



**BANCROFT
SCHOOL**

Head of School for July 2023

Coed, day, PK - 12, 408 students
Worcester, Massachusetts



Bancroft School seeks an experienced, inspirational leader as Head of School beginning in July 2023 to lead the school to its 125th celebration and beyond. Located northeast of downtown Worcester, MA on the shore of Indian Lake, Bancroft's 34 acre campus welcomes visitors to a vibrant, active-learning environment that is constantly in motion. With a rich history for exceptional academics and a community of character, Bancroft School takes pride in being a school where students discover how to be responsible for their own learning. The School encourages intellectual risk and puts a premium on supportive personal relationships. Along with reviewing this introductory position profile, candidates will want to explore the embedded links and the Bancroft School [website](#).

Brief Overview

Founded in 1900 by parents seeking a rigorous education for their children, Bancroft School is the oldest independent day school in Central Massachusetts. The School seeks bright, motivated, talented college-bound students and families who desire a comprehensive, well-rounded education in a caring and challenging academic environment that cultivates active engagement in the classroom, in co-curricular activities, and in the greater Worcester community. The School enrolls students in PK to 12 from 63 different cities and towns with a wide range of cultural, racial, and socio-economic backgrounds, which contributes to its unique and exciting learning environment. The next Head of School will find a school community of professional educators, parents, alumni, and trustees wholly dedicated to the individual student, inquiry-based learning, and the city of Worcester.

The Bancroft community is committed to the growth and development of each individual student, honoring individual talents while promoting excellence in a context that encourages each student's interests, passions, and goals. Bancroft recognizes excellence of all kinds, and both honors and embraces the different ways in which students learn. The 34-acre campus has eight buildings closely linked by a central pathway where students PK through twelfth grade regularly engage. While the School has three divisions, it is committed to being one school community, and relishes its traditions and all-school gatherings such as the assembly at the start of the year, the Halloween Parade, the pep rallies, and the authentic collaborations between classes in Lower School, Middle School, and Upper School. It is not a surprise that what people mention first when they talk about Bancroft is "community".

Students 2021 – 2022

Enrollment: 408
Early Learning (PreK-K): 36
Lower School (1 – 5): 75
Middle School (6-8): 86
Upper School (9-12): 209
Students of Color: 38%
Hope Graham Program (2-8): 35
Home Stay: 14

Professional Staff

Number of Employees: 126
Faculty: 82

Board of Trustees

Total number: 21
Meetings per year: 9
Committees:
Executive
Finance
Governance
Diversity, Equity, & Inclusion
BluePrint 125 (Strategic Plan)
Sustainability Task Force
Ambassadorship Task Force

Finances 2021 – 2022

Tuition
PreK-K: \$17,000
LS: \$21,500 - \$32,700
MS: \$37,000
US: \$40,500
Hope Graham: \$42,200 - \$46,500
Financial aid: \$5.4 million
Receiving assistance: 47%
Operating budget: \$15 million
Endowment: \$32 million
Annual Fund: \$500,000





Mission, Vision, and Values

Our Vision: Bancroft School works to be the first choice for students and families seeking to own their journey to mastery and independence in the greater Worcester region. We continue to strengthen our diverse and supportive community and invest in people to provide a robust education for all students in Pre-K through grade 12. Guided by outstanding teachers, curious learners engage with one another and celebrate the strengths and lived experiences of each individual.

Our Mission: Through active, inquiry-based learning and challenging experiences, Bancroft School empowers students with the skills, knowledge and confidence to make a difference in their community and the world.

Ideas We Value:

Excellence: Empowering one another to do and be our best.

Inquiry: Inspiring innovation through active learning.

Equity: Ensuring everyone has a voice and opportunity to succeed.

Community: Caring for and supporting one another.

Ethical Leadership: Putting our values into action.

To learn more about Bancroft's Vision, Mission, and Values, [go here](#).

THE PROGRAM

The program at Bancroft School emphasizes inquiry-based, student-driven learning known as the [Learning Laboratory Method](#). Learning Lab fosters active learning, student voice and choice, field work, research, collaborative efforts, and reflective practice. The program is developmental in nature, focusing on age-appropriate competencies and skills for learning, and progressing towards advanced skills, mastery, and independence in order to successfully manage in an increasingly complex global community. With the Learning Lab philosophy emphasizing the school as a workshop for active learning, students make real-world connections through exploration and high-level questioning, focusing on problem solving and experiential learning. Students are encouraged to explore through independent study, emphasizing self-directed skills that promote life-long learning. Faculty cultivate independent learning skills early in each division while partnering with parents in support of each student's educational experience. Bancroft's program regularly uses the numerous opportunities outside the classroom, exploring the campus and the many educational resources throughout the City of Worcester.



looking for opportunities to highlight Bancroft's foundational values of academic excellence and each student being known personally. As one aspect of that endeavor, the school has in place a strategic plan, [BluePrint 125](#), which emphasizes Innovative Teaching for Active Learning, Equity in Action, and an Invested Community.

Under the umbrella of the [Lower School](#) (1 - 5), the [Early Learning](#) (PK - K) teachers inspire a love of learning in a nurturing, stimulating environment. While fostering a strong community of friendship, respect, and responsibility for self and others, the Lower School teachers empower children to build a strong foundation of academic skills. Students in the Lower School engage in a Central Subject, a year-long discovery experience exploring a core topic in history, literature, geography, and writing which is enhanced by the specials, as they are introduced to design principles in STEM beginning in Early Learning. Fifth Graders learn to be leaders and positive role models for the Lower School, taking on responsibilities in the lunch room and at assemblies and, at the end of the year, participate in the Fifth Grade play. A few exemplars of Bancroft's Lower School program, along with STEM classes where students are exposed to animation and coding, are community service and public speaking which begin in Early Learning and are an integral aspect of each student's experience through graduation, and the weekly Lower School Assembly, which builds community and offers all students an opportunity to gather and share.

The [Middle School](#) (6 - 8) strives to develop confident learners who are well prepared to thrive in Upper School and beyond. Faculty promote independent organizational skills and the essential skills of critical thinking, cooperation and collaboration, and provide a challenging hands-on learning experience designed to promote each student's transition to more abstract and inferential thinking. Students are steeped in a culture of compassion, respect and responsibility through a robust community service program and a curriculum that celebrates world cultures and promotes social-emotional learning and mindfulness. Students in the Middle School each have an advisor who is there to help them, and their parents, navigate through the middle school years. The Phenomenon of Language course introduces sixth graders to Latin, Mandarin, and Spanish, and by seventh grade students will select a single language to study for the remainder of their middle school experience.



Each eighth grader participates in the “forum”, a 10-minute talk during a Middle School Assembly about a topic of their choosing, and in the Fall takes an active role in the Eighth Grade Play. Eighth graders also participate in a seven-week World Fair capstone project where each student conducts an in-depth study of a single country and presents it to the community.

Recognizing that students do not all learn in the same way, Bancroft offers the [Hope Graham Program](#), a specific, integrated program for bright and highly motivated students in grades 2 through 8 who have language-based learning differences. By targeting each child’s learning needs and bolstering areas of strength, Hope Graham faculty empower students in their educational journey using a multi-sensory approach, including assistive technology. Each grade level cohort is limited to eight students, ensuring full, inclusive access to all the resources offered by the program and Bancroft School.

Bancroft’s [Upper School](#) (9 - 12) provides an atmosphere of academic challenge with nearly three dozen Honors and Advanced level courses. Unique courses such as Science and Engineering Inquiry along with Research and Historical Inquiry allow advanced students to conduct a year-long exploration culminating in a presentation of their work at regional, state, or national competitions. All graduating seniors write a Senior Thesis and participate in a Senior Cooperative (Senior Co-Op), where in their final semester they will participate in a real-life work environment in the greater Worcester community, combining elements of an internship, research project, and community service. Additional programs of excellence are Bancroft’s championship Robotics Team, the [Robodogs](#), and championship [Speech & Debate Team](#).

Both the middle and upper divisions follow a seven-day rotating schedule comprised of 28 75-minute instructional blocks which allows for more in-depth study and time for collaboration, independent research, and the development of time management skills that will serve them well for success beyond Bancroft. Both Middle and Upper School students are assigned a faculty advisor who meets both formally and informally throughout each week with their advisees providing coaching, mentoring and general support. Bancroft students have opportunities to participate in a myriad of [clubs and organizations](#).





Performing & Visual Arts

Bancroft offers an extensive [arts program](#). Each year Bancroft students from Lower School to Upper School produce and perform in multiple main-stage shows in the Harrington Performing Arts Center. Music begins in Early Learning, with singing games revolving around the daily routines of the children, the weather, and nature, while upper school musicians study musical theory, aural and visual interval and chord identification, and the harmonic construction of music. Students show off their artistic talents in a vibrant Visual Arts program with art displayed throughout the school.

Athletics & Physical Education

Building character, resilience, leadership skills, and the principles of collective learning along with sportsmanship and healthy competition are the foundational beliefs of the physical education program beginning in Lower School and the [athletic program](#) that begins in Middle School. There are 36 teams in 14 different sports for Middle and Upper School students. Over 75% of the Upper School participates in interscholastic athletics. Bancroft is a member of the Eastern Independent League (EIL) and their teams have regularly competed in the New England Preparatory School Athletic Council (NEPSAC) championships.



College Counseling

The [college counseling](#) program at Bancroft begins with the advisor and Head of the Upper School in the freshman year, selecting courses and co-curricular activities to build a strong foundation for the college process. The two college counselors begin meeting with students in their junior year to formally initiate the college process. Bancroft students matriculate at the most competitive and highly competitive colleges and universities and find they are well prepared for success in college and beyond.

Community Connections

The Bancroft School takes its responsibility seriously that each member of the school is an active citizen helping others to live a healthy and meaningful life. Students at every grade level participate in community service throughout the year, from local food drives and participation in the Worcester Refugee Assistance Program, to raising funds to help fight the water crisis in Puerto Rico. In 2003 Bancroft School began [The Worcester Partnership](#) that provides students from Elm Park Community School the opportunity to participate in a four-week summer program on the Bancroft campus and for continued support on Saturday mornings during the school year.



Bancroft has a strong commitment to the [global](#) community beginning in the Lower School with cultural and language studies. In the Middle and Upper School there have been international travel tours to reinforce academic studies and service learning. Bancroft students are committed to making a difference in the world, leaving it better than they found it, and to building meaningful, long-lasting relationships in the process. The next Head of School will want to be a champion for Bancroft in the City of Worcester and the school's service learning program and a strong proponent of Bancroft as a member of a global community.

Equity, Inclusion, and Belonging

One of the three pillars of the strategic plan, [BluePrint 125](#), is Equity in Action, a commitment to a racially and ethnically diverse community that is informed, self-reflective, and characterized by respect and careful listening. The school recently engaged a consultant to conduct a diversity and inclusion audit and approved funding for a full-time DEI professional. The next Head of School will fully embrace Equity in Action and fully commit to the Bancroft School's [Importance of Diversity](#) which promises that at Bancroft School:

- We believe that, in order to fulfill our mission, a healthy diversity must define Bancroft School.
- We believe in the dignity of the individual and the celebration of difference.
- We believe that our community must aspire to the best democratic ideals.
- We believe that a diverse and inclusive community is a better learning community.
- We believe that our sense of justice and inclusion will continue to evolve.
- We strive to create a diverse and inclusive community in which each individual is safe, known, and valued.
- We strive to create a school culture that affords each member the opportunity to construct a personal identity in an environment that is open, inviting, and accessible.
- We strive to forge a community devoid of all forms of prejudice and discrimination.
- We strive to build a community of families, faculty, and staff that reflects the diversity of the greater Worcester region.
- We strive for an inclusive community that gives voice to all members, encourages challenges to biases and assumptions, and promotes ongoing discussion of these important topics.



Auxiliary & Summer Programs

The school offers an [after-school program](#) for Lower and Middle School students that includes enrichment programs, tutoring and music lessons. [Bancroft Summer](#) is a 10-week program of a variety of different courses and experiences for students in Kindergarten through 10th grade. The school also offers meeting and athletic facilities for rent to outside groups.

Enrollment and Fundraising

External affairs will be a significant focus for the new Head of School. With a relatively new admissions team in place, the school will look to revitalize enrollment in a region that is experiencing economic growth, with the I-495 Technology Corridor Initiative and affordable housing for those who might be commuting into Boston for work. Bancroft has enjoyed fundraising success in the past and is building a foundation for the school's 125th anniversary in 2025. With 3,400 alumni, many of whom are deeply passionate about their Bancroft experience, there is an opportunity to enhance fundraising efforts, and to build upon the school's \$32 million endowment.

Governance & Leadership

The Board of Trustees, currently with 21 members (including the Head of School as an ex-officio member) is organized into six standing committees and has two task force groups, one focusing on sustainability and the other on a school ambassador initiative. The Executive Committee meets frequently with the full board meeting monthly throughout the school year. In the 2022 - 2023 school year there will be an Interim Head of School in place, bringing over two decades of school leadership experience to the role. The Head of School works closely with an Administrative Cabinet comprised of the three Divisions Heads, Assistant Head of School, Director of Athletics, Director of Enrollment Management, Director of Development, and Director of Operations. There will be a new Director of Finance & Operations in place this summer who will be a member of the leadership team. With the pandemic, retirements, and other career opportunities, there has been turnover with the Administrative Cabinet and faculty. Once appointed, the new Head of School will work closely with the Interim Head in assessing the administrative structure in relationship to the strategic plan - BluePrint 125. Bancroft is accredited by the New England Association of Independent School & Colleges (NEASC) and was reaccredited in 2018.



Worcester, Massachusetts

"New England's Second Largest City located in the heart of Massachusetts, Worcester combines the historic charm of a small, New England town with the conveniences and attractions of a thriving metropolis. Home to the newly renovated DCU Center - Arena and Convention Center, The Hanover Theatre for Performing Arts, Worcester Art Museum, Mechanics Hall, and the Worcester Center for Crafts, the city offers an inviting and entertaining arts scene. The Boston Red Sox Triple-A Affiliate recently relocated to the city and the WooSox will play their second season this summer. The city boasts 10 colleges and universities, including the University of Massachusetts Medical School, The College of the Holy Cross, Assumption College, and Worcester Polytechnic Institute. Centrally located about 50 minutes west of Boston and north of Providence, Rhode Island, Worcester's nightlife includes plenty of unique dining options, a number of independent retail shops, concert halls, and music venues, including The Palladium. Home to more than 60 parks and picturesque Lake Quinsigamond, Worcester offers plenty of outdoor recreation opportunities, including Mass Audubon's Broad Meadow Brook and historic Elm Park."

— from [Discover Central Massachusetts](#)



THE OPPORTUNITIES AT BANCROFT SCHOOL

The next Head of School at Bancroft School will assume leadership of a historically significant and well-respected independent school in Central Massachusetts and the region. They will be expected to take some time to get to know the Bancroft School community, its history and traditions. Utilizing the School's mission, values, and student-driven, inquiry-based philosophy, the Head of School will be expected to focus on:

Leadership and Sustainability

The new Head of School at Bancroft should lead in a manner that distributes leadership responsibilities clearly when appropriate and act decisively in an open fashion that truly develops a shared sense of purpose and vision. It is expected that the Head of School will develop the leadership capacity of the School. The leadership at Bancroft School must ensure the viability of the School by appropriately weighing income and expenses, including tuition affordability, competitive faculty and staff compensation, along with other revenue opportunities and annual fundraising.

The Head should be an experienced educational leader focused on developing an inclusive, performance-based leadership model that will include institutional planning for continuous improvement and change management in a competitive educational marketplace.

Enrollment

Bancroft School relies on enrollment to be financially sustainable. After taking some time, working with the Administrative Cabinet, faculty and staff, and the Board to reaffirm the mission, vision and values to coalesce a shared Bancroft identity, the new Head of School will work closely with the Admissions Team and Division Heads to develop an enrollment management plan that will define and deliver an optimum enrollment based on the mission and verifiable demographic data. The Head, along with the Admissions Team, will want to ensure a broad representation of students and families by strengthening the inclusive, welcoming nature of the school in serving a diverse (in every sense of the word) group of students from Central Massachusetts.



Teaching and Learning

Long known for its exceptional academic program, Bancroft School will want to continue the important work of aligning its early learning to grade 12 programs to meet the needs of today's students in preparing them for a competitive, ever-changing world. The Head of School will want to work closely with the Division Heads and faculty to review the curriculum and inquiry-based pedagogical practices to ensure Bancroft provides an exceptional educational experience for all students. The Head of School and Administrative Cabinet will want to develop a comprehensive talent management and retention process. This will include looking at the professional growth opportunities for faculty and staff, regular assessment, and developing a competitive compensation program.

Equity and Inclusion

The next Head of School will take an active role in leading efforts for Equity in Action, committing to a racially and ethnically diverse community that is informed, self-reflective, and characterized by respect and careful listening. Building on the recently completed diversity and equity audit, the Head of School will develop an administrative structure which will include the appointment of a Director of Diversity, Equity, & Inclusion, for leadership and responsibility to develop and implement policies and programs in establishing cultural competency principles to ensure a robust multicultural program throughout the school community.

Communication and Marketing

The Head of School is "the face of Bancroft School" internally and externally. The next Head will need to be a highly effective communicator in all senses of the word. Both the closest friends of Bancroft and the wider community need to recognize that Bancroft School is a valued, irreplaceable resource to Worcester and the region. Important in that message is the desire to elevate the profile of Bancroft School within the region, if not nationally, as a leader in student-driven, inquiry-based teaching and learning. It will be important to work with businesses, educational institutions, and non-profits to enhance and reignite exciting partnerships that will broaden and expand the experience for Bancroft students while building new partnerships and deepening the relationships within greater Worcester community and beyond.



IDEAL CANDIDATE ATTRIBUTES AND EXPERIENCE

The Board of Trustees and the Bancroft School community seek a Head of School of absolute integrity who will establish deep roots in the School, the City of Worcester, and in surrounding communities. They will have the attributes and skills necessary to lead Bancroft School in continuing to provide an exceptional student-driven, inquiry-based educational experience. The next Head of School should possess equanimity while being an accomplished, innovative, and energetic leader. They should be a person who is prepared to deal with a broad range of school matters and has the growth capacity to serve as an outstanding leader for the School for many years.

Candidates must demonstrate most, if not all, of the following critical competencies:

- **Proven ability to think strategically, manage change effectively and be a thought leader on education**
- **Ability and desire to forge relationships and communicate effectively with all school constituencies**
- **Skilled problem solver with the ability to build effective coalitions and cultural competencies necessary for success in today's complex global community**
- **Aptitude for and commitment to financial management and fundraising**
- **Team-based leadership that is collaborative, inclusive, and transparent**
- **Adept at working through difficult conversations and situations often present in today's complex organizations**
- **Motivated to recruit, retain, and develop a wide range of professional talent**
- **Competitive spirit with a desire to succeed in all aspects of the program**

Candidates should demonstrate the following executive leadership and management abilities and credentials:

- **A record of achievement with five to seven years of senior administrative experience**
- **Excellent organizational and interpersonal skills with exceptional follow up**
- **Clear, consistent, and timely communication skills – listening, speaking and writing**
- **Promotion of a culture of dignity, kindness, and inclusion**
- **An advanced degree and demonstrated professional development**
- **An ability to create change in a collaborative and positive manner**
- **Create an environment of respect and accountability**

The new Head will be:

- **Accessible and approachable — a visible and participating school presence**
- **Wise, collaborative and compassionate, yet decisive in their decision-making**
- **An unrelenting believer in the value of each individual child, their place in the community, and the development of their individual voice and learning**
- **Intelligent, innovative, and inspiring with exceptional emotional intelligence**
- **Authentic, humble, and practical**
- **Comfortable in all social situations with exceptional cultural competency and a sense of humor**
- **Able to confidently promote the vision and inspire those around them to follow**

INFORMATION ON THE SEARCH PROCESS AND CALENDAR

A search is underway to identify a new Head of School, who will assume the position on July 1, 2023.

The Bancroft School is a member of the National Association of Independent Schools and will follow NAIS Principles of Good Practice regarding Head of School searches. The Bancroft School is accredited by the New England Association of Schools & Colleges (NEASC). The Board of Trustees has appointed a search committee to conduct the search and has engaged Educational Directions to assist the committee.

Compensation will be within the expected norms of comparable schools.

Please direct all inquiries, applications and nominations in confidence to:

Jerry Larson at jl Larson@edu-directions.com

Electronic submission of credentials is required.

Candidates are encouraged to begin the application process as soon as possible by indicating their interest to the consultant to obtain additional information about the search process.

Candidates should submit:

- A letter explaining their interest in Bancroft School addressed to members of the search committee
- A current resume
- The names, e-mail addresses and telephone numbers of five references with their affiliation to the candidate (references will not be contacted without prior agreement of candidate). Finalists will be expected to furnish seven additional references
- A personal statement that includes a statement on educational and leadership beliefs.

Application Deadline

August 15, 2022, if not sooner**

Candidates Notified of Status

September 16, 2022

Semifinalists Interviews

September 30 - October 2

Finalist Interviews

October 12 - 21, 2022

***The Bancroft School reserves the right to accelerate the calendar for highly qualified candidates*

Semifinalists will complete a short video interview in response to questions from the Search Committee. The Head of School Elect will be required by Massachusetts law to undergo an extensive background check.

The Bancroft School is an Affirmative Action/Equal Opportunity Employer and seeks qualified candidates from a wide variety of backgrounds and identities.

