



e3 Civic High

Chief Engagement Officer

San Diego, CA



The Position

As guardian of and advocate for the school's inspiring mission, the Chief Engagement Officer of e3 Civic High serves as the executive officer, school leader, collaborator with the Board of Directors, and overseer of a dedicated leadership team committed to preparing all students for college, workforce, and life.

About e3

Established in 2013 e3 Civic High is a public charter school authorized by the San Diego Unified School District and governed by an independent school board that serves over 400 scholars in grades 9-12. Occupying visually striking, modern, and well-equipped space on two floors of the nine-story San Diego Central Library, e3 Civic High is the nation's first public school located within a public library. It offers a visionary educational model for urban secondary education as a partnership between small schools and community-based organizations. The school serves a diverse population reflective of the surrounding community.

The school offers an innovative, highly personalized program that features project-based learning, a school-wide emphasis on design thinking, extensive academic and emotional support, required community internships, and comprehensive college counseling.

Our Mission

To engage, educate and empower our learning community to be passionate lifelong learners and civic leaders that are prepared for college, workforce, and life.

Our Goal

Aspire that every student will be college, workforce, and life ready.

Our Challenge

Average entering student is 2 years behind grade level and 5 years behind the college-ready trajectory.

Facts and Figures (2021-22)



- **Founded:** 2013
- **Location:** San Diego Public Library
- **Grades:** 9-12
- **Enrollment:** 403 students
- **Diversity:** 93% (self-identifying ethnically & linguistically)
- **Budget:** \$6.7 million
- **Staff:** 51 full time, 22 part time

Accreditation: Western Association of Schools and Colleges

A warm and vibrant school community united in an inspiring mission wholeheartedly focused on lifelong success, e3 Civic High blends educational innovation with exceptional support services targeted to the needs of a traditionally underserved student population.

The Student Body

With the capacity to serve up to 500 students in grades 9-12, e3 Civic High is serving 403 scholars this year, down slightly from recent pre-pandemic years. As a public charter school affiliated with the San Diego Unified School District, it welcomes students from throughout San Diego County and reflects the diversity of the surrounding community. Over 70% of the student body is defined as socio-economically disadvantaged.



The ethnic representation includes 76% Hispanic/Latino, 10% African American, 7% Caucasian, and 2% Filipino. Many of the students speak Spanish as their

first language, with 4% this year categorized as English Learners. 80% will be the first in their family to attend college.



On average, scholars arrive at e3 in 9th grade two years behind grade level in English and Math and five years behind measured college-ready proficiency levels. The school's focus on preparing students for success is reflected in its nearly 100% graduation rate. Seventy-two percent of its graduates enter college – 43% to two-year colleges and 29% to four-year institutions.

Location and Facilities

e3 Civic High's innovative and visionary culture is reflected in its extraordinarily modern and attractive facilities. A national winner of the American Institute of Architect's Educational Facilities Design Award, the high school occupies the sixth and seventh floors of the \$185 million San Diego Central Library, which is located in the East Village neighborhood in the heart of downtown San Diego.



Encompassing 77,000 square feet, the school's facilities feature soaring views of the city through floor-to-ceiling glass walls and doors. Each of the four learning villages houses five studio classrooms equipped with 21st-century technology including smart projectors, document cameras, Apple TV, ceiling-mounted sound systems with cordless microphones, and floor-to-ceiling dry-erase walls. Designed for comfort and collaboration, the studios are also outfitted with multiple options for hard and soft seating. Four large common learning spaces connect the village studio classrooms, and both floors include several learning niches. A presentation stairway connects the two floors, providing space for travel, assemblies, presentations, study, eating, and socializing.

Faculty, Staff, Administration, and Board of Directors

The CEO reports to an active seven-member Board of Directors – drawn from the higher education, corporate, and nonprofit sectors – who are noteworthy for their experience, expertise, passion for public education, and core belief that all students can succeed.

While the search proceeds for its next CEO, e3 Civic High is being well led this year by a collaborative administrative team that includes the Interim Director of Scholar Support and Administration, the Interim Director of Instruction and Innovation in Administration, the Dean of Instruction and English Learner Support, the Interim Dean of Scholar Support, the Director of Human Resources and State Reporting Administration, and the Board Liaison and Operations Manager.



The school's expansive academic and support services program is carried out by 42 certified faculty and staff members, approximately 70% of whom hold a master's degree and 15 percent a doctorate. In addition to the 22 full-time faculty members, who are referred to as learning facilitators, the team also includes two college and career counselors, one mental health and wellness counselor, and four instructional coaches/deans.

The administration and faculty/staff are a collegial and collaborative group, unified in their commitment to the scholars, unusually open to innovation in pursuit of improved educational outcomes, and willing to pitch in as needed within a fast-paced, challenging environment.

Highlights of the Educational Program



While the three e's drive our mission, e3 scholars have clear academic, civic, and internship targets as well as supports to prepare them for college, workforce, and life. e3 supports all scholars to prepare for and take the PSAT and SAT and to apply to 2-year college and 4-year universities.

Scholars at e3 Civic High experience a personalized education that is both steeped in 21st technology and characterized by meaningful and supportive relationships with the faculty and staff who are committed to their success. Each scholar receives a MacBook Air equipped with learning software and access to digital curricula for use in school and at home. The adaptable learning environment is designed to provide deep support to all levels of learners, including free tutoring, structured English immersion, and an array of enrichment courses. The flexible school day allows for internships, mentorships, job shadowing, and creative student-led learning experiences. In addition to mastery of traditional academic and digital literacy skills, the curriculum is also designed to develop in scholars the social-emotional skills essential to their future success, including empathy, self-efficacy, responsibility, and collaboration.

College & Workforce Counselors assist scholars with their Personalized Learning Plans, class selection, and scheduling. They are available to assist with planning, interpretation of tests, school programs, parent/teacher conferences, and referrals to tutoring, testing, and community agencies. They provide a plethora of information for college, financial aid, and scholarships throughout the four years of high school and assist with the entire post-secondary process during senior year.

Course offerings include honors classes and 11 Advanced Placement classes. Graduation requirements, which exceed the A-G requirements



for admission to the University of California and California State University, include 4 years of English; 3 years of History, Ethnic Studies, Mathematics, and Laboratory Science; two years of a language (Spanish or Mandarin), Visual and Performing Arts, and Physical Education; 1 year of Computer Science; and completion of Senior Design Thinking and Senior Workforce classes. Before they can graduate, scholars also are required to complete a Senior Presentation of Learning, take the SAT Exam, apply to at least one 4-year college, and apply for financial aid.

e3 Civic High's downtown setting and its location within the public library offer extensive opportunities for collaboration and community partnerships. e3 partners with the library to use many of its facilities, and the library staff provides instruction for learning facilitators and scholars on the use of digital and bibliographic research. Scholars also intern within the library and job shadow there.

Through partnerships with the University of California at San Diego, San Diego City College, and Point Loma Nazarene University, scholars may take selected undergraduate and extension college courses onsite at no cost. The school also partners with a number of downtown organizations, corporations, and educational institutions to broaden opportunities for scholars, including internships and job shadowing days, career guest speaker series, educational field trips, and community service opportunities.

Why e3 - From a student and parent perspective



- State of the art learning facility located in the spectacular downtown public library
- All students assessed and supported each year for college and workforce readiness
- College and workforce readiness focus including PSAT and SAT prep and support
- 100% of students take SAT, apply to 4-year college

- All students supported through college applications, financial aid and acceptance process
- Tutoring available for all e3 students at no cost
- e3 course offerings from UC San Diego, Point Loma Nazarene University and San Diego Community Colleges – graduation pipeline to the UC, CSU and Community Colleges in California
- All e3 students receive a MacBook Air to take home daily during the school year
- Over 100 course offerings including gaming, college prep, accounting
- Relevant field trips and renowned guest speakers for real-world exposure
- Digital literacy skills and 21st century workforce prep
- Internships for all e3 students are used as practice for a wide range of placements in businesses, professional organizations and government agencies.
- All students & staff use Google Apps for Education in a collaborative learning environment

Opportunities & Challenges Awaiting the New CEO

The next CEO of e3 Civic High will join an inspiring and exciting educational venture with tremendous potential still untapped. With its unique vision, downtown setting, and spectacular facilities, the school's opening in 2013 attracted significant national attention. In 2015, e3 Civic High was named one of the 41 Most Innovative Schools in America by *CNN Money*.

In the intervening years, however, the school has found it difficult to capture the full attention and support of the local community. The pandemic and leadership changes have contributed to a sense of stalled progress. Despite its many evident strengths, the school is under-enrolled. The urban neighborhood in which it is located – home to both new luxury high-rises and a significant homeless population – constitutes both a strength and a challenge.

The Board will look to the next CEO for strategies to continue to build the school's name recognition, image, and identity, particularly within the San Diego community. There are multiple opportunities to expand engagement with civic partners, strengthen connections with current parents, and attract new families.

Because so many incoming scholars arrive with significant academic deficits, the school has also struggled to achieve its overall goals for academic achievement among its graduates. Over the long term, the Board aspires to expand the school's charter to include at least a middle school and ideally a full K-8 program – providing a longer runway to prepare students for success. For the immediate future, the CEO will need to focus on improving student outcomes within the existing four-year program.

Faculty turnover is an ongoing challenge that will require creative solutions including better workload management, salary increases, and more coaching and support for less experienced learning facilitators.

The successful candidate will find strong support in addressing these challenges from an engaged Board of Directors, a talented leadership team, an enthusiastic faculty and staff, and a wonderful group of scholars – all united in their commitment to an even brighter future for e3 Civic High and its graduates.

The Position: Chief Engagement Officer (CEO)

Reporting to the Governing Board, the e3 Civic High Chief Engagement Officer (CEO) is the public face of the school in the community, working to build a strong connection between the school and a wide variety of stakeholders.

This leadership position involves managing all aspects of the organization with the primary focus areas for the role being Board relations, achieving the e3 mission and vision, and business/school operations in support of advancing the academic achievement of the students.

Essential Functions

- The CEO works closely with the Board of Directors to update and implement e3's strategic plan related to the overall success of the school while working to secure and increase revenue sources. This is an actively engaged position with a focus on maximizing the potential and influence of e3 Civic High.
- The CEO supervises e3's leadership team including the Directors, Deans, Managers, and Leads in support of the academic mission and effective business operations of the school.

Who Should Apply:

Desired Qualifications, Attributes, Professional Requirements, Education and Certification(s)

- Possession of a valid California Administrative Services Credential as required by the California Education Code.
- Possession of a California General Education Credential.
- Graduate degree from an accredited university. Doctoral degree in Education or related field preferred.
- Ten or more years of progressive management/leadership experience.

Knowledge, Skills, and Abilities

- Passionate lifelong learner
- Relentless pursuit to prepare students for college, workforce, and life
- Transformative, innovative educational leadership ability
- Demonstrated experience and track record in achieving strong performance results and meeting organizational goals and desired outcomes.
- Experience working with a board of highly engaged community leaders including reporting, advising, board member recruitment, and board relations.
- Ability to compellingly articulate e3's mission and vision to multiple constituencies.
- Ability to lead and build a data-driven culture
- Accomplished leadership skills promoting an environment in which the highest standards of ethical and inclusive conduct are expected and supported.
- Culturally proficient in interacting with ethnically diverse school communities for at least 5 years.
- Biliteracy proficiency in English and Spanish desired, and/or speaks more than two languages.
- Knowledge of and commitment to education of the future, innovation in education and technology, design thinking, and viable pathways to viable careers.
- Broad knowledge of workforce development and workforce sectors as related to local, regional, and global spaces.
- Demonstrated ability to establish school, business, and civic partnerships.
- Demonstrated ability to drive marketing and communications strategies to build awareness and organization outreach.
- Broad knowledge of financial analysis and reporting, human resources, and risk management.
- A management style and relational approach that embraces collaboration and shared decision making.
- The ability to coach, mentor, and inspire.
- Proven expertise in effective nonprofit funding strategies, with a track record of developing new and innovative funding sources and expanding donor bases.

Additional Employment Requirements

- Department of Justice fingerprint background clearance (maintained in SDCOE Clearinghouse)
- TB clearance, as mandated by the California Education Code
- Legal authorization to work in the U.S.
- Duties require direct contact and/or supervision of children (defined as individuals under the age of 18); serves as a mandatory reporter in support of the Child Abuse and Neglect Reporting Act (CANRA).

Compensation

Compensation is highly competitive and based on level of education, work experience, skills, and accomplishment. This position offers a competitive benefits package (medical, dental, vision) and life insurance.

Application Requirements and Search Process

DRG Talent Advisory Group is conducting this search on behalf of e3 Civic High. To discuss the opportunity in more detail, contact the lead search consultants:

Laura Hansen, Senior Talent Consultant

lhansen@drgsearch.com

Jennifer Fleischer, Senior Talent Consultant

jfleischer@drgsearch.com

Candidates should submit as soon as possible and **no later than Wednesday, August 10, 2022**, materials including the following:

- A cover letter indicating why you are particularly interested in and qualified for the position
- A current resume
- A statement of leadership philosophy
- The name, email, and telephone of five references, including relationship with the references*.
- LinkedIn Profile
- Optional: other supporting material (articles, talks, etc.) that would be helpful

*We will obtain permission before contacting references.

Semifinalist interviews will be conducted during the week of August 22, with finalist interviews anticipated during the following month. A hiring announcement is anticipated by late September. The starting date is flexible, but no later than July 1, 2023.

This position description is based upon material provided by e3 Civic High, an equal opportunity employer.

