



Head of School



In Search of Truth

NASHVILLE, TN

FOR A POSITION TO BEGIN IN JULY OF 2012, ENSWORTH SCHOOL IS SEEKING A PIONEERING AND VISIONARY LEADER WHO SHARES THE SCHOOL'S COMMITMENT TO THE HOLISTIC EDUCATION OF YOUNG PEOPLE AND ITS DETERMINATION TO RANK AMONG THE NATION'S PREMIER INDEPENDENT SCHOOLS .

Chartered in 1958 by Nashville parents seeking an independent coeducational school that would provide challenging academics, small classes, and a nurturing environment for young children, Ensworth School prospered for nearly 50 years as a highly regarded school for children through grade 8.

In 2002, the Board of Trustees took the bold step of launching a High School program. With the generous support of the school community, which contributed \$120 million over the next eight years, Ensworth School has evolved into a Pre-First through Twelfth Grade school of more than 1,045 students on two spectacular campuses. Its four graduating classes have now matriculated at more than 100 colleges and universities, including the nation's most selective institutions.

On both campuses, Ensworth offers a vibrant curriculum that blends traditional and progressive educational approaches. Signature programs include the Harkness method of teaching, service learning at every grade, individually tailored fitness training, and extensive arts and athletic opportunities.

For the past 11 years, Headmaster Will Moseley has exercised transformational leadership, presiding over a remarkable period of growth while preserving the family-oriented culture that has been at the heart of Ensworth's success for more than a half century. His successor will inherit a thriving school poised for continued excellence and innovation.

On the web: www.ensworth.com

APPLICATION DEADLINE: SEPTEMBER 15, 2011

ENSWORTH SCHOOL AT A GLANCE

Founded: 1958

Location: 25-acre Red Gables campus (grades P1-8); 127-acre Devon Farm campus (High School) less than 7 miles away

Enrollment: 1,046
Lower School (P1-5): 394
Middle School (6-8): 229
High School (9-12): 423

% of student body belonging to racial/ethnic minorities: 13%

Full-time faculty: 140, 68% with advanced degrees

Average faculty tenure: 9 years

Endowment: \$58.5 million

Operating budget: \$22.3 million

Indebtedness: \$22.5 million

Total funds raised last year: \$25.7 million

Annual giving funds raised last year: \$1.07 million

Faculty/staff participation in annual giving: 100%

Parent participation in annual giving: 81%

Tuition and fees:

Grades P1-5: \$17,090
Grades 6-8: \$18,495
Grades 9-12: \$20,870

Financial aid awarded: \$1.8 million

% of students receiving aid: 12%

Accreditation: Southern Association of Colleges & Schools/Southern Association of Independent Schools

Member: National Association of Independent Schools, Tennessee Association of Independent Schools, Independent Schools of Nashville Area

MISSION STATEMENT

In Search of Truth

The Ensworth School is a Pre-First

through Twelfth Grade, coeducational

independent school. The School promotes

academic excellence and inspires students

to be intellectually curious, to use their

talents to the fullest, to be people of integrity, and to be contributors to society.



SCHOOL OBJECTIVES

Students are encouraged to:

- *Pursue intellectual challenges*
- *Think logically and critically*
- *Communicate clearly*
- *Be creative*
- *Be physically fit*
- *Develop good organizational and study skills*
- *Be conscientious and consistent in their studies*
- *Learn to set and achieve goals*
- *Develop confidence through individual effort*
- *Work effectively with others*
- *Be responsible*
- *Be respectful*
- *Be honest*
- *Be good citizens*



THE ENSWORTH SCHOOL

DEFINING STRENGTHS & UNIQUE ATTRIBUTES OF ENSWORTH SCHOOL

Though it is tempting to focus on Ensworth's truly impressive achievements over the past decade – the creation of the High School, a near doubling of the student body, two extraordinarily beautiful and well-equipped campuses, and the accumulation of a \$58.5 million endowment – members of the school community point to the warmth and spirit of Ensworth as its defining strength. Since it was chartered in 1958, Ensworth has been blessed with dedicated families who support one another and the School generously. Parents, teachers, and students form genuine partnerships and caring relationships that persevere through generations. Many of the founding families remain fully engaged in the life of the School, some as permanent trustees. Upon this solid foundation of love and support, Ensworth has built an educational enterprise of exceptional breadth and depth.

THE STUDENT BODY

Ensworth will open next year with the largest enrollment in its history and with more than 90 percent of the Eighth Grade having moved up to the High School. Demand for the Ensworth experience is high and growing; last year, there were 674 applications for 164 openings. The School serves families from more than 40 ZIP codes in and around Nashville, including many who have been associated with the School for several decades. Committed to maintaining its character as a family school, Ensworth does give priority to sibling and legacy candidates, although all admitted students must demonstrate the ability to handle the academically vigorous program.

Ensworth High School (EHS) graduated its first class in 2008. The Classes of 2008-2011 have included a total of 15 National Merit Finalists, 22 Commended Students, and one National Achievement Finalist. For the Class of 2011, the middle 50% ACT composite was 24-29. Middle 50% SAT scores were 530-620 Critical Reading, 530-650 Math, and 540-670 Writing.



The 113 members of the Class of 2011 will attend 61 colleges and universities, including 25 that are enrolling their first Ensworth graduate. Graduates from the classes of 2008-2011 have enrolled in the following 125 colleges and universities:

American University	Duke University	Middle Tennessee State University	Tennessee Technological University
Arizona State University	Earlham College	Mississippi State University	Texas Christian University
Auburn University	East Tennessee State University	Morehouse College	Tulane University
Baylor University	Eastern Kentucky University	Muhlenberg College	Tusculum College
Belmont University	Eckerd College	New York University	University of Alabama
Berklee College of Music	Emory University	North Carolina State University	University of Alabama at Birmingham
Berry College	Emory and Henry College	Northwestern University	University of Arizona
Birmingham-Southern College	Eugene Lang College New School for Liberal Arts	Oberlin College	University of California, Los Angeles
Boston College	Florida A&M University	Occidental College	University of Chicago
Boston University	Fordham University	Ohio State University	University of Delaware
Brandeis College	Furman University	Ohio Wesleyan University	University of Southern California
Bryn Mawr College	George Washington University	Pepperdine University	University of North Carolina at Chapel Hill
Carleton College	Georgetown University	Pomona College	University of Texas, Austin
Carson-Newman College	Georgia Institute of Technology	Pratt Institute	University of California at Berkeley
Cumberland University	Hampden-Sydney College	Princeton University	University of Colorado at Boulder
Case Western Reserve University	Hanover College	Reed College	University of Denver
Centre College	Hendrix College	Rhodes College	University of Florida
Clemson University	Howard University	Rochester Institute of Technology	University of Georgia
Colgate University	Indiana University at Bloomington	Rutgers University	University of Memphis
College of Charleston	Johns Hopkins University	Saint Louis University	University of Miami
College of Wooster	Kenyon College	Samford University	University of Michigan
Colorado College	Lee University	Santa Clara University	University of Mississippi
Colorado State University	Lehigh University	School of Visual Arts	University of Missouri Columbia
Columbia College	Lipscomb University	Scripps College	University of Notre Dame
Cornell University	Loyola University Chicago	Sewanee: The University of the South	University of Oregon
Cornell University	Loyola University New Orleans	Skidmore College	
Dartmouth College	Miami University, Oxford	Southern Methodist University	
Davidson College			
Denison University			
Dickinson College			
Drury University			

University of Richmond
University of South Carolina
University of Tennessee,
Chattanooga
University of Tennessee,
Knoxville

University of Virginia
University of Washington
Vanderbilt University
Virginia Polytechnic Institute and
State University
Wake Forest University

Washington and Lee University
Washington University in St.
Louis
Wesleyan University
Western Kentucky University
Williams College

Xavier University
Yale University

THE FACULTY, ADMINISTRATION, AND BOARD OF TRUSTEES

Ensworth's 140-member faculty represents a defining strength of the School. Highly professional and warmly involved in the lives of their students, teachers are encouraged to display individual initiative in pursuit of the School's Mission. At the High School, in particular, faculty play an important role in school governance, with most decisions regarding teaching and learning made through a democratic process. Ensworth offers excellent benefits and extensive professional development opportunities. Faculty evaluation is systematic and includes a self-reflection component.

The Head of School has assembled a talented senior administrative team on both campuses. The Associate Head of the Red Gables campus oversees the P1-8 program and also serves as a key assistant to the Head with school-wide responsibilities. The High School campus is overseen by two Associate Heads who also serve, respectively, as Head of the High School (overseeing the Deans of Academics, Students, and Faculty), and Athletic Director (with oversight responsibility for student life outside of academics, including the extensive service learning program). Other administrators reporting directly to the Head include the Admissions Directors, the Business Manager, the Director of Development, the Director of College Counseling, and the Heads of the Lower and Middle Schools. Department Heads on both campuses have important responsibilities in faculty hiring and curriculum oversight.

In addition to the academic administration, administrative offices consist of the Business Office and the Office of Institutional Advancement, which includes admissions, development, communications and special events, and publications. The Business Office oversees the School's finances, human resources, cafeterias, maintenance, and grounds departments.

Ensworth's visionary and dedicated Board of Trustees includes six permanent members, 20 members serving a maximum of two three-year terms, six ex officio members (including the Head of School), and one emeritus member. Ambitious, generous, and strategically oriented, the Board has been instrumental in driving the School's progress.

FINANCE AND DEVELOPMENT

Ensworth School is financially healthy, with a balanced \$22.3 million operating budget and only \$22.5 million in debt despite an extraordinary amount of campus construction and renovation activity over the past several years. Even more impressive has been the rapid growth in the School's endowment, now valued at \$58.5 million. A five-person development office oversees fundraising activity, including a very successful Annual Giving effort that raised more than \$1 million last year. Ensworth's Planned Giving society has 65 members. The School maintains endowed funds for several specific purposes, and major gifts efforts are ongoing.

SCHOOL CULTURE AND TRADITIONS

Reinforcing the family atmosphere and community spirit at Ensworth are a number of traditions, both old and new. The Black and Orange competition is a cherished tradition dating from Ensworth's founding. Beginning in First Grade, each Red Gables student is assigned to either the Black or Orange team, with legacy students sharing the color assignment of prior family members. Student captains are elected for both teams, which compete all year for points awarded for accomplishments ranging from honor roll achievement to Field Day successes. The winning team is announced at a final spring assembly. While the rivalry is spirited, students are often reminded that it takes "both black and orange to make a Tiger" – the School's mascot.



In the High School, that tradition has continued with the creation of the Devon Trophy competition. Students from all four grades are assigned to one of four Houses – Truth, Vitality, Integrity, and Morality – with points awarded throughout the year for school spirit and achievement in Homecoming float design and construction, Spirit Week contests, and other activities. Houses elect a male and female captain to lead their efforts.

Sporting events are Ensworth family affairs, with multigenerational crowds of up to 7,000 showing up to support the football team, which won the 2010 state championship. Annual events including Spirit Week, Grandparents Day, the

Talent Show, and a Pancake Breakfast sponsored by the Eighth Grade also help to build the strong community bonds that are a defining feature of the School. Buddy programs encourage interaction among students across grades. Adults and students come together regularly for service activities in the greater Nashville community, including a long-established partnership with Habitat for Humanity. To mark the conclusion of their Ensworth High School careers, Seniors create individual ceramic tiles that become a permanent part of the campus.

CAMPUSES AND FACILITIES

Ensworth's physical plant is, quite simply, extraordinary. Each of the two campuses has been thoughtfully developed to support both educational excellence and the abiding spirit of community that infuses the Ensworth experience. Between 2002 and 2010, 1,000 families contributed \$112 million to the Campaign for Ensworth – a remarkable effort that funded extensive facilities improvements for the Lower and Middle Schools and the construction of the entirely new High School.

THE RED GABLES CAMPUS



Ensworth School opened in 1958 with 152 students attending school in a large Tudor-style home called Red Gables, conveniently located in a beautiful residential neighborhood in the West End Avenue area of Nashville. Today, the much expanded Red Gables campus is home to approximately 625 students in grades P1-8. While preserving the Tudor style of the original building, the 25-acre campus now offers modern facilities for academics, arts, and athletics.

Among the recent campus additions are Patton Hall, a light-filled Middle School facility that includes a large and comfortable Commons; the Ingram Library, with a media room, extensive resources for research, as well as spaces for group and individual study; and the Hart Discovery Center for science and art. Frist Hall provides an attractive performing arts and assembly space. The newly completed 30,000-square-foot Brown Athletic Center features geothermal heating and cooling; a main basketball court and two cross courts; and a fitness room. Outdoor facilities include a track, a football-lacrosse-soccer field, a softball field, and practice fields. A spacious and attractive home for the Head of School is adjacent to the Red Gables campus.



THE DEVON FARM CAMPUS



Ensworth High School occupies an historic 127-acre site, known as Devon Farm, which is surrounded by the 2,684-acre Warner Parks and the Little Harpeth River. Artifacts discovered during the construction process have been dated to 10,000 years ago. The new campus, situated about seven miles from Red Gables, combines a traditional feel with all of the facilities needed for a thoroughly modern high school. A quadrangle at the center of the campus provides a community gathering space. The Academics Building houses spacious classrooms equipped with Harkness tables, modern science labs, and faculty offices with adjacent commons areas where teachers and students interact freely. The Commons Building houses the library, dining hall, and college counseling offices.

The Arts Building includes art studios, a darkroom, a graphics lab, art display spaces, a music rehearsal hall, a black box theater, and a dance studio. A magnificent 642-seat theater, opened in 2009, offers a spacious venue for drama, music, and dance performances as well as assembly space. The theater features a set-construction workshop; exceptional sound, lighting, and production facilities, including an orchestra pit lift; a green room, and teaching spaces.

Indoor athletic facilities include an athletic center with five basketball courts, a wrestling room, and 14 locker rooms. The 10,000-square-foot Fitness Center features state-of-the-art equipment for cardio and strength training. The campus includes the football stadium, baseball and softball fields, lacrosse and soccer fields, eight tennis courts, an eight-lane track, and a cross-country course. A \$22.5 million natatorium housing a 50-meter pool with a diving well is under construction, with completion scheduled for the 2012-13 academic year. Students from both campuses will use this new facility.



School-wide technology resources include a unified campus network and 800 computers, including the more than 400 wireless laptops for each High School student, as well as SmartBoards and facilities for distance learning.

HIGHLIGHTS OF THE ENSWORTH SCHOOL PROGRAM

Ensworth School offers a lively and comprehensive educational program, grades Pre-First through 12, that blends traditional and progressive approaches to ensure that students are challenged to take risks, explore individual interests, develop their talents to the fullest, and contribute to society.

LOWER SCHOOL (GRADES P1-5)



With an emphasis on developing children's strengths and a lifelong love of learning, Ensworth's Lower School offers a full range of studies in core subjects as well as enrichment activities in art, music, library, computer, and physical education. In grades P1-3, students participate in hands-on science exploration through the Discovery Lab. Throughout their Lower School years, students have 20-minute, exposure-based lessons in Spanish and Chinese, learning basic grammar and vocabulary as well as cultural information. Field trips are incorporated throughout the program. Third-Graders, for example, study Tennessee History by traveling to the Hermitage for insights into Andrew Jackson's life and take a walking tour of downtown Nashville to explore its history and architecture. Music is integrated at all grades, with chorus offered in grade 4 and beginner band in grade 5. An extracurricular Singing Tigers group is open to students in grades 3-5. The PE curriculum emphasizes both skills and sports. A rich art curriculum explores many media as well as art appreciation.

MIDDLE SCHOOL (GRADES 6-8)

Building on a solid foundation of skills and excitement for learning, Ensworth's Middle School program is designed to enhance students' abilities to analyze, ask questions, find relationships across subject areas, and work together in groups. Each morning students can work with their teachers during a 25-minute morning tutorial as they wait for the school day to begin. Middle School students begin and end the day with advisory periods, giving them the opportunity to check in with faculty regularly. Positive discipline is emphasized, with students encouraged to take responsibility for their actions; their teachers describe the Middle Schoolers as cooperative and friendly.

The core curriculum includes both a regular and honors track in mathematics, with advanced students completing Algebra I in Eighth Grade. Science culminates in an introduction to chemistry and physics. Students are exposed to Chinese, Spanish, and Latin in Sixth Grade and then choose one of those languages to pursue in grades 7 and 8 – preparing them to take a Level II language course in high school. Art, music, and physical education are important components of the schedule.

Off-campus excursions have long been a defining feature of the Ensworth Middle School. Sixth-Graders participate in whitewater rafting and stream biology study. In Seventh Grade, a week-long Outdoor Education experience builds confidence and community. The Eighth Grade caps the study of American history with a spring trip to Washington, D.C.

ENSWORTH HIGH SCHOOL (GRADES 9-12)

With a rare opportunity to create a 21st-century high school from the ground up, Ensworth's senior leadership team engaged in an intensive two-year design process to build a facility and a program that would reflect the School's core values and educational goals. The following Vision Statement articulates the guiding principles:

We envision a school community dedicated to following the highest principles with the greatest love, as characterized by moral integrity, intellectual vitality, discipline, compassion, humor, and joy.

We envision a school where a deep sense of community and belonging pervades all aspects of school life; where all members participate in a broad array of diverse activities both in and out of the classroom; and where collaboration, integration, and tradition thrive.

We envision a school committed to growth and learning for all members of its community, as reflected in communication that is open, honest, and direct; in decision-making that is inclusive, flexible, and efficient; in school governance that is clear and transparent; in practices that honor diversity of mind; and in opportunities for faculty development and innovation as fundamental components of their professional responsibilities.

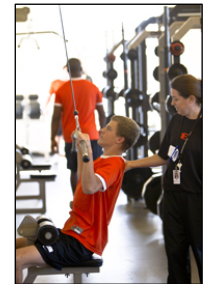
And we envision a school that reaches beyond itself to its broader community, that embraces service opportunities, and that serves as a leader in the national educational community.

Among the defining features of the program they created are the following:

- The High School curriculum is skills-based rather than content-oriented, designed to ensure that Ensworth graduates develop the ability to collaborate, communicate, question, speculate and hypothesize, evaluate, and apply knowledge to new situations.



- All classes except mathematics and studio art are taught around oval Harkness tables, promoting student-centered learning and active involvement in discussion. The student-faculty ratio is 7:1, with an average class size of 13.
- Committed to ensuring that students can enjoy a rich life outside of school, EHS sets clear limits on the amount of time students are expected to spend weekly in classwork (25 hours), on homework (15 hours), and in extracurricular activities, including athletics (15 hours).
- Advanced Placement courses are offered in all six major disciplines. Last year, 55 Juniors and Seniors earned AP Scholar designation for their performance on the exams. A Scholars Path in math and Spanish enables talented students to pursue advanced studies in those areas. A Capstone Program offers students in grades 11 and 12 the opportunity to pursue extensive exploration of an academic passion, culminating in an evening presentation to peers and faculty.
- As part of Ensworth's innovative fitness requirement, every EHS student is required every semester to pursue an individual fitness program, monitored by faculty members with particular training in fitness. The programs are tailored to each student's lifestyle and activities; athletes might work on specific conditioning for their sport while other students might pursue general fitness and health goals. The program requires three hours a week, and has resulted in significant measurable gains in students' strength and flexibility.
- The arts at Ensworth High School are designed to challenge and encourage students from the inexperienced to the developing professional in visual arts, music, and theater/dance. Students are required to take four semesters of arts courses in at least two of these areas, beginning with a foundation course and including one course at a more advanced level. Ensemble and choral groups, drama clubs, and theatre groups provide a wide range of performance opportunities – an experience that is enhanced by the magnificent new theater that opened in 2009.



SERVICE LEARNING

Particularly noteworthy is Ensworth's commitment to service learning, which is an integral part of the academic program on both the Red Gables and Devon Farm campuses. Ensworth works with more than 100 service organizations in the Nashville area, and each grade pursues at least one specific service learning project.

EHS students research issues and problems in the community before undertaking efforts to improve those situations. Since the High School's opening, students have hosted a sports workshop for Special Olympics participants from 30 area public schools, helped maintain the natural environments in local parks, and have helped to build four Habitat for Humanity homes. Seniors organize a Social Services Fair to help guide Juniors in selecting their individual senior emphasis project. In recent years, the Middle and High Schools have broadened their service learning programs to incorporate international trips. This summer, student and faculty groups are headed to Kenya, Peru, Belize, and Costa Rica in partnership with World Leadership School.

ATHLETICS

Ensworth offers a comprehensive interscholastic athletics program in both Middle and High Schools. With a focus on building skills and promoting teamwork, Ensworth maintains a no-cut policy in the Middle School, offering cross country, golf, volleyball, football, soccer, wrestling, basketball, baseball, softball, tennis, track, swimming, and lacrosse. Ensworth competes with other area middle schools in the Harpeth Valley Athletic Conference (HVAC), an organization it helped to found. Approximately 95 percent of Middle School students participate during at least one athletic season each year, and these teams have met with great success as evidenced by 2010-2011 HVAC championship teams in volleyball, girls track, girls basketball, boys tennis, and boys cross country.

Ensworth High School participates in all sports sanctioned by the Tennessee Secondary School Athletic Association (TSSAA) and also fields teams in swimming, ice hockey, bowling, and boys and girls lacrosse. Ensworth competes in Division IIAA of the TSSAA with independent schools throughout Tennessee. Since 2004, Ensworth has produced state championship teams in football, volleyball, and girls lacrosse as well as four state basketball championships – a truly remarkable achievement given that the High School welcomed its first Ninth-Grade class in 2004. Ensworth also sponsors a rich variety of sports camps year-round on both campuses for children of all ages from throughout the Nashville metropolitan area.

OPPORTUNITIES & CHALLENGES FOR THE NEXT HEAD OF SCHOOL

The Head of School opportunity for Ensworth School represents one of the prime leadership positions available in independent education today. In addition to its extraordinary physical, financial, and human resources, Ensworth’s can-do spirit and exciting aspirations offer tremendous opportunities for an ambitious and talented educational leader. While justifiably proud of all that has been accomplished at Ensworth over the past decade, the School’s leadership remains focused on the future. The 2007-12 strategic plan, titled *Ensworth – The Tradition Grows Forward*, includes the following vision:

In the next 15-20 years, The Ensworth School will maintain its position among the best schools in the nation because of strong leadership, outstanding faculty, an academically rigorous integrated curriculum promoting excellence, a talented, balanced student body, top quality facilities, and successful partnerships with families and the community it serves. Graduates of The Ensworth School will reach their full personal, intellectual, and professional potential and will be lifelong learners prepared for leadership in all their endeavors.

Having already made great strides toward achieving that vision, trustees and senior administrators are now focused on vaulting Ensworth to national prominence as a model of progressive K-12 independent education, one that is firmly rooted in enduring values. Among the opportunities and challenges awaiting the next Head of School are the following:

TWO CAMPUSES – ONE SCHOOL

With more than a half century of tradition and a stellar reputation firmly in place, Ensworth School embarked in 2004 on an exciting journey of expansion with the addition of the High School. Since then, the school community has worked hard to establish a new identity as a P1-12 institution – “two campuses, one school.” The task is complex and continuing, with the need to recognize the appropriately different cultures of the Lower, Middle, and High Schools while also promoting a sense of wholeness across campus boundaries. The School wishes to retain the strong family atmosphere and sense of tradition that characterizes the Red Gables campus, and also wants new families who arrive at the High School level to feel welcome and included. Faculty members from both campuses meet periodically, but because there are separate department chairs for each discipline on both campuses, vertical integration of the curriculum can be a challenge.

THE SCHOOL PROGRAM: A CONSTANT STRIVING FOR EXCELLENCE AND BALANCE

There is a lot going on at Ensworth: a progressive and constantly evolving academic curriculum, a highly successful athletic program, a deep commitment to service learning, and an ever-increasing interest in the arts. Each of these program elements is valued in different measures by different constituencies, requiring a constant balancing act by the School’s leadership to ensure that the overall program remains mission-focused and coherent.

A recent survey of the school community, conducted in conjunction with the launch of the next strategic planning process, demonstrated that the Ensworth family is keenly attuned to emerging educational imperatives in an increasingly interconnected and technology-driven world. The next Head of School will have the opportunity to lead vital discussions surrounding the continuing infusion of global perspectives into the curriculum (including approaches to language instruction and service learning) as well as thoughtful and exciting uses of technology to enhance learning.



MARKETING AND ENROLLMENT MANAGEMENT

The creation of a High School associated with the already widely admired Ensworth School brand upended the long-established independent school marketplace in Nashville. As families consider and reconsider their high school options, it is vitally important that Ensworth High School present a well-defined image and identity. The remarkable success of the athletic program is a source of great pride for the School, but that success has also generated concern that Ensworth’s dedication to academic vigor and moral development might be overshadowed in the public mind as a result. Current and prospective families are also carefully watching college placement results, which are viewed as key indicators of the School’s academic

strength and evolving national reputation. Ensuring that EHS communicates an accurate and complete identity to the broader community will be an important priority for the next Head of School.

Like nearly all independent schools, Ensworth is grappling with issues of affordability and economic diversity. Only about 2 percent of Nashville area families can afford the tuition – raising concerns that the middle class is increasingly finding an Ensworth education out of reach. The School awarded \$1.8 million in financial aid for the 2010-11 year, with most of those funds allocated to support High School students. Nineteen percent of EHS students received aid, with an average award of more than \$15,000. In addition, Ensworth employees receive 50 percent tuition remission for their children – a \$590,000 investment by the School for 2011-12 – and one that helps to ensure a continuing presence of middle-class families within the school community. Continuing to build endowment funds dedicated to financial aid is a high priority for the school’s leadership.



As Nashville becomes an increasingly diverse and cosmopolitan community, Ensworth has launched several initiatives to promote conversations within the school family about diversity and to reach out to prospective students from many ethnic and religious backgrounds. Thirteen percent of the student body now belongs to racial or ethnic minorities.

PROFESSIONAL QUALIFICATIONS & PERSONAL QUALITIES

Ensworth School is seeking as its next Head of School:

- A visionary leader who is committed to the continuous pursuit of excellence across all dimensions of the school program.
- An aspirational leader who dreams big and believes in the School’s capacity to accomplish great things.
- A forward-thinking educator who is inspired and energized by the Ensworth Mission and school culture.
- An excellent judge of people, with a demonstrated record of hiring well, delegating appropriately, and inspiring loyalty, commitment, and trust among the faculty and staff.
- A wise decision maker who is guided always by the best interests of students.
- A high-profile leader who is comfortable in the spotlight.



The successful candidate should possess:

- Solid academic credentials, coupled with evidence of a commitment to lifelong learning.
- Experience across the K-12 spectrum, ideally in a highly regarded independent school.
- A breadth of knowledge about current best practices in independent education, particularly at the high school level.
- A balanced appreciation of academics, athletics, the arts, and service learning as important components of a well-rounded education.
- A global perspective and a sophisticated understanding of the complex issues associated with an increasingly diverse world.
- Exceptional communication skills.
- An air of calm authority.
- Kindness, warmth, and compassion.
- The ability to handle difficult situations with skill and grace.
- A genuine desire to be highly visible and fully engaged in the life of the School.
- Respect for tradition, blended with a commitment to thoughtful innovation.
- Strong character and the utmost integrity.



SEARCH CALENDAR

Application deadline:	September 15, 2011
Selection of semifinalists:	September 29, 2011
Semifinalist interviews:	October 8-9, 2011
Finalist visits:	October/November 2011
Appointment:	November 2011

THE SEARCH PROCESS & APPLICATION REQUIREMENTS

Acting on behalf of Ensworth School, Wickenden Associates is actively recruiting talented educational leaders who possess the skills, personal qualities, and experience necessary to meet the demands of this exciting and demanding position.

The lead consultants are James Wickenden (jwickenden@wickenden.com) and Susan Walters (swalters@wickenden.com).

Applicants should submit by **Thursday, September 15, 2011**, the following:

- *A cover letter indicating why they are particularly interested in and qualified for the position.*
- *A current résumé.*
- *A statement of educational philosophy and/or other supporting material (e.g. articles or speeches) that would be useful to the Search Committee.*
- *The names, addresses, and telephone numbers of three references. (We will obtain permission from candidates before contacting references.)*

These materials should be transmitted via email attachment to searches@wickenden.com.

After an initial review of applicants, the Search Committee will select semifinalists, who will be interviewed over the weekend of **October 8-9, 2011**. Finalists will then be invited to Ensworth for a more comprehensive series of interviews with representatives of the School's constituencies. Ideally, a final selection will be made no later than November. Wickenden Associates will keep all applicants informed of their status throughout the process.