



Independent Preschool through 8th Grade in West Seattle



HEAD OF SCHOOL SEARCH

Position Starts July 1, 2025
Seattle, Washington



EDUCATORS COLLABORATIVE
EXPERTS IN SEARCH, TRANSITION & STRATEGY

WESTSIDE AT A GLANCE

Westside School is a preschool to 8th grade independent school located in the beautiful Arbor Heights neighborhood of West Seattle. Westside students learn to think critically and act with compassion in a joyful, supportive community.

Since 1981, Westside School has inspired creativity, innovation, and a deep sense of community. Westside has a strong emphasis on student-centered, inquiry-based learning in a joyous, creative setting. It also has a deep commitment to diversity, equity, inclusion, and belonging (DEIB) and uses social justice standards in its curriculum. Teachers at Westside School seek to create experiential opportunities that anchor learning through doing and deepen purpose by connecting work with meaningful context or service. That's why Westside students spend time in the wilderness, in the city and in the local neighborhoods. The school is deeply invested in building purposeful global citizenship, so students graduate not only with a strong core of academics but also with ten years of World Language study alongside a deep dive into the arts and natural world.

MISSION, VISION, AND VALUES

Our Mission

Westside students learn to think critically and act with compassion in a joyful, supportive community.

Our Vision

Westside is committed to being a collaborative, inclusive school where learners discover their unique strengths, embrace challenges, and develop a passion for learning, in order to contribute positively to their world.





Our Values

Joyful Learning

We believe children experience the excitement of learning through academic achievement, creative expression, and cooperation with others.

High Academic Standards

We believe the cultivation of problem-solving, innovative analytical thinking, and complex communication skills provides a strong foundation for lifelong success.

Confident Learners

We believe children gain confidence through positive support and clear behavioral guidelines within a safe learning environment.

Caring Community

We believe students become caring members of a global community by treating each other honestly, with respect and generosity of spirit.



DIVERSITY STATEMENT

Westside School is committed to promoting inclusiveness, diversity, and cultural competence in its education, employment practices, school community, and governance. It views inclusiveness as a fundamental value, diversity as a key element, and cultural competence as a vital skill necessary to prepare students to participate in and contribute to a global society. Westside uses the term diversity broadly to encompass differences in the attributes of individuals, families, and communities. To know more about DEIB at Westside click [here](#).

“Westside School has allowed our children to grow up in a school community where they are appreciated, supported, and known for who they are as individuals. Our children are able to experience joyful learning, to understand why learning involves taking risks, and to understand that achieving deep learning comes best when teachers and students collaborate and are connected with one another.”

— Westside Parent





TEACHING & LEARNING

Critical Thinking. Communication. Collaboration. Creativity.

The Westside School Curriculum is drawn from a wide variety of methods and practices. On any given day, you can walk through the halls of the school and find students working collaboratively and independently, online, in person or in labs, practicing skills or exploring problems with unknown outcomes. Other days, you'd have to leave the building to find students down by our local watershed or constructing local micro-libraries or micro-pantries within our neighborhood.

Creativity is an intrinsic part of learning at Westside. As students progress through the school, curriculum is increasingly embedded in investigative projects that allow teachers to align the level of depth and challenge for each student. Projects further allow students to practice analytical skills, while developing a wide variety of solutions or responses. By the time students are in eighth grade, many are using creative forms such as writing, theater, or graphic arts as tools for critical inquiry.

Teachers at Westside School seek to create experiential opportunities that anchor learning through doing, and deepen our purpose by connecting work with meaningful context or service. That's why Westside students spend time in the wilderness, in the city and in our local neighborhoods. We're building a purposeful global citizenship, so students graduate not only with a strong core of academics but also with ten years of World Language study alongside a deep dive into the arts and natural world.

To know more about our academic programs, click on the links below:

[EARLY LEARNING](#)

Play is learning

[LOWER SCHOOL](#)

Creating Joyful Learners

[MIDDLE SCHOOL](#)

Students Are Seen and Known

To know more about these programs, click on the links below:

[Math At Westside](#)

[Athletics](#)

[Experiential Education](#)

[Physical Education](#)

[Music](#)

[Theater](#)

[Visual Arts](#)

[Student Support](#)

[Wolfpacks](#)

[World Language](#)



WESTSIDE AT A GLANCE

Coed, Preschool (Age 3), Elementary,
and Middle School

Independent School

Founded: 1981

Finances

Budget: \$9.8mil

Endowment and Undesignated Funds:
\$842,000

Debt: \$6.8mil

Student-Body

Students: 396

Preschool and Pre-K: 61 Students

Elementary: (K – 4): 188 Students

Middle School: (5-8): 147 Students

Student Diversity:

- 51% Female
- 48% Male
- 1% Non-Binary
- 36% BIPOC Students

Teachers, Staff, Board of Trustees

38 teachers, 15 instructional assistants,
and 25 staff.

Student-teacher ratio of 8 to 1

Board of Trustees: 13

Campus

53,000 sq. ft Campus

- 27 classrooms light-filled, child-centered workspaces
- 500 seat auditorium
- Outdoor spaces with play structures
- Separate Preschool Building and Outdoor space



Tuition & Tuition Assistance

Tuition for 23/24:

- Early Learning: \$20,100
- Lower School: \$22,900
- Middle School: \$25,400

Tuition Assistance

- 23% Received Financial Aid
- \$13,200 Average Award

Accreditations

The school is approved by the Washington State Board of Education, and is a member of the [National Association of Independent Schools](#), the [Washington Federation of Independent Schools](#), and a member of [Puget Sound Independent Schools](#). Westside School is a fully accredited member of and an active participant in the [Northwest Association of Independent Schools](#).





WESTSIDE FINANCE

Westside School runs on a budget of approximately \$9.8 Million (YE2024 - \$9mil YE2023). In 2015, the school purchased their current main building, undertook a major renovation and capital campaign, and moved into their permanent home. The capital campaign raised approximately \$4 million, whereas the current mortgage balance is approximately \$6 million (originally \$8,775,000) with a monthly debt service of approximately \$40,000. Revenue derives from tuition and fees, investment income and fundraising efforts. The operating budget reflects the school's mission and priorities, and the Board and Finance Committee receive monthly budget performance and current cash reports.

As the school thinks more strategically about its financial position and sets money aside for the anticipated future expenses of an aging building, debt refinancing, and long-term facility needs, Westside is in need of more investment options for putting their money to work. Traditionally, most funds have been placed into savings or checking accounts or a simple investment account. Optimizing returns for the long-term benefit of the school is a need.

Westside's Finance Areas of Strength Are:

- Enrollment has increased from 315 students to 400 students the last two years resulting in the school increasing and strengthening its programmatic offerings and achieving a stronger financial position.
- Westside introduced a new Teacher Salary Scale, as well as tenure bonuses effective the 2022/2023 school year.
- The school funds tuition assistance through its operating budget and fundraising and increased funding for tuition assistance during a time of need for their families during the COVID-19 pandemic.
- The school funds reserve accounts annually.



- The school allocates money to a building and grounds reserve annually anticipating their newly renovated building in 2014-2015 will need attention in future years.
- Beginning in 2022, the Board began funding a capital account to the tune of \$75K annually for future long-term replacement and repairs of systems (based on the Facilities Condition Assessment that the school performed in 2020).
- The school has had a clean audit for the past 10 years.
- The Head of School, Director of Finance and Operations and the Finance Committee work collaboratively.

The School's Financial Strategic Priorities Are:

- Continue to focus on Westside employee compensation and benefits. In recent years, the Board worked diligently to understand and increase the total compensation package for employees, including salary, benefits – the addition of tuition remission, as well as intangible benefits such as workplace culture. Professional development funds are available to both faculty and staff.
- Continue to focus on Westside families: keeping tuition affordable and offering a robust and equitable tuition assistance program.
- Continue to focus on the campus: excellent maintenance of the buildings and grounds
- Focus on ensuring the long-term financial sustainability of the school so it is in position to take advantage of other growth opportunities: the Preschool Building rental (2020) and neighborhood house purchase (2022).
- Actively manage cash balances, building financial and strategic plans further into the future, and proactively budgeting and saving for expected future facility expenses.
- Engage the School's leadership in generative conversations that will lead to specific strategies that will enhance the school's financial sustainability in the coming decades.

Revenue:

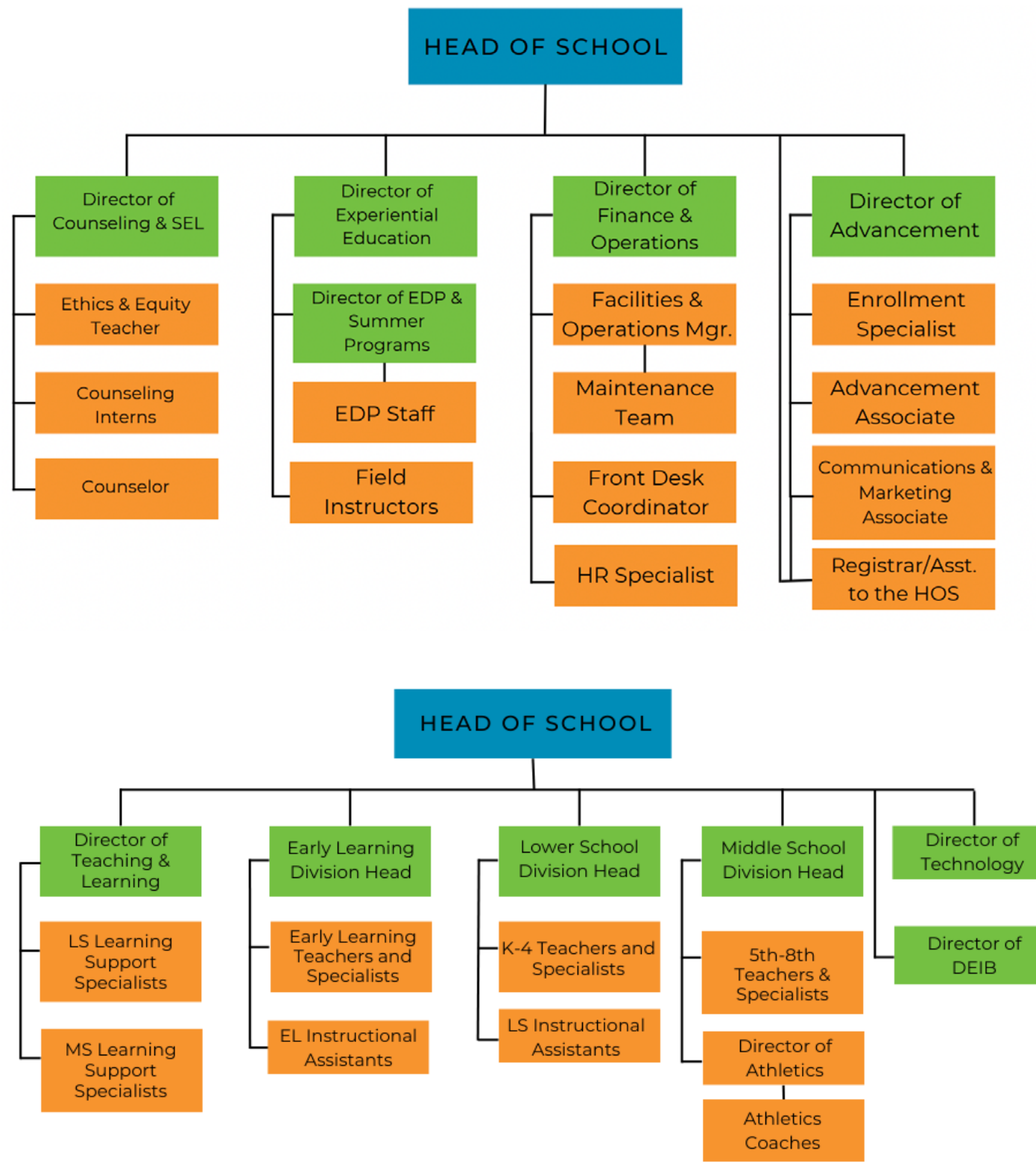
	<u>YE2024*</u>		<u>YE2023</u>		<u>YE2022</u>		<u>YE2021</u>	
Net Tuition	\$8,431,582	86%	\$7,334,891	81%	\$6,629,023	73%	\$5,056,296	85%
Public Support	\$543,140	6%	\$550,686	6%	\$1,032,843	11%	\$715,424	12%
Ancillary Program Revenue	\$764,815	8%	\$809,013	9%	\$536,485	6%	\$101,152	2%
Investment/Interest Income	\$40,000	0%	\$19,725	0%	\$1,103	0%	\$127	0%
Other	\$61,083	1%	\$358,069	4%	\$873,157	10%	\$59,568	1%
Total	\$9,840,620		\$9,072,384		\$9,072,611		\$5,932,567	

* YE2024 Budget

ADMINISTRATION

Westside’s leadership has been constantly assessing the overall administrative structure of the school as well as the individual roles on the administrative team.

Westside School Organizational Chart:



Admissions/Enrollment Management:

West Seattle is a unique market due in part to its location in the southwest region of greater Seattle. Westside is often referred to as a neighborhood school serving West Seattle, Burien, and Normandy Park where the students most often attend public schools and parochial schools. Westside School is one of only a few independent schools in these locations.

Westside School has seen remarkable growth over the past five years. This positive growth can be attributed to several factors; the move into their beautifully renovated permanent home in 2015, the 2-year closure of the West Seattle bridge, the school's excellent response to the unprecedented COVID-19 pandemic and the expansion of the preschool program (and campus) in 2021. While there is confidence about the school's positive trends, the school's leadership is strategically reflecting on this growth.

Yearly Enrollment *as of Opening Day:

	2021-2022	2022-2023	2023-2024
PS	28	28	28
PK	32	33	33
K	39	41	39
1	40	39	39
2	39	39	38
3	40	40	37
4	31	42	40
5	26	39	39
6	37	30	42
7	34	36	33
8	38	33	33
TOTAL	384	400	401



Admission Funnel Statistics:

Total (by Year of Entry)	2021-2022	2022-2023	2023-2024
Inquiries	387	342	317
Applicants	220	158	149
Acceptances	177	115	98
Accept offer	127	84	75
(Yield %)	71.75%	73.04%	76.53%
Attrition	13	27	43

Students matriculate to high schools across the city. Recently, an increasing number of families have chosen Catholic Schools over Independent Schools possibly because Catholic schools have a price point nearly 50% less than Independent Schools. Over the past five years students have chosen schools as follows:

- Catholic Schools: 43.6%
- Independent Schools: 30.8%
- Public Schools: 25.6%

Commonly attended schools are as follows:

Public Schools:

West Seattle HS, Vashon Island HS, Chief Sealth HS, Evergreen HS, Mt. Rainier HS, Aviation HS

Independent Schools:

Seattle Academy (SAAS), Lakeside School, Northwest School, The Bush School, The Downtown School: A Lakeside School, Holy Names Academy, Catholic Schools: Seattle Prep, Kennedy HS, Bishop Blanchet HS, O'Dea HS



Westside Family Association, (WFA)

Every Westside family automatically becomes a part of the Westside Family Association (WFA) once the student is enrolled. While Westside does not require families to participate in a certain number of hours or charge families a fee in lieu of participation, families are encouraged to be as active as their schedules permit. The Westside Family Association encourages family engagement with the goal to inspire families with the many opportunities to participate in the school community. The WFA recruits families every summer and fall at WFA hosted events. The Advancement team and the WFA leadership work in partnership to include families in all the activities of the school.



Advancement:

Along with tuition, Westside relies on donations from the community to help build and grow the educational program. Westside raises funds every fall and spring to support the cost of the educational experience that is beyond what tuition covers. Tuition income usually covers about 87% of the cost of offering a full Westside education. The remainder needed to fulfill the budget is typically covered by the Westside Fund (Annual Fund) 11% and the spring fundraiser event, 2%.

On a year-to-year basis, it is the Westside Fund that is one of the most important resources that Westside has to fund the operations of the school. Westside Fund solicits the Board of Trustees first and foremost in the school community.

Annual Fund Giving:

	2021-2022	2022-2023	2023-2024*
Total Raised:	\$338,887.22	\$250,248.76	\$255,490.84
Trustees (Participation %)	100%	100%	100%
Parent (Participation %)	62%	56%	43%
Past Parent (# of gifts)	3	4	3
Alumni (# of gifts)	0	0	0
Faculty/Staff (Participation %)	70%	53%	49%

* The 2023-2024 Annual Giving campaign is still ongoing, and gifts are anticipated through June 30, 2024.



Board of Trustees

Westside is governed by a Board of Trustees. The board is responsible for the integrity of the school, the standing and reputation built by its founders and those who have labored over the years. The board holds in trust the school's future as well as its present.

The Board has had a strong relationship with the Head of Westside School since his appointment in 2018. The Trustees and the Head both describe a healthy division of strategic and operational decision making with the Board delegating appropriate authority to the Head of School.

The Board has several standing committees, including Executive Committee, DEIB, Building & Grounds, Governance, Advancement, Finance and Audit.

Board Committees:

Executive Committee: This committee is made up of the Head of School, Board President, Vice President, Treasurer, Secretary, and other key trustees. It is responsible for planning the Board meetings and acts as an advisory group to the Head of School.

DEIB Committee: Ensures that the board leadership addresses the principles of diversity, equity, inclusion and belonging (DEIB) in its decisions and practices. Partners with the Director of DEIB to further the DEIB goals of the school.

Building and Grounds Committee: Oversees the growth, development, and maintenance of the school's site and grounds.

Governance Committee: Manages new Trustee recruitment and onboarding, reviews and revises (as needed) governance documents and policies, facilitates the annual Board self-evaluation process, facilitates Trustee education and training, and reviews the school's annual audit.

Advancement Committee: Oversees the annual goals for fundraising and strategic marketing and monitors advancement activities of the school to support the Advancement team in meeting its goals.

Finance Committee: Ensures the long-term financial health of the school. It reviews and approves the annual budget and drafts financial policies.

Audit Committee: Reviews the school's annual audit and makes a recommendation to the Board of Trustees.

The most recent Strategic Plan encompassed the years 2017-2022. The Board and the administration have launched a new strategic planning effort, and the goal is for that Strategic Plan to be, in part, informed by the recommendations of the recent Northwest Association of Independent School's most recent accreditation report.



FUTURE LEADERSHIP OF THE SCHOOL

The Westside School Board of Trustees seeks a dynamic and experienced leader ready to partner with the community to nurture the strengths of Westside School and meet its challenges and opportunities to secure its future as a leading PS-8 school in the Pacific Northwest.

Eric Temple and Joan Beauregard of Educators Collaborative are guiding this search to identify and recruit the next Head of Westside School. They solicited input from stakeholders through meetings when visiting the school, zoom session and through an online survey. These constituents included faculty, staff, administrators, parents and trustees. Based on impressions of the consultants, as well as input from the Search Committee, the following represents a summary of Westside School's strengths, challenges and opportunities and the desired qualities and skills of the next Head of School.

Strengths of the School:

- A warm, welcoming, supportive community that creates a safe place to learn and grow.
- Compelling and inspiring new mission and vision statements that will drive decision making at the school.
- The school's commitment to diversity, equity, inclusion and belonging.
- Small class sizes and the overall low student-teacher ratio where faculty and staff truly know each student.
- Close student teacher relationships that promote a joy for life-long learning.
- The focus on social and emotional learning that promotes a kind and caring community.
- The timely and relevant communication between school and home that keeps the community involved and engaged.
- The outdoor programs and field trips are a highlight for the students and deeply appreciated by the school community.



- A supportive Board of Trustees that is deeply committed to the strategic development of Westside School while understanding and supporting the Head's role in leading and managing the operations of the school.
- A comprehensive PS through Grade 8 experience that values the whole child and nurtures the developmental stage of each student.
- Students enjoy their interactions with adults and are encouraged to be kind, positive and accepting of each other.

Challenges and Opportunities for the Next Head of School:

- Continue to recruit, retain, and compensate high-quality faculty and staff and support professional development initiatives.
- The academic program straddles the delicate balance of faculty autonomy and a cohesive academic program. The program requires renewed effort and examination to vertically align the curriculum, and improvement in communicating its virtues to the community.
- Assure financial stability and sound management of resources, balanced with compensating the faculty and staff and retaining affordable costs for families.
- Continue to foster and nurture a supportive school community where students and adults are known, seen and valued.
- Collaborating across all constituents to promote the full value of Westside School and the advantages of a PS through Grade 8 experience.
- Create a culture of philanthropy to garner the resources needed to meet the school's mission and plans for the present and the future.

Qualifications and Attributes of the Next Head of School:

- An outgoing and warm personality with a genuine desire to engage in the school community at every level.



- An authentic leader who is enthusiastic about the positive benefits of diversity, equity, and inclusion.
- A systems thinker with a solid understanding of best practices in independent schools with the ability to collaborate with faculty and staff to build systems for effective and efficient operations.
- A collaborative leader with the ability to facilitate meaningful and productive conversations yet is adept at making difficult decisions.
- Strong financial and budgeting acumen accompanied by a commitment to fundraising.
- A proven record of recruiting, developing, motivating and retaining a talented faculty and staff.
- Deep knowledge of curriculum and pedagogical development, along with teaching experience.
- Evidences an abundance of characteristics typically found in successful school leaders: present, approachable and responsive, courage with kindness, character above reproach, excellent verbal and written communication skills, relationship builder, data-informed decision-maker, lifelong learner, humility, a sense of humor and the ability to work collaboratively and productively with stakeholders to work through conflict and build consensus.





HOW TO APPLY

Candidates interested in this position are asked to submit the following materials in the following order in a Single Merged PDF Document by July 18th:

- EC Candidate Summary Sheet (contact Joan Beauregard and/or Eric Temple for the document)
- Letter of Interest addressed to the Search Committee
- Current résumé
- Statement of Educational Leadership Philosophy
- A list of five or more references with contact information (including phone numbers and email addresses)
- EC Disclosure Form (Contact either of the consultants.)
- Up to three letters of reference (optional)

Please email any inquiries or expressions of interest to:

Joan Beauregard, Partner, Educators Collaborative
jbeauregard@educatorscollaborative.com 206-851-6616

Eric Temple, Partner, Educators Collaborative
etemple@educatorscollaborative.com 415-279-1837

This is a full-time, salaried position, benefits-eligible contract. Based on qualifications and prior experience this position offers a salary range between \$240,000 and \$290,000 annually.

Anti-discrimination statement:

Westside School does not discriminate on the basis of sex, race, creed, color, national origin, age, veteran or military status, sexual orientation, gender expression or identity, or disability.



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EDUCATORS COLLABORATIVE