

Position and Candidate Specification



Phillips Academy
ANDOVER

Phillips Academy

Head of School

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Phillips Academy, Andover, is seeking an inspiring leader who is both an educator at heart and an innovative and strategic thinker to serve as its 16th Head of School.

A preeminent independent school, with resources that rival highly regarded liberal arts colleges, “Andover” is renowned for its enduring legacy of excellence, devotion to academic rigor, profound social conscience and commitment to fostering an equitable and inclusive community.

As the school approaches its 250th anniversary, its core values of non sibi (not for oneself), knowledge and goodness, and youth from every quarter remain as potent and relevant as ever.

Known for blending traditional and contemporary approaches in teaching and learning, Andover remains unmatched in both program and scale. As a private school with a public purpose, the Academy strives to have a broader reach than a typical high school. Its demonstrated impact on the educational landscape spans generations and includes: Founding roles in A Better Chance, Outward Bound, and the AP curriculum, Learning in the World programs, and educational outreach initiatives that serve under-resourced communities, educators, and students. The Academy’s devoted community of faculty, staff, and students has the entrepreneurial spirit and the resources to pursue virtually any promising intellectual initiative.

For the past seven years, 15th Head of School John Palfrey has guided faculty, staff, and the Board of Trustees along an ambitious course articulated through three strategic priorities: Equity & Inclusion; Creativity & Innovation; Empathy & Balance. The next head of school has a singular opportunity to advance these themes and further enrich the Academy through academic excellence, a shared commitment to equity and inclusion and the enlightened education of the whole child.

The 16th head of school will inherit an institution in tremendous shape—deeply rooted in its core values and extraordinarily ambitious for its future. Committed to enrolling the most promising “youth from every quarter,” Andover stands out among secondary schools for its need-blind admission program. This trustee-endorsed initiative removes financial need as a barrier to admission. The current \$400 million “Knowledge & Goodness” capital campaign, launched in 2017, will strengthen the spending power of the school’s \$1.17 billion endowment and ensure that Andover remains need-blind for the foreseeable future.

Currently, 47 percent of students receive financial aid and 13 percent are on full scholarship. The Academy’s reputation for excellence and its need-blind status have allowed it to attract students across a wide range of socio-economic strata and from every U.S. state and 46 countries. This deep cultural and economic diversity fosters a dynamic and enriching learning environment where different perspectives are encouraged and shared and where new bonds and personal values are formed. A challenge and opportunity for the next head will be to nurture a community where all students feel valued and have the resources and skills to thrive.

Excellence in all endeavors defines the Andover student experience. Outstanding facilities and a number of well-resourced programs make this experience possible. Recently expanded and enhanced athletic facilities support teams competing at the highest levels as well as basic wellness and athletic education for all. The Addison Gallery of American Art is a world-class museum and education partner with a collection of 17,000 works; it is open to the public, hosting critically acclaimed exhibitions and artists. The Peabody Institute of Archaeology houses 500,000 objects of historical significance; it is a resource serving both the Andover curriculum and research scholars. The summer session, [outreach programs](#), Tang Institute, and range of partnerships speak to Andover's ambition to affect the world of secondary education beyond the campus limits.

Among these programs, the Tang Institute reinforces the school's commitment to better understanding how students learn and the most effective methods of teaching. More than 40 faculty members have researched and developed new ideas as Tang fellows, helping to keep Andover on the forefront of discovery and leadership in the field of secondary education.

Finally, the school's collective commitment to best-in-class governance as an institution provides a high level of management support to the Head of School. A professionally managed investment office led by an experienced Chief Investment Officer, a full-time General Counsel, an experienced and sophisticated Chief Financial Officer and Director of Institutional Research provide a strong operational foundation for the school's aspirational programs.

Charting the course forward, the next head will have the opportunity to work with passionate educators and mentors among its faculty. They must embrace this opportunity and support the demanding *in loco parentis* role played by members of the faculty. Andover seeks an empathetic, collaborative leader who is well versed in the needs of students, faculty, and staff in a 24/7 residential environment, yet who also is clear and decisive in setting the school's strategic vision and priorities.

The issues facing education and the societal problems today's students will inherit are complex and evolving. Solutions will require community builders who are eager to collaborate and engage in respectful, well-reasoned debate. The Academy believes that variety in social discourse will enrich students' lives and develop their ability to navigate a world radically different from what previous generations have experienced. The next head of school will engage Andover's experienced and thoughtful faculty, students, alumni, staff, and trustees in these discussions and will set a tone of rigorous inquiry and enthusiasm for engagement with ideas, both conventional and controversial.

Andover requires a leader who embraces and embodies the mission of the Academy. The next head of school will seek to inspire and engage the entire Andover community for the betterment of the wider world.

The head of school will serve Andover's complex and multi-dimensional community as its academic and administrative leader and should find the following set of responsibilities challenging, exciting, and rewarding:

KEY RESPONSIBILITIES

- Passionately support academic excellence and continue to inspire a culture of innovation by engaging with academic leaders and faculty on critical discussions of academic policy, pedagogy, curriculum, and interdisciplinary and global education.
- Continue to advance the School's commitment to equity and inclusion in its intellectual and community life, and across its student, faculty, and staff populations.
- Embrace the Academy's commitment to a shared governance model, with its clearly defined roles for faculty, administrative, and trustee decision-making.
- Attract, lead, and empower strong administrative teams and set high expectations for all offices and functions that provide critical support to the educational, business, and administrative aspects of the Academy. Ambitiously recruit, develop, retain, and challenge faculty who are excellent educators and are committed to teaching both inside and outside the classroom in a residential school.
- Steward the Academy's resources wisely, creating a sustainable path forward by aligning the institution's strategic priorities with its resources and making decisions based on short- and long-term implications.
- Take maximum advantage of the unique opportunities and challenges of a residential community to ensure that it reinforces the school's learning environment for students and faculty. Whenever possible, seek ways to develop relationships with students that add value to their experience at Andover.
- Engage actively in the life of the campus. Be visible at important moments in the life of the school, as well as at everyday events. Model the aspirations of *non sibi* to the community and reinforce the concept in the daily life of the school.
- Foster a culture of transparency through effective communication with internal and external communities.
- Actively and thoughtfully engage the parent body through technology and personal engagement.
- Lead continued strong engagement with alumni and embrace a leadership role in fundraising on behalf of the school. Partner with trustees, school leadership, and the Office of Academy Resources to develop a compelling strategy that keeps all stakeholders connected to and compelled by the institution's priorities.

IDEAL EXPERIENCE

Educational Leader

Experience as an educational leader, broadly speaking, and authentic appreciation for the values and practices of academe and who, by virtue of experience or penchant, has established meaningful connections and commitment to secondary education;

Classroom Engagement

Classroom engagement revealing the soul of a teacher who enjoys and has thrived among intelligent, vibrant students;

Demonstrated Commitment to Diversity and Inclusion

The opportunity to have demonstrated a clear commitment to diversity and inclusion in all its forms;

Management in Complex Environment

Tested and superb strategic, organizational skills, and manager in an environment of complexity and scale that places a premium on institutional excellence, independent thought, and collaborative decision-making;

Team Building and Recruiting

A team builder and decision-maker who has experience identifying, attracting, and retaining top talent and empowering these individuals to act in the institution's best interests;

Communication

A track record of effective communication at the highest level, encompassing both strategic leadership opportunities, and crisis/issues management.

CRITICAL LEADERSHIP CAPABILITIES

Leading Change

The next Head of School will be challenged to strengthen Andover's program while remaining true to its core tenets. The next head will:

- Think boldly with the community about how Andover will enhance current strengths and lead the academy in building new areas of distinctiveness.
- Have a deep, passionate commitment to all aspects of education, and the desire to strengthen an already exceptional program. Inspire a culture in which the entrepreneurship and innovation of others are nurtured and valued. Be a risk taker who has the judgment necessary to understand and evaluate new initiatives and the influence and courage to gain support and implement them effectively.
- Bring intellectual depth, insatiable curiosity, eagerness for debate, and a deep commitment to collaboration in working with key stakeholders to explore options and chart the path of the school.

Inclusive Collaborative Leadership

In an institution with a strong history of shared governance, the next head will be an expansive, open-minded leader, ready to listen but also prepared to make decisions. The next head will:

- Bring a student-centered focus to leadership, always returning to the question, “how would this impact students.”
- Set high standards across all aspects of the school, and seek opportunities to ensure a rigorous, yet balanced experience for the faculty and staff of the school.
- Embrace the opportunity to collaborate across the institution, invite discussion and debate, create an environment where all voices are invited and heard.
- Attract, mentor, delegate to, and empower a strong administrative team. Encourage debate of key issues and create an environment where all faculty, administrators, and staff contribute their fullest.
- Bring strategic, financial and operational acumen to the role. Set clear expectations about decision-making and be prepared to own challenging decisions with confidence and humility.
- Steward the Academy’s resources, balancing short-term needs and long-term responsibilities.
- Communicate widely, in a clear, compelling, and timely manner.

Community Engagement & Building

In the intimate, increasingly diverse community of Andover, the next head will:

- Be a culturally competent leader with demonstrated experience fostering a diverse community where all may thrive and fundamentally contribute to the institution.
- Engage with all members of the community and participate actively on the campus, in the town, and with the parent and alumni bodies. Develop strong, authentic relationships and look for opportunities large and small to make and deepen connections.
- Be an inspiring and trusted leader and convener with the ability to drive a sense of inclusiveness and respect – even in the face of controversial issues. Model civil discourse and openness to different points of view and set high expectations for respectful discussions.

OTHER PERSONAL CHARACTERISTICS

- A broadly engaged intellect; a courageous leader with a good judgment and a strong internal compass;
- Warm and engaging; genuinely interested in the lives of students, faculty, and staff members.
- Exceptional verbal and written communication skills – thoughtful, inspiring and authentic;
- Patience and the ability to see around corners and anticipate potential impacts;
- The confidence to listen carefully, make decisions and to share credit;
- A sense of humor.

THE SEARCH PROCESS

Phillips Academy welcomes comments, questions, nominations, or expressions of interest. The Academy is assisted in this process by Spencer Stuart. In order to submit comments, nominations, or expressions of interest, please send an e-mail, along with any supporting materials, to the following confidential address: Andoverhead@spencerstuart.com.

Beyond meeting fully its legal obligations for non-discrimination, Phillips Academy is committed to building a diverse and inclusive community where members from all backgrounds can live, learn, thrive, and contribute to their fullest potential.

For additional information about Phillips Academy, please visit www.andover.edu.