



Head of School



SAINT MARY'S SCHOOL

FOR JULY OF 2012, SAINT MARY'S SCHOOL IN RALEIGH, NC, IS SEEKING AN EXPERIENCED, TALENTED, AND PASSIONATE LEADER WHO IS COMMITTED TO EXCELLENCE IN THE EDUCATION OF GIRLS AND ENERGIZED BY THE OPPORTUNITY TO BUILD UPON AN EXCEPTIONALLY SOLID FOUNDATION.

On the web: www.sms.edu



Founded in 1842 and operated throughout much of its history as an intermediate college offering two years of high school and two years of college, Saint Mary's School today is a four-year independent boarding and day high school enrolling 279 girls from 12 states and six countries.

Dedicated to excellence in teaching and learning as well as personal achievement in mind, body, and spirit, Saint Mary's School prepares young women for college and life. Its college preparatory curriculum includes 29 Honors and 16 AP courses.

Associated with the Episcopal Church since its founding, Saint Mary's grounds its students spiritually through its chapel program and ethically with an honor code that plays a vital role in school life.

Since her arrival 11 years ago, Head of School Theo Coonrod has skillfully guided the school through its evolution into one of the largest girls boarding and day schools in the U.S., implementing nationally acclaimed signature programs in technology, academic advising, and life skills. With generous support from Saint Mary's passionate and loyal alumnae, the school is nearing completion of a \$30 million capital campaign that has already led to the revitalization of the historic 23-acre campus near downtown Raleigh – the first phase of a 25-year master plan.

Enriched by beloved traditions and committed to thoughtful innovation, Saint Mary's is extraordinarily well positioned for new leadership.

APPLICATION DEADLINE: AUGUST 23, 2011

SAINT MARY'S SCHOOL AT A GLANCE

Founded: 1842

Location: 23-acre campus near downtown Raleigh, NC

Enrollment: 279
Day: 152
Boarding: 127
International: 26

% of student body belonging to racial/ethnic minorities: 19%

Faculty: 30 full-time, 10 part-time; 75% with advanced degrees

Average teaching experience: 14 years

Average faculty tenure at SMS: 8 years

Endowment: \$18.8 million

Operating budget: \$9.7 million

Indebtedness: \$16.5 million

Campaign: \$27.5 million raised toward \$30 million goal

Total funds raised last year: \$7.2 million

Annual giving funds raised last year: \$993,800

Parent participation in annual giving: 70%:

Tuition and fees, 2011-12:
Boarding: \$39,000
Day: \$18,300

Comprehensive fee: \$2,950

Financial aid awarded: \$1.45 million

% of students receiving aid: 39%

Accreditation: Southern Association of Independent Schools/Southern Association of College & Schools (renewed 2011)

Member: National Association of Independent Schools, North Carolina Association of Independent Schools, National Coalition of Girls' Schools, The Association of Boarding Schools

Mission and Core Values

THE MISSION

Saint Mary's School, a community dedicated to academic excellence and personal achievement, prepares young women for college and life. To accomplish our mission, Saint Mary's School:

- *Challenges each young woman to embrace the habits of an intellectual life, engages her with the past and the emerging future, and empowers her to serve and shape her world.*
- *Fosters in each young woman a spirit of connection to others, guides her in developing her spiritual and ethical integrity, and prepares her to take responsibility for herself and her future.*

CORE VALUES

Excellence in teaching and learning

We value the transformational growth that takes place when teachers and students experience the joy of learning together. A collaborative academic culture nurtures intellectual courage, curiosity, and creativity.

Personal achievement in mind, body, and spirit

We value intellectual, physical, and spiritual wholeness. We inspire young women to discover their talents, pursue their passions, and achieve their personal best.

Honor

We value honor and integrity as central to building character. Our individual and shared commitment to honor, embodied in the Honor Code, creates a foundation of trust and respect essential to an ethical and moral life.

Community

We value relationships that connect us to each other and to the larger world. We aspire to be a nurturing community that respects the dignity of every human being.

Heritage

We cherish and celebrate our heritage, one that is rich in tradition, Episcopal values, and opportunity for women. The best of our past forms the foundation for the best of our future.

HONOR CODE OATH

I pledge that I will uphold the highest standard of personal integrity in every phase of life at Saint Mary's School, and I recognize and accept my responsibility for helping others to live up to that standard.

DEFINING STRENGTHS AND UNIQUE ATTRIBUTES OF SAINT MARY'S SCHOOL

Representing a unique blend of tradition and reinvention, Saint Mary's School draws great strength from its 169-year history of educating girls for lives of success and service. Since deciding in 1998 to eliminate the two-year college component, the school's leadership has responded with vision and creativity by implementing a comprehensive secondary education program tailored to the needs of today's young women. They have accomplished this with grace and sensitivity, introducing thoughtful innovations while continuing to embrace longstanding traditions that have defined Saint Mary's for generations of women.



The school's more than 10,000 living alumnae – including 882 who have graduated since the transformation to a four-year high school – are a precious resource. Although they represent every state and 17 countries, more than half still live in North Carolina. Many remain vocal supporters, keepers of tradition, and an active presence in the life of the school.

THREE SIGNATURE PROGRAMS

In the 13 short years since SMS ended its college program and embarked upon the mission of becoming a first-rate independent boarding and day secondary school for girls, Saint Mary's has developed three student-centered programs that have attracted national acclaim:

1. In 2005, Saint Mary's pioneered the implementation of a technology program that placed tablet PCs in the hands of every student and faculty member. Known as **ATLAS (Applying Tablets to Learning and Academic Success)**, the program is broadly employed across the curriculum, with students using the devices, for example, to compose music, produce videos, record world language homework, and collaborate on multimedia projects. All classrooms are equipped with ceiling-mounted LCD projectors. Faculty, staff, and students are supported by a full-time technology director, a full-time systems administrator, a full-time user support specialist, and two part-time support staff.
2. Through the **MAP (My Achievement Plan) Advising Program**, each new student works closely with a faculty advisor to develop a four-year academic plan and create an ongoing record of opportunities for personal expression, community experiences, notations of student interests, and a record of performance on standardized tests. Each student's advisor becomes her guide and advocate throughout her time at SMS. In addition, each advisor meets daily with an advisory group of six students drawn from different grade levels to create closely bonded small communities within the larger SMS experience.
3. **The COMPASS Curriculum – Women Navigating the World** is a required four-year life skills program that includes both all-day workshops offered throughout the year and a full week of programming in April. Organized around grade-level themes, the curriculum leads ninth-graders through a process of self-exploration. Sophomores focus on their responsibility to themselves and others, while juniors embark on a study of leadership and public speaking, culminating in a public speech to the community. The theme for seniors is independence, including the transition to college and the development of real-world skills. During COMPASS Week, students venture off campus. Ninth-graders challenge themselves in an Outward Bound program; tenth-graders participate in service learning at the Episcopal Farmworker Ministry; juniors focus on school- or family-sponsored college trips; and seniors engage in an off-campus internship.

THE STUDENT BODY

Saint Mary's students are a friendly and able group with a range of academic abilities and interests. Of the 279 students currently enrolled, 54 percent are day students and 46 percent are boarding students. Fifty-seven percent of the boarding students come from North Carolina, with others drawn from California, Florida, Georgia, Indiana, Kansas, Kentucky, Louisiana, Missouri, South Carolina, Tennessee, and Virginia. International students – who constitute 21 percent of the boarding population, come from China, Grand Cayman, Korea, Panama, Switzerland, and the United Kingdom. More than one-third of current students have a legacy connection to Saint Mary's, but SMS has also become

increasingly diverse in recent years. Students of color and international students now account for 19 percent of the student body, up from 10 percent four years ago.

With so many highly regarded colleges and universities located nearby, many SMS graduates remain in state for higher education, with UNC Chapel Hill the most preferred destination, followed by NC State. Over the past five years, Saint Mary's students have earned admission to nearly 200 colleges and universities located throughout the nation, including many of the most highly selective institutions. The 88-member Class of 2011 includes two National Merit Semifinalists and two Commended Students. The mid-50% range of SAT scores for that class are 520-630 Critical Reading, 500-630 Math, and 520-640 Writing. In 2010, 125 SMS students took 262 AP exams, with 68 percent earning scores of 3 or higher.

THE FACULTY, ADMINISTRATION, AND BOARD OF TRUSTEES

Among Saint Mary's strongest assets is its faculty, an experienced group of teachers with a long history of dedication to their students and to their subject specialties. Of the 40 members of the instructional faculty, 75 percent have advanced degrees, including 10 percent with doctorates. Several endowed restricted funds support faculty professional development, including graduate degrees, workshops and conferences, and Advanced Placement institutes. A longstanding faculty evaluation system includes a professional development plan, class observations by department chairs, and student evaluations of courses at the end of each semester.

Six talented senior administrators report directly to the Head of School: the Dean of Academics and Dean of Faculty; the Associate Head and Dean of Students; the Business Manager; the Director of Development; the Director of Admissions; and the Director of Technology and Communication.

The 24-member Board of Trustees includes three current parents, 13 alumnae, and nine past parents (four of whom are also alumnae). The strategically oriented Board has provided effective and appropriate stewardship of the school, including extensive planning and fundraising support.

CAMPUS AND FACILITIES

Saint Mary's historic 23-acre campus is situated just blocks from the state capitol and downtown Raleigh, within easy driving distance of world-renowned Research Triangle Park, an international airport, and several colleges and universities, including North Carolina State, Duke, and the University of North Carolina. The attractive campus consists of 28 buildings, including five designated historic properties. Recent major campus improvements include the renovation of historic Smedes Hall, the central signature building named after the school's founder, as well as the construction of eight townhouses for faculty and staff. The capital campaign also funded numerous infrastructure improvements, including new landscaping and walkways as well as a perimeter fence. Athletic facilities include one of the finest secondary school athletic fields in North Carolina, a new practice field, six tennis courts, and a gym complex that houses an exceptional swimming pool, a fitness center, and two spring-floor dance studios. A large and attractive home for the Head of School is located on campus.

FINANCE AND DEVELOPMENT

Saint Mary's School has an operating budget of \$9,726,013 for the current school year. Tuition and fees net of financial aid account for more than 80 percent of revenue, with most of the remainder provided by the Annual Fund (\$1 million a year) and an annual distribution from the endowment (limited to 5 percent of a 12-quarter trailing average). Salaries and benefits constitute 58 percent of the expense budget, with 8.25 percent allocated to debt service. The endowment, now valued at \$18.8 million, is overseen by a committee of the Board, which has recently introduced a more conservative approach to endowment spending to preserve this vital asset.

In 2004, SMS launched the transformational *Beyond Imagination Capital Campaign*, a \$30 million drive to fund facilities improvements; technology and other programs; financial aid; faculty support; and the endowment. The school has raised approximately \$27.5 million toward the goal, and the Board intends to complete the campaign by the time the new Head of School arrives. Nearly 500 donors have given to the campaign – the largest in SMS history – with 85 percent of the total coming from gifts of \$100,000 or more.

HIGHLIGHTS OF THE SAINT MARY'S PROGRAM

THE ACADEMIC PROGRAM

Saint Mary's offers a varied and challenging curriculum grounded in the liberal arts, including 29 Honors and 16 AP courses. Qualified students may also take classes at local colleges and universities. Graduation requirements include 4 units of English; 4 units of Humanities and Social Sciences, including one-half unit of Philosophy and one-half unit of Government; 3 units of Mathematics; 3 units of Science; 2 units in the same World Language; 1 unit of Visual and Performing Arts; and 3 units of electives. Students must also complete 20 hours of community service each year. World Language offerings include French, Spanish, and Latin. The Kenan Library serves as the center for intellectual life on campus, housing 34,000 volumes as well as 70 magazines and journals as well as numerous online resources. It is open more than 83 hours per week and serves as a popular spot for independent and collaborative study.

The SMS curriculum reflects best practices in the education of girls, with an emphasis on creating a cooperative, connective, inclusive, hands-on educational environment. The faculty is increasingly focusing its curriculum development efforts on the 21st century skills of communication, collaboration, character, creativity, and critical thinking as well as the introduction of global perspectives. In recent years, cross-curricular humanities courses have been developed in World Studies, Western Studies, and American Studies.

ACADEMIC SUPPORT SERVICES

With a student-faculty ratio of 8:1 and an average class size of 12, personal attention is the norm at Saint Mary's. Faculty members are available during an all-school tutorial period each day. In addition to the comprehensive MAP Advising Program, student support services include a writing center, study skills assistance, college counseling, limited specialized support for students with learning issues, and a Curriculum Assistance Program for new students requiring help with the transition to high school.



THE ARTS



SMS is renowned for its variety of arts activities, including visual arts, music, drama, and dance. Performance groups include the Orchestris Dance Theatre, Chorale, and string and flute ensembles. Private voice and instrumental lessons are offered as well. For 30 years, the school has hosted its Smedes Parlor Concert Series, inviting top musicians to perform in one of the most beautiful and historic settings on campus, complete with a Steinway grand piano, excellent acoustics, and elegant crystal chandeliers. Students also perform recitals here. Saint Mary's participates in the Spoleto Study Abroad Program, sending students to Italy for a summer opportunity to experience a rich and varied arts curriculum.

STUDENT LIFE

THE CHAPEL PROGRAM

The beautiful and historic chapel serves as the center of spiritual life at Saint Mary's and the chief symbol of its highly valued affiliation with the Episcopal Church. The Chaplain, an Episcopal priest, oversees twice-weekly chapel services attended by all students and advisors. Boarding students attend a Sunday evening service as well. A student vestry, the chapel leadership organization, works closely with the Chaplain, and students serve as lay readers, speakers, marshals, acolytes, and crucifers. Chapel services provide a time for quiet reflection and community celebration. While the services are grounded in the school's Christian



and Episcopal foundations, students are not required to take Communion. The Chaplain also provides pastoral care and counseling to the entire Saint Mary's community.

RESIDENTIAL LIFE

Saint Mary's offers a close-knit and multigenerational boarding community that includes a variety of families. Thirty-seven faculty and staff members live in campus housing, including dormitories, the health center, newly constructed townhomes, school-owned condos and duplexes, and four single-family homes. The residential life team provides a strong adult presence and compassionate support for boarding students. In addition, most non-residential employees participate in the residential program through weekend duty or assignment to the Smedes Activity Desk.



A variety of weekend and evening activities are offered on and off campus, most of which are also available to day students. A selective boarding prefect program trains and empowers young women to exercise leadership within the residential life community, including prefects specifically trained to support international students.

HEALTH SERVICES

The Binder Health Center, available to both day and boarding students, includes a six-bed infirmary and provides round-the-clock care for students. Two full-time residential nurses staff the center and provide health education.

STUDENT ACTIVITIES

SMS offers myriad opportunities for students to build connections, explore new interests, and develop leadership skills outside of the classroom. Six theme-based campus weekends are offered throughout the year, helping to strengthen relationships between day and boarding students. The COMPASS Leadership Program trains students in student government and the various prefect programs. Many clubs and organizations have long traditions at Saint Mary's, most notably the Granddaughters Club for legacy students, which has existed for more than 100 years.

ATHLETICS

SMS competes in the Triangle Independent Schools Athletic Conference and the North Carolina Independent Schools Athletic Association. The program accommodates a range of skill levels and encourages both participation and competition. Offerings include JV and Varsity teams in cross country, field hockey, golf, tennis, volleyball, basketball, swimming, lacrosse, soccer, softball, and track and field. Approximately 65 percent of the students participate in interscholastic competition.

In addition to the competitive sports offerings, the required PLUS program provides students in grades 9 and 10 with a range of fitness activities including tennis, water aerobics, spinning, yoga, and fitness walking – some of which are offered through a partnership with the local YMCA located nearby.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT HEAD OF SCHOOL

The next Head of Saint Mary's School will join a wonderful school community with a rich history and a promising future. With a comprehensive self-study and reaccreditation process successfully completed this spring; a record-breaking capital campaign about to be concluded; and a new strategic planning process set for next year, SMS is extraordinarily well positioned for new leadership. The community will welcome a new leader who can build upon this solid foundation to move Saint Mary's School to the next level of excellence and institutional strength. It will be particularly important for the next Head to communicate effectively and often with all school constituents, many of whom are deeply invested in the school and passionate about ensuring that its enduring values are honored.

Among the specific opportunities and challenges awaiting the next Head of School are the following:

ADMISSIONS AND MARKETING

Like many independent schools, SMS has experienced a decline in admissions activity since the economic downturn of 2008-09. Peak enrollment hit 297 that year, and has dropped 6 percent in the two years since. With an unusually large class graduating this year, a further decline in enrollment to between 255 and 260 is projected for 2011-12. An optimal enrollment of around 300 would enable the school to function more efficiently and to offer a greater breadth of programs. An admissions office reorganization is under way, with a new, highly regarded Admissions Director just brought on board. With the benefit of insights gained from a consultant study, SMS will launch several new initiatives both domestically and internationally. From a strategic perspective, SMS is refining the target markets it intends to pursue most aggressively, including the traditional domestic marketplace close to home and the international marketplace that has become a more important component in recent years.

FINANCE AND DEVELOPMENT

Because the decline in enrollment was accompanied by a 20 percent net decrease from the peak market value of the endowment, SMS – like many schools – is faced with the challenge of balancing competing financial demands, including deferred maintenance, debt service, financial aid, and escalating health care costs. When the capital campaign is concluded next year, attention will shift to the growth and refinement of the ongoing development effort, including the Annual Fund, major gifts, and planned giving.

THE EDUCATIONAL PROGRAM

The Saint Mary's faculty is engaged in exciting conversations about the curriculum of the future, including the knowledge and skills young women will need to succeed in college and beyond. The vision of introducing more cross-curricular and globally conscious initiatives is complicated by the reality of the current structured, three-tier (college prep/honors/AP) curriculum and the demands of the increasingly popular AP program. The decision this year to eliminate the AP designation from courses in World Languages was not well received by some parents, reinforcing the importance of effective communication as an essential aspect of managing changes to the curriculum. Implementing the vision of curriculum reform will also require heightened professional development opportunities for the faculty as well as enhanced mechanisms for collaboration between academic departments.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

Saint Mary's School is seeking as its next Head of School:

- A strategically minded leader who is committed to thoughtful innovation and careful execution.
- An open and direct leader who can articulate a realistic vision to inspire, unify, and challenge the school community.
- A leader of unquestioned honor and integrity who will support the school's Episcopal values and serve as a role model for students and adults.
- A wise steward of financial, physical, and human resources.

The successful candidate should possess:

- Solid academic credentials, including an advanced degree.
- Substantial experience in teaching and educational administration, ideally in an independent secondary school of high quality.
- Knowledge of and interest in best practices in the education of girls and 21st century curriculum, including the use of technology to support learning.
- The ability and willingness to participate fully in the external aspects of school leadership, including marketing and fundraising.
- Respect for tradition and skill at change management.
- A warm and gracious personality, coupled with exceptional communications and interpersonal skills.





ANTICIPATED SEARCH CALENDAR

Application deadline:	August 23, 2011
Selection of semifinalists:	September 7, 2011
Semifinalist interviews:	September 23-25, 2011
Finalist visits:	October 2011
Appointment:	November 2011

THE SEARCH PROCESS AND APPLICATION REQUIREMENTS

Acting on behalf of Saint Mary's School, Wickenden Associates is actively recruiting talented educational leaders who possess the skills, personal qualities, and experience necessary to meet the demands of this exciting and challenging position.

James Wickenden (jwickenden@wickenden.com) and Jo Butler (jbutler@wickenden.com) are the lead consultants.

Applicants should submit by **Tuesday, August 23, 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 Committees will select semifinalists, who will be interviewed over the weekend of **September 23-25, 2011**. Finalists will then be invited to the school for a more comprehensive series of interviews with representatives of the school's constituencies. Ideally, a final selection will be made by November. Wickenden Associates will keep all applicants informed of their status throughout the process.