



**Position Statement  
Head of School  
St. Anne's Episcopal School  
Middletown, Delaware  
Start Date: July 1, 2024**

# St. Anne's Episcopal School

## Head of School Position Statement



**St. Anne's**  
EPISCOPAL SCHOOL

Driving down a pastoral country lane, past cornfields, woods, and an abandoned silo, one may see an occasional deer, fox, or heron, and have a glimpse of Silver Lake, before the welcoming red doors of the St. Anne's Episcopal School come into view. St. Anne's was founded in 2002 in an extraordinary act of generosity from their neighbor across the lake. St. Andrew's School, a prominent boarding school, wanted to create a strong, independent elementary school in the community. St. Andrew's made 125 acres of land and a cash grant of ten million dollars available to St. Anne's and set the new school in motion. St. Anne's then used the cash grant to build the school and create an endowment now approaching eleven million dollars.



## OVERVIEW

St. Anne's today, in their 21st year, is a thriving Preschool through 8th grade day school enrolling over 300 students. The school building is now operating near capacity, there is no substantial deferred maintenance, and the facilities are safe, well used, and attractive. St. Anne's has established a wonderful sense of community with an ethos of caring and support, small classes, and personal attention. This is a school where truly, every child is known and loved. St. Anne's is an Episcopal school that lives out the expression "where all are welcome." The school employs a chaplain who teaches religion classes, holds weekly chapel programs, and has a history of inclusion, mutual respect, and encouraging diversity. The St. Anne's faculty are loyal, loving, in many cases long serving, and are highly regarded by school parents and students.

## THE SETTING

At the time of the school's founding, Middletown, Delaware was a sleepy rural town with only one or two stop lights. Twenty years later, Middletown with a population of 24,000 is the fastest growing town in Delaware and has become a bedroom community to both Philadelphia and Wilmington. The number of young professional families in the community is on a steep upward trajectory. Last July, Fortune Magazine ranked Middletown fifth on its list of "50 Best Places to Live for Families," noting that "Middletown offers residents a small-town atmosphere while providing access to major metros." Twenty years ago, residents had to drive a distance to shop, dine, and find a hotel, now nearly everything is close at hand.

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- We seek families who want to partner with us and who value a small, nurturing school with a stimulating academic program that includes a spiritual component.
- We encourage the hard work and extra effort needed for students to be at their best in all things.
- We value contributions to society by helping our students to reach out to serve others, both within our school walls and beyond.
- We value our community by relying on the commitment of time, talent, and resources of our students, faculty and staff, families, trustees and the community at large to help us fulfill our mission.

## THE MISSION

St. Anne's prepares students for secondary education and lifelong learning. We strive to enhance the intellectual, spiritual, physical, social and artistic growth of our students so that they may realize their potential for good as citizens of local and world communities.

### Guiding Principles

- We hold respect, responsibility, and compassion as core values of the school community.
- We believe that students learn best in classes that are small enough for the students to be well known and the instruction differentiated.
- We recruit, retain, and honor skilled and caring faculty, who will stimulate, challenge, and guide their students, and we offer ongoing professional development to help our teachers continue to grow in their craft.
- We seek bright, motivated students from diverse backgrounds, who will bring energy, enthusiasm, imagination, curiosity, creativity and a sense of humor to our community.

## FINANCES

St. Anne's has an enviable balance sheet with an endowment approaching eleven million dollars and debt of approximately three million. They have a generous financial aid program with 48% of school families receiving some support with grants averaging \$9,800. Twenty-one percent of gross tuition goes toward financial aid.



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### ENROLLMENT

St. Anne's enrolls many of its students from Middletown, but attracts students from across the region and offers transportation to students in Dover, Delaware and Chestertown, Maryland. This year 37 students at St. Anne's are the children of faculty and staff, and 36 are the children of St. Andrew's faculty from across the lake. Forty percent of St. Anne's students are students of color.



### ACADEMICS

St. Anne's is committed to providing a thoughtful, rigorous, and supportive academic program that challenges students to think critically, collaborate effectively, and communicate clearly while receiving the individual attention and support they need to grow and thrive. At every step, the dedicated teachers are ready to assist the students become resilient, independent young people who realize their potential for good as citizens of local and world communities.



The school's 125-acre campus, encompassing woodland fields, stream, and lake, offers countless outdoor learning opportunities through which St. Anne's students gain confidence in being in nature as well as a better understanding of their role in how to preserve it.

According to a 2022 independent survey conducted for the school, 94% of alumni and 100% of former families stated that the academic foundation and academic preparation offered by St Anne's enabled its graduates to perform well at subsequent schools and colleges.



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## GOVERNANCE AND LEADERSHIP

The Board of Trustees is active, engaged, and fully committed to the school. When St. Anne's was founded, the bylaws called for the Board Chair to be part of the St. Andrew's school community, and that remained the case until the bylaws were amended this year, granting the school independence to chart its own course and choose its own Board Chair. The current Board Chair Harry Baetjer is a long serving independent school administrator who is excited about the mission of the school. The remainder of the Board includes dedicated St. Anne's parents and alumni, independent trustees, the Bishop of Delaware, and the head of school at St. Andrew's. St. Anne's has enjoyed stable leadership with just three heads of school since their founding. The current head Barry Davis assumed the leadership in 2019 and will depart in June 2024 to become the head of school at the McLean School in Potomac, Maryland.

## ATHLETICS

St. Anne's interscholastic sports program is a huge part of after-school life for students in grades 6-8. They participate in the Delaware Interscholastic Athletic Association and field nine teams across three seasons. St. Anne's offers the following sports: soccer, lacrosse, basketball, baseball, cross country (co-ed), field hockey (girls), and volleyball (girls).

## FACILITIES

The school building at St. Anne's has one wing dedicated to middle school, the other to preschool and elementary education. There is also a full-sized gym, music and art rooms, an IT lab, an attractive second-floor library, a cafeteria, and offices throughout. The lakefront campus features playgrounds and playing fields, multiple trails, an outdoor chapel set in a wooded amphitheater, and several outdoor classrooms that were particularly useful during COVID, which now serve as a viable asset to the curriculum.



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## OPPORTUNITY AND CHALLENGES

St. Anne's is a young school and a small school, and knows it cannot be all things to all people. The school is firm in its commitment to maintaining its Episcopal identity and ensuring that they continue to be a caring and inclusive community. St. Anne's lives out its compelling tagline, "Where children are known, loved, challenged, and inspired," but, as Middletown and the school grow, the school is evaluating their future student profile, whom they should enroll, and how much academic and emotional support they can provide. While the balance sheet is excellent, they added several staff positions in recent years and are now running a deficit. They raised money for a ropes course and built outdoor classrooms to explore more opportunities to educate children outside. Going forward, how can they afford to provide more learning support, balance the budget and strategically develop outdoor education?

As a young school, what should be the "differentiators" for St. Anne's? They are the only PK-8 independent school within a 45 minute radius and have a beautiful campus and an Episcopal identity, but going forward, what else should make them unique? There is a new strategic plan being developed this year, but the Board hopes that the new head of school will influence this final document.

The successful candidate to be head of school at St. Anne's Episcopal School will be a mission and values-driven leader who will embody and demonstrate most, if not all, of the following skills, qualities, characteristics, and experiences:

- Compassionate educator who supports and embraces the values and beliefs consistent with the Episcopalian identity and understands how these roots can influence the school culture.
- Financial acumen, fundraising experience, with a record of thoughtful and data-driven decision making.
- An entrepreneurial spirit, willing to lead and share a vision for the growth and prosperity of the school.
- Interest and experience in building and supporting a robust outdoor education program.
- Capacity to serve as an ethical and transparent role model for administrators, faculty, staff, and students, and capacity to call on others to be their best selves in a community.
- Active listener with a collaborative nature and strength as a community builder.
- Ability to serve as a visible, energetic, active and engaged presence.
- Experience with building and supporting diverse, equitable and inclusive communities.
- Personal integrity, high emotional intelligence, and a motivating spirit, along with warmth, energy, enthusiasm, and a sense of humor.
- Talent for identifying, selecting, retaining, and inspiring outstanding teachers and administrators and inspiring them and encouraging their professional growth.
- Demonstrated experience as a strategic thinker, as well as with the development and prioritization of strategic plans.
- Demonstrated strong communication skills, both oral and written.
- Earned an advanced degree.

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## TO APPLY

St. Anne's Episcopal School has retained the services of Resource Group 175 (RG175) to assist in its search for a new head of school. If you wish to submit your application, please do so at: <https://rg175.com/candidate/signup>

Applications to include:

- Letter of interest (cover letter)
- Resume or CV
- Personal, leadership of education philosophy statement
- Names of five current references and contact information

Applications must be submitted by Friday, October 27, 2023.

### FURTHER INFORMATION

To learn more about St. Anne's and its many programs please click on the following link: [www.stannesde.org](http://www.stannesde.org)

If you have questions about St. Anne's or the search process, please do not hesitate to be in touch with the search consultants:

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