

DEAN OF INNOVATIVE AND INCLUSIVE PEDAGOGY SEARCH

WALNUT HILL SCHOOL FOR THE ARTS

Natick, Massachusetts

walnuthillarts.org

Start Date: July 2024



**Carney
Sandoe**
& ASSOCIATES

CARNEYSANDOE.COM

Mission Statement

Walnut Hill School for the Arts educates and trains creative and intellectually curious young artists to make an enduring impact in the world.

Motto

Non Nobis Solum — Not for Ourselves Alone

At a Glance



Established
1893



Enrollment
285



Total full-time faculty
37



Student-teacher ratio
7:1



Boarding students
76%



Students of color
48%



Financial aid awarded
\$4.6M



International students
34%

Faculty of color: 13.8%
Faculty with advanced degrees: 75%
Students receiving aid: 39%

Endowment: \$17M
Annual operating budget: \$20M
Campus size: 30 acres



Overview

Founded in 1893 by Wellesley College graduates as a girls' school, Walnut Hill School for the Arts has undergone numerous transformations to become a dynamic boarding and day high school where students of all genders grow as bold artists, curious learners, and mindful citizens. The School offers internationally acclaimed training in Dance, Music, Theater, Visual Arts and Writing, Film and Media Arts, complemented by a robust academic curriculum on a tranquil campus just outside of Boston. Walnut Hill stands out as a leader nationally and regionally in the area of Diversity, Equity, Inclusion, and Belonging and has Restorative Practices firmly in place to center relationships and repair as a core construct of community.

All Walnut Hill faculty and administration members are active and engaged members of the School community who are committed to collaborating and growing in their teaching practice, supporting diverse learners in and outside the classroom, participating in School events and supporting students in their arts. They are also remarkable colleagues to one another; supporting other faculty and staff members and have the ability and will to self-reflect on their own practice. Commitment to the School's Core Values of Community, Growth, Excellence, Creativity, and Respect are imperative to the success of a Walnut Hill faculty/staff member.

Position Overview

The Dean of Innovative and Inclusive Pedagogy serves as a key member of the Teaching and Learning Leadership Team (TLL) as Walnut Hill embarks on an ambitious five-year Strategic Plan where curriculum and pedagogy will be thoughtfully assessed among many other dimensions of the school. Once completed, the Strategic Plan will position Walnut Hill as the preeminent high school for the arts in the world and a nexus point for arts education and the development of young artists. The Dean position serves as an expert and resource for teaching pedagogy and professional development through innovative practices, Culturally Responsive Teaching, multicultural curriculum, and anti-racist policies and practices.

A VISION FOR OUR FUTURE: WALNUT HILL'S STRATEGIC PLAN

The five Strategic Priorities for Walnut Hill over the next five years are:

STRATEGIC PRIORITY 1

Expand and Strengthen the Financial Resource Pipeline

STRATEGIC PRIORITY 2

Expand our Reach as a Global Leader in the Arts

STRATEGIC PRIORITY 3

Transform Walnut Hill's Education

STRATEGIC PRIORITY 4

Fortify Our Culture of Wellness and Belonging

STRATEGIC PRIORITY 5

Create a Campus Master Plan to Meet Planned and Aspirational Goals for the School

Within the Strategic Priority of **TRANSFORM WALNUT HILL'S EDUCATION**, the individual programmatic initiatives of Walnut Hill's Strategic Plan include:

1. Address issues of silos in artistic disciplines for students who desire artistic training in more than one field. Explore the potential for an Interdisciplinary Major for students with significant talent in more than one art form. Add innovative Concentrations within the arts and academic areas to distinguish our graduates.
2. Ensure academically advanced curricular pathways exist for highly talented students who excel in academic studies within an academically heterogeneous student body of 285 young artists.
3. Artificial intelligence is already affecting both student and faculty input and output. Walnut Hill will draft and adopt a Statement of Position regarding the impact and appropriate use of AI and emerging technological advances in artistic and academic endeavors at Walnut Hill.
4. Research the most innovative pedagogical practices in the world in the arts and academics and incorporate the most mission-aligned practices into the teaching and learning landscape to advance teaching and learning.
5. Develop a more diverse curriculum into traditional arts and academic curricula that is more global and multicultural in nature.



The Dean will work directly with the Assistant Head of School and the Teaching and Learning Leadership Team, comprised of the eight department heads, Associate Director of Educational Programs, Director of College Counseling, and Dean of Students to advance the School's educational programs and policies. The Dean serves as a thought partner with the Assistant Head of School to advance educational operations by collaborating on high-level problem solving and solution-based responsiveness to crises and challenges. The Dean will work with School leadership to identify meaningful points of connection between the arts and academic programs and build important connections between the various aspects of students' experience as artists and scholars. In their second year, the Dean will work with the Assistant Head of School and a faculty taskforce to create a meaningful faculty evaluation model and mechanisms to evaluate individual courses. Lastly, there may be an opportunity for the Dean to teach a section of an academic course for each semester.

The Dean will work very closely with the Director of Diversity, Equity, Inclusion, and Belonging to **connect climate and community with curriculum** in order to prepare our students to engage in and contribute to the world community through the arts. Additionally, the Dean will assist the Assistant Head of School to work with individual students and their families with extenuating circumstances around course placements, grades, etc.

The Dean of Innovative and Inclusive Pedagogy is responsible for leading arts and academic curriculum and program development. This is a full-time, 12-month, position reporting to the Assistant Head of School. Though not required, the position is encouraged to be a part of the boarding community, adding to and gaining from the programs and relationships that emerge from the boarding experience.



Opportunities and Challenges

- **Work with the Assistant Head of School to complete the formation of the Teaching and Learning Leadership Team (TLL) Structure:** The Teaching and Learning Leadership Team was a reorganization of the School's administrative structure and was launched in August 2023 to effectively "desilo" the school. This highly effective team is still building its norms and channels on how to work together to advance Walnut Hill. There are many hopes and aspirations around the Dean role and room for whomever inhabits the position to help to shape and define it. The School is poised for the work ahead with a committed and engaged administration, faculty and staff, and ongoing efforts to support all students in feeling they belong.
- **Embrace a faculty who have endured substantial change:** In the past four years, the teaching faculty have experienced a global pandemic, the installation of a new Head of School and Associate Head of School, the reorganization of the teaching and learning administrative structure, and the launch of a new Strategic Plan. Understanding the journey of the faculty through these changes will be a key dimension in helping them advance their instructional practice.
- **With support, clarify and articulate the role:** The Dean role is to support faculty to elevate and evolve their instructional practice. Walnut Hill is a highly relational community, and there is a yearning from some faculty for a traditional "Dean of Faculty" role, where they can bring their personal needs and concerns. Walnut Hill is establishing a Faculty Representative model to ensure faculty feel seen and heard by the administration. The Dean will work closely with the Assistant Head of School to clarify with faculty who they should go to as a first line of support, and that the Dean role is to primarily help them improve their instructional practice.



- **Establish Culturally Responsive Teaching and other asset-based pedagogies as the core set of teaching practices at Walnut Hill:** Walnut Hill has committed to the adoption of Culturally Responsive Teaching to ensure its global student body is recognized as having essential value to the curriculum and classroom practices. The Dean will work closely with the Teaching and Learning Leadership Team and the Director of Diversity, Equity, Inclusion, & Belonging to ensure that the educational program embodies the School's mission and core values and moves the School forward in its anti-racism commitment.
- **Align Arts and Academics with School Mission and Values.** Historically, the arts and academic faculties worked independently to provide an outstanding educational experience to students. With the advent of this position, teachers will have the opportunity to develop a shared language across the curriculum with the guidance of a curricular mentor.
- **Support Department Heads and faculty in developing and implementing curriculum with an eye towards equity and belonging.** The Dean will help faculty advance their capacity to provide culturally responsive educational experiences for their students. This includes both content and pedagogical practice. Once fully settled into the day to day of Walnut Hill, The Dean will observe classes and offer feedback to faculty that strengthens the competencies needed to teach successfully to a highly diverse student body. The Dean will coordinate and facilitate professional development opportunities and structures.
- **Increase the diversity of identities and pedagogical expertise in the faculty.** The Dean will serve as a key part of the School's faculty recruitment and hiring efforts. In partnership with Department Heads, the Assistant Head of School, Director of Diversity, Equity, Inclusion, & Belonging, and the Director of Human Resources, the Dean will review and implement hiring practices to better align the demographics and talents of the teaching faculty to that of the student body.

Core Qualifications

- BA degree required; MA or equivalent experience preferred in a relevant field of study such as education, instructional design, ethnic studies, or social justice;
- 5+ years' experience teaching at the secondary or post-secondary school level or in a professional setting, and a track record of increasing leadership responsibilities;
- Strong knowledge of Culturally Responsive Teaching practices and other asset-based pedagogies in order to support faculty and departments in implementing these practices through observation and constructive feedback;



- Demonstrated track record of embracing innovative teaching practices at the high school level;
- Strong operations management and supervisory skills including solutions-based problem solving and the ability to navigate competing priorities;
- Ability to listen deeply, build trust, and communicate clearly and effectively to a range of constituents;
- Strong relational, communicative, and collaborative leadership skills and demonstrated experience working with, supporting, and providing accountability for administrative colleagues and faculty;
- Orientation to think, lead, and act at both the strategic and operational levels and the ability to manage both the details and the larger picture in a highly collaborative and reflective community;
- Ability to thrive and take initiative in a fast-paced, dynamic boarding school environment;
- A team builder, educator, and mentor who calls individuals into the work, supports their development, and deploys them aligned to their strengths and roles and responsibilities;
- Ability to actively support the School community in building a shared understanding of systemic inequity throughout school operations, policies and programs;
- Ability to handle sensitive information with discretion;
- Possess a growth mindset open to receive and model constructive feedback and use it to positively impact faculty, staff, and students; and
- Comfort with technology and willingness to adopt new technologies as needed.

Preferred Skills and Attributes

- Experience with faculty and course evaluation rubrics;
- Experience in norm-setting and change management and the desire and grow and adapt during the adoption and completion of Walnut Hill's Strategic Plan;
- Enthusiasm for working in schools and a passion for the arts;
- Appreciation of the strength, creativity, accomplishments, and challenges of adolescence;
- A strong eye for talent and the ability to contribute to the recruitment and retention of a diverse and aligned faculty and staff;
- Experience with, or interest in, working with international students and families and how to assist faculty in introducing multicultural topics to students not from the United States;
- Ability to find the connection points between concepts perceived to being incompatible with one another; and
- Fluency in a language other than English.

Learn More

Click on the links below to learn more about Walnut Hill School for the Arts.

[School Website](#)

[Virtual Tour](#)

[Core Values](#)

[College Matriculation](#)

[Diversity, Equity, and Inclusion](#)

[About Natick, Massachusetts](#)



To Apply

Interested and qualified candidates are invited to contact the consultants in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- A cover letter expressing their interest in this particular position;
- A current résumé;
- An educational philosophy statement describing how innovative and inclusive pedagogies would advance Walnut Hill;
- A list of five professional references with name, relationship, phone number, and email address of each (references will not be contacted without the candidate's permission);

Send as separate PDF or word documents with your name in the document name (eg: Flewelling resume, Flewelling cover) to:

Chaya Keefe

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Heather Flewelling

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