OVERVIEW

Gould Academy has a special aura. Nestled in the mountain town of Bethel in western Maine, the campus has one of the prettiest settings of any independent school in the United States. This sense of place and connection to the natural world create the backdrop, but Gould is most notably about its people and their ties to one another. When asked about what makes the school distinctive, the nearly universal reply is the strength and commitment of the faculty and its warm, salutary relationship with the students. Primarily a boarding school, with an enrollment of 210 students in grades 9-12, Gould has a uniquely close relationship with the world class Sunday River ski resort, just six miles away, providing vast opportunity for elite and recreational “on-snow” programs. Yet Gould is also a serious college preparatory institution with an excellent academic reputation and students who proudly assert that they are there first and foremost to benefit from a first-rate education. There is perhaps no other school that strikes this balance so masterfully.

Gould Academy presents an outstanding leadership opportunity and seeks a new head of school for July of 2020.

Gould has benefitted from the Internet Revolution and has fostered a successful distance-learning relationship with the Manhattan School of Music, attracting talented musicians to the community. Gould has created an Ideas Center, tapping into the creativity and imagination of its teachers to foster design thinking. Gould has used technology to transform itself from an isolated boarding school into an institution that is an integral part of the global mainstream. Yet the school has sustained its powerful sense of place, offering a unique experiential challenge called the Four Point Program. Four Points pulls students into the natural world of Maine and provides opportunity to explore cultures around the globe. The next head of school should be someone who would both relish the natural environment of western Maine and have the desire and capacity to extol, expand, and market Gould’s identity and programs.
HISTORY

Founded in 1836, Gould Academy was named in honor of Reverend Daniel Gould who, having no children, left his estate of $842 to the School. Early in the 20th century, Mr. William Bingham emerged as the School’s primary philanthropist and constructed buildings that still comprise the core of the campus. Mr. Bingham’s love for Gould continued through his lifetime and was sustained for many years thereafter by a foundation established in his name.

From its earliest days, Gould followed the tradition of many Maine academies, serving both as a high school for Bethel and surrounding communities and as a coeducational boarding school. Gould became an independent boarding school with a small day population in the fall of 1969, when the local public high school opened its doors to Bethel and the surrounding communities. In more recent years, Gould forged its close relationship with Sunday River Resort and has aspired to be one of the outstanding small boarding schools in the country.

MISSION AND CORE PRINCIPLES

Gould prepares academically motivated students for college and helps them to become independent-minded, ethical citizens who will lead lives of purpose, action, excellence and compassion in a dynamic world.

The individual student: We know, respect, and embrace each student.

Caring community: We bring teachers and students together in relationships that nurture each student’s intellect, growing self-confidence, self-determination, and respect for others.

High standards: We challenge students to strive for their personal best in every pursuit. At the heart of any Gould endeavor are the energy to try, the willingness to risk, and the capacity to persevere.

The life of the mind: We promote curiosity, open-minded exploration, and disciplined analysis in our students’ work.

The whole person: We believe that the complete development of each student requires intensive experiences in academics, athletics, arts, community life and the natural world.

The whole world: We prepare students for successful and responsible global citizenship.
ACADEMIC PROGRAM

The Gould academic program is dedicated to meeting the needs of each student. The small size of the school, dedicated faculty, and individualized approach allow the school to connect with students where they are along the continuum of academic and social development. There is an ambitious breadth of programming, notably so for a small school, and the focus is on challenging students to try new pursuits where they often discover their passions. One student at a time, the School is determined to help all students to discover their best version of self. Highlights include:

- A challenging core curriculum, including 11 AP courses that prepares students for college and beyond.

- A blended learning emphasis that allows students and teachers to customize the academic experience and that provides students with the opportunity to explore opportunities far beyond the classroom and confines of the campus.

- The Marlon Family Ideas Center and the one-to-one laptop initiative that provide the space, inspiration, and digital tools required for success in a world that is increasingly reliant on ideas, analysis, design and innovation.

- Exceptional commitment and guidance from faculty along with layers of support to help guide students down their respective paths. This includes the Academic Skill Program and Skills Module, the Writing Center, the Math Center, the World Languages Center, and Supervised Dorm Study.
The arts programs at Gould are extensive and ambitious. For those interested in the performing arts, there are classes in music history, music theory, digital music production and various ensembles. Individual voice and instrument lessons are provided through Gould’s distance learning partnership with the Manhattan School of Music. With 11 Steinway pianos on campus, the opportunities for growth as a musician are remarkable. There are also two dramatic productions a year – a fall play and a spring musical – that expose students to a range of genres of theater.

Creative inspiration runs deep at Gould. There are diverse visual arts electives from which students can choose, ranging from painting and ceramics to blacksmithing and digital photography. The school also boasts quality exhibit space and wonderful connections with established and alumni artists to help guide and inspire young artists.

### FAST FACTS ABOUT GOULD ACADEMY

<table>
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<tr>
<th>Enrollment:</th>
<th>210 Students</th>
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<tbody>
<tr>
<td>Number of day students:</td>
<td>22%</td>
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<tr>
<td>Number of international students:</td>
<td>30%</td>
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<tr>
<td>Number of students receiving financial aid:</td>
<td>42%</td>
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<td>Gould Students are from:</td>
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<td>Average class size:</td>
<td>11 students</td>
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<tr>
<td>AP classes offered:</td>
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<tr>
<td>Campus Size:</td>
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<td>Debt:</td>
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<tr>
<td>Endowment:</td>
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ATHLETICS, “ON-SNOW” PROGRAMS AND EXPERIENTIAL EDUCATION

From mountain biking and lacrosse, to soccer and skateboarding, to equestrian and ski patrol, Gould offers a diverse selection of athletic opportunities so that each student may discover or continue to develop their passion. Each student is required to participate in a sport or activity each trimester, pursuant of the School’s philosophy that learning through experience is not only valuable but also an essential part of adolescent growth and development.

The resources for athletics both on and off campus are as rich as the programming. The Farnsworth Field House is a multi-purpose complex that is home to basketball, fitness and weight-training, a trampoline room, an indoor skate park, two tennis courts, team meeting rooms and a training room. Outdoor facilities include four tennis courts, four athletic fields, an artificial turf field, a baseball and softball diamond, and 40km of mountain biking and Nordic ski trails. Only a short walk away there is an award-winning 18-hole golf course.

Nearby Sunday River Resort includes Gould’s own slope-side Paul Kailey Competition Center and, new this coming winter, a surface lift that will greatly improve training opportunities for competitive skiers. In the spring and fall Sunday River offers locations for rock climbing, hiking, running, and cycling.

Gould Academy celebrates winter. What distinguishes Gould athletics from traditional boarding schools and ski academies is its “On-Snow” capabilities and programs. The close and distinctive partnership with Sunday River makes for unparalleled athletic and academic opportunities. The multi-layered on-snow curriculum includes an elite competition program as well as prep alpine ski and
snowboarding programs, Nordic ski programs, certification and instructional programs, and a ski patrol training program. The vast majority of Gould students participate in on-snow programs in a given school year.

From the moment a new student arrives on campus, that student becomes a genuine explorer and almost immediately is whisked away on an introductory three-day backpacking or canoe trip. Adventures like these help Gould students to connect with each other and their teachers; build the unique caring community; develop self-confidence and leadership skills; and connect with the incredible location and natural environment of the School. That opening trip is the first of many experiential learning opportunities that are integral to the culture and experience of Gould. The passionate and dedicated faculty members, who lead and plan these trips and programs, make all of this possible. The experiential program includes week-long and weekend service trips; outdoor weekend excursions including camping, canoeing, climbing and swimming; and programs for certification in and experience with Wilderness First Aid, Wilderness First Responder, and avalanche safety.

The school offers a variety of travel experiences and chances for cultural immersion abroad throughout the year. These include:

• Living and studying in Spain for the spring trimester or a shorter two-week interval;

• Participating in a four-day trip to Quebec City, living with a host family and touring that city’s historic and culinary attractions;

• Traveling abroad to China, Ecuador, Tanzania, or Guatemala, for example.
The highlight of experiential education at Gould is arguably the Four Point Program, a tradition that is now roughly three decades old. Every year, just before spring break, students in each grade embark on a journey of self-discovery. Ninth grade students travel abroad to experience new cultures. Tenth grade students participate in activities with Gould alumni, complete service projects, and work with professional artists during multi-day workshops. Eleventh grade students head outside and to the White Mountains for eight days of winter camping. Twelfth grade students choose an independent project they are passionate about, and this final year is intended to serve as the culmination of a four-year journey of exploration, hands-on learning, leadership development, cross-cultural understanding, and character development. The Four Point Program is often cited by alumni as one of the most important parts of their Gould experience, and it also represents a significant area for future innovative program development.
The residential life program emphasizes values of trust, responsibility, kindness, honesty, respect and tolerance. The boarding experience is at the heart of the profound sense of community at Gould. Students share the dorms with faculty residents and at least one peer proctor on each floor. Common areas provide space for social gathering and sharing activities such as games or a movie.

CAMPUS AND COMMUNITY LIFE

Gould’s surrounding environment and the School’s philosophy on the importance of experiences in the natural world go hand in hand. Located at the eastern edge of the White Mountains and immediately south of the Mahoosuc Range in the Androscoggin River Valley of Maine, the backside of Sunday River Ski Resort provides the stunning backdrop view from the campus. Students have access to over 40km of mountain biking and Nordic trails outside their front door. Nearby Grafton Notch State Park provides exceptional hiking and awe-inspiring views and access to natural formations.

The Gould campus itself features a marvelous blend of new, modern facilities, including the McLaughlin Science Center and the new dining space in Ordway Hall, and several more traditional, classic New England boarding school buildings. The campus is intimate and friendly, easy to navigate on a chilly winter day while also characterized by some grand and inspiring architecture. Being located in the town of Bethel provides campus residents with easy access to restaurants and shops.

CHALLENGES AND OPPORTUNITIES

There are a number of challenges confronting Gould Academy over the next several years. These challenges, however, also represent the opportunities for leadership for the next head of school. In the broadest sense, both the challenge and opportunity at Gould are to take full advantage of its current strong assets – especially its faculty and staff, physical setting, connection to Sunday River, sense of tradition, and relational culture – to achieve the promise of its mission. More specifically, these challenges and opportunities include the following:

- Developing and instituting an inspiring strategic vision, one that balances respect for abiding traditions and culture with the need for entrepreneurial innovation, and tying that to an effective development program;

- Articulating the identity of the School, expressing the value and power of a boarding school experience and parlaying that identity into more effective marketing;
• Increasing the number of mission-appropriate matriculating students while enhancing the sophistication of enrollment management operations;

• Providing careful and innovative thinking and leadership in regard to the future fiscal health of the School, including reassessment of summer and other revenue opportunities;

• Improving faculty and staff morale, pride, and confidence while building a more profound and genuine sense of team and shared enterprise among the adult community;

• Building upon the powerful sense of place for the School and, as part of that, seeking deeper connections to the town of Bethel and the surrounding region;

• Strengthening the unique and critically important relationship of the School with Sunday River Resort, while sustaining the identity of Gould, first and foremost, as a serious academic institution;

• Enhancing the School’s standing as a strong international institution with a globally aware program and exciting opportunities for students;

• Developing a plan and the financing to address more comprehensively the deferred maintenance issues around the campus;

• Embracing the challenge of establishing a stronger commitment to and programs for diversity, equity, and inclusion;

• Amplifying the Four Point Program and the commitment to and possibilities for experiential education, utilizing the School’s location as well as exposing Gould students to the wider world and its opportunities.
THE CANDIDATE

The successful candidate for the headship of Gould Academy will likely exhibit the following characteristics, qualities, and experience:

- An advanced degree, together with a deep passion for learning and education;

- A successful record of leadership and demonstrated skill in the management of complex organizations in previous positions;

- Outstanding oral and written communication skills;

- Financial acumen;

- Ability to develop, articulate, and institute a compelling strategic vision for the future;

- An appreciation for the outdoors and the beauty and opportunities presented by Gould’s physical and geographic settings;

- Demonstrated ability as a leader of a faculty and as an effective developer and mentor of professional talent;

- Willingness and skill to lead and shape fundraising efforts, and the ability to organize and inspire strong advancement leadership and teams;

- Willingness and skill to lead and shape the ongoing marketing endeavors of the School;

- Enthusiasm for and skill to work effectively and collaboratively with the board of trustees, administrators, and the faculty in pursuit of ambitious institutional goals;

- Capability to inspire Gould’s engaged and loyal alumni to support the school with passion and generosity;

- Approachability and outstanding “people skills,” along with the ability to listen to, understand, synthesize, and incorporate differing points of view;

- Comfort with a global perspective and willingness to travel overseas and around the country on behalf of the School to build relationships with people from diverse cultures and backgrounds;
APPLICATION PROCESS

Gould Academy has retained the firm Resource Group 175 to support its search for its next Head of School. If you wish to submit your own application materials or nominate a candidate, there are two ways to apply.

1. Apply online at: https://rg175.com/candidate/login

OR

2. Email—In a single PDF—a:
   •COVER letter
   •Resume
   •Educational Philosophy Statement
   •AND another writing sample

To both:

Robert P. Henderson, Jr. and Clay V. Stites
rhenderson@rg175.com and clay.stites@comcast.net

All applications and nominations will be treated in confidence.

APPLICATION DEADLINE: June 30, 2019