

Columbus School for Girls

She will know her power.



Columbus School for Girls
Columbus, Ohio

HEAD OF SCHOOL
START DATE: JULY 1, 2022

www.columbusschoolforgirls.org



Columbus School for Girls (CSG) invites nominations and applications for the position of Head of School, effective July 1, 2022.

Reporting to the Board of Trustees, CSG's incoming Head of School will lead the community in setting a vision for the future that reflects the school's values of excellence, empowerment, inclusion, and growth. The Head of School will serve as chief ambassador and spokesperson for CSG at the local and national levels and will be responsible for overseeing continued fundraising success, enrollment growth, academic program innovation, and fiscal sustainability. The next Head of School is a vocal champion of all-girls education that demonstrates the passionate pursuit of educational best practices. The next Head of School is committed to advancing diversity,

inclusion, and inclusion, including work related specifically to anti-racism at previous institutions through measurable action and thought leadership.

ABOUT COLUMBUS SCHOOL FOR GIRLS

Founded in 1898, CSG is an independent day school serving a diverse student body in grades pre-K through grade 12. As a leader in the education of girls and young women, its vibrant community comprises 544 students—approximately 38 percent of which are students of color—116 faculty and staff, and 2,500 active alumnae. CSG empowers girls to discover their distinct potential as learners and leaders and offers an exceptional, student-centered academic experience with strong offerings in the arts, an impressive athletic program, and a health and wellness curriculum that is unique in Central Ohio. This combination of academics and skills ensures that CSG students will be well prepared for life beyond CSG.

COLUMBUS SCHOOL FOR GIRLS SERVES STUDENTS AND THE BROADER COMMUNITY BY ADHERING TO THE FOLLOWING CORE VALUES:

- We make decisions by putting our girls and the school first
- We love teaching and learning
- We trust one another and assume the best in others
- We deliver excellence and high-quality work
- We operate with a growth mindset
- We are individual in mind and community at heart

HISTORY AND DEVELOPMENT



In 1898, Mary Bole Scott and Florence Kelley established Columbus School for Girls. The school was designed to replace the traditional “finishing school” for young women by adopting a solid college preparatory educational program, including English, mathematics, and foreign language and later to be expanded to include the vital disciplines of theater, music, and fine art.

CSG was incorporated in 1927 as a nonprofit institution and became one of the most vigorous and progressive schools in the Midwest. In 1946, CSG moved from its location at Parsons Place to the present site at East Broad Street and South Columbia Avenue in Bexley.

In 1957, Dr. Arleigh D. Richardson III, a Columbus native and assistant dean at Yale University, became headmaster and instituted a policy of open admissions, abhorring the national practice of segregation that existed in most independent schools across the country. In 1969, ground was broken for a large addition on the Bexley site. The facilities, including a lower school, library, gymnasium with pool and locker room, fine arts complex, and theater-in-the-round were completed in 1970, providing the students and those hundreds yet to come with one of the finest preparatory school facilities in the nation.

In 1985, a new era brought Patricia T. Hayot, Ph.D., from her position as head of school at the International School in Paris, France to the helm at CSG. Throughout her eighteen years of leadership, she promoted an interdisciplinary style of learning, solidified the position of CSG as one of the most highly regarded girls’ schools in the country, and, perhaps most important, guided CSG’s decision to remain firmly committed to single-sex education.

During the tenure of Dr. Hayot, the endowment was significantly increased by the Centennial Endowment Campaign. The school also grew from one to three campuses, comprising more than 180 acres. After Dr. Hayot’s retirement from CSG in 2003, Diane B. Cooper, Ed.D., former Head of School at Saint Edward’s School in Vero Beach, Florida, accepted the position as head of the eighth administration of Columbus School for Girls. Succeeding Dr. Cooper, Ms. Elizabeth (Liza) Lee assumed leadership in July 2009. Then, in 2014, Jennifer M. Ciccarelli was appointed as the 13th Head of School.



Columbus School for Girls has been educating girls for over 100 years. Crafting an academically rigorous curriculum that reflects the latest research in cognitive science, classroom practice, and learning theory, CSG faculty are experts in their respective disciplines. They provide engaging learning experiences that ensure each girl reaches her full potential as a learner and as a citizen. With an average student-teacher ratio of 8:1, faculty are able to personalize the learning experience for each student. Seventy-two percent of CSG faculty hold advanced degrees.

CSG provides a cohesive, developmentally appropriate curriculum that takes into account the needs of each division (Program for Young Children, Lower, Middle, and Upper School) while providing a sequence of skills and instilling academic habits of mind that spiral through the school.

CORE COMPETENCIES OF EACH CSG STUDENT:

- **Communicate Effectively**
Students express ideas confidently and clearly in oral, visual, and written forms.
- **Think Analytically**
Students gather and use evidence to analyze, draw conclusions, and support ideas.
- **Seek Balance & Wellness**
Students engage in healthy social, emotional, and physical behaviors.
- **Lead Confidently**
Students exhibit integrity, honesty, fairness, and respect with the well-being of themselves and the larger community in mind.
- **Think Globally**
Students employ informed and diverse perspectives to shape their interactions with ideas, individuals, and situations.
- **Solve Problems Creatively**
Students draw from many disciplines to define problems and design innovative responses and solutions.

ACADEMICS: PROGRAM FOR YOUNG CHILDREN



Columbus School for Girls offers three classes in preschool and Kindergarten and is one of only a handful of schools in the entire United States that offers the progressive, “Reggio Emilia inspired” child-centered approach to early childhood education. It provides a happy, collaborative solution to educating preschool children. In the Program for Young Children (PYC) children, teachers, and parents are partners in learning. Learning is supported in all curricular areas as children are encouraged to think creatively, solve problems, make decisions, and expand their critical thinking skills.

ACADEMICS: LOWER SCHOOL



The Lower School encompasses Form I through V. Academically, elementary school students are encouraged to think outside the box, delve deeper, and think critically about the authentic student work they are completing. In each class, inquiry-based learning ensures that they are the constructors of their own learning and not just the receivers of information. CSG's strong curriculum programming includes integration of the Singapore math program, Math in Focus, language arts, and social studies in the homeroom classroom with seven additional classes that are taught by content experts. These classes include Technology, Science, Spanish, Art, Library, General Music, Instrumental Music, and Physical Education. Through a close collaboration, teachers in all content areas plan curriculum together, to provide a strong foundation of skills and breadth of content.

ACADEMICS: MIDDLE SCHOOL

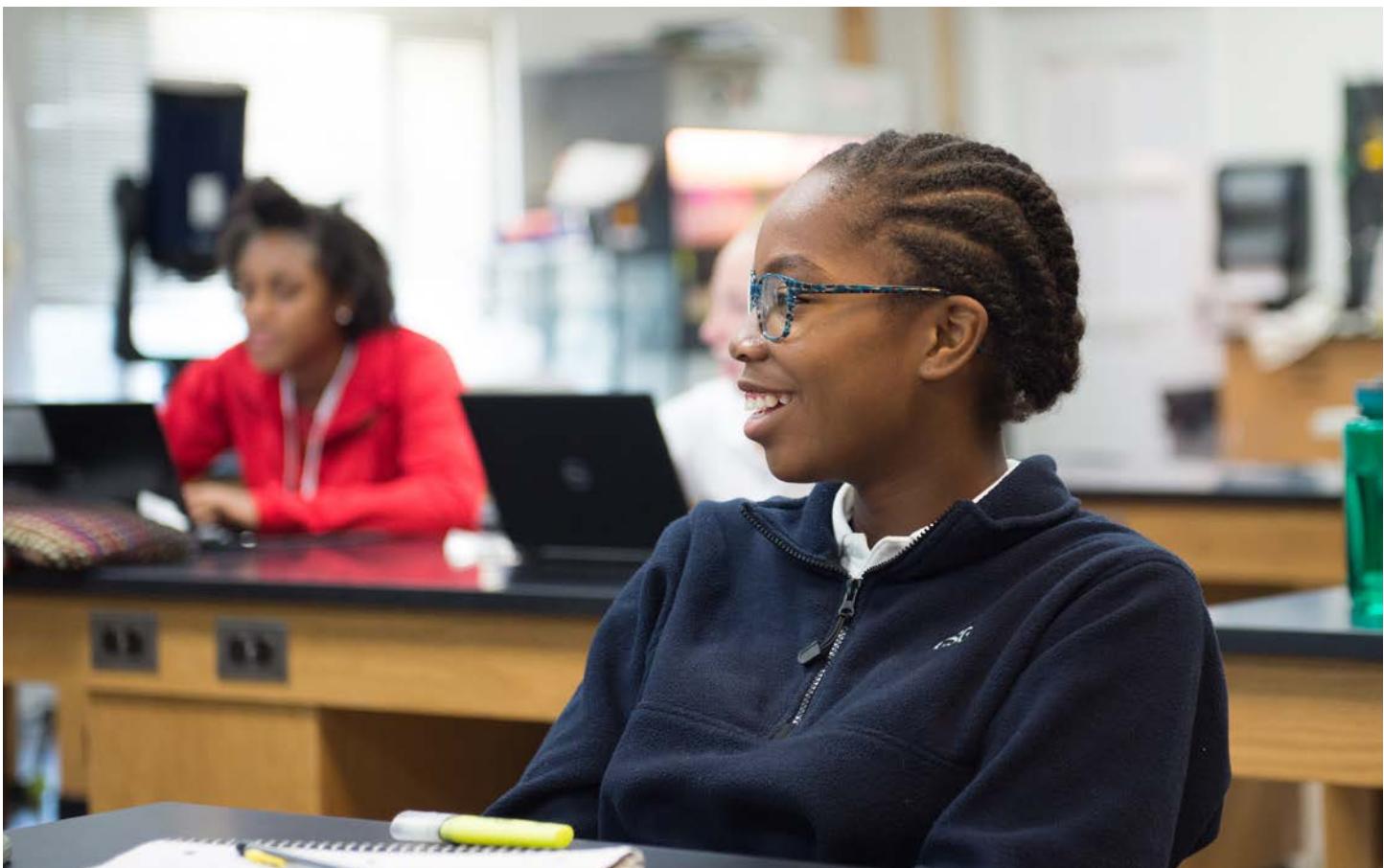


During their middle school years, girls go through the most profound intellectual and emotional growth since they were toddlers, learning to walk and talk. Throughout this period of personal discovery, CSG provides a safe environment where girls are encouraged to embrace new opportunities, take risks, and cultivate resilience by trying, failing, and trying again.

Middle School teachers take special pleasure in helping students make the transitions maturity requires of them. They support their individual needs and encourage each girl's explorations of the unknown, where hidden talents lie, awaiting the chance to be celebrated. The Middle School curriculum challenges and encourages in equal measure. Classes balance creative and skill-related activities, stress critical thinking, and encourage openness to different perspectives. Self-directed, project-based learning, strong leadership development, and a push to think big and bold, help our students develop their thinking skills and prepare them for success in Upper School and college.

In addition to the rich, full curriculum and extracurricular activities, girls grow through Advisory, a cornerstone of the Middle School. In small groups, with the guidance of a teacher, girls learn to grapple with issues such as conflict resolution, time management, study skills, and how to be an active and productive citizen. Assembly programming and service-learning offer opportunities to broaden horizons and to discover ways to contribute to the school, local, and global communities. CSG's girls are eager to apply their energy and ideas to making positive impacts on the world.

ACADEMICS: UPPER SCHOOL



CSG's best-for-girls curriculum empowers every student to discover her unique potential as a learner and leader. Students choose from a varied selection of required and elective courses, with increasing flexibility and options as they progress through their four years of Upper School. CSG offers fifteen AP Courses and eight Honors Courses, and students can also take part in CSG Summer Programs as well as programs through One Schoolhouse (OS), a fully accredited online school that serves independent school students in the U.S. and around the world.

Since 2006, high school students from CSG have also participated in the Columbus School for Girls / Ohio State University Summer Research Internship Program. The program allows young women who are interested in following a STEM path in college to experience first-hand what it is like to work in a university research lab. This program provides the opportunity for high school girls to work on cutting edge research while developing excitement and enthusiasm for a career in science and engineering. This opportunity is as much learning experience as it is a working experience.

Participation in the program has had a tremendous impact on the students when considered both collectively and individually. Of the participants who have participated in the program, ca. 94% went on to study a STEM field; and 61% of them entered engineering programs, attending such universities as the Ohio State University, Massachusetts Institute of Technology, Kenyon College, George Washington University, Brown University, University of Michigan, Purdue University and Georgia Institute of Technology.



CSG helps students develop crucial social and leadership skills through many initiatives and clubs as well as through participation in athletics and the performing arts. At CSG, approximately 60% of students take part in the athletic program, which includes basketball, cross country, diving, field hockey, golf, tennis, soccer, swimming, volleyball, track and field, and lacrosse in the Upper School. Middle School students are also encouraged to participate in an athletic experience that will enhance growth, development, and educational experience, and help in the transition to Upper School athletics where desired. Girls in Lower School Forms III through V can also get an introduction to sports at CSG through the Unicorn Sports program.

Many CSG students at all levels take part in theater and music, putting on approximately 33 performance events each year. There are also numerous clubs that meet a variety of student interests from community service, social and special interest, academic, and faith-based clubs. These clubs and activities provide opportunities for leadership and growth. If a student has an interest that isn't already represented by a club, she is encouraged to find a group of students to start their own.

DIVERSITY, EQUITY, AND INCLUSION



CSG is committed to being a diverse and inclusive community in order to ensure that students are prepared for the global, dynamic world into which CSG will send them, including working with people whose backgrounds differ from their own. In order for students to take the risks necessary for true learning, they must feel that the CSG community is theirs. Through intentional programming for all community members, combined with a commitment to attracting a diverse faculty and staff and enrolling a diverse student body, CSG strives to embrace difference.

CSG defines diversity broadly, considering each member's race, ethnicity, sexual orientation, gender, socio-economic status, physical ability, learning profile, and religious and political beliefs and ideologies as important components of that diversity.

DIVERSITY, EQUITY, AND INCLUSION CONT.

CSG expects every member of its community to contribute to promoting and maintaining a diverse and inclusive environment where each member feels included and treats one another with respect, responsibility and reverence. It is crucial that CSG continue to promote a culturally rich, intellectually diverse learning community and a curriculum that reflects multiple cultures and connectedness.

THIS COMMITMENT IS SUPPORTED IN MANY WAYS AT CSG:

COMMUNITY COMMITMENT

- Chief Equity Office
- Board of Trustees Diversity Committee
- Parent, student, and faculty I.D.E.A. Committee (Inclusion, Diversity, Equity, Advocacy)

CURRICULUM

- Upper School Clubs & Activities
- Integrated curriculum in the Lower School
- Middle School and Upper School advisories, school assemblies

STUDENT LIFE

- Student culture clubs such as the Beauty of African American Culture Club, the Jewish Culture Club, and the Asian Culture Club
- Upper School Gay/Straight Alliance
- Leaders' Launch
- Standards of Behavior Policy
- Honor Code

FACULTY/STAFF

- Faculty S.E.E.D. group (Seeking Educational Equity and Diversity)
- Professional Development for entire faculty and staff throughout the school year
- Attendance at the People of Color Conference

PARENT COMMUNITY

- Parent, alumnae, and faculty book club
- MOSAIC Parent Group
- PYC parent lending library for diverse selection of children's books
- Parent educational opportunities such as the screening of Miss Representation

Columbus School for Girls adheres to the National Association of Independent Schools' (NAIS) Principles of Good Practice for Equity and Justice.

Inspiring Girls. Cultivating Leaders.

STRATEGIC PLAN ● JULY 2016



From October, 2014 to May, 2016, Columbus School for Girls conducted a comprehensive strategic planning process. Through this highly inclusive and participatory process, CSG developed the 2016-2021 strategic plan *Inspiring Girls. Cultivating Leaders.* to provide a long-range view of future school priorities. A steering committee was formed that focused on research of national education trends, environment scans, SWOT analyses, and committee exercises, and throughout 2015, the strategic planning steering committee worked collaboratively established priorities based upon the findings of the research. This process culminated in May, 2016, with the steering committee developing a small set of priorities for future focus:

LEAD: Inspiring girls. Cultivating leaders.

DEEPEN: Expand upon CSG's hallmark academic excellence

FLOURISH: Enhance the financial health of the school

THRIVE: Strengthen co-curricular programs and facilities

As the CSG community reaches the end of this planning process having made great strides towards its goals, including the establishment of the H.E.R. (Her Education Revolution) Academy for Computer Science and the Center for Young Women's Leadership, it looks forward to partnering with the next Head of School to carve out a bold direction for the future and engage in planning for continued success and distinction.

LOCATION AND CULTURE



Columbus School for Girls sits on an eight-acre campus in the heart of Bexley, Ohio, a vibrant suburb of Columbus. Since its inception, the school has grown to accommodate the changing needs of its students. Its most recent landmark campaign resulted in the establishment of the state-of-the-art Athletics Complex, featuring an eight-lane pool, yoga room, lobby, and fitness center, and the 390-seat Agnes Jeffrey Shedd Theater. The main campus also features Columbia House, a distinct space for the youngest members of the CSG family, the Program for Young Children, two libraries, large dining hall, state-of-the-art classrooms, a media production studio, two full-sized gyms, and the Unicorn Theater.

CSG also has two other campuses. Kirk Campus houses an intensive varsity and intramural athletics program on a 55-acre athletic facility that includes the Kieckhefer Tennis Courts, Yassenoff Field, Alumnae Field, Zimmerman Track, Woodhall Nature Trail, Krumm Field and Upper Practice Field, and Kirk House. Cynthia's Woods, created from the generous donation to CSG by Joe Jeffrey, in honor of his first wife, Cynthia '54., is a 100-acre woods are a space of learning and adventure and continue to be used by the different divisions in a variety of ways. The woods are located just 20 minutes from the main campus.

Bexley has a population of over 14,000 residents, with over 4,000 households in the city. It is geographically compact, located within a 2.5 square mile footprint bounded by Alum Creek to the west, Gould Road to the east, Delmar Drive to the north, and Livingston Avenue to the south. Bexley is known for its historic and close-knit neighborhoods and its classic and walkable Main Street environment. Additionally, Columbus, Ohio's capital city, rated #1 Opportunity City by Forbes, offers an energetic community thriving with a robust arts and culture scene, numerous festivities and events, museums, restaurants, and countless options for outdoor activities both in and outside the city.

THE NEXT HEAD OF SCHOOL

The Head of School reports directly to the Board of Trustees and oversees a team of 10 direct reports:

- Chief Financial Officer
- Chief Development Officer
- Director of Program for Young Children
- Director of Lower School
- Director of Middle School
- Director of Upper School
- Chief Equity Officer
- Interim Director of Marketing and Communications
- Director of Athletics
- Director of Enrollment Management

The Head of School is responsible for managing all aspects of the school, including oversight of its \$14M budget and stewardship of its \$22M endowment. The Head of Columbus School for Girls also serves as lead ambassador for the school, inspiring and engaging students, families, faculty, staff, and alumnae and advocating for CSG's mission and distinction in the broader Columbus community.

OPPORTUNITIES AND CHALLENGES

With its distinction as the only all-girls school in Central Ohio and a rich legacy of empowering girls and young women to lead and shape the world, CSG is poised to further its mission and define its future under the leadership of a bold and visionary Head of School. At CSG, the incoming Head of School will find a community that is strong, collaborative, and eager for continued growth. The next Head will have the opportunity to leverage CSG's current stability and momentum, securing the school's place among leading institutions locally and nationally and further illuminating it as a model of excellence in girls' education.

To do this, the next Head of School at CSG must:

Collaboratively develop a vision for CSG's future and create and implement a corresponding strategic plan: CSG is poised to further define and secure its institutional role within the Central Ohio community both as a model for educational excellence and a flagship center of activities and programs that cultivate leadership among girls and women. The incoming head will work collaboratively with trustees, parents, faculty, staff, students, and alumnae to develop a vision for the school that builds on recent accomplishments and a history of strength and furthers the school's institutional goals in alignment with its mission. The next head must also work to build consensus around the school's future and communicate the vision and planning efforts to all members of the community. Inherent in this vision and strategic planning process must be a clear articulation of the benefits of single-sex, all-girls education and its role in making CSG the school of choice.

THE NEXT HEAD OF SCHOOL CONT.

Champion a culture of anti-racism and inclusion and continue to build a more diverse CSG community: With important strides made at CSG toward a more inclusive, equitable, and diverse educational community, it is critical that the next Head of School seize this momentum and uphold the school's commitments in this space. The incoming Head will champion anti-racism as a core value for the CSG community by cultivating approaches grounded in diversity, inclusion, and belonging principles and will lead the school in adopting cultural change to combat discrimination of all kinds. Additionally, the next Head of School at CSG will partner with the chief equity officer and other members of the community to implement systems and best practices that support the breadth of needs and identities represented within the CSG community, setting measurable goals and metrics against which to measure success.

Build programs that attract students and ensure future financial stability: Part of the work of creating a vision and plan for CSG's future will include leading the development of new programs that inspire and engage prospective families and students. As a result of the 2016-2021 strategic plan Inspiring Girls. Cultivating Leaders, CSG established the H.E.R (Her Education Revolution) Academy, building out a curriculum in computer science and increasing STEM opportunities for students. The school also established the Center for Young Women's Leadership dedicated to continued development of leadership skills for new generations of women. The next Head of School will ensure that these programs continue to flourish and will bring an entrepreneurial approach to seeking out new opportunities that position CSG as a focal point for families within the Columbus community and ensure continued strength in enrollment and revenue.

Cultivate a culture of philanthropy and support for CSG: To secure the school's financial health well into the future and build its capacity to support current and future students, increased fundraising and support from members and friends of the CSG community will be critical. The incoming Head of School will join CSG in the midst of the current fundraising campaign, with almost \$8M raised toward a \$15M goal. In doing this, the next Head will step into an opportunity to energize and engage the community around the school's future and set the stage for continued philanthropic support. Within this opportunity comes an opportunity to strengthen bonds with CSG's alumnae base and encourage renewed connectivity in support of the school and future generations of alums.

Increase brand recognition and strengthen relationships in the Columbus community: The next Head of school will serve as the school's ambassador to the greater Columbus community and actively participate in the affairs of other organizations and communities within the Columbus metro area. The Head will actively seek out and maximize opportunities to market the school and build relationships with community institutions and leaders on its behalf. Through these relationships and partnerships, the next Head of School will effectively increase opportunities for student learning and engagement, bringing awareness to the school's successes and programs and deepening the community's understanding of CSG's mission and impact within Columbus and beyond.

THE NEXT HEAD OF SCHOOL CONT.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

Serving as the chief advocate and visionary for Columbus School for Girls, the next Head of School must bring a demonstrated passion for all-girls education and be conversant in its benefits and ready to articulate those benefits to a wide array of audiences. The next Head must also demonstrate strong alignment with CSG's mission to empower girls to discover their distinct potential as learners and leaders and be ready to build programming that supports excellence in all areas, including academics, athletics, and the arts. The next Head of CSG must also demonstrate conviction in their belief that a more diverse and equitable school will produce more successful students and cultivate a school community that is welcoming and inclusive.

Candidates ideally possess an advanced degree and demonstrate excellent communication, listening, and organizational skills. Additionally, successful candidates will have many of the following experiences and attributes:

- Experience as a vocal advocate and thought leader for all-girls education;
- Commitment to academic excellence and a strong college preparatory curriculum;
- Demonstrated experience serving as a role model and leader for students, parents, faculty, and staff;
- The desire to be highly visible on campus and the ability to inspire all members of the CSG community;
- Dedication to the passionate pursuit of educational best practices and a record of implementing such practices in a school environment with measurable objective and externally-recognized metrics;
- Demonstrated capacity to develop strong bonds with a broad range of constituents, such as students, parents, alumnae, faculty, staff, and trustees;
- A record of advancing diversity, inclusion, and anti-racism at previous institutions through measurable action and thought leadership;
- A record of supporting excellence in teaching and learning and attracting, supporting, developing, and retaining faculty and staff within a school environment;
- Demonstrated capacity to empower members of a leadership team and a collaborative management approach;
- Vision and the ability to build consensus around, and execute on, a strategic plan for the school;
- The desire and ability to communicate CSG's vision and identity to a wide variety of audiences, internal and externally, locally and nationally;
- Strong fiscal management ability and the capacity to engage with donors and raise funds on behalf of CSG;
- An understanding of enrollment at independent schools;
- The capacity to balance retaining unique institutional attributes and culture while also identifying, planning, and implementing innovative vision and practices;
- Proven examples and experience creating new programming and alternative funding sources that allow the school to increase its offerings without further burdening tuition;
- The energy and desire to become immersed in the greater Columbus community and serve as a tireless champion for CSG within the Columbus community;
- Deep personal and professional integrity; and
- A record of lifelong learning.

APPLICATION PROCESS

The Columbus School for Girls Head of School search committee will begin accepting nominations and reviewing applications immediately. Requested application materials include a letter of interest, curriculum vitae, and professional reference list. References will not be called without explicit permission. Although applications will be welcomed until a new Head of School is selected, for best consideration all candidates should submit materials by October 1st to the following address: CSGHeadofSchool@storbecksearch.com

For more information about Columbus School for Girls, please visit
www.columbusschoolforgirls.org

Columbus School for Girls is being assisted in this search by [Storbeck Search](#). For additional information, please contact:



Nishant Mehta, Managing Director and K-12 & Independent Schools Practice Leader
Sherry Coleman, Managing Director
Julia Patton, Senior Search Associate

Columbus School for Girls offers a competitive salary, benefits, and professional opportunities and welcomes candidates who add to the racial, cultural, religious, and gender diversity of the school community. As an equal opportunity employer, CSG does not discriminate on the basis of race, color, sex, age, or any other status protected by law.