



ALLEN ACADEMY



HEAD OF SCHOOL

BRYAN, TX



ALLEN ACADEMY

INTRODUCTION

Allen Academy (Allen) proudly claims its heritage as the oldest accredited, non-religious preparatory school in Texas. The Allen family's dream that started in 1886 has blossomed into an independent day school for more than 300 students from age 3 through grade 12 in historic Bryan, TX. Allen's 40-acre campus is located in a fast-growing part of the city giving the school unlimited growth potential. Allen's students are served by talented, caring and professional faculty, staff, coaches and advisors. Allen stimulates a student's intellect through a rigorous independent school curriculum and hands-on, intentional learning experiences. A global perspective is added through a small, selective international program which brings students from across the globe to campus. Allen provides an environment that values relationships, promotes learning from each other, and prepares students for a world that has proved to require both great skills and considerable adaptability. Allen's unique combination of intellectual rigor and deep relationships makes its students some of the best prepared within the Brazos Valley.

MISSION

Allen Academy cultivates the skills and attitudes that characterize adaptive expertise, equipping students with the mindset necessary for academic success, preparation for life, and meaningful contribution to their local, college, and global communities.

Allen is also the only ISAS member school within a 70-mile radius. Allen is committed to grounding its students in a deep respect for the traditions and character of good citizenry, strong family values, respect for all people and an openness to families and students of diverse backgrounds seeking its school's mission, vision, and passions. Under the capable interim leadership of Mike Notaro, Allen has seen a recent surge in momentum and focused vision. Allen stands ready for growth and impact in the days to come.

VISION

"Allen's vision is to become the best preparatory school in the region". In order to be truly prepared for college, for change, for happiness, for success – for life – students need the combination of skills and attitudes embodied in adaptive expertise.





THE ALLEN EXPERIENCE

In many ways, Allen represents the best of what college prep schools traditionally provide and yet also prepares students for the changing world ahead. Building on Allen's core values, students are grounded in what it means to flourish in college, life and professional pursuits beyond their time at Allen.

Allen is defining and refining a truly unique, and increasingly necessary, educational experience, as it becomes a recognized leader in providing a foundation based on traditional values while preparing students to navigate and flourish in an ever changing world.



THE ALLEN ACADEMY CORE VALUES

INDEPENDENCE

The future, defining power of self-governance and self-determination grows only where people have the freedom and support to try, fail and learn.

PARTNERSHIP

Healthy and productive independence forms best within an environment of healthy and productive interdependence.

ADAPTABILITY

The willingness and skill to adapt have always been necessary for success and is becoming increasingly essential given the world's accelerating pace of change.

INTEGRITY

While grounded in the traditional character traits associated with honesty and fidelity, integrity also extends to personal and institutional wholeness.

VIGOR

All learning of facts, philosophies, and theories of core subjects to positive habits of mind and character requires effort, energy and enthusiasm.



ADAPTIVE EXPERTISE

Adaptive expertise is essentially the combination of skills and attitudes that are necessary to confidently face an ever-changing future. The model is built around an intentionally personal approach of developing adaptive skills through consistently promoting the value of grit, self-awareness, and a growth mindset, as well as the importance of challenging assumptions and taking risks within a safe environment.

ACADEMICS

Allen Academy strives for excellence in all academic areas. Faculty members are dedicated to the success of each individual student and the college preparatory curriculum equips students for significant accomplishment in college and beyond.

Allen is about more than grades. Grades are helpful, but the multiple outcomes of learning in an integrated approach extend the school's value. Enrollment in Allen allows students to identify, unleash, and showcase their potential surrounded by a community who knows, loves, and accepts them.

PORTRAIT OF AN ALLEN GRAD

Allen alumni are self-confident, engaged team players. They immerse themselves into their work with a "work hard/play hard" attitude.



THE ALLEN ACADEMY AT A GLANCE

Founded: **1886**

Enrollment: **300 Current Capacity (450)**

Upper School (9-12): **88**

Middle School (6-8): **51**

Lower School (PK-4): **136**

JK (3 & 4 yr olds): **34**

Alumni: **3000+**

Employees: **80**

Student/Teacher Ratio (US): **16:1**

Student/Teacher Ratio (LS): **12:1**

Upper School Tuition: **\$15,500**

Middle School Tuition: **\$15,000**

Upper Elementary: **\$13,900**

Lower Elementary: **\$12,900**

Budget: **\$4.4M**

Annual Fund (2020-21): **\$130,000**

Projected Annual Fund (2021-22): **\$135,000**

Our alumni are not afraid to make mistakes. They willingly take on seemingly impossible tasks. Instead of just "college prepared," Allen alums are fully prepared. Adaptive expertise in our alums is about attitude, optimism and resilience. Students see setbacks as an opportunity to start over, drawing upon their gifts and talents to create something new and better.

In college, Allen alumni exhibit leadership, find passion for future work or study, and tinker with ideas that may become a business or career; all while continuing to develop a personal vision.

In their later years, alumni of Allen Academy still love what they do. They are engaged with their community, still contributing, and investing in what's next.



JUNIOR KINDERGARTEN

The Allen Academy Junior Kindergarten program provides a well-rounded and challenging academic experience for children in JK I (3-year-olds) and JK II (4-year-olds). The program is fully accredited by SACS and voted Best Preschool in the Bryan and College Station area in 2017, 2018, 2019, and 2020, "Best of the Brazos Valley". All teachers are fully certified teachers with ample years of experience.



Allen Academy's Junior Kindergarten program surpasses the normal preschool program and sets itself apart by its academics and small class sizes. An assistant is assigned to each class, keeping the teacher-to-student ratio even lower. Allen's JK program goes beyond the typical academics of preschool by offering instruction in art, music, foreign language and physical education. Allen nurtures a love of learning by inviting students to participate and grow through interactive lessons, games, and activities that are appropriate for each child in both age and maturity, thus preparing them academically for kindergarten. A strong emphasis is placed on the uniqueness of each child and valuing others in the same way. There is a concerted emphasis on each child's cognitive and physical growth, as well as their emotional and social development; helping them learn the basics of cooperating, following directions, sharing, and self-acceptance. Using a theme-based curriculum that is developmentally appropriate and student-centered, Allen teachers provide an environment where children are encouraged to be children. Play becomes the tool for learning in a warm and loving atmosphere that nurtures the child's total growth and development. School days are structured to provide a balance of inquiry, exploration, and play-based learning.

LOWER SCHOOL (K-5)

Allen Academy's Lower School encompasses students in grades Kindergarten through 5th. The accelerated academic program integrates curricula that focuses on the foundational skills necessary for continuous intellectual growth and success through inquiry and project-based learning. Language arts, reading, social studies, mathematics, and science are the core subjects. Lower School students are also instructed in music, art, Spanish, computer education, and they participate in Physical Education classes each day.



The lower elementary (K-1) classrooms are self-contained, which provides for the nurturing element so greatly needed at this level. In grades 2-5, there is more departmentalization of the course load, which prepares students for success at this level and future success in Middle School.

All classes work with the core values of Independence, Adaptability, Integrity, Partnership and Vigor. Lower School teachers focus on nurturing cooperation, empathy, honesty, respect, and responsibility throughout their lessons and during daily interactions.





MIDDLE SCHOOL (6-8)

Allen teachers and administrators recognize the Middle School ages are a time of change. Students discover who they are, what they believe in, and define who they are becoming. They meet the normal challenges of adolescence with good humor and discovery in a safe, caring environment every single day.



Middle School students at Allen are both supported and challenged as they explore a full course of offerings in math, science, English, Spanish, and history. To complement this experience, a myriad of opportunities exist for students on the athletic field, on the stage, in the art studio, and in the community beyond the 40-acre campus. When eighth graders graduate, they have experienced, and thoroughly appreciate, the value of striking the delicate balance of participation among these important facets of school life. Students are prepared not only for the rigors of Upper School, but also begin a focus on being successful in college; often including some of the nation's most selective post-secondary institutions of higher learning. Most importantly, however, they are equipped with the tools and attitudes they need to lead lives of meaning and purpose.

Allen has a dedicated and experienced Middle School faculty that ensures the success of students academically, artistically, athletically, and morally. The personal one-on-one attention students receive through the advisor system, student-led conferences, and intimate class sizes allows for each student to be both known and valued. Moreover, the faculty continuously seek to better themselves and to ask the essential question: "How do we best serve our students in preparing them for both high school and beyond?"

UPPER SCHOOL (9-12)

The Upper School at Allen is committed to providing students with an excellent college preparatory experience. Allen graduates enter college with the skills, knowledge, and attitudes necessary for success. An aggressive curriculum, grounded by a tradition of moral development, awareness of the foundations of our country, economic/fiscal awareness, authentic merit/rewards based on hard work and ability and social responsibility, instills in the student the scholarship, grit and empathy necessary for life as intelligent, compassionate, and discerning individuals. The honor code was recently established to emphasize a number of these important character traits and to foster student leadership. The Upper School academic program is an interdisciplinary curriculum that emphasizes higher order thinking skills while reinforcing objective knowledge and test-taking skills.

Numerous extra-curricular activities are available to provide students an opportunity to explore their passions and develop the social skills necessary for successful interpersonal relationships. Other clubs are student driven with a faculty sponsor. Because the school believes in the fullness of college preparedness, students are afforded the opportunity to participate in both TAPPS affiliated academic and recreational clubs such as disc golf, rocketry, scrapbooking. Students are encouraged to become involved in NHS, Student Council and our Ambassadors program. Each year students gain unique insights through various presentations to the student body, small group service projects, and topical workshops.

There are 15 Advanced Placement courses provided: Art History, Biology, Calculus (AB/BC), Chemistry, Computer Science, English Language/Literature, Environmental Science, European History, Human Geography, Physics, Spanish, US Government & Politics and US History. Finally, a special emphasis is placed upon community service learning during each year of high school.





ALLEN ACADEMY

ALLEN EXPLORERS

In prior years, this was a highly successful program to provide students with experiential learning opportunities through a hands-on and immersive approach. Through domestic and international travel expeditions, students gained invaluable experiences, practiced adaptive capability, and cultivated a growth mindset, capitalizing on the authentic learning opportunities available. These experiences contributed to the development of a community that not only values and appreciates the diversity within the student body, but also encourages students to explore the world and learn about a multitude of rich and vibrant cultures. As students engaged in an environment where diverse thoughts, ideas, and perspectives are respected, it empowered them to share their voices while listening to and learning from the voices of their peers.

Students in grades 5-8 focused on the wide variety of history, culture, and natural beauty here in the US. Tour destinations changed from year to year and included a focus on a particular topic or strand.

In all, students focused on unique opportunities to step outside of their comfort zones and experience new and different cultures, languages, and often places around the world. These experiences helped students become Global Citizens as they prepared to go out into the world upon graduation. There is great promise in starting up this program once again, especially if done in complete agreement and conformity with the stated curriculum of the school.



THE ARTS

At the heart of the fine arts education is the conviction that both the performing and visual arts form a central and important role in education. Allen sees the arts as having a very central place in educating students. A strong art program develops and enhances the student's capacity for creative/critical thinking, analysis and judgment, imagining, problem solving, and of course personal expression. The arts program invites students to be active participants in their world rather than mere observers of it, as many students have opportunities to

compete and exhibit their expressions of the fine arts throughout the community.

While other schools may view the arts as elective offerings, Allen views the arts as a critical and necessary aspect of a superior education. To that end, all students in Preschool through Eighth grade participate in the fine arts. Allen is proud to offer many fine arts courses including general music, band, orchestra, drama, theatre production and design, visual art, digital art and art history. Students in the sixth through twelfth grades can also participate in annual spring and fall theater productions.



ALLEN ACADEMY

ATHLETICS

The mission of the Allen Academy Athletic Department is for student-athletes to build life skills by working hard towards their goals, value teamwork, and being accountable. When challenged these characteristics provide opportunity to achieve excellence in academics and athletics. This is done by developing physically, mentally, and emotionally healthy lifestyles. Which creates "Ram Tough" teams and individuals.



Interscholastic sports are one of several programs and experiences available at Allen Academy at the middle and upper school level. Allen Academy is dedicated to teaching life skills within an athletic setting. As such, athletics can help promote the acceptance of hard work, loyalty, and dedication to tasks, convey the importance of teamwork and team unity, develop the necessity of establishing and working toward goals, and encourage the principles relating to sportsmanship and fair play. The Allen Academy coaching staff embraces the opportunity to develop Allen Academy student-athletes to become better people, and ultimately build meaningful experiences through participation in sports as a Ram!

SPORTS & FACILITIES

Allen Academy participates in TAPPS for Upper School sports and the Brazos Valley Junior High League for Middle School sports. The opportunity for student-athletes to compete in the following Upper School (V) and Middle School (MS) sports include:

FALL -

- Cheerleading (V/MS)
- Cross Country (V/MS)
- Sixman Football (V/MS)
- Volleyball (V/MS)

WINTER -

- Basketball (V/MS)
- Cheerleading (V/MS)
- Soccer (V/MS)

SPRING -

- Baseball (V/MS)
- Cheerleading (V/MS)
- Golf (V/MS)
- Tennis (V/MS)
- Track and Field (V/MS)

FACILITIES INCLUDE:

- Baker Field (Lighted turf field and track)
- Baseball Field, Pavilion (auxiliary gym facility)
- Special Events Center (84 foot wood court, stands, weight and locker rooms)
- Miramont Country Club (adjacent and first-class golf and tennis access).





ALLEN ACADEMY

COMMUNITY

The word “community” is very important at Allen Academy. This happens within the student body, amongst the staff, within the Board of Trustees and amongst the community of Allen families. Allen strives to model the same deep sense of fellowship, care, and respect embodied in the heart of Texas.

FINANCES & FUNDRAISING

Allen consistently operates in a responsible and stable financial condition. Like any school, challenges exist in maintaining reasonable tuitions, stable enrollment and smart expense management. Enrollment is steady, but with momentum, growth is inevitable in the next several

years. Teachers and staff find salaries competitive, so recruitment and retention is high. The school has funding outside tuition and hosts considerable philanthropic potential within the Allen Community.

GOVERNANCE & ACCREDITATION

Allen is governed by an exceptional Board of Trustees primarily comprised of current and former parents. The Board includes 9 Trustees who are highly qualified and very collegial. Standing committees include Finance, Advancement, and Master Planning.

Allen is accredited by Independent Schools Association of the Southwest. It holds membership in Texas Association of Private and Parochial Schools (TAPPS).

RECENT ACCREDITATION VISIT RECOMMENDATIONS & RESPONSES

INDEPENDENT SCHOOLS ASSOCIATION OF THE SOUTHWEST 2021 ALLEN ACADEMY INTERIM REPORT

Summary Recommendations/Responses:

1. Enrollment Management. We have put a focus on entry point grade levels through targeted digital marketing efforts and financial incentives for referrals. Attrition continues to be a focal point for all levels of the school. With a stabilized direction and energy brought forth with a new and long-term HOS retention is sure to increase. Preschool and Lower School admissions continues to be a focal point
2. Boarding Program. After a thorough review of the program, Allen Academy has decided to discontinue off-site boarding for domestic and international students. Allen Academy is maintaining and continually strengthening a home-stay option for students that carry 1-20s. Currently, 5 students participating in this program and all guardians, and their homes are evaluated for quality and fit.
3. Systems and Processes. A new Director of Middle School and Upper School has been an excellent addition to student culture leading to better student outcomes. An Honor Council has been created and implemented. Pacing guides and lesson plans has unified clarity of curriculum and assessment for core content teachers. Teachers have been trained in the faculty evaluation rubric leading to streamlined expectations. Finally, the addition of a Dean of Students role has added value to a coherent culture.
4. Adaptive Expertise. The current administration and Head of School value adaptability in the school environment are working toward ensuring this exists alongside a successful College Preparatory model for Allen Academy. The current administrators are committed to providing the most robust educational experience possible for Allen Academy students
5. Sustainability. The Director of Advancement is working to revive relationships with previous donors while continuing to cultivate new donors. The FACTS-SIS system was implemented to move the enrollment process to a user-friendly digital process. They also established an Alumni board, who have assisted in all areas of the school, including philanthropy, speakers, special events and school reengagement.
6. Equity and Justice. Allen Academy values differences and believes an inclusive environment fosters deeper learning. We desire to seize life’s teachable moments to capitalize on authentic learning opportunities. We strive to cultivate an academic and social environment where diverse thoughts, ideas, and perspectives are respected. We seek harmony beyond tolerance. Allen Academy welcomes the unique life story each person contributes to our community.



ALLEN ACADEMY

THE OPPORTUNITY

Allen Academy sits in the ideal position as a school of tradition that has only begun to tap its full potential. The current leadership team is stable, qualified and exceedingly collegial fostering a very healthy leadership culture for the school. They enjoy the full support of the staff they lead. It is truly a strong and loving staff community and will give the new leader an immediate platform from which to launch their tenure and the school's future toward becoming the best independent school in the region. With highly regarded input from the Allen Community, the Board of Trustees is now in the midst of fresh strategic planning. The Allen Board is seeking a Head of School who is: deeply committed to solid academic preparation; embracing of a loving, welcoming and productive school culture; committed to understanding and meeting the needs of Allen families; and understanding of the amazing potential in Allen students and the exciting world that awaits them.

It is likely that with the growth in the local area, the growth of Texas A&M University and the health of the local economy in Bryan/College Station that Allen could double in size in the coming years.

The school's most recent master plan ([download here](#)) is made possible by ample and attractive land surrounding the current facilities. Allen Academy is ready to launch into a bold new future while respecting and building upon its rich and storied history.



RESPONSIBILITIES

Reporting to the Board of Trustees, the Head of School will be responsible for the continued success and progress of Allen Academy. He or she will ensure that the school provides a fully college preparatory education. The Head of School will foster a collaborative culture that places a premium on excellence within community and relationships. This person will also oversee the financial and operational health of the school to guarantee its long-term sustainability and growth. Specific duties include the following:

- Exemplify and uphold the Allen mission, vision, and values, while protecting and enhancing the school's vibrant community.
- Promote the mission, vision and strategy to all stakeholders.
- Engage the new strategic plan and, in concert with the Board of Trustees, develop and execute further plans to guide the school into the future while upholding its traditions and values.
- Serve as the "public face" of the school, informing current and prospective parents about the benefits of its education, and articulating the school's mission aspirations in order to grow enrollment, to promote

philanthropic giving, and to ensure that Allen is well known and highly regarded in the community.

- Serve as a visible, approachable, and accessible leader who is engaged in the school.
- Promote the effective operations and ongoing progress of Allen by building a strong leadership team within an efficient and effective administrative structure. This includes attracting, hiring, and retaining highly qualified, knowledgeable faculty, coaches, and administrators who support and uphold the school's mission.
- Steward the resources of the school through sound fiscal management, healthy enrollment, strategic planning, prudent operational oversight and the development of adequate facilities for excellence and growth
- Continually refine the school's academic and extracurricular programs, updating pedagogical methods, and integrating new developments in education and technology to ensure that Allen provides a first-rate educational experience.
- Play a lead role in fundraising activities by cultivating and soliciting donors both on an ongoing basis and in conjunction with future capital campaign activities.



CANDIDATE QUALITIES

LEADERSHIP

- One whose dedication to the Allen mission inspires the trust, confidence, and support of a wide range of constituencies and encourages the entire community to grow in it.
- A strategic and visionary leader whose imagination, ability to anticipate needs and opportunities, and purposeful and courageous approach to change advances the school consistent with its mission, vision, and passion.
- A skillful manager who optimizes a team's potential through collaboration, high expectations, delegation, accountability, and the empowerment of others.
- An open and welcoming person whose active involvement in daily life at Allen generates a strong sense of community.

SKILLS AND KNOWLEDGE

- Interpersonal and communication skills to execute strategic initiatives, and to preserve and grow a culture that places utmost importance on relationships that define wholesome community.
- Adept at building and nurturing relationships to exercise leadership among the Board, administration, faculty, staff, coaches, parents, students, and alumni.
- Sound business and financial acumen utilizing a "customer-facing" understanding of independent school dynamics..
- Skilled at recruiting, recognizing, and retaining talented faculty and staff members and effectively training and delegating to them while ultimately remaining accountable for their results.
- Familiarity with the field of education in general, including current trends and best practices.



EXPERIENCE

While it is expected that many candidates will come from the world of independent schools, the Allen Academy Search Team welcomes "nontraditional candidates" whose career experiences and leadership skills may meet the requirements of the position.

- Experience leading in an educational or professional setting that values scholarship and critical inquiry, encourages personal development, promotes ethical behavior, and sustains a strong sense of community.
- A successful track record in strategic planning, financial planning and administration, and managing an organization of a similar or larger size.
- A history of establishing, evaluating, and refining programs & initiatives consistent with Allen's mission.
- A background that includes serving as the "public face" of an organization with internal and external constituencies such as local business, civic organizations, government leaders, and prospective students and parents.

PERSONAL ATTRIBUTES

- A compelling leader, who affirms and embodies the school's ethos and culture.
- An "educator at heart" who loves students of all ages and has a palpable enthusiasm for shepherding the growth of children and adolescents.
- A servant leader who blends humility and care for others, the confidence necessary to make difficult decisions, and the ability to manage conflict and secure resolution.
- A highly relational person who knows stakeholders by name and invests in individuals and in the community.
- A person who blends an understanding of traditional values and Allen's existing culture with a willingness to challenge conventional thinking, to take prudent risks in pursuit of excellence, and to have the wisdom to differentiate and prioritize good and great ideas.
- A decision-maker who gathers input from others and is transparent regarding motivations and outcomes.



ALLEN ACADEMY

SEARCH PROCESS & TIMELINE

The Allen search is underway to appoint a new Head of School who will begin on July 1, 2022. The Board of Trustees has appointed a Search Committee to conduct the search and has engaged NextEd to provide support. Compensation will be highly competitive with comparable schools in the region.

All candidates will be treated with the utmost confidentiality and discretion. Interested candidates should submit the following as one single merged PDF document to Allen@next-ed.com:

- Interest cover letter
- Resume
- Statement of personal reflection on the role of faith and tradition in an independent school setting like Allen Academy (maximum 500 words).
- Contact information from 5 references (name, relationship, email, phone). References will not be contacted without prior permission from the candidate.

NextEd will continue the recruitment process until a candidate has been selected by the Search Steering Committee, but given this highly desirous opportunity, we anticipate the following timeline:

APPLICATION DEADLINE

NOVEMBER 30, 2021

(though candidates will be considered and processed immediately upon discretion of NextEd and the Search Steering Committee)

SEMIFINALIST INTERVIEWS

DECEMBER 2021

FINALIST VISITS

DECEMBER 2021/JANUARY 2022



PLEASE DIRECT ALL INQUIRIES AND NOMINATIONS IN CONFIDENCE TO:

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