



**SAINT MARY'S HALL**  
**SAN ANTONIO, TEXAS**  
**HEAD OF SCHOOL**  
**START DATE: JULY 2020**  
**[WWW.SMHall.ORG](http://WWW.SMHall.ORG)**



**Carney  
Sandoe**  
& ASSOCIATES



The mission of Saint Mary's Hall is to prepare our students for success in college and fulfillment in life.

## OVERVIEW

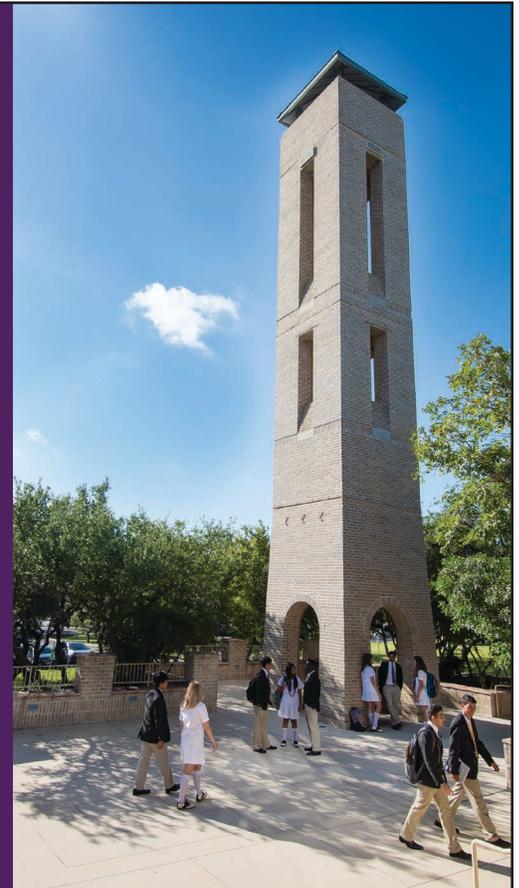
According to its students, graduates, faculty, staff, and parents, there is something special and personal about their experience at Saint Mary's Hall. That special something is more than the high quality of its academic program, which prepares students to thrive at the nation's most selective colleges and universities. The full suite of artistic, athletic, and service-oriented extra-curricular activities allows students to explore and expand their passions. The School's pervasive sense of community, which embraces and includes students from all backgrounds, encourages all to discover their best selves.

Saint Mary's Hall in San Antonio, Texas, a coeducational school of 891 students from Montessori PreK3 through Form (Grade) 12, seeks a Head of School to lead the preeminent college preparatory educational institution in South Texas. Founded in 1879, Saint Mary's Hall was initially an all-girls boarding school affiliated with the Episcopal Church. Today, Saint Mary's Hall is an independent co-ed day school serving students and families of all faiths and backgrounds.

Situated on a beautiful, tree-covered 60-acre bluff above Salado Creek in Northeast San Antonio, Saint Mary's Hall creates a strong sense of community where every child is known by teachers, staff, each other, and in turn, themselves. KNOW AND BE KNOWN is more than a saying at Saint Mary's Hall – it is a daily charge to all members of the community. This culture of trust makes Saint Mary's Hall a student-centered school that draws outstanding faculty, engaged parents, and uncommon levels of support from every constituency.

## Fast Facts

891	Current enrollment
383	Lower School students PK3-Form 5
188	Middle School students Forms 6-8
320	Upper School students Forms 9-12
15	Average class size
208	Full-time faculty and staff
54	Faculty with advanced degrees
19	Average years of teaching experience
11	Average faculty tenure at SMH
50	Student zip codes represented
35%	Students from underrepresented populations
\$2M	Financial aid awarded annually
26	AP courses offered in Upper School
92%	Students scoring 3 or above on AP Exams (all AP students take exams)
100%	College admission
14	National Merit Scholars (average per year from 2014-18)
46	National Hispanic Merit Scholars (average per year from 2014-18)
75%	Form 7 students who qualify for Duke TIP Program (average per year from 2014-18)



Saint Mary's Hall currently seeks a new Head of School effective July 1, 2020. The last Head of School search was conducted during the 2004-2005 academic year. The School has had a stable leadership environment for well over a decade, with Jonathan Eades serving for 14 years on the Saint Mary's Hall campus in roles ranging from Head of Upper School, Assistant Head of School, and for the past nine years as Head of School. Jonathan's move to the Head of School role was a smooth and well-planned leadership transition.

## SCHOOL HISTORY

Saint Mary's Hall was founded by the West Texas Diocese of the Episcopal Church in 1879 in the heart of downtown San Antonio. The School served both local girls and girls from South Texas ranches. Over the years, Saint Mary's Hall moved from the original downtown location to three other campus sites as the School grew. Boarding was a staple of Saint Mary's Hall school life from 1879 through 2003 when the boarding program ended. Another major change occurred in 1987 when the enrollment of boys made the School coeducational.

Last year marked the 50th anniversary of the School's move to its 60-acre Starcrest Drive campus. Saint Mary's Hall's campus serves all students in state-of-the-art facilities housed in buildings designed by noted architect O'Neill Ford. Over the years, the Board of Trustees and school leadership have endeavored to preserve the campus as one of the crown jewels of San Antonio.

The nearly \$30M *I AM SAINT MARY'S HALL* Capital Campaign was the last campus-wide renovation, taking place from 2010-2013. Through the campaign, the School set out to improve, expand, and build six major projects on campus. By the end of the *I AM* Campaign, the Peggy Pitman Mays Dining Hall, Social Science and History Center, Alonzo Ancira Event Center, McCombs Family Athletic Complex, Coates-Seeligson Theater/Chapel, and Kim & Rod Lewis Track & Field were updated, expanded, or



newly built. Prior to this campaign, the Kelso Upper School classrooms and the Marris and Verna McLean Library were completely renovated in 2008, and the Ewing Halsell Middle School was completely renovated in 2005. As part of its ongoing campus improvement initiatives, the School recently opened a new Technology Center and an expanded and upgraded baseball/softball complex.

Beyond its investment in bricks and mortar, the School has a demonstrated commitment to financial health and long-term sustainability. The School currently benefits from a nearly \$60M endowment that serves the school broadly. In addition, during the 2014-2015 academic year, the School raised nearly \$5M to inaugurate an endowed fund to honor its retiring head of school that would assist Saint Mary's Hall in attracting and retaining a highly qualified faculty and supporting student financial aid. This endowment continues to grow annually.

Saint Mary's Hall is accredited by the Independent Schools Association of the Southwest (ISAS) and maintains memberships in the following associations: American Montessori Society, College Board, Educational Records Bureau (ERB), National Association for College Admission Counseling (NACAC), National Association of Independent Schools (NAIS), and The Enrollment Management Association.

## ACADEMICS

Recognized for its outstanding academic offerings, Saint Mary's Hall echoes the offerings of a liberal arts college with a rich, rigorous curriculum; passionate, expert faculty; extensive fine arts; and a competitive athletic program with unique sports offerings. Graduates exit Saint Mary's Hall confidently armed with the academic skills, deep knowledge, and self-confidence needed to thrive in college and find fulfillment in life. Students are taught by experienced faculty to reach their full potential in all subject areas through a vertically aligned curriculum in Lower School, Middle School, and Upper School. The leadership of the school's curriculum and instructional programs



is provided by the Curriculum Council, comprised of the Dean of Academics, Department Chairs (Chairs are responsible for PreK3-Form 12 curriculum), Division Heads, the Head of School and key administrators. This coordinating body provides direction and alignment for the instructional and academic programs.

## ATHLETICS

At Saint Mary's Hall, athletics play a vital role in the development of our students. More than 80% of Upper and Middle School students play at least one sport, and many athletes participate in three sports annually. Saint Mary's Hall fields teams in nine Upper School boys' sports and ten girls' sports, while Middle School fields twelve teams. The Lower School also sponsors parent-coached teams in all major sports. Saint Mary's Hall Upper School athletes compete in the Texas Association of Private and Parochial Schools (TAPPS) athletic league. The school mascot is the Saint Mary's Hall Baron, a warrior symbolic of the inner-toughness, grit, and determination of students.

## FINE ARTS

The Fine Arts program serves as one of the key distinguishing features of the Saint Mary's Hall experience for students in all three divisions. The Tobin Fine Arts School excels in dance, theater, speech and debate, media arts, music, and visual arts. The Lower School program consists of four fine arts disciplines; Middle School offers 11 fine art classes, and Upper School offers 39 fine arts courses. The faculty of the Tobin Fine Arts School is the largest fine arts faculty of any school in the San Antonio area. Each year there are 4 dance productions, 8 drama productions, 12 music performances, 16 campus art exhibits, 30 speech and debate tournaments throughout the country, and over 90 films screened at festivals nationwide.



## KEY DISTINGUISHING POINTS

### College Counseling

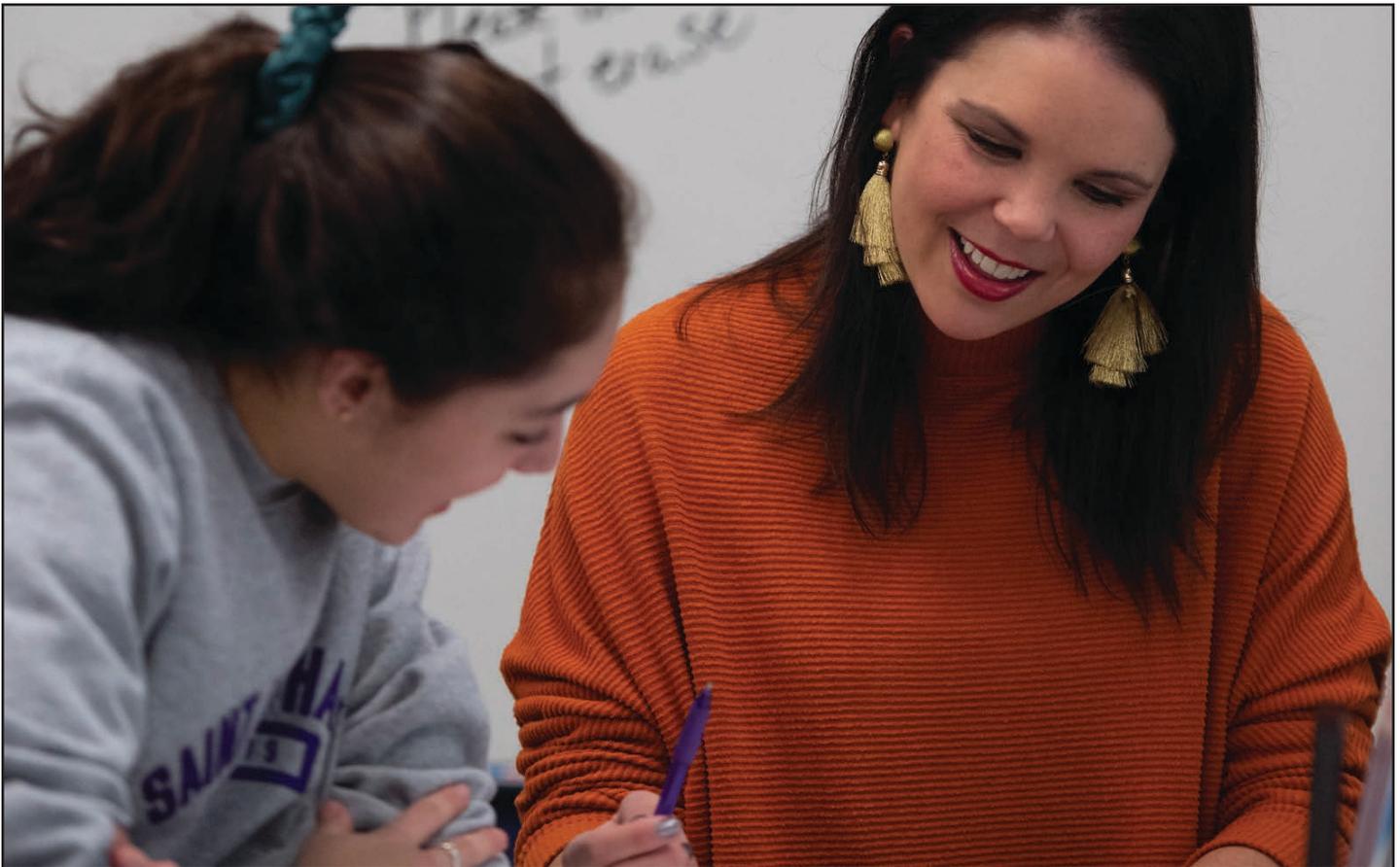
College Counseling is an integral part of the Saint Mary's Hall experience and provides invaluable support and guidance to students and parents throughout the student advising and college application process. The size and quality of the College Counseling Department reflect the importance of this critical function in the life of the School. Saint Mary's Hall has three full-time professional college counselors and one full-time administrative support person, providing individualized attention by counselors who know and invest in each student. The college counseling process begins in Form 8 with emphasis on course selection for Form 9, establishing goals, and parent education. Through a structured and interactive process, students and counselors work closely together to identify the best college options for each individual student and to guide students through the admissions process to successful college placement.

### Chapel

Saint Mary's Hall is a school with strong historical ties to the Christian faith, the Episcopal Church, and Judeo-Christian values. The School welcomes and respects students, families, faculty, and staff of all religious faiths. In light of its history, Saint Mary's Hall maintains many Christian-based traditions, symbols, and ceremonies, but does not seek to promote or favor one faith over others. All three divisions have weekly chapel services presided over by the School's full-time chaplain. Saint Mary's Hall is committed to ensuring that all families' religious beliefs are respected. Thus, the School acknowledges and celebrates major holidays of many faiths.

### Wellness Program

Now in its third year, Saint Mary's Hall's innovative Wellness Program nurtures and supports students' health physically, emotionally, mentally, spiritually, and socially. It is a collaborative and coordinated



effort that addresses the interrelationship between the school environment, health and wellness, and learning. Its main purposes are to:

- Promote a healthy school environment that supports student well-being, learning, and development, while contributing to family and faculty/staff well-being;
- Provide health and wellness education to students, families, faculty, and staff that supports responsible student decision making and life choices; and
- Meet the mission of “preparing students for success in college and fulfillment in life” by developing habits of body, mind, and spirit that promote health and wellness.

Taking direction from the Head of School and Division Heads, the Director of Wellness works with the Health & Wellness teacher, School Nurses, Athletic Director, Director of Fine Arts, College Counselors, Curriculum Council, Chaplain, three Division Counselors, SAGE food services, and other groups to provide a school-wide integrated health and wellness program that aligns with other school programs. Each year, students in Forms 5-12 create Individual Wellness Plans with either their Division Counselor or Advisor to help students think through various domains of their overall wellness – mental, physical, social, and spiritual – in concert with other arenas of their lives – academic, extra-curricular, social relationships, and social media. The goal is to make wellness a part of students’ daily lives and an important focus for the community as a whole.

### **Leadership Development**

Saint Mary’s Hall has been working to create a strong leadership development program for students over the past three years. Faculty and administrators have attended the Gardner Carney Leadership Institute for two summers and are working as a group to develop plans for all three school divisions. The work is based on the idea that all students can be leaders if they learn to identify their individual strengths and then work to find need within their groups or communities where they can benefit



others using those strengths. The goal is to send students out into the world who will find fulfillment in providing leadership and service to their communities.

### **Summer at Saint Mary's Hall**

Summer at Saint Mary's Hall is the premier summer enrichment program for the greater San Antonio community that provides a world of possibilities through learning, playing, and exploration. The summer program begins in late May and extends to the first week of August, during which over 1,100 students participate in more than 250 course offerings ranging from academics and arts to athletics and enrichment.

### **Faculty Merit Pay Program**

Starting in 2005, Saint Mary's Hall administration and the Board began a total reorganization of an earlier merit pay plan for faculty. Funded by generous donations to a \$9M restricted endowment that provides annual merit payments to faculty, the current plan generates a transparent program and an evaluation system to award monetary payments to deserving faculty. A committee comprised of the Head of School, Division Heads, and Department Chairs determines the merit rankings. The merit pay plan continually seeks to improve its effectiveness and is a source of pride and recognition of great teaching and learning.

### **Peggy Pitman Mays Fund for Teacher Excellence**

Established in 2008 by Saint Mary's Hall alumna and former teacher, Peggy Pitman Mays (Class of 1953), this program allows faculty members to study a variety of course-related topics that benefit the student experience at Saint Mary's Hall. In the years since the Peggy Pitman Mays Fund for Teacher Excellence was created, more than 75 teachers have traveled around the world for the best professional learning opportunities available, such as Teaching Shakespeare through Performance at the Globe Theater (London, England); travel to work on a marine biology research vessel (Galapagos



Islands); seminars at Accord Language School (Paris, France); tours of the Birmingham Civil Rights Institute (Birmingham, Alabama); attendance at the Impulstanz International Dance Festival (Vienna, Austria); and a trip to China to study 3,000 years of Chinese history, art, and culture.

### **Master Teacher Award**

Since 2002, 68 faculty members who have distinguished themselves through outstanding service to the Saint Mary's Hall community and through extraordinary instruction have been awarded the title of Master Teacher. Based on nominations submitted by faculty, staff, students, parents, and school administration, the Master Teacher Awards annually honor one faculty member from each of the three divisions and one "at large" faculty member. Along with their award, Master Teachers receive a \$10,000 honorarium. The title of Master Teacher recognizes a faculty member's exemplary work in support of the students, community, and mission of Saint Mary's Hall.

## **LOWER SCHOOL**

Lower School is the foundation of a student's educational experience at Saint Mary's Hall where children in Montessori (ages 3-5) through Form 5 develop important life skills such as collaboration, communication, critical thinking, and a life-long love of learning. Lower School focuses on building community around core values, and students are given many opportunities to become thoughtful leaders within a "culture of caring." Students in Forms 1-5 gather together at the start of the day in Morning Moments several times a week for chapel, character and leadership development, celebrations of student life, and unique educational opportunities.

Each classroom is a vibrant learning community where students receive instruction based on best educational practices. Guided by the school mission, faculty and staff work together to facilitate interdisciplinary learning which engages students in deeper, more meaningful ways.



Saint Mary's Hall is deeply committed to educating the whole child, which is evident through student participation in weekly music, drama, visual arts, Spanish classes, and daily physical education. Ongoing extracurricular enrichment classes, athletic, and dance offerings cultivate exploration and personal interests. Young Barons in Community is a community service organization dedicated to engaging students in community service projects such as Project Linus, SA Food Bank, and pajama drives benefiting the greater San Antonio community.

## MIDDLE SCHOOL

The Middle School is an active community of independent learners and leaders. Students are involved in active inquiry learning in their academic classes, and have options to study French, Latin, or Spanish (at a regular or accelerated level). All students complete algebra or geometry by Form 8. They also enjoy the opportunity to learn to play a band or stringed instrument, to study art or speech and drama, or learn robotics and coding. Students take a semester-long Health & Wellness class taught by a certified health teacher. The Middle School athletic program offers all of the nine sports played at the varsity level without cuts so that students have the opportunity to learn and play any sport. Finally, students elect to join a multi-Form level club offered by a faculty sponsor to establish social relationships and mentoring across the forms.

Middle School offers a robust advisory program that meets weekly for individual student support, review of Individual Wellness Plans, advisory lessons on social-emotional learning, study skills, digital citizenship, substance abuse prevention, and other pertinent young adult topics. Advisors meet with their advisees' parents prior to the start of school to establish strong working relationships, and parents and students attend student-led conferences with their advisors at the end of the semester for review and goal-setting.



In August, the Middle School holds a sorting ceremony to divide students into two houses: Bennetts and Baileys. These spirit teams are the basis for many fun and competitive intramural activities that occur throughout the school year, and students remain a part of their Bennett or Bailey house throughout their time in the Middle School. On Middle School Awards and Form 8 Promotion Day, the Bishops' Cup is awarded to the winning team.

Leadership development is a hallmark of the Middle School mission. Each year, the students elect 52 students to four leadership councils: Community Service Council, National Junior Honor Society Council, Senate Council, and Sports Council. Each council has direct responsibilities to serve the community and plan activities for Middle School students. Activities include mentoring of Form 6 students, social dances and movie nights, intramurals, community service on and off campus, and a Middle School talent show. Officers, representatives, and their faculty sponsors attend a three-day leadership training and planning retreat with the Dean of Students.

## UPPER SCHOOL

The Upper School is well known as an exemplary college preparatory experience, providing a rich and rigorous curriculum with opportunities to explore a broad spectrum of fine arts and to participate in a variety of competitive sports. Students benefit from strong, supportive relationships with outstanding faculty who are experts in their fields of study and an advisory program that gives students an active faculty partner on campus. It is a hallmark of the School that students are able to maintain a rigorous academic schedule while competing in sports and exploring a rich fine arts program.

Saint Mary's Hall students are known for their ability to engage in complex research and analytical discussion, as well as for their critical writing skills. The Upper School offers students the opportunity to

## College Acceptances

The following is a selection of the colleges and universities to which the Class of 2019 was accepted:

Boston University  
Brown University  
Carnegie Mellon University  
Clemson University  
Columbia University  
Dartmouth College  
Dartmouth University  
Duke University  
Emory University  
Florida State University  
Georgetown University  
Harvard University  
Indiana University - Bloomington  
Johns Hopkins University  
Miami University - Oxford  
Michigan State University  
New York University  
Northeastern University  
Northwestern University  
Ohio State University  
Pennsylvania State University  
Pepperdine University  
Princeton University  
Rensselaer Polytechnic Institute  
Rice University  
Stanford University  
Tulane University  
University of California - San Diego  
University of Chicago  
University of Colorado - Boulder  
University of Illinois  
University of Maryland - College Park  
University of Michigan  
University of Notre Dame  
University of Oregon  
University of Pittsburgh  
University of Rochester  
University of Southern California  
University of Texas - Austin  
University of Virginia  
University of Wisconsin - Madison  
Vanderbilt University  
Yale University



choose from 26 Advanced Placement courses or to take a deep dive into seminar style courses, such as *Principles of Finance & Investing*, *Astrophysics*, *Holocaust & Genocide Studies*, or *Field Marine Biology* (taught in Hawaii). Beyond the classroom, the Upper School provides students with many unique experiences. Issues Day, a student-led forum on a current controversy, invites nationally known guest speakers to debate an issue before the student body. Biology students maintain an active beehive on the SMH campus to study ecology and effects of the environment. Students travel across the United States and around the world to study the arts, science, languages and cultures, history, and participate in service learning in places as far as Japan and Tanzania. Additionally, the School broadens students' horizons through nationwide competitions in forensics, cinema, Model United Nations, and Junior Statesmen of America.

Through active advisories, health & wellness classes, Individual Wellness Plans, and college counseling programs, students are guided in making healthy choices and maintaining balance in their lives, which will benefit them in their pursuit of "success in college and fulfillment in life" – the school mission. As a result of the depth and breadth of experience and support they receive during their time at the School, Saint Mary's Hall graduates thrive





all headquartered in San Antonio. Likewise, San Antonio is home to some of the nation's largest companies including Oracle, Microsoft, Toyota Manufacturing, Bank of America, Merrill Lynch, and AT&T. Fifteen colleges and universities bring their educational resources to the city, providing a rich network of relationships with a broad professional community of outstanding educators. Known as "Military City USA," San Antonio hosts four active military bases as well as a large community of retired military families. Saint Mary's Hall is the school of choice for many of the executives and employees of these influential businesses and organizations.

A vibrant arts and culture scene defines San Antonio. On any given Saturday, San Antonians can choose among an unparalleled array of opportunities: cheering for the world-champion San Antonio Spurs, taking in the San Antonio Stock Show and Rodeo, or visiting world-class museums such as the San Antonio Museum of Art, the Witte Museum, or the children's DoSeum. Arts lovers can take in a performance by the San Antonio Symphony, Ballet San Antonio or Opera San Antonio at the renowned Tobin Center for Performing Arts, or a Broadway show at the historic Majestic Theater. Adventure seekers can ride the coasters at Six Flags Fiesta Texas or SeaWorld; shop and dine at The Pearl or La Cantera; hike, bike, or kayak on the San Antonio River; hit the links at one of the city's premier golf courses; or join with more than 3.5 million people at one of the hundreds of events, parades, and activities during the city's annual Fiesta celebration.

From young professionals to families raising their children, to empty nesters and military retirees, there is an incomparable sense of community in San Antonio that makes it the city of choice for so many. The next Head of School will find in San Antonio an exciting, dynamic, and welcoming community for his or her entire family.



## OPPORTUNITIES AND CHALLENGES

The next steps for the new Head of School will build on the long-term success, reputation, and level of excellence of Saint Mary's Hall. The School has a strong foothold in San Antonio and a dedicated base of committed families. The School now operates in a highly competitive independent school market with a new influx of independent and charter school opportunities. There are now more options available to families in the San Antonio area than existed five years ago. Saint Mary's Hall is the most expensive option, but unequivocally provides the best educational opportunities, outcomes, and long-term value for its families. It will be these strengths that will serve the new Head well and provide a solid foundation from which he or she can lead the School into the future.

### **Implement Strategic Plans**

A challenge that lies ahead for the new leader is to execute successfully both the current Strategic Plan and the newly created Recruitment & Retention Strategic Plan. The Strategic Plan is in the second year of implementation, with assignment of responsible parties and committees for each initiative who are already in process with a majority of the work and who report monthly on their progress to the administrative team. Enrollment is also an important area of strategic focus for the new Head. Due to the other enrollment options now available in the San Antonio community, enrollment is approximately 100 students below its all-time high of 1,000 students five years ago. The newly created Recruitment & Retention Strategic Plan addresses enrollment issues and charts new paths to develop a reasonable level of increase annually in total enrollment.

### **Develop and promote the growth of highly personalized relationships between the Head of School and faculty, staff, parents, students, alumni, and the entire community.**

The entire Saint Mary's Hall community is accustomed to being well known by the School's top

leadership. Working to maintain this high level of empathy, personal care, and strong sense of community will be one of the highest priorities for the new Head of School.

**Support and enhance the current wellness program.**

The mental, physical, social, and spiritual well-being of the members of the community is of paramount importance. As part of this commitment, Saint Mary's Hall convened a wellness task force three years ago, and the School has undertaken the implementation of these recommendations. The new Head of School will be charged with providing ongoing strategic support and resources to the wellness and school/life balance initiatives established by the School.

**Support, reinforce, and constantly improve the outstanding opportunities provided in academics, the arts, athletics, and overall student experience.**

It will be a high priority of the new Head to seek creative and unique ways to move forward and improve these critical aspects of the School. Providing the leadership to achieve these ongoing improvements will be important to the entire school community.

**Preserve long-term financial sustainability.**

Saint Mary's Hall currently enjoys a healthy surplus, moderate-sized endowment, and PRRSM account. The School adheres to sound financial practices and is debt-free. The coming challenge will be to make adjustments in financial practices that mesh with current enrollment and the revenue that enrollment numbers generate. The School will be faced with the strategic decision between either gradually increasing enrollment in the Middle and Upper Schools or right-sizing the school to accommodate its enrollment numbers for the future.

**Lead and inspire continued successful fundraising efforts.**

The new Head of School will be expected to cultivate authentic relationships with supporters in the School, alumni, and larger community. This stewardship will be a critical part of maintaining and growing successful fundraising efforts necessary for a healthy school.

**Successfully replace retiring faculty with outstanding new faculty.**

Saint Mary's Hall has enjoyed a stable and long-serving faculty. The new Head will be entering a school where a number of important retirements will likely occur during his or her tenure. A strong belief that no school ever exceeds the quality of its teachers must be present. The new Head must be able to recruit and retain high quality teachers as opportunities arise throughout his or her tenure.

**Work successfully with an engaged board to address the long-term strategic needs of the School.**

The new Head will enjoy the support of a highly functional, strategic, and healthy Board of Trustees – one that understands best practice governance and is committed to working collaboratively with the Head without micromanaging operational matters. Developing a strong working relationship with the Board of Trustees will be critical as the new Head partners with the Board to address strategic issues and challenges.

## **QUALIFICATIONS AND QUALITIES OF THE NEXT HEAD OF SCHOOL**

Saint Mary's Hall is poised for an exciting future. The next Head of School will have the opportunity to join an exciting and strong educational institution, and to build on an experienced, dedicated, and collaborative faculty who will welcome and support new leadership. The entire school community is

eager to find a Head who shares their love of working with young people and displays a dedication to the School that is strongly evident in the current Head of School, faculty, and staff. It is the hope of the school community that the new Head will intend to lead the School for many years to come.

It is the desire of the entire school community that the next Head of Saint Mary's Hall will:

- Place a high priority on developing and maintaining strong personal relationships with the entire school community and place high value on connecting, knowing, and inspiring the community to be their very best.
- Be an innovative, visionary thinker, well versed in educational trends and issues.
- Think strategically and demonstrate analytical and intellectual curiosity, always looking for a better way.
- Be the individual who sees things that need to be done before others see the need.
- Lead with a strong sense of integrity and willingness to make tough decisions for the betterment of the School.
- Exhibit a highly visible presence and availability throughout the campus and outside community.
- Display a caring, empathetic, and compassionate leadership style.
- Understand and appreciate the value of inclusion and diversity in a great independent school community.

The following professional qualifications are highly desired in the next Head of School:

- Successful leadership experience in an educational setting.
- Master's degree.
- Management experience, including financial and human resource management, in a complex organization.
- History of commitment, energy, and passion for being a successful leader.
- Past teaching experience preferred.
- Successful track record in building the relationships necessary for successful fundraising efforts.

## To APPLY

Interested and qualified candidates should submit electronically in one email and as separate documents (preferably PDFs) the following materials:

- A cover letter expressing interest in this particular position;
- A current résumé;
- A one-page statement of educational and leadership philosophy;
- A list of five professional references with name, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

### **Bob Windham**

Senior Consultant

bob.windham@carneysandoe.com

### **Rhonda Durham**

Senior Consultant

rhonda.durham@carneysandoe.com