



# Head of Middle School

Leadership Opportunity  
July 2012

## Wilmington Friends School



Carney, Sandoe  Associates

800-225-7986 ▼ [www.carneysandoe.com](http://www.carneysandoe.com)

Wilmington, DE

777 students

Grades PreK-12

[www.wilmingtonfriends.org](http://www.wilmingtonfriends.org)

## THE POSITION

The Wilmington Friends School in Wilmington, Delaware seeks a visionary and compassionate academic leader to inspire the 177 students, 21 faculty, and 3 staff members of its vibrant Middle School Division. Long-recognized as a school grounded in the Quaker traditions of social justice, non-violent conflict resolution, and universal education, Friends remains committed to the belief in the unique dignity of each individual, and in the responsibility we all share to do good within the greater community. It is essential that the Middle School engage a Head who will embrace Quaker values and embody the spirit of the institution moving forward.

## THE SCHOOL

Wilmington Friends School is an independent, co-educational, college preparatory, Quaker day school serving students from age two through twelfth grade. Founded in 1748, Wilmington Friends is the oldest school in Delaware and the 11<sup>th</sup> oldest independent school in the United States. Welcoming to all faiths and ethical traditions, the school has maintained its strong Quaker roots throughout its history, and provides a curriculum and community that focuses on values rather than religion. Located on two beautiful campuses in a residential neighborhood of Wilmington, Friends offers competitive athletics, an integrated technology program, and extensive study and performance opportunities in the visual and performing arts. Friends also maintains a “global” approach to academic and social engagement for children at all grade levels, teaching students to engage complex issues with a sense of confidence and responsibility. Wilmington Friends was the first school in the state authorized to offer the International Baccalaureate Diploma Programme, and the first in the state to join the School Year Abroad Consortium.



With a student-to-teacher ratio of 10.5:1 in the Middle School, academic offerings at all levels are varied and demanding, designed to challenge all students to their full potential. In the Quaker tradition, Friends does not emphasize individual honors, presenting only five named awards each year.

Wilmington Friends is a mission-driven institution with a strong sense of collegiality and shared purpose among all of its constituents: faculty, staff, administration, parents, and students. Governed by a 24-member Board of Trustees, and maintaining an endowment

### *Mission Statement*

*Wilmington Friends, a Quaker school with high standards for academic achievement, challenges students to seek truth, to value justice and peace, and to act as creative, independent thinkers with a conscious responsibility to the good of all.*

valued at \$19.8 M, the school has an annual operating budget of \$18.8 M. Friends awards over \$3M in financial aid each year, with more than one third of the student body receiving aid or remission. Wilmington Friends School is accredited by the Middle States Association of Colleges and Schools, and is affiliated with the International Baccalaureate Organization, School Year Abroad, the National Association of Independent Schools, the Association of Delaware Valley Independent Schools, the Delaware Association of Independent Schools, and the Friends Council on Education.



### HISTORY

In 1701, with leadership from Quaker William Penn, the Philadelphia Yearly Meeting established the first “free school” to serve children both rich and poor in colonial America. Wilmington Quakers followed in 1748, founding what is now Wilmington Friends School, originally instituted to provide an education to children belonging to the Society of Friends and to poor children, whatever their race, religion, or family’s financial circumstance. Many Quakers in Wilmington were also actively involved in building the public school system, even as they supported and maintained their own school. As the state of Delaware began to

offer public education in the mid-1880s, the school moved toward its current college-preparatory curriculum.

The late nineteenth century saw the beginning of a curricular focus on the sciences, as well as the development of a leading physical education program and interscholastic sports for both boys and girls. In 1890, Friends School established Delaware’s first kindergarten. Art was prominent in the written curriculum by 1914, drama an active part of the school through the Whittier Society, and music was established as its own course of study by 1916.

In 1937, the school was relocated to Alapocas, a suburban neighborhood bordering what is now a state park. Major expansions and renovations followed between 1960 and 1998; the Lower School campus was dedicated in 1972 and has been expanded three times since, most recently in 2004.



### LOCATION AND SETTING

The Lower and Middle /Upper School campuses comprise a total of fifty-seven acres and are within a short walk of each other along constructed pathways and a sidewalk. Located



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in different parts of Alapocas, the buildings and grounds are exceptionally beautiful, honoring the traditional feel of historic structures while integrating modern additions and improvements with a consistent aesthetic. Fields, pathways, and plantings are well-maintained and attractive, and are currently managed with low-impact environmental techniques.

### *Wilmington Friends at a Glance*

*Grades: Age 2 – Grade 12*

*Total Enrollment: 777*

*Middle School enrollment: 177*

*Faculty: 88*

*Middle School faculty: 21*

*Middle School student-teacher ratio: 10.5:1*

*Faculty w/ Advanced Degrees: 56%*

*Diversity of students: 23%*

*Diversity of faculty: 26%*

*Operating budget: \$18.8M*

*Endowment: \$19.8M*

*Parent giving participation: 73%*

*Indebtedness: \$0*

*Middle School Tuition: \$22,350*

*Financial Aid budget: \$2.2M*

*Students Receiving Aid: 28%*

Situated on approximately 25 acres, the Middle/Upper School campus features one main building of approximately 175,000 square feet. The building was constructed in 1937 and has undergone a number of improvements and expansions over the years, such that the facilities now include a 500-person capacity theatre/auditorium, a Meeting Room, seven science labs, six computer labs, and a Library Media Center. Art and music classrooms were renovated in 2009 and 2010. New athletic facilities were added in the late 1990s; indoor athletic facilities include full-size gyms, a fitness/weight room and an athletic classroom, and outdoor facilities include five athletic fields and six tennis courts.

During the summer of 2011, Wilmington Friends installed an 858-panel solar PV system, which provides power to meet approximately 16% of the school's electricity needs. The solar PV system is also a distinctive teaching tool and an important addition to the global curriculum across all divisions.

Wireless internet is available throughout both campuses, and the school currently has desktop technology labs supplemented by five laptop carts with 20 computers. Throughout the school, 26 SMARTboards and three Symposiums (desktop versions of SMARTboards) are integrated into the curriculum, and every middle and upper school science and math teacher has access to SMART technology. The library offers connections to multiple databases through the University of Delaware. All faculty are provided with laptop computers.



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## THE MIDDLE SCHOOL

Serving students in grades six through eight, the Middle School has a remarkably talented, dedicated, and collaborative faculty that offers a challenging, innovative, and engaging academic program. Beginning in sixth grade, students are required to study Spanish, French, or Mandarin (an offering added in the 2010-11 academic year). In addition, a distinctive and well-articulated health and human development curriculum prepares students to meet challenges, value differences in each other, and make good decisions. Faculty advisors and grade deans offer guidance and support for students and their families. By emphasizing interdisciplinary and experiential activities, problem-solving skills, mathematical and scientific investigation, reading, study and organizational skills, Middle School teachers guide students through and beyond the fundamentals of academic work. Extremely positive relationships between teachers and students characterize the division. Activities that strengthen written, oral, and artistic expression allow individual talents to be recognized.



Performing and visual arts are an integral part of the Middle School program at Friends, as are athletics and service learning. Through eighth grade, students at Friends follow a sequential curriculum in music and visual arts, encompassing a wide range of contexts in terms of geography, culture, historical time period, and style. Participation in individual and team sports develops both the cooperative and competitive spirits in children while satisfying their need for physical activity.

In 2011, the School won a prestigious grant from Malone Family Foundation, which provided a \$2 million endowment to provide financial support to qualifying students in grades 7 through 12. As described on the Foundation's web site ([www.malonefamilyfoundation.org](http://www.malonefamilyfoundation.org)), the criteria for selection include the schools' "academic caliber; the quality of their staff; excellent accommodations for gifted and talented students; strong AP and enrichment programs; attention to the individual student's needs, interests and talents; financial strength and stability; a commitment to financial aid; and an economically, culturally, ethnically, and socially diverse population." The Middle School welcomed its first Malone Scholar in the 2011-12 academic year.



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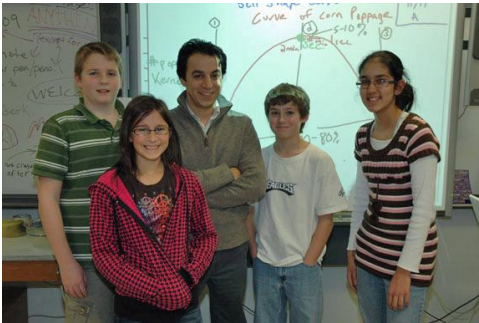
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Middle School students feel well-supported in their relationships with the faculty and administrators, speak enthusiastically about their experience, and demonstrate a tremendous sense of joy. Wilmington Friends expects its Middle School students to:

- *demonstrate curiosity, excitement, commitment, cooperation, and independence in learning.*
- *demonstrate the desire to do their personal best.*
- *communicate, orally and on paper, with confidence and clarity.*
- *demonstrate techniques of organization and efficiency in work.*
- *appreciate and participate in the arts.*
- *exhibit a broadened cultural perspective, beyond American/Western outlook.*
  
- *make and sustain successful social relationships with peers and adults.*
- *show integrity and honesty in dealing with others and oneself.*
- *show social consciousness and responsibility.*
- *respect and value individual differences,*
  1. *dealing with our school population.*
  2. *dealing with the wider community.*
  
- *make good decisions and accept responsibility for consequences.*
- *demonstrate physical and emotional self-confidence.*
- *show resilience and perseverance in dealing with responsibilities.*
- *show spiritual awareness and the habit of personal reflection.*
- *know and respect themselves.*



## COMMUNITY

Wilmington Friends School is committed to building a diverse learning community. Enrollment practices are firmly grounded in the mission and core values of the school, and students in all grade levels are challenged across the curriculum to realize their potential – as learners, leaders, and active responsible members of the communities in which they are involved. Wilmington Friends students, regardless of the

religious affiliation of their families, take the lessons of Quakerism to heart and see them as lessons for life. They feel a sense of ownership about every aspect of their school lives, and value the clear sense of community, shared values, and meaningful relationships with teachers that have become a hallmark of the Friends experience. Over twenty percent of enrolled students are of color.

Wilmington Friends is committed to bringing the very best and brightest educators to the school to engage in the critical and rewarding undertaking of educating children to be independent thinkers with a conscious responsibility to the greater good. With such a strong focus on global education, the school recruits both nationally and internationally to find teachers and administrators who demonstrate a cultural, intellectual, and moral “fit” with the school philosophy. The school’s faculty and staff value the contributions of students and get to know them as individuals, both within and outside the classroom. Over half the faculty hold advanced degrees, and the school maintains a commitment to continuing professional development. Twenty six percent of faculty members are people of color.



#### **GLOBAL EDUCATION AND QUEST**

The Quaker Center for Understanding, Engagement, and Stewardship (QUEST) opened in 2009 with a mission to provide leadership and an administrative structure for Friends School’s programs in global education, diversity, service learning, and environmental stewardship. Programs under the auspices of QUEST are woven through the curriculum and through special events and projects

at all grade levels. QUEST sponsors students to attend national youth leadership conferences, affords structure to the school’s international study and service-learning trips, and coordinates numerous service projects throughout the year. QUEST also hosts the “Big Ideas” and Lunch & Learn speaker series on issues related to cross-cultural and international understanding, social justice, and environmental stewardship.

#### **WILMINGTON**

Wilmington is the largest city in the state of Delaware, situated at the confluence of the Christina River and Brandywine Creek. Located mid-way between New York City and Washington, DC, and approximately 25 miles southwest of Philadelphia, the city offers a variety of cultural attractions that make it one of the most appealing small cities on the east coast. From the annual ethnic and music festivals to the city’s half marathon, the extensive local and state park system, or the Brandywine Zoo, there are plenty of diversions for the outdoor enthusiast. For those who prefer indoor entertainment, Wilmington offers a wide selection of opportunities,



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including the new Delaware Children’s Museum, the Children’s Theatre, Grand Opera House (home of the Delaware Symphony Orchestra), in addition to the Delaware Center for Contemporary Arts, and the Delaware Art Museum. Historic Longwood and Winterthur Gardens and the Brandywine River Museum, which features work from the N.C. Wyeth family, are twenty minutes away, as is the beautiful countryside of Chester County, Pennsylvania. During the weekend, the drive to Center City Philadelphia is a mere 30 minutes. In addition to offering major league sports and concert venues, Philadelphia provides extraordinary cultural and dining opportunities.

### THE POSITION

The position of Middle School Head at Wilmington Friends holds many opportunities. The division has been ably guided for more than twenty years by a distinguished Middle School educator, someone in whom the entire community (students, parents, and faculty) has great confidence. Consequently, the Middle School at Wilmington Friends is strong and proud of its identity and programs. In addition, Friends as a whole enjoys a remarkable history and an extraordinary reputation in the community, enthusiastically supported by its trustees, parents and alumni. Therefore, the next Head of Middle School will need to be an experienced educator working in a consensus environment, open to all points of view yet ready to make decisions to continue to improve the division. The leadership team at the school is an experienced and congenial group that works closely with the Head of School, including envisioning the future direction of the school. The new Head will need to be a collaborator with the faculty, seeking their advice and judgment about curriculum and programs, as well as facilities and assessment. In addition, continuing the close working relationship that currently exists with parents is an expectation for the next Head. The new Head will be asked to join others in building enrollment in the division, working closely with the Admissions team to recruit and retain families and children well-matched to the mission of the school. The new Head will also be asked to expand the role of technology in divisional programs and to be a model for its use. Continuing attention to the critical role of Quakerism in the lives of Middle School students is an expectation, as is fostering the school’s deep commitment to Quaker values, especially diversity. Finally, the new Head of Middle School will need to be a presence within the division, interacting with students, faculty, and parents in both formal settings such as Parent Night, and informally in the halls, the morning and afternoon drop-off.



### DESIRED QUALIFICATIONS AND CHARACTERISTICS

The School seeks a highly qualified candidate who:

- Has a minimum of ten years’ experience as a teacher and/or administrator in an academically rigorous setting; administrative experience is preferred



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- Holds a graduate degree in a relevant discipline
- Embraces Quaker principles and commitment to social engagement
- Has a deep knowledge and understanding of curricular pedagogical issues relevant to the division
- Values the life of the mind and possesses a true intellectual spirit
- Values the role of athletics and the arts in the educational process
- Has outstanding written and oral communication skills
- Has experience working effectively with and in diverse cultures and communities
- Values and thinks in terms of global citizenship and responsibility
- Enjoys working with highly talented and engaged students
- Respects, supports, leads and collaborates with teaching colleagues
- Views parents as partners, and is comfortable and confident working with them
- Is eager to participate in the leadership of the entire institution in partnership with all members of the administrative team
- Supports interdisciplinary and service learning
- Is eager to participate in the leadership of the entire institution in partnership with other members of the administrative team
- Has a commitment to and experience with professional development for adults
- Supports interdisciplinary and service learning
- Sees learning as a lifelong experience
- Inspires faculty, administrators, and students to grow
- Has an abundant sense of joy and possesses an active sense of humor

#### **TO APPLY**

Interested and qualified candidates should submit electronically and as separate documents the following materials:

- Cover letter expressing interest in the Middle School Head position
- Current resume
- Statement of educational philosophy
- List of five references with contact information, including email

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