



Position Statement
Head of Upper School
Doane Academy

Burlington, New Jersey
Start Date: July 1, 2023

Doane Academy

Head of Upper School

POSITION STATEMENT | START DATE: JULY 1, 2023

DOANE
academy
est. 1837



OVERVIEW

Doane Academy is “a community where all are known, loved, and strongly encouraged to discover their unique potential.” For over 185 years, Doane Academy has served central New Jersey with this profound idea, now explicitly expressed in its mission statement, at the core of its identity and culture. An independent day school founded in the Episcopal tradition, which integrates the physical, social, academic, and spiritual development of the whole student, Doane is open to all faiths. The school serves students from age 3 through grade 12, operating as three divisions (lower, middle and Upper Schools). The current enrollment is 243. Small by intention and design, Doane is a warm, deeply caring place, embracing and practicing notions such as the essential centrality of close relationships, as well as social and emotional learning, since long before such buzzwords were common in educational parlance.

While Doane Academy has experienced many challenges in its lengthy history, the school is currently healthy and financially stable. Headships at the school in recent decades, including the current remarkable tenure of George Sanderson, have been long and productive, providing the school with fundamental stability. Mr. Sanderson will conclude his service to Doane at the end of the 2022-2023 academic year. After a national search that drew a deep pool of outstanding candidates, Doane announced in October that Erin Mayo had accepted the Board’s offer to become the next Head of School, beginning on July 1 of 2023.

The school’s financial stability is supported by a significant endowment. Yet Doane does not sit in the middle of a wealthy suburb of a major metropolitan area. Rather, the school serves a remarkably diverse population and is distinctive both for the generosity of its financial assistance and for the exceptional range of families in its community.

Indeed, the school’s entire history has been distinguished by emphasis on equity. The academic program is rich, inspired, and creative, yet attentive to the basics, ensuring that students leave well prepared for high achievement at the college and university level. The athletic and co-curricular programs provide broad opportunities for students to experiment in new areas, be deeply involved in the life of the school, and to explore their talents and interests.

Doane Academy has emerged from the pandemic in sound condition. The physical plant, magnificently located above the banks of the Delaware River (17 miles north of Philadelphia), conveys a sense of tradition and is now poised for further innovation and exploration of its myriad possibilities for the future. More than any other place of learning, the school embodies a spirit of family and connection. The challenges for Doane in the future are numerous, and yet that work will surely be exhilarating and rewarding.

THE OPPORTUNITY

The Head of the Upper School at Doane Academy is responsible for overseeing all aspects of student life in the school's grade 9-12 division: leading and nurturing a talented faculty; communicating effectively with families; inspiring the ongoing assessment and development of the academic program; and working closely with the school's leadership team. As its largest and most visible division, the Upper School is especially important to how Doane is perceived by the community. Upper School grades range in size from 25 and 35 students—larger than in most years of Doane's history but still intentionally small.

In addition to other responsibilities assigned by the Head of School, the Head of Upper School will:

- Develop strategic priorities for the Upper School and champion a clear vision that reflects the aspirations of students and faculty and mirrors Doane's mission and values;
- Cultivate a strong sense of community and joy in the day-to-day life of the Upper School.;
- Work closely with the Head of School and Lower and Middle School division heads to support a coherent alignment for the PK-grade 12 curriculum;
- Work collaboratively with teachers and parents to support the academic and personal growth of students;
- Work with the Admission Office as an ambassador of the school who can demonstrate the school's value proposition to prospective and current families;
- Set a positive example for faculty and students with professionalism, positivity, and work ethic;
- Lead by example in promoting the school's diversity, equity, and inclusion work and in doing so nurture a school culture that deepens students' and teachers' sense of belonging;
- Mentor the division's talented faculty and staff by supporting their professional goals and providing them with opportunities for growth;





- Support the social and emotional health of Upper School students and teachers by working closely with the school's health and wellness team;
- Supervise the director of college counseling and the dean of student life; partner with the Head of Middle School to supervise department chairs;
- With the dean of student life and school counselors, manage student behavioral issues with an emphasis on student growth;
- Clearly communicate goals and actions regularly – in writing and in person – with students, faculty, and families;
- Navigate the inherent challenge of assuming the Upper School Headship at the same time Doane welcomes its new Head of School;
- Serve as a member of the school's Senior Leadership Team;
- Regularly lead Upper School faculty meetings, which will incorporate both routine school matters affecting students and faculty and the stimulating exchange of ideas on issues of educational/philosophical interest and concern.

Key qualities and qualifications:

- Significant Upper School teaching and proven independent school leadership and supervisory experience;
- Significant experience working collaboratively with Upper School families;
- A leader who is empathetic, decisive, joyful, caring, and visible;
- Genuine affection for, and understanding of, teenagers;
- Approachable and accessible: present in the life of the division – from classrooms, to playing fields, to performance spaces;
- A proven commitment to innovation in education;

- A full commitment to the mission, values, and unique culture of Doane Academy;
- A leader who embodies the qualities of enthusiasm, courtesy, flexibility, integrity, gratitude, kindness, intelligence, humility, self-control, perseverance, and punctuality;
- An ability to meet everyday stress with emotional stability, objectivity, and optimism;
- Strong management and interpersonal skills; significant experience leading faculty members towards the fulfillment of mutually agreed-upon goals;
- A proven commitment to diversity, equity, inclusion, and belonging and demonstrable intercultural competency skills;
- Empathy for the challenges facing parents and the ability to manage difficult conversations with grace and compassion;
- Strong executive function skills to manage a fast-paced environment;
- Exceptional communication skills, including writing for a range of audiences, one-on-one dialogue, large group presentations, and conversation facilitation;
- An orientation toward data-informed planning and decision making;
- An ability to be both self-directed and collaborative;
- Experience with the admissions and enrollment management process and an understanding of the current independent school climate and challenges;
- A master's degree is strongly preferred.

DOANE'S MISSION STATEMENT

"Doane Academy, an independent Episcopal day school, ages 3 through 12th grade, provides an exceptional college preparatory program while cultivating character development and nurturing the emotional maturity essential in preparing students for life.

We develop intelligent, capable individuals within a community where all are known, loved, and strongly encouraged to discover their unique potential."



DOANE'S CORE VALUES

- **Academic Excellence.** Doane Academy encourages development of the highest standards of knowledge, inquiry, creative expression and academic success.
- **Character.** Doane Academy inspires integrity and responsibility for improving the lives of others.
- **Diversity.** A diverse community sharing different ideas, beliefs and cultures, strengthens Doane Academy.
- **Faith.** Doane Academy is a multi-faith community inspired by the Episcopal values of love and service, providing members the opportunity to reflect on their relationship with God.
- **Fellowship.** Doane Academy is a family. Every member of the community is nurtured and supported with love, compassion, and respect.
- **Leadership.** Doane Academy believes that good leaders are those who inspire and work with others in achieving extraordinary goals.
- **Social Responsibility.** Doane Academy encourages members of our community to behave ethically and with sensitivity toward social, cultural, economic and environmental issues.



Doane Academy

Head of Upper School

POSITION STATEMENT | START DATE: JULY 1, 2023

DOANE
academy
est. 1837



THE HISTORY OF DOANE ACADEMY

In 1836, the 37-year-old Right Reverend George Washington Doane, second Episcopal bishop of New Jersey, purchased a large three-story building in Burlington, on the banks of the Delaware River. Bishop Doane transformed it into an Episcopal boarding school for girls, which he called Saint Mary's Hall. It would be the first such school to educate young girls on an equal footing with the best of boys' schools.

The academic education of girls in the early 19th century was nearly non-existent, except for some private finishing schools which taught girls "proper" behavior in society and some domestic skills. Bishop Doane realized that women truly are "the corners of the temple" and that they could, with serious academic education, wisely influence the character of young people, as well as their husbands and others, and hence the future of the nation. It was a revolutionary concept, and one that was scoffed at in some newspaper editorials of the time.

Bishop Doane raised capital for the new school by issuing shares of stock. A severe financial depression hit the United States just as St. Mary's Hall was opening and the money needed to run the school dried up. Saint Mary's Hall carried on though, financed mainly through the personal funds of Eliza Green Perkins Doane, Bishop

Doane's wife. She dedicated the whole of a \$9,500 annual dowry, received from the estate of her late first husband, to the bishop's vision, and saved the school.

Over the years St. Mary's Hall grew in stature and reputation, resulting in large enrollments in the middle of the 19th Century. At the start of the 20th Century, new buildings were added to the campus, Odenheimer and Scarborough Halls among them, as well as new academic, cultural, and athletic programs. The school enjoyed relative prosperity for several decades.

By 1953, however, the number of boarding students was in steady decline, and the decision was made to change from a boarding school to a country day school. In 1966, a separate boys' school named Doane Academy was opened, and by 1974, the schools became a unified coeducation college preparatory school. In 2008, the school's legal name became "Doane Academy."

Under the recent leadership of John McGee and George Sanderson, the school gained new momentum and achieved tremendous progress, attracting the philanthropic support of the Susquehanna and Rowan Family Foundations. Gifts from these and other sources have created a substantial endowment and made possible the construction of Rowan Hall, the centerpiece of the school completed in 2015.

EDUCATIONAL PROGRAM

Doane is best known for providing Pre-K through Grade 12 students with a rigorous college preparatory program with a strong emphasis on leadership and character development. The school offers rich and varied curricular, co-curricular, and extracurricular programs, including 17 Advanced Placement courses and 11 Honors courses. From Engineering Mechanics to the History of Indigenous Rights, Doane students can also pursue in greater depth specialized subjects in which they are interested. There are 17 interscholastic athletic teams and a deep commitment to the arts.

Upper School students are all assigned their own advisor, a faculty member dedicated to supporting their academic and personal growth.

Doane classrooms are exciting learning environments where students are engaged, challenged, and encouraged in part because the classes themselves are small. The average class size in the Upper School is 12. The student-teacher ratio is 7:1. These small class sizes and low student-teacher ratios allow gifted and dedicated teachers to form close and trusting relationships with their students and to accommodate their unique personality and learning needs. Students find their teachers accessible and approachable. Teachers also communicate with caregivers on a regular basis (formally and informally) in order to form a working relationship in the education of the student.

Doane also offers a wide array of clubs and associations that mirror the diversity of the school's students and their interests.

Students have the chance to participate in collaborative engineering projects, deliver closing arguments in mock trials, organize community service efforts, and much more. Clubs provide unique ways for students to connect their academic studies with real world applications as well as devote additional time and energy to activities that bring them joy. Clubs are led by students to the fullest extent possible.

You can explore these exceptional educational programs more thoroughly by division on the [Doane Academy website](#).



Doane Academy

Head of Upper School

POSITION STATEMENT | START DATE: JULY 1, 2023

DOANE
academy
est. 1837

FACILITIES

Doane Academy, nestled in the western side of the historic City of Burlington, sits on a 13-acre riverfront campus with six main buildings. It includes among its structures three buildings listed on the National Register of Historic Places, including the chapel (1847) which is noted as the first Neo-Gothic church structure built in the United States. Among its other buildings are a dedicated and recently updated science building, a gymnasium, and also an English manor house styled dining hall, theater space, a lower school library, and many flexible classroom spaces.

At the center of the campus, the newest building, Rowan Hall (2015), dominates. With a façade modeled

after the Georgian-style building that housed the school in its early years, Rowan Hall includes a dozen state-of-the-art classrooms, two student resource centers, administrative offices, and an expansive and inviting lobby with comfortable seating areas and a grand piano. This newer building includes green technology in that it is largely heated and cooled by its own geothermal plant.

In late 2019, Doane acquired the former Elias Boudinot Elementary School, a public school that had recently closed and which is located directly across the street from Doane's main campus. Its location made the Boudinot property a natural fit for its expansion. Moreover, the acquisition reunited Doane with land that had previously

been a part of its campus; the school had decided to sell the land to the City of Burlington in 1955. Plans for the use of the Boudinot property are complete and fundraising for the development of the land is well underway.

In addition, the campus also includes two regulation soccer fields, a baseball field, a softball field, and a natural space, called "Discovery Woods," where younger students regularly spend hands-on time learning about the natural world around them.

Doane has approximately \$28 million in endowment. The school raised \$3.2 million over the course of the 2021-2022 school year and raised approximately \$233,000 with its Annual Fund.





ADMISSION AND COLLEGE PLACEMENT

Doane currently enrolls 243 students from a total of 56 cities and towns in New Jersey and Pennsylvania. In the 2022-2023 school year, 51% of enrolled students receive need-based financial aid and 53% of Doane students self-identified as students of color. The school seeks to attract curious learners, who strive to impact the community and the world beyond. While taking pride in the rigor of the academic and extracurricular programs, Doane also values each student's character development. The goal is to inspire Doane students to discover their unique potential and to define their personality and character. The school encourages students to be significant - to add value to the people and places in their lives.

Doane graduates enroll in renowned colleges and universities across the country and, more importantly, flourish at even the most rigorous of them as

a result of their academic preparation, their character, and their experience as inveterate contributors on campus. The Director of College Counseling serves as an advocate and resource for Upper School students as they prepare for the college application process. The Director guides each student through the process of knowing themselves well and, as a result, identifying colleges for which they are well suited. Doane offers college and career preparation classes for juniors and seniors, though families are encouraged to begin thinking about college well before then.

TRADITIONS

For 185 years, Doane students have been bound together across centuries and generations by important traditions, some of which have been in place since the school's founding in 1837. These traditions are an essential way of linking current students to the alumni to whom the community is indebted. These traditions include but are not limited to the following:

- **First Day of School:** Doane begins the school year in a way that is profoundly meaningful and joyous. The entire school community, including students, faculty, family, alumni, and members of the board of trustees, gather on the bank of the Delaware River to celebrate the start of the new school year and welcome the members of the senior class as they arrive by canoe for the first day of school.
- **Rocks, Roots, and Wings:** Inspired by the well-known Outward Bound program, this signature orientation initiative for middle and Upper School students at the start of the academic year is designed to create bonding experiences and facilitate the development of leadership skills in an environment that pushes students beyond their usual comfort zones. Overnight trips to sites of historic, natural, and cultural significance expand student horizons, build self-confidence, and enhance educational and emotional maturity.
- **School Families:** In a program to create opportunities to interact across all grade levels, students from the lower through Upper Schools are placed into one of fourteen "families," led by faculty members who serve as "parents." Remaining in the same family over the years enables the creation of friendships that grow, evolve, and deepen as families meet, share activities, celebrate holidays together, and look beyond self to the wider Doane community.

- Doane's Dungeon: Started by Upper School students in the 1980s, Doane's Dungeon gives a literary twist to the traditional Halloween haunted house. Scary, spooky, and Shakespearean, the event turns the basement and corridors of the historic school into a haunted dungeon.
- The Christmas Mystery: Originated in 1848 by St. Mary's Hall boarding students who were unable to travel home for the holidays, the Christmas Mystery is a play celebrating the birth of Jesus. Performed word for word as it was written (the current script dates from 1930), the Christmas Mystery is one of our most beloved traditions.
- Founder's Day Weekend: An alumni celebration of the school's founder, bishop George Washington Doane, and his enduring, revolutionary vision of providing educational opportunities to young women takes place every May. A weekend long series of events inspires alumni to relive their days at Doane alongside their longtime friends and share their stories with current students.

CHALLENGES AND OPPORTUNITIES

The next Head of Upper School of School at Doane Academy should be prepared to collaborate with a forward thinking new Head of School, senior leadership team, faculty, and staff to fulfill Doane's mission and to lead the Upper School wisely and boldly into the future, by embracing current challenges and seizing new opportunities. These challenges and opportunities include but are not limited to the following:

- Build upon the Upper School's impressive list of achievements in recent years while sharing a clear and compelling vision for the future.
- Cultivate the sense of fellowship, trust, and belonging among faculty, staff, and students by

supporting existing programs and events that bring constituents together while exploring additional ways to bring a sense of purpose and joy to every school day.

- Balance the desire to provide a rich and wide-ranging curriculum with the limits of an intentionally small school by exploring and implementing creative ways to broaden course offerings.
- Define an identity and direction for a coherent Upper School academic program while considering whom the school best serves.
- Honor the Upper School's values and traditions while simultaneously continuing to develop the curriculum in innovative ways to prepare Doane graduates for the world they will enter after graduation.



- Promote the professional growth and development of the current Upper School faculty while recruiting, rewarding, and retaining talent from diverse backgrounds.
- Support Doane's Upper School enrollment goals by championing the school's value proposition and communicating regularly with current 8th grade students and prospective Upper School families.
- Maintain the school's historical commitment to the Episcopal tradition while nurturing the commitment of the school to the importance of both faith and a diverse community.
- Navigate the challenges associated with the increased role of technology in the lives of students while supporting the appropriate integration of technology in teaching and learning.
- Actively support and promote the outstanding opportunities for Doane students in the arts and athletics.
- Consider opportunities to expand and increase co-curricular and extracurricular activities, including community service, to maintain character and leadership development as a priority equal to academic



TO APPLY

Doane Academy retained the firm Resource Group 175 (RG175) to support its search for a new Head of Upper School. If you wish to submit your application, please do so at: <https://rg175.com/candidate/signup>

Application includes:

- Letter of interest (cover letter)
- Resume or CV
- Personal statement (educational/leadership philosophy)
- One other writing sample of your choice
- Name of four current references and contact information (optional)

The **deadline** for receipt of full application materials is Friday, February 10, 2023.

For any questions or further information about the position, please contact John Green of Resource Group 175 at john.green@rg175.com or at 609-937-2565