

POSITION STATEMENT

Gould Academy

Bethel, Maine



LEADERSHIP SEARCH

Assistant Head of School for Enrollment Management

Start Date: July 1, 2027



A Leadership Search conducted by **RG175 Search Consultant Joe Coleman**

Overview

Gould Academy is a distinctive independent boarding school in Bethel, Maine, where students are challenged to discover who they are, what they are capable of, and how they can contribute to the world around them. Gould's educational experience is grounded in strong relationships, experiential learning, athletics, wellness, and an extraordinary connection to the outdoors.

At the heart of a Gould education is a commitment to the holistic development of adolescents. Students are known, supported, and challenged as they build the confidence and skills to navigate an increasingly complex world. Through a connected community, immersive experiences, and a modern, technology-fluent academic program, Gould students learn to think critically, innovate creatively, listen authentically, navigate complex systems and relationships, lead collaboratively and confidently, persevere through challenges, adapt to change, and live with purpose.

Gould's setting is nestled between world-class mountain sport facilities for all levels of skiing, snowboarding, and mountain biking, including gravity trails that welcome the novice and challenge the expert. As students develop confidence on the trails, hills, and fields these become a backdrop to the school experience. The mountains, trails, fields, and surrounding environment provide opportunities for students to challenge themselves, develop confidence,

build resilience, and learn through experiences that extend well beyond the classroom. Athletics similarly play an important role in the life of the school, providing students with opportunities to develop discipline, teamwork, leadership, self-awareness, and a sense of belonging.

These distinctive qualities provide Gould with a strong foundation for the future. At the same time, the school recognizes an opportunity to more clearly define and communicate what makes a Gould education distinctive and to build an enrollment strategy that connects that story with the students and families.



Gould Academy seeks a strategic and relational leader to serve as its next Assistant Head of School for Enrollment Management. The Assistant Head will lead an important evolution of Gould's enrollment operation—bringing greater strategic discipline, market knowledge, collaboration, and accountability while helping the school develop a compelling and authentic story about the Gould experience.

The successful candidate will understand that enrollment is a school-wide responsibility. They will build strong relationships across the community, strengthen the partnership between Enrollment Management and Athletics, collaborate closely with Communications and Marketing, and create a high-performing admissions team.

Most importantly, this leader will want to become part of Gould. The successful candidate will be visible and engaged with students and faculty, embrace the boarding school lifestyle, and genuinely enjoy the outdoor environment that is such an important part of the Gould experience.

Gould Academy Mission, Vision and Values

Mission

Gould Academy guides students to be creative, courageous, and resilient to lead lives of fulfillment and purpose.



Vision

A Gould education is transformative. Students build meaningful relationships in the community and learn through the challenging interdisciplinary curriculum. The extraordinary mountain setting and innovative educators provide the environment, time, and mentorship for young people to discover and fulfill their potential.

Core Values

- **Curiosity** We celebrate and encourage curiosity as the inspiration for learning, the source of great questions and ideas, and a driver of a vibrant and engaged community.
- **Kindness** We practice caring for each other, acting with empathy in pursuit of a respectful and inclusive community where we thrive as individuals and grow to our greatest collective potential.
- **Creativity** We stimulate and support creativity and innovative thinking to solve novel challenges, foster joy, and fulfill the spirit.
- **Courage** We nurture courage, building the confidence to take risks, to persevere, to live authentically, and to act with purpose, honor, and integrity.



Portrait of A Graduate

Gould Academy emphasizes holistic adolescent development through experiential learning, connected community, wellness, and a modern, technology-fluent academic experience. Gould graduates learn to:

- Think Critically
- Innovate Creatively
- Listen Authentically
- Negotiate Complex Systems and Relationships
- Lead Collaboratively and Confidently
- Persevere and Adapt
- Live with Purpose

Location

Founded in 1836, Gould Academy is nestled in the Western Mountains in Bethel, Maine. Gould's setting shapes how students learn, play, and grow, and it's inseparable from the school itself. It affords the students the opportunity to challenge themselves through sports and learning opportunities. Gould Academy is six miles from Sunday River Ski Resort where competitive skiers and snowboarders along with varsity and recreational skiers have access to dedicated world-class training venues and one of the largest destination winter resorts in the East.

Quick Facts

Year Founded:	1836
Grades Served:	9-12, PG
Total Enrollment:	230 Students
Boarding/Day:	70%/30%
Faculty:	65
Student to Faculty Ratio:	6:1
Average Class Size:	11
Tuition:	Boarding: \$77,584 Day: \$55,396
Financial Aid Awarded:	\$3 million
% of Students Receiving Aid:	35%
Most Recent Accreditation NEASC 10-year accreditation:	2021
Accreditations, Memberships, Affiliations:	National Association of Independent Schools, The Association of Boarding Schools, New England Association of Schools and Colleges

The Program

Gould's program takes a holistic approach to student development and recognizes that every student is on a journey of self-discovery. Faculty meet students where they are and challenge them to explore, ask questions, and take risks. In an environment where students are seen, known, and heard, they develop the confidence to become engaged contributors to the world.

Four Point Program

Designed to provide growth and learning in new environments, the Four Point Program is a four-year journey that engages students both in and beyond the classroom. Students step away from traditional academic classes to participate in transformative educational experiences.

In ninth grade, students have the opportunity to extend their classroom learning through small-group travel and immersive cultural experiences. Past experiences have included walking the Camino de Santiago in Spain, connecting with Indigenous communities in the African Savannah, sea kayaking in the Caribbean, and exploring the rainforests of Costa Rica.

Students in the 10th grade focus on artistic expression and community engagement. They collaborate with visiting artists and discover the personal satisfaction of giving back through local service projects.

In 11th grade, students embark on an eight-night winter camping expedition in Western Maine and the White Mountain National Forest. Away from technology and academic pressures, they develop teamwork, resilience, independence, and leadership awareness while navigating the challenges of the outdoors.

Senior year focuses on independence, internships, and other real-world experiences. Students pursue projects based on their interests, ranging from service initiatives to global exploration.



Academic Program

Gould's academic program includes World Languages, English, History, Science, Math, English Studies, and Visual and Performing Arts. Across disciplines, students are challenged to embrace academic rigor, develop resilience, and discover a passion for learning.

Small classes and passionate teachers who function as guides create an environment where students can explore, ask questions, and take intellectual risks. Gould's facilities pair tradition with innovation. A student might spend the morning in a Harkness discussion in humanities class, then head to the IDEAS Center to design a snowboard using state-of-the-art digital fabrication tools. The McLaughlin Science Center supports an integrated STEM approach, with dedicated labs for every science discipline. Sanborn Family Library offers small study rooms for focused work and larger tables for collaboration. In the Art Cottage, students create, paint, sculpt, and discover new forms of expression through opportunities such as blacksmithing and silversmithing. The McLaughlin Science Center supports advanced work in math and science, while the Sanborn Family Library provides a welcoming space for research, reflection, and collaboration.

Experiential Learning

Beyond the Four Point Program, Gould students engage in hands-on learning throughout their time at the school. The Marlon Family IDEAS (Innovation, Design Thinking, Entrepreneurship, Arts, and

Science) Center serves as a hub for creativity and innovation, where students explore new ideas, develop technical skills, and take on projects that expand their thinking and sense of possibility—including building their own snowboards or skis.

Visual and Performing Arts

Gould's Visual and Performing Arts programs give students opportunities to express themselves, develop their talents, and take creative risks. Whether working with clay, drawing, painting, creating jewelry, or learning blacksmithing, students discover new ways to express their creativity.

Students can participate in two theater productions each year. Musical opportunities range from working virtually with an instructor from the Manhattan School of Music to performing with the community band, a collaboration between Gould students and members of the surrounding community.





Student Life

Gould's student life program supports students' health, wellness, and social-emotional development. As they navigate the challenges of living and learning together, students develop confidence, character, compassion, and resilience.

The Health Center supports students' physical and emotional well-being, with doctors, nurses, and mental health counselors available to help students manage everything from illness to stress. Every student also has an advisor who knows them well—their interests, challenges, and areas for growth. Advisors meet with students weekly and become trusted adults who provide guidance and support throughout their Gould experience.

Athletics

Given the school's location in the Western Mountains and proximity to Sunday River Resort, snow sports are a distinctive part of the Gould experience. Gould's athletic

program supports students across a wide range of abilities and interests. While its winter sports teams have produced multiple Olympians and Division 1 athletes, Gould also nurtures students who are new to skiing or simply want to ski recreationally.

Students train with professionally certified instructors in Alpine, Nordic, and Freestyle skiing and snowboarding. Year-round strength and conditioning and an optimized winter schedule support student-athlete development, while introductory opportunities allow students new to snow sports to discover skiing and snowboarding.

Gould's snow sport programs extend into community service and real-world certifications. The Ski Patrol Program provides a pathway to national patroller certification, and the Ski Instructor program is the backbone for the local elementary school to have dedicated instructors.

With more than 40 miles of biking trails on campus, Gould also offers exceptional opportunities for mountain biking. From learning to ride to competing in Gravity and Enduro racing on rugged courses, students develop their skills under the guidance of experienced instructors. Their bike knowledge extends from intro trail building to advanced bike repairs.

Gould student-athletes also compete in soccer, golf, field hockey, cross country, equestrian, baseball, lacrosse, and tennis. Across all sports, students learn the value of teamwork, discipline, daily movement, and resilience.

Assistant Head of School for Enrollment Management: Position Overview

The Assistant Head of School for Enrollment Management at Gould Academy is a senior leadership position responsible for providing strategic leadership for Gould's enrollment operation and for supporting the school's efforts to achieve its enrollment objectives.

The Assistant Head will develop and implement a comprehensive enrollment strategy grounded in data, market knowledge, tuition assistance, athletic recruiting, and Gould's institutional identity.

The position also carries an important organizational leadership responsibility. Gould seeks a leader who can build trust, establish clear expectations, and create a culture of shared ownership for enrollment throughout the school.

The Assistant Head will lead and develop the admissions team while working closely with Athletics, Communications and Marketing, school leadership, faculty, the Board of Trustees and other members of the Gould community.

The position will serve as a member of the school's leadership team and will contribute to the broader strategic direction of Gould Academy.



Strategic Enrollment Management

- Develop and implement a comprehensive, multi-year enrollment strategy aligned with Gould's mission and institutional priorities.
- Establish enrollment goals and develop strategies to achieve them.
- Use enrollment data, market intelligence, demographics, and historical trends to inform decisions.
- Evaluate the effectiveness of recruitment and enrollment initiatives and make adjustments based on results.
- Integrate tuition assistance into the broader enrollment strategy.
- Partner with the Head of School and senior leadership on enrollment planning and long-term institutional strategy.

Admissions and Recruitment

- Provide strategic leadership for the admissions process from inquiry through enrollment.
- Develop targeted recruitment strategies designed to attract students and families who are well matched to Gould.
- Strengthen Gould's relationships with prospective students, families, schools, educational consultants, and other enrollment partners.
- Ensure that the admissions experience reflects the warmth and authenticity of the Gould community.
- Use CRM systems effectively to manage the enrollment funnel and evaluate recruitment activity.
- Develop a sophisticated understanding of Gould's current and potential admissions markets.

Marketing, Communications, and Positioning

- Partner with Communications and Marketing to develop a clear, compelling, and differentiated Gould narrative.
- Identify Gould's strongest points of distinction and translate them into consistent enrollment messaging.
- Ensure alignment between Gould's institutional identity, marketing materials, admissions communications, and the prospective family experience.
- Help members of the Gould community understand and communicate the school's value proposition.
- Use storytelling to communicate the connection among academics, athletics, outdoor experiences, residential life, and community.



Athletics Partnership

- Enhance the partnership between Enrollment Management and Athletics.
- Establish clear communication responsibilities and expectations.
- Coordinate athletic recruiting with the broader enrollment strategy.
- Create systems that allow coaches and admissions professionals to work together effectively.
- Ensure that athletic recruiting supports Gould's institutional mission and whole-school approach

Team Leadership and Development

- Build a stable, collaborative, accountable, and energized admissions team.
- Clarify individual roles, responsibilities, priorities, and measures of success.
- Establish a culture of accountability balanced with trust and support.
- Provide meaningful opportunities for professional development.
- Encourage open communication, collaboration, and shared problem solving.
- Recruit, retain, and develop talented enrollment professionals.
- Create an environment in which team members work hard, support one another, and enjoy working together.

Community Leadership

- Build trust and strong relationships across the Gould community.
- Create shared ownership for enrollment.
- Work collaboratively with faculty, administrators, coaches, Communications and Marketing, and other departments.
- Serve as an engaged and thoughtful member of the school's leadership team.

- Be a visible presence on campus.
- Engage regularly with students and faculty.
- Embrace the outdoor lifestyle and the rhythms of boarding school life.

Ideal Candidate Profile

The successful candidate will bring many of the following qualifications and experiences:

- Significant experience in independent school enrollment management.
- Demonstrated experience developing and implementing a strategic enrollment plan.
- Leadership experience managing and developing a professional team.
- Strong knowledge of admissions markets relevant to Gould's profile.
- Demonstrated ability to use data and analysis to inform enrollment decisions.
- Fluency with CRM systems and enrollment technology.
- Experience integrating admissions, marketing, and communications.
- Understanding of the strategic role of tuition assistance in enrollment.
- Ability to develop effective partnerships across an organization.
- Strong written, verbal, and interpersonal communication skills.
- Experience working collaboratively with Athletics or other student-facing programs is valued.
- Bachelor's degree required; advanced degree preferred.

Leadership Competencies

Warm and Relational

The ideal candidate genuinely enjoys building relationships. They build relationships naturally and will invest the time necessary to understand and connect with students, families, faculty, coaches, administrators, and colleagues.

Quietly Confident

The successful candidate will not arrive at Gould as a "savior." They will listen, learn the culture, and build relationships before implementing strategy or improving processes. At the same time, they will bring expertise, knowledge of industry best practices, and the confidence to establish expectations and hold themselves and others accountable.

Emotionally Intelligent

This leader will understand the dynamics of a school community and will communicate with thoughtfulness, self-awareness, and respect. They will contribute with a strong and appropriately vocal perspective as a member of the leadership team.

Collaborative

The successful candidate will understand that enrollment success depends upon partnerships. They will bring people together, listen to different perspectives, build relationships, and create shared ownership of enrollment goals.

Energetic

The next Assistant Head will bring genuine enthusiasm and "fire in the belly" to the work. They will be excited about Gould and motivated by the opportunity to contribute to the school's future.

Joyful

The ideal candidate will work hard and hold themselves and others to high standards while creating an environment in which people enjoy working together. They will bring humor, optimism, energy, and sense of joy to the work.

Community-Minded

The successful candidate will want to be part of Gould, not simply work at Gould. They will embrace the outdoor lifestyle, participate in boarding school life, engage with students and faculty, and become a visible and valued member of the community.





Application Process

Gould Academy has retained Resource Group 175 to support its search for a new Assistant Head of School for Enrollment Management. If you wish to submit an application, you may do so at:

www.rg175.com/login

An application includes:

- Letter of interest (cover letter)
- Resume or CV
- A writing sample of choice
- Names of five current references and contact information for each (the references will not be contacted until the finalist stage of the process.)

This opportunity begins in **July 2027**.

The deadline for receipt of application materials is **November 9, 2026**.

For any questions or further information about the position, please contact Joe Coleman at joe.coleman@rg175.com, 540-409-1692.

Gould Academy does not discriminate on the basis of national origin, race, creed, color, gender, disability, or sexual orientation in the administration of its educational policies, admission, financial aid, loans, hiring process, and other school programs.