



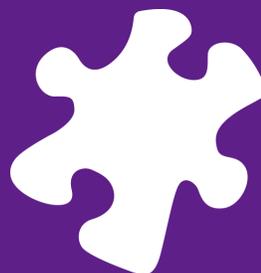
THE KINKAID SCHOOL

HOUSTON, TEXAS

HEAD OF SCHOOL

START DATE: JULY 2020

WWW.KINKAID.ORG



Carney
Sandoe
& ASSOCIATES



Mission

Kinkaid's mission is to promote educational excellence, personal responsibility, and balanced growth, and thereby to help students discover and develop their talents and fulfill their best potential.

Fast Facts

Total Enrollment: 1,464
Total Faculty: 207
Student/Teacher Ratio: 8.6:1
Faculty with Advanced Degrees: 61%
Campus Size: 65 acres
Operating Budget for 2018-19: \$48M
Endowment at End of Most Recent Fiscal Year: \$100M+
Percent of Enrolled Students Who Receive Financial Aid: 12%
Admissions Yield: 88%
School Motto: Lux Per Scientiam

OVERVIEW

Founded in 1906, The Kinkaid School is a premier, PreK-12, coed, college-preparatory day school in Houston, Texas, which stresses academic excellence, together with social development, athletic performance, creativity and distinction in the arts, and ethical behavior. The School seeks a Head of School, effective July 2020, who will be responsible for leading Kinkaid as it continues its mission of providing its students with an exceptional educational experience. The ideal candidate will be an experienced and dynamic educator who can balance a forward-thinking vision with a steadfast commitment to Kinkaid's beloved history and traditions.

From its earliest days, Kinkaid has nurtured both academic eminence and character development. Showing appreciation for individual accomplishments is precisely what makes the Kinkaid community so special. Founder Margaret Kinkaid described her ideal student as "the intellectually capable boy or girl of sound character whose talents, interests, and uniqueness are educational assets for other Kinkaid children." Today's Kinkaid remains faithful to its founder's calling, valuing its students for their potential, as well as their achievement, and striving always for their balanced growth—intellectual, physical, social, and ethical.

Though the primary goals of Kinkaid are intellectual endeavor and achievement, the School also believes that a well-rounded education includes experiences in the arts, athletics, and a variety of extra-curricular activities. Kinkaid further believes that every student is and will continue to be part of a community and, therefore, seeks to strengthen his or her moral responsibility to it. The School actively promotes honor (through its honor code), respect for self and others, and responsibility.



Core Values

Honesty

Members of the Kinkaid community tell the truth and act with integrity and honor. We do not mislead, cheat, or steal.

Responsibility

Members of the Kinkaid community are reliable and hold themselves and others accountable for their actions. We do not make excuses, blame others, or take unwarranted credit.

Respect

Members of the Kinkaid community affirm the intrinsic dignity of all people. We act with tolerance, courtesy, and thoughtful regard for all persons, for property, for the environment, and for ourselves.

Kindness

Members of the Kinkaid community exhibit caring and compassionate behavior in all aspects of daily life. We are not mean, and we do not harass nor act in a cruel manner. By our positive example, we discourage unkind behavior in others.



SCHOOL HISTORY

The oldest independent coeducational school in Houston, Kinkaid was founded in 1906 by Margaret Hunter Kinkaid. The School has had three locations—the first of which was Mrs. Kinkaid’s own home, where classes were conducted in the dining room. In the fall of 1957, the School moved to its present campus in Piney Point Village, an incorporated city of approximately 3,000 residents by the City of Houston. Initially 40 acres, the campus expanded by another 24 acres with the purchase of neighboring property in 2010 and is nestled in a suburban neighborhood. To date, Kinkaid has had only five heads of school, including its founder.

THE SCHOOL

Kinkaid focuses on the whole child, the whole family, and the whole community. The Kinkaid community is populated by students and faculty who believe that superior education is one that produces conscientious, well-rounded individuals. To realize its commitment to the whole child, Kinkaid relies on its 207 faculty members, 61% of whom hold advanced degrees. Twenty-one percent of those faculty are people of color.

Kinkaid develops the whole child by providing an academically rigorous education and rich arts and athletic programming, alongside meaningful opportunities for character development at all age levels. Kinkaid’s Peer Mentor program, which spans from seventh to twelfth grade, is a perfect example of how an academically challenging program can also help students develop life skills and learn how to be active members of a broader community. Additionally, upon entrance to the Upper School, each Kinkaid student joins a community group of 10 to 12 students and one faculty member, which



meets weekly until graduation. This community group creates a safe space to discuss issues other than academics, such as stress, healthy relationships, motivation, leadership, teamwork, social pressures, self-care, and responsibility. Character development at Kinkaid is a collaborative effort between faculty and students.

As a complement to these structures that cultivate each student's spirit and well-being is a strong community service program that helps its students learn how to become active and productive citizens beyond the Kinkaid campus. Kinkaid organizes and sponsors developmentally appropriate service opportunities for students in all divisions of the School and requires that each student attend at least one Kinkaid-sponsored service project during the school year. Students may attend as many projects as they like—the current record is 28 projects in one year. The programming is both powerful and popular: in 2016-2017, Upper School students logged over 3,100 hours of service across 80 projects.

Kinkaid's backyard is a unique educational asset. It is a nature preserve, a living laboratory, and an outdoor classroom. Its purpose is to provide a natural environment for learning in a variety of disciplines while conserving a portion of Kinkaid's heritage, found in the native riparian corridor along historic Buffalo Bayou.

ACADEMICS

Lower School

Guided by the school mission, the Lower School for students in pre-kindergarten through fourth grade employs a multifaceted approach to teaching, providing academic challenges that lay the



foundation for life skills such as problem-solving, collaboration, and deep thinking. Students engage in core subjects within a workshop model, allowing teachers to meet students where they are developmentally, and support them to reach the next level of understanding and achievement. A commitment to balance is evidenced by providing ample time in special subjects such as science, art, music, Spanish, technology, and daily physical education.

Opportunities for learning are not limited to the Lower School classrooms. Students enjoy regular off-campus field trips to engage with and benefit from the richness of the broader Houston community. Community service is integrated into all areas of school life from the classroom to the playground. Through activities such as singing with senior citizens, packing care packages for troops, and sharing books with students from a local early childhood center, students gain awareness of others that goes beyond the campus walls.

Middle School

Kinkaid's Middle School includes fifth grade through eighth grade. Because these years are marked by a series of physical, emotional, cognitive, and social changes, the Middle School has a unique opportunity to support the whole child. Accordingly, its curriculum nurtures independence in each of its students and develops skills for success in the 21st century. Using a skill- and competency-based curriculum, the Middle School promotes interdisciplinary learning through challenge and exploration. Personalized interests are cultivated through a variety of extracurricular clubs, and opportunities exist in all grades for leadership and community service.

The eighth-grade curriculum is truly a highlight of the Middle School experience and is a shining example of Kinkaid's commitment to educating the whole child. Students are introduced to classical education with the study of Latin, and the connections between math and science are highlighted in their study of physics and chemistry. The accelerated curriculum provides a critical bridge to the



Upper School through the students' development of time-management strategies, organizational methods, and abstract thought. Through Student Council, assemblies, and special events, eighth graders set the tone for the school year and provide leadership to younger students.

Upper School

The Kinkaid School boasts a national reputation for academic excellence. In addition to a rigorous curriculum, the Kinkaid Upper School truly distinguishes itself by encouraging students to focus on activities that reflect their personal interests and passions, develop a strategy for college acceptance, and prepare for life after Kinkaid. There are virtually unlimited opportunities for the 611 students enrolled in Upper School to discover and develop their potential, including a challenging and varied curriculum, immersive experiences, and campus life. The Upper School offers a robust range of on-level, honors, Advanced Placement, and college-level courses. Students are required at minimum to take five graded classes, four of which are academic, per semester.

Kinkaid leverages a unique Dean system to shepherd students through Upper School and prepare them for life after Kinkaid. Before entering the ninth grade, students are assigned to one of six Upper School Deans. Deans follow the students through four years of high school, advising and counseling them in academic and social matters, including counseling toward college. Special events, such as the College Symposium and College Boot Camp, and campus visits from more than 150 college representatives make up a comprehensive counseling program. Beyond the formal classroom setting, the School provides opportunity for independent study in areas of a student's special interest. This includes allowing seniors to participate in internships during Interim Term.



ARTS AND ATHLETICS

Kinkaid's arts education program is integral to realizing its mission by encouraging students to take creative risks, develop independent thought and creative problem-solving, make discriminating judgments, cultivate tolerance and sensitivity toward others, respect the work of their fellow students, and develop an authentic, original "voice." Kinkaid boasts a dedicated arts faculty, most of whom are working artists.

The arts curriculum includes courses in the following genres: visual arts, media, theatre, dance, music, writing and journalism. Visual Arts includes ceramics, drawing and painting, film, graphic design, mixed media, photography and printmaking, and sculpture. The theater program is well regarded—Kinkaid's 2017 Production of *Into the Woods* earned four Tommy Tune nominations. Music programming offers two choirs: Concert Choir, which is all-inclusive, and Encore, an auditioned ensemble with frequent on- and off-campus performances. Music also includes Kinkaid's band and orchestra programming, both of which are offered to students from seventh through twelfth grade. Writing & journalism includes the school's yearbook (Kinkaidian) and newspaper (The Falcon).

In alignment with Kinkaid's mission and core values, the Department of Athletics believes in educating the whole student and promotes multiple-sport participation. Additionally, Kinkaid coaches emphasize the team over the individual, developing athletes who are committed to good sportsmanship, as well as spirited competition. The program is rigorous and celebrated; it was awarded the Southwest Preparatory Conference (SPC) Athletic Director's Cup for Top Overall Co-Ed Program in 2015, 2016, and 2017. Equally as impressive, four members of the Class of 2017 were honored as All-Americans.

Kinkaid offers 24 interscholastic sports (with 24 varsity sports). Sports offered include baseball, basketball, cross country, cheerleading, field hockey, football, golf, lacrosse, tennis, track and field, soccer, softball, swimming and diving, volleyball, and wrestling.



HOUSTON, TEXAS

The fourth most populous city in the United States, Houston is one of the most diverse cities in the U.S.: in its people, its economy, and its culture. With a resilient job market, affordable cost of living, and vibrant cultural scene, the Houston area has been named by *Forbes*, the *New York Times*, and others as an ideal place for career professionals and families to plant roots. Today, Houston is second only to NYC in the number of Fortune 500 companies with headquarters in the city. In addition to being historically a thriving force in the natural energy sector, Houston has become a professional center for aeronautics, biomedical research, and healthcare. The Texas Medical Center, a medical district and neighborhood with over 60 medical institutions, constitutes the largest medical complex in the world.

Houston's downtown is noteworthy for more than its skyline. Boasting the second-largest concentration of theaters in a downtown area in the U.S., Houston's theater district occupies 17 blocks. Its six performance halls and nine performing arts organizations host the Houston Grand Opera, Houston Ballet, Houston Symphony Orchestra, Alley Theatre, and Theatre Under the Stars, among others.

Also worth mentioning is the Museum District, which draws more than seven million visitors per year to its mile-and-a-half section near downtown. Attractions include the Museum of Fine Arts, the Houston Museum of Natural Science, the Contemporary Art Museum, the Menil Collection and Rothko Chapel, and the Holocaust Museum Houston. Space Center Houston (NASA's official visitor center), the Houston Zoo, the Downtown Aquarium, and Sam Houston Race Park offer additional venues to explore, while the city's expansive green spaces and commuter bike paths provide ample opportunity to take in the warm weather year-round.



Houston is the only major U.S. city that boasts four major league sports teams—the Houston Texans of the NFL, the NBA’s Houston Rockets, MLB’s Houston Astros, and the MLS’s Dynamos—all situated downtown or only a few miles away. And, most recently, the city has been awarded a professional rugby team. In addition, the annual Houston Livestock Show and Rodeo is the largest in the world.

The combination of a thriving economy and ever-increasing multiculturalism has led to the emergence of an exceptional culinary scene in Houston. From the predictable barbeque and Tex Mex to spectacular seafood and ethnic eats, Houston’s reputation amongst foodies is growing. In sum, the city of Houston is unique not only to Texas but to the country as a whole and offers many benefits to the over six million people who now call it home.

OPPORTUNITIES AND CHALLENGES

With full enrollment and highly selective admissions, a stunning campus, strong financial resources, high retention rates for both students and faculty/staff, and a deeply loyal community, Kinkaid enters this search from a position of both strength and optimism. Students appreciate the opportunities they have to explore intellectually, artistically, athletically, and co-curricularly; to take risks; to connect with and receive support from the faculty and staff; and to learn with and from one another. Parents celebrate attention to the whole child—“every child feels important and seen,” noted one parent. The faculty and staff love the students; laud their colleagues’ high level of professionalism, commitment to kids, and community orientation; and appreciate the significant resources they have to continue to grow and develop. The community is united around and often references the School’s core values of Honesty, Respect, Responsibility, and Kindness.

The opportunities for the next Head of School are exciting and include:

- Honoring Kinkaid's rich traditions and a commitment to its core values while supporting the School's continual evolution in one of the country's largest and most diverse cities.
- Guiding the School in its relentless efforts to provide students an excellent and well-rounded educational experience that includes the best teaching and learning practices that will prepare them for their lives beyond Kinkaid.
- Continuing to recruit, retain, and develop talented faculty and staff who are experts in their respective fields and committed to character and whole-child education.
- Supporting the community as it continues to navigate leadership transition and working to build morale, trust, and clear communication amongst all community members.
- Overseeing the School's next major capital campaign, including planning and actualizing a new high school building.
- In the 2018-2019 school year, the Board established work groups to explore and determine best practices around Inclusion, Equity, and Community, Conduct Policy (Discipline), Institutional Advancement, Communications and Engagement, and Board Governance. The next Head will have the opportunity to partner with the Board in this work and to collaborate with school leadership to bring these pursuits to fruition.

DESIRED QUALITIES AND QUALIFICATIONS

Kinkaid is a caring community infused with a commitment to providing a high-quality, well-rounded education for its students. As such, the community seeks an energetic, visible, and student-centered leader; a strategic thinker; a dynamic and clear communicator; and a skillful manager who can mobilize and direct the passion and commitment of the school community. Successful candidates will have experience and skills that include the following:

- An ability to connect and communicate authentically and effectively with faculty members, administrators, parents, students, community members, and the Board of Trustees, so that these groups are appropriately informed of school events, potential issues, key decisions, and needs.
- A collaborative and diplomatic leadership style that projects openness and genuinely invites and respects the perspectives and views of others, yet is decisive and firm when necessary.
- A palpable enjoyment of being an active and visible presence in the life of the school as a foundation for building warm relationships with all community members.
- Significant experience in educational leadership, preferably in a setting inclusive of an Upper School.
- Skill in building inclusive communities and the ability to respectfully navigate diverse cultural and social situations.
- Interest in and ability to build strong and trusting relationships on and off campus, and within and outside of the community, in order to develop partnerships, enhance admission and fundraising efforts, and to represent Kinkaid as one of the nation's finest independent schools.



To APPLY

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

- A cover letter expressing their interest in this particular position;
- A current résumé;
- A one-page statement of educational philosophy and practice;
- A list of five professional references with the name, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

Bill Clarkson

Senior Consultant

bill.clarkson@carneysandoe.com

Jennifer Christensen

Search Consultant

jennifer.christensen@carneysandoe.com

Rayna Loeb

Senior Consultant

rayna.loeb@carneysandoe.com