



OPPORTUNITY

profile

PRESIDENT

Bakersfield Christian High School

Bakersfield, California



"HONORING GOD...HELPING STUDENTS SOAR!"



GREETINGS

from the Chairman of the Board of Directors

*D*ear Prospective Presidential Candidate,

Thank you for considering the position of President of Bakersfield Christian High School. We appreciate your interest and look forward to communicating further with you about the position. Bakersfield Christian High School (BCHS) was first formed in 1979 and operated at various locations within Bakersfield until 2003 when the current campus was built. At that time the school experienced significant growth in enrollment, academic excellence, and athletic performance while maintaining a rich heritage of Christian character. BCHS blends a strong Christian ethos with an attitude towards excellence in academics, athletics and the arts. That being said, there is much more to be done and the Board of Directors is clearly focused on continued improvement and has set clear goals to be attained in all areas within the school.

BCHS has been blessed with the right leadership at each step in its history. After the severe recession of 2008 the school was in need of fiscal "right sizing". Our current school President, Mr. Stephen Dinger took the mantle of leadership in 2011 and has performed beyond expectations in fiscal matters and, at the same time, has continued to improve academic and athletic performance. The school has been amply blessed by his Christ-like leadership.

Unfortunately Mr. Dinger has announced his retirement at the end of the current academic year, and the board is seeking his successor. The president we seek must live and be able to articulate a clear and strong personal relationship with Jesus Christ. First and foremost we desire that our student's relationship with the living Christ grow and that requires clear leadership from the president. We also strive to improve the academic performance of our students including our goal of becoming recognized as a national Blue Ribbon School. This will require strong leadership in the areas of academic staff development, curriculum development and teaching methods. BCHS is strong fiscally and our board is determined to maintain that position. We are performing well in athletics and have plans to maintain excellence in this area. BCHS boasted a very good performing arts department in the past but needs improvement. To that end, a new fine arts building is being constructed to help address the need for better facilities to help towards our improvement in the arts.

Again, thank you for your consideration of this vitally important position at Bakersfield Christian High School. We understand the significance of this consideration for you and your family. We encourage you to read through this Opportunity Profile, watch the introductory video, and explore our school website (<http://BakersfieldChristian.com>) for additional information. If you are interested in pursuing this opportunity, please reference the Process of Candidacy page to begin the application process. If you have any questions or wish to learn more before applying, please contact Laura Coverstone (615-261-4623) or Ed Poff (860-983-0367), the JobfitMatters Consultants who are assisting BCHS in this important search for our next President.



Sincerely,

Jack Pandol
Chair, Board of Directors





OVERVIEW

BCHS is a nondenominational 486-student high school in one of the most affordable and rapidly-growing regions of California. Located on a beautiful 47-acre campus, BCHS has been blessed with remarkable fiscal health, increasing academic excellence, growth in athletic success, and commitment to spiritual formation. Carefully balancing each of these areas and driving toward excellence in all of them is key to what makes BCHS distinctive.

FISCAL HEALTH

The most significant indicator of the financial improvements made over the past three years is that BCHS's debt has decreased from \$4 million to \$1.7 million. Enrollment growth, tough but necessary cutbacks, and a keen eye on the finances have all contributed to a significant financial turnaround. BCHS now boasts balanced budgets, a growing endowment (\$762,000), significant teacher pay increases, and healthy capital project campaigns. Continued focus on fiscal responsibility will be key, but much of the hard work has been completed.

ACADEMIC EXCELLENCE

Academic success at BCHS is evidenced by four National Merit Finalists in the past eight years, plus multiple commendations. SAT and ACT scores are consistently higher than both the state and national averages, and students are being accepted at highly competitive colleges and universities such as UCLA, USC, UC Berkeley, Cal Poly, Pepperdine, Baylor, Georgetown, Georgia Tech, Johns Hopkins, Vanderbilt, Yale and the U.S. Naval Academy. BCHS provides students the opportunity for dual enrollment through BCHS's own **Eagle University in concert with Concordia University of Irvine, CA.** It is the second private school in California to launch an official **Agriculture Science Program** and FFA chapter. The **BCHS International Homestay Program** allows students from other countries the

opportunity to come to the United States and receive a quality, college preparatory education that equips them for acceptance into top American universities.

ATHLETIC SUCCESS

At BCHS, Jesus Christ is the foundation on which athletic teams are built, and the athletic field is an extension and complement to the classroom. Student athletes are challenged to be outstanding representatives of Christ in their work ethic, commitment and citizenship on and off the athletic courts and fields. In the 2014-15 year 72% percent of students participated in one or more sports. Many of BCHS' teams reached section title games. Volleyball and girls tennis won section titles once again. Girls soccer, girls basketball, girls golf and girls cross-country were each section runner-ups. With many teams moving up in divisions last year, it was a significant achievement for them to continue to be competitive against much larger schools.

SPIRITUAL FORMATION

BCHS offers opportunities for students to be informed of and engaged in a life of discipleship to Jesus Christ. Setting time aside throughout the year for prayer, fellowship, worship, and service is a life-long habit modeled for students. With this in mind, the school has established various programs to help its students cultivate a life of discipleship, that will in turn, reflect the nature of God Himself.

God's blessings on Bakersfield Christian are evident and the sense of community spirit is palpable on the campus. A recent survey indicated remarkably **high levels of satisfaction** by parents, faculty, and board (90% percentile) and a **high level of unanimity** about the future priorities for the next President: strengthening the spiritual development of students, improving the academic performance of students, and strengthening the culture and climate of the school. With the importance of balance in mind, the next President of BCHS will have the opportunity to build upon recent successes and take BCHS to the next level of excellence in each of these areas.

For more information about Bakersfield Christian, visit the website at <http://BakersfieldChristian.com>.



VISION & MISSION

SCHOOL VERSE

"They that wait upon the Lord shall renew their strength; they shall mount up with wings like eagles; they shall run and not be weary, they shall walk and not faint." Isaiah 40:31

MISSION STATEMENT

To offer our community a nondenominational "school of excellence" providing a biblically based education.

VISION STATEMENT

The educational experience at BCHS will seek to develop each student's mind, body and spirit to his/her fullest potential through challenging course work, state-of-the-art technology, visual and performing arts, competitive athletics, and spiritual training by a select group of Christian teachers and coaches. Students who attend BCHS will be encouraged to become successful Christ-centered citizens through the study and application of God's Word.

MOTTO

"Honoring God ... Helping Students Soar!"

STATEMENT OF FAITH

- We believe the Bible to be the inspired and only infallible Word of God.
- We believe that there is only one God, eternally existent in three persons: Father, Son and Holy Spirit.
- We believe that mankind was created good, but lost the hope of life eternal, destroyed his communion with God and fell under the bondage of sin and death by rebelling against God's perfect way of life.
- We believe that Jesus Christ is God's eternal son who redeemed mankind. He was born of a virgin through the Holy Spirit, taught men how to live through His sinless life, took the consequences of our sin upon Himself in His passing and death upon the cross, arose bodily from the dead on the third day after His death, was seen by his disciples, ascended to the right hand of the Father and will return in power and glory.
- We believe that all are sinners, that all are called to repentance and faith in Jesus Christ, that no one can come to the Father except through Jesus Christ, and that no one can come to faith in Christ, repent and attain holiness, but by the grace of God.
- We believe that the Holy Spirit is freely given to those who believe in Jesus Christ. The fruit and benefits of Christ's redemption are applied to us individually by the Holy Spirit.
- We believe that at the end of the age there will be two resurrections: one to eternal life and glory, the other to eternal condemnation.



HISTORY

of Bakersfield Christian High School

BCHS is a nondenominational, co-educational high school founded in 1979 as Omega High School, part of the Bakersfield Christian Life Center infant-care through 12th grade school system. In 1986, when the church closed the entire school, a group of parents wanted to continue their students' Christian education and with community input, they developed a separate, independent high school.

During the summer of 1986 many parents and Christian community leaders met to discuss, develop, and make decisions about the new school. The name "Community Christian High School" (CCHS) was chosen to reflect the intended goal of serving the greater Bakersfield area by providing academic excellence in an environment that placed emphasis on community ministry, involvement and service. CCHS was formed as a 501(c)(3) nonprofit organization and has retained that status with the IRS. The school remained at the Olive Drive location from 1986 until 1990. In July 1990, CCHS moved to the campus of Northland Assembly of God Church on Manor Drive and remained there for five years. In August 1995, the school again changed locations to the vacated Richland/Lerdo School site on Lerdo Highway and remained there until July 1997.

The school name was changed from Community Christian High School to BCHS in June, 1997, to reflect a new beginning and a new era in Christian secondary school education. The intent and purpose of our original goal to provide a school of excellence, teaching from a Christian perspective has not been diminished, but rather has been bolstered by the multi-church support from the Bakersfield community. This consists of students from seventeen local churches that cross denominational lines.

BCHS opened its doors in August 1997, returning to the original site on the campus of Bakersfield Christian Life Center. The enrollment increased by approximately 30% from 112 students to 140 students with the move back in to Bakersfield. BCHS submitted their first accreditation self-study in 2001 and received their first six-year term. During this time, BCHS had the opportunity to purchase 80 acres of prime real estate in a developing area of southwest Bakersfield. The school was able to parcel that real estate into three segments. BCHS retained 47 acres to build a new permanent campus and sold the two remaining parcels to Laurelglen Bible Church and Derrell's Mini Storage.

Construction began in 2002. In August 2003 BCHS moved onto the permanent campus with the first phase of classroom buildings, administrative building, and athletic fields completed. Enrollment jumped from 150 to 225 students requiring the hiring of new faculty and staff. Construction began on a Sports Center in December 2003 in preparation for the 2004-05 school year. Enrollment at this time was reaching 450 students, therefore, during the summer of 2006 a multi-purpose facility with classroom capabilities was constructed to accommodate the rapid growth. In October 2006 construction began on the new library/media center and additional classrooms, which was completed for the fall of 2007.

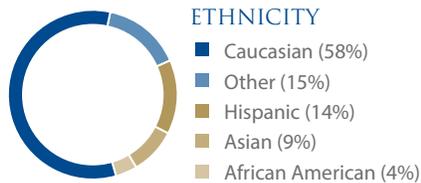
A master site plan was developed to meet the needs of a school of 800 students which includes a Visual and Performing Arts Center, and an additional classroom building. The plan also includes an Aquatic Center, a permanent Student Center, and an Amphitheater. By 2009 there were 530 students attending BCHS. As the economy slowed, like at many other Christian schools enrollment decreased over the next two years. Tuition was increased, but after several years, faculty and staff reductions were necessary. The leadership team was reduced and restructured to address the needs of the school. Under the leadership of Stephen Dinger, the financial situation has improved and debt has been reduced from \$4 million to \$1.7 million. Enrollment has grown by 30 students over the last two years. A balanced budget has been delivered over the past four years with increasing confidence and fiscal stability.



AT A GLANCE

BCHS is a nondenominational, college-preparatory school with a special commitment to the moral development of its students.

ENROLMENT (2015 -16)



CLASS OF 2014



FACULTY

Faculty members: 32
 50% hold advanced degrees
 Average core class size: 19 students
 Student/Faculty ratio: 20:1
 Teacher salary average: \$62,400

FINANCIAL

Annual Budget 2014-2015: \$7.3 million
 Giving for 2013-2014: \$3.1 million (includes \$2 million capital giving)
 Total Debt: \$1.26 million Library/Media Center debt + \$427,000 previous debt balance

TUITION

\$12,394 (For more tuition information, see [Tuition and Fees](#).)

FINANCIAL AID

Students receiving Financial Aid - 28%

COLLEGE ACCEPTANCES & MATRICULATIONS

BCHS students are being accepted at highly competitive colleges and universities such as UCLA, USC, UC Berkeley, Cal Poly, Texas A&M, Georgetown, Georgia Tech, Johns Hopkins and Vanderbilt.

A complete list may be found on the BCBS Profile at <http://www.bakersfieldchristian.com/file/bchsProfile.pdf>.

ADVANCED PLACEMENT

BCHS offers 11 AP courses and has an average 50% pass rate on AP tests. In 2014, 137 students sat for 223 examinations: 50% earned a 3 or above, 24% earned a 4, and 6% earned a 5.

ACCREDITATION:

BCHS holds dual accreditation with Western Association of Schools & Colleges (WASC) and Association of Christian Schools International (ACSI).



THE CAMPUS

BCHS is located on a 47-acre campus in the growing west side of Bakersfield. The school has been located on the corner of Stockdale Highway and Allen Road since 2003. The facilities feature highlights such as the Library/Media Center which opened in 2007 and the Sports Center which houses one of the largest high school gymnasiums in Kern County. A current building project includes adding a student center/cafeteria, performing arts building, and an upgrade to the science labs. For the full list of current facilities, see <http://www.bakersfieldchristian.com/campus>.

For a virtual campus tour, see <http://www.bakersfieldchristian.org/vtours/2011/master.html>.

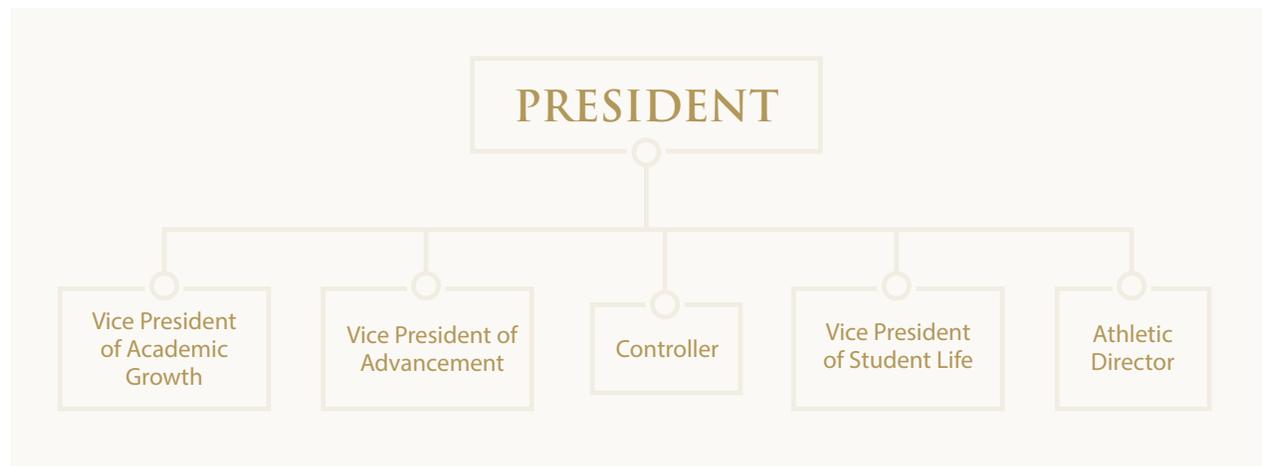


THE POSITION

The President is the Chief Executive Officer of the school whose responsibility is to assure that the mission and vision of BCHS are advanced and to assure a sustainable and vibrant future for the institution. The BCHS President is the sole employee of the self-elected 11-member Board of Directors and reports to the board.

Currently, the Executive Leadership team supporting the President includes the following: Vice President of Academic Growth, Vice President of Advancement, Vice President of Student Life, and Athletic Director. The current President's strength in Financial Management naturally led him to serve as the financial leader, supported by the Controller, in lieu of appointing a Vice President of Finance to the Executive Leadership team. A new President's areas of giftedness may indicate that this role may be required, so the next President will have the ability to shape the team to complement his/her gifts.

ORGANIZATIONAL *chart*





RESPONSIBILITIES

The President's role at BCHS is a true CEO function with the President serving as the vision-casting leader, team builder, and financial overseer. With a healthy board governance model and a strong administrative team, the President at BCHS has the ability to lead in a collaborative, but appropriately executive style. The President's responsibilities are primarily and ultimately to implement the strategic plan of the school, but the below list details the various responsibilities that are woven into the role.

BOARD RELATIONSHIP

- Serves as an ex-officio member of the board, all standing committees, and all task forces established by the board.
- Represents the board in its relationships with faculty, staff, students and the supporters of the school.
- Keeps the board informed of progress on the strategic plan, significant aspects of the school's operation and responds in a timely fashion to inquiries board members may have.

ORGANIZATIONAL LEADERSHIP

- Demonstrates and articulates Christian life to all constituents.
- Embodies and strives to assure that the mission of the school is fulfilled and advanced.
- In consultation with the board, develops and articulates the vision for the school.
- Monitors and assures alignment of the school culture in relationship to the mission.
- Manages the sometimes-competing demands of the various constituencies of the school.
- Assures that programmatic strategic planning occurs in a systematic fashion.
- Represents the school in the public arena.
- Supervises and is accountable for all aspects of the school by appointing, mentoring and monitoring personnel responsible for the daily operation of the various school programs.
- Creates an executive leadership team that is professional and united in achieving a shared vision.

ADVANCEMENT

- Establishes realistic fundraising goals and actively participates in the process of inviting new and continuing donors to support the mission and ministry of the school.
- Assures that appropriate enrollment and retention goals and programs are in place so that enrollment goals are met or exceeded.
- Assures that the school is visible in the community through the appropriate use of media, publications and public appearances.
- Spends approximately 30-50% of service time to BCHS in advancement issues (fundraising, student recruitment, and constituent relations).

FISCAL RESPONSIBILITY

- Assures the timely preparation of preliminary and final budgets; monitoring of income, expenditures, collections and cash flow; maintaining of financial records and oversight of the benefit program.
- Assures that short- and long-term fiscal strategic planning occurs in a systematic fashion.
- Assures that financial aid policies and resources are appropriately budgeted, funded and administered fairly.

POLICY DEVELOPMENT AND IMPLEMENTATION

- Assures that effective policies and procedures are in place and followed appropriately.
- Reviews all policies on a regular basis to assure timeliness and appropriateness.



CHARACTERISTICS

of the Ideal President for BCHS

The current president's financial acumen has positioned BCHS extraordinarily well for the future, freeing the next President to focusing on new areas of growth. Following a successful financial recovery period over the past four years, the BCHS leadership's attention now turns to further developing the **school's spiritual vibrancy, academic excellence, and fine arts** at BCHS, but not without a continued appreciation for growing athletic success. So while the responsibilities above are fairly common to many strong schools, the below characteristics are specific characteristics emphasized by the BCHS board and community:

The ideal President will possess and demonstrate a personal story of surrendering to Jesus Christ as personal Savior and Lord. As a **spiritual leader** of BCHS, the President will seek to identify His will through the Word and prayer and follow it in all areas of leadership and life. He or she will demonstrate a heart for impacting the lives of others, manifested through the fruit of the Spirit and other Christ-like qualities. This person will apply biblical principles to all areas of leadership including instruction, curriculum, athletics (sports, physical education, and extra-curricular), finance/business matters, and relationships. The spiritual climate of BCHS will continue to grow and mature as a result of this person's leadership.

Second, the ideal candidate will have **academic leadership** experience building a comprehensive and balanced curriculum that prepares high school students for higher education opportunities and the world in which they will live as adults. Building on BCHS' strong results as compared to other schools in the area, the next President will lead the academic program to new levels of excellence, perhaps even a national Blue Ribbon designation.

The ideal next President for BCHS is someone who promotes and maintains an atmosphere of unity, trust, warmth, and open, honest communication – is a **community builder** – with staff, students, parents, and the board. This person affirms the responsibilities of administrators and teachers while providing mentoring, coaching, tutoring, and confronting (Matthew 18) for successful outcomes for the community. The next President will have the ability to understand a community's culture and have experience shaping it. Similar to emotional intelligence, this person needs **cultural intelligence**.



CHARACTERISTICS

of the Ideal President for BCHS

QUALIFICATIONS

THE PRESIDENT WILL

- Be able to maintain the appropriate BALANCE between financial health, spiritual matters, academics, fine arts and athletics.
- Be an experienced administrator and proactive leader in a private or public school system.
- Be experienced as a proactive leader who demonstrates continuous improvement of all aspects of a Christian high school: spiritual leadership and advocacy, advancement strategies, budgeting and finance, and comprehensive offerings for student curriculum and instruction
- Understand advancement and marketing efforts of a private Christian school; experience as a practitioner in advancement is desired.
- Hold a bachelor's degree and advanced degree (masters required, doctorate desired). A minimum of five years effective experience demonstrating leadership in the operations of private/public sector organizations is required. Effective development and improvement of a Christian school or public school is desired.

EXPECTATIONS OF THE PRESIDENT

Successful leadership in any educational institution is judged by how well its leader meets the expectations of its board, meets the needs of its students, and responds to the input of its faculty, administration, parents, and other constituent groups. Often, these expectations are represented by the school's strategic plan. The current three-year BCHS strategic plan developed in 2014 includes the following objectives:

GENERAL

G1 - Enrollment of 550 students ... 125-130 per grade; 95%+ retention rate; 10% international students

G2 - To be recognized as the best high school (public or private) in the Valley

G3 - To explore what is required to be a U.S. Department of Education National Blue Ribbon High School and, if eligible, apply for this status. If not eligible, take steps necessary to achieve this status

SCHOOL CULTURE

SC1 - A school known for the quality of its student body and faculty; their Christian character and commitment to service in and to the community

SC2 - Known as a fun place to be – where students are treated with respect and where students and staff welcome being held accountable and responsible for their learning and actions

ACADEMIC EXCELLENCE

AE1 - Highest AP pass rate; highest average SAT/ACT scores; highest percentage of graduates going on to college of high schools in the Valley

AE2 - Integrated and effective use of technology in all classes and aspects of administration

AE3 - Growing music program on track to return to former level of excellence

AE4 - A faculty culture that is healthy, open-minded, and eager to learn and share as reflected by a high retention rate of quality teachers

AE5 - Collegiate style program offerings designed to help students explore career options that include mentoring and internship opportunities

AE6 - An entrepreneurial approach to learning that encourages and supports creative educational programs (i.e. FFA; Eagle University; Eagle Tutoring Center; Eagles Online; etc.)

ATHLETICS

A - Consistently competitive in all sports; at least three valley championships per year; recognized for academic success and sportsmanship

FACILITIES

F1 - Add a student center/cafeteria; build a visual and performing arts center; update science labs (in process)

F2 - If funding allows, build an aquatic center that is open to the community and run as a profit center along with our other athletic facilities

FISCAL HEALTH

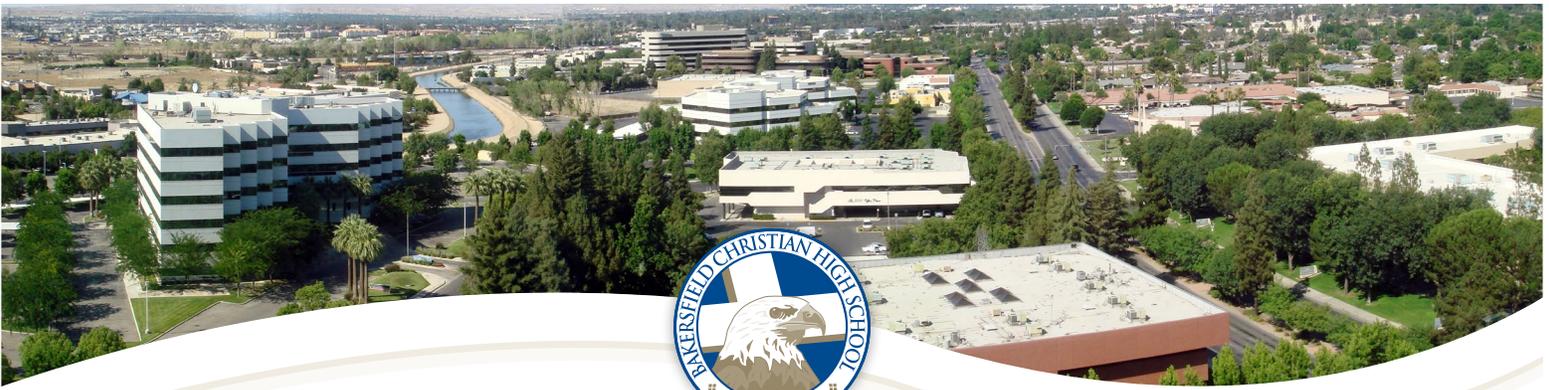
FH1 - Competitive salaries and continued enhancement of medical and retirement benefits

FH2 - 10% growth each year in the number of donors

FH3 - 10% increase in annual giving each year

FH4 - Double our endowment fund from \$750,000 to \$1.5m

FH5 - To be debt free



THE LOCATION

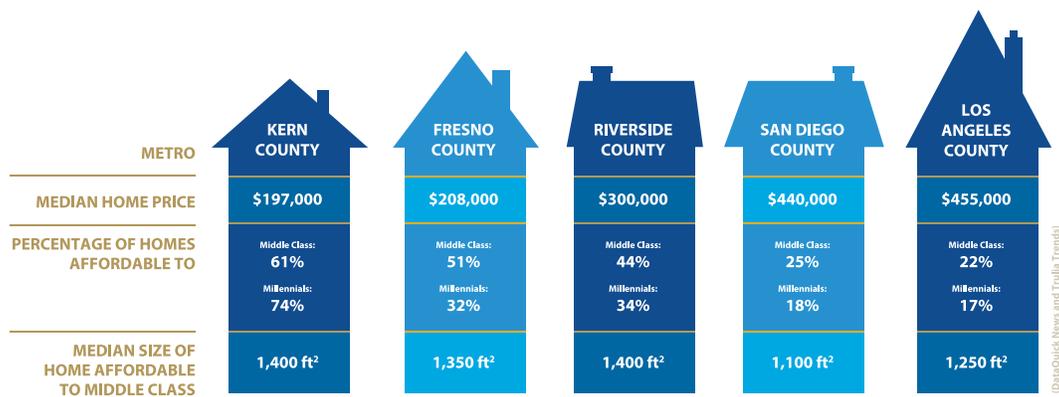
Bakersfield, California

Strategically located in one of the world's largest economies, and within four hours of 90% of California's population, Bakersfield is a place where cutting-edge technological development is blended with a rich history of agriculture and oil production. Bakersfield is a regional hub that boasts a number of highly-recognized employers like Nestlé, State Farm Insurance, Aera Energy, Chevron, and Occidental Oil and Gas. According to the Bureau of Labor Statistics, Bakersfield Metro is one of the top three major metros for job growth in the state.

Bakersfield offers an oasis of friendly people that feels like coming home. Located at the southern end of the San Joaquin Valley, Bakersfield is partially surrounded by three mountain ranges: The Tehachas to the west, the Tehachapis to the south and the Sierra Nevada to the east. Within the city limits alone are 54 city parks, including the Park at Riverwalk, a 32-acre oasis adjacent to the Kern River.

From families to college students to business professionals, Bakersfield has much to offer anyone looking for an affordable and attractive place to live their dreams. Cultural and outdoor activities abound, various minor league professional sports teams offer entertainment, and housing prices are more reasonable than anywhere else in California. Bakersfield's combination of large community opportunity and small town appeal is just right.

Kern County's cost of living is only 6% higher than the U.S. average, compared to San Francisco at 167%. For a cost of living calculator, click here: <http://kedc.com/quality-of-life/cost-of-living/>



(Source: <http://kedc.com/quality-of-life/cost-of-living/>)

Over the course of a year, the summers are warm and the winters are mild. Temperatures typically range from 39° F to 98° F. With 191 sunny days a year, Bakersfield is a premiere location to get out and explore.



THE PROCESS

of Candidacy

If you sense that the gifts and experience God has given you are a good match for BCHS, we invite you to begin the inquiry process. We handle all candidate information and conversations confidentially. You may contact Laura Coverstone at any stage of the process for more information and to ask questions (see contact information below).

Please provide the following for review:

A current resume

Responses to the following essay questions

- Describe your spiritual journey of faith in Jesus Christ. Indicate how God is using you in your work, in your church and in your community. How has your relationship with Jesus Christ shaped your career and influenced your decision to apply for this position?
- Describe your experience with Christian education, both personally and professionally. How would you define the marks of “educational excellence” in a 21st century Christian high school?
- Provide the names and contact information (telephone numbers and email addresses) for four references who know you and your career well enough to comment on your suitability for the President position at BCHS. (References will only be contacted after we have requested and received your permission to do so.)

Submit this information in one Microsoft Word or .pdf document to:

Laura Coverstone

JobfitMatters

resumes@simainternational.com

Phone: 615-261-4623

In the subject line of the email, please write “Bakersfield Christian President”