

Berkshire Country Day School

May 25, 2018

Dear Members of the BCD Community,

We write to you today to share the exciting news that Jenifer Fox has accepted the Board's offer to become BCD's next long term head of school. After Jenifer's visit to campus, the search committee voted unanimously to advance her candidacy to the Board. By a unanimous vote, the Board subsequently offered her the position as BCD's thirteenth Head of School.

The members of the search committee and the Board of Trustees extend their thanks to all our stakeholders who expended time and thought in evaluating Jenifer as a candidate and potential member of our School community. We received substantive input from all groups, and both the search committee and the Board carefully considered everyone's feedback.

Jenifer will join our community officially on July 1, 2019. However, she and Interim Head of School Mark Segar have both expressed their desire to begin communicating and working together in advance of that date. We all believe this will ensure the smoothest possible transition and the greatest benefit to the School from both Mark's and Jenifer's experience and expertise.

In accepting the Board's offer, Jenifer sent the document here, which we are pleased to share with all of you.

We invite you to be in touch with any questions, and will share more on plans for Jenifer's transition to BCD in the coming months. In the meantime, thank you again for your support of and participation in the search process, and enjoy the final days of a wonderful school year!

With gratitude,

Board of Trustees, Berkshire Country Day School

Cara Vermeulen, President
Ted Glockner '82, Vice President
John Kittredge '73, Treasurer
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Resume for Jenifer Millard Fox

Wilson, AR 72395

Educational Background

Master of Education | Harvard University

Master of Arts in English | Middlebury College, Bread Loaf School of English

Bachelor of Science in Education and Communications | University of Wisconsin in Madison

Career Experience

Founding Head of School | 7/2013 – Present

The Delta School, Wilson, AR

Oversee daily school operations across all administrative processes including professional development, admissions and recruitment, communications and marketing, teacher / staff relations, student guidance programs, and family / parent relationship management. Supervise, manage, and evaluate faculty and staff members; lead meetings. Identify, troubleshoot, and implement resolution of issues from faculty, staff, parents / family members, and students. Manage budgets and oversee school resource allocation. www.thedeltschool.org

Selected Accomplishments:

- Spearheaded and designed 21st century, project based learning school with a Maker's focus using Human Centered Design; grew to 106 students in just three years.
- Recognized and awarded for innovative marketing strategy based on personal materials developed specifically for the launch of the school.
- Introduced Maker's Program, designed Maker's curriculum and focused on developing student strengths and successful learning strategies.
- Built a culture of trust, collaboration, and innovative mindsets; able to comfortably manage change in a flexible learning environment.
- <https://www.youtube.com/watch?v=LCED-YIZ-tA>

Head of School | 2010 – 2013

A Prek-12 , co-ed Montessori School

The Clariden School of Southlake, Southlake, TX

Educational leader managed daily program and process operations to include administrative oversight of HR programs, marketing, budgets, and planning for short- and long-range success of school programs. Mentored and evaluated faculty

and staff in all performance areas; performed detailed curriculum evaluation for grades k-12 and all levels of academic study. Coordinated and communicated with faculty, staff, parents / family members, and students.

Selected Accomplishments:

- Designed 21st century learning materials ; restructured administrative team with a focus on transparency and trust-driven behavior.
- Successfully achieved accreditation for new upper school and AMI accreditation for entire school.
- Raised \$800k in special gifts; drove new marketing strategies and outreach initiatives.

President/Head of School | 2003 – 2008
9-12 girls boarding school

The Purnell School, Pottersville, NJ

As President, provided instructional leadership for all programs and departments of the school. Delivered professional development and provided evaluations to faculty and staff on programs, curriculum, instruction, and classroom performance for this progressive boarding school for girls. Served as key liaison with faculty, staff, parents, and students. Developed and oversaw administration of recruitment programs to increase student referrals and enrollment. Served as development leadership, retooling fund-raising programs to position the school as a nationally recognized leader in a niche market. Implemented new school programs. Oversaw construction projects on classrooms and student dorms, created new model for health and wellness in the residential program.

Led school through time of transition by delivering expert change management strategies and promoting faculty ownership of the process. Rebranded the school, wrote, consulted, and delivered all new marketing materials, program vision, and management plan. Restructured administrative team and Board of Trustees.

Selected Accomplishments:

- Spearheaded enrollment increase of 50% in two years, driving the need for a waiting list.
- Raised \$8M in endowment funds and increased annual giving by 250%.
- Designed and implemented innovative strengths-based curriculum resulting in the school being featured on national television as an example of successful innovative learning methodologies.

Additional Experience

Head of Upper School | Saint Stephen's Episcopal School, Bradenton, FL | 7/2000 – 6/2003: *Led restructuring of administrative organization; led upper school through new building phase, served as mentor to college counselor, redesigned college counseling program.*

Interim Head of School | Saklan Valley School, Moraga, CA | 7/1998 – 6/2000:
Drove strategic plan with Board; increased annual fund by 50%, refocused marketing, and restructured school finances & operations.

Head of Upper School | Saint Mary's Academy, Englewood, CO | 7/1995 – 6/1998:
Increased upper school enrollment, redesigned curriculum, led curricular innovations, member of collaborative senior administrative team, college counselor.

International Teaching experience as *English Teacher (IB and 10th grade), field hockey coach, newspaper advisor for the International School of Kenya, Nairobi, Kenya, and English and drama Teacher for the American Collegiate Institute, Izmir, Turkey, English.*

Teaching Experience as *Director of Talented and Gifted Program, Chair of Performing Arts Department, drama and speech teacher, Summit County Schools, Summit County, Colorado. 1985-1994*

Sample of Publications/Media/Presentations

- NAIS Committee on Curriculum for the 21st century
- NAIS Annual Conference Planning Committee, 2008
- Published: Authored bestselling book, *Your Child's Strengths, Discover Them, Develop Them, Use Them*, (Viking Press, 2008)
- Authored, *The Differentiated Instruction Book of Lists*, (Jossey-Bass, 2010)
- Tex X Speaker, Traverse City, Dallas, Houston
- Featured on the *Today Show* for the Strengths Movement, also on PBS Show.
- KeyNote Speaker SSTAB Annual Conference, 2008
- Keynote Speaker, Christy McCullife Technology Conference, New Hampshire
- Keynote Speaker NBOA, (National Business Officers Association) National Conference, 2012
- Keynote Speaker, American Pediatrics Association of North Carolina, 2008
- Keynote Speaker, Teacher Driven Change Conference, Sacramento, California, 2008
- Keynote, New Mexico Independent Schools Conference, "Uses of Technology in Independent Schools", October, 2000
- "Growing Leaders From Within", NAIS National Conference, New York 2003.
- "No Dominant Language, Teaching International Students Who Have Multilingual Lifestyles" East African Conference of International Schools 1993
- National Association of Girls Schools/Simmons School of Management Institute for Women Leaders, November, 2004

Jenifer Millard Fox

Educational Philosophy

As a school leader, I often meet with parents to discuss their concerns about their children's education. Throughout my thirty years in schools, I have interacted with parents of just about every kind of child you can imagine: children labeled talented and gifted, as well those diagnosed as learning disabled; star athletes and those with physical handicaps; Ivy League-bound scholars, shy kids and those who are more outgoing. My conversations with the parents of all these children share one commonality: whether parents identify as left or right, regardless of whether they live on the East or West Coast or in the rural South, they all share the same concern. They want something *more*, something *better* for their children, yet it is the rare adult who can articulate exactly what that means.

After years of working with students and parents, I can offer that the most successful graduates are those that leave school with a clear understanding that they have a unique purpose in life and that true success comes as a result of discovering meaningful work and engaging in meaningful relationships

Around the globe, educators share an indisputable understanding that education needs a drastic change and scores of schools, classrooms, and teachers are rolling out answers in the form of program developments, tools and plans to create schools worthy of the next generation. As technology evolves, populations grow and the job market morphs into a service delivery model, we need our educational systems and the narrative surrounding it to evolve as well.

Parents can't do this when while clinging to the current narrative about school that tells them that success is only built on AP courses, high scores on standardized tests and admission to Ivy League schools. All those things in their own right are worth striving for, but today, we need a new narrative that calls upon schools to reconsider what is really important in the education equation—the student. Young adults are magical, creative, purposeful beings in search of meaning. Their whole life span matters, not just getting to the next level, not just finding a high paying job, not the GPA or class rank.

Education should offer children the opportunity know for certain that their lives have purpose and meaning.

We should want *more* for our children than having a well-paying career. At some point, jobs will change, lay-offs will occur. What then? It's no secret that technology is advancing at breakneck speed. Innovations such as artificial intelligence and virtual reality, now in their nascent stages with regard to learning, have the potential to change education to such a degree that our current form of learning becomes unrecognizable. But children will continue to need more than what we offer, even when those changes occur. Children will need to

understand the meaning of their lives and what their unique contribution is because family members will die, disease may arrive, natural disaster strike. School today must prepare young people to be able to deal with *anything* that comes their way in the future.

Our educational systems must become invested in not only equipping young people to help solve the real problems that occur in the world, but to be able to deal with them in a way that inspires hope rather than defeat. We can do this by offering them real work in the form of solving real problems. The best learning is applied to authentic situations. School leaders today must be invested in leading organizations bravely into new paradigms of teaching and learning. They must do this by being aware of what students need, feel and are inspired by.

School culture is perhaps the most important variable in a student's education. The relationship between teacher and student is a paramount ingredient in this culture. Face-to-face interaction, appreciation of nature, and a strong ethic of excellence are made manifest in the relationship between student and teacher. No matter how the world changes, a sense of compassion, civic engagement, courtesy and courage should be at the heart of every school. These values are modeled from the top.

May 23, 2018

Dear Members of the Berkshire Country Day Community,

It is with great delight and optimistic anticipation that I accept your offer to become the next Head of School at Berkshire Country Day School. My visit to campus introduced me to a community that is welcoming and dedicated to your school and its future.

I promise to dedicate myself whole-heartedly to your school; working with the goal of ensuring BCD remains a home of educational excellence, community engagement, excitement, grace and service. I am thrilled about marrying my national reputation as an educational leader who discovers and builds on people's strengths with my newly found enthusiasm for BCD. I want to imagine and live into a promising future with you, propelling students and the entire school forward while balancing fidelity to the deep and rich history and traditions of Berkshire Country Day School.

As Head of School, I will embrace and enhance your school mission and your core values. I look forward to serving as your ambassador in the community and expanding the impact of BCD beyond the campus.

I will foster creativity and intellectual curiosity among all of our constituents so the school thrives programmatically and financially while continuing to serve a diverse population of students and families. I look forward to partnering with the greater Berkshire community to drive the school forward and to continue to discover opportunities to tell your story the way that most enhances and sustains your identity.

I will be a welcoming and approachable leader who serves the total community-- children and adults-- with honor, compassion, and generosity.

My passion as a leader has always been centered on human relationships. I believe that school culture is the most important ingredient in a successful school. I will take the time necessary to learn who you are, what each person brings to the table, and how I can help us all be the best people we can be for the school and the students we serve. We will work hard together, celebrate success and remember to have lots of fun along the way. I won't rush and I will be transparent in my approach. We will learn and grow and do great things together. I am SO excited to be your next Head of School and look forward to our work together. While it seems like a long time until I actually arrive, I have already begun thinking about spending my days in your company. I hope my leadership will offer you everything you hope for in a leader and that our relationship lasts many years.

Sincerely, Jenifer Fox