



The Winston School



**Position Statement  
for  
Head of School Search  
The Winston School**

**Dallas, Texas  
Start Date: July 1, 2024**



# Head of School

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Start Date: JULY 1, 2024



### INTRODUCTION

Welcome to Winston School, “a paradise for students who have learning differences and/or need personalized instruction.” At the Winston School, students gain the learning skills and self-reliance to succeed in college and throughout life. Winston serves students in grades K – 12.

While challenging its students, Winston provides a caring and warm environment that not only supports its students and their families, but also celebrates students’ individuality, creativity, and motivations. The personalized, college-preparatory program is designed to align with the student’s learning style, rather than teaching to a fixed curriculum. This approach clearly sets Winston apart from other schools because its program is focused on

educating the whole child and empowering each to be confident, well-rounded, and lifelong self-advocates. Every aspect of the K-12 Winston program is carefully designed to bring out the best in each student and meets the high standard for a well-received coeducational, college preparatory, independent school education.

The philosophy of the Winston School is truly reflected in the school’s Mission Statement: “a small college preparatory school, designed to maximize the potential of bright students who learn differently.” Through individualized learning strategies, Winston students are empowered to meet confidently the challenges of tomorrow. Learning differences are unique to the individual and may be manifested differently in various academic areas. Each student deserves the opportunity to learn in the manner

appropriate for their own distinctive style. Through Winston’s testing and evaluation center, students are assessed, and teachers are provided with learning profiles, training, and resources necessary to respond to the needs of each matriculated student.

Winston School–Dallas is situated in a beautiful residential neighborhood in North Dallas. The school is easily accessible from all parts of the greater Dallas/Fort Worth metropolitan area. Its campus, while small in space, is large in accommodation and safety, providing tremendous space for the multi-variable programs that the school offers its students. Walking through the hallways is a joy as student artwork and projects are celebrated, evidenced, and displayed. This is a school that fosters, enhances, and celebrates creativity, innovation, and sharing in the boldest of ways.

Winston meets students where they are, and growth forward is essential as many of the students who arrive at Winston may be very sensitive and fragile. The school goes to great lengths to understand the value each student holds within the community, instructs, and cares for them, while building their knowledge, confidence, and academic standings which sets Winston apart from other schools. Many students discover their first academic home at Winston, a place where they are accepted, remain safe, are seen, and are valued. All of this is accomplished by the dedicated faculty and staff who serve students and their families. The mission of the school remains a constant in every classroom, in the programming, in the facilitated curriculum design, and in the



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intentional emotional intelligence coaching and mentoring across all departments and offerings. The faculty wholeheartedly strive to foster growth within each student, while cultivating kindness at every level of engagement. Winston families respond with the same commitment and dedication evident in those that teach and serve.

One Winston parent says it beautifully “Winston does not view learning difference as something that needs to be fixed. Winston embraces the students for who they are and helps them to be the best versions of themselves. Preserving this attitude allows Winston to be what it is. Many other schools promise to fix the students so that they can be normal. Winston students just learn differently. When you walk into Winston, you can feel the love

and acceptance, it’s genuine. You can also feel the joy from the students.” Another parent shares the following: “Winston serves each student in a highly individualized manner. Students are known and valued. They are helped to grow well as themselves. The academic program is carefully tailored to meet the enrolled population, and it’s delivered by caring professional teachers. Winston has untold number of success stories to boast about.”

### PROGRAM AND COMMUNITY

Winston emphasizes core studies in reading, literature, writing, math, science, and social studies and creates a challenging academic environment that instills confidence. The rigorous curriculum is also supplemented with five specialized programs: Fine Arts

Academy, Performing Arts Academy, Solar Science Academy, Science-Learning Academy, and World Cultures Academy. These programs enhance creativity, team building, problem solving, and innovative thought processes.

Each of the academies require application and acceptance into the program as they involve extensive additional coursework, where students can specialize in one or more areas of particular interest.

The academies provide a unique perspective for Winston students and go into great depth in each of the given subject areas. The programs are exciting and unique to a school such as Winston. An in-depth explanation to each one of the academies is described on the school’s website. <https://www.winston-school.org/academics/>

Winston is comprised of three distinct divisions: Lower School(K-6), Middle School (7–8), and Upper School (9–12).

In the Upper School, Winston provides an extensive college counseling program and adheres to its mission to assist students’ search for the college that best aligns with the student’s interest, abilities, and individual learning style. The school stresses the importance of looking for the best college fit for each. The counseling process begins early in the sophomore year and continues through graduation. Winston’s counseling staff guides students and their parents through a step-by-step



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approach to ensure success. This process has proven successful, and it is well known that colleges and universities regularly seek Winston students. Winston graduates attend many well-known 4-year colleges and universities and have received substantial scholarships based on their academic preparation and readiness.

The fine and performing arts programs at Winston are among the most outstanding in accredited independent schools. The program provides students numerous opportunities for pursuing their artistic and performing talents. The goal of the school and the department is to open the students to possibilities, while acknowledging their talents in celebrating their gifts. A walk through the hallways gives one a sense of the enriched programming and a deep appreciation for the Winston art program. The powerful program allows students in kindergarten through grade 12, the opportunities to develop and hone their individual talents by offering classes in visual arts, music, and theater, while learning about artists, design principles, and art culture.

Winston athletics is an integral part of the program to maximize the potential of its students. It is clearly student-centered with an emphasis on citizenship, sportsmanship on and off the field, a commitment to teamwork and teammates. Each student athlete, learns the importance of teamwork, building confidence, and learning new skills by playing a sport. Good coaches and



a wide range of sports options help students develop discipline, place others before self, and handle both joy and disappointment with grace and a generous spirit.

Winston clearly underscores four requisites for their student athletes: 1) representing their school well, 2) treating teammates and themselves with dignity and humility, 3) being good citizens on and off the field, and 4) becoming leaders by holding themselves and others to the high standards of the school. Winston offers a variety of sports for the upper and middle school students and retains a strong sports program in upper elementary.

Winston provides strong extracurricular activities as many students may not have had such opportunities in their previous schools. The faculty and staff understand the gifts and challenges of each student. While academics

are important, so are modeling and coaching of the students and the navigation of important social relationships and connections. It is true that Winston students need to work harder to navigate life in college and beyond.

Parents indicate that Winston equips children with an individualized instructional program and schedule that benefits academic growth, maturation, and social relationships with precision, warmth, and continual attention. Parents report that, "There's a great emphasis on the arts, and Winston intentionally celebrates and cultivates the unique creativity of children through academics and after-school activities and clubs, by investing in resources and opportunities that provide each student the ability to develop a true skillset and talent in engineering, arts, and design."



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### NOTABLE STRENGTHS

- Bright and talented students
- Small environment
- Families committed to the success of their students and a deep appreciation for the teachers and school
- Teachers and staff who clearly understand the gifts and challenges of each individual student
- Students who have choices and options to be involved in several extracurricular activities
- Exemplary arts program
- Effective high school academies
- Clarity of vision of the school implemented by highly skilled teachers with the skillset and wide resources to teach students
- Acceptance of each student as a unique individual with particular needs
- Loving and warm culture coupled with exemplary academic environment
- Broad curriculum
- Dignity, compassion, and grace that provides the uniqueness of the Winston culture
- Student-centered approach and focus on student strengths and competencies, rather than challenges
- Welcoming community and the pronounced value of individualized instruction
- Cutting edge, innovative learning techniques and practices
- Dual credit programming in the high school
- Committed and dedicated board of trustees
- A highly involved community viewed often as “the extended family” for many students and their parents
- Outstanding and skilled faculty qualified to teach with real world connections
- Highly personalized instruction for each and every student

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### STRENGTHS, CHALLENGES, AND OPPORTUNITIES

Winston School in 2022 is a school with many enduring strengths—among them a clear and compelling mission; an enviable past, a reputation for successful graduate placement; and in recent years, successful arts and entrepreneurial programs, and the build-out of its optimal instructional infrastructure.

Winston faces many of the challenges common to high-performing independent schools today: leaning into its commitment to being an equitable community; driving and sustaining strong educational programming for all its students; maintaining effective structures to support an active and engaged student body and a very capable professional staff; and building on a strong financial base to support an ambitious future.

Often hailed as a “best kept secret,” the school wants to retain its small size, but hopes to strengthen its visibility in Dallas. Always keeping “the potential of bright students who learn differently through individualized learning strategies” as a firm and distinctive pledge, the school would benefit from increased marketing and community awareness of its unique strengths, many of which – from a focus on learning philosophy to its extraordinary offerings – are particularly desirable and sought after in this era.

The deep commitment to LD education lies at the heart of the school’s success. Winston is at enviable crossroads as it welcomes new leadership and celebrates its almost 50-year legacy of successfully educating K-12 students. New leadership will appreciate the strengths and history of the school and will embrace the exciting opportunities and challenges ahead. These include:

#### Leadership

The new head of school at Winston must be an inspiring and dynamic leader who has the ability to think strategically and to plan for the future of the school. The ability to ensure LD educational excellence while managing the business of running a complex organization is a priority. The energy and optimism to demonstrate heartfelt joy in the leadership of this remarkable school and its community are vital. The next





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head must participate actively in the life of the school and be able to strike the right balance between maintaining a warm, and approachable presence and being a clear, decisive, innovative, and communicative leader.

### **Communication**

The next head of school must possess the eloquence and passion to captivate and inspire the students, faculty, staff, alumnae and parents at Winston. The head's clear and compelling communicative style should capture the essence of LD education and must also be able to articulate unequivocally the benefits of a comprehensive program for students who learn differently. The head's ability to listen actively, speak effectively, and build community are

pivotal communication skills for success. The new head's ability to tell the story of Winston's history and its success to imparting the excitement of educational possibilities are pivotal to drive the school to continued strength.

### **Financial Sustainability and Enrollment**

Like most independent schools today, Winston must establish long-term financial sustainability. The school will need a leader prepared to meet critical, competing challenges: grow its financial base and revenue streams, continue to attract and to compensate outstanding faculty, remain accessible to a wide range of bright and energetic children, sustain and refresh its excellent programs, and steward and enhance its campus.

### **Organization Health:**

The next head of Winston will be the leader in sustaining an organization that appreciates and values "personal best" for adults, as well as the students. This new leader must inspire and build a culture of mutual respect for the various roles that all employees embrace. In addition, the head must clearly delineate how decisions are made and implemented. Clarity of goal setting and the willingness to undertake difficult decisions are essential skills. The head must also be able to lead productive community-wide discussions and manage complex issues.

### **Fundraising and Building Alliances**

The head's ability to fundraise effectively and the capacity to build



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effective, strategic alliances are necessary for the future of Winston. The next head of school must forge relationships to support and propel forward new programs, campus enhancements, curricular needs, and sustainability initiatives. The head must be comfortable and confident in the quest for philanthropic support, must be adept at communicating with the current and former families of the school, and must continue to deepen the connection to and among graduates. Connections to other thriving LD day programs, regionally and nationally, and building community relationships are important, as well.

### **Talent Identification**

Talented administrators, faculty, and staff are the backbone of

delivering the quality program at Winston. The new leader must have a proven track record of identifying, attracting, and retaining outstanding administrators, faculty, staff, and volunteers. Familiarity with and adherence to the LD principles of exceptional practices in talent search coupled with meaningful evaluations of performance are essential as the school seeks to motivate and retain the very best employees and school volunteers. Additionally, an assessment of roles and responsibilities needs to be conducted to ensure that personnel are appropriately assigned to maximum advantage.

### **Campus and Facilities**

The campus is a beautiful place to teach, learn and thrive. The next

head must value the relationship with the neighborhood, its easy accessibility and the current and proposed uses of the campus. Addressing all-campus security should be a significant priority, while quality maintenance, upkeep of new instructional and performing spaces, and a deep respect for the environment and conservation of natural resources will also be necessary.

### **Professional qualifications and personal qualities:**

The next head of school for Winston should have the appropriate academic qualifications, including a master's degree, as well as a successful track record in addressing the opportunities and challenges for leading the school into the next decade.

Professional qualifications include:

- Ability to plan for and lead complex strategic initiatives
- Excellent team-building skills
- Commitment to building a diverse, equitable, and inclusive community
- Well-honed communication skills, with a strong grasp for active listening and a propensity for authentic engagement and trusting conversations
- Ability to maintain effective organizational skills and prioritize multiple responsibilities concurrently in an active and fast-paced educational environment
- Ability to hire and inspire all personnel



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- Energy and ability to fundraise
- Experience with managing budgets and facilities needs
- Familiarity with LD instruction, assessment, and programming

#### Personal qualities:

- Warmth and empathy
- Visible, accessible, and approachable presence
- Willingness to learn, to lead and to embrace change
- Emotional intelligence
- Community building skills
- Intellect
- Unquestioned integrity and humility
- A sense of humor
- Optimism and energy to find joy in the leadership in an outstanding school community

## APPLICATION PROCESS

Interested candidates may apply online on the RG175 website: <https://rg175.com/candidate/signup>. To be considered for this exciting leadership, opportunity, candidates must submit a cover letter, detailing their interest in the school, a résumé, and a personal statement. In addition, candidates must list at least five references.

Application deadline: **February 24, 2023**

For additional information, please contact RG175 consultants:

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