



Position Statement for Head of School Garrison Forest School

Owings Mills, Maryland

Start Date: July 1, 2026 or July 1, 2027





Head of School Position Statement

Overview

The headship of Garrison Forest School is a compelling opportunity for an inspiring and skilled leader seeking to promote excellence in education and opportunities for young women. Situated in the beautiful rolling hills of Baltimore County, Garrison Forest School is an independent school serving girls from kindergarten through 12th grade, with a coeducational preschool and daycare. Starting in 8th grade, students can take advantage of a boarding program which has long strengthened the familial atmosphere and overall excellence of the school, and reinforced the sense of agency and purpose that are hallmarks of a Garrison Forest education.

Established in 1910, Garrison Forest is known for its strong academic program, commitment to character development, and emphasis on leadership and service. Its educational philosophy blends rigorous academics with a nurturing environment designed to empower young women and prepare them for lives of meaning and purpose. Both current students and alumnae point with pride to the confident, capable and compassionate leaders that are so recognizable as “Garrison Girls”.

Garrison Forest School is situated on a spacious 110-acre campus in suburban Owings Mills, MD, and features a mix of modern and traditional architecture, offering both historic charm and state-of-the-art facilities. Key features include academic buildings equipped with the latest technology, science labs, art studios, and a performing arts center. The campus also boasts extensive athletic facilities, including turf playing fields equipped with lights, an equestrian center and riding arena that are home to the school’s nationally recognized equestrian and polo programs, tennis courts, and a fitness center.



The Garrison Forest campus provides a peaceful and picturesque setting that supports both academic focus and outdoor exploration, and fosters community. In addition, the school's proximity to Baltimore allows students to benefit from cultural, educational, and service leadership opportunities in the city while enjoying the safety and serenity of a suburban environment. This combination of a dynamic location and a thoughtfully designed campus makes Garrison Forest School a unique and inspiring place for girls and young women to learn, grow and thrive.



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Mission, Core Values and Culture

Since 1910, Garrison Forest has remained true to the founding mission articulated by Mary Moncrieffe Livingston: *Esse Quam Videri: To Be, Rather Than To Seem*. The historic premium placed on purpose and agency has been distilled in the Five Core Values that are the pillars of today's Garrison Forest: "Be Authentic; Be Brave; Be Compassionate; Be Curious; Be Spirited." Displayed throughout the campus, these core values inspire the unique path forged by each Garrison student.

In addition, the school's aspirational mindset is the unifying throughline that captures the strength of the Garrison community and rallies students, faculty and alumnae around their cherished traditions. While many schools claim an emphasis on character development, at Garrison Forest, it has always been featured as co-equal with academic excellence and the community has consistently identified itself as a force for good in the Baltimore market, as well as across the country and the globe.

Signature Programs

A constant refrain from key community stakeholders is, "There is no one Garrison girl." Rather, students at Garrison Forest are provided with extraordinary opportunities and encouraged to pursue their own paths – paths of meaning and purpose. For generations and still today, Garrison girls describe their experiences with enthusiasm and a view of their futures that is informed by a passion for learning and growth. Signature aspects of the Garrison Forest experience include the following:

Power of All-Girls: Absolutely every aspect of teaching, coaching, mentoring and raising children and young people is through the lens of providing opportunities and advocating for girls and young women. Not to coddle or protect them, but to challenge them with exceptional opportunities that ensure true confidence in their capabilities. For over 100 years, that has been Garrison Forest's hallmark: producing generations of high achievers and servant leaders.

Connection and Care of Residential Life: Strong teacher/student relationships don't end in the classroom. The boarding experience provides Garrison girls with outstanding role models and a supportive residential environment so that they can develop the responsibility, independence and agency that best equips them to be their fullest selves.





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Enrichment for All Learners: The Boyce Center: The Amabel Boyce '70 Center for Learning and Thriving at Garrison Forest School is a comprehensive program that unites academic enrichment, support, counseling and wellness resources to take a holistic approach to each student. Building on a long history of excellence in educating girls and expertise in how students learn best, the Boyce Center aims to help each student become the healthiest, best version of themselves. At its core is a commitment to research-based best practices in learning for girls and cross-campus collaboration that will create a tailored experience meeting each student's needs. The Center was founded on the idea that students—and especially girls—learn best when their academic and social-emotional needs are met throughout the evolution of their learning journey; support and enrichment is proactive, intentional and meaningful; and they are seen and valued as individuals.

Unique Opportunity: WISE Partnership with Johns Hopkins: Garrison Forest is a nationally recognized leader in STEM programs for girls, including a groundbreaking partnership with nearby Johns Hopkins University—the Women In Science and Engineering program. Through real world experience in labs, working directly with professors in the life sciences and engineering, Garrison Forest School students have contributed to research in STEM, Wellness and Public Health. Garrison Forest students have generated over 30,000 research hours with Johns Hopkins University, and that number keeps growing.

Passion and Purpose: The James Center: Hands-on, experiential learning has always been at the core of the Garrison Forest education. The

James Center provides the ideal hub for learning and leadership, connecting students with service-learning opportunities both near and far, from local activities with the school's signature Service League club or immersive summer experiences abroad. Curricular and co-curricular initiatives and opportunities range from financial internships in Baltimore to service leadership with local organizations; Garrison Forest students opt in to make a difference.

Grace and Grit: Equestrian Institute and Polo: Being a serious student and pursuing a sport at the highest level demands a lot, and the Equestrian Institute tailors a program that provides academic rigor with the most competitive level of riding. Students also note the extraordinarily tight and supportive community in "The Barn" as key to advancing their skills and confidence. The Equestrian Institute and Polo provide all the demands of high-level riding with a team experience, and Garrison Forest is the only girls' secondary school in the country to offer a polo program—a justifiable source of enormous school pride.

To learn more about the community, culture, program and curriculum at Garrison Forest School, please explore the school website at <https://www.gfs.org/>





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Challenges and Opportunities

The next head of school at Garrison Forest School should be prepared to collaborate effectively with a dedicated Board of Trustees and a devoted school community to fulfill the school's mission and to lead the school wisely and confidently into the future by embracing current challenges and seizing new opportunities. These challenges and opportunities include but are not limited to the following:

- Garrison Forest School has a compelling historic mission to develop confident and capable female leaders. The focus on the individual development of girls and connecting them with academic and co-curricular activities and opportunities that advance that mission, as well as immersing them in an inspiring school environment and culture, will remain the essential and central objectives of the school and its leadership. The development, expression and implementation of a strategic vision for the future that advances this mission is critical.
- Boarding shapes and is central to the Garrison Forest experience; all Garrison students are net beneficiaries of a school that is residential and fosters, as a result, a profound sense of community and belonging. Yet boarding schools as an industry, and Garrison Forest as

a residential institution, face significant challenges in response to the uncertain international climate and declining domestic interest in boarding schools. It will be essential in the years ahead to define and market the Garrison Forest boarding program as a compelling and uniquely positive experience and opportunity.

- Garrison Forest is both in reality and by reputation a school with a strong academic program and outstanding teachers. The next head of school must be prepared to interact with bright, engaged and motivated students, teachers and parents with high expectations for the school, while also continuing to broaden understanding, resources and attention to neurodiversity among its students, curricular development, and programmatic innovation. It will be important for Garrison Forest to be forward-thinking, distinctive and uniquely successful both as an institution for girls and in the general Baltimore market.
- With resources and curriculum focused on STEM, Garrison Forest can and should continue to expand experiential and hands-on learning in robotics, coding, AI utilization, and mathematics and science, all areas where women are often underrepresented.
- Garrison Forest's equestrian and polo program are a major and special draw for the school. They should continue to be such, but also build upon and market effectively the school's reputation for combining academic rigor and opportunity and elite level equestrian and polo training and competition.
- Enrollment management, including attracting new students for all entry points, and lowering attrition, will be critical to the future financial and programmatic health and success of Garrison Forest School. While the school is fundamentally financially sound, high tuition and generous commitment to financial aid,



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increasing compensation for employees, as well as the gradual accumulation of deferred maintenance, will be significant challenges for the future leadership. Creative thinking about how to navigate and model for these circumstances will be incumbent upon the next head of school.

- Tradition rightly matters at Garrison Forest, and many traditions are longstanding and dear both to alumnae and current students as their connection to the school and to each other. Balancing traditions with new initiatives, including focus on well-being and mental health, inclusion and belonging, and bold innovation in pedagogy, program and curriculum, will be important.
- Recruiting, motivating, inspiring and retaining top-tier faculty, staff and administrators must be high on the agenda for the next head of school. Strong support systems and commitment to professional development will be essential. Dedication to girls' education will be central to this undertaking.
- Garrison Forest is a school with a deep sense of community built around the positive power of relationships. The head of school must embody, model and foster this spirit and effectively build relationships within all constituencies of the school; the head will need to be visible and an inspiring and unifying presence in the extended community.
- In accordance with its mission and values, Garrison Forest has invested impressive thought, care, resources and energy into building a more inclusive and broadly diverse community. The next head of school needs to sustain this commitment while also further fostering a sense of belonging for all community members so that they feel welcomed, seen and heard.

Key Qualities and Qualifications

The successful candidate to be head of school at Garrison Forest School will be a mission and values-driven leader who will embody and demonstrate most, if not all, of the following skills, qualities, characteristics and experiences:

- Demonstrated success as an inspirational, caring, wise and collaborative leader and educator.
- Ability to serve as a visible, energetic, active and engaged presence in the Garrison Forest and Greater Baltimore communities.
- Breadth of experience and perspective relevant to school leadership and familiarity with school life, academics and programming in a complex PK-12 boarding and day school.





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- Personal integrity, high emotional intelligence and inspirational spirit, along with warmth, enthusiasm, and a sense of humor.
- Demonstrated experience as an ambitious strategic thinker and implementer of strategic vision.
- Capacity to serve as an ethical, firm, decisive and transparent role model for administrators, faculty, staff and students, and capacity to call on others to be their best selves in a community.
- Financial acumen, fundraising experience, entrepreneurial ability, and a record of ambitious and data-driven change.
- Significant experience with building and supporting inclusive and broadly diverse communities.
- Talent in identifying, selecting, retaining and inspiring outstanding teachers, staff and administrators, as well as for supervising, motivating and developing them, and encouraging their professional growth.
- Skill and experience in fostering interconnections across the institution, breaking down silos and developing effective teams, especially among the senior leadership.
- Ability to forge authentic relationships with a wide range of people both within the constituencies of the school and externally, including students, parents, alumnae, and wider community members.
- Superb written, oral, and interpersonal communication skills.
- Willingness to lead in alignment with the mission, core values, and strategic vision for the future of the school.

To Apply

Garrison Forest School has retained Resource Group 175 to support its search for a new Head of School. If you wish to submit your application, you may here: <https://rg175.com/candidates/signup>

An application includes:

- Letter of interest (cover letter)
- Resume or CV
- An educational or leadership philosophy statement
- A writing sample of choice (optional) and
- Names of five current references and contact information (the references will not be contacted until the finalist stage of the process.)

This process is open to candidates interested in starting in the role in either July of 2026 or July of 2027. Candidates with interest in starting on either date should indicate their preference in their cover letter of interest as part of their application materials. All candidates, regardless of start-date preference, will be considered equally in this process.

THE DEADLINE FOR RECEIPT OF APPLICATION MATERIALS IS TUESDAY, JUNE 17, 2025.

The Garrison Forest Search Committee intends to interview semi-finalist candidates off-campus in early August. Finalists will be invited to campus for a two and a half day visit in early fall.

For any questions or further information about the position, please contact either of the consultants below:

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