

BRIEF FOR THE APPOINTMENT OF  
**PRINCIPAL**



**ST. CLEMENT'S**  
SCHOOL  
*Passion. Courage. Curiosity.*

**ODGERS** 

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# ABOUT ST. CLEMENT'S SCHOOL

St. Clement's School (SCS) in Toronto is a prestigious, independent girls' day school located in midtown Toronto. Founded in 1901, SCS is known for academic rigour, a commitment to excellence, and its small, close-knit community of grades 1 to 12 all under one roof.

With its stated mission of developing outstanding women who are intellectually curious, courageous, and compassionate, St. Clement's School's approach emphasizes community, wellbeing, and empowerment. The goal is for each of the 480 students to value learning as an outcome in itself, understanding it is about the success of the journey, not just the destination. During the 2026/2027 academic year, the school celebrates its 125th anniversary.



*“An SCS education represents a remarkable opportunity for all of our students to be challenged in their learning while developing their own personal strengths and capabilities. Being a small school with Grades 1-12 learning and playing under one roof enables a sense of community, and allows for countless opportunities to lead, mentor, grow, and be inspired.”*

**~MARTHA PERRY '85, PRINCIPAL**



### SCS 'by the Numbers'

SCS founded  
**1901**

**10**

Heads of School since  
founding

**480**

students enrolled in 2026  
(1-12)

**107**

Faculty and staff members

**6,525**

alums worldwide

**80+**

credit courses offered  
(Grades 9-12)

**15**

Advanced Placement  
courses offered

**100%**

university acceptance

**100%**

graduates are Ontario  
Scholars

**80+**

clubs, forums, committees  
across the full school (most  
student-led)

**1**

full grade trip or experience  
annually, Grades 4-12

**40**

athletic teams across  
15 different sports

**76%**

of students participate in  
at least one sport.

**2**

full school assemblies  
per week

Number of buildings:

**ONE!**

## Vision, Mission, Values

### Our Vision:

To develop and equip courageous and adaptable learners and empower them to make impactful contributions in local, national, and global communities.

### Our Mission:

To develop outstanding women who are intellectually curious, courageous, and compassionate.



### Our Values:

- **Excellence:** Our standards are high, and we pursue them with courage and resilience, supporting each other to reach our goals.
- **Respect:** We value differences and diverse perspectives, consider the needs of others, and demonstrate respect through our actions.
- **Community:** We draw strength and support from openness, inclusiveness, and the spirit of growing, learning, and playing together.
- **Creativity:** We foster an environment that celebrates discovery, original thinking, and innovation; we embrace new ideas and ways.
- **Integrity:** We are guided by honesty and accountability in everything we do.
- **Spirituality:** We honour our Anglican traditions and welcome all faiths to our community. We believe opportunities for reflection and mindfulness foster inner strength.

St. Clement's believes strongly that for people to reach their potential, they must be known and valued for who they are. SCS values each community member's identity and wellbeing. The school's commitment to equity, diversity, and inclusion is central to its community and reflected in its board-approved strategic plan, ongoing learning for faculty, staff, students, and parents, and its leadership in this space, including hosting the annual Equity, Diversity and Inclusion (EDI) conference for CAIS schools. Together, we learn and grow by embracing multiple perspectives, experiences, and cultures. Our differences are our strengths.



## Academics

In order to develop and equip courageous and adaptable women and empower them to make impactful contributions, the SCS educational journey is marked by academic rigour and a curriculum that challenges each girl to learn how to learn: thinking critically and creatively, and problem-solving both independently and collaboratively.

St. Clement's academic priorities form the foundation for its strategic plan:

- **Commit to develop learners:** Ensure curricular and co-curricular experiences challenge students to value learning as an outcome in itself.
- **Provide individual attention to students:** Help students navigate their personal learning journey and understand their strengths.
- **Foster an inclusive and safe environment:** Empower students to engage in and contribute to a community in which everyone feels known and valued.
- **Equip students to manage their self-development:** Provide resources and tools to cultivate self-awareness and support holistic development.

*Everyone at SCS is encouraging about learning new things, and there is a friendly, warm environment. I love all the subjects!*

~ALEXANDRA V. '33

## Junior School

During their Junior School (Grades 1-6) years, the school channels the energy of naturally inquisitive girls through the use of problem-based learning. While building a strong foundation of literacy and numeracy, their learning also incorporates problem-solving and inquiry, integration of disciplines, and hands-on and experiential opportunities.

## Middle School

Building on the foundation of inquiry and problem-based learning, the Middle School (Grades 7-9) focuses on integrated learning opportunities and experiences to encourage interdisciplinary understanding and critical and creative thinking. Subject specialists' instruction provides a depth of knowledge, and choice, differentiation, and acceleration pathways that allow each girl to learn and be individually challenged.

## Senior School

The Senior School (Grades 10-12) focuses on launching life-long learners who pursue particular areas of academic interest, with access to a remarkable breadth of courses and areas of study for ongoing flexibility. SCS is a leader in Advanced Placement (AP) programming, offering 15 AP courses that encourage girls to navigate their personal learning journey, while challenging them to develop their independence.



Underpinning SCS's excellence in Grades 1 to 12 girls' teaching and learning are several foundational elements that are continually evolving to serve the school's academic priorities:

### **Pedagogy**

For nearly 125 years, SCS has been defined by its academic excellence, which requires ongoing intentional and thoughtful evolution. To meet the needs of a rapidly changing world, SCS's educational leadership team is shaping its next chapter, which looks beyond the traditional metrics of a "perfect-on-paper" graduate. The future belongs to those who are highly adaptable. The school's updated educational framework weaves traditional academic mastery together with self-development, and is focused on

three globally recognized, future-ready competencies: teaching girls how to reconcile complex tensions, create new value, and take responsibility.

### **LINCWell**

St. Clement's, a pioneer in integrating wellness into school life, developed and launched LINCWell in 2009, a full school approach characterized by Learning, Individualization, Nurturing, Creativity, and Wellbeing (LINCWell).

Now a hallmark of the SCS experience, students are also connected to LINCWell counsellors from Grades 7-12, providing social-emotional support and academic counselling, empowering them to successfully navigate the opportunities and challenges they will experience while at the school and beyond.

### **Digital Learning and Artificial Intelligence**

St. Clement's proactively tests, develops and launches the latest advancements in digital tools to enhance its teaching and learning, as well as improve students' skills. The school is intentional in its use of AI tools, having developed a Framework for Use of AI at St. Clement's to ensure all have the skills needed to use these tools safely and students learn the importance of discernment and responsible digital learning.



## Student Life

St. Clement's co-curricular philosophy is to provide every girl with multiple opportunities, regardless of the grade level or area of interest, across athletics, arts, STEM, and student-led communities to try, experience, and/or discover a passion. SCS boasts over 80 clubs, forums, and committees, most of which are student-led. Full school assemblies, held twice a week, offer a unique chance for all students from Grades 1 to 12 and staff to learn together and learn from one another. Each assembly has a different theme; the student voice is always the most prominent.

## Athletics

St. Clement's athletics program encourages maximum participation, skill development at all levels, and building healthy lifestyles. Despite its small school size, SCS offers a breadth of offerings, with competitive teams from Grades 4-12. Participation and engagement levels are strong, with 76% of students participating in over 40 available sports. SCS celebrates a long-standing

tradition of achievement across a variety of sports and is proud of its athletes' achievements at CISAA tournaments, Metro Championships, and OFSAA.

## The Arts

St. Clement's students are passionate about the arts, exploring and participating in musical and drama productions, dance clubs and competitions, visual art shows, and musical and choral events. Their creativity is supported by leading-edge resources, including Powell Hall, a state-of-the-art theatre facility.

## Student Leadership

Beginning as early as Grade 7, students can propose and lead activities and clubs for others, culminating in all Grade 12 students taking on a leadership role. Senior students with leadership roles work with SCS staff advisors to reinforce their understanding that leaders are always learning and reflecting on their experiences as part of their personal growth and development.

## Experiential Learning

Experiential learning at SCS challenges students to think beyond their classroom curriculum. In addition to annual grade trips and the Duke of Edinburgh Award, the school enables mutual learning and growth through its longstanding partnerships with the Moose Cree First Nation in Moose Factory, Kâpapâmahchakwêw – Wandering Spirit School, and participation in Round Square conferences.

## Service Leadership

Volunteerism is celebrated at SCS with a requirement that all students graduate with at least 50 volunteer hours completed during their high school years. This exceeds the provincial requirement. Students are also supported to independently seek out external opportunities. The school models the importance of students by celebrating its many volunteers at an annual volunteer assembly.



## Post-Secondary Guidance

St. Clement's students are accepted into top programs and universities in Canada, the United States, and internationally. As students enter the Senior School, they begin a three-year Careers course that provides ongoing learning, advice, and counselling regarding post-secondary opportunities. Guest speakers, alum connections, and university fairs are part of the focused and supportive approach.

## Class of 2025 Graduates – Acceptances

### CANADA

- Dalhousie University
- McGill University
- McMaster University
- OCADU
- Queen's University
- Toronto Metropolitan University
- University of British Columbia
- University of Guelph
- University of Toronto
- University of Victoria

- University of Waterloo
- Western University
- Wilfrid Laurier University

### USA

- Boston College
- Columbia University
- Cornell University
- Georgetown University
- Haverford College
- Rhode Island School of Design
- The New School: Parsons School of Design

### INTERNATIONAL

- Imperial College London, UK
- King's College London, UK
- The University of Edinburgh, Scotland
- University of St Andrews, Scotland

## Beyond SCS – Numbers at a Glance

**56**

Graduates in 2025

**50%**

AP Scholars

**78%**

of AP Scholars earn "with Distinction."

**100%**

pursuing post-secondary education

## Areas of study:

**36%**

Medicine, Kinesiology, Psychology, Nursing, Veterinary Medicine, Animal Biology, and Agricultural Science, Life and Health Sciences

**29%**

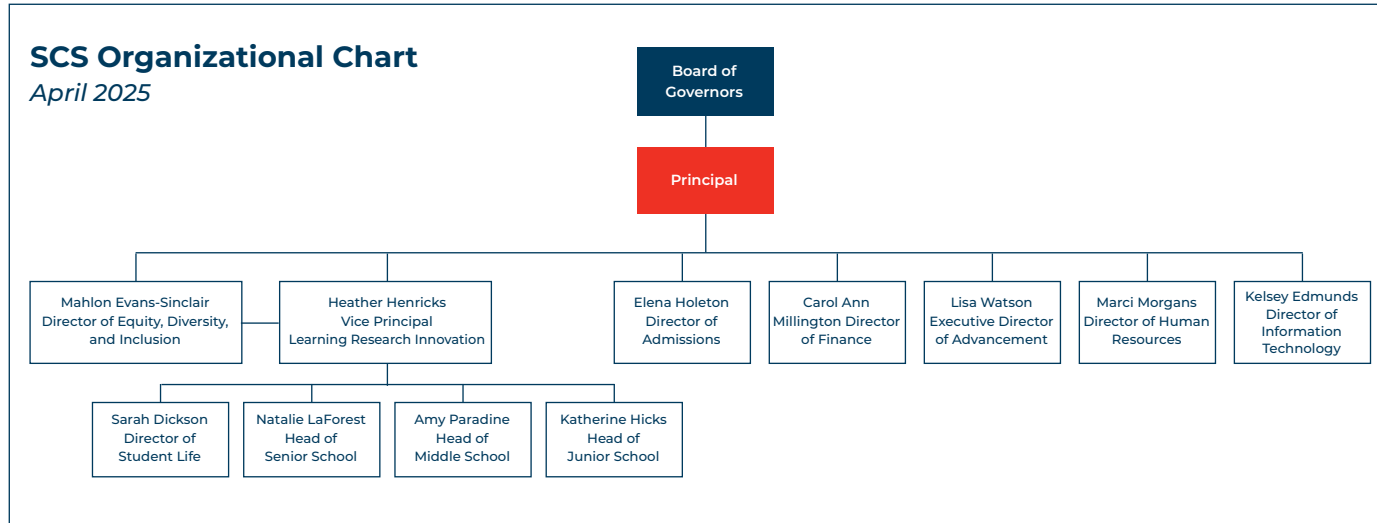
Science, Computer Science & Engineering (Civil, Material, Mechanical, and Science)

**21%**

Art and Design, Illustration, Art History, Advertising, Humanities

**14%**

Business, Law, Economics, Finance, and Commerce



St. Clement's strives to be the employer of choice for faculty and staff who embody life-long learning, curiosity, and continual growth. The school emphasizes professional learning that strengthens individual practice, contributes to collective expertise through knowledge sharing, and positively impacts teaching, learning, and school operations. Faculty 'Positions of Responsibility' are term-based leadership roles designed to develop leadership capacity while modelling shared leadership across the school and providing renewal and professional growth.

### Staff by the Numbers

<b>49%</b> Faculty with a post-grad degree	<b>5%</b> 5-year average turnover
<b>69%</b> Faculty at top of teaching grid	<b>10</b> Average years of faculty tenure
<b>86%</b> Faculty with over 10 years of teaching experience	<b>11</b> Average years of staff tenure

## Community

### Governance

The Board of Governors works alongside School Administration to develop SCS's strategic direction and establish policies and plans to ensure the school's future wellbeing. The current Board consists of 12 experienced and accomplished Governors drawn from the SCS community and elected for three-year terms.

### Faculty & Staff

Reporting to the Board of Governors, the Principal is supported by an experienced leadership team, including a vice-principal and leaders of advancement, admissions, EDI, finance, HR and IT, who in turn lead a team of 107 faculty and business & operations staff. Managing an annual operating budget of \$22M, the team is aligned, experienced, and brings valuable expertise in their areas of specialization.



## Students

From the foundation laid in grade one, students are encouraged and taught to question and discern, make connections within and across disciplines, wrestle with complex issues and problems, be creative, think critically, collaborate with people of differing views, and persist through complexity and uncertainty. The school's structure of grades 1 to 12 under one roof creates opportunities for older students to demonstrate leadership and mentoring of younger students. SCS girls stand out as intellectually curious, courageous, and compassionate.

## Alums

St. Clement's alums bring a wealth of experience from their post-secondary education and careers. They also contribute to students' learning and growth through class visits as experts in their professions and sharing their post-secondary experiences with Grades 11 and 12 students. Through more formal mentorship programming, alums also support each other in their lives beyond SCS.

## Parents

St. Clement's thrives on the energy, creativity, and support of the parent community, who are involved in the day-to-day life at SCS: attending assemblies, sharing interests and expertise with students, participating in a myriad of events, and leading or supporting the school through the Parents Association.



## Facilities

Situated near Yonge Street and Eglinton Avenue, SCS features a performance and lecture hall, a library, an art studio, science laboratories, two gymnasiums, and a drama/dance studio. After the completion in 2024 of an extensive renovation and addition of 38,000 square feet of new learning space, the school features new and refreshed learning spaces, including design and robotics labs, an additional art studio, student collaboration spaces, updated classrooms, a library expansion, and a cafeteria.

As an urban school that is embedded with the community, SCS leverages access to public infrastructure, including transit, sporting and cultural facilities, and parks. In 2022, St. Clement's completed the acquisition of a historical building adjacent to the school, known as The Schoolhouse, which will enhance and enrich St. Clement's strategic approach to experiential learning and community engagement.

# THE OPPORTUNITY

St. Clement's School is seeking a Principal who combines educational leadership excellence with the curiosity and confidence to guide a highly personal, community-centred school into its next chapter. The school stands in an excellent position across every dimension. With strong governance, sound financial footing, and a dedicated team of skilled educators and staff, it enjoys the backing of its parent community and a connected alum network. Above all, it is home to 480 bright and spirited students. The incoming Principal will step into a community that is united, committed, and motivated to build on its reputation as a premier institution in girls' education.



As SCS looks to the future, the community and Board have identified several priorities that will shape the agenda for the incoming Principal.

St. Clement's offers an academically rigorous program that is central to its identity. As global, social, and technological contexts continue to shift, the school is seeking a Principal who will champion thoughtful evolution in teaching and learning – ensuring students graduate not only well prepared for post-secondary study, but confident, adaptable, and engaged with the world around them. The new Principal will continue to lead the work of implementing a new pedagogical approach, which is currently in the planning stages.

St. Clement's is located in a competitive all-girls' school environment in central Toronto. It will be important to continue sharpening how the school articulates and expresses its brand – why and how SCS differs from other schools, and what it offers that makes it special and unique – from admissions

through to graduation and beyond. Its intentionally small size, unified campus, excellent academic program, commitment to personalized learning, and celebration of each girl as an individual are defining characteristics. It does not try to be something it is not; it celebrates exactly what it is, and effectively communicating this will be a focus for the Principal.

Focusing on advancement continues to be a priority. A transformational new 38,000 square foot addition to the school was completed two years ago and is fully paid for. Thoughtful engagement of the broader SCS community to support ongoing financial sustainability and endowment growth is important to ensure that the school can continue its mission and invest in priority areas, including financial aid. The new Principal will play a central role in nurturing a spirit of generosity throughout the school community – and will bring the requisite skills and commitment to this important work.

There is an opportunity to continue strengthening the alum network by building on existing touchpoints, such as mentorship, classroom visits, reunion events, and relevant digital channels, as well as developing new touchpoints. The new Principal is encouraged to explore additional pathways to integrate alum into student life and deepen ties with the Alum Association.

Continuing the work of ensuring SCS is an employer of choice is an important differentiator, so that the school may continue to attract, develop, and retain exceptional faculty and staff in an increasingly competitive talent market. This will require ongoing attention to professional growth, a supportive and inclusive culture, and a compelling employment value proposition. Similarly, the Principal should remain proactive in engaging and building on the strengths of a highly committed parent community, ensuring that communication, involvement, and partnership continue to be nurtured as core elements of the school's success.



The new Principal will come into SCS as the current **strategic plan** comes to its conclusion. The school's CAIS accreditation review will have just been completed. This timing presents a great opportunity, giving the incoming Principal the space to develop a deep understanding of the school, forge meaningful relationships, and immerse themselves in the culture of SCS before engaging the broader community in shaping the next strategic plan. Maintaining momentum within an already high-achieving institution calls for leadership that is both thoughtful and carefully calibrated. The new Principal will demonstrate a skilled and measured approach to navigating change, while inspiring the community to embrace ambitious and forward-thinking goals.

Protecting and building on SCS's core values, traditions, and culture will be a clear priority for the incoming Principal, who must be genuinely committed to engaging with all members of the community. They will be an effective relationship-builder and communicator – compassionate, humble, authentic, and open-minded – with the ability to collaborate with and listen to all stakeholders. Ensuring that SCS remains a warm, welcoming, and inclusive community, where every girl is known and valued and every member feels a sense of belonging, will be central to their leadership. The new Principal must personally reflect the spirit of the school – approachable, engaged, and inclusive – as they lead SCS into the future. This is, in the end, the very heart of the role.



# THE ROLE

Reporting to the Board of Governors, the new Principal will set strategic direction, oversee the execution of key priorities, and attract and retain outstanding faculty and staff. As the public face of St. Clement's, they will inspire and build strong connections with students, staff, alum, and families, further cementing the school's standing in the wider community and with leading external educational organizations. The Principal will ensure SCS remains, at all times, a warm, welcoming, and inclusive place for everyone who is part of it.



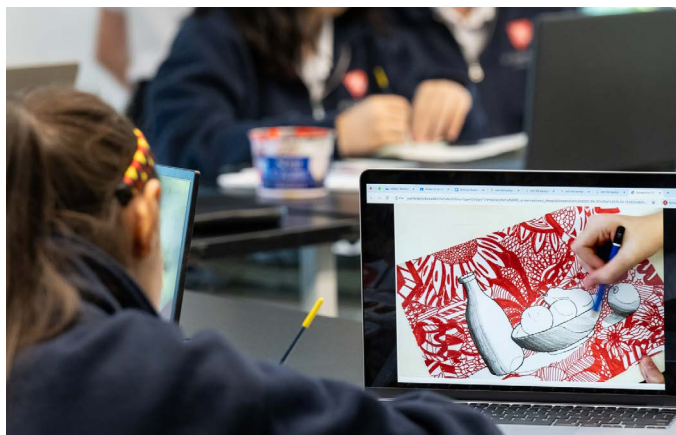
## Visionary Leader

- Championing the value of all-girls' education by ensuring the program, culture, and student experience are intentionally designed to support how girls learn and lead – fostering curiosity, courage, and compassion, while aligning teaching practices and co-curricular opportunities with current research on girls' development and wellness.
- Guiding and supporting a highly capable leadership team, and ensuring that all members remain motivated, encouraged and supported in doing their very best work.
- Bringing energy and ideas to the school's evolution and growth as a world-class girls' learning environment, and inspiring the community to develop and pursue a shared vision for the future.

- Working in partnership with the Board, faculty, staff, and administration in the achievement of the school's goals and objectives and in the development of the next strategic plan.

## Educator

- As the top educational leader of the school, providing overall guidance and direction to all academic and co-curricular programs, fostering new and innovative ideas to ensure that SCS is on the leading edge of girls' education.
- Supporting a robust professional development program and encouraging innovation and creativity in teaching and learning within the context of an independent girls' school.
- Bringing expertise and continually evolving thinking about education in the 21st century and leading the SCS community in pursuit of world-class educational programming – both in and outside of the classroom.



### Relationship Builder

- Demonstrating a genuine and sincere interest in the students and maintaining the warm and open environment that is responsive to their needs and the needs of SCS's community at large.
- Cultivating authentic and positive relationships and leading open, trusted communications with the school's constituent groups – senior leadership, the Board, students, faculty and staff, parents, and alums.
- Supporting the evolution of advancement strategies and fostering relationships with donors, alums, and the broader external community, with a focus on growing the endowment, balancing the operational budget, and ensuring St. Clement's has the resources required to deliver on its mission.
- Engaging proactively with various professional organizations (such as CAIS, ICGS, CIS, and other external stakeholders) as an ambassador of the school and girls' education thought leader, as well as bringing emerging trends, ideas, and partnership opportunities back to SCS.



### Administrator

- Overseeing the school's near-term, annual, and longer-range operational and financial planning, ensuring resources are allocated thoughtfully and trade-offs are managed transparently and responsibly, in alignment with SCS's strategic priorities and in close partnership with the Director of Finance.

- Cultivating and sustaining a high-performing complement of faculty, staff, and school leaders; ensuring that they are supported in their roles, celebrated for their achievements, and held accountable to the school's high standards.
- Being thoughtful about retention, succession planning, and professional growth strategies, all while empowering staff to lead their own portfolios.
- Leading with a data-informed approach to decision-making, using evidence and insights to guide priorities and measure impact; exercising thoughtful, calculated risk-taking to accelerate the pace of implementation and drive progress toward strategic goals.
- Working in partnership with the Board of Governors and Board Chair to ensure strategic alignment and prioritization of goals; maintaining ongoing, transparent and timely communication on all matters relevant to the Board's decisions and direction for the school.



# THE INDIVIDUAL

The ideal candidate is a leader who demonstrates experience with progressive curriculum development and pedagogy, and a proven ability to set strategic direction and vision in complex school environments. They will be a strong relationship and team builder who fosters trust and collaboration across faculty, staff, students, and families. Experience across Grades 1-12 and in girls' education are assets. The successful candidate will lead with integrity, openness, and transparency, modelling these values consistently and embedding them in the culture and decision-making of the school.

*The Search Committee recognizes the challenge and complexity of the position, and that no one individual will have all of these skills and attributes in equal measure; however, the following background, experience, and personal qualities will be sought in candidates:*

## Leadership and Vision

- Demonstrated leadership skills, with the ability to define and communicate a compelling educational vision and long-term strategic direction for SCS, and to inspire the community in achieving these goals.
- The ability to identify trends and anticipate developments in our rapidly changing society, and to lead the community to stay ahead of the curve; exhibits strategic judgment and appropriately paces change to support successful outcomes.

## Educational Leadership

- A demonstrated passion for education, and a proven record as an effective educator and as a mentor of outstanding teachers.
- Strong academic credentials, and an impressive blend of teaching, administrative, and management experience gained in a high-performing school with many engaged constituents.
- A deep understanding of, and continual curiosity about, the trends in education and the particular challenges and opportunities involved in educating girls across Grades 1 to 12.
- A global outlook and an interest in providing students with the opportunities to engage in the wider world and to become global citizens.

## Commitment to the St. Clement's Community

- A demonstrated commitment to the education and development of the whole girl (including socio-emotional well-being, leadership, and belonging); a genuine affection for children of all ages.
- A record in their own life of active support of, and passion for, academics, athletics, arts, experiential learning, and service.
- The capacity and willingness to understand and appreciate the importance of community, to value diversity and inclusion, and to respect and embrace the unique traditions, philosophy, and values of SCS.
- A history of providing a highly visible presence in the school, and willingness and energy to commit themselves wholeheartedly to the particularly full schedule of a thriving independent school.



## Management/Administrative Skills

- An understanding of good governance and the ability to work in an open, transparent, and collaborative way with the school's Board of Governors.
- An excellent delegator and motivator with a track record of empowering people to be their very best, giving them ownership and support of their portfolios, and providing the tools to allow them to grow and thrive.
- Strong organizational skills, and a business and operational orientation, to direct the school's resources – both financial and human – to be used to the greatest effect in the education of SCS students, both currently and in the future.
- An understanding of advancement strategies and approaches, ideally with some prior exposure to fundraising activities; at a minimum, a confidence and capability for fundraising to achieve SCS's goals.
- A demonstrated ability to embrace and communicate change, and the courage, judgment, and wisdom to make important decisions when they have to be made, and to delegate effectively to ensure that they are implemented.

## Personal Qualities

- An authentic personal style that connects easily with others, balances firmness and fairness in problem resolution, and demonstrates an active interest in girls' development as individuals in a community.
- Unassailable integrity, humility, and the capacity to engender respect, trust, and loyalty from constituents across the SCS family.
- Model lifelong learning by actively seeking new knowledge, reflecting on practice, and continuously growing as a leader to stay responsive, relevant, and effective.
- Practices inclusive leadership by actively seeking diverse perspectives, listening thoughtfully to feedback and using input from the community to inform and shape the path forward.
- A high level of personal strength, stamina, energy, kindness, and a good sense of humour.



# ADDITIONAL INFORMATION

## How to Apply

In order to apply, please submit a comprehensive resume along with a covering letter (1.5 to 3 pages in length).

The preferred method of application is online at: <https://careers.odgers.com/en-ca/31162>.

The search committee's consideration of candidates will commence in **late June and continue over the summer**. The successful candidate will be announced in the fall of 2026 and assume the position in the summer of 2027.

Inquiries and accommodation requests should be directed to **Julia Robarts** of Odgers at: [scsprincipal@odgers.com](mailto:scsprincipal@odgers.com) or [416-366-1990](tel:416-366-1990).

## Your Personal Information

At Odgers, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out more about how we process your personal data, a copy of our Privacy Policy is available for your review on our [website](#).

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf, such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

## Equity, Diversity, and Inclusion

St. Clement's School is committed to diversity, equity, and inclusion. SCS values each community member's identity and wellbeing. The SCS community learns and grows by embracing multiple perspectives, experiences, and cultures. St. Clement's is an equal opportunity employer and encourages applications from all qualified candidates. Accommodations will be provided upon request to support applicants with disabilities throughout the recruitment process.





**ST. CLEMENT'S**  
SCHOOL

*Passion. Courage. Curiosity.*

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