



E. C. GLASS
HIGH SCHOOL

PRINCIPAL PROFILE

WE WELCOME A VISIONARY LEADER TO SERVE AS OUR NEXT PRINCIPAL



INTRODUCTION

Lynchburg City Schools, located in Virginia, seeks to welcome, support, and continue to develop the next principal of E. C. Glass High School. Our next principal should be a visionary and dedicated professional educator committed to partnering with Lynchburg's families in creating high expectations for our students and staff, while building a strong culture of care for every student, staff member, and community member who interacts with our school community. We hope to find a principal who can, over time and with an epic level of support from division administrators and the School Board, lead the school to a place as one of the leading comprehensive public high schools in the nation—providing a truly world-class academic, arts, athletics, college and career readiness, and cultural experience for all of our students. Perhaps most importantly, we are looking for a principal who cherishes the cultural mosaic that is E. C. Glass—a place where any child in our community, from any background, has the opportunity to and is encouraged to succeed.

"E. C. Glass is truly a unique and beautiful thing in terms of how meaningful relationships transcend socioeconomic status and demographics. We need the sort of leadership that can cut across the various demographic segments of our population in a way that makes everyone feel included, celebrated, and academically challenged as a part of the blue and white experience." - Alumnus & parent

LEADERSHIP CHARACTERISTICS & FOCUS AREAS

In developing this profile, we received input from hundreds of E. C. Glass students, teachers, parents and families, and community members. Focusing on the future of the school, we developed a list of both leadership expectations and desired areas of focus for the next principal. With support from division administration and the school community, the principal will lead us in striving towards our collective vision for E. C. Glass's next great era.

Leadership Characteristics

ENGAGED AND COMMITTED

We believe a high school principal should be present and fully engaged in all aspects of the school community and should set the same expectation for administrators, faculty, staff, and students. We are also seeking a principal who is committed to instilling a "Championship Culture" all throughout E. C. Glass, ensuring that our instructional programming and extracurricular activities consistently perform at levels that can be recognized regionally, statewide, and across the nation.

A SERVANT LEADER

Our next principal should see the position as an opportunity to serve the students, staff, and community members who collectively build the culture of the school. Leading with love, not fear, they will set the vision for the school and invite others to join in. The community will move mountains to support their school community if they know the principal truly cares for them and is engaged for their benefit.

INNOVATIVE IN A SCHOOL RICH WITH TRADITION

E. C. Glass has a strong institutional history that spans generations in our community. Our next principal should embrace our beloved and shared traditions while incorporating new ideas that meet the changing needs of our students. Our next principal must embrace opportunities

for innovation in a way that not only galvanizes support from the community, but also inspires others to bring forth and implement new ideas in order to grow opportunities for all students.

WELCOMING AND RESOLUTE

Our next principal should be friendly, welcoming, and relationship-centered while also conducting themselves in a manner that creates a sense of urgency and importance in the work that we do. The principal must understand that setting and upholding expectations sometimes necessitates challenging conversations, often with people who are highly dedicated and passionate about their work. Our next principal will need to manage close professional relationships while holding people accountable.

PASSIONATE ABOUT HIGH SCHOOL

Perhaps most importantly, the new principal must be someone who loves high school, teenagers,





and the high school experience. If the principal comes to us from another community, they must quickly develop a strong love for E. C. Glass and the community it serves.

Critically, we are looking for someone who genuinely wants to be the E. C. Glass Principal for many years to come and values the long-term investment in the school. We need someone who recognizes that this school needs a consistent leader working towards a vision that will most likely take years to fully implement. We want our next principal to be committed to providing the consistent leadership that is required to fulfill all of the ideals discussed in this profile. Even with tremendous division support, world-class success isn't built in a year or two, and we need someone who will join us on our journey for several years.

Desired Areas of Focus

ENHANCING THE ACADEMIC PROFILE

We are seeking a visionary instructional leader who can guide our learning community into a new era of academic excellence. It is vital that this leader is creative and passionate about creating meaningful academic opportunities for all learners. They should be able to intentionally use quantitative and qualitative data to make informed decisions in improving academic outcomes for all. We want E. C. Glass to be a leading academic school in the nation, and the division will support initiatives that lead to that success.

SETTING HIGH EXPECTATIONS

Our new principal must be a courageous leader focused on fostering excellence by setting high expectations and promoting consistent accountability. They must be able to form meaningful and authentic relationships with all stakeholders and leverage those relationships to help others perform at the highest level. In doing so, the principal must set the standard for academic, behavioral, and extracurricular excellence. The principal should also be comfortable confronting complacency and challenging the status quo, as needed, to help staff and students grow to their full potential.

FOSTERING A PROFESSIONAL CULTURE

E. C. Glass is looking for a leader who understands the power of fostering a robust professional learning community, prioritizing growth towards exceptional teaching and learning, creating a sense of both physical and psychological safety, and to the best of their ability, shielding the community from unnecessary distractions, political and otherwise. Additionally, our next principal must be able to promote effective data-driven collaboration and interdependency among faculty and staff and must be able to establish a strong and sustainable student-focused culture where excellence is the priority.

BUILDING A CIVIC-MINDED COMMUNITY

E. C. Glass provides students the opportunity to develop their sense of civic responsibility and give back to the city of Lynchburg. That is part of the reason the school has been such a special place for generations. The principal must understand and preserve this. Service to the community should continue to be a critical component of the instructional program and woven into the student experience. For years, Glass students have cleaned up the community after major storms, built Habitat for Humanity houses, rang bells for the Salvation Army, and so much more. Our next principal should be civic-minded and work to build a sense of civic responsibility in our students.

INCREASING CAREER AND TECHNICAL EDUCATION OPPORTUNITIES

E. C. Glass, and Lynchburg City Schools as a whole, have a variety of career and technical education programs that provide outstanding job training

opportunities for our students. However, there is a strong sentiment in our community that access to these programs, and perhaps an expansion thereof, needs to be a priority. Opportunities for partnerships with area colleges, businesses, and other organizations should be expanded to provide our students with the skills they need for future employment.

GROWING STUDENT PARTICIPATION IN EXTRACURRICULAR ACTIVITIES

We strongly believe in the importance of broad participation in our extracurricular programs: athletics, arts, club, career readiness programs, and others. Ideally, every student would be engaged in one or more programs that help them to build commitment to the school, learn teamwork and other life lessons, and encourage other forms of success in their lives. Like many schools, several of our extracurricular programs were diminished by the COVID-19 pandemic, but in the coming years, we must collectively work to rebuild. As examples, we want our award-winning marching band to fill an entire football field, we

want to have so many kids wanting to play on our athletic teams that we could fill two squads, and we want an art club that is frequently installing works of public art throughout the city. In short, we want students to be fully engaged and to rebuild a sense of community in our school for all students.

SUSTAINING A SAFE SCHOOL ENVIRONMENT

Finally, our next principal must understand that in order for students to learn and achieve at a high level, they must feel safe and they must be able to be focused on their studies. The principal must be able to collaborate with various stakeholders and community organizations to create and sustain an environment that is safe, both in perception and actuality. We do believe that improving student engagement and pride in the school will also help in this effort. We also believe that providing mental health supports that lead to improved student mental health throughout our school division will improve safety for our students, staff, and families.



QUALIFICATIONS & EXPECTATIONS

To be considered for this opportunity, candidates must:

- Have significant experience in urban education that prepares them for this critical principalship—teaching, leading, researching, and community building. We believe this experience can come from many different backgrounds, both traditional paths to the principalship and other experiences that provide a rich context for school leadership.
- Embrace their own and others' ability to think outside the box and have a genuine interest in re-thinking how we can make the high school experience impactful, meaningful, and valuable for our students now and in the coming years.
- Articulate a track record of innovative leadership in a public school setting.
- Have an ability and desire to set high expectations for our students, faculty, and staff.
- Care deeply about teenagers and have a desire to see them succeed, and is an authentic and

compassionate leader who has the ability to see the big picture.

- Demonstrate the ability to build a strong and welcoming culture among students, faculty, staff, and the community.
- Have the ability to effectively advocate to school division leadership for what they see as best for E. C. Glass.
- Be licensed, or have the ability to be licensed immediately, in Virginia as a secondary school principal. LCS can provide assistance if you are out of state.

Preferred Qualifications

- 10 years of urban education experience
- Experience as a successful high school principal
- Terminal degree (for example, Ed.D. or Ph.D.) in an educational field





ABOUT E. C. GLASS HIGH SCHOOL

E. C. Glass is a comprehensive, public high school, grades 9-12, that offers students the opportunity to prepare for college, careers, military services, or any number of other opportunities. Lynchburg City Schools is accredited by both the Virginia State Department of Education and the Southern Association of Colleges and Schools. The high school was founded in 1871 as Lynchburg High School, and the E. C. Glass name was adopted in 1920. The school was named for Dr. Edward Christian Glass, who served as Lynchburg's Superintendent of Schools from 1879 to 1931. His record as scholar, leader, and education visionary is still visible in our work at LCS today. One of two high schools in Lynchburg, E. C. Glass has a long history of academic excellence and has enjoyed national recognition for its success.

Student Demographics

Our students come from diverse backgrounds, experiencing socioeconomic status ranging from those in generationally persistent poverty to high levels of wealth, and everything in between.

Approximately 50% of our students come from economically disadvantaged homes, and 14% of students are identified as having a disability. The [full School Quality Profile](#) is available through the Virginia Department of Education (VDOE).

We emphatically believe that one of E. C. Glass' greatest strengths is its student diversity—in all meanings of the word. Our next principal should continue the school's excellent record of doing everything it can to welcome and bring all groups together for the good of the school and community.

Opportunities

E. C. Glass is a wonderful school with many opportunities to leverage its strength for future success.

- A core group of committed and engaged teachers who are focused on student outcomes
- Families that are engaged and committed to the success of their students and the entire school

- A strong sense of community within the school—one that breaks down demographic barriers that often exist
- An engaged community and alumni network that wishes the school much success
- A strong history of successful extracurricular programs and activities that support student success
- A campus that is integrated into the city and surrounding neighborhood

Challenges

Like many schools across the country, E. C. Glass has its fair share of challenges, some of which can be controlled while others cannot. Though we know the new principal will do their own assessment and will need to craft their own plan, the following are some challenges that we see moving forward. The next principal should work to correct the challenges that can be controlled, and develop a plan to respond to those that cannot.

- Higher than desired teacher turnover
- Frequent student behavioral challenges that disrupt the school environment
- The existing achievement gap among student demographic groups
- Several specific subject areas concerns threatening accreditation, including math and science. This is more fully addressed in the VDOE School Quality Profile



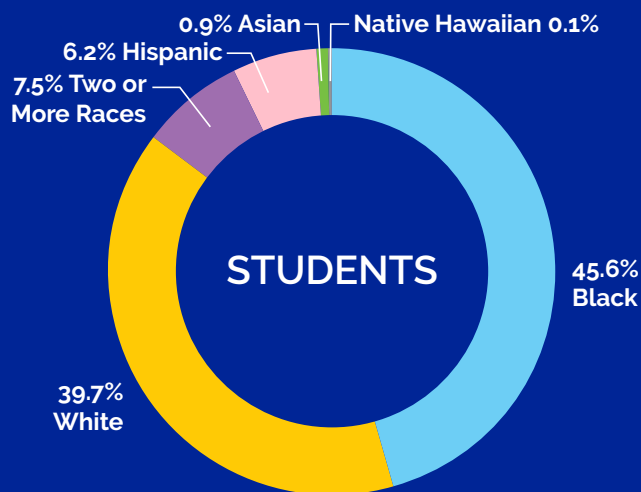
Glass AT A GLANCE

1360 Students

200+ Faculty & Staff

40 Career Tech (CTE) Courses

25 Advance Placement (AP) Courses



20+ Varsity Sports

Our student athletes strive for excellence whenever they lace up and compete, and our top-tier coaches and trainers are there to encourage and mentor them along the way. We've been winning championships since the early 1910s, but recent state titles include cross country, golf, indoor and outdoor track, and lacrosse.



40+ Clubs & Activities (& counting!)

Whether a student wants to be a poet or a painter, singer or public speaker, or anything in between, E. C. Glass offers clubs and activities for students to pursue any kind of interest.



Class of 2022 Matriculation

Averett College
Bluefield College
Brigham Young University
Catawba College
Champlain College
Cheyney University
Carnegie Mellon University
Central Virginia Community College
Christopher Newport University
Clark Atlanta University
Clemson University
Coastal Carolina University
Elon University
George Mason University
Georgia Institute of Technology

Hampden Sydney College
Hollins University
James Madison University
Liberty University
Limestone University
Longwood University
Louisiana State University
Massachusetts Institute of Technology
Morgan State University
Norfolk State University
North Carolina A&T
Old Dominion University
Pennsylvania State University
Randolph College
Randolph Macon College
Ringling College of Art and Design
Saint Leo University

San Francisco State University
Shenandoah University
South Carolina State University
Southern Virginia University
State University of New York - Oswego
University of Alabama
University of Colorado - Colorado Springs
University of Central Florida
University of Georgia
University of Illinois Urbana-Champaign
University of Lynchburg
University of Phoenix
University of Virginia

University of Mary Washington
University of North Carolina - Wilmington
University of South Carolina - Columbia
University of South Carolina - Beaufort
University of Wyoming
West Virginia University
Virginia Commonwealth University
Virginia Military Institute
Virginia Tech
Virginia Union University
Washington and Jefferson College
William & Mary
Winston-Salem State University



\$12 Million in Scholarships

The E. C. Glass Class of 2022 was awarded nearly \$12 million in scholarships.

ABOUT LYNCHBURG CITY SCHOOLS

At Lynchburg City Schools, our tradition of excellence extends to all students. From pre-k to graduation—and beyond—we are here to help every child succeed! We are committed to helping children develop their full potential, setting students up for success long past they leave our halls. Our alumni include engineers, professional athletes, elected officials, educators, stage and screen actors, and even an astronaut!

LCS Mission Statement

Every Child, By Name and By Need,
to Graduation and Beyond.

LCS Vision Statement

A Tradition of Excellence for All.

LCS Core Values

We believe...

Integrity is doing the right thing in an ethical and transparent manner.

Respect is valuing self and others.

Teamwork is collaborating and communicating to work together in accomplishing a common goal.

Learning is acquiring and applying knowledge and skills in an effort to grow and develop.

LCS offers educational services to more than 7,800 students enrolled in preschool through adult classes in two high schools, three middle schools, eleven elementary schools, and one pre-k school. Alternative elementary, middle and high school programs, gifted programs, and programs for those with special needs are also available.





Photo: City of Lynchburg Office of Economic Development & Tourism

ABOUT THE LYNCHBURG COMMUNITY

Overview

A quintessential Virginia city, Lynchburg reflects on its past, while celebrating its fearless approach to the future. The Lynchburg community is an inclusive, welcoming, diverse, and thriving community and is excited to welcome you. We are a place committed to learning and growing, and providing an opportunity for success for everyone—with all the opportunities of a large city and all the charm of a small southern community.

We're going one way, and it's forward, and we're bringing everyone with us; we're committed to building a better city and a better home for the dreams of the future.

At LCS, we are keenly aware that excellence in our school division helps to drive the long-term success of our very community and our integrated approach to education helps build Lynchburg's citizen leaders for tomorrow. We know that as you consider Lynchburg, you'll want to live in a

place in which you can thrive both professionally and personally.

And if you bring a family, spouse, or partner with you, we want them to be excited about being here as well. Simply, no matter where you're from, we want this to be a great home for you. In addition to being a part of an outstanding team, Lynchburg has some great amenities that create our shared sense of community, place, and belonging.

Before you come to visit, check out this [Visitor's Guide](#), produced by the City's Office of Economic Development and Tourism.

Something for Everyone

An incredible arts scene has evolved in Lynchburg over the last fifty years, with the most recent renovation and reopening of the [Academy Center for the Arts](#), bringing nationally-known acts to downtown Lynchburg, engaging with our community (and importantly, our LCS students). Several other incredible arts organizations, such as the [Lynchburg Symphony Orchestra](#), [Opera by the James](#), [Riverviews Art Space](#), [Endstation Theatre](#), [Amazement Square](#), and many others create the tapestry of our arts culture that helps to make Lynchburg the incredible place it is.



Photo: City of Lynchburg Office of Economic Development & Tourism

Lynchburg is also a place for sports fans! In addition to the [truly exceptional high school athletics programs](#) that you'll be a part of, Lynchburg boasts minor league baseball team the [Lynchburg Hillcats](#) and collegiate athletics at every level. Athletics at Liberty University, University of Lynchburg, Randolph College, and Virginia University of Lynchburg all bring an outsized competitive sports presence to our community.

For twenty years, Lynchburg has worked to revitalize its river-front downtown, which has become one of the most successful downtown central business districts in Virginia, experiencing a rebirth with dozens of new restaurants, breweries, family attractions, music venues, a community market, and an ever-evolving and growing style that make it a great place to live and work. The [Downtown Lynchburg Association](#)

helps to create a thriving, sustainable, and inclusive downtown central business district.

Lynchburg is also an industrial powerhouse of the region, home to a myriad of national and international industrial leaders. As the home of two multinational nuclear engineering firms, advanced manufacturing firms, regional medical leaders, and a tremendous number of other employers, opportunities abound in Lynchburg. The [City's Office of Economic Development and Tourism](#) and the [Lynchburg Regional Business Alliance](#) work to drive investment in our City and build partnerships that create opportunities for our residents and future employment for our students.

Finally, Lynchburg is a community focused on learning. Boasting a portfolio of five colleges and universities, there is incredible access to higher education right in the heart of our community. Partnerships between LCS and these institutions help to drive much of our success and can be even further leveraged to provide opportunities for our students and faculty.

[The city's refurbishment, restoration and rejuvenation build rich, textured layers of character and life into our neighborhoods.](#)



Photo: City of Lynchburg Office of Economic Development & Tourism

COMPENSATION

High school principals at Lynchburg City Schools are on the division's [1260 Pay Schedule](#), which ranges from \$107,844 to \$147,294. A successful candidate with the minimum of ten years of administrative experience can expect an offer in the range of \$117,000, with higher pay for greater levels of experience. LCS also offers stipends for educational specialist (\$4,400) and doctoral (\$5,044) degrees.

Additionally, Lynchburg City Schools provides a robust benefits package, including medical, dental, vision, life, membership in the Virginia Retirement System, and others. A comprehensive overview of benefits is available on the [Benefits page of the LCS website](#).



APPLICATIONS PROCESS

Please utilize the [Lynchburg City Schools TalentEd application](#) to submit application materials. In addition to the electronic application, candidates are expected to submit a professional cover letter and resume/CV. Other materials demonstrating your experience in the desired leadership characteristics or focus areas are welcomed, but not required.

**Application materials are due
February 28, 2023.**



We anticipate conducting two rounds of interviews. First and second round interviews will be conducted during the month of March 2023. Candidates interviewing for this position can expect to meet several members of the school community, but there will be no formal public candidate community forum, so your confidentiality will be maintained to the best extent possible.

LCS hopes to name a principal in April 2023 in anticipation of the new principal starting in mid June 2023 with the goal of working with the retiring principal for two weeks to ease the transition between principals. If the successful candidate is a leader at another school or division, we want that person to have the opportunity to participate in end of year activities, such as graduation for that school before coming to E. C. Glass.



RESOURCES

Lynchburg City Schools



**LCS Reset & Refresh
Video Series**



**Lynchburg City Schools
2019-2024 Strategic Plan**



LYH Loves You



E. C. Glass High School



Opportunity Lynchburg



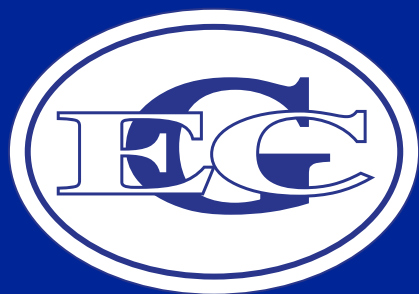
School Quality Profile



**City of Lynchburg Economic
Development Annual Report**







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www.lcsedu.net/schools/ecg