

THE POSITION

St. Paul's School for Girls ("SPSG") in Brooklandville, Maryland, north of Baltimore, is seeking a dynamic Head of School committed to 21st century educational practices. SPSG is an independent girls' school committed to educating, encouraging, and empowering 440 young women in grades 5-12 in the Episcopal tradition. SPSG offers girls an exceptional education in an environment where the students are bright, enthusiastic, and eager to learn and the faculty is talented and well-versed in best practices related to educating girls. The opportunity is unique as SPSG and her brother school, St. Paul's School ("SPS"), recently have agreed to unify their governance structures into one entity for the purpose of creating a one-of-a-kind independent school model.

After years of increasing collaboration, St. Paul's School for Girls and St. Paul's School have unified their governance structure to create a best of both worlds; age-appropriate coed and single-gender, university-like model with three schools on one campus. The three schools will be (1) a coed Preschool/Lower School ("PS/LS"), (2) a single-gender, grades 5-12 all-girls school (SPSG) and (3) a single-gender, grades 5-12 all-boys school (St. Paul's School for Boys or "SPSB"); the latter two of which will provide coed opportunities for students in grades 9-12. All of the traditions, colors, mascots, and ethos of the legacy schools are preserved under the revised structure and both SPSG and SPSB will retain their affiliations with the National Coalition of Girls' School and National Coalition of Boys' Schools.

The position is ripe for a passionate and committed educational leader who is an ardent supporter of single-gender education with coeducational opportunities grounded in solid research and understanding of experiential education.

Penny Evins has served as Head of School for SPSG since 2013. Under her leadership, the school has experienced a 10% increase in enrollment, below average attrition, and above average faculty retention and has emerged as one of the preeminent all-girls schools in the area. Mrs. Evins has overseen a restructuring of the curriculum and the implementation of all school programs related to peer mentorship, strategic partnerships offering real world experiences, and academic excellence.

THE OPPORTUNITY



The Head of St. Paul's School for Girls is the chief executive officer and academic administrator of the school, reporting to the President of The St. Paul's Schools, promoting and directing the distinct mission of SPSG and carrying out policies determined in conjunction with the overall School. The Head's responsibilities include the oversight of all academic, enrollment, personnel, compensation, and fund-raising matters, as well as the management of the school facilities. The new Head will be expected to be the inspirational leader of the School, broadly informed about academic matters, committed to excellence, and possess both a moral and educational vision to take the School forward. The Head will promote the School among its various constituencies and maintain appropriate liaisons in the broader community.

The next Head of School must be a passionate supporter of the girls and teachers who work in this setting and one who is also committed to working closely with parents and the senior administrative team. More specifically, the Head's responsibilities will include knowing and respecting the history, ethos, and traditions of the legacy SPSG. In addition, this individual shall foster a tone and culture supportive of inclusive, collaborative decision-making based upon the desired outcomes for students and the missions of all three schools.

The next Head of School will be charged with working collaboratively with the Heads of the PS/LS and SPSB to insure seamless coordination and optimal enrollment so that all the students of The St. Paul's Schools truly benefit from the combined resources including the broad array of academic, artistic, and athletic collaboration between teachers and students from all constituencies.

THE SCHOOL

With roots originating in 1799, St. Paul's School for Girls is a unique educational program on a shared campus with boys and girls ages six weeks through grade 12. Rooted in our relationship with Old St. Paul's Church in downtown Baltimore, the School is committed to our Episcopal identity and therein believing that every child is a child of God.

SPSG is truly a joyful sisterhood where loving and wise adults and alumnae provide connections and opportunities for life. The community is spirited and gathers together for all School community time in an all-girls environment four mornings a week with one being for Chapel.

Diversity of all kinds, including race, ethnicity, socio-economic background, religion, and learning style, is sought and celebrated. Today, SPSG offers an outstanding college-preparatory academic program and extracurricular and leadership opportunities. We have a range of learners and a variety of families who are encouraged by the enthusiasm that their girls express each day. The students at SPSG love coming to School and claim it as their "home away from home." Broad and deep leadership opportunities are provided and enhanced to ensure the girls feel empowered to take healthy risks long before they graduate. Located on 135 acres in the Greenspring Valley of Baltimore County, Maryland, the School supports a well-educated and experienced faculty committed to

providing an academically challenging program while nurturing and supporting each student.



SPSG provides a moral education and believes that students push themselves and find joy in the process of learning and trying new things within a community where they are known and their strengths are made stronger.

SPSG offers a full range of academic courses and electives, including 19 Advanced Placement (AP) courses, as well as arts, athletics, and extracurricular activities. In addition, SPSG has enhanced its program with the Scholars Program, which focuses on independent student research, membership in the Online School for Girls (a non-profit institution whose mission is to “provide the best education in a digital environment for girls”),

and global outreach. Additionally, SPSG is robustly staffed with learning specialists and academic leaders who challenge and support our learners and professional staff to ensure communication skills and pedagogy are regularly enhanced. Teacher coaching is common. The [academics section of the SPSG website](#) provides more details about SPSG’s many programs and initiatives.

SPSG has always had its own Head of School and will continue to do so while sharing a campus with St. Paul’s School for Boys. Under the new three school structure, there will be three Heads of School, one each for PS/LS, SPSG, and SPSB. Each leader will have the traditional Head of School responsibilities while working together and separately to optimize the enrollment and experiences of the schools as a whole. There is currently a search underway for a [President of The St. Paul’s Schools](#) to oversee the administrative tasks associated with the coordination of the three schools and optimization of the collective resources.

The historic relationship with St. Paul’s School, on an adjoining campus, has offered girls the chance to share experiences, projects, programs, and some classes with boys. SPSG students have enjoyed ‘the best of both worlds,’ single-gender education where girls learn the way girls

learn best, along with numerous opportunities for interaction with male students at SPSB. In the Upper School, girls and boys share the stage for all theatrical productions, and girls and boys work together on community service projects. SPSG maintains all leadership and advisory roles in the setting of a school for girls.

Proud of its affiliation with the Episcopal Church through Old St. Paul's Church, the oldest Episcopal congregation in Baltimore, the School endeavors to pass on the spiritual and ethical values of the church to instill in each girl a sense of stewardship and service. SPSG strives to create an environment that is supportive of the multicultural fabric of the school and the Baltimore community. Its affiliation with the traditions and ethos of the Episcopal Church enables the school to embrace the opportunity to lean into difficult conversations that other schools may choose not to confront.

SPSG is accredited and will maintain its accreditations under the new structure by the Association of Independent Maryland Schools (AIMS) and is a member of the National Association of Independent Schools (NAIS) and the National Association of Episcopal Schools (NAES) as well as the aforementioned National Coalition of Girls' Schools (NCGS).

COMMUNITY

The school draws students from four surrounding counties as well as the Baltimore City. SPSG students represent an array of racial, ethnic, religious, socio-economic and geographical backgrounds. Twenty-six percent are students of color. Admissions policies are selective with need-based financial-aid available. SPSG seniors are accepted at some of the most competitive colleges and universities in the country.



SPSG prides itself on the intellectual exuberance, talent, and thoughtful leadership of its 70 faculty members. Classes are small with a student-teacher ratio of 7:1. In these dynamic classrooms, teachers are enthusiastic and purposeful, and the girls are bold and courageous in their learning.

The faculty is committed to pursuing ongoing research related to how girls learn and putting the best theories into action. Sixty-five percent of SPSG teachers hold advanced degrees.

There are 1,700+ alumnae of record, more than half of whom live in the Baltimore-Washington area. Accomplished professionals and compassionate leaders, SPSG's alumnae participate and volunteer in school activities. They speak at Prayers and assemblies, provide support for school projects, and help SPSG students and graduates to network with specialists in various careers.

GOVERNANCE AND DEVELOPMENT

Under the new governance structure, a single Board of Trustees will govern The St. Paul's Schools. This unified Board will hire the President of The St. Paul's Schools and will oversee the transition to the new entity. In addition to the change in governance structure, each school is planning a forthcoming Capital Campaign.

The combined endowment of The St. Paul's Schools currently stands at \$63mm. It is anticipated that the campaigns will provide a significant contribution to the combined endowment, thus elevating the Schools competitive position for the future. Additionally, the newly combined Board is engaged in a Strategic Planning process which will ultimately be used to guide the new entity forward. Once the Strategic Plan is approved and implementation has begun, a new Master Plan is anticipated.

The 2018-2019 operating budget for the combined entity is \$35.4 million. Eighty-three percent of the School's projected revenue comes from tuition. SPSG's budget is \$11.9 million with 86% from tuition.

Overall giving at SPSG for the 2017-2018 school year was \$1.4 million with \$750,000 of that attributed to the annual fund, exceeding the amount required to cover the general operations goal of \$700,000.

PROFESSIONAL QUALIFICATIONS

- Dedication to supporting the School's Mission and Philosophy
- Understanding of the special nature of an Episcopal school and the community
- Knowledgeable proponent of single-gender education, who understands and celebrates the social, emotional, and intellectual needs of girls from childhood through adolescence
- Effective communication skills (public speaking, writing, and listening)
- Successful and significant senior leadership roles in independent schools
- Experience in organizing and engaging faculty and staff in professional development opportunities.
- Good decision-making processes and skills
- A creative problem solver; good listener, but able to make difficult decisions
- Proven ability to work collaboratively
- Understanding of the complex nature of a coordinate program
- Experience recruiting, mentoring, and supporting outstanding faculty and staff
- Knowledge and experience in the financial and budgeting process
- Appreciation of the needs of the various constituency groups, including parents, alumnae, trustees, and friends of the school.
- Cultivating and strengthening a culture of philanthropy across the School community

PERSONAL QUALITIES

- Genuine
- Communicates well with all constituents
- Collaborative manager who can build a team and delegate well
- Making people feel valued while managing change
- Relationship builder; interpersonal skills and emotional intelligence
- An inspiring leader who is energetic, outgoing, and confident
- Visionary, innovative thought-leader
- Strength of character; including an ability to stand up for viewpoints and make decisions that may be unpopular
- Strategic planner who inspires positive change
- Ability to engage quickly with the many constituencies in the School and in the broader community

TO APPLY

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

- Cover letter expressing interest in the St. Paul's School for Girls Head of School position
- Current résumé
- Statement of educational philosophy and practice
- List of five references with name, phone number, and email address of each to [Shannon Duckett](#), Director of Human Resources

St. Paul's School for Girls is an Equal Opportunity Employer dedicated to promoting diversity in the workplace and to seeking a diverse and broad spectrum of qualified candidates. The School does not discriminate in employment on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, gender or gender identity, age, or sexual orientation.