



Stuart Hall &
Convent *of the* Sacred Heart

Schools *of the* Sacred Heart | San Francisco

HEAD OF SCHOOL
Convent of the
Sacred Heart
Elementary School

SAN FRANCISCO, CALIFORNIA

FOR A POSITION TO BEGIN IN JULY OF 2012, CONVENT ELEMENTARY SCHOOL IS SEEKING A WARM AND DYNAMIC EDUCATIONAL LEADER WHO IS WELL VERSED IN 21ST-CENTURY BEST PRACTICES IN K-8 EDUCATION FOR GIRLS. THE SCHOOL'S NEXT HEAD MUST EMBRACE THE SACRED HEART GOALS AND CRITERIA AND BE DEDICATED TO THE EDUCATION OF THE WHOLE CHILD.

On the web:

<http://www.sacredsfs.org/ces/>



APPLICATION DEADLINE:
DECEMBER 2, 2011


With a rich history as an independent Catholic school for girls dating back to 1887, Convent of the Sacred Heart Elementary School offers a multifaceted education to more than 300 girls in grades K-8. Committed to academic excellence and to the endowment of spiritual and ethical values, Convent's dedicated faculty blends traditional and progressive educational approaches carefully targeted to the learning styles and developmental needs of young girls.

Convent Elementary is one of four schools that comprise Schools of the Sacred Heart San Francisco, the only Northern California institution to offer single-sex classroom education within a coeducational community. Known as Convent & Stuart Hall, the schools collectively serve more than 1,000 students in grades K-12 in single-sex elementary and high schools on two campuses in the heart of San Francisco. All belong to the Network of Sacred Heart Schools, an association of Catholic schools that share a commitment to the Goals and Criteria of Sacred Heart education.

While the core program of Convent is single-sex, the familial relationship among the schools and the shared campus facilities allow opportunities for the girls to benefit from coeducational experiences with Stuart Hall for Boys.

Led with skill and passion for the past 12 years by Anne Wachter, RSCJ, Convent Elementary School is exceptionally well positioned for a leader who can build upon the school's strong foundation.

Schools of the Sacred Heart | San Francisco at a Glance

|  | Convent of the Sacred Heart Elementary School | Stuart Hall for Boys | Convent of the Sacred Heart High School | Stuart Hall High School |
|---|---|----------------------|---|-------------------------|
| Founded | 1887 | 1956 | 1887 | 2000 |
| Configuration | Girls K-8 | Boys K-8 | Girls 9-12 | Boys 9-12 |
| Location | Broadway campus | Broadway campus | Broadway campus | Pine/Octavia campus |
| 2010-11 Enrollment | 335 | 335 | 180 | 150 |
| Students of Color | 19% | 22% | 33% | 46% |
| % Who Are Catholic | 59% | 60% | 53% | 55% |
| Number of Teaching Faculty | 45 | 45 | 34 | 23 |
| % with Advanced Degree | 64% | 62% | 53% | 65% |

THE MISSION AND PHILOSOPHY

MISSION

Founded in 1887 as an independent, Catholic school, Schools of the Sacred Heart San Francisco carries on the educational mission of the Religious of the Sacred Heart. We share with the other members of the nationwide Network of Sacred Heart Schools five common Goals and the commitment to educate to:

- A personal and active faith in God
- A deep respect for intellectual values
- A social awareness which impels to action
- The building of community as a Christian value
- Personal growth in an atmosphere of wise freedom

A K-12, four-school complex, Schools of the Sacred Heart San Francisco offers the unique experience of single-sex education within a coed community. Students are expected to achieve their highest level of scholarship while learning to assume leadership roles as responsible, compassionate, and contributing members of society.

PHILOSOPHY

Convent & Stuart Hall, a school rich in its core values and Catholic heritage, is committed to academic excellence, to the endowment of spiritual and ethical values, to serving a variety of families in a supportive and welcoming environment.

The school strives to maintain a global, ecumenical perspective enhancing the experience of all constituents including students, faculty, parents, alumni, staff, and administration. The curriculum and extracurricular activities enrich the unique talents and viewpoints of individuals, providing superior programs in academics, arts, athletics, and community service.

The school is fully accredited by the Western Association of Schools and Colleges, the California Association of Independent Schools, and the Network of Sacred Heart Schools.



DEFINING STRENGTHS & UNIQUE ATTRIBUTES OF CONVENT ELEMENTARY



Imbued with a wonderful spirit of warmth and camaraderie, Convent Elementary School inspires girls to pursue their education with passion, active engagement, and a strong sense of their individual strengths. The students are happy, and appreciative of their teachers' genuine interest in all facets of their growth and development. The school community embraces all of its members, supporting families in times of trial and gathering for moments of celebration. The well-educated, loyal, and dynamic faculty and parent body are strongly invested in education and highly engaged in the life of the school.

Demand for the Convent Elementary experience is strong, and the school is fully enrolled. Many parents have children enrolled in more than one of the four schools. While nearly 60 percent of Convent Elementary students are Catholic, families of many faiths are drawn to the tenets of the school's Sacred Heart mission, including its commitment to spiritual development, community outreach, and social awareness. Students of color comprise approximately 19 percent of the Convent Elementary student body. Economic diversity is supported through \$542,665 in financial aid awards to 13 percent of the student body.

HISTORY

St. Madeleine Sophie Barat founded the Religious of the Sacred Heart (RSCJ) in 1800 as a teaching order. Her colleague, St. Rose Philippine Duchesne, came to the United States in 1818 and founded schools here. There are currently more than 200 Sacred Heart affiliated schools and colleges in 45 countries. In the United States, 22 schools comprise the Network of Sacred Heart Schools, all of which are guided by and committed to the Goals and Criteria as their mission.

Schools of the Sacred Heart San Francisco dates from 1887, when it opened as a K-12 school for girls. In 1939, Maude Flood donated her mansion on Broadway to the order. The Grant House next door was purchased in 1953 to house the Elementary School. Stuart Hall for Boys, named for Sacred Heart educator Janet Erskine Stuart, opened in 1956 on the other side of the Flood Mansion as a K-8 school. A second campus was acquired for Stuart Hall High School, which opened in the fall of 2000.

THE FACULTY, ADMINISTRATION, AND BOARD OF TRUSTEES

The 45-member Convent Elementary faculty constitutes a signature strength of the school. An experienced, loving, and collegial group, the teachers are dedicated to their students and to their profession. Professional development is encouraged and supported, both on and off campus. Faculty salaries are locally competitive and based on a single scale that applies to all four schools. The Convent Elementary administrative team includes two Deans, one for the Lower Form (grades K-4) and one for the Middle Form (grades 5-8), who oversee the faculty, students, and educational program. A Curriculum Coordinator, an Elementary School Campus Minister, School Counselor, Enrichment Coordinator, and two full-time Educational Therapists work hand in hand with administration and faculty. A Director of Admissions serving both Convent & Stuart Hall works closely with Convent's Head of School in matters related to admissions and financial aid.



The Head of Convent Elementary reports to the President of Schools of the Sacred Heart San Francisco, who is responsible for the overall operation of the entire four-school enterprise. The President hires and evaluates the Heads of each school and the Directors of the Central Services Departments, who include the Chief Financial Officer, Director of Advancement, Director of Admissions, and Director of Innovative Education and Information. A search is under way now for a new President, who also will join the school in the summer of 2012. It is anticipated that the next President will be named in time to offer input into the final hiring decision for the next Head of Convent Elementary.

As senior administrators, the four school Heads play an important role in guiding the overall direction of Schools of the Sacred Heart San Francisco, meeting weekly with the President. In addition, the four Heads work collaboratively with one another. A recent "Hall and Heart" marketing initiative aims to position the four schools more firmly as parts of a K-12 continuum rather than separate institutions. The 24-member Board of Trustees is a dedicated, professional group that is

moving the school forward with skill and care. The Board includes members of the RSCJ, alumni/ae, and current and past parents. The school Heads attend all general sessions of the Board meetings and provide updates for the trustees periodically.

LOCATION, CAMPUS, AND FACILITIES

Among the school's primary assets are its extraordinarily beautiful facilities with panoramic views of San Francisco Bay. The iconic centerpiece of the school is the historic James Leary Flood Mansion, constructed in the aftermath of the Great Quake of 1906 to provide "a house of marble on a hill of granite." Convent Elementary has been housed since 1950 in the Grant House next door and in Herbst House, a home across the street (purchased in 1986) that provides fifth- and sixth-grade classrooms.

Within the stately mansions and adjacent buildings are exceptional and modern facilities including spacious new Siboni Center for Arts and Science; a 350-seat theater; a beautiful chapel; computer labs; a gymnasium, running track, and fitness room; two climbing walls; and secure outdoor play spaces. A modern gym, the Herbert Center, was built behind the Flood Mansion in 1995. The 42,000-square-foot Siboni Center for Arts and Sciences opened in 2004.



FINANCE AND FUNDRAISING

Schools of the Sacred Heart San Francisco operates with a balanced budget of approximately \$30 million and an endowment of \$14 million. It receives no financial support from either the Roman Catholic Church or the Society of the Sacred Heart. The Chief Financial Officer works closely with each of the school Heads to develop and monitor each school's annual budget.

Last year, more than 1,100 donors (including 100 percent of the faculty and 93 percent of Convent Elementary School families) contributed \$1.3 million to the Annual Fund. The Parents Association works in partnership with all four schools each year to stage several fundraising events whose proceeds (annually ranging from \$350,000 to \$500,000) are generally earmarked to support financial aid. The group also operates a resale shop and organizes a number of successful community-building events each year.

HIGHLIGHTS OF THE CONVENT ELEMENTARY EDUCATIONAL PROGRAM

Discovery is at the heart of the Convent Elementary program. From the daily activities in the classroom to extended field trips to the interactions on the playground, Convent students are engaged in a process designed to encourage experimentation and introspection. The curriculum between and within grade levels is clearly defined and articulated, enabling students to move from grade to grade experiencing continuity, growth, and a sense of appreciation for their own unique learning styles. With an average class size of 20 and a student/teacher ratio of 10:1, all students receive careful attention.

Students are challenged to develop their critical thinking skills by experimenting with problem-solving techniques; manipulating and reorganizing the knowledge that they already possess; and challenging themselves to take risks with new materials and ideas. A variety of engaging enrichment activities in math, science, social studies, and language arts allow students to stretch themselves. A coeducational, K-8 after-school program is available.

Religious instruction is experientially based and age-appropriate, introducing Catholic and Sacred Heart heritage as well as the traditions and practices of other world religions. Emphasis is on the formation of spiritual values and the living out of these values in daily life, as well as on the understanding and acceptance of cultural differences and religious preferences.

Along with the benefits of a single-sex education, the schools provide numerous opportunities for shared coeducational experiences in the arts, athletics, service projects, and social events. In grades K-4, Convent students get together once a week with their "brothers" from Stuart Hall for Boys for a shared learning experience. Girls in grades 5-8 may choose to eat lunch or enjoy recess with their peers at Stuart Hall.

The educational program is presented in two divisions: Lower Form (grades K-4) and Middle Form (5-8), each with its own Dean to address all stages of growth and learning.



LOWER FORM

Classes in the Lower Form, kindergarten through grade four, operate on a quarterly system in which the school year is divided into four nine-week cycles. The academic emphasis is on an integrated approach to learning, often through the use of themes. The core curriculum subjects of literature, language arts, social studies, math, and science are designed to overlap and intertwine, giving students both the content and skills needed for future learning. Language instruction, in French and Spanish, begins in grade three. Classrooms in kindergarten through grade four are staffed with both a lead teacher and an associate teacher.

MIDDLE FORM

The Middle Form consists of grades five through eight. The Middle Form student's academic year is divided into two semesters, with four quarterly reporting periods. Letter grades begin in grade six; fifth grade students receive a skill-based progress report. Fifth and sixth grade students have the same core co-teacher environment as fourth graders, spending the greater part of the morning with one core teacher and the greater part of the afternoon with the other, with specialists' classes woven into the day. Their home base is at Herbst House. Latin is added to the curriculum for all students in grade six.

Grades seven and eight are departmentalized, with students moving around the campus for their different classes. The Middle Form curriculum provides optimal preparation for high school, with comprehensive semester examinations in grades seven and eight; Algebra I in the eighth grade; a preview of high school science offerings; and a concentration on acquiring strong study skills, including time management and organization. Additionally, there is a strong emphasis on the children's social and emotional health as they navigate their way through the developmental changes that occur in the middle school years.

MEDIA AND TECHNOLOGY RESOURCES

Convent students have access to a wealth of information and literature through the extraordinary library resources of the four schools, including the Hoffman Library it shares with Stuart Hall for Boys. Forty-four academic websites and databases are shared among the schools, providing on-campus and remote access to an electronic collection of reference encyclopedias, academic journals, education videos, eBooks, and magazines.

Committed to the technological education of its students, Convent Elementary emphasizes both mastery of computer concepts and the ability to imagine innovative uses for technology across a range of problems and subjects. A set of 20 iPod Touch devices in the computer lab allows entire classes to use them for projects and lessons. Mobile laptop carts give all students access to computers in their classrooms. The Unkefer Computer Lab, shared by Convent Elementary and Stuart Hall for Boys, enables K-8 students, teachers, librarians, and lab instructors to collaborate on curriculum-based projects.

EDUCATIONAL RESOURCE TEAM

The Educational Resource Team (ERT) provides classroom, small group, and individual student academic and social-emotional support. The team includes the Head of School, the Lower and Middle Form Deans, two Educational Therapists, the Counselor, the Curriculum Coordinator, and the Enrichment Coordinator. The team meets weekly with grade-level teachers to introduce and review specific students' progress or concerns about students' academic, social, behavioral, and/or emotional development. ERT also assists classroom teachers in integrating best practices to reach all learners.

ARTS, ATHLETICS, AND EXTRACURRICULAR ACTIVITIES

Art and music are important components of the curriculum and co-curricular program. In grades kindergarten through five, the school follows the Kodaly music program, while older students do more choral singing. Formal choruses begin in grade two with Les Petites Voix and continue with the Elementary School Chorus in grades four through six and with Bel Canto in grades seven and eight. A four-school orchestra and after-school lessons in piano, flute, violin, and guitar are also available. Coeducational fall drama and spring musical productions are open to students in grades six through eight.

By nature of being both Catholic and independent, Convent belongs to two athletic leagues: CYO (Catholic Youth Organization) and BAIAL (Bay Area Independent Athletic League). Competitive athletics begin in grade five with basketball,

volleyball, soccer, and cross country teams. Additionally, there are non-competitive offerings: fitness club, dance club, club tennis, and club golf. The athletics program is focused on the personal growth of student athletes, including learning a sport, physical development, team participation, and fair play.

Convent girls participate with students from Stuart Hall for Boys in fine and performing arts and student leadership activities. Middle Form students may participate in academic competitions through after-school enrichment activities such as the Math Olympiad. Eighth grade students also have an opportunity to participate in a two-week exchange program with other students in the Sacred Heart Network.

CAMPUS MINISTRY AND OUTREACH

Rooted in the Sacred Heart tradition and the expansive and inclusive vision of St. Madeleine Sophie Barat, Campus Ministry programs provide a welcoming and affirming environment for students, faculty, and staff of all faith backgrounds to explore and deepen their faith. Offerings include weekly chapels, periodic Masses, reflection, retreats, music, and opportunities for conversation.

In keeping with the Goals and Criteria, Convent & Stuart Hall students of all ages collaborate on community service projects to support social justice and those in need. Through fundraising efforts, the schools actively support the Religious of the Sacred Heart's mission to bring education to the children of its sister school in Uganda. Heart to Heart, the well-organized local community outreach program of Convent & Stuart Hall, connects the schools to the surrounding neighborhoods. Each year, students fill hundreds of backpacks with school supplies, and older students tutor children from the neighboring communities. Beginning in kindergarten, every grade at Convent has a specific service project. In grades seven and eight, four days each year are dedicated to Goal III (*a social awareness which impels to action*) and the students go off-campus to work at various sites, including the San Francisco Food Bank and the National Park Service.

OPPORTUNITIES & CHALLENGES FOR THE NEXT HEAD OF SCHOOL

The next Head of Convent of the Sacred Heart Elementary School will join a thriving educational community that is well positioned for new leadership and eager to welcome a leader who will bring fresh perspectives. With an established faculty and administrative team, the school for the most part operates smoothly and well. The self-study and reaccreditation process was successfully completed last year, creating a roadmap for future initiatives.

Above all, the next Head must recognize and sustain the vital role that the Sacred Heart Goals and Criteria occupy in every area of school life. As an RSCJ, outgoing Head of School Anne Wachter has ensured that these values are infused throughout the school. They lie at the heart of the school's success and must remain unwavering guideposts for the future.

Among the opportunities and challenges that await the school's next leader are the following:

- The San Francisco independent school marketplace is extremely competitive, with many excellent single-sex and coeducational independent schools vying for the pool of prospective students. While the Schools of the Sacred Heart San Francisco's unique niche – single-sex education within a coeducational community – is a strong selling point, Convent's leader must be continually attentive to the need to position the school as a modern institution that prepares girls for success in the 21st century. The school needs a dynamic leader at the helm – an excellent communicator and change agent with strong interpersonal skills to represent Convent with grace and energy.
- As is the case at most independent schools, Convent's leader must navigate differing perspectives. Teachers expect the Head of School to support them in facing challenges. Parents seek assurance that the Head will rigorously support excellence in teaching. As the leader of one of four related schools, the Head of Convent Elementary must skillfully balance advocacy and cooperation. The schools share many physical spaces and other resources, requiring each of the four Heads to display a generous spirit as well as a willingness to speak on behalf of the best interests of his or her own school. Convent Elementary appropriately values its autonomy as well as its sibling connections; the school community will look to the new Head to act always in the best interests of Convent Elementary's girls.
- Convent will look to the next Head of School to build upon its academic excellence and enhance current curricular initiatives, including promoting professional development in reaching a wide range of learners. The Head will be expected to work alongside the new Director of Innovative Education and Information Services to continue to promote integration of educational technology.

PROFESSIONAL QUALIFICATIONS & PERSONAL QUALITIES

Convent of the Sacred Heart Elementary School is seeking a dynamic educational leader and experienced school administrator who will wholeheartedly embrace the Goals and Criteria of the Network of Sacred Heart Schools. The school's next Head should be an advocate for single-sex education who genuinely enjoys interacting with girls and their families.

PROFESSIONAL QUALIFICATIONS

- Excellent academic credentials, including an advanced degree.
- Substantial experience in school administration.
- A record of success as a classroom teacher, ideally in elementary and/or middle school.
- Commitment to understand and carry out the traditions and values of a Sacred Heart education.
- Familiarity with the benefits of single-sex education for girls, coupled with knowledge of the differing developmental needs of girls across the K-8 spectrum.
- Knowledge of best practices in K-8 education, including differentiated instruction and effective uses of educational technology.
- Exceptional organizational and management skills, including the ability to hire well, supervise effectively, and require accountability.
- Knowledge of and commitment to excellence in the professional development and evaluation of the faculty.
- Excellent communication skills, including speaking, writing, listening, and proficiency with technology.



LEADERSHIP PROFILE

- A visionary leader whose decisions are always informed by the mission of the school and whose actions reflect its core values.
- A collaborative, process-oriented educational leader who is respectful of the faculty's professionalism and eager to engage them in conversations about innovation in teaching and learning.
- A warm and approachable leader who enjoys spending time with students and who will find ways to make authentic connections with the girls.
- An open and responsive leader who recognizes the changing needs of today's families and who is eager to capitalize upon the strengths of the parent body.
- An articulate and persuasive advocate for the school within and outside the Convent Elementary community.
- A positive, inspiring, and motivating leader who will manage change thoughtfully and gracefully.
- A champion for diversity.
- A person of strong personal faith who is comfortable discussing and sharing his or her spirituality with others and is knowledgeable, inclusive, and respectful of all faith traditions.
- A leader with a transparent approach to decision-making.

PERSONAL QUALITIES

- Willing and eager to embrace the Sacred Heart Goals and Criteria as essential guideposts.
- A broad perspective and a global orientation.
- Warm and engaging; a good listener with an instinctive ability to build relationships.
- Energetic, principled, firm, and fair.
- A flexible, adaptable, and sensitive approach to problem-solving.

THE SEARCH PROCESS & APPLICATION REQUIREMENTS

Acting on behalf of Convent of the Sacred Heart Elementary School, Wickenden Associates is actively recruiting talented educational leaders who possess the skills, experience, and personal qualities necessary to meet the challenges of this exciting and rewarding position. The lead consultants are Jim Wickenden (jwickenden@wickenden.com) and Linda Knights (lknight@wickenden.com).



Applicants are asked to submit **by Friday, December 2, 2011**, the following:

- *A cover letter indicating why they are particularly interested in and qualified for the position.*
- *A current résumé.*
- *A statement of educational philosophy and/or other supporting material (e.g. articles or speeches) that would be useful to the Search Committee.*
- *The names, addresses, and telephone numbers of three references. (We will obtain permission from candidates before contacting references.)*

These materials should be transmitted via email attachment to searches@wickenden.com.

After an initial review of applicants, the Search Committee will select semifinalists, who will be interviewed on **January 7-8, 2012**. Finalists will then be invited back to the school for a more comprehensive series of interviews with representatives of the various constituencies. Ideally, a final selection will be made no later than late February 2012. Wickenden Associates will keep all applicants informed of their status throughout the process.

ANTICIPATED SEARCH CALENDAR

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|------------------------------------|------------------------------|
| Application deadline: | December 2, 2011 |
| Selection of semifinalists: | December 15, 2011 |
| Semifinalist interviews: | January 7-8, 2012 |
| Finalist visits: | January/February 2012 |
| Appointment: | February 2012 |
| Start date: | July 2012 |

Prospective candidates are invited to contact Search Consultants Jim Wickenden or Linda Knights at 609-683-1355.

