



# MEMORANDUM

**To:** Elder Henry Fordham, Chairman of PFA Board of Trustees  
Mr. John Alberty, Superintendent

**Fr:** Nicole Hughes, Headmistress

**Cc:** Lawrance Martin, Vice President of Finance  
Pete Palmer, Vice President of Administration  
Eldridge Edgecombe, Business Manager  
Pine Forge Academy Trustees

**Re:** Recommendations for Leadership Transition

**Date:** January 8, 2018

Thank you so much for your time yesterday and for your wonderfully kind remarks. I have had sufficient time to share the news face to face with my close colleagues.

As I mentioned in person and on the call, I respect and defer to your leadership on appropriate next steps for communication and succession planning while also humbly suggesting we make an announcement as quickly as possible. Based on other high achieving boarding schools, I suggest the following protocol:

1. Select an initial option from my letter.
2. Notify the PFABOT via email and schedule a conference call to share the news before they hear on the grapevine. Consider discussing:
  - a. The option selected.
  - b. The initial transition plan.
  - c. The hiring and interviewing process.
3. Notify the entire PFA community via email and then in person.
4. Establish and announce an AEC Transition and Search Committee process.
  - a. Create a revised job description.
  - b. Contact and engage search company OR search person OR search process.
  - c. Create a timeline with benchmarks and key deliverables.
  - d. Establish a Headmaster Evaluation tool and timeline.



# PINE FORGE ACADEMY

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Here are the resources I found very helpful.

1. Communication Planning Guides with sample letters - <http://www.wickenden.com/cms/wp-content/uploads/2013/03/communications-planning-guide.pdf>
2. Sample Announcement - [http://www.nobles.edu/about-nobles/New\\_Head\\_Announcement.cfm](http://www.nobles.edu/about-nobles/New_Head_Announcement.cfm)
3. Headmaster Search Process - <https://www.privateschoolreview.com/blog/hiring-a-headmaster>
4. Successful Leadership Transition Guide - <http://50.28.56.57/~wickende/cms/wp-content/uploads/2013/02/Undertaking-a-Head-of-School-Search.pdf>
5. Moving Forward Headmaster Board Evaluation - <https://isminc.com/pdf/unordered/Heads-Contract.pdf>

For a smooth succession that benefits the Academy and the students, I am happy – I feel it my duty – to actively assist in this process however you see fit. While this may seem unconventional, best practices suggest that organizations that are intentional about transition and succession planning maintain higher levels of organizational efficiency and success.

Thank you again for allowing me to co-labor with you.  
This ministry has blessed me tremendously.