



BROOKSTONE

The Independent College Preparatory
School of Columbus

EXECUTIVE SUMMARY

Overview

Following six years of outstanding service, Scott Wilson will step down as Head of School at the end of June 2009 to assume the leadership of Baylor School in Chattanooga, Tennessee. Dr. Frank Brown, former President of Columbus State University in Columbus, Georgia, will serve as the Interim Head of School through June 2010, when the new Head of School will assume her/his responsibilities. Under Scott Wilson's strong leadership, the School completed a major capital campaign to add endowment, land and facilities to the campus and continued to strengthen the excellent academic, athletic, and fine arts programs.

The Board of Trustees has hired Ned Becker and Katherine Betz of Educators' Collaborative, LLC to facilitate the search for a new Head of School. In connection with their retention, the two consultants conducted interviews with faculty members, administrators, staff, students, parents, alumni, trustees, alumni parents, grandparents, and friends of the School to ascertain the current strengths of the School, the challenges facing the School, and the qualifications most necessary for the new leader. The interviews were conducted with the assurance of confidentiality and the understanding that comments and ideas shared with the search committee would not be attributed to any individual. A total of 96 people were interviewed one-on-one or through group sessions, and 107 responses were contributed online through the SurveyMonkey.com option. The breakout of constituents who were interviewed is listed below. The individuals interviewed crossed over several constituencies so the numbers reflect the individual's dominant constituency.

Interview Tally

	Male	Female	Total
Administrators	3	4	7
Faculty	5	16	21
Alumni	3	4	7
Students	5	13	18
Parents	3	13	16
Trustees	9	7	16
Alumni Parents	3	3	6
Friends	2	3	5
Totals	33	63	96

The results of the interviews and online responses are summarized in the following sections. The successful candidate for this position will be the person who can sustain and improve the strengths of the School and can meet the challenges and qualifications listed below.

Strengths of the School

1. A strong sense of community

Through an active commitment to its mission, Brookstone's created a family atmosphere that is characterized by caring, trust, and respect. Parents value the "shared vision" for moral and ethical development, the safe environment, and the "seamless manner of caretaking and compassion" that infuses the whole school. The size of the School promotes meaningful relationships between students and teachers and provides opportunities for each student to be involved in a wide variety of pursuits from academics to athletics to the fine arts and other extracurricular activities. The partnership of trust and caring among students, parents, faculty, administrators, and Board members makes the cost of tuition an investment and not just an expense.

2. A balanced, broad, and challenging educational program

The strength and breadth of the academic program is a legacy and hallmark of Brookstone. From PreK through the 12th grade, Brookstone strives to stretch students academically through a coordinated, rigorous and developmentally appropriate curriculum, yet recognizes and accommodates each student's differences, weaknesses, and strengths. Balancing the core academic program are extensive and successful programs in the fine arts, sports and athletics, servant leadership, and a wide variety of extracurricular options. Students are given the chance to explore, to take risks, and to grow in multiple dimensions, which prepares them for success in college, both academically and emotionally.

3. A strong and dedicated Faculty

Brookstone is blessed with incredibly hard-working and talented faculty and administrators, who are committed to challenging and supporting the students.

There is a substantial core of veteran faculty members, who represent the best of what the Brookstone academic legacy is all about. The strength and diversity of the curriculum and the moral fabric of the School are embodied in the faculty, administration, and staff.

4. A wonderful campus with exceptional resources

The School is ideally situated in the city, well maintained, has outstanding facilities, is financially stable, and is debt free. The materials and equipment to support appropriate teaching and learning in each division of the School are extraordinary. In addition, the School has adjacent undeveloped land that provides beauty and natural resources to the campus.

5. An involved adult community

The Board members, parents, and alumni give generously of their time, talents and gifts. These adults show an exceptional loyalty to the School and a vested interest in the past, present, and future successes of Brookstone. The School is blessed with a productive, focused, knowledgeable, and supportive Board of Trustees that operates effectively and appropriately with the administration and faculty.

6. A continuous drive for excellence

Brookstone is not a complacent place. While the School enjoys a history and reputation for academic excellence and has continued to make great strides in all phases of the program and campus, there is a passion and desire to be the best. The barometer for success is set at a national level and the goal is to be known as one of the top Independent Schools. This passion for excellence is a major strength of Brookstone and an integral part of the future direction of the School.

Challenges Facing the School

1. A clear vision for the future

The School has undergone many improvements in the campus facilities and educational program. A common challenge remains: Manage the rapid and inevitable changes in the world that students will continue to confront, educate and prepare them appropriately for those changes, but also remain true to Brookstone's traditions and heritage. Within this context, the momentum to sustain and/or raise the bar of excellence is strong in the community.

2. A marketing and enrollment plan

Brookstone is faced with a highly regarded public school (a magnet high school that assesses students for admission) as well as Christian and parochial elementary school options. Admission and retention of students will continue to be increasingly competitive. To address these challenges, Brookstone will need an aggressive enrollment action plan and a strong articulation of the value added by a Brookstone education.

3. Affordability and financial planning

With the financial challenges created by the current economy, funds for financial aid and endowment will need to be increased to keep the School affordable for the quality of student Brookstone wishes to enroll. The School has a history of managing its resources well, and that management style plus increased fund raising will be necessary to sustain and grow the student body in the future.

4. Maintaining a quality faculty and administration

Brookstone has many veteran faculty and administrators who will retire in the near future. In addition, the need for diversity in race, age, experience, and gender will be paramount as the School seeks new faculty and administrators locally, regionally and nationally. A new evaluation, compensation and benefits system for all personnel is being developed, and that system will require careful management and supervision.

5. A renewed focus on the strength, unity and cohesion of a Pre K – 12th Grade program

As the School moves forward, a continuing emphasis on building community and promoting academic strength and curriculum coordination across all divisions will always need to be addressed. Managing the healthy tension among the programs (academics and activities) that Brookstone offers will require solid leadership and guidance.

In addition, technology has become an integral part of the academic program, which means that maintenance of the infrastructure and a continued strategy for training and development of faculty and student use needs ongoing attention.

Finally, while the competitive scholarships given by the state of Georgia may influence the ultimate decisions by the students regarding college choice, but the preference to urge students beyond provincial views and seriously consider college placement in other regions of the country exists.

6. Building a strong honor and discipline system

As in all school communities today, strong and appropriate leadership is needed to meet the societal challenges confronting young people by having firm rules and regulations, which are enforceable and have immediate consequences. Brookstone will continue to identify and address the needs in the areas of honor and discipline.

Future Leadership for the School

1. Commitment to Brookstone and Its Mission

It is imperative that Brookstone continue its legacy of excellent Heads of School with a person of courage and a decision maker of integrity who believes passionately in the Mission of the School.

2. A visionary

The School needs a person with the credentials and foresight to consider and define “what today’s Brookstone should be tomorrow.” The School seeks a leader who has a global view and can reflect upon the challenges of the 21st Century, and someone who can inspire the School community to greatness with a rational and charismatic voice.

3. An effective communicator on multiple levels

A significant part of communication is accessibility and involvement in the community at large as well as the ability to listen well and respectfully. The Head needs to have a presence that exudes self-confidence, compassion, and sincerity in an appropriate, motivational manner.

4. A strong individual with interpersonal and management skills

Brookstone makes the assumption that its Head of School will be a decision maker as well as a manager – someone who can balance consensus building and collaboration with the need to make expeditious decisions within the context of the mission and the historical values of the School.

5. An educational leader for the whole school

Brookstone cherishes and prides itself on academic rigor. Assuring the truth of that commitment to each parent, student, and faculty member in the School is a primary charge for the Head of School. The Head must have the experience and courage to examine and measure the School’s strengths and weaknesses against a standard of academic excellence and challenge faculty at all levels to uphold excellence in all that they do. The new Head should have the academic credentials plus the intellectual ability to promote meaningful interactions and discussions on curriculum and program development with faculty and administrators in all divisions of the School.

6. A person who thrives on interaction with children/students

Brookstone seeks a high energy and personable individual, who can relate instinctively with children and young adults. This person should enjoy attending all the activities and programs in which the students participate.

7. A good marketer and fund raiser

The School needs a leader who can define, articulate, and sell the School to prospective students and families and to potential donors. This leader/educator should understand from experience the “forces at work in the world today,” the subsequent implications for strategically placing Brookstone in a place to meet those demands, and the ability to generate a successful solution for the School.

8. A Servant Leader

Brookstone seeks a person who sees their role as a steward of the human and capital resources of the School and has a commitment to the growth and development of all members of the community.