orlando was a modest town with an economy based on farming and agriculture. While today this thriving city of some two million residents is known worldwide for its illustrious themed attractions, a vibrant and well-kept city center and sunny summers make Orlando more than just a vacation destination. Its climate, lifestyle, and international connectedness all are magnets for those seeking healthy, productive living environments.

Walt Disney World, Universal Orlando, Seaworld, Discovery Cove, and LEGOLand are all located in Orlando. Outside the resorts and theme parks, Orlando offers residents an urban/suburban mix — with plenty of services, shops, cafés, theaters, and more. Smartly designed neighborhoods with eclectic houses and leafy side streets are filled with local businesses — from markets to innovative restaurants and funky bars.

Downtown Orlando is the largest urban center in Central Florida. It is home to office towers, sports centers, theatres, art galleries, shopping centers, a myriad of lakes large and small, and many parks. The city boasts a great restaurant and nightlife scene, and it hosts an array of festivals, parades, as well as high-profile events. Loch Haven Park is full of cultural attractions, principally the Orlando Museum of Art (known as one of the best museums in the South), the Orlando Shakespeare Theater, the Orlando Repertory Theatre, the Orlando Science Center, and Mennello Museum of American Art. With three theaters and an outdoor plaza and entertainment venue, the Dr. Phillips Center for the Performing Arts made its debut downtown in November 2014. The Orlando Philharmonic Orchestra and a ballet company simply called The Company also make Orlando home.



Outdoor recreation and sports add to Orlando’s appeal. The city boasts the most golf courses in the U.S. and, even though landlocked, residents enjoy and explore the approximately 100 lakes dotting the landscape. Ecotourism is popular, and the area’s lush environment includes manatee habitats, scenic nature preserves, crystal clear springs, hiking trails, and more. Sports fans cheer the Orlando City Soccer Club and the NBA’s Orlando Magic, and follow plenty of college teams. The Atlantic Ocean is a short hour’s drive away.

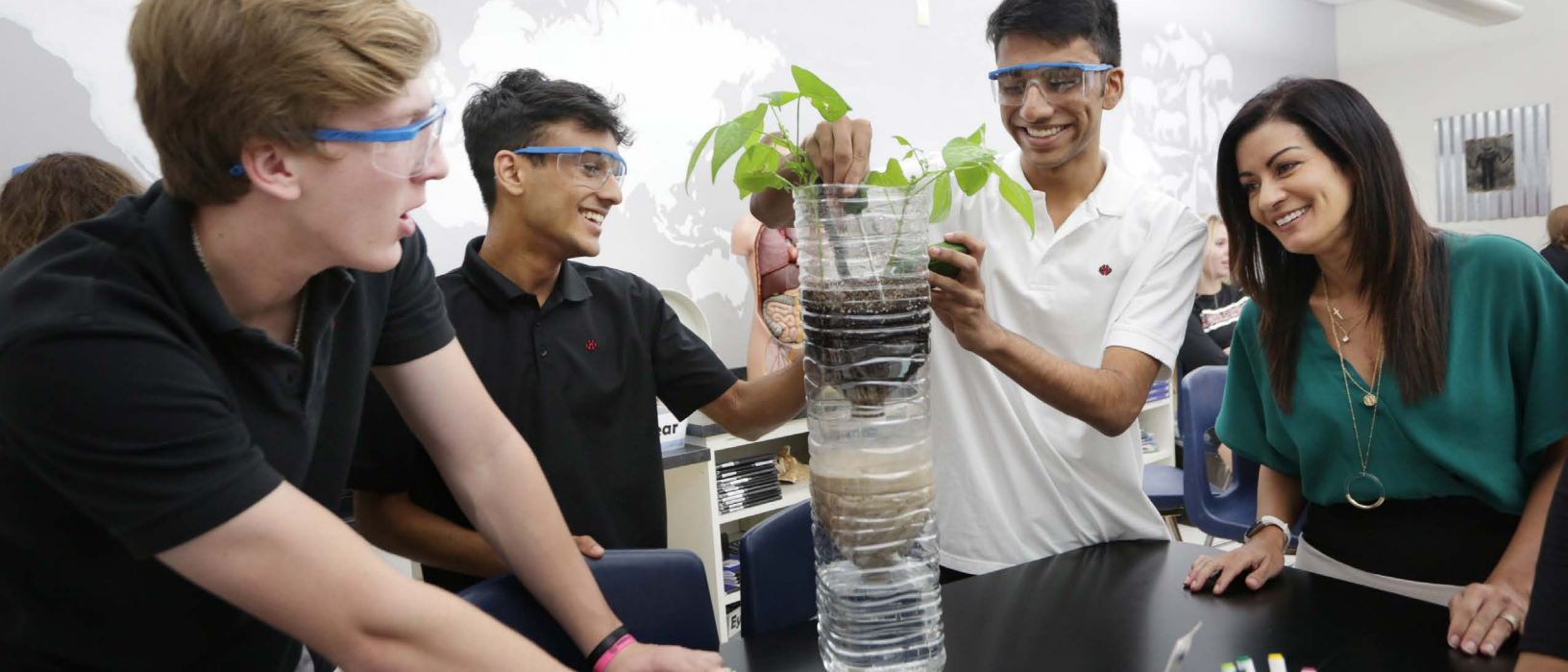
Known for its demographic diversity, Orlando is also highly rated for the quality of life, education, and work opportunities — including in modeling and simulation, agricultural technology, aviation, aerospace, and software and game design. A tech hotbed, Orlando is recognized for the Central Florida Research Park, home to more than 120 cutting edge companies. Nearby University of Central Florida, Rollins College, and Valencia College create a culture of collaboration guaranteed to provide excellent learning experiences and university education. Florida’s Bright Futures academic scholarship program has encouraged many strong students to remain in-state for college.



OPPORTUNITIES AND CHALLENGES

The incoming President will join an exceptionally mission-focused community with a collaborative and cohesive spirit. While enjoying robust enrollment, strong parental support, and sound finances, the new President will face challenges and opportunities including:

- Leading the school's largest capital campaign to date (\$30M), which includes \$25M for capital projects to complete the school's campus transformation;
- Prioritizing completion of the current strategic plan; assessing the school's short-term needs and envisioning the school's work ahead in its next chapter;
- Investing in people and relationships, responding to the wide variety of needs and perspectives among stakeholders, and uniting the community in service to the school's mission;
- Intentionally moving forward in work around diversity, equity, and inclusion, including welcoming an even more racially diverse student body and faculty and fostering a culture of belonging;
- Nurturing a shared vision of academic excellence and guiding and supporting the implementation and support of that vision throughout the school; and
- Providing leadership stability following a period of significant change.



DESIRED QUALITIES AND QUALIFICATIONS

The most competitive candidates will offer most or all of the following qualifications and qualities:

Community Leader

- Eagerness to engage actively with employees, students, and parents and willingness to prioritize relationships amidst the demands of a busy professional schedule and a large organization;
- Experience working in a best-practices relationship with a Board of Trustees;
- A leadership style that is collaborative whenever possible and decisive when necessary, built on approachability, responsiveness, and transparent communication;
- A commitment to honoring multiple perspectives in order to maintain an authentic, inclusive community; and
- Personal and professional commitment to diversity, equity, and inclusion.

Fiscal Steward and Operational Leader

- Nuanced understanding of the business and operational dimensions of a (large) independent school, including finance, admissions, communications, human resources, and development;
- Willingness and capacity to take an active role in fundraising;
- Significant experience leading, developing, and managing adults in complex organizations; and
- Experience using data and research to inform an organization's continuous growth, development, and improvement.

Strategic and Mission-Aligned Leader

- The ability to articulate vision and strategy and the tactical skills necessary to manage the systems and processes necessary to implement strategy;
- Facility identifying common ground and achieving buy-in among stakeholders; and
- Alignment with the school's mission and a leadership style rooted in the values of love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control.



TO APPLY

Interested candidates should submit electronically in one email and as separate documents (preferably PDFs) the following materials:

- A cover letter expressing interest in this particular position;
- A current resumé.

Selected candidates will also be asked to provide the following:

- A writing sample, such as a statement of educational philosophy or leadership practice, compelling blog post, or speech;
- A list of five professional references with name, phone number, and email address of each (*references will not be contacted without the candidate's permission*).

Candidates are invited to contact the consultants in confidence and to submit a resumé and cover letter to:

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