



THE WINSTON SCHOOL SAN ANTONIO

San Antonio, Texas

HEAD OF SCHOOL
Start Date: July 2023
winston-sa.org



**Carney
Sandoe**
& ASSOCIATES



MISSION

The mission of The Winston School San Antonio is to provide a personalized, college preparatory education to students with high potential and identified learning differences. A Winston School graduate is confident, well-rounded, and a lifelong self-advocate.

OVERVIEW

The Winston School San Antonio continues to seek a new Head of School who will begin July 1, 2023. Established in 1985, Winston is a special welcoming and caring college preparatory school that serves students who learn differently and is the premier source of these educational services in the San Antonio metro area. The School flourished and enjoyed a stable leadership environment for 32 years with Headmaster Dr. Charles J. “Cha” Karulak who retired at the end of the 2021 school year. The School has appointed an Interim Head of School to serve for the 2021-2023 school years while a search for the next Head of School proceeds. The Board of Trustees and the Interim Head are fully embracing the two-year opportunity to accomplish initiatives that advance the transition of leadership from long-serving head to new head and set the table for success. Accordingly, the Board has established the following four strategic plan goals:

- We will make the experience of students and stakeholders intersecting with our school exemplary every time, in every interaction before, during, and after our services are provided.
- We will create, by developing or adapting, a new curriculum that is aligned and can be managed, and that incorporates evidenced-based best practice for educating young people with learning differences.
- We will provide every student and faculty member with access to up-to-date developmentally appropriate technology, including hardware, software, and the associated training needed to make best use of it all.
- We will provide ongoing development for all members of the school community- faculty, administration, and board – to ensure that the needs of our neurodiverse learners are understood and skillfully addressed.

Winston School enrolls approximately 200 students in Lower, Middle, and Upper School grades K-12. Winston teachers love their students and the students know it. The faculty strives to empower students to reach their educational and social potential through an exemplary school program complemented by outreach and training, assessment, and research. Winston is fully accredited by the Independent School Association of the Southwest (ISAS) and enjoys a strong regional reputation for serving students with a customized approach in a mainstream environment. The School’s impressive campus is located in the Medical Center area of San Antonio.

FAST FACTS

Founded: 1985

Enrollment: 175

Students of color: 54%

Total faculty: 24

Faculty of color: 42%

Student/teacher ratio: 7:1

Faculty with advanced degrees: 15%

Reserves: \$5.795M

Financial aid awarded: \$470,520

Students receiving aid: 26%



Winston graduates are confident, well-rounded, and life-long self-advocates. Winston students are often testimonies to how learning differences can not only be overcome, but in many cases surpassed to achieve levels of success once never considered possible. Students come to Winston from a variety of academic scenarios sharing one common theme – they are looking for a brighter future that includes academic success and personal happiness. As students experience significant achievement in the classroom, many parents express notable improvement in their family life as well. Although students often come to Winston weary from the traditional education system, here they uncover their individual strengths and learn to thrive. Laudably, over 90% of Winston graduates go on to attend college. According to its students, graduates, faculty, staff, and parents, there is something special and personal about their experience at The Winston School San Antonio. That quality stems from the pervasive sense of community which embraces and includes students who learn differently from diverse backgrounds as it encourages and nurtures students to discover their best self. Students and parents use these special words to describe their experiences at Winston – success, positive, achievement, cool, and hope. At Winston, everyone admits there is always more to be done, but testimonials from students are clear affirmations that the School is succeeding in its mission.

SCHOOL HISTORY

The Winston School San Antonio was founded in 1985 by Mrs. Maggie Sheerin and Dr. Mark Weinstein. It began as an extension of The Winston School in Dallas, Texas, providing academic programs for San Antonio students with learning differences in grades 1-5. Since then, it has grown in both size and scope, and has amicably severed its ties with The Winston School Dallas.

In 1994, a land grant from the San Antonio Medical Foundation enabled the construction of a state-of-the-art academic facility and gymnasium on a 16-acre campus in the South Texas Medical Center. The Winston School San Antonio opened on its current campus in 1998 and has become a nationally-recognized model for the education of students in grades K-12 with learning differences, for its research, and for its community outreach programs. Throughout the years, Winston has significantly increased its presence in the San Antonio community. In the spring of 1989, The Winston School San Antonio was incorporated as an individual 501(c)(3).



The Class of 1990 was Winston's first graduating class of seniors. Today, The Winston School San Antonio is the only accredited school in South Texas whose sole mission is to serve students with diagnosed learning differences. The School is fully accredited by the Independent Schools Association of the Southwest (ISAS) and maintains memberships in the following associations: Texas Private Schools Association (TPSA), College Board, International Dyslexia Association, and Texas Association of Independent Athletic Organizations (TAIAO).

ACADEMICS

Winston's curriculum is based on the principles of individualized, small group instruction; multi-sensory learning to encompass a variety of learning styles; the promotion of self-esteem and a positive learning environment; the teaching of self-advocacy skills; and the optimal attainment of educational and career goals. However, within this focus, the curriculum emphasis in Lower (K-6), Middle (7-8), and Upper School (9-12) is each somewhat different. Before and after school support is offered to students as needed at all grade levels.

Winston's Lower School is a K-6 elementary program designed to educate and challenge students at their individual level and pace. Students are grouped in core rooms according to their age and/or social maturity. Students are then further grouped homogeneously by ability in the skill areas of reading, language, and math. Students with a language-based reading disability (such as dyslexia) are placed in Orton-Gillingham-based reading programs for additional support.

Winston's Middle School serves as a transition from a primarily skills-based Lower School to a primarily content-based Upper School for students in seventh and eighth grade. The skill areas of reading and written language continue to be taught in homogeneous groups by ability; the students are instructed at their own levels to help them achieve their highest potential.

Math, science, and social studies are taught as both content and process areas and the bypass method of instruction is employed where needed, circumventing any math, reading, and writing disabilities and placing emphasis on acquiring the content of courses through hands-on learning. Students continue to receive close teacher supervision and direct instruction within small classes.



The Winston Upper School offers a college preparatory program to students who learn differently by providing a multi-modal approach to learning. Differentiated instruction is one tool used to enhance student strengths and address student weaknesses in an effort to prepare them for post-secondary success. Students are presented with the content of each course in a variety of ways and allowed to show their mastery of the materials in alternative ways as well. Multi-sensory approaches, using visual, auditory, and hands-on activities are employed to teach essential concepts. Teachers also provide instruction in how to organize, observe, and study material, and often adapt tests so that non-essential obstacles are eliminated. This approach introduces students to post-secondary education expectations and enables them to seek out and develop the skills necessary to work around their learning difference.

Winston boasts a robust College and Career Counseling Program for its current students and has recently established Winston CARES, an exceptional program of additional support for new WSSA alumni as they begin their college or career journey.

COLLEGE ACCEPTANCES

The following is a selection of the colleges and universities to which Winston Graduates, including the Class of 2020, were accepted:

Abilene College
Art Institute of San Antonio
Augsburg College
Austin College
Beacon College
Blinn College
Brigham Young University
Colorado School of Mines
Concordia University-Texas
Elon College
Embry-Riddle Aeronautical University
Escoffier Culinary School
Goucher College
Green Mountain College
Loyola University – New Orleans
Northland College
Northwest Vista College
Palo Alto College
Prescott College
Rochester Institute of Technology
San Antonio College
Schreiner University
St. Edward's University
St. Phillip's College
Southwestern University
SUNY – College of Environmental Science and Forestry
Texas Christian University
Texas Lutheran University
Texas State Technical College
Texas State University
Texas Tech University
University of Colorado, Colorado Springs
University of the Incarnate Word
University of North Texas
The University of Texas- Austin
The University of Texas- San Antonio
Virginia Tech University
Westminster College



THE ARTS

The Winston Fine Arts program provides students with exposure to various elements of art, offers an appreciation of art in the context of history and culture, enhances the core curriculum, and allows an avenue for creative expression. To augment the program, students are introduced to a variety of mediums. A brand new 24,000 square foot state-of-the-art art facility offers endless new possibilities for an already strong program. Welding, woodworking, music, photography, filmmaking, and art classes utilize the new facility alongside a theatre program that holds classes and performances in a dedicated, beautifully equipped, Black Box Theater. Student opportunities are expanding in design, robotics, engineering, art, mathematics, and science. Students also have opportunities to participate in several juried arts award and festival programs.

ATHLETICS

Winston offers physical education as a part of each school day for all Lower School and Middle School students. Upper School students are required to take two years of physical education to satisfy their graduation requirement. Student participation is encouraged in after-school athletic programs. The School offers competitive athletic programs for Middle and Upper School students both through membership in the Independent Schools Athletic League (ISAL) and through various student-driven clubs with active faculty support in the following sports: baseball, basketball, cheerleading, cross country, six-man football, soccer, track and field, and volleyball.



SAN ANTONIO, TEXAS

San Antonio offers big-city amenities and world-renowned attractions coupled with a relaxed and inviting atmosphere. Most famously known as the home of the Alamo, the spirit of the region expands beyond its tourist labels, offering a community rich in Spanish and Old West heritage.

The pace of life in San Antonio can be as active or as quiet as one chooses. Living in a destination city has its benefits. Families appreciate having year-round access to Six Flags Fiesta Texas and SeaWorld San Antonio. Foodies enjoy every genre of cuisine from food trucks in Southtown to the beloved Tex-Mex and barbecue fare. Theater, music, and art aficionados can attend productions at the Majestic Theater and the Tobin Center or exhibitions at the McNay or the Witte Museums. Sports fans cheer on their NBA team, the San Antonio Spurs. The weeklong Fiesta celebration is one of the highlights of the year for San Antonio residents.

The city's deep historical roots are contrasted today by its rapid growth over the past few decades. It was the fastest growing of the top ten largest cities in the United States from 2000 to 2010, and the second from 1990 to 2000.

Trinity University, the University of Texas at San Antonio, Incarnate Word University, Our Lady of the Lake University, and Texas A&M University/San Antonio provide high quality higher learning opportunities for the city.

San Antonio's location provides easy access to the Texas Hill Country, known for its beauty and recreational opportunities with multiple rivers, wildlife, and scenic drives. Quaint German towns of New Braunfels and Fredericksburg also provide nearby shopping, entertainment options, and local festivals and activities within a short driving distance.

The city is often referred to as a big city with a small-town feel. San Antonio is consistently rated as one of the top cities in which to raise a family. The next Head of School will find an exciting, dynamic, and welcoming and family-friendly city and school.



OPPORTUNITIES AND CHALLENGES

The next steps for a new Head of School will be soundly based on Winston's long-term success, reputation, and level of excellent individual care.

Develop and promote the growth of highly personalized relationships between the Head of School and faculty, parents, students, and alumni.

The school community is used to being well-known by the Head of School. Working to maintain this high level of empathy, personal care, and strong sense of community will be one of the highest priorities of the new Head of School.

Support, reinforce, and constantly improve the outstanding experiences provided in academics, the arts, athletics, and overall student wellness.

It will be a high priority of the new Head to continually seek new ways to move forward and improve these critical aspects of the School that are very important to the entire school community.

Utilize the School's strengths to build and stabilize enrollment.

The Head of School should know the School's programs and abilities to serve students who learn differently and be passionate about sharing that story with those who could benefit from attending the School. Attendant to that, the Head must ensure resources are available to support new enrollees.

Work successfully with an engaged board to address the long-term strategic needs of the School.

The new Head will enjoy the support of a caring and supportive Board of Trustees – one that is committed to working collaboratively with the Head without micromanaging operational matters. Developing a strong working relationship with the Trustees will be critical as the Head works with the Board to address this important leadership transition and other strategic issues and challenges.



Lead and inspire continued successful fundraising efforts.

The new Head of School will be presented with the large task of quickly becoming known and form strong and lasting relationships with the existing and former members of the school community. This will be a critical part of maintaining and growing successful fundraising efforts necessary for a healthy school.

Provide long-term financial sustainability.

The school currently enjoys a healthy balance-sheet and a moderate-sized reserves fund. The School has followed sound financial practices and is debt free. Encouragingly, the 2021-22 Annual Fund exceeded all previous fund goals. As with all schools, a challenge will be to ensure alignment of financial practices continue to mesh with current enrollment and the revenue that enrollment numbers generate.

Never lose sight of...

No matter the challenges at hand....that Winston does great work for students who need the special touch only Winston can provide. Winston is a special place for students and its community recognizes the great work.

DESIRED QUALITIES AND QUALIFICATIONS

Winston School San Antonio is poised for an exciting future. The next Head of School will have the opportunity to join a caring and passionate school, build on an experienced faculty who will welcome and support new leadership. The school community is eager to find a Head who shares the love of working with young people who learn differently and displays the love of the School that is strongly evident in the current faculty, students, and parents.



The successful candidate to lead Winston will exhibit, in varying degrees, the following characteristics, qualities, skills, and experiences:

- Team builder who attracts and develops talent, delegates effectively, and empowers and encourages the teachers, administrators, and others to provide leadership to their respective groups. Builds a strong partnership with the Board.
- An innovative, visionary thinker, well versed in learning difference/styles educational trends and issues with a deep academic understanding of teaching and learning through past teaching experience.
- Successful leadership experience in a learning difference educational setting.
- Places high priority on developing and maintaining strong personal relationships with the entire school community and places high value on connecting and inspiring them to be their very best.
- Strategic thinker who sees the big picture and identifies major potential opportunities.
- Leads with a strong sense of integrity and willingness to make tough decisions for the betterment of the School.
- Effectiveness expert/implementer who sees opportunities to support teachers in implementing all programs more effectively through more careful processes and with greater clarity in roles and policies.
- Visible presence/accessible counselor who is approachable, caring, a great listener and who makes a special effort to know and be known by members of the school community.
- Revenue enhancer who focuses heavily on increasing revenue from fundraising, admissions, auxiliary services, and nontraditional means.
- Management experience, including financial and human resource management, in a complex organization.
- Be a Head of School who listens eagerly to a teacher who says “What if we...”
- Be a pied-piper who loves students and can draw-in and welcome new students.
- Understand and appreciate the value of diversity and inclusion in a great school community.



TO APPLY

The School requires that applicants hold a Master's Degree with a Doctoral Degree favored. Head of School and teaching experience is highly desirable. Interested candidates can contact the consultant for additional information and a discussion of the position. To be considered, applicants will need to submit (electronically as separate PDF documents, including candidate name in the document title) the following materials:

- Cover letter expressing interest in the Head of School position.
- Current résumé.
- A one-page statement of educational leadership practice, highlighting your educational and leadership philosophy with a focus on serving students who learn differently.
- List of five references with name, phone number, and email address of each (references will be contacted later in the process and only with candidate permission), to:

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