

Opportunity Statement:

Head of School The Taft School



The Opportunity

Not to be Served, But to Serve

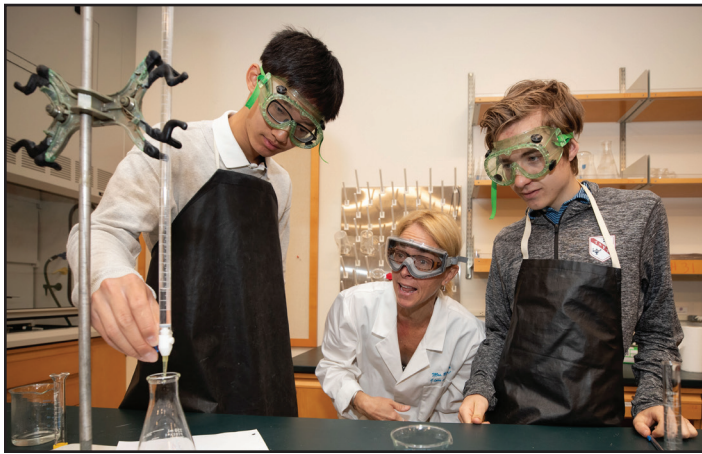
The next Head of The Taft School will inherit a school community with a deep commitment to its mission, a dedication to a holistic and true liberal arts education, and a culture characterized by its warm, tight-knit, and supportive members. This is a school where meaningful relationships between faculty members and students guide the life of the school inside and outside of the classroom. This is a school where kindness and connection matter; where all community members can bring their full selves and thrive. This is a school that embraces the balance of rigorous academics and a nurturing environment, applauding high achievement while prioritizing the happiness and well-being of teenagers. The next Head will continue to build and sustain this deeply connected community, lead the evolution of the academic program grounded in “educating the whole student,” and further develop the vision that will support the next generation of Taft students ready to make an impact on the world.



prepared as future leaders living lives of consequence within an increasingly global and complex world.

The next Head will love being with students and will relish the opportunity to live and lead in a fully immersive academic community where being present and accessible is expected. The Head will be energized by the opportunity to participate actively in the community, living the school’s model of service, and will support a culture that fosters belonging, cultivates intellectual curiosity and academic excellence, values kindness, and honors that the Taft faculty and staff are the lifeblood of the school. The Head will be fully invested in the education of “the whole student” in every aspect of a student’s Taft experience.

The Head is appointed by the Board of Trustees and in conjunction with the Board, the Head is responsible for setting and executing the strategic plans of the school. The Head is responsible for all aspects of the school: achieving the school’s mission, stewarding its assets, and raising its profile and resources. As the chief ambassador for Taft as well as the school’s executive and intellectual leader, this individual must be an inspirational and clear communicator, and be able to effectively engage diverse audiences in conversations about institutional goals, priorities, and accomplishments in both private and public settings. The leader will be a purposeful, enthusiastic fundraiser, understanding that the accomplishment of existing and bold new goals will require new resources. §



Building on this foundation of a supportive community and a strong academic program, the next Head of the Taft School will embrace the legacy and distinctiveness of the school while inviting all to partner together to create the educational vision that will inspire the next decade-plus of the institution. The next Head will be a curious, dynamic leader ready to engage with a talented faculty and dedicated Board on continually improving the teaching and learning environment while ensuring that all students feel a profound sense of belonging. With a strategic mindset, a spirit of collaboration, and the north star of supporting adolescents always at the forefront, the next Head will invite the community to continually improve all aspects of the school to ensure that students are well

Priorities for the Next Head

- § Ensure that the strong bonds and culture of care embedded in this residential and academic community continue to define its distinctiveness.
- § Hold true to the essence of a genuine liberal arts education in a challenging, demanding environment and continue the strong focus on character, honor, commitment, and integrity throughout all aspects of the community.
- § In partnership with the Board and with the participation of community, develop a strategic plan that reflects the ambitions and resources (current and potential) that will drive the evolution of the institution.
- § Champion academic excellence and engage members of the community in critical discussions and deliberations about the future of the Taft education, including curriculum, pedagogy, and social/emotional health.
- § Continue and advance the school's commitment to a culture of diversity, inclusion, welcoming, and belonging in its intellectual and community life and across its student, faculty, and staff populations.
- § Engage actively in the life of the campus; be visible and fully present at important moments of the school as well as at everyday events engaged with students, faculty, and staff. Develop relationships with faculty, students, and staff in ways that reinforce a sense of common purpose and shared experiences.
- § Continually develop the optimal organizational structure for executing the strategic and operational priorities of the school and empower members of the leadership team.
- § In partnership with a strong and committed Board, identify, cultivate, and deliver the next generation of engaged donors and trustees, ensuring Taft has access to the philanthropic support and expertise it needs to thrive.



Candidate Profile

Critical Leadership Capabilities

Community Building

Recognizing the palpable commitment to care and collaboration across campus, the next Head will be a gifted community builder for students, faculty, staff, and the extended Taft community, and will nurture and strengthen the strong sense of warmth and belonging that so defines the Taft experience. To live up to the school's longstanding mission to "educate the whole student," the Head must love working with adolescents and seek opportunities to engage regularly in the life of the school, recognizing that being seen and known is expected and treasured. The Head will appreciate that all conversations and engagement with members of the community, from Morning Meetings to conversations over meals in The Servery, are essential to the enduring spirit of the school. The Head will empower colleagues, listen with empathy, connect authentically, and collaborate proactively. It will be important to build rapport, trust, and authentic relationships to reaffirm community values in this transition and set the course for the future of the school community.



Educational Leadership

In a school bound in tradition and focused on the whole student, the next Head will be the catalyst to encourage discussions and debates about what the current and future generations of Taft students need. The Head will be a voracious learner and the lead advocate in the evolution

of the school's programs. It will be important to challenge and guide the community to think boldly about learning, dig into the research, engage in debate, and develop and execute a plan to continually strengthen the school's academic programs. The Head will ensure that the school's academic program is relevant in an ever-changing world, reflecting on changes, assessing impact, and executing as needed. The Head will inculcate discussions with a focus beyond strictly academic learning to embrace social and emotional learning, and mental health needs, ensuring that belonging and inclusion are firmly embedded in all aspects of the school. The Head will support and encourage a culture that honors the exceptional faculty, invests in their professional development and evolving needs, and holds them accountable to Taft's high standards.

Organizational Leadership, Management, and Fundraising

In a school with substantial assets and aspirations to continue to evolve, the next Head will be a strategic steward of the school's resources and an ambitious fundraiser. The Head will work in partnership with the Board to set strategic plans that reflect the values and ambitions of the school and will have the resolve to pursue and execute them. It will be important to align priorities to match resources and instill a culture of fiscal discipline, understanding the difficulty of decisions surrounding where to best allocate the school's resources among many worthy demands. The next Head must assess leadership needs, develop an effective organizational structure, instill a culture of teamwork, and create an environment where all feel empowered, supported, and accountable to deliver on the school's priorities. Understanding that unexpected events occur, the Head will lead the community through obstacles with poise, level-headedness, strategy, and empathy. While Taft has a strong endowment, the next Head will have the capacity and embrace the opportunity to partner with the advancement office and the Board to cultivate relationships and raise funds essential to the continued success of the school. §

Search Process

The Taft School is an affirmative action-equal opportunity employer in accordance with regulations adopted by the Commission on Human Rights and Opportunities. It is the policy of The Taft School to provide equal employment opportunities to all qualified individuals without regard to age, gender, race, color, national origin, ancestry, religion, actual or perceived disability, marital status, sexual orientation, gender identity or expression, veteran's status, genetic predisposition, or any other class protected by law.

The Taft School Search Committee is being assisted by Spencer Stuart in the search process. The committee welcomes comments, questions, nominations, or expressions of interest.

Please send expressions of interest in email, with any supporting materials to the following confidential email address:

TaftHoS@spencerstuart.com



The Taft School



For more than 130 years, Taft has welcomed diverse, bright, talented, intellectually curious, accomplished young learners into the school community. Taft is a warm and deeply connected place where students live, learn, contribute, and grow as learners, athletes, artists, and global citizens. The school is widely recognized as one of the leading college preparatory boarding schools in New England, serving over 600 students in grades 9-12 and post-graduates. During the coming year, Taft students will come from over 30 states and 50 countries.

Guided by the school's Portrait of a Graduate, Taft students engage with a curriculum, mission, and community built to prepare them for success in an increasingly diverse, global, and interconnected world. This includes more than 200 course offerings; service and learning opportunities on campus, in the community, and across the globe; unique leadership opportunities, including a Global Leadership and Service Collaborative and a Global Studies and Service Diploma Program; a strong commitment to and programming around diversity, equity, and inclusion (DEI) initiatives; offerings in the arts that take students around the world; and athletics programs that regularly develop Division I, II, and III college players.

All of this happens in a community known for connection, nurturing, guidance, and support. Taft is a place where rigor is valued and always delivered with heart. §



The Taft School *(continued)*

Taft by the Numbers: *At a Glance 2022-23*

Student Body:

609 Students from 34 states and 51 countries

Boarding: 504

Day: 105

Grades: 9-12 and postgraduate

Students of Color: 41%

International Students: 22%

Students Receiving Financial Aid: 34%

Average Financial Aid Award:

\$47,382 Boarding

\$34,750 Day



Academics:

Faculty Members: 138

Average Class size: 11

Academic Courses: 200

Student to Faculty Ratio: 5 to 1

2021-22 Finances:

Annual Operating Budget: \$55,183,432

Endowment as of 6/30/21: \$318,143,104

The Community

Mission, Motto, and Values:

Educating and Empowering the Whole Student

Taft is a community of learners that proudly finds common ground in the school's mission and motto. Students and adults alike feel deeply connected to shared community values that have existed since the school's founding:

- Mr. Taft's Mission: "To educate the whole student."
- Mr. Taft's Motto: Non ut sibi ministretur sed ut minister – "Not to be served, but to serve."
- Fundamental values:
 - Work hard, without regard for public acclaim.
 - Develop all of your talents, academic, artistic, and athletic.
 - Most important, give of yourself to others.

Learn more about the Taft Mission and Motto

The People

Taft's greatest strength is the people who are part of the community:

- Students are scholars, artists, athletes, community leaders, volunteers, and so much more. Students are kind, inclusive, engaged, resilient, collaborative, and willing to leave their comfort zone.
- Taft faculty, staff, and administrators are experienced in their areas of expertise, committed to the "education of the whole student," and are not afraid to roll up their sleeves and pitch in. They love living and working with teenagers.
- Parents and guardians are invested, informed, and committed to supporting the school's mission. 90 percent of parents and guardians contribute to the annual fund. §

Academics at Taft:

A Broad, Evolving, and Innovative Program of Study

A Taft education goes beyond the traditional delivery of a core curriculum. Experiential and applied learning opportunities at Taft transform theory into practice, knowledge into understanding, and passion into action. The diverse programs and learning opportunities prepare Taft students to not only thrive in the 21st century, but to lead the way as globally literate, intellectually robust, and ethically principled citizens of an increasingly interconnected world community.



Classes are intentionally small, as faculty members work closely with students, engage in deep discussions, and create opportunities to build meaningful relationships. The choices are many, with over 200 classes offered each semester, students explore a range of offerings and dive deep into those areas they want to explore further. The academic program continues to evolve to meet the needs and interests of students, incorporating best practices in teaching and learning.



Key initiatives and innovations include:

Independent Study Program (ISP)

Taft's ISP has allowed students to pursue their passions through high-level, inquiry-based, self-directed courses of study. Among the first of its kind in the nation, the program continues to offer students a unique opportunity for advanced learning outside of the traditional classroom.

Self-Directed Learning

Independent Tutorials: When a student shows interest in continuing a study within a discipline beyond the most challenging course offered at Taft, they may apply for an independent tutorial. The independent tutorial is a for credit, assessments-inclusive course designed jointly by teacher and student; it may run a single semester or a full academic year.

Global Online Academy (GOA)

Taft is a member of the Global Online Academy, giving students access to a wide range of non-traditional courses, as well as a network of people and resources from more than 60 independent schools around the world. GOA students are global citizens and modern learners, working in an environment where curiosity and passion drive learning. Students log in multiple times a week to engage in discussions, collaborate on projects, and apply knowledge in creative ways.

Study Away

Taft embraces programs that extend learning beyond classrooms and experiences on campus. There are many study-away programs and opportunities available to Taft students, such as School Year Abroad, Maine Coast Semester at Chewonki, and the Arabic Year at King's Academy in Jordan, among many others. Representatives from study travel groups visit campus throughout the year to share opportunities with students. §

Learn more about Academics at Taft

Campus Life:

Nearly endless opportunities, and the Support to Explore Them

Life at Taft extends far beyond the classroom. While academics are paramount, in this vibrant residential community where over 80 percent of students live on campus, there is no shortage of ways to be engaged.

Residential Life

At Taft, students live where they learn and learn where they live. The dorms are a home away from home, places where friendships are formed, and faculty becomes family. Dorms are where students live together, learn together, and grow together. The robust team of faculty and staff led by the residential life team are always there to help students with whatever they need.



Arts, Athletics, and Student Activities

The robust offerings in the studio, on the stage, on the athletic fields, and in clubs are available to all students throughout their time at Taft. These programs boast high rates of participation, ex-



ceptional productions and championships, and strong mentorship from teachers and coaches. The school is eager to collaborate with students to create and develop opportunities to follow their passions beyond the classroom.

Health and Wellness

Taft supports student well-being through both formal programs and more informal, organic conversations. Advisors, deans, teachers, coaches, and school monitors work together and with students to encourage responsible decision-making and promote a healthy school culture.



Spiritual Life

Education is both an intellectual and a spiritual endeavor at Taft. The school believes that a sound, broad-based liberal arts education has, at its core, the quest for meaning and purpose. Students bring a wide range of religions and philosophical views to Taft. The school celebrates and respects all expressions of faith, and looks for common moral, ethical, and spiritual ground through religion, science, art, music, athletics, and in every other human inquiry. The school provides many opportunities on campus—both formal and informal—to nurture spiritual life. §

Learn more about Campus Life at Taft

Building and Sustaining Community: *Taft Living Its Values*

Taft is intentional about building and sustaining a diverse, inclusive, and caring community. The school recognizes the importance of each individual contributing positively to the school community and the broader world.

Diversity, Equity, and Inclusion

Taft is committed to being an intentionally diverse school whose members work to acknowledge, respect, and empathize with people of all different backgrounds and experiences. This work is taken on in accordance with Taft's mission to educate the whole student, thus preparing individuals morally and pragmatically to become global citizens. Community members participate in and support ongoing equity and inclusion programming through curricular and co-curricular offerings, professional development, residential life, affinity groups, and local and global partnerships.

Learn more about the commitment to Diversity, Equity, and Inclusion at Taft.

The Honor Code

The Honor Code serves as both an anchor and a compass at Taft, grounding and guiding students. The school's Honor Code places the responsibility and understanding of academic honesty and personal integrity firmly on the shoulders of each student; every member of the Taft community accepts that responsibility and commits to upholding the school's core values.

Learn more about the Honor Code.

Service

"Not to be served, but to serve." This is not just a motto, but a way of life at Taft. From sponsoring blood drives, working on environmental stewardship and sustainability initiatives, traveling the world through a variety of service-based programs, to committing to an academic understanding of global service through the innovative Global Leadership and Service Collaborative, Taft students make an impact in communities near and far.

Learn more about Community Service at Taft.

A Transformative Experience: Portrait of a Graduate

"What do we want Taft graduates to know and be able to do?" This question was charged to a 10-person committee in 2001, which began an ongoing initiative to create the Portrait of a Graduate. The Portrait has helped shape curriculum and define creative opportunities for reflective learning. It is a living document, one that will continue to change and evolve as the school prepares its graduates to find their place in the global community. Among those attributes Taft hopes for students to develop in their time at the school are honor, knowledge, integrity, empathy, and citizenship. §

Learn more about the Portrait of a Graduate.

