



EMMA WILLARD SCHOOL

HEAD OF SCHOOL FOR JULY 2017

Boarding and Day School

359 Girls Grades 9 – 12

Troy, New York

www.emmawillard.org



Emma Willard School, founded in 1814, seeks a Head of School for July 1, 2017. The new leader will fully embrace “Emma’s” mission, core values, philosophy and vision; will ensure that Emma remains a global leader in girls education; and will continue to work to guarantee a sustainable future for this vibrant learning community.

In 1814, Emma Hart Willard believed that girls should have access to the same classical education as boys. She opened her home to begin an educational journey that brought her to Troy, New York, where she continued to transform the educational experience for young women. Celebrating its bicentennial in 2014, Emma renewed its commitment to its mission:

Honoring its founder’s vision, Emma Willard School proudly fosters in each young woman a love of learning, the habits of an intellectual life, and the character, moral strength, and qualities of leadership to serve and shape her world.

CORE VALUES

Value Her - Each girl is richer for the meaningful relationships forged here and our community is richer for her unique engagement.

The Journey - Through daily moments of discovery, struggle, failure, success, and connection we develop a belief in ourselves, resiliency of character, and an awareness of the transformative power of impassioned engagement with our world.

Intellect - Our culture delights in questioning, reasoning, envisioning, and finding solutions for the issues that enliven our involvement together, as scholars and as friends. Through critical analysis and independent thought and expression, we discover the power and immediacy of engaging our intellect.

Determination - Encouraged to exercise our will, each member of our community presses toward her/his goals, challenged and fueled by her/his own passions.

Wellbeing - Dynamic balance in mind, body, and spirit is a life-long pursuit that provides a healthy foundation for self-esteem and happiness. We will care for one another—in good times and in bad times.

Visitors to campus will immediately observe that Emma Willard's vision is thriving and evolving to meet the demands of a changing world. As Emma enters its third century, there is a core commitment to provide each girl with an education that is *deeply personal*, challenging her to uncover and pursue her passions. Students thrive because Emma fosters an *authentic culture* of acceptance and inclusiveness, of trust and support, and of genuine relationships among students, faculty and staff. Community spirit pervades every aspect of campus life! And students develop a *distinctive worldview* by living and learning in such a particularly international and diverse community with rich global connections. This *unabashedly Emma* experience unfolds daily in what one student leader recently described as a "thorough" education, which in an ensuing discussion students defined as "more than just rigorous." Girls treat each other with kindness, yet challenge peers to give their best effort. Teachers, administrators, coaches, and residential faculty strive to bring out in each girl the absolute best that she can be, yet they fully appreciate the broad and deep demands of an Emma education. In a phrase, IT IS ALL ABOUT THE GIRLS!

All signs point to a secure, promising future for Emma. The School has

- raised more than \$20 million in the past two years, including a \$15 million cash gift for endowment to support faculty compensation
- enrolled the largest student body in more than five decades
- achieved re-enrollment rates of 98% for the past two years
- reached student capacity with a robust waiting list of best fit girls
- achieved outstanding results in college admissions
- achieved a 54% increase in net tuition revenue since 2012, enrolling 359 girls school wide
- tripled the number of full pay, domestic students over the last three years and simultaneously reduced the financial aid percentage from 53% to 46%
- increased the diversity of the students (36 countries, 26 states, 82 students of color, 76 international students)
- doubled website traffic with an 88% increase in information requests, scheduled visits, click to application since 2012

- refinanced debt for savings of more than \$3 million
- achieved 96% parent satisfaction rate
- successfully completed five-year NYS AIS re-accreditation
- experienced a faculty/staff retention rate, in 2016-2017, of 94%



Enrollment

359 students

219 boarding, 140 day (60% or more of enrollment must be boarders)

9th-75, 10th-93, 11th-100, 12th-90, PG-1

Faculty

teaching faculty: 39 full time & 9 part time, 34 women, 14 men, 95% hold advanced degrees

residential faculty: 9 full time

average experience of all faculty: 22 years

Program

125 courses including 23 advanced placement courses, 33 arts electives, Practicum, Service Learning, STEAM, Signature, residential curriculum, 12 interscholastic sports & 41 extracurricular organizations

Mean SAT scores for the class of 2015 were: 655 in Critical Reading, 664 in Math and 673 in Writing (1991 total).

Students took 307 A.P. Exams: 73% 4's & 5's (115 5's and 109 4's)

PROGRAMS AND TRADITIONS

Emma offers a broad college preparatory program with a strong core curriculum, an unusually attractive variety of elective courses, and Advanced Placement courses in all disciplines. Math and science offerings are popular: 46 of the 77 girls in the class of 2015 took the Calculus APs and 63 took physics and chemistry APs. The STEAM research program enables students in all stages of their academic careers to delve deeply into a topic or area of interest. Other popular courses include Playwriting, Intro to Engineering, Psychology, Jazz Dance, and Astrobiology. Classes meet three or four times a week for periods that range from 45 minutes to 75 minutes.

Classrooms are distributed around campus, with Harkness tables or modular desks in spacious rooms well equipped with technology. Demonstrations and discussions are lively, best illustrated by a recent debate on social conflicts where a classmate from Somalia shared her firsthand experience with civil war. The library serves as a hub for investigations and research, and many study areas are available throughout the campus, including a quiet student room located near the student café and student lounge. There is care and attention given to the girls' need for self-reflection and socializing.

Two programs in particular promote a "deeply personal" experience for Emma students. Practicum is an opportunity for girls in all grades to pursue a semester-long, real-world, hands-on experience in a profession, subject, service learning experience or sport. There is a full-time director who assists the girls in finding mentors, who might be faculty members, coaches, peers, or outside experts. Nearly 80% of the students will have participated in at least one practicum by the time they graduate.



College Matriculation

The 77 members of the class of 2015 attend 56 different colleges and universities. The 91 members of the class of 2016 have garnered acceptances at Stanford, MIT, Yale, Brown (2), Dartmouth, the University of Pennsylvania (2), Cornell (5), Columbia (4), UC Berkley (3), UCLA (2), Michigan (6), the University of Chicago (3), Georgetown (4), Johns Hopkins (4), Northwestern (2), Washington University (4), Boston College (2), Emory (4), Vanderbilt (2), Carnegie Mellon (7), William and Mary, NYU (13), Rensselaer Polytechnic Institute (4), U.S. Naval Academy and the University of Southern California. Among the smaller colleges are Williams, Swarthmore (2), Middlebury, Colgate, Davidson, Carleton (2), Bates, Colby, Hamilton (2), Trinity, Kenyon, Rochester (5), Oberlin, Lehigh (2), Brandeis (2), Lafayette (2), Bucknell, Richmond (2), Skidmore (4), Wellesley (3), Smith (3), Mount Holyoke (6), Scripps, and Bryn Mawr.

Signature is a capstone program for juniors and seniors that allows students to explore a personal passion guided by an on-campus program manager and partnered with an off-campus expert. At the end of the school year, Signature participants make a public presentation of their work to the Emma community, which is reminiscent of Emma Hart Willard's annual parade of her students to present what they had learned to the citizens of Troy. Now in its third year, Signature is growing in numbers, and it is anticipated that in the next few years the program will grow to 90 plus students per year. The Capital Region (Albany, Troy, Schenectady) and established partnerships at Rensselaer Polytechnic Institute provide an abundance of opportunities for Practicum and Signature internships.

The Arts are omnipresent, highly appreciated, and pursued enthusiastically at Emma with a wide variety of offerings; an orchestra with more than 76 students; a string ensemble; and a choir of 90 students, many of whom also participate in other Emma singing groups. The Emma Willard Dance Company travels to perform at a variety of venues, which this year included Montreal and New York City. Dance, music, visual arts and theater offer a combined total of 33 courses.

The athletic and physical education program offers 13 varsity and five junior varsity interscholastic teams. The program is experiencing renewed interest and increased participation with the recent addition of teams and several successful seasons. "The Jesters" are consistently in contention for league championships, and have had success at the state and national levels. This past fall 208 girls tried out for a team sport. Emma is a member of six different athletic leagues. Students may also pursue individual sports interests or select physical education programs or dance courses as an afternoon option. It is expected that each girl will be an active participant in all three seasons. All students must demonstrate competence in swimming as a graduation requirement.

Traditions "uniquely Emma" are sacred and none more so than Revels. Revels is the annual medieval play performed at Emma in December since the early 1900s. Seniors, who audition for their roles in September, portray the Yuletide celebration of a medieval manor family. The roles are kept secret until the parent performance. Each class puts their own unique twists on the play. Other traditions are Opening Convocation,

Eventide, Senior Triangle, Ring Ceremony, May Day, and Senior Retreat. Traditions are near the top of every student's list of what should never be changed at Emma. They describe them with passion and enthusiasm. Traditions play an exceedingly important role in building culture and community at Emma.



Emma Firsts

Oldest continually operated girls school in America.

1st school to engage in gender research (Carol Gilligan's study, 1983-1988)

1st Fair Trade High School in U.S.

1st girls school to join Round Square (2013)

1st school to create a Round Square residence & residential curriculum

Financial

Operating budget: \$20MM

Financial aid: \$4.3MM (46% of students)

Endowment: \$92MM

Tuition: \$56,390 boarding & \$34,200 day

Member of ABOPS

Development

2014-2015 Annual Giving, The Emma Fund: \$2.2MM

2014-2015 total gifts & pledges: \$20.3MM

IDEA Campaign: \$80MM (closed 2008)

STRATEGIC PLANNING

As Emma prepared for its bicentennial celebration, the School launched 2020 Vision. "Our deep personalization, distinctive worldview, and culture of authenticity will continue to set us apart from any other school. To own our position as one of the best schools in the world for girls, we must fully embrace and steward our niche in the educational landscape and, as our founder taught us, boldly innovate our programming where others might hesitate."

PEOPLE AND PLACE

The new Head of School will have an outstanding administrative team: Academic Dean, Head of Students & Wellness, Head of Enrollment Management, Head of Advancement, Chief Financial Officer, Head of Operations, Head of Talent Management, and Head of Communications. The Head of School works closely with the Board of Trustees, which has 22 members, 50% of whom are alumnae. There are 15 honorary trustees. Emma and current students benefit from an active and engaged Alumnae Association. There are 55 current students who are daughters or sisters of alumnae.

The new Head of School will inherit an outstanding faculty: 48 teaching faculty (95% of whom hold advanced degrees) and 10 residential faculty. Emma is committed to residential life, where experienced and dedicated residential faculty work with the girls in the dormitories to provide a well-conceived residential/life skills curriculum, starting with an excellent ninth-grade boarding curriculum. Dormitories are located in the middle of campus on the second and third floors of Kellas, Sage and Hyphen Halls. Arranged as "Halls," they are reminiscent of a traditional boarding school but also have a home-like atmosphere created by the residential faculty and the recent remodeling of common areas and kitchenette areas. By the end of the coming summer, all dormitory bathrooms will have been renovated. There are two themed dormitories in separate buildings: Wellness House and Round Square House for girls interested in the IDEALS (internationalism, democracy, environmentalism, adventure, leadership, service) of Round Square International. An experienced staff, many members with long and treasured tenures, allows Emma to run smoothly and gracefully.



The students are wonderful. Emma is, in their words: curious, creative, dedicated, diverse, encouraging, eclectic, intense, inclusive, motivated, persistent, protective, resilient, and smart. There is a palpable sense of equality and true acceptance among the girls, faculty and staff. The girls are engaged and fiercely protective of their school, ready to challenge the faculty and the school to keep pushing forward, stretching to lead academically, culturally, and socially. They know what is going on in the world and want Emma to be an active participant in the bigger conversation.

After 17 years of remarkable leadership, Trudy Hall will retire as Head of School in June 2016. During her tenure, Ms. Hall brought Emma to prominence as a leader in all-girls education and saw the school through several transitions to grow the enrollment, implement distinctive programming and enjoy a hugely successful bicentennial campaign and celebration. Dr. Sue Groesbeck, a highly experienced school leader, will serve as the Interim Head of School for the 2016–2017 school year.

Emma's beautiful, historic campus on Mount Ida includes 23 buildings. The campus gives a sense of strength, pride and seriousness of purpose. The three oldest buildings, all of collegiate Gothic style—with gargoyles—include classrooms, offices, an auditorium, a dance studio, a lab theater, three residence halls, dining facility, a student center, and a chapel. An art, music, and library complex opened in 1967. The three-story Hunter Science Center houses laboratories and teaching facilities for chemistry, biology, physics, and mathematics. Athletic facilities include a gymnasium with two basketball/volleyball/ indoor tennis courts, full facilities for fitness training and aerobic dance, a weight room, the Cheel Aquatics Center, three large playing fields and an all-weather track. Emma has invested wisely over the past few decades in modernizing the campus and in significant masonry repairs to the main dormitory and classroom buildings. The physical plant is in very good condition. Approximately 75 percent of the faculty resides on campus in attractive houses and apartments.



Emma's location in the Capital District minutes from Albany and down the street from Rensselaer Polytechnic Institute opens numerous internship opportunities in the state legislature, with professors at Rensselaer and in start-up companies surrounding Rensselaer. Emma is only 15 minutes from the Albany International Airport and an Amtrak train station, and is within a three-hour drive or train ride to many larger cities, including Boston, Montreal, and New York. The Capital District is a business hub for many Fortune 500 companies including American Express, JP Morgan Chase & Co., Merrill Lynch, General Electric, Verizon, and Goldman Sachs. Emma is close to recreational and art centers such as the Adirondack Mountains, Tanglewood Music Center, Massachusetts Museum of Contemporary Art, Saratoga Spa State Park and much more. Over one million diverse residents live in and around the region's three mid-sized cities: Albany, Schenectady, and Troy.

THE LEADERSHIP OPPORTUNITY

Over the last five years the Emma Willard School community has managed a remarkable recovery from the economic downturn of 2008, increased enrollment, developed innovative programming, and celebrated 200 years of all-girls education. The School is a leader at the national and international level for its work with its young women or “Emma girls,” as they are known. The next Head of School will find a school community that is poised and eager to collaborate with Emma’s leadership and to define the next steps in distinguishing Emma as the premier learning community for an all-girls school. The new Head of School should be an engaged and active presence in the following areas:

Teaching: The Head must model a deep appreciation and respect for what goes on in the Emma classroom. To ensure the continued excellence of Emma’s faculty, recruitment, development, evaluation, and retention strategies must be the highest priorities for the Head. The School has appointed a Head of Talent Management and provides appropriate professional development funding to support faculty growth.

Administration: The new Head of School will inherit an experienced administrative team and should be comfortable with a “team approach” to clarifying operating principles, roles, responsibilities, and reporting lines, while also flattening the hierarchical structure to foster a deliberate collaborative decision-making process. Good work is underway toward achieving this objective. An internal Community Relations Task Force, created in the fall of 2015 to increase feedback for the Head of School through the voice of the faculty, has enhanced communications between all constituents.

Starting in the 2016-2017 school year, the Head’s Council will replace and continue the good work of the Community Relations Task Force.

Planning: *Vision 2020* provides a compelling framework for Emma’s future. The school community is eager to work with the new Head to develop the vision with specific goals and objectives for individualized learning, community culture, and a distinctive worldview. Many pieces are in place in the curriculum, including Round Square, Practicum, Signature, AWAY and Exchange programs,

student leadership, and service learning. Continuing to strengthen the curriculum in engineering and technology is a priority. The new Head of School will bring integration of these pieces into a cohesive program.

External Affairs: Enrollment, fundraising, alumnae affairs, and the promotion of an all-girls learning environment will be vital components of the future of Emma Willard School and essential work for the new Head of School. The Head must embrace all aspects of the School’s external affairs program and balance active and joyful engagement on campus with extensive off-campus commitments that will advance Emma’s mission and provide a sustainable future for the School.

Finances: The Head must be fiscally responsible and wise. Working with the Board and the School’s CFO, the Head will be responsible for developing the annual operating budget and must be a knowledgeable, dedicated steward of Emma’s resources.



IDEAL CANDIDATE ATTRIBUTES AND EXPERIENCES

Emma Willard School seeks an accomplished leader who is a passionate advocate for girls' education and who will embrace and model the mission, values and vision of Emma Hart Willard and the Emma community. The new Head of School will be an engaging leader who is ready to do her/his best work in guiding Emma Willard School in its third century. Candidates should have significant and successful experience in a senior leadership position. Candidates should possess a track record of successful executive leadership and management expertise, including the ability to:

- develop a shared vision that embodies Emma's history, mission, core values and philosophy, and resonates with current and future members of the Emma community
- cultivate, develop, and implement strategic initiatives and programs
- work with the Board of Trustees, senior administrators, faculty and staff to strengthen and advance Emma, both internally and externally
- work collaboratively with the administration and faculty to enhance Emma's curriculum and program to reflect the needs and all opportunities of a changing world
- engage with and support a comprehensive external affairs program
- promote transparency in all actions and all interactions
- be a visible presence in all facets of school life
- enjoy being engaged with the daily life of the girls

The background of the successful candidate will demonstrate:

- commitment to an all-girls learning environment and to supporting incredible opportunities for girls
- commitment to a student-centered academic environment
- strong teaching experience
- lifelong learning with an advanced degree and ongoing professional development
- a captivating communication style, characterized by clarity of thought and delivery
- significant experience with a residential/boarding environment
- exceptional aptitude for financial management and appreciation for the economics of an institution like Emma
- robust organizational skills and the ability to establish an environment of collaborative decision making, management, and leadership
- commitment to the promotion of educational diversity programming for students and faculty
- strong cultural competencies, with a recognized ability to navigate diverse cultural and social situations with ease and insight

Emma Willard School will be best matched with an accomplished academic leader who is an outgoing, energetic person with a thoughtful and intellectual curiosity who has a strong sense of self, sense of humor and a commitment to serving others.

— INFORMATION ON THE SEARCH PROCESS AND CALENDAR —

A search is underway to identify a new Head of School by October 2016. The new Head of School will assume the position on July 1, 2017.

Emma Willard School is a member of the National Association of Independent Schools and will follow NAIS Principles of Good Practice regarding Head of School searches.

The School has appointed an eleven-member Search Committee to conduct the search and has engaged a national executive search firm, Educational Directions Incorporated, to assist the Search Committee.

Please direct all inquiries, applications, and nominations in confidence to:

Christopher B. Arnold — carnold@edu-directions.com

and

Dr. Jerry Larson — jl Larson@edu-directions.com

Emma Willard School is an Affirmative Action/Equal Opportunity Employer and seeks a diverse and broad spectrum of qualified candidates.

The compensation package will be within the expected norms of comparable NAIS schools and includes an attractive on-campus residence.

Each candidate should submit:

- a letter explaining her/his interest in Emma Willard School, addressed to the Search Committee
- a resume
- a personal statement
- the names, email addresses, and telephone numbers of five professional references (Finalists will be expected to provide 10 additional references.)
- reference letters from two of the five references sent directly to Chris Arnold or Jerry Larson

Electronic submission of credentials is expected.

CALENDAR

Application Deadline	August 19
Candidates Notified of Status	September 8
Semifinalists Interviews	September 17 & 18
Finalist Interviews	Between September 29 and October 14



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