



Main Gate

**Position Statement for
Head of School Search
Concord Academy
Concord, Massachusetts
July 1, 2022**

CONCORD ACADEMY

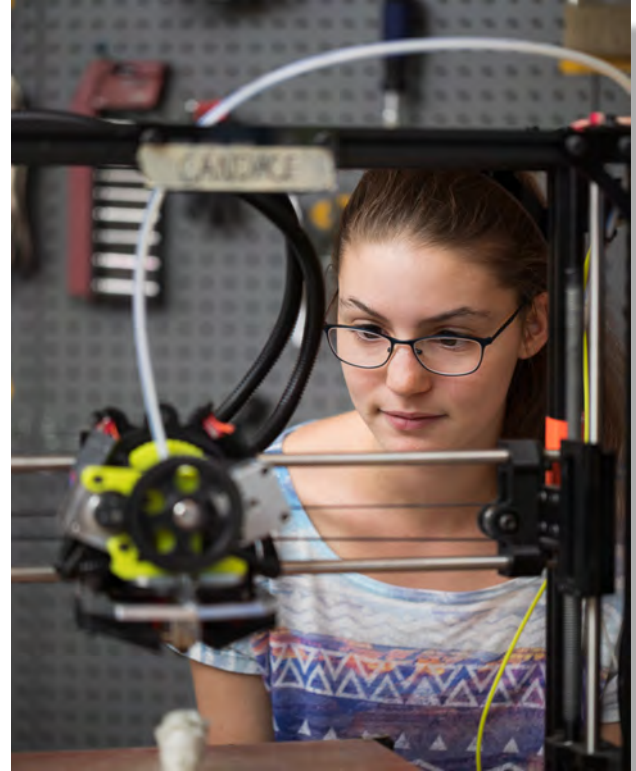
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Start Date: July 1, 2022



OVERVIEW

Concord Academy is an independent, coeducational boarding and day school renowned for its world-class faculty, passionate students, and graduates who make their mark on the world. CA has adapted to the changing needs of its students over the last 99 years, while at the same time remaining true to its core values: *love of learning, equity and social justice, and common trust.*

CA is lovingly referred to by its graduates as a school that transforms student lives. It is widely viewed as singular among its Boston area peers, combining academic excellence with a collaborative, noncompetitive ethos. CA is a school that embraces each individual student for who they are, while challenging them to engage, to be curious, and to develop in ways that make them better citizens of the world.



"I always tell families, if you want your children to be known, to find their own voices, and to follow their passions, send them to Concord Academy." – Sending School Head



Concord Academy seeks an outstanding next Head of School who will embrace its high aspirations, lead with warmth, empathy, and transparency, and partner with others to move this outstanding institution, strong but not satisfied, into its second century. Successful candidates will embrace CA's efforts to balance acceptance and accountability, humility and striving, freedom and responsibility. CA seeks candidates who will bring commitment, experience, sophistication, and skill to leading the school forward on the continuing journey to create an equitable community for its students, faculty, and staff.



MISSION

Concord Academy is not just another academically excellent independent school. Faculty, staff, students, alumnae/i, trustees, and parents are united in celebrating the aspirations of the School's mission:

*We are a community animated by love of learning,
diverse and striving for equity,
with common trust as our foundation.*

*Honoring each individual, we challenge and expand
our understanding of ourselves and the world
through purposeful collaboration and creative engagement.*

*We cultivate empathy, integrity, and responsibility
to build a more just and sustainable future.*

"Common trust," the credo by which the School operates, is described by a student as "the common understanding that your bag will be where you left it. It's also the knowledge that every single person in the community can be trusted and that everyone has subscribed to being their best selves for the good of the community."

CA's mission is alive in its classrooms, studios, playing fields, performance spaces, and student houses, but to see the values of the School fully on display, everyone will point you toward "Chapel." In the picturesque, non-sectarian Chapel that is the visual and emotional center of campus, Concord Academy's singular rite of passage unfolds. Here, every senior is granted the opportunity to speak for 15 minutes before school begins. The entire school gathers in the Chapel three or more mornings a week to hear a senior speak to the community on a topic of their choice, without prior adult review or approval.

Students share their stories, advocate, sing and dance, give thanks, and reveal themselves without judgment. This is a celebrated moment in a student's time at CA: Students and faculty alike line the aisles in a "hug line" to congratulate the senior on the occasion. Signs and pictures, handmade by family and friends, hang from the walls. Families travel for miles to attend and to celebrate. These mission-driven moments reflect the importance at CA of celebrating the individual within the context of community.



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HISTORY

Founded in 1922 as a day school for girls, Concord Academy has evolved and flourished during its nearly 100-year history. By the 1960s, CA's student body was at least half boarders, and it was recognized as one of the best independent secondary schools for girls in the country. In 1971, CA opened its doors to boys. While coeducation required some reconfiguration, the School's culture and intellectual ambition remained constant: collaborative, community-focused, with an emphasis on individual expression, both academic and artistic.

Today, CA celebrates and honors its history, while integrating the technology and pedagogical innovation that have redefined education and our world. With 395 students in grades 9-12, Concord Academy has a well-deserved reputation as a leader among independent schools.

Concord Academy has a deep and longstanding commitment to equity, justice, and social change. A recognized leader in the independent school world, CA is proud of its long tradition of being a diverse and welcoming school community.

What has remained constant since 1922 is CA's passionate commitment to academic excellence combined with the development of confident, responsible citizens of the world.

ACADEMIC PROGRAM

Concord Academy describes its curriculum as "both rigorous and as wide as you can dream." This is a place where students love to learn, where creativity and trust are abundant natural resources, and where the history and literature of New England enrich teaching and learning every day.

CA's exceptional faculty inspires students to ask the right questions, not simply find the right answers.

Students benefit from the richness of human interaction through small class sizes, where teachers and students work in close partnership as they explore a rigorous academic curriculum. The breathtaking array of course offerings features elective classes unified by common skill development across ages and departments. In science labs, seminars, and studios across campus, CA students are encouraged to share, discuss, and dissent as they learn to think with analytical power, imagination, and creativity.

Performing and visual arts are a particularly vibrant part of the School's balanced and integrated curriculum. The quality of instruction and resources, the breadth of offerings, and the opportunities for interdisciplinary exploration in both visual and performing arts are nearly unmatched among secondary schools. This commitment to the arts at CA is born from a simple but powerful conviction: All students deserve the opportunity to explore and refine their own unique creative voices.

At CA, students can—and are encouraged to—discover their passion. Learning is driven by the desire to do one's best work, not by competition. Consistent with its mission, CA is a "no prize" school, with no class rank and no academic awards. Its program has been developed to inspire students to become lifelong learners who grow into young adults with informed opinions, clear goals, and the confidence they need to leave their mark on the world.

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FACULTY AND STAFF

Since 1922, Concord Academy's highest priority has been the support and development of informed and inspired teaching. Many current faculty and staff members relish life on campus, sharing their domestic worlds with students. Others bring the breadth of their lives away from the campus to their work in the classroom. All bring singularly strong academic and professional credentials to their work, along with an extraordinary commitment to individual students.



No single teaching style dominates at Concord Academy; teachers are free to use the methods that best serve their students, their subject, and their own strengths and passions. A low student-faculty ratio encourages discussion and the development of ideas. It also allows teachers to pay attention to individual students, both in and out of the classroom. Alumnae/i remember their relationships with teachers and advisors as among the most rewarding aspects of their education at CA.



Inspiring and expert faculty are the drivers of academic life at Concord Academy. The faculty combines many of the qualifications of university faculty with the commitment to individual students that is at the heart of the CA experience. Small classes promote discussion, development of ideas, and partnerships between faculty and students. The advisory program is among the most treasured aspects of the CA experience. Faculty and staff advisors meet weekly one-on-one with each advisee to provide academic counsel, encouragement, and support of all sorts. While not required, many faculty live in student houses and coach, further providing opportunities for relationship building and support.

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STUDENT LIFE

CA's campus is on the main street of Concord, MA near the town center, and the School's open campus is integrated with the town. During the day, students can come and go between school and the town of Concord without signing out. This part of common trust means students can grab a hot chocolate in a café during a free period or browse through a shop after school.

The town of Concord surrounds the campus with history and literary tradition — an environment that suits CA just fine. Concord resident Ralph Emerson wrote of “the shot heard ‘round the world,” signaling the American Revolution. Other literary notables, including Henry David Thoreau, Nathaniel Hawthorne, and Louisa May Alcott, lived here. The town carries with distinction the legacy of these great thinkers — a tradition that CA is proud to reflect.

While the center of things at Concord Academy is academics, time outside the classroom makes up the majority of each day. Stand on Main Street early on a weekday morning and you'll see CA's day students arrive. Nearly one hundred take the commuter train from Boston and Cambridge, sharing the same compartment each morning. Others emerge from car pools, carrying backpacks, instruments, and athletic gear.



While day students give CA the flavor of Boston and its suburbs, the boarding community brings a national and worldwide perspective to student life. Boarding students live in six historic houses located along Main Street. They come from as far away as Beijing and Bangkok and as near as Worcester and New York City. They live together — seniors next to sophomores, 9th graders across from juniors — and they study, hang out, and learn from the diversity of perspectives gathered under one roof.

The unique mix of boarding and day allows students to experience the best of both worlds and to form deep and lasting bonds. Student houses are closed during class hours to encourage a consistent experience on school days. After school, students come together to play on one of 30 interscholastic teams, practice yoga or take a dance class. Boarders are often invited to spend weekends with day student friends, and day students are encouraged to stay for dinner, to study on campus in the evenings, and even to stay overnight on campus on occasion.

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pocket money to grab a coffee with friends. The newly established position of Dean of Academic Program & Equity focuses on the nexus of these two areas, recognizing that a school cannot be academically excellent without equity.

The school understands that this work is a journey, as embedded in the school's mission of "*striving* for equity." The Community and Equity team at CA works each day, both with student groups and with adults at every level of the community—from the admissions office and the deans to faculty and staff—to help identify and nurture their role in building an inclusive and equitable learning environment for CA students. Additionally, during the academic year, the Team plans a series of programs that bring students, faculty, and staff together to examine identity, build community, challenge inequity, and support social justice activism.

COMMUNITY AND EQUITY

At Concord Academy, there is a deeply held and shared core belief in the value of diversity and in striving for equity. During 2020-21, 36% of the US-based students identify as people of color and 10% of the student body is international. Twenty-six percent of students are receiving need-based financial aid. CA's appreciation of the vibrant array of individuals and the variety of cultures that contribute to life on campus is rooted in the knowledge that diversity doesn't arise from one sector of the population. Rather, diversity at CA is a picture of the whole, a reflection of the complexity and richness that results when students and adults come together, carrying stories of their individual experiences, cultures, and backgrounds, and testing out their own unique identities through the contrasts and commonalities that they

recognize between themselves and the larger school community.

CA believes in "experiential equity" and strives to provide every student with the resources they need to excel. This can mean, for example, that a student receiving financial aid is granted funds to buy sports equipment, pay for a class trip, or just have



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A REMARKABLE PLACE TO LIVE, TO LEAD, AND TO LEARN

Concord Academy's beautiful New England campus is situated in the heart of Concord, Massachusetts. A town of literary and historic significance and the birthplace of both the Revolutionary War and Transcendentalism and a center of the abolitionist movement, Concord became home to writers and intellectuals during the New England Renaissance in the mid-nineteenth century.

Today, Concord offers museums, restored houses, and an abundance of significant landmarks including Walden Pond, The Robbins House, and the Old North Bridge, site of the first battle of the American Revolution. Restaurants, bakeries, coffee shops, boutiques, a bookstore, and a number of specialty shops cluster together along Concord's friendly streets. Concord is a lively community that takes pride in its dual role of cultural center and suburban sanctuary.

The town's proximity to Cambridge and Boston, situated 18 miles to the east, and its location on the MBTA commuter rail line, provides the CA community with access to the rich intellectual and entertainment offerings of a major metropolitan area, while the beaches of Cape Cod and the mountains of northern New England are within easy driving distance.

The campus sits on 26 acres along Main Street in Concord. The historic homes that line the street include six boarding student residences, as well as administrative offices, faculty housing, and the head of school's residence. Each of the houses has been recently updated. Their unique character is created by their architecture, size, designation as "houses," and the sense of home that is fostered by house faculty. The main academic building includes classrooms, new state-of-the-art science labs, a library, music studios, and a 400-seat theater. The Student Faculty Center, also in the main building, is where the community gathers for meals, to study, or to relax. Other buildings on campus are the Math and Arts Center and Student Health and Athletic Center. Behind the buildings and along the Sudbury River to the north of campus are three athletic fields. The 13-acre Moriarty Athletic Campus, located a mile from the main campus, is home to more fields, cross country trails, tennis courts, and a beautiful field house for athletes, families, and guests to gather.





STRENGTHS, CHALLENGES, AND OPPORTUNITIES

Concord Academy in 2021 is a school with many enduring strengths—among them are a clear and compelling mission, an outstanding faculty and staff, passionate students who love learning, an appealing, well-maintained campus, engaged and dedicated alumnae/i, supportive families, and a strong financial base from which to build towards the future.

At the same time, CA faces many of the challenges common to high-performing independent secondary schools today—from leaning into its commitment to being an equitable and diverse community to providing resources to support students in managing the stresses and strains of their daily lives.



In addition, COVID-19 and the challenges of reopening have brought into sharper focus some already existing issues at CA around decision making, transparency, and communications. In working with the Board, Administration, Faculty, and Staff, the next Head of School should be prepared to:

- Strengthen trust around how decisions are made, when input is sought from constituents, and how the School communicates outcomes;
- Continue to elevate CA's pursuit of a diverse, equitable, and sustainable school community;
- Balance the tradition of faculty autonomy with a need for structures necessary to support an excellent, consistent, and equitable student experience;
- Effectively manage the competing leadership demands of being present for students, faculty, and staff on campus with the necessary demands of off-campus outreach;
- Balance the needs of Boarding and Day students and their families to the mutual benefit of all in the community;
- Marshall the resources necessary to support CA's high aspirations for the future, completing the Centennial Campaign in support of two major initiatives: 1) endowment for financial aid, faculty/staff compensation, and core CA programs and 2) a historic expansion of CA's main campus including a state-of-the-art performing arts center.

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THE POSITION

The Search Committee encourages both current heads of school and other school leaders to consider this opportunity. Concord Academy is committed to providing highly competitive compensation, including on-campus housing for the next head of school and their family.

A successful candidate will be able to demonstrate many of the following skills, values, and experiences:

- Lived experience applicable to Concord Academy's commitment to diversity, equity, and social justice;
- A collaborative leadership style characterized by seeking input from others; willingness to delegate; but able to make hard decisions;
- Proven record of demonstrated leadership skill in the management of a complex organization and in setting and executing a strategic vision;
- Prior teaching experience and genuine appreciation and respect for teachers;
- Understanding of adolescent development and respect for students and their families;
- Embracing the joys of being an engaged presence on campus, approachable and available to students, faculty, staff, families, and alumnae/i;
- Committed to being a strong promoter of CA's mission, vision, and values with all internal and external audiences;
- Understanding of independent school governance and the capacity to work in partnership with a Board to strengthen the school community;
- Ability to manage difficult conversations with sensitivity and conviction;
- Process-oriented, reflective, and open to hearing and providing honest feedback;
- Demonstrated success recruiting, developing, evaluating, and retaining professional and diverse talent on the faculty, staff, and administration;
- Capacity to be a leader in fundraising and a strong partner in enrollment and financial management;
- Highly effective in a crisis – calm, clear, courageous, and caring;
- A good listener and an honest, open, and inspiring communicator;
- A connector who authentically demonstrates empathy, humility, resilience, and humor.

APPLICATION PROCESS

Concord Academy has retained Resource Group 175 (RG175) to support the search for its next Head of School. To apply, interested candidates should prepare a cover letter, a current resume, and a statement of educational philosophy. Candidates are requested to submit these materials online at: <https://rg175.com/candidate/login>.

For an initial inquiry or to nominate a potential candidate for this exciting leadership position, please contact RG175 consultants, Anthony Featherston tfeatherston@rg175.com, Jerrold Katz jkatz@rg175.com, and/or Doreen Oleson doreenoleson@gmail.com.

Application Deadline: **JUNE 30, 2021** Start Date: **JULY 1, 2022**

Concord Academy is an equal opportunity employer and values the strength diversity brings to the workplace.