

PRESIDENT

Schools of the Sacred Heart | San Francisco



Stuart Hall & Convent of the Sacred Heart

Schools of the Sacred Heart | San Francisco

FOR A POSITION TO BEGIN IN JULY OF 2012, THE SCHOOL IS SEEKING AN INSPIRING EDUCATOR, INNOVATIVE LEADER, AND TALENTED ADMINISTRATOR TO GUIDE THE CONTINUING GROWTH AND DEVELOPMENT OF THIS FOUR-SCHOOL COMMUNITY.

THE SCHOOL REQUIRES A MISSION-DRIVEN LEADER WHO POSSESSES EXCEPTIONAL INTERPERSONAL SKILLS, SENSITIVITY, AND GRACE, AS WELL AS A KEEN UNDERSTANDING OF EDUCATIONAL EXCELLENCE, INSTITUTIONAL ADVANCEMENT, MARKETING, AND THE MANAGEMENT OF A COMPLEX ORGANIZATION.

On the web: www.sacredsfs.org

Now in its second century, Schools of the Sacred Heart San Francisco (also known as Convent & Stuart Hall) is among the oldest and largest independent schools in California and the only Northern California institution to offer single-sex classroom education within a coeducational community.


Serving more than 1,000 students in grades K-12 within four single-sex schools on two campuses, Schools of the Sacred Heart San Francisco belongs to the Network of Sacred Heart Schools, a national association of 22 Catholic schools that share a commitment to the Goals and Criteria of Sacred Heart education. Its membership in the Network links Convent & Stuart Hall to more than 200 schools around the world governed by the same philosophical framework.

While the core curriculum of each of the schools is single-sex, the familial relationship among the schools ensures that students have myriad opportunities, K-12, for coeducational experiences through the arts, service projects, social events, student leadership activities, and selected high school language and AP courses.

Occupying one of the premier leadership positions in independent education, the President of Schools of the Sacred Heart San Francisco oversees a multifaceted organization with an inspiring mission, a proud history, and tremendous growth potential.

APPLICATION DEADLINE: NOVEMBER 2, 2011

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	355	338	179	149
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 remains committed to academic excellence, to the endowment of spiritual and ethical values; to the continued representation of the ethnic, religious, and socio-economic diversity of the Bay Area; and to single-sex education.

Catholic in philosophy, the school strives to maintain a global, ecumenical perspective enhancing the experience of all constituents including students, faculty, parents, alumni, friends, staff, and administration. The curriculum and extracurricular activities recognize the unique talents and viewpoints of every individual, 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

The school offers a broad and deep educational experience designed to develop well-rounded young people who are academically well prepared and morally equipped to succeed in high school and college – and also to meet the complex challenges of the modern world.

HISTORY

The Society of the Sacred Heart was founded in France in 1800 by St. Madeleine Sophie Barat. The Order, known as the Religious of the Sacred Heart (RSCJ), was brought to the United States in 1818 by St. Rose Philippine Duchesne. There are nearly 3,500 members working in 45 countries and associated with more than 200 schools and colleges around the world. In the United States, 22 schools comprise the Network of Sacred Heart Schools; all are guided by and committed to the same philosophy as articulated in the Goals and Criteria.

Founded by the RSCJ in 1887, Schools of the Sacred Heart San Francisco began as a K-12 school for girls. After several moves to accommodate a growing student population, the school moved into the donated Flood Mansion in 1939. In 1950, the Grant House next door was purchased to house Convent of the Sacred Heart Elementary School (girls K-8). Convent of the Sacred Heart High School (girls 9-12) stayed in the Flood Building.

Stuart Hall for Boys (K-8), named for the influential Sacred Heart educator Janet Erskine Stuart, was added in 1956, thus establishing a three-school complex on Broadway. A second campus was acquired to house the fourth school, Stuart Hall High School (for boys), which opened in the fall of 2000, completing a full K-12, single-sex program for young women and men.

THE SCHOOL COMMUNITY

Schools of the Sacred Heart San Francisco serves a diverse, well-educated, loyal, and dynamic parent body that is highly engaged in the life of the school. Many families have alumni/ae connections to one or more of the schools and many have children simultaneously enrolled in multiple schools across the Sacred Heart San Francisco community. While approximately 55 percent of the families identify themselves as 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.

The school attracts families who are strongly invested in education and graduates students who are well prepared for success in college and beyond. Over the past four years, Convent & Stuart Hall graduates have enrolled at a broad range of colleges and universities, including premier academic institutions such as Amherst, Boston College, Brown, Dartmouth, Duke, Harvard, Georgetown, Kenyon, Middlebury, MIT, Princeton, Stanford, University of California-Berkeley, UCLA, Vassar, Williams, and Yale.



THE FACULTY, ADMINISTRATION, AND BOARD OF TRUSTEES

At each of the four schools, a talented and committed faculty carefully attends to the needs of the students they serve, both in and out of the classroom. Faculty salaries are competitive and based on a single scale that applies to all four schools. Teachers this year received 3 percent raises.

The President is responsible for the overall operation of the entire enterprise. He or she hires and evaluates the Heads of each school and the Directors of the Central Services Departments, who include a Chief Financial Officer, Director of Advancement, Director of Admissions, and Director of Innovative Education and Information Services – a new and recently upgraded position that reflects the increasingly important role technology plays in education.

The 24-member Board of Trustees, under new leadership this year, is a dedicated and 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.

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." The home was eventually donated to the Religious of the Sacred Heart, who relocated the Schools of the Sacred Heart San Francisco there in 1939. In 1950, the Grant House next door was purchased to house the Convent Elementary School, while the high school for girls remained in the Flood Mansion. A third building to the west (The Hammond House) was added in 1956 to become the Stuart Hall for Boys.



Within the stately mansions and adjacent buildings are exceptional and modern facilities including spacious new art, science, and computer labs; a 350-seat theater; a beautiful chapel; a gymnasium, running track, and fitness room; two climbing walls; and secure outdoor play spaces.



Throughout the years, Schools of the Sacred Heart San Francisco has continued to expand and enhance the main campus. A home across the street from Grant, purchased in 1980, now provides classrooms for fifth- and sixth-grade girls. 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.



THE PINE/OCTAVIA CAMPUS



Acquired in 1998 to house the newest of the four schools, Stuart Hall High School occupies the historic Morning Star School building and maintains close ties to its Japanese heritage. The 45,000-square-foot campus is equipped with modern classrooms, laboratories, and a gymnasium. This vibrant urban campus is situated less than a mile from the Broadway campus. A shuttle carries students and faculty between the two campuses.

FINANCE AND FUNDRAISING

Schools of the Sacred Heart San Francisco operates with a balanced budget of approximately \$30 million. It receives no financial support from either the Roman Catholic Church or the Society of the Sacred Heart. Endowment funds – including general endowment and funds targeted to faculty support and financial aid – total \$14 million. The appointment of a new Chief Financial Officer last year has resulted in improved financial reporting, as well as a more centralized approach to operational and facilities management.

As of the summer of 2011, nearly \$19 million had been raised toward the \$22 million goal for the Framework for the Future capital campaign. Proceeds have already helped to fund a \$16 million renovation of the Stuart Hall for Boys building to meet seismic safety requirements; provide \$3 million in sustaining support for Stuart Hall High School; and support both endowment growth and financial aid programs. In 2011, more than 1,100 donors contributed a total of \$1.3 million to the Annual Fund. The Schools typically enjoy generous support from all constituencies; in 2010-11, 88 percent of parents, 100 percent of trustees, and 100 percent of faculty contributed to the Annual Fund.

In addition, 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 highly anticipated community-building events each year.

AT A GLANCE

Operating budget:	\$30 million
Endowment:	\$14 million
Indebtedness:	\$26 million
Debt service:	\$1.7 million
Total funds raised, 2010-11:	\$4.2 million
Annual giving:	\$1.3 million
Tuition, 2011-12:	
Elementary:	\$24,800
Secondary:	\$33,900
Financial aid, 2010-11:	\$3.7 million
Students aided:	26%

HIGHLIGHTS OF THE EDUCATIONAL PROGRAM

The four schools of Convent & Stuart Hall share a history, philosophy, and many resources, yet each has a distinct personality and strong sense of individual pride. Collectively, they offer more than 1,000 students a rich and well-rounded educational experience within an environment of love and respect.

CONVENT ELEMENTARY SCHOOL & STUART HALL FOR BOYS



The elementary schools provide a challenging academic program that also includes time for a focus on spiritual development as well as myriad extracurricular opportunities. With student/teacher ratios of approximately 10:1, both schools offer intimate learning environments and close attention to the individual needs of students. Although the curriculum and organization of the two programs are similar, each faculty adapts its educational approaches to best meet the interests and learning styles of boys or girls. 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. A coeducational, K-8 after-school program is available for students at both Convent & Stuart Hall. This distinctive blend of single-sex education in a coed environment is a defining and distinctive characteristic of the schools.

At both schools, 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

The lower form emphasizes an integrated approach to learning, often through the use of themes. The core curriculum of literature, language arts, social studies, math, and science is designed to overlap and intertwine. Foreign language instruction in French and Spanish starts in grade 3, and Latin is added in grade 6.

Middle Form

The middle form core curriculum builds on knowledge gained in lower form, moving students into increasingly comprehensive and rigorous academic study. Writing is incorporated into all subject areas. All students complete Algebra I in grade 8. In addition to the strong core curriculum, a variety of subjects taught by specialty faculty – including foreign languages, religion, computer, art, drama, music, and physical education – give both breadth and depth to the program. Middle form students at Convent & Stuart Hall may participate in academic competitions through after-school enrichment activities such as Speech and Debate teams and Math Olympiad. The competitive athletic program begins in grade 5, with teams competing in the Bay Area Independent Athletic League and the Catholic Youth Organization.



Students at both schools benefit from the technology resources of the Unkefer Computer Lab as well as the Hoffman Library and laptop carts. K-6 students meet weekly for computer classes; grades 7 and 8 are scheduled weekly for half of the year.

Art and music are important components of the curriculum and co-curricular program. Each school offers a variety of choruses for students as well as a four-school orchestra and after-school lessons in piano, flute, violin, and guitar. Coeducational fall drama and spring musical productions are open to students in grades 6-8.

Notably, students also have an opportunity to participate in a two-week exchange program with other students in the Network.

CONVENT OF THE SACRED HEART HIGH SCHOOL & STUART HALL HIGH SCHOOL



High School students at Convent & Stuart Hall pursue a rigorous academic curriculum that includes four years of English, history, mathematics, and theology/religious studies; three years of laboratory science and one international language; two years of physical education; and one year of computer science and fine arts. Nearly all students take at least one of the more than two dozen Advanced Placement and honors classes offered on the two campuses. Average class sizes of 16 and student/teacher ratios of 7:1 ensure lively classroom interchanges and close attention to each student's development. For the first time last year, boys and girls were allowed to cross-register for a limited number of coeducational offerings in language and upper-level courses at the sibling campuses. Convent freshmen and

sophomores this year received iPads in a pilot program introducing tablet technology into the curriculum.

The wide variety of available coeducational activities includes drama and performing arts, student government, special-interest clubs, and social events including seven dances. The coeducational Drama Program mounts two large productions each school year, including a fall classical or contemporary play and a spring musical. The Convent Choir presents two concerts each year during the Christmas and spring seasons, and the Convent/Stuart Hall coed choir performs at both the Christmas and Spring Concerts. Publications on each campus include a student newspaper, yearbook, and an online blog.

Convent & Stuart Hall High Schools provide a joint community program on both campuses that enables students and faculty to



engage in co-curricular activities including cooking, dancing, theater improvisation, choir, photography, personal training, ceramics, and digital cinematography, as well as featured guest speakers. Cubs Night Out provides extracurricular coeducational opportunities in San Francisco's rich cultural environment, including ballet, opera, and theatre performances, as well as baseball games, concerts, salsa dancing, bowling, ice skating and movie nights.

Athletics

The schools offer a total of 14 varsity and junior varsity teams, including coeducational teams in fencing, badminton, track, swimming, and cross country. Both schools have posted strong records in a variety of sports. Across all of its major sports last year, not one Stuart Hall team finished lower than second in the league; the school claimed league championships in basketball in 2007 and in baseball in 2011. Stuart Hall recently added 8-man football and wrestling programs as well. Convent teams captured a state basketball championship in 2003 and a league championship in 2010.



CAMPUS MINISTRY AND OUTREACH EFFORTS

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, occasional Masses, reflection, retreats, music, and opportunities for conversation.



Stuart Hall High School is an affiliate member of the Interfaith Center at the Presidio and works closely with the San Francisco Interfaith Council. Affirming the Schools' respect for other faith traditions, Buddhist prayer flags and wheels adorn the Hall's central courtyard. Stuart Hall has invited speakers from many faiths as part of the weekly chapel program.

In keeping with the Goals and Criteria, Convent & Stuart Hall students collaborate on community service projects to support social justice and those in need. At the high school level, Convent students are required to perform a total of 100 hours of community service, and Stuart Hall students must complete 75 hours by the end of the junior year in order to graduate. Many students, however, do much more. Stuart Hall also offers a unique senior-year internship program that connects students with a local service agency. Stuart Hall has hosted a Network of Sacred Heart Schools summer service project for students from around the United States, and its students have participated in similar projects in Connecticut, Michigan, New Jersey, New York, and Texas.

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. An emerging global education program extends the learning environment by connecting the Stuart Hall community with Sacred Heart counterparts in Uganda, Mexico, India, Spain, France, and Nova Scotia, as well as partnering with the Tony Blair Foundation's Face to Faith Education projects. Elementary students venture out to box meals at the food bank and organize donations for disaster relief. Through the Eco-Council, students learn about and practice stewardship of the environment.

The well-organized local community outreach program at Convent & Stuart Hall, Heart to Heart connects the schools to the surrounding neighborhoods. Each year, students fill hundreds of backpacks with school supplies, and many act as tutors to children from the neighboring communities. During the summer, the school offers a five-week summer camp for students, grades K-12. Toy and food drives are conducted throughout the year.

OPPORTUNITIES & CHALLENGES FOR THE NEXT PRESIDENT

The new President of Schools of the Sacred Heart San Francisco will join a complex and vibrant organization which has embarked on its next five-year strategic plan to create a world-class educational institution. This inflection point affords the next President a unique opportunity to influence, guide, and implement the next-generation strategy for the school. The plan, which is expected to focus primarily on programmatic rather than facilities initiatives, will provide a clear roadmap for the new President and is scheduled for completion by early 2012.

Challenged by an increasingly competitive admissions environment and the expenses associated with maintaining a first-rate educational program in prestigious and historical facilities, school leaders have taken proactive steps over the past few years to position the institution for strength and sustainability in the years ahead. A new marketing campaign – *the Hall and the Heart* – reinforces both the benefits of single-sex education and the advantages of coeducation that together constitute a unique niche in the San Francisco educational marketplace. The \$22 million capital campaign will be completed shortly, providing a strong foundation for additional fundraising efforts and additional evidence of the solid support the school enjoys among its constituencies.

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

ADMISSIONS AND MARKETING

While the two elementary schools are at or near capacity, each of the high schools has in recent years experienced fluctuating enrollment, in part due to the severity of the recession. As the youngest of the four schools, Stuart Hall High School has had the most difficulty building a strong enrollment. Faced in 2009-10 with the prospect that the school might close if admissions did not improve, families banded together to raise \$3 million to fund a multi-year plan for the school to reach self-sustainability. Since then, Convent & Stuart Hall has taken a proactive and strategic approach to enrollment management. In addition to the joint *Hall and the Heart* marketing campaign, the school has implemented an innovative early admissions program to encourage Convent & Stuart Hall eighth-graders to remain through high school.



Consequently, both schools saw a dramatic improvement in admissions results for the 2011-12 year. With a record number of applications, Stuart Hall High School this fall enrolled a strong class of 49 boys from 24 middle schools (including 14 from Stuart Hall for Boys), a much stronger showing than in previous years.

The success of these preliminary efforts has driven home the importance of top-level attention to both internal and external marketing. The next President will be expected to build upon the progress already made, focusing on positioning each of the schools as part of a K-12 continuum. The school is also seeking to hire an experienced system-wide Director of Admissions to drive these ongoing efforts.

THE ADMINISTRATIVE STRUCTURE

Improving the organizational structure and effectiveness of the administration will be a top priority for the next President, who will have the opportunity to build upon the significant progress that has already been made in this area. The President should be a gifted administrator and a seasoned manager who can make wise decisions about the roles and responsibilities of individuals in the central office and at each of the four schools.

FINANCE AND FUNDRAISING

Schools of the Sacred Heart San Francisco is carefully managed and increasingly attuned to the importance of developing a financially sustainable model. Ongoing financial challenges include the need to reduce debt, build endowment, maintain competitive faculty compensation, and plan for long-range facilities upgrades. Controlling tuition increases and expanding financial aid resources will be important priorities as the Schools seek to maximize enrollment and broaden diversity. A key priority for the new President will be continued enhancement of the fundraising operation, including a focus on the development of major gifts, planned giving, and the improved cultivation of alumni/ae. To support these initiatives, the school recently hired a new Director of Advancement and is searching for a new Communications Director.

THE SCHOOL CULTURE

As one would expect in a four-school organization, a key challenge for the President is the careful balancing of attention to each of the four school entities as well as the institution-wide priorities. While all four schools share the same core mission, their cultures are somewhat varied based on their different histories. The school community also highly values the fundamental commitment to single-sex education in a coeducational environment that has always been a hallmark of the Schools of the Sacred Heart experience. Recent initiatives to add some coeducational classroom offerings at the high school

level have been well received but require fine tuning. Similarly, the senior administration and the Board believe there may be an opportunity to more closely align the four schools as parts of a K-12 continuum.

Concerns surrounding the discussion of closing Stuart Hall High School in 2010, coupled with recent personnel decisions, have created anxiety among certain constituencies. Faculty, administrators, parents, and students will welcome a President who has the talent and leadership experience to bring the school community together.

The Sacred Heart Goals and Criteria (<http://www.sofie.org/resources-mainmenu-57>) are the school's essential guideposts, leading directly to the unique blend of spiritual, moral, intellectual, and community elements that distinguish Convent & Stuart Hall from its competitors. As the spiritual leader of the school, the President must reinforce these inspiring core values, ensuring that they remain the foundation upon which the future is built.

PROFESSIONAL QUALIFICATIONS & PERSONAL QUALITIES

The new President of Schools of the Sacred Heart San Francisco should be both an experienced administrator and a talented leader who thrives in complex environments. He or she must wholeheartedly embrace the Goals and Criteria of the Network of Sacred Heart Schools and welcome the opportunity to move the school forward in ways that are consonant with the mission and values of the institution.

PROFESSIONAL QUALIFICATIONS

- Excellent academic credentials, including an advanced degree.
- Substantial experience in institutional leadership, ideally within a complex educational environment.
- Familiarity with and appreciation for the traditions and values of a Sacred Heart education.
- Exceptional management skills, including the ability to hire well, delegate effectively, develop the leadership skills of staff, hold all employees accountable, and promote efficiency.
- The ability and willingness to play a key role in the implementation of an effective school advancement program, including both marketing and fundraising.
- Excellent communication skills, including speaking, writing, and listening.

LEADERSHIP PROFILE

- An inspirational leader whose decisions are always informed by the mission of the institution and whose actions reflect its core values.
- A strategically oriented and proactive leader who promotes teamwork and empowers members of the organization to pursue clearly articulated goals.
- An effective fundraiser who embraces advancement and development as critical elements of school success.
- An articulate and persuasive public advocate with exceptional verbal and written communication skills.
- A community builder who can forge a common sense of purpose within a community of many perspectives and competing priorities.
- A highly personable and politically astute leader who connects well with students across the K-12 spectrum as well as with faculty and parents – and who is able to earn and maintain their trust and respect.
- A highly professional, disciplined, and well-organized leader who manages change gracefully.



PERSONAL QUALITIES

- A person of Catholic faith who is respectful of the faiths of others.
- Confident, with the capacity to say no when appropriate.
- Warm and engaging, with an instinctive ability to build strong relationships.
- Undaunted by complexity.
- Committed to social justice and equity.

THE SEARCH PROCESS & APPLICATION REQUIREMENTS

Acting on behalf of Schools of the Sacred Heart San Francisco, Wickenden Associates is actively recruiting talented educational leaders who possess the skills, personal qualities, and management experience necessary to meet the challenges of this exciting and demanding position. The lead consultants are Jim Wickenden (jwickenden@wickenden.com) and Jo Butler (jbutler@wickenden.com).



Applicants are asked to submit **by Wednesday, November 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 **December 3-4, 2011**. 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 January 2012. Wickenden Associates will keep all applicants informed of their status throughout the process.

ANTICIPATED SEARCH CALENDAR

Application deadline:	November 2, 2011
Selection of semifinalists:	November 15, 2011
Semifinalist interviews:	December 3-4, 2011
Finalist visits:	January 2012
Appointment:	January 2012
Start date:	July 2012

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

