



Santa
Catalina
School



Santa Catalina School

Head of School Position Statement

Monterey, California
July 1, 2022



THE OPPORTUNITY

“There’s something magical about Santa Catalina. You feel it from the moment you arrive on campus.” A common refrain about this singular school. Welcome!

Santa Catalina School, located on the iconic Monterey Peninsula on the Central California Coast, seeks its next head of school for July 2022. A compelling combination of educational programs for young people, PreK-Grade 12, Santa Catalina stands poised to launch its next chapter and seeks a leader who understands and appreciates the history, culture, and promise of this noteworthy school.



The School identifies itself as “an independent school in the Catholic tradition,” and delivers on its promise of inspiring students to embrace academic challenge and develop a sense of purpose “to serve the world with courage, grace, and compassion.” The community extends a warm welcome to every child and adult--a palpable commitment to kindness and respect--and holds fast to its motto of “Veritas” as the aspirational North Star for the life of the mind. “Head and heart” are

manifest in the program and ethos of Santa Catalina. Graduates describe their time at Santa Catalina as “profound and transformational.”

The next leader of Santa Catalina will steward the all girls Upper School, committed to both boarding and day students, and the coed Lower and Middle School, drawing from the local communities. The School also draws hundreds of young people to its successful summer camps.

The profile of the School appeals: a gracious and appealing 36-acre campus, solid financial stability, committed Board of Trustees, devoted body of alumnae, talented faculty and staff, and truly engaging, capable young people. Santa Catalina has a well-established reputation for its academic excellence and for its unparalleled ability to nourish its students in mind, body, and spirit. And now a new chapter awaits! The next head of school at Santa Catalina will carry on the legacy and beloved traditions of the School’s successful 70-year history while guiding the School forward with strategic vision, creativity, and courage.

SANTA CATALINA MISSION

Santa Catalina School exists to develop in each student a striving for excellence, a maturing awareness of moral and spiritual values, a sense of responsible purpose, and a determination to serve the world with courage, grace, and compassion.



SCHOOL HISTORY

Santa Catalina School for Girls was founded by the Dominican Sisters of San Rafael in 1950 under the leadership of Mother Margaret Thompson, Mother General of the Dominican Congregation. In its opening year, the School welcomed 40 girls, 32 in 5th through 8th grades and eight in 9th and 10th grades. Sister Mary Kieran led the School from 1950-1965, followed by Sister Carlotta (1965-2002) and Sister Claire (2002-2016). Santa Catalina separated from the Dominican Order in the mid-70's and became an independent school. A core group of six sisters remained in place and created exceptional programs and laudable stability. In 1971, the School expanded to include a coed Pre-kindergarten and Kindergarten, with its first coed eighth-grade class graduating in 1982. To its credit, the School made a remarkably successful transition to Margaret Bradley, its first "lay leader," in 2016, and all agree that the School has continued to flourish.

LOCATION, FACILITIES, AND FINANCES

Santa Catalina is situated in a spectacular setting just a few miles from the Pacific coast in Monterey and near the seaside communities of Carmel and Pacific Grove. The campus is stunningly beautiful, with traditional hacienda-style buildings, a gracious chapel built in 1954 as well as more modern architecture such as the "C2" science and math building, named for Sisters Claire and Christine, designed by a Santa Catalina alum and completed in 2016. Purpose-built arts facilities, commodious dormitories, and light-filled classrooms are nestled in rolling green open space, with a nearby athletic field, gymnasium, track, tennis courts, and pool. Gardens and lovely outdoor gathering spaces round out the beautiful campus offerings.



Financially, the School has been consistently well-managed. Santa Catalina carries no debt and has set aside strong reserves (which will need to be replenished after the Covid crisis abates). The School enjoys a \$47M endowment and recently completed a successful \$50M capital campaign for endowment, building projects, and tuition assistance. There has been remarkable Annual Fund growth over the past several years, with the Santa Catalina community crossing the \$1M mark in 2020. The singular challenge is enrollment, which, while on an upswing before the pandemic, has not filled the dormitories (or high school day student population) to capacity. Lower School enrollment vacillates depending upon Monterey Bay demographics and will need attention as well.

THE SCHOOL COMMUNITY

Students

The coed Lower and Middle School currently numbers 247 students, PreK-Grade 8, with 27% students of color, primarily Hispanic and Asian. Financial aid is awarded to 47% of LMS students. The gender balance in the LMS is relatively even, although there is often a slightly higher number of girls. The Upper School currently enrolls 209 young women, 103 boarding and 106 day students. (The capacity for the residential program is 160 students.) International students in the residential program currently hail from Mexico, China, Hong Kong, Taiwan, Jakarta, Switzerland, Germany, and South Korea. Domestic boarding students come from 13 different states with a majority from the west coast, 29% of whom are students of color. With the significant influx of international students in the Upper School residential program, Santa Catalina provides a defining global perspective for all students. Fifty percent of day students and 30% of boarding students receive financial assistance.





One student describes what she appreciates about Santa Catalina: “I believe that Catalina is so successful because of its emphasis on community and its dedication to selecting the kindest, most talented, incredibly driven students...the faculty make themselves available to help and encourage students to be the best that they can be academically. Amidst a rigorous academic environment, having people that support and help you is invaluable.”

Faculty

The faculty of Santa Catalina includes approximately 60 teachers, teaching assistants, and specialists, and the staff provides a variety of support services through administrative and student services. The Santa Catalina faculty is experienced and dedicated to the mission of the School, and the School reports less than an overall

10% attrition rate. All personnel embrace the “whole child” ethos of the School and the importance of character development, beginning with the school’s Pre-Kindergarten students and extending to those young women headed out to university and the working world.

One faculty member wrote: “Attention to the student’s unique purpose is most central to our mission. With that comes being responsive to each student’s individual needs...and having the School feel like a home away from home whether you are a day or boarding student.”

Administration and Staff

Santa Catalina has two Assistant Heads of School, one of whom is responsible for stewarding mission and identity and the other attending to programs and operations; two Division Heads--the

Head of Upper School with nine direct reports, and the Head of Lower and Middle School with eight. The School also has a full External Affairs team made of a communications team of four, and a development team of seven. Two admissions directors report to Division Heads in the Lower and Middle and Upper Schools, and the Business Manager works in collaboration with the Assistant Head of School and a team of people in charge of facilities, transportation, housekeeping, and maintenance. The administrative team is seasoned and experienced, and the new Head of School will inherit a team that collaborates and steps up to challenges.

Alumnae

With 71 years of alumnae (women graduates from the Lower and Middle and Upper Schools) and alumni (8th grade boy graduates) as



well as international alumnae, the Alumni Association has over 6,800 graduates to keep in the Catalina fold. There is a dedicated alumnae/i administrator at the School, an Alumnae Council of Directors, 18 chapter chairs across the country and around the world, Class Agents and Class Correspondents and a bi-annual publication "The Bulletin" that keeps graduates apprised of the Lower and Middle and Upper Schools. Several annual gatherings and events support Catalina alums in meeting their bold vision statement: "We are an intergenerational community of women striving to grow spiritually, creatively, and intellectually. We foster individuality and fortitude while sustaining and extending the

Santa Catalina experience through gifts of time, energy, and financial resources."

Parents

The parent body at Santa Catalina is particularly engaged and generous. Parents at the School are drawn to the School's commitment to character development as integral to the program: children are asked to be kind, civic-minded, and community-oriented, and parents happily follow suit. Approximately 40% of families identify as Catholic, and all appreciate the on-going commitment to a values-based educational program combined with academic achievement. The traditions of the School, such as holiday celebrations, special School events, and

performing-arts events captivate large and enthusiastic audiences. All parents in the School are members of the Parents Association and contribute eagerly as trusted partners of the School.

Trustees

The School is governed by a dedicated group of 22 trustees, many of whom are alumnae or parents, and all of whom are devoted to the long-term sustainability of the School. The Board has an enviable commitment to best practice in governance through supporting the mission and school leadership, managing fiscal oversight, and setting strategic priorities effectively.





PROGRAM

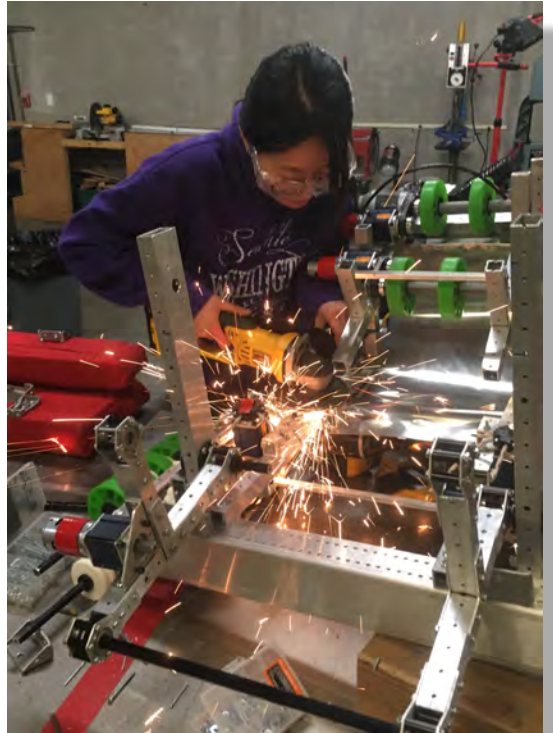
The Lower and Middle and Upper Schools at Santa Catalina are all housed on the same campus, embrace the same mission and values, champion academic excellence and the development of character and purpose for each student. Thorough descriptions of courses and the particulars of the curriculum are available on the website, by division: [Lower School Curriculum](#), [Middle School Curriculum](#), [Upper School Curriculum](#).

Signature programs are both appreciated and highly regarded.

The Lower and Middle School

The strong Lower and Middle School program includes robust programs in science, math (Singapore Math), literacy (Lucy Calkins' program is used for writing instruction), social studies, and environmental studies. Weekly assemblies celebrate the community and build cherished

connections across grade levels. A cornerstone of the Lower and Middle School experience is the Compass Program: students enter mixed-grade circles in "houses" named for the four School values (Excellence, Responsibility, Spirituality, and Service) with the compass needle being Veritas, the School motto. Lower and Middle School students enjoy field trips, outdoor education, excellent arts offerings, and learning support that provides remediation, reinforcement, and extensions of the learning in the classroom. Physical Education instruction is creative and responsive to the needs of students; during the pandemic, physical education teachers devised an on-line "Wake Up Catalina" workout that was both popular and effective at keeping students physically active.



The Upper School

Among the signature programs of note in the Upper School is the Marine Ecology Research Program (MERP), which uses the Monterey Bay National Marine Sanctuary, an environment so rich in biodiversity it is known as "the Serengeti of the Sea," in a sequence of learning and increasingly independent research. The program commences in the sophomore year and culminates in a senior-year capstone marine biology project. MERP complements the significant array of [Advanced Topics](#) courses in the curriculum.

A comprehensive advisory four-year program, Journey, is also in place, fostering leadership skills, self-knowledge and reflection, college counseling and career aspirations, service and philanthropy. Through





the program, girls deepen their understanding of themselves, build their confidence, and learn the value of encouraging and supporting peers. Upper School students also have access to a school counselor. A school-wide health and wellness initiative was begun four years ago and created in collaboration with Duke Integrative Medicine. Launched first in the Upper School, the initiative promotes a culture of self-care, life balance, spiritual awareness, relational community, and personal agency.

The Certificate Programs in visual and performing arts are noteworthy for the ambitious panoply of girls-only productions with 70% student participation: two musicals, one play, student talent show, Christmas concert, Senior Production, and Evening of the Arts--every year! The girls do everything from scenic design, lighting, and carpentry to acting, ushering, and playing in the orchestra. Visual arts are also a vibrant part of the program, and on all fronts, "Students run the show!"

Finally, 75% of Santa Catalina girls participate in athletics, everything from water polo and tennis to lacrosse, soccer, and volleyball. Students also lead a robust number of clubs, from a variety of affinity groups to a new Purple Club that takes on the challenge of conducting civil discourse in the political realm.





OPPORTUNITIES AND CHALLENGES AHEAD

The School will ask its next leader to embrace and act on the exciting opportunities and challenges ahead for the next chapter of Santa Catalina's trajectory:

Visionary educational leader: Define and implement a visionary and relevant future for Santa Catalina. Develop the culture of continuous improvement while respecting the traditions and history of the School. Provide inspiring curricular leadership for PreK-Grade12 program, support the School's commitment to academic excellence and professional development, and ensure the quality of the residential program.

Caring community builder. Cherish and nurture the Santa Catalina culture, which has long been characterized by warmth, kindness, and respect. Embrace fully the School's inclusive spiritual ethos and time-honored values as a reflection of the School's mission. Be a visible and engaging presence.

LEADERSHIP QUALITIES AND TRAITS

The School seeks a dynamic leader who is deeply familiar with leading a transformational educational program. Approachable and warm, engaged and energetic, the School's new head of school will become an integral part of this inclusive community. Communication skills will be paramount, as will be the courage to make difficult decisions in the School's long-term interests. One trustee reflected that "presence and backbone" might be the two most important qualities in the new head and added quickly "a sense of humor, too!" Faculty noted that a passion for the education and character development of girls and young women and a delight in interacting with children of all ages, from the youngest PreK students to those preparing to graduate, will be central to the new head's success.





to enhance the reputation of the School and draw interested families to the School.

Diversity, Equity, and Inclusion advocate. Embrace and embed a commitment to diversity and equity for all constituencies. Develop curriculum, hiring practices, and training that will ensure a culture of belonging for all members of the community. Encourage opportunities to engage and deepen conversations about racial, ethnic, and gender diversity.

Experienced multi-divisional leader. Understand and implement effective multi-divisional identity and support. Clarify leadership roles and responsibilities as well as systems and decision-making processes that support a high-functioning PreK-Grade 12 school that is both coed and single gender, both day and boarding.

Commitment to all girls education. Articulate and promote the School's commitment to the education of young women with a focus on developing and expanding the on-going leadership programs and wellness initiatives. Assure the relevance and dynamism of a program to prepare young women to face confidently the challenges of our times.

Impactful enrollment strategist. Create expanded outreach to

galvanize stronger admissions results in a competitive environment. Analyze the forces at work in determining boarding and day enrollment in the School, and sustain effective marketing and outreach efforts. Develop partnerships in the local and international communities

Skilled change management. Ability to craft the path and the narrative for change. Engage all constituencies in future-oriented scenario planning. Set goals and realistic timelines effectively. Implement the current strategic plan along with new initiatives.





Dynamic communicator. Ability to communicate policies and initiatives across all constituencies. Know how to tell the stories that vivify Santa Catalina and the benefits that students experience. Connect with the vibrant alumnae and alumni communities.

Financial sustainability. Support the financial health of the entire School through continued rigorous, disciplined management of the School's financial resources. Support fundraising objectives. Attend to the on-going needs of the facilities and plant management responsibly and efficiently. Evaluate the overall staffing of the School in light of program needs and fiscal responsibility.

Organizational development. Attend to Human Resources policies and practices that promote fairness and transparency for all employees. Clarify administrative roles and responsibilities. Ensure a high-functioning senior leadership team that supports on-going and new initiatives at the School.

A final comment from a Santa Catalina Board member: "Santa Catalina School is steeped in a tradition of excellence in academics, spirituality, community, and service. The new head must embrace the past but at the same time boldly direct Catalina to evolve and thrive in a changing world of academia and society."



APPLICATION PROCESS

We welcome applications from those who are eager to take on the opportunities and challenges of this remarkable School.

Candidates interested in applying to become Santa Catalina's next Head of School may apply online at: <https://rg175/candidate/signup>. The application includes:

- Letter of interest
- Resume
- Writing sample (can be an article, educational philosophy, or personal statement)
- List of Five References

If you have any questions, please contact RG175 consultants:

Coreen Hester
chester@rg175.com

or Catherine Hunter
cshunter33@gmail.com

The deadline for receipt of full application materials is **Friday, April 23, 2021**. We encourage interested applicants to indicate their interest in the position and to submit application materials in a timely manner.