

NORWICH FREE ACADEMY



NFA At-A-Glance

Founded: 1854

Grades: 9 - 12

Total Enrollment: 2,067

Nationalities Represented: 37

Languages Spoken on
Campus: 30

Student/Teacher Ratio: 14:1

Faculty & Staff: 297
Percent of Faculty with
Advanced Degrees: 83%

Operating Budget for
2022-2023: \$37 million

Debt: ZERO

Tuition Support for
Partnering Districts: \$13
million over the last 9 years

The Norwich Free Academy
is accredited by the New
England Association of
Schools and Colleges for
International Schools
(NEASC-CIE), and is a
designated high school in
Connecticut.

Norwich Free Academy Head of School Search

305 Broadway | Norwich, Connecticut 06360

Independent Day School: Co-ed

Applications Due: August 15, 2022

For July 1, 2023

MISSION STATEMENT

Since 1854, the mission of Norwich Free Academy has been "to return to our hamlets and our homes its priceless freight of youthful minds, enriched by learning, developed by a liberal culture, refined by study of all that is beautiful in nature and art, and prepared for the highest usefulness and the purest happiness."

Founder, John P. Gulliver Dedication Ceremony – 1856

VISION

LEARN FREELY. CONNECT GLOBALLY.

Understanding the Vision:

We are NFA, the school where bold decisions go hand in hand with responsible stewardship. Where independence is tradition and boundless opportunity paves the way to the future.

An NFA education is a journey, taken in both measured strides and courageous leaps, equally empowering and equally celebrated. No matter who you are, where you've come from, where you are going, you've arrived here, at this pivotal stop on your journey. And here, you belong. Here, you are free.

On campus, our community is a cultural tapestry, woven of infinite identities, that is made strong— not in spite of our differences but because of them. We are independent spirits, forging our own distinct paths as each of us makes our way into the world, yet our Wildcat hearts beat as one.

ABOUT THE SCHOOL

Incorporated in 1854, Norwich Free Academy has always operated as a privately endowed secondary school governed by its appointed board of trustees. The campus-like atmosphere, with its unique architectural spaces, accommodates the community and helps develop creativity and exploration for students. NFA's independent status safeguards traditions and fosters innovative responses to the needs of their students. The rich history, distinctive traditions and independence encourage generous financial support and active participation from trustees and alumni. NFA's large, culturally diverse population supports rich, broad course offerings, outstanding athletic programs and numerous clubs and activities -- all designed to develop the intellect, engage and employ the interest and instill a passion for learning. NFA students become productive and responsible adults. Norwich Free Academy draws strength from independence and balances commitment to excellence with care for each student.

One of three endowed and incorporated academies in the state of Connecticut, NFA serves the city of Norwich and eight surrounding towns: Bozrah, Brooklyn, Canterbury, Franklin, Lisbon, Preston, Sprague, and Voluntown. As a school of choice, NFA accepts students who choose to attend, and by agreement, their communities fund tuition. Hence, NFA is

one of the public school options for the partner districts. Over the years options for high school students have increased, creating a more competitive environment for NFA. NFA reaps approximately 65-70% of those students eligible to attend from partner districts. NFA also accepts private tuition students attracted to the school's unparalleled programs, welcoming community and distinctive campus.

In addition to providing comprehensive secondary education, grades 9 through 12, the Academy offers support services, including a Special Education Department, a School Counseling Department, and a Student Services Department.



The Education Association - NFA

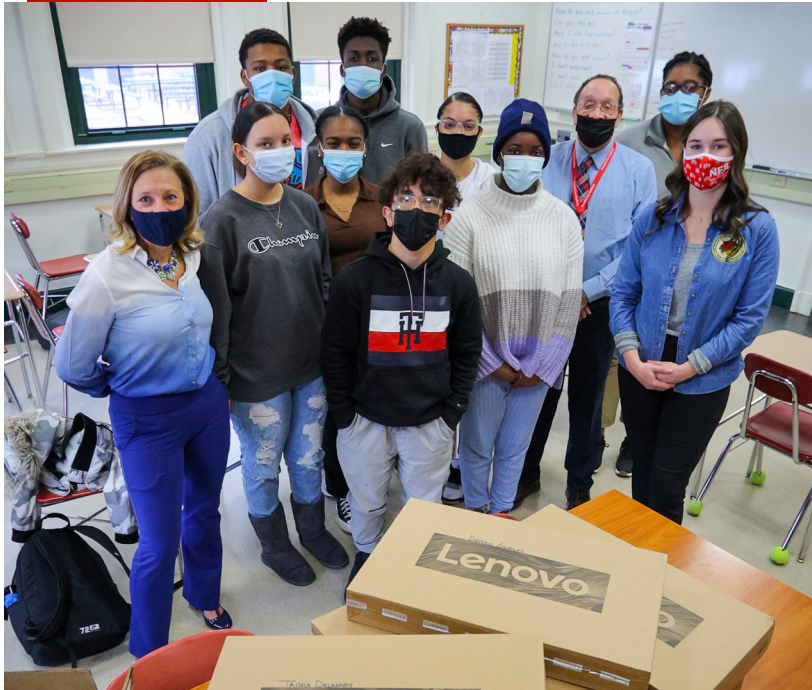
The Education Association is an organization of certified professional employees who represent the teachers in contract negotiations. While membership in the Association is optional, all teachers employed by Norwich Free Academy shall, as a condition of continued employment, join the Association or pay a service fee to the Association. The Academy recognizes the Association, pursuant to the Connecticut General Statutes, as the representative of all regular and full-time certified, professional employees currently holding valid certification under the Connecticut State Board of Education regulations in positions requiring such certification, except administrators. All information about the terms and conditions of employment may be found in the Agreement between the Trustees of The Norwich Free Academy and the Education Association.



The administration identifies and appoints the best candidate available to fill a vacancy at NFA. The Academy is interested in evidence of training, experience, intellectual curiosity, creativity, character, and promise. NFA is committed to Connecticut's Teacher Education and Mentoring (TEAM) Program, which provides a support system for new teachers and a positive practice-teaching experience for student teachers. A teacher earns tenure as per Connecticut General Statutes.

ADMINISTRATIVE STRUCTURE

NFA's professional administrative/supervisory staff includes the Head of School, Associate Principals, and Deans of Students who oversee NFA's numerous student-facing functions. 2021-2022 has been the first of a three year process of restructuring the administrative team. There are also administrators one would expect overseeing finance, development, admissions and so on.



Under the direction of the Head of School, Associate Principals hold the appropriate State of Connecticut certification and work closely with Heads of Departments, faculty, and staff to oversee building(s), maintain student control and safety, be involved in a variety of extra-curricular activities, and be responsible for student attendance and discipline. Associate Principals provide professional leadership to maintain the well-being of the school and students as the foundation of all decisions and actions. There are currently two Associate Principals who each oversee two grade levels and work very closely together. The Coordinator of Alternate Programs works closely with the Associate Principals as well, as he oversees the credit recovery

program, night school, summer programs, and expulsion program. Most of his programs are housed at the Sachem campus.

There are two deans of students who oversee general discipline, issues of diversity, equity and inclusion, and other issues pertaining to the students' non-academic lives at the school.



House Administrator / Counseling / Student Services Team Structure

Incoming 9th-graders are assigned to units of about 100 students, each with three teachers – one from each of the major content areas (English, science, and social studies). Classes in mathematics are based on course placement and include students from all five units. Each unit has the support of a school counselor and student services personnel, as well as that of faculty in elective subjects.

The teachers in each unit have common planning time and regularly meet to assess student progress. Unit teachers, mathematics teachers, and school counselor develop strategies, seek specialized help, and communicate with parents about each student.

Beginning in 10th-grade, students are assigned to an associate principal and an upper-class counselor who will follow them through their remaining three years. They work with other student services professionals to provide a consistent student support team. Each grade level has an associate principal overseeing the team for that grade, including a guidance counselor, a psychologist, two social workers, and an attendance secretary.

Special Education and Specialty Programs are a part of the student support team model also.

College & Career Center

Students are encouraged to use the College & Career Center in the Latham Building, which is also available to faculty and parents. The Center maintains a collection of college, career, and educational materials, and is a resource for college application assistance, financial aid opportunities, and on-site college recruiter visits. The Center is also a valuable resource for students seeking employment or school to work information.



STANDARDIZED TESTING

Schoolwide Testing

All 10th and 11th-graders take the PSAT during the school day in October. Ninth grade students take the PSAT 8/9 on the same day. The Connecticut State Board of Education has adopted the SAT as the statewide assessment for all 11th-grade students. Eleventh graders take the SAT during the school day in the spring.

College Entrance Exams

NFA is a test center for the Saturday administration of the SAT and the ACT. The SAT is given at NFA on the October, November, December, May, and June test dates. Students may take either the SAT or the Subject Tests on these dates.

The ACT is given at NFA in October, April, and June.

Students take Advanced Placement Examinations in May.

The ASVAB (Armed Services Vocational Aptitude Battery) is offered to interested students at NFA twice a year (fall/spring).



HEALTH SERVICES

School nurses are available to students in the Medical Center located in Allis House.

School Psychologist & Social Workers

School psychologists and social workers are uniquely qualified members of the Student Services Teams to facilitate academic success and personal development by supporting students' abilities to learn and teachers' abilities to teach. They apply expertise in mental health, learning, and behavior, to help NFA students succeed academically, socially, behaviorally, and emotionally by providing evidence-based education; promoting positive school climate and culture, and maximizing access to school and community-based resources. School psychologists and social workers partner with families, teachers, school administrators, and other professionals to create safe, healthy, and supportive learning environments.

School-Based Health Center

The School-based Health Center provides physical and behavioral health services to students who are registered with the agency. Nurse Practitioners and Behavioral Health Specialists are available for students via referral from the NFA Medical Center.

CO-CURRICULAR ACTIVITIES

Norwich Free Academy believes that student participation in co-curricular activities is a vital element in the high school experience. Active students are more likely to enjoy their high school years, perform better academically during periods of co-curricular membership and enhance their self-knowledge and social development. All NFA clubs, activities, and athletic teams perform community service as part of the Academy's commitment to character education. Participation in any co-curricular activity at NFA results in service to others.

ACADEMICS

For over 165 years, Norwich Free Academy has prepared students to meet the challenges of the future, and for over a century. NFA's broad, rich, diverse curriculum offers all students opportunities to learn and grow. Students explore areas of interest and discover new ones while mastering the skills and content for life beyond the wrought iron gates of campus.



NFA's liberal arts education gives students freedom to explore options before they make choices, and then grounds their choices in a foundation that doesn't limit future options. No other school offers as many exciting and unique educational opportunities as Norwich Free Academy. The NFA curriculum offers many options that enable students to direct their academic learning toward areas of concentration while exploring diverse areas of study and interest. NFA offers more than 230 courses,

including many advanced placement courses and college credit courses. In addition NFA offers more than 40 visual and performing arts classes, six world languages and many elective courses. The school also supports its own student-run restaurant, helping teach business and hospitality skills.

The [Course Catalog](#) can be found on the NFA website.



NATIONAL HONOR SOCIETY

The National Honor Society recognizes students with exceptional scholarship, leadership, character, and service to school and community. Induction into the National Honor Society is not automatic, even though a student has a certain grade-point average and number of activities. On behalf of the entire faculty, the faculty selection committee evaluates such matters as student integrity, attitude, dependability, and positive influence on the school and community.

COLLEGE CREDIT PROGRAMS

Students have the opportunity to earn college credit at The University of Connecticut, Eastern Connecticut State University, and Three Rivers Community College through the successful completion of selected NFA courses. A detailed list of eligible courses is available in the course catalog. Final examinations in college credit-bearing courses mirror the exam expectations at the college or university granting credit.

SUMMER CREDIT RECOVERY

Credit recovery courses offered during the summer are opportunities for students to make up credits not earned during the regular school year. Students may not take for credit any course for which they have already received credit. New grades earned in summer school will not replace any grades earned during the regular school year. One-half credit per semester/per class is granted for each academic class successfully completed during summer school.

THE EDWIN H. LAND LIBRARY

The Edwin H. Land Library in the Latham Science and Information Center is available to students, faculty, staff, and administration, as well as to NFA's partner communities. The library has the resources, facilities, staff, and program to meet the academic needs of all students, faculty, administration, and staff. Individual students or entire classes can use the library to read, research, or use computers. The Library Computer Classroom is primarily for scheduled class information, literacy instruction, and, secondarily, for teachers to reserve to afford students computer access. The room is equipped with an interactive whiteboard and 25 computers. The library also has some limited classroom/seminar space.

ATHLETICS

The Norwich Free Academy athletic program sponsors interscholastic teams subject to school and CIAC regulations. The Academy is a member of the Eastern Connecticut Conference and employs 85 coaches for 110 positions. A complete list of NFA athletic teams is listed in NFA's Course Catalog and on the website under the Athletics tab.

ARTS – VISUAL and FINE ARTS, MUSIC & PERFORMING ARTS

Norwich Free Academy's focus upon a liberal arts education includes a serious commitment to arts education. Since 1890, The Norwich Art School has been home to the Academy's programs for the Visual & Performing Arts and has played an active role in the institutional evolution of Norwich Free Academy. The Norwich Art School has produced professional artists for more than a century.

The Art program has expanded beyond drawing, painting, traditional sculpture and design to include graphic design, photography and digital imaging and sculpture, animation and metal and jewelry courses.



Music education crosses academic and social boundaries and unites students of varying backgrounds, interests and experience. NFA offers numerous opportunities in choral and instrumental music options for the beginner, intermediate and experienced musician to learn, grow and perform both as individuals and/or members of an ensemble.

Performing Arts programs include a variety of dance and theater courses with options for beginners and accomplished performers. Students may participate in all levels of music, acting, directing design, production and performance.

Information about specific courses or programs can be found in NFA's [Course Catalog: Visual & Performing Arts Course Offerings](#).

SLATER MEMORIAL MUSEUM

One of only two secondary schools in the U.S. with a professionally managed art museum on campus, Norwich Free Academy is home to the Slater Memorial Museum, named for the 19th century industrialist and philanthropist John Fox Slater. For more than a century, the Museum has remained true to its mission as an educational resource for the Academy and the community. The Slater Memorial Museum's relationship with the Norwich Art School has maximized the Academy's ability to train young artists while contributing to the cultural life of the greater community.



Slater Memorial Museum's mission is to bring students in contact with art and to acquaint them with the significant history of Norwich and NFA's region and partner towns. Converse Art Gallery presents a series of temporary exhibitions each year. These include themed, group and hosted exhibitions of other statewide artist groups, as well as two student shows.

Museum staff encourage the use of permanent collections and temporary exhibitions as teaching aids and work with faculty to develop lessons to connect core curriculum to the museum's content. Whenever possible, the museum creates opportunities for students to meet with artists for informal discussions of their work and aims. Museum staff are available

for scheduled, guided tours and will work with NFA teachers to relate to their visit and curriculum. A corps of trained interpreters (docents) of the museum can lead tours, develop, oversee hands-on activities, and provide lectures.

The museum's [website](https://www.nfaschool.org/slater-museum) provides detailed information about content, scheduling, and programs. The value of art as part of NFA's educational experience cannot be overestimated. Students are encouraged to wander in the museum after school and during free time. Students and faculty are considered members of the Friends of Slater Museum. Converse Gallery and Slater Museum provide activities ordinarily offered in larger metropolitan areas and on college campuses.

The museum is temporarily closed due to renovations and replacement of the slate roof and is expected to reopen in the Fall of 2022.



SPECIALTY PROGRAMS

Embedded within the comprehensive curriculum is a [Portfolio of Specialty Programs](#), for those students whose learning, social and emotional needs, and life circumstances may require adjustment to program of study or instructional delivery. NFA's three unique programs are: the ML (Multilingual Learners) Program and New Arrival Center, the Night School program, and the Compass Program.

The Portfolio of Specialty Programs meets these diverse individual needs while allowing students to participate in NFA's Wildcat Community, including 60 Interscholastic Athletic Programs, a full complement of Unified Sports Programs and Activities, and over 65 student Clubs & Activities.

While educational programming may be individual for each student, the opportunities of the 4-year high school experience are the same for all. NFA's Portfolio of Specialty Programs affords all students access to a magnificent campus and offers more opportunities and choices than any other high school in the region.



SCHOOL TO WORK PROGRAM

Students in the beginning of their Junior year may apply to the School-to-Work program. Potential candidates must have solid academic performance and regular school attendance. This program helps the students to jump start their future after graduating from NFA. From manufacturing to healthcare, the network of community partners is growing and ready to train the next generation of skilled workers. The program offerings are [Certified Nurse Aide](#) (CNA) and [Youth Manufacturing Pipeline](#) (YMPI).

ACCREDITATION

The Norwich Free Academy is accredited by the New England Association of Schools and Colleges for International Schools (NEASC-CIE), and is a designated high school in Connecticut.

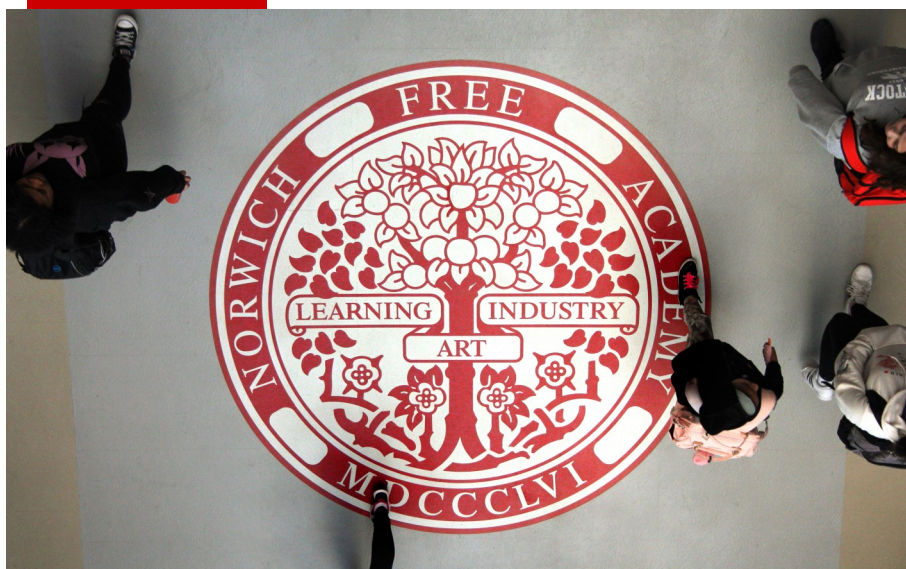
NFA has been accredited by NEASC since 1929, making it one of the association's longest accredited schools. In 2020, NFA began a purposeful shift to international-mindedness embedded into the curriculum and initiated a curricular review process that is still in progress. NFA has an incredibly diverse student population, with more than 30 languages spoken on campus, and six official world languages as a part of the curriculum. The school has requested a shift to the international protocols and ACE Learning process because it believes this will be instrumental to their continuous improvement journey. NFA is also a member of the Connecticut Association of Boards of Education (CABE).

GOVERNANCE

Norwich Free Academy is a 501 (c)(3) non-profit organization. The property and affairs of the corporation are managed by a Board of Trustees who are chosen from among the corporators. "The Board of Trustees may authorize and direct the corporation to exercise all such powers and do all such things as may be exercised or done by the corporation but subject nevertheless to the provisions of the corporation's Certificate of Incorporation, these Bylaws, the laws of the State of Connecticut and the laws of the United States of America." (NFA Bylaws)

According to the Bylaws there shall be not fewer than fifty (50) or more than seventy-five (75) members known as corporators. A Board of

Corporators, empowered to fill vacancies, elects from its group a Board of Trustees of not fewer than nine nor more than fifteen elected Trustees. The officers of the Trustees include the Chair, Vice Chair, Secretary, and Treasurer. The Head of School deals directly with the Board of Trustees and is charged with full responsibility and granted adequate authority to administer the school and supervise its program.





STRATEGIC PLANNING

At the beginning of AY 2020-21, NFA began planning for a new strategic plan. Although the world was still in the thralls of the global pandemic, the school managed to have three meetings and solicit information from various stakeholders through surveys and focus groups. Once it was clear that the pandemic was not going to be over soon, NFA decided to focus on several basic goals before future plans could be addressed.

These include:

- A complete administrative restructure
- Right-sizing the school in regards to staff-student ratios
- Supporting faculty, staff, and students through hybrid and remote learning
- Process of building trust between faculty and the administration—the first step to building positive organizational culture
- Analysis of the school mission and develop a school vision in order to ensure all stakeholders share similar beliefs about the school and its trajectory.

At the start of AY 2021-22, NFA began the long-term strategic planning process. There are several areas the school has chosen to address:

- Teaching and Learning, specifically curriculum and assessment practices
- Student recruitment and retention
- Facilities
- Organizational Culture
- Institutional Advancement

While these are very broad categories, each area has several specific action plans the school wants to implement.

FINANCE

Norwich Free Academy operates on strict financial principles as stewards of both taxpayer funds and donations. Finances are reviewed monthly by the Head of School and presented to the Board of Trustees at each meeting in a dedicated report followed by a question and answer period to examine current spending and any news on the horizon. The financial statements are audited in a timely way each year by an independent accounting firm and presented before the Board of Trustees.

The annual budget process begins well in advance of its execution, in consideration of partner districts' own budget timelines. NFA's approved operating budget for the 2022-23 school year is \$37 million. A dedicated endowment to support the school is an added advantage, with a

conservative yearly draw supporting overall operations and specialized programs which differentiate the school from other options.

The budget and another, separate endowment ensure upkeep of the Slater Memorial Museum and other physical structures while preparing for future large capital projects.

NFA FOUNDATION

The founding incorporators of Norwich Free Academy knew the institution would only be sustained through the support and generosity of members of the NFA family. That belief and knowledge remains true today. Each year, generous donations allow the NFA Foundation to support the Academy's mission. Gifts are directed to all areas of campus life – from facility improvements, technology upgrades, equipment purchases, and art supplies to supporting athletic

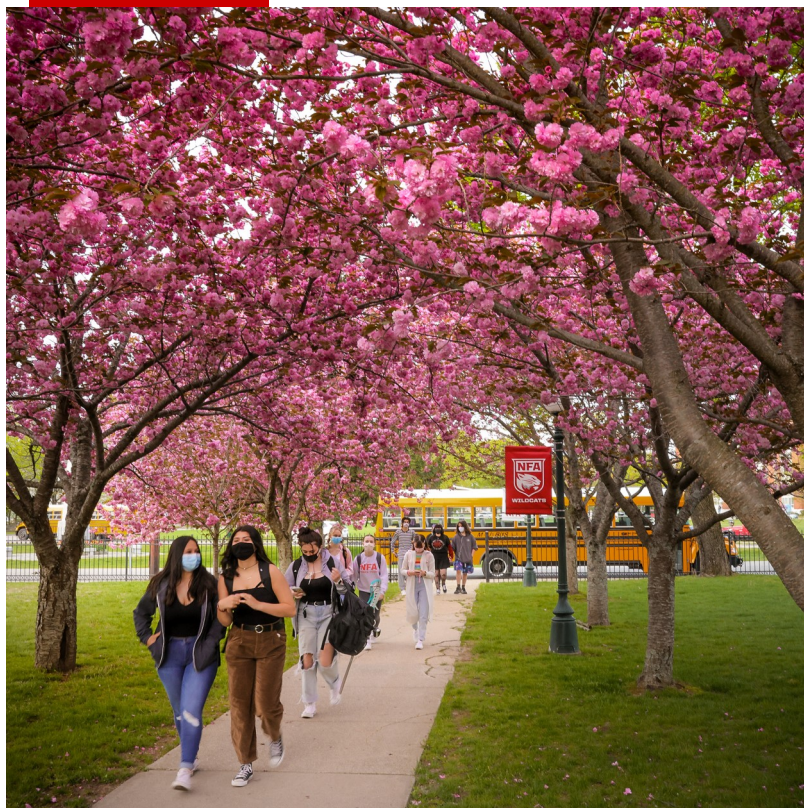
programs and providing scholarships and general operating support. Over the last nine years, the Foundation has provided more than \$13 million in tuition support for the Academy's partner districts.

Norwich Free Academy is known as a progressive and innovative institution. Its dedicated faculty and staff support the mission each year with many staying employed with the school for decades. A strong alumni network stays in close contact and is always looking for new ways to support current and future students.



ABOUT THE CAMPUS AND THE CITY

The NFA 42.5-acre campus is located in the city of Norwich in southeastern Connecticut. A majority of the main campus buildings are in Norwich's Historic District and range in ages from the mid-nineteenth century to the early twenty-first century. A visitor's initial impression of NFA is one of the grace and intimacy of a small college campus with generous open, green spaces and buildings. One of the lawns is home to the largest single collection of Japanese cherry trees north of Washington D.C. A satellite campus with 2 buildings on 3 acres is located at 90 Sachem Street.



Norwich lies at the confluence of three rivers: the Yantic, the Shetucket, and the Quinebaug which come together to form the Thames River which flows through New London south to Long Island Sound. Legend has it that Norwich is called the Rose of New England because of the city's rose-petal like appearance when one looks at the hills above the Norwich Harbor.

TUITION

Partner District Tuition: NFA considers its primary responsibility to be providing quality educational services to students from the established partner districts. The Board of Trustees votes to establish tuition based upon anticipated expenses and revenues after consultation with the Head of School/Superintendent.

Private Tuition: The enrollment of private tuition students at NFA serves to broaden the academic, artistic, cultural, geographic, and socioeconomic diversity of the school. The Board of Trustees permits students from school districts outside of the partner district area to enroll in NFA on a case-by-case basis and at the discretion of the Superintendent/Head of School or designee. Private tuition students pay a tuition fee as established by the Board. The Academy fully complies with CIAC regulations in regards to recruitment and the administration of all athletic programs.

Aid for Private Tuition Students: Tuition aid for private tuition students accepted to the Academy enables qualified students to enroll at NFA who might not otherwise have access to an independent school education. This aid pertains only to private tuition students whose tuition would otherwise be paid by the parents/guardians of the student. The awarding of tuition aid is the responsibility of the Superintendent/Head of School or designee in conjunction with a committee composed of the Director of Guidance, Director of Operations and other administrative personnel as deemed appropriate by the Superintendent/Head of School. This tuition aid may be in the form of a full or partial tuition waiver to be determined on an annual basis. All information related to tuition aid is confidential to the extent allowable by law.

Tuition Remission: Tuition Waiver for Faculty and Staff Children. The children of faculty and staff of NFA who reside outside of established partner districts may attend the Academy at no cost, or a discounted rate to the parent/guardian upon approval for enrollment by the Board of Trustees. The Superintendent/Head of School recommends such enrollment to the Board of Trustees. Faculty and staff members who require special programming for their child are required to pay those extra costs.



SCHOOL PROFILE 2021

Ethnic diversity (2021) - NFA's student body represented twenty-seven different primary languages spoken at home, as well as 233 students (12.9%) born outside of the United States.

Ethnic/Race data: 1.2% American Indian, 7% Asian, 13.8% Black, 22.1% Hispanic, 0.8% Native Hawaiian or Pacific Islander, 4.8% Other, 50.4% Caucasian

Total # of students, June 2021: 2,067

Advanced Placement:

- AP Scholars: 14, 6 with honors
- 118 students took 196 AP exams with 62% earning a score of 3 or higher

Like so many schools across the country, NFA saw a drop in the number of seniors heading to college in 2021, but on average 73% of NFA seniors matriculate at a college following their high school years. In 2021 40 students participated in the School-to-Work program and 3% of the class went into the military.

FUTURE LEADERSHIP OF NORWICH FREE ACADEMY

The Board of Trustees of Norwich Free Academy, a coeducational independent day school located in Norwich, Connecticut, has launched a national and international search to identify a new Head of School whose tenure will begin effective July 1, 2023. To assist the Board in this search Joan Beauregard and Sally Mixsell of Educators' Collaborative have solicited input from members of the school community during an on-site visit, zoom sessions and by means of an electronic survey. Those interviewed and surveyed included faculty, students, administrators, staff, parents, trustees, former trustees, and alumni. Based on this input, the following represents a summary of Norwich Free Academy's strengths, the emerging challenges and opportunities it faces in the next three to five years, and the personal and professional qualities the trustees and the school seek in the next Head of School.

Strengths of the School

The following are the most notable strengths of Norwich Free Academy that will be expected to carry over through the leadership transition:

- Norwich Free Academy's unwavering commitment to blending the very best of public and private education to offer more opportunities and choices to the students from the nine partner communities and the private tuition students including international students.
- Norwich Free Academy students have the freedom to explore their passions from the arts, sciences and humanities to hospitality, manufacturing and much more. The robust selection of core and elective courses is unmatched by any public school in the area.



- The diversity of the student body deepens the educational experience for its students and enriches the community.
- An alumni community that believes in NFA based on fond memories of their own high school days.
- An amazing campus with impressive facilities which include both carefully preserved historical buildings and learning spaces added over the years which support the varied program offerings.



- Norwich Free Academy, incorporated in 1854, is only one of three remaining privately governed, independently endowed academies in the state of Connecticut. As such, it operates as both a public and a private educational institution.
- Norwich Free Academy is only one of two high schools in the US with its own museum. The Slater Museum is truly one of a kind.
- The wide array of opportunities for students, both academic, athletic and cocurricular is unmatched in the area.
- A dedicated Board of Trustees committed to the success of Norwich Free Academy and to the ongoing growth and development of the school.

- A very supportive foundation, The NFA Foundation, which works to secure charitable contributions to support and sustain the vision and mission of the Academy's incorporators today and into the future.
- The NFA spirit is palpable and all members of the community are invested in the Red and White traditions.

Challenges and Opportunities for the next Head of School/Superintendent

The responsibilities of the Head/Superintendent of Norwich Free Academy, though varied, complicated and numerous, can be very rewarding. A number of challenges and opportunities have been identified for NFA to address in the years ahead. The following represent the most frequently mentioned by community members. Not unusual, some of the strengths of the school also reveal challenges and opportunities. The next Head/Superintendent will need to:

- Establish one's leadership position as the HOS/Superintendent while recognizing the abilities of the team. Encourage the growth and leadership potential of administrators, faculty and staff by building effective, collaborative teams and delegating responsibility while supporting and holding people accountable.
- Encourage and support the faculty and staff to maintain a commitment to academic rigor with a balanced understanding and focus on the health and well-being of students.

- Continue the work on initiatives, balancing the pace of change with due consideration of what is best for students, a high quality educational program, best practices and viable trends, NFA's reputation and the School's continued accreditation.
- Continue to provide leadership to development and fundraising efforts.



- Maintain strong budgetary leadership and oversight. Explore ways the budget will address upcoming inevitable challenges such as the ability to meet the competing needs of maintaining the campus and facilities, attracting and retaining outstanding faculty and staff, providing a rich array of program offerings and keeping tuition at a level which is attractive.
- Understand the unique diversity represented at NFA today to continue the important work of Diversity, Equity, and Inclusion and deepen the community's commitment to support all students.
- Strengthen channels of communication in a post Covid world in order to develop trust, understanding, engagement and support of NFA.
- Attend to some deferred maintenance though NFA's campus is generally well maintained and the facility is in good shape.
- Continue to focus on financial sustainability, enrollment, branding and marketing. The School has worked to minimize tuition increases and is proud of its relationship with the partner districts; however, maintaining relationships with the partner districts and town leadership will be key to addressing any challenges that lie ahead.

Characteristics of the Next Head of School/Superintendent

The next Head of Norwich Free Academy will be an experienced, approachable, strategic thinker, and visionary leader who will embrace the mission and culture of Norwich Free Academy and possess the passion and drive to fully engage with a complicated and compelling community.

The next Head/Superintendent of Norwich Free Academy will:

- Be a strong educational leader with integrity, committed to academic excellence, interested in pedagogy, knowledgeable about best educational practices and trends and discerning about which innovative approaches will best serve NFA.
- Have a Connecticut 093 certificate or be able to get this certification designation.
- Be a skillful communicator who is guided by the mission and vision of NFA and who will courageously face challenges.
- Have a collaborative leadership style which will bring out the best in the faculty and staff, will genuinely seek and consider input and will model the grace and strength it takes to make the difficult decision and follow through on the course determined best for the students and the School.



- Have an understanding of both public and independent school governance and regulations, and possess the skill set to manage both up and down and to partner with the Board of Trustees.
- Have an authentic interest and demonstrated success in interacting with donors and external communities and will partner with the Foundation to build a strong case for continued institutional philanthropy.
- Be an approachable leader with a transparent, collaborative leadership style who will exhibit humility and humor while projecting strength balanced with compassion - a leader who will make difficult decisions and will create an environment where accountability is the norm.

- Be a leader who actively listens and strives for understanding differing viewpoints and encourages others to do the same.
- Be a leader who will encourage the faculty and staff to drive towards excellence, holding themselves to high expectations. A leader who will help to create an environment where everyone recognizes, honors and celebrates the accomplishments of those on the NFA team.
- Be a culturally competent leader with a strong commitment to equity, diversity, inclusion and justice. A leader who will not only effectively articulate NFA'S position on these principles but will lead others to do so.
- Be an instructional leader with a strong academic background and experience as a former teacher and as a school leader.
- Have personal values that align with the mission, vision and values of Norwich Free Academy and the ability to motivate and inspire others to grow in their roles and to work collaboratively.
- Model an engaged, highly visible presence on campus and at school events.
- Have the ability to manage budgets, set priorities, generate sources of revenue and plan strategically.
- Have experience or a desire to be engaged in successful human resource management.



SUMMARY OF THE SEARCH PROCESS

Norwich Free Academy is seeking a new Head of School/Superintendent effective July 1, 2023. Candidates interested in this position are asked to submit the following materials in a Single Merged Document to Joan Beauregard and Sally Mixsell by August 15, 2022.

- EC Candidate Summary Sheet and Disclosure Form (request from Joan Beauregard and/or Sally Mixsell)
- Letter of Interest addressed to the NFA Head of School Search Committee
- Current resume
- Statement of Educational Leadership philosophy
- A list of five or more references with contact information and connection to the candidate (including phone numbers and email addresses)
- Up to three letters of recommendation (optional)

Application materials are to be sent electronically via email, as a single WORD document to:

Sally Mixsell, Partner, Educators' Collaborative, LLC
smixsell@educatorscollaborative.com

or

Joan Beauregard, Partner, Educators' Collaborative, LLC
jbeau@comcast.net and jbeauregard@educatorscollaborative.com

Candidates are encouraged to speak personally with Sally Mixsell (203-824-3653) or Joan Beauregard (206-851-6616)

The Schedule: The Search Committee plans to identify a preliminary group of candidates to interview in early September. From this group the Search Committee will select finalists for two days of interviews in early to mid-October. Names of applicants will be kept confidential throughout the process up to the time that the names of finalists are announced to the NFA Community prior to the finalist visits to campus.

The Trustees expect to reach a decision and appoint a Head-Elect at the end of October with the term of office to commence on or about July 1, 2023. Salary and benefits are competitive for public school superintendents in CT.

STATEMENT ON NON-DISCRIMINATION

Norwich Free Academy does not discriminate in its educational programs, services or employment on the basis of race, religion, gender, national origin, color, handicapping condition, age, marital status or sexual orientation. This is in accordance with Title VI, Title VII, Title IX, and other civil rights or discrimination issues; Section 504 of the Rehabilitation Act of 1973 as amended; and the Americans with Disabilities Act of 1991.