



Glennelg Country School

Head of School Position Statement

Ellicott City, Maryland
July 1, 2021



GLENELG COUNTRY SCHOOL

Head of School Position Statement
Expected Start Date — July 1, 2021



Glenelg Country School

believes that strong, supportive, and nurturing relationships between and among faculty, students, and parents are central to a culture where children feel empowered to take intellectual risks, hone academic skills, pursue passions, and achieve to their fullest potential. This commitment to community is at the heart of the Glenelg experience, guiding its work throughout its history. Even as it has grown over the years to its current size of 750 students, Glenelg enjoys a small school feel where each student is known, appreciated, encouraged, and supported. After years of stable and effective leadership, Glenelg Country School seeks a new Head of School who can lead with vision, passion, and warmth, enhance the School's brand and outlook, and ensure its continued success.

Glenelg Country School is a nonsectarian, coeducational day school located in affluent Howard County, Maryland, approximately 25 miles west of Baltimore and 40 miles north of Washington, D.C. Founded in 1954 by Kingdon and Mary Gould with the Mason, Macgill, Warfield, and Shippen families, the School started with just 35 students in grades 1 through 7. Since those early days, the School has grown remarkably and now enrolls students from age 2 through grade 12 across

3 divisions - the Lower School (which includes the Little Dragons Early Childhood Program), the Middle School, and the Upper School. The spectacular 90-acre wooded campus is an important part of the Glenelg experience. Supporting classroom instruction, the School's natural resources are used to inspire and enrich learning for every student and provide wonderful opportunities for building community. Students, faculty, and parents alike identify the scenic campus as an integral part of the GCS experience, referring to it as "a sanctuary," "an inspiration," and "the best classroom we have." The outdoor resources include a state-of-the-art observatory, 4 athletic fields, an intimate outdoor theater, a science pond, a hands-on learning space for the youngest Dragons, and a saltwater pool. The natural habitat serves as a living classroom across the curriculum, for imaginative play

and learning in the Lower School to an outdoor lab for advanced science classes in the Upper School. The classroom buildings are equally as impressive and designed to meet the unique needs of each age group. Specific areas of note include 4 libraries, multiple art studios, music rooms, science labs, a 350-seat theater, and ample space for athletics. The cornerstone of the campus, the Manor House, dates back to before the American Revolution. This signature building provides a rich history that is often incorporated into the curriculum and helps to instill a feeling of Dragon pride. The historic Manor House serves as a visual link between the School's formative years and its present distinction. A Head of School residence is conveniently located on campus.



GLENELG COUNTRY SCHOOL

Head of School Position Statement
Expected Start Date — July 1, 2021



MISSION

Glenelg Country School cultivates a community that stimulates our students to realize their highest potential. Outstanding academic and enrichment opportunities nurture a passion for lifelong learning, personal integrity, and respect for others.

By embracing diversity of background, culture, and thought, our students are prepared to become responsible and contributing members of our global society.



PROGRAM

In service of the Glenelg mission, the curriculum promotes excellence through an experiential, integrated approach to teaching and learning from the earliest years to the high school years. Challenged by an experienced and dedicated faculty, students leverage their innate sense of wonder and desire to explore new ideas to build the skills, confidence, and independence necessary to succeed in college and beyond. As a current parent noted, “Glenelg’s teachers have the ability and desire to meet kids where they are and guide them to where they hope to be. It makes our school a great fit for many different types of kids.” Because who you are matters as much as what you know, developing positive character is also a critical part of the Glenelg experience. Throughout the program, students are taught to act responsibly, treat others with respect, and contribute to the betterment of the community, both in and out of school.

The Little Dragons Program for 2- and 3-year-olds employs a Reggio Emilia approach. This pedagogy uses children’s inherent curiosity to find their voice and encourages them to make connections in their world using hands-on exploration and creativity. Glenelg’s youngest students have access to an abundance of materials and classroom spaces to discover, probe, query, and imagine, taking full advantage of the rich resources available on campus.

Glenelg’s Lower School (PreK – Grade 5) is where students build a strong academic foundation that sets the stage for their success in the more academically demanding Middle and Upper Schools. Teachers promote a growth mindset approach, allowing students to learn from mistakes, build compassion, practice empathy, and develop leadership skills. The multi-disciplinary curriculum is project based and brings together lessons from language arts, science, music, technology, social studies, mathematics, and more so that

students can start making connections between multiple subject areas. Small classes allow students and teachers to develop special relationships that support each child’s development at the pace that is appropriate. With increasing challenges along the way, students build the confidence necessary for future success.

In Middle School (Grade 6 – Grade 8), the approach is more departmentalized, but the emphasis on project-based learning remains. *Respect, Responsibility, and Judgment* are guiding principles as students develop more independence, learn to manage more complicated social dynamics, and engage in real-world problem solving. Advisors replace homeroom teachers as monitors of daily progress and advocate for students to help maximize their Middle School experience. Extra-curricular activities are an important part of the program and include electives, student leadership opportunities, athletics,



and enrichment programs, allowing students to explore new interests and pursue existing passions.

In Upper School (Grade 9 – Grade 12), academic intensity increases and the focus becomes more explicitly about preparation for college. Glenelg’s rigorous curriculum includes 19 Advanced Placement courses and a wide variety of College Preparatory, Honors, and elective courses that allow students to pursue their academic interests and find their appropriate academic level. Faculty both challenge and support students at this level to ensure their academic success. Community service is also an important part of the Glenelg experience, with each student required to provide a minimum of 90 hours of service during the 4 years of Upper School. In addition to athletics and student leadership activities, clubs allow students to engage with classmates in more than 30 different activities from Chess, Debate, and Model Congress, to Dragon TV, Film Appreciation, and TED Talks. There is truly something for everyone.

Glenelg is proud of its signature Upper School academic programs, including:

- *Global Scholars* – Students may apply to graduate with distinction in 1 of 5 areas – Aesthetics and Culture, Entrepreneurship, Convergent Science, Global Leadership, and Technology, Engineering, and Design – in which they build a portfolio from a combination of course work and hands-on projects;
- *STEAM Initiative* – Specialized subjects such as Civil Engineering and Architecture, Software Development, 3D Art, and Forensics, allow students to refine their focus in preparation for college;

GLENELG COUNTRY SCHOOL

Head of School Position Statement
Expected Start Date — July 1, 2021



- *Foundations Program* – A 9th and 10th Grade core course that challenges students to grapple with academic and life skills issues. This course examines the impact of technology, environment, wellness, and finances on the lives of students and teaches them to advocate for contemporary global and local issues; and
- *Integrated Humanities* – A Senior Capstone Project that allows students to pursue a passion in a research project of their own design combining abstract thinking, research, writing, and seminar skills.



The Arts are widely recognized as an area of particular strength in Glenelg's program. The Performing Arts emphasize the fundamental elements of stage presence and craft, lighting, and costume design, as well as vocal and instrumental music. Each year, starting with Little Dragons' concerts and plays, students have the opportunity to perform. In Lower School, students play in a recorder ensemble, bell choir, band, and chorus. Every year, the 5th Grade performs a musical where the entire grade participates in some form. Middle School students also put on a yearly musical in addition to annual band and choir competitions and concerts. The Upper School performs a fall play and spring musical, concerts, a dance gallery, and an annual cabaret. In the Visual Arts, Lower School students start with foundations of drawing, painting,

and printmaking. Middle School students continue to develop their skills and begin to study Art History. In Upper School, there are options for almost every artistic interest, including 3D Art, Photography, Digital Design, Animation, Pottery, Sculpture, and more.

Glenelg students participate in interscholastic athletics in 12 sports and on 43 total teams, including 17 teams in the Middle School. While engaged in sports, athletes hone their skill and competitive edge as they work as a team and practice good sportsmanship. Glenelg teams compete at varying levels in the Maryland Interscholastic Athletic Association for boys and the Interscholastic Athletic Association of Maryland for girls. With 4 athletic fields (including turf, grass, and baseball fields),

GLENELG COUNTRY SCHOOL

Head of School Position Statement
Expected Start Date — July 1, 2021



3 indoor basketball courts, 5 tennis courts, a fitness center and weight room, plus off-campus facilities for golf, ice hockey, and equestrian sports, Glenelg athletes enjoy a first-class experience.

College counseling at Glenelg is geared toward helping students find the best match for their individual talents, interests, and goals. Each year, approximately 100% of seniors are accepted to 4-year colleges or universities, with most students receiving admission to their top choice, including some of the most prestigious and selective in the country.

COMMUNITY

All who are affiliated with Glenelg Country School will quickly note the close-knit, welcoming, and warm community as one of its most distinctive characteristics. The founders' original vision for a family school that fosters excellence in scholarship and character is alive and well in 2020. Even during this year, with all the challenges associated with operating a school during COVID,

GCS has maintained a strong sense of community, continuing to look for opportunities to celebrate and gather remotely or socially distanced wearing masks. Students and parents appreciate the dedication, thoughtful approach, and hard work of the faculty and staff to preserve the special nature of the Glenelg experience through the pandemic.

Glenelg Country School values its traditions. Indeed, there are many traditions at Glenelg that bring the community together throughout the year and that many cite as important to fostering a special sense of connection. Some of the most cherished GCS traditions include:

- Family Day - In the fall of each year, students, parents, grandparents, friends, faculty, and staff gather outside the Manor House to show school spirit and bond with other Dragon families over food, games, and music;
- Halloween Festivities - The annual Halloween Parade

allows students, faculty, and administrators to show off their costumes while student-centered games and classroom parties provide another cause for celebration across divisions;

- Thanksgiving Turkeys - This tradition is marked with an annual performance by the "1st Grade Turkeys" that is both cute and lighthearted. Students focus on gratitude and the spirit behind this season of giving;
- The Winter Concert – One of the biggest performances of the year brings people together from across divisions to celebrate the music of the many cultures represented within the GCS community; and
- Field Day - This school-wide day of fun and competition occurs every spring, pitting the "Glens" against the "Elgs" in various team events and culminating in the All-School Relay that features the fastest runners in each grade.

GLENELG COUNTRY SCHOOL

Head of School Position Statement
Expected Start Date — July 1, 2021



The sense of camaraderie among students across all divisions is palpable and thoughtfully fostered by the adults on campus.

As indicated in the School's mission statement, "Diversity of background, culture, and thought" is central to the School's identity. By acknowledging this simple tenet, GCS students feel more respected, valued, and connected to the School and one another. With students of color representing approximately 49% of the current enrollment, diversity is simply a fact of life at Glenelg. In order to ensure inclusivity, the School has engaged in a strategic approach to upholding the institutional commitment, actively recruiting diverse faculty, engaging in professional development, and providing social emotional support for students and adults in the community.

Glenelg draws approximately 75% of its students from Howard County, competing against a highly-rated public school system. And many Glenelg families that live in other counties travel several hours to and from the School. When Glenelg parents were recently asked in a survey why they chose the School, they cited small classes, academic excellence, committed and high-quality faculty and staff, and a diverse and inclusive community as the top reasons. The School understands that parent satisfaction and engagement are essential to enrollment. Thus, opportunities for parent involvement are frequent, whether attending games and performances, participating in community events, or volunteering in the classroom, on the Parents & Friends Association, or on the Board of Trustees. As the educational landscape continuously evolves, Glenelg looks to further leverage the relationships with its parents to ensure its future success.

The faculty and staff are made up of an extraordinarily talented group of professionals who are as dedicated to each other as they are to their students and the mission of Glenelg Country School. GCS is noted for the loyalty and





commitment of its faculty and staff, many of whom have children who attend or have graduated from the School, adding to the School's family feel. The average tenure of faculty is over 10 years, providing stability throughout the divisions. As one long-time faculty member put it: "We love our students. We love each other. We love our school." And while the School values its long-serving employees, it also has recent hires that have brought new perspectives and increased faculty and staff diversity. The new Head of School will have the support of a group of dedicated and caring professionals who are committed to serving their students and families, strengthening their skills as educators, and ensuring that GCS continues to be among the best independent schools in the area.

STRENGTHS OF THE SCHOOL

The next Head of School will benefit from Glenelg Country School's many strengths, including:

- A strong sense of community, love for the School, and shared purpose within and among constituent groups;
- A school culture that allows students the freedom to grow and become the people they want to be;
- Dedicated teachers who know and connect with students to bring out the students' best;
- Broad racial and socio-economic diversity within the student body;
- Broad academic and co-curricular programs that allow students to pursue passions and explore new interests;
- Small classes that allow teachers to customize education by identifying students' strengths and encouraging students to develop those strengths; and
- A beautiful campus that leverages a spectacular natural setting and thoughtfully designed facilities to promote learning and community.



THE POSITION

Glenelg Country School has benefitted from a legacy of stable, caring, and effective leadership. The next Head of School will require poise, patience, confidence, and skill to effectively balance the demands associated with this exciting leadership opportunity.

A successful candidate will be able to demonstrate the following skills, values, and experiences:

- A highly visible, approachable, accessible, and transparent leadership style that embodies the ethos of community which defines Glenelg;
- An inspirational school leader with a demonstrated record of promoting excellence;
- A relationship builder who is warm and empathetic and leads by knowing and caring about students, employees, families, and alumni;
- A superb communicator who effectively tells the GCS story;
- An effective listener and collaborator;
- Someone with or willing to gain knowledge of the financial/business aspects of running an independent school;

OPPORTUNITIES AND CHALLENGES

The next Head of School should be prepared to work in partnership with the Board to:

- Ensure the School's ongoing financial sustainability through prudent stewardship, effective fundraising, and thoughtful planning;
- Develop and articulate a clear value proposition in the market to support the building of a strong brand;
- Grow enrollment by improving outreach and marketing in the community while reducing attrition;
- Improve management structures, systems, and practices, particularly in fundraising, teacher growth and evaluation, and finances;
- Preserve the unique culture of Glenelg by attracting, supporting, and retaining excellent, mission-aligned faculty and staff;
- Provide strategic direction in support of the School's goals;
- Preserve the traditions, sense of community, and high academic standards of GCS through a period of change; and
- Engage alumni in support of the School, its mission, and students.





- A leader with the capacity and desire to embrace fundraising with passion, skill, and urgency;
- Someone who can engage in the community both on campus and off;
- A visionary who is able to connect programmatic change to market opportunities;
- Someone who will develop and articulate the value proposition and the Glenelg brand;
- A leader with determination and skill to deftly lean into ongoing diversity and inclusion work;
- An excellent people manager who knows how to prioritize, delegate, and hold people accountable;
- An effective organizational manager who understands work structures and systems; and
- A resourceful and imaginative leader.

APPLICATION PROCESS

Glenelg Country School has retained Resource Group 175 (RG175) to support the search for its next Head of School. If you wish to submit your application material (which include resume, cover letter, and personal statement), please do so at the RG175 website:

<https://rg175.com/candidate/signup>

Deadline to apply: February 1, 2021
Expected start date: July 1, 2021

For inquiries, or if you would like to nominate a candidate for this position, please contact the RG175 consultants working with Glenelg Country School:

Tom Olverson
tolverson@RG175.com

Tony Featherston
tfeatherston@RG175.com

Glenelg Country School welcomes and encourages applications from diverse candidates. Glenelg Country School does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, gender expression, ethnicity, national origin (including English Language Learners), age, or disability in the administration of its education policies, admission policies, scholarship and loan programs, athletic and other school-administered programs, and the hiring and employment of faculty and staff.