

Saint Stephen's Episcopal School

Head of School—July 1, 2023



Saint Stephen's Episcopal School, a Pre-K3-12 independent day school with 690 students, seeks a visionary educational leader who will embrace and celebrate the Episcopal ideals and school traditions of Saint Stephen's while continuously advancing the rigorous and dynamic program that prepares students for college and beyond in a warm family environment. The next Head of School will follow an iconic leader who has developed a highly committed and engaged faculty, staff, administrative team, and Board of Trustees. The beautiful 35-acre campus located in Bradenton, Florida, has highly functional, state-of-the-art facilities that meet the needs of all age groups and disciplines. While grounded in tradition, the school is well positioned for future growth and development with a solid strategic plan currently in place. A strong reputation for academic excellence combined with an active and engaged community attracts students and their families to a school committed to its promise that every child will be known and every child will be valued. Along with reviewing this introductory opportunity profile, candidates will want to fully explore the embedded links and the Saint Stephen's [website](#).

Mission

To provide a superior academic program which prepares each student for a college or university compatible with the individual's academic ability, interest and needs.

To instill in each student a love of learning, an active respect for all members of the school community and a fundamental sense of integrity.

To provide a nurturing environment which values independence and self-worth, physical health, spiritual awareness and responsible global citizenship.

Vision

To strive to be one of the premier independent college preparatory schools in the nation, educating tomorrow's leaders to make positive contributions to the world.

Promise

Every child will be known and every child will be valued.

School Prayer

Saint Stephen's has its own school prayer which is not only recited but embraced by students, faculty, staff and alumni. The values within the prayer are honored throughout the school at assemblies, athletic events and other community gatherings.

*Loving God, gracious Lord, thank you for the life we share
at Saint Stephen's Episcopal School.*

*Help us to do our part in making this community a place where
we all can become whom you created us to be.*

*Empower those who teach and those who learn to be fulfilled by
sound learning, new discovery and the pursuit of wisdom.*

*Open our hearts to your love that we might feel
your presence among us.*

*Guide and strengthen us by your Spirit, that we might love one another
as you love us, freely and fully, expecting nothing in return.*

In your most holy name we pray, Amen.

FAQ

Tuition:	
Pre-K	\$17,600
K-3	\$20,000
4-6	\$20,800
7-8	\$21,600
9-12	\$24,450

Enrollment:	
Lower School	167
Intermediate School	150
Middle School	123
Upper School	252

Finances:	
Operating Income	\$14,693,000
Operating Expenses	\$13,581,000
Financial Aid	\$1,255,000
Remission	\$663,000
Number of students receiving Financial aid	165

Alternative Revenue Sources include:
Lease of property to Smoothie-King franchise
Rental of a home
Fitness Center open to parents
After School Programs
Summer Programs
Lunch program
Transportation

Faculty and Staff:	
Teachers	75
Assistant and Instructional Support	7
Administrators	13
Student/Teacher ratio	9:1
Average class size	15



History and Sense of Place

Saint Stephen's Episcopal School was founded in 1970, when a group of Bradenton community leaders met with the Bishop of the Episcopal Diocese of Southwest Florida. From its humble beginnings, Saint Stephen's has developed a reputation for excellence and is now defined by its energy and vibrancy. The initial desire to develop a school focused on high academic standards, small classes, and independence continues to be its intentions and hallmarks 50 years later.

Episcopal Identity

Since its founding, Saint Stephen's has approached faith and spiritual education by focusing on inclusion, understanding, compassion, personal character and ethics. Saint Stephen's is an Episcopal School, yet proudly welcomes children and families of all faiths. The goal is to create an environment where spiritual awareness is valued and God's presence in the daily lives of community members is recognized. Christ Episcopal Church, which is located adjacent to the campus, is the setting for regular services where scripture and inspiring messages are shared, prayer and thanksgiving are offered, student musicians perform and silent reflection is observed. Chapel forms an integral part of school life at every grade level. Each week, in age-appropriate ways, students gather in their respective divisions for 30-minute services.

School Community

Saint Stephen's Episcopal School values and encourages diversity in thought and action. We believe the diversity among our students, faculty, leadership, and school community makes us stronger, and we welcome the opportunity to learn from one another. Our goal is to be a community that honors and recognizes the voice of each member in a setting that is safe and open to respectful dialogue. Our curriculum aspires to educate students through models that reflect the diversity of our world and our community.





Leadership and Campus

Saint Stephen's has benefitted from stability in leadership. The first three heads were Episcopal priests. In 1987, the fourth Head of School, John Howard, came from the Breck School in Minnesota and led Saint Stephen's through a period of steady growth. In 2003, Jan Pullen, who had served on Mr. Howard's administrative team, was named Head of School and has steadfastly led the school toward its vision of being a premier college preparatory school. Dr. Pullen has also been instrumental in developing local, regional, national, and international relationships with boards and organizations that have increased the visibility and stature of the school within the independent school community. The next Head of School will need to engage the school community, while intentionally maintaining and expanding on the many organizational relationships that have been developed over the years.

The original 22-acre campus has expanded to 35 acres of beautifully maintained grounds, classrooms, play spaces, gardens, athletic facilities and a marine science center located directly on the campus bayou. The marine science center combines open air and lab-focused classrooms with a dock, kayaks, and age-appropriate equipment, allowing the youngest to most senior students an opportunity to study the varied marine environment surrounding the campus. The school is initiating a capital campaign to add a S.T.E.A.M. Center, which will provide flexible spaces for theatre and academic presentations. This innovative space will enhance learning experiences and allow for additional creative opportunities for students, teachers and the broader community.

Saint Stephen's benefits from a diverse international community of people who make the Bradenton area home. The school community is fortunate to attract people from more than 20 nations. Flags representing the birth nations of the children and families are proudly displayed in each division of the school.



Programs: Philosophy and Mission in Action

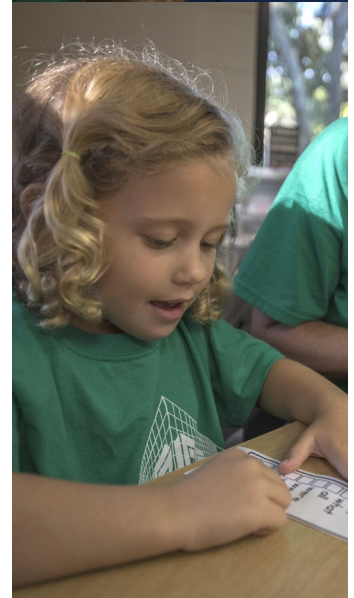
The faculty at Saint Stephen's are committed to the belief that successful classrooms seek to maximize student progress by providing differentiated instruction that meets multiple learning styles in age-appropriate environments. The school provides teachers significant autonomy in their classrooms as they create enriching and engaging lessons and incorporate emotional intelligence concepts at appropriate points throughout the curriculum. Guided by the school psychologist, The Center for Academic Success is a supplemental program that provides help for students who have the need or desire to advance in their studies through remedial and enrichment lessons. Professional development and instructional resources are a fundamental component of the support services offered through this program.

Lower School: Grades Pre-K3 to 3rd Grade

Starting in pre-kindergarten, the curriculum focuses on developing fundamental skills in language, math, social studies and science through projects and activities that encourage imagination and curiosity in a stimulating environment. Lower School teachers offer differentiating instruction across the board and are trained in the multi-sensory Orton-Gillingham Program. Children in the Lower School are also exposed to a robust Mandarin and Spanish program on a regular basis. The core curriculum is enhanced with a strong "specials" schedule which includes instruction in art, music, library skills/technology, religion and physical education. These classes are all key components of the age-appropriate curriculum and the desire to truly educate the whole child. Early on, children are introduced to and fully participate in the many important and significant schoolwide traditions. Older students are paired with younger children through the "Falcon Friends" program as one of many ways to build school-wide connections and foster meaningful relationships.

Intermediate School: Grades 4-6

Educators at Saint Stephen's have given intentional thought to the needs and opportunities for children in grades four through six as they develop and prepare for the next stage of their educational journey. Teachers are experienced in helping students move academically from the concrete to the abstract and from primary skills to higher-level thinking skills. Faculty members often collaborate on an integrated curriculum where children can study one topic in all subject areas. All students in the Intermediate School hone their reading and writing skills and learn the importance of public speaking in the annual Tropicana Speech Contest. Through a purposeful Chapel program and guided advisory periods, students are given opportunities to develop their social skills as well as their academic skills. Students are introduced to performing arts and participate in strings and band classes. Music ensemble and art education are an integral part of the Intermediate School experience, as well. Students participate daily in Spanish and Mandarin instruction with a focus on functional fluency. The Intermediate School provides 6th graders with both security and increasing levels of independence that serve in the present and prepare them for life in Middle School.



Middle School: Grades 7 and 8

Within the Middle School, the experience at Saint Stephen's is highlighted by students who will be challenged and inspired to follow their passions in their innovative and creative core academic courses. Classes are intentionally small so that each student can speak, be heard, and be known. The advisory program focuses on leadership skills, emotional intelligence, study skills and character building. Students participate in the "Innovation Pillar" program which highlights the Arts, Business & Communications, Engineering & Technology and Global Leadership. All Middle School students are encouraged to learn the importance of giving back to the community. The students dedicate six days per year to a variety of community service projects including a "Very Special Arts Day" where they host up to 150 kindergarten and 1st grade students from three area elementary schools. Students are encouraged to become involved in interscholastic athletic teams, a variety of arts opportunities, academic clubs, and leadership roles. Educational trips to Boston as 8th graders and to the Florida Keys for 7th graders are a highlight of the Middle School experience. These trips foster independence and team building and provide a hands-on curriculum that exposes students to different universities, museums, historic tours and engaging activities. The Middle School program is designed to prepare, encourage and guide students for success in the Upper School.

Upper School: Grades 9-12

The Upper School thoroughly prepares students for colleges and universities compatible with their abilities, desires and life beyond. The many rigorous academic courses provide college readiness skills and critical thinking essentials with a focus on research, writing and communication. The small class sizes and highly qualified and dedicated faculty provide detailed feedback to ensure students grow as thinkers and learners during their time on campus. Students select areas of intellectual passion for distinctions at graduation such as Visual Arts Conservatory, Global Scholars, or One Ocean, with several students each year completing independent study and capstone projects. Upper School students balance intellectual curiosity with athletic competition and training, as well as clubs, service and the arts. The Upper School provides collaborative leadership opportunities for students through Student Council, Chapel Council, team captains and class leadership positions, among others providing mentoring and leadership development. The Upper School culture is built on respect and relationships where students and faculty work together to provide a nurturing and caring environment. This is augmented by an advisory/assembly and chapel program which instills the shared values of the community and provides opportunities to bond with regular spirit events, worship services including senior speeches, and a focus on social and emotional learning. The Upper School combines this with an overall demanding academic program. An application process is in place for honors and advanced placement classes for those students who have demonstrated their capacity and willingness to work at the college level while in the Upper School.

College Counseling

As seen from the list of college acceptances on the side bar, Saint Stephen's students aspire to attend a wide range of universities from around the world that suit their abilities and interests. The College Counseling Office is staffed with an experienced director, assistant director and an administrative assistant who work together to offer numerous programs, seminars and events for students and families as they navigate the college admissions process. In addition to one-on-one sessions with each senior and junior student and family, the counselors offer special Senior Night and separate Junior Night programs to guide students and families through proven steps for a successful college search and application process. The College Counseling Office hosts officials from universities to share with families the trends in the college admissions process. An athletic recruitment session is also provided by a college admissions officer to support students and parents interested in collegiate athletic participation. Representatives from over 70 colleges and universities around the country regularly visit the Saint Stephen's campus to meet and offer informational sessions for prospective students.

Matriculation 2016-2020

[\(link for complete list\)](#)

American
Appalachian State
Cal-Davis
Cal-Irvine
Cal- Santa Barbara
Case Western Reserve
Clemson
Colorado
Cooper Union
Dartmouth
Davidson
Denison
Durham (UK)
Elon
Embry-Riddle
Flagler
Florida
Florida Atlantic
Florida Gulf Coast
Florida Tech
Florida State
Franklin (Switz.)
Furman
George Mason
George Washington
Georgetown
Georgia
Georgia Tech
Harvard
Hofstra
Illinois
Johns Hopkins
King's College (UK)
London School of Economics
Loyola-Chicago
Marquette
Miami-Ohio
Michigan
Michigan State
New College
North Carolina
Northeastern
North Florida
Notre Dame
Ohio State
Oregon
Pepperdine
Princeton
Purdue
Rensselaer Polytechnic Institute
Rochester Institute of Technology
Rollins
Rutgers
Saint Mary's
Savannah College of Art and Design
Sewanee
Southern Cal
South Florida
Southern Methodist University
Stetson
Swarthmore
Texas
Tulane
University of Central Florida
U.S. Coast Guard Academy
Vanderbilt
Vassar
Wabash
Wake Forest
Washington-St. Louis
Yale

Signature Programs

The dedicated and forward-thinking faculty at Saint Stephen's are continuously developing and enhancing special [programs](#) to enrich the academic and school experiences for students. Over the years, [The Technology Initiative](#), [The Marine Science Program](#), [The Global Initiative](#) and the [Emotional Intelligence Initiative](#) have distinguished Saint Stephen's from other schools in the region.

Marine Science

In 2016, Saint Stephen's completed construction of the Marine Science Center to enhance a curriculum that provides students of all grades with hands-on and in-depth studies of marine life on and near the campus. The McLewis Bayou, running through the center of campus, provides direct access to the Manatee River and the Gulf of Mexico. The faculty have developed the One Ocean curriculum for students of all ages and interests. Partnerships with Mote Marine Laboratory and the Freedom Boat Club allow students and faculty opportunities to experience instruction on the water and benefit from expertise and resources that enrich the curriculum and student experiences.

Global Education

Saint Stephen's has a long tradition of promoting global citizenship through its Global Initiative. This is a well-developed and long-running signature program that has connected Saint Stephen's students to students from many other schools, countries, and cultures. Significant efforts over the years have enabled the program to establish partnerships with more than 40 schools in 20 nations including Spain, Denmark, and the Netherlands, and deeper "sister school" relationships with schools in Argentina, China, Honduras, Japan and Tanzania. Pre-COVID, international travel with exchange visits and home stays was an integral part of the program. Students from all grade levels frequently engage in conversations and cross-curricular projects with students in partner schools to prepare them for a more diverse and interconnected world.



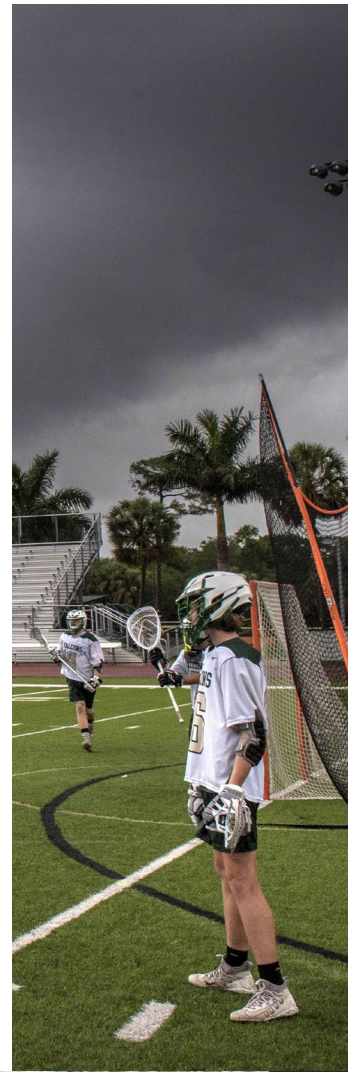
Athletics and Arts

Athletics

[Athletics](#) is an integral part of the Saint Stephen's experience. Since 2000, Saint Stephen's athletic teams have won eight state championships and 129 district and regional titles. An even bigger point of pride for the school, however, is that on and off the field, student-athletes demonstrate the school's four pillars of scholarship, leadership, integrity and service. Maintaining a successful athletic program is vital to attracting talented student-athletes, strengthening the overall program and contributing to the vitality of school spirit. The Falcon Athletic Boosters actively supports all teams and ensures that volunteer needs are met. Student-athletes in grades 6-12 are encouraged to compete in 13 different sports at the middle school, junior varsity, and varsity levels. On average, over 85% of middle and upper school students participate in 1 sport- over 60% participate in 2 sports, and over 50% participate in 3 or more sports. In 2013, the school opened a new, multi-million-dollar, state-of-the-art athletic facility that features a first-class track, turf soccer/football stadium, baseball and softball fields, tennis courts and a staffed training center. The current master site plan has space for a new gymnasium. These facilities complement the expertise and commitment of the many experienced and dedicated coaches.

Arts

[The arts](#) have always played a special role in the lives of the Saint Stephen's students and school community. Students of all ages are provided studios to learn and experiment with drawing, painting, ceramics, digital art production and music. The Spring Art Show is a much-anticipated annual school wide event showcasing the various projects from throughout the school year. The on-campus performance space is the setting for an Upper/ Middle School and a Lower/ Intermediate School musical each year. These shows provide experiences in performing, set design, and construction and offer students the opportunity to learn how to manage lighting and sound systems. The current capital campaign for the S.T.E.A.M. Center has a large theatre space and flexible areas for musical performances, project demonstrations, and art displays. This new space will allow for increased opportunities to expand the overall performing arts program with quality programming and increased offerings.



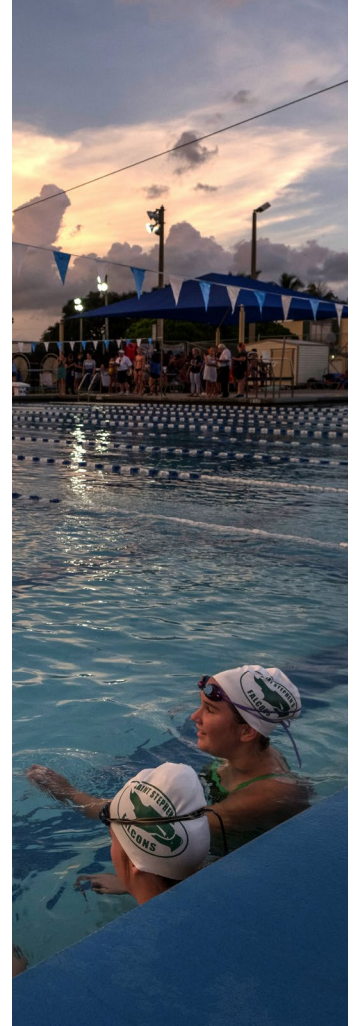
Advancement

Admissions

Saint Stephen's prides itself on its streamlined admissions process and its 92% student retention rate. The Director of Admissions partners with the Division Directors to provide personal tours to interested students and families and the Division Directors assess each student to determine "fit" and placement. The impressive 82% annual yield rate for new students speaks to the tremendous success of this process. Saint Stephen's enrolls mission-ready candidates for all grades throughout the school year. While there was a pandemic-related decline in enrollment after March of 2020, there was a strong rebound for 2021. The school accepts an average of 125 new students each year but enrolled 160 new students for the 2021-2022 school year.

Development

Advancement efforts at Saint Stephen's are undertaken in a team approach that includes the Development Office, the Head of School and Trustees via an active Development Committee. A highly engaged Parents' Association, with more than 300 unique volunteers, donates thousands of hours each year to help fundraise and strengthen the school community. The Director of Alumni Relations also plays a prominent role and actively works to engage alumni and create enthusiasm for giving back to the school. Annual giving, capital giving, and endowment are the areas of focus. Over the past decade, Saint Stephen's has experienced significant growth in its endowment to nearly \$9 million, while continuing to see successful annual fund campaigns and capital contributions. It is during that time that Saint Stephen's began its first drawdowns on endowment income to the operating budget. Saint Stephen's is set to launch its most significant capital campaign to date for the construction of the new S.T.E.A.M. Center.



Leadership

Governance

Saint Stephen's has a highly effective 21-member Board of Trustees that meets seven times per year. Adhering to governance best practices, the Board focuses on the strategic plans of Saint Stephen's and respects that the operations of the school is the main responsibility of the Head of School. Historically and currently, the partnership between the Board of Trustees and Head of School is strong and productive. The Board is currently composed of current and past parents, and four ex-officio members have voting rights. These include the Rector of Christ Episcopal Church, a lay representative from the church, the immediate Past Chair of the Saint Stephen's Board, and the Parents' Association President. The Head of School is an ex-officio member of the board without voting rights. She attends all Board and committee meetings. The CFO and Director of Development are also included at Board meetings.

The Board has seven committees that are highly active: Executive, Finance, Audit, Long Range Planning, Facilities, Development and Community Outreach, and Governance. In addition, the Endowment Trustees Committee, appointed by the Board, reports endowment activities to the Board. Board meetings always begin with an update on a relevant school topic (e.g., college counseling) from a faculty member or school administrator and then focus on committee updates and a generative strategic discussion.

The Head and Board have participated in training programs to ensure the Board and administration follow principles of good practice for governance. The current Head of School is one of the facilitators for the Leadership Through Partnership program sponsored by the Florida Council of Independent Schools. Her Board chairs regularly attend the sessions with her.

Administrative Leadership

The current Head of School is a hands-on, ever-present leader in the school and community. She meets regularly with her administrative leaders which include the CFO, Director of Admissions and Marketing, Director of Development, four Division Directors, Chaplain and Athletic Director. In addition, the Academic Council, composed of Department Chairs, Division Directors and representatives from each division, meets regularly to coordinate and align the scope and sequence of the curriculum provided at Saint Stephen's. Division Directors are responsible for the curriculum within their divisions but are guided by Department Chairs and Vice Chairs who provide the needed research and development, as well as the cross-divisional insight that is essential when creating new programs.



Opportunities for the New Head of School

Saint Stephen's is a well-organized and efficiently operated school. The community cherishes the traditions that have come to define it over its first 50 years. At the same time, the talented and ambitious faculty, administration and engaged parents are regularly seeking ways to add to and improve the student experience. Many would say that change is a constant at Saint Stephen's and, in fact, its best years are ahead. The next Head of School will be focused on the following areas:

Continued prioritization of the academic curriculum and programs with appropriate levels of challenge and rigor. Saint Stephen's attracts students and families with a sincere interest in academic excellence and challenge. The academic curriculum is the hallmark and magnet for current and future students. Faculty, parent and student expectations are high. The faculty and administration are aware that mission-appropriate students will bring a variety of learning methods and needs. The next Head of School will need to continue the essential work already occurring at the school while ensuring that new, challenging programs are developed. Respect for the diverse learning styles of future students will be important as programs are developed.

Affirming Episcopal values to ensure all members of the community are treated equally, fairly and respectfully. Like all communities, Saint Stephen's and Bradenton are not immune to the social challenges our country is facing. The next Head of School will need to have a well-developed cultural competency and an understanding of how diverse backgrounds, experiences and perspectives can enrich our dialogues and create meaningful interactions across campus. Using Episcopal values, the leader will need to find ways to unite the community as Saint Stephen's strives to be welcoming and inclusive.

Advancing a culture of philanthropy to ensure capital campaigns, annual fund and endowment goals are understood and achieved. Saint Stephen's has successfully reduced debt and added several state-of-the-art facilities during the current Head's tenure. The endowment has grown and is now beginning to support the operating budget. The next Head of School will have a new master site plan, an updated strategic plan, and program and compensation goals that will require philanthropic support. Engaging current and past community members, as well as other sources of funding, will be required for the long-term health and success of the school. The development of a vision and strong relationships within the community will be essential.

Attracting and retaining highly qualified faculty and staff with an emphasis on competitive salary and benefits in a changing marketplace. The new Head of School will find an accomplished and committed faculty, staff and administration. The state of Florida provided public school teachers a significant salary boost in the past year because Florida, like other states, has experienced a teacher shortage. While the Saint Stephen's Parents' Association was able to provide each teacher with a bonus at the end of last year, it was not as significant as what the public-school teachers received. Developing a plan to ensure the short and long-term attraction and retention of the best teachers and administrators will be a priority for future success.

Ensuring a long-term financial plan for the sustainability of the school. Saint Stephen's, like most independent schools, depends on tuition as the primary source of revenue. The Board and administration are sensitive to financial constraints within the community. Plans to ensure the affordability of the school through increased endowments and reserve funds, as well as increases in financial aid and other scholarship funds, will ensure long-term financial sustainability. The new Head of School will need to possess strong financial acumen and partner with the Board in creating these plans.

Candidate Attributes and Experiences

The Saint Stephen's Episcopal School Board of Trustees and community seek a passionate, engaged and committed educational leader who has demonstrated the ability to embrace the mission, vision and philosophy of Episcopal education as exemplified at the school. *Candidates must demonstrate most, if not all, of the following critical competencies:*

- Commitment to maintaining the rigor of the academic curriculum while continuing the tradition of a strong athletic program.
- Dedication to the principle of educating each individual child from pre-school through twelfth grade by embracing the Promise, "Every child will be known and every child will be valued."
- Demonstrated ability to grow the enrollment of a school in a competitive environment.
- Enthusiasm and demonstrated success for fundraising and community development coupled with the ability to tell the story of Saint Stephen's in a compelling fashion.
- Passion to work with faculty to enhance academic and cocurricular programs.
- Demonstrated ability to unite a community around a common vision and strategic plan.
- Commitment to serve the school and its community.
- Understand the pivotal role Saint Stephen's plays in the greater Bradenton community.

Candidates should demonstrate the following executive leadership and management abilities and credentials:

- An advanced degree and demonstrated professional development.
- A record of achievement with at least seven years of senior administrative experience.
- High level leadership skills that have inspired and motivated others to build success.
- The ability to address big picture issues as well as the details of leading a school community.
- Demonstrated success recruiting, supervising and developing high-functioning teams.
- Respected as an excellent communicator with skill in public speaking and writing.

The new Head of School will be:

- Inspiring and passionate about the work that Saint Stephen's Episcopal School does with the children and adults in the community.
- Comfortable in professional and social environments with exceptional cultural competency.
- A collaborative leader who will inspire, develop and empower other school personnel to elevate the leadership profile of the collective group.
- A compassionate and engaging relationship and community builder with strong emotional intelligence attributes.
- A role model for children and adults able to show warmth, care, humor and joy.
- Highly visible, accessible and approachable to all constituents.
- A visionary leader as well as a flexible thinker who can lead through change while understanding, respecting and building upon revered traditions.



Information about the Search Process

A search is underway to identify a new Head of School, who will assume the position on July 1, 2023.

Saint Stephen’s Episcopal School is a member of the National Association of Independent Schools, National Association of Episcopal Schools, Florida Council of Independent Schools, Cognia, Cum Laude Society and the Florida High School Athletic Association. The school will follow NAIS and NAES Principles of Good Practice regarding Head of School searches. Saint Stephen’s is accredited by The Florida Council of Independent Schools and The Southern Association of Independent Schools. The Board of Trustees has appointed a search committee to conduct a search and has engaged a national executive search firm, Educational Directions, to assist the committee.

Please direct all inquiries and nominations by January 10, 2022 in confidence to:

Dr. John Watson, jwatson@edu-directions.com
or
Mike Murphy, mmurphy@edu-directions.com

Saint Stephen’s Episcopal School is an Affirmative Action/Equal Opportunity Employer and seeks qualified candidates from a wide variety of backgrounds and identities.

Compensation will be within the expected norms of comparable schools.

Candidates should submit:

- A cover letter addressed to members of the search committee explaining their interest in Saint Stephen’s
- A resume
- A personal statement
- Names, e-mail addresses, and telephone numbers of five references (references will not be contacted without prior agreement of candidate). Finalists will be expected to furnish seven additional references.
- A writing sample

Materials Submission Deadline	February 1, 2022
Candidate Notified of Status	March 1, 2022
Semi-Finalist Interviews	March 19-20, 2022
Finalist Interviews	April 5-12, 2022

