



Head of School July 2022



St. Anne's Episcopal School, a preschool through grade eight independent day school with 435 students, seeks an educational leader who will serve the ideals and traditions of the founding Sisters. The next Head of School will step onto a peaceful campus that comes alive with all that is magical in the lives of children. The deeply committed faculty, staff, and trustees embrace each child by providing an exceptional experience that prepares St. Anne's students for life in high school and beyond. With a robust enrollment, vibrant program, exceptional facilities, and an incredible faculty, the next Head will arrive ready to be fully engaged in the daily rhythms of the school. The Head will serve as the leader and guardian of a community deeply dedicated to developing and nurturing young people ready to make a difference in the world, in keeping with the principles on which the founding Sisters built the school. Along with reviewing this introductory opportunity profile, candidates will want to fully explore the embedded links and the St. Anne's [website](#).

MISSION

educating **MINDS**, enriching **HEARTS**, expanding **HORIZONS**

The St. Anne's [mission](#) and approach is to provide an uplifting, nurturing environment where each child is fully supported academically, artistically, athletically, and emotionally. St. Anne's builds character and integrity upon a spiritual, moral and ethical foundation and strives to foster the development of people who go on to make significant and lasting contributions to society.

BELIEFS

St. Anne's is committed to:

- Making decisions based on what is best for each child.
- Honoring the history and traditions of the founding Sisters of St. Anne's and their Judeo-Christian values.
- Welcoming and respecting all forms of diversity. St. Anne's is inclusive in human and spiritual terms.
- Fostering a community of character, humility and kindness.
- Surrounding children with outstanding, innovative and inspirational teachers who strive for academic excellence in a nurturing environment. St. Anne's recognizes the important role that each adult mentor plays in supporting each child's development.
- Encouraging family participation in school and community activities. St. Anne's believes in serving the community in thought, word and deed.
- Cultivating a safe, healthy and welcoming environment. St. Anne's preserves the beauty and serenity of the campus that embodies the school's heritage.

HISTORY & SENSE OF PLACE

To truly appreciate St. Anne's Episcopal School, its [history](#) needs to be explored and understood. In 1929, three Episcopalian nuns arrived in Denver from Boston with the purpose of helping the city's poor and sick. The Sisters set about their work. In a short time, they were asked by the Junior League of Denver to take over its convalescent home for children located in a converted farmhouse, which treated children whose ailments did not require a hospitalization. In the 1940s, polio brought many children to the home, though once a vaccine became available, few children remained. It was then, in 1950, that Mother Noel instructed Mother Irene (pronounced "I-ree-nee") to start a school, so the Sisters of the Order of St. Anne established St. Anne's Episcopal School. Today, the school is a non-denominational school rooted in the Episcopal identity, in honor of the Sisters, their beliefs, values, and their service to children.



MINDS

HEARTS

HORIZONS



AN OVERVIEW

St. Anne's campus is breathtaking: trees, flower gardens, open spaces, nooks and crannies inside and out create a sense of possibility and wonder, providing the perfect place to cultivate the minds, hearts, and horizons of children. The school day begins with a handshake, a "good morning," and engaging banter from the Head of School as students race off to their classrooms ready for the day with friends and teachers. Classroom visitors get to experience both the culture of the school and the character of students, who will confidently greet them and explain what they are doing in the class that day. The hallways are adorned with recent artwork alongside artifacts and designs from the past, reminding you of the importance of heritage and place. Visitors and community members alike are reminded of the Sisters, their mission, and purpose of service and character as they sit in the Chapel, walk by Mother Irene's roses, The Cottage (where Mother Irene lived), or Saint Columba (a small retreat cabin that was used by the Sisters). The soul of the school is ever-present and fosters a community of character, humility, and kindness. Students, faculty, parents, and alumni will often speak of the many [traditions](#), such as Founders' Day and May Day.

A key component of St. Anne's culture comes from the parents who recognize the humble nature of the community. Buildings and spaces are not named for donors; rather they honor those who have served the school as faculty, staff, and students. This humility and commitment to service has cultivated an environment defined by passion, caring, commitment and inclusion that benefits everyone, from the students and faculty to the community at large. The school finds a place for everyone to contribute meaningfully, fostering a true sense of community. Parents also benefit from being engaged in the school's spirit of generosity and service. The COVID pandemic has made it difficult for parents, and perhaps some teachers, to feel as engaged in the school. Undoubtedly, the next Head of School will still need to address this feeling of loss and isolation. Additionally, given the unpredictable nature of the pandemic and the upcoming 2021 - 2022 school year, as well as all that emerged with the political and social unrest (intensified by the inability to meet in person), there will be a need to have deep conversations and forge a united path forward. Even St. Anne's, with its strong community and culture, has not been immune to the events of the past 18 months.

PORTRAIT OF A GRADUATE

St. Anne's graduates know themselves, care for others, and strive to serve and improve their communities. They,

- are morally grounded;
- advocate courageously for themselves
- and others;
- are empathetic and inclusive;
- respect themselves, others, and their environment;
- communicate effectively;
- think critically and creatively;
- are committed to learning;
- are resilient through challenges and humble in successes;
- play, laugh, and build friendships;
- seek physical, mental, and spiritual balance through reflection and gratitude.

RECENT SECONDARY SCHOOL MATRICULATION

DAY SCHOOLS:

Arapahoe High School (35)
Cherry Creek High School (29)
Colorado Academy (53)
Denver South High School (15)
East High School (65)
George Washington IB (8)
Heritage High School (11)
Kent Denver School (139)
Littleton High School IB (18)
Lutheran High School (3)
Machebeuf High School (5)
Mullen High School (16)
Regis Jesuit High School (boys) (28)
Regis Jesuit High School (girls) (14)
St. Mary's Academy (28)
Valor Christian High School (22)

BOARDING SCHOOLS:

Cate School, CA (3)
The Thacher School, CA (6)



PROGRAM: THE MISSION IN ACTION

MINDS: Cultivating curious, life-long learners

St. Anne's preschool through eighth grade [curriculum](#) provides a consistent and nurturing education that balances the development of critical academic, artistic, and athletic skills with character building and social-emotional learning. The school strives to produce kind, well-rounded children in the spirit of Mother Irene, who led the school from its founding until the appointment of the first Head of School in 1967. The St. Anne's purpose, from the beginning, has been to serve children as the unique individual that each child is under the guidance of outstanding, innovative, and inspirational teachers, dedicated to their students and the history, ideals, and future of the school.

Preschool: Planting the seeds of success

The [preschool program](#) encourages wonder and curiosity in a caring, nurturing environment. Children ages 3 to 5 play, explore, and experience activities that stimulate their physical, social, emotional, cognitive, artistic, and ethical growth. St. Anne's fosters every child's sense of competence and self-esteem while emphasizing respect, kindness, and character development.

Lower School (K-5): Fostering growth

The [lower school](#) is a vibrant experience that is designed to develop intellectual creativity, a positive sense of self, and sensitivity to the needs of others. As students grow and develop, opportunities increase in both core academics and special subjects to keep students challenged, engaged, and ready to launch into middle school and beyond.

Middle School (6-8): From learners to leaders

With an emphasis on community, collaboration and experiential learning, the [middle school](#) builds on the lower school curriculum to foster future leaders and role models. Students are regularly given the opportunity to demonstrate leadership both on campus and around the city. On any given day, you will find middle school students leading assemblies, productions, town hall meetings, and more.

Plugged and Unplugged

At St. Anne's, [technology](#) is a powerful and useful tool in the classroom, facilitating the development of lifelong skills in today's digital world. However, teachers are mindful of the need for balance between digital and "pencil-to-paper" learning. Interactive boards and projectors are in classrooms with laptops and tablets in every building. St. Anne's has the intentional practice of having students unplug from their devices during the school day and at school events where it is expected that their cellphones and devices will be turned off and placed in a backpack or locker. The school blends their measured use of technology with classroom discussions, hands-on projects and public speaking presentations. Remote learning during the pandemic has served as a catalyst for exploring the role of technology at St. Anne's.

Outdoor Education

Enjoying nature, [outside](#) play, and fresh air have been an important element of the St. Anne's experience from the beginning. The Sisters cultivated gardens and maintained a tree-filled campus for the children to explore. The school has an established outdoor classroom located in a grove of trees and there are learning spaces throughout the grounds. In 1931, a 16-acre parcel of land in the foothills, 30 minutes west of the campus, was deeded to the founding Sisters. Today, [St. Anne's in the Hills](#) (SAITH), with its remodeled facilities, hosts day trips and overnight programs for all students multiple times a year.



MINDS



HEARTS: Developing character, kindness, and gratitude

Character and social-emotional learning are foundational attributes of a St. Anne's education. Over the years, the school has formalized programs to ensure consistency in the development of important [character](#) and social-emotional traits. When asked about the St. Anne's community, parents, teachers, students, and alumni mention the lifelong relationships that are formed. Alumni speak of the St. Anne's faculty, whom they called upon while in college to talk about an idea or an issue, as well as the friendships that have endured for generations. And, of course, they also speak of Mother Irene and the importance of "...producing children that we will be proud to send out into the world as men and women."



HEARTS

Spiritual Growth

The [heritage of the Sisters of St. Anne's](#) at school runs deep. From the beginning, children and their families, no matter their beliefs, practices, or non-practice, have been welcomed into the [St. Anne's community](#). While exploring all faiths, St. Anne's takes every opportunity to teach the importance of empathy, mindfulness, and gratefulness while encouraging the discovery of each individual's own spirituality. Weekly Chapel is also a time to reinforce the Judeo-Christian roots of the school and foster spiritual growth, providing an opportunity to educate and honor each other while teaching acceptance of different religious traditions. By shifting focus from "me" to "we," St. Anne's fosters a community of compassion and kindness.

Buddy Program

The feeling of belonging at St. Anne's can be attributed to the school's heritage and the continuing work to honor the inclusive practices of the Sisters. Students and parents recognize that the [Buddy program](#) contributes to the sense of family on campus. As the name implies, older students are paired with younger students by class, and there are numerous activities throughout the year where buddies will gather for a shared experience.

Diversity and Inclusion

St. Anne's is actively exploring issues and practices relating to [diversity](#), equity, inclusion, social justice and belonging. Steeped deeply in the spirit of the Sisters and St. Anne's heritage as a welcoming place for all, the school seeks to foster a unified community with many interesting and diverse components, all of which have a meaningful, valued voice and contribute to enriching and enlivening St. Anne's. The Board of Trustees formed [One St. Anne's](#), a Board committee focused on diversity, equity, and inclusion. The school has also formed a multi-constituent taskforce looking at justice, equity, diversity, and inclusion (JEDI), which has begun the important strategic planning occurring in most independent schools. The next Head of School must have experience navigating the various perspectives of JEDI work, while creating a welcoming community for all in keeping with the traditions of the founding Sisters.

Student Leadership

[Leadership](#) programs at the school introduce age-appropriate skills to students in the lower and middle school. With a focus on learning how to identify and brainstorm issues, problem solving, teamwork and decision-making, students learn a variety of skills which build confidence and character. As one teacher recalled with pride, "Our graduates in high school regularly come back to St. Anne's to share how effective they are in self-advocacy with their peers and teachers at their new school."



HORIZONS: Serving others and broadening perspectives

In learning about the history of St. Anne's and the Sisters, one begins to realize that service to others is in the community's DNA. Students at the school participate in many [outreach programs](#) serving those beyond the campus of St. Anne's. From annual food drives, connecting with the elderly, and serving lunch in the local soup kitchen, to learning skills in the [Changemaker](#) program and participating in global travel and service opportunities, St. Anne's develops the whole person and prepares students for the ever-changing global society.



Students 2020 – 2021

*Enrollment: 425
Preschool: 36 (16 ½ day)
Lower School (K-5): 260
Middle School (6-8): 129
Students of Color: 16%*



HORIZONS

Professional Community

*Number of Employees: 96
Professional Staff: 28
Total Faculty: 68
Faculty of Color: 7%
Average Years Teaching: 20*

Finances 2020 – 2021

*Tuition
PS: \$11,726-\$21,208
LS: \$25,072
MS: \$26,389
Financial aid: \$1.5 million
Receiving assistance: 22%
Operating budget: \$11.7 million
Operating expenses: \$11.2 million
Endowment: \$33.7 million*

Annual Fund: \$0.8 million

*Participation Average
Alumni: 18%
Parents: 90%
Grandparents: 28%
Alumni Parents: 15%
Faculty: 100%*

THE PEOPLE AND THEIR WORK



Educational Directions visited the school just after the conclusion of the 2020 - 2021 school year. Walking onto the campus, visitors immediately feel that it is a unique place, which hopefully has been conveyed in this document. While the campus is special, the dedication and spirit of the people truly shine. From the Sisters of St. Anne's, Mother Irene, and other notable figures who have made a difference at the school, to today's [faculty, staff](#), administrators, trustees, parents, alumni, and most importantly the students, it is the people and their commitment to the school that make St. Anne's stand apart.

Admissions, Advancement and Finance

The next Head of School will find that St. Anne's is highly sought after by families in the Denver area, which continues to see a growing population. The school has a solid financial foundation and a robust and competitive admissions platform. For details, please see the information in the sidebar.

[Advancement](#) is equally strong. A recent successful capital campaign provided for updated facilities at St. Anne's in the Hills and significant growth in the endowment to sustain the school. The annual campaign consistently raises around \$800,000.

The school runs a conservative budget, mindful of affordability and expenses. St. Anne's buildings and grounds are exceptionally well-kept, charming rather than glitzy, with a strong focus on ongoing maintenance and providing resources for students and faculty. The endowment currently stands at \$33 million and the school does not have, or believe in, debt. Compensation and generous benefits are competitive within Colorado independent schools.

Governance and Leadership

[The Board of Trustees](#) forms a strong partnership with the Head of School, understanding the boundaries between governance and support. The Board has 26 members (18 voting members and 8 advisory members), with the full Board meeting regularly during the school year. Ten Board committees meet between full Board meetings as needed.

The [administrative team](#) consists of the Head, two division heads, the chief financial officer, and the directors of admissions, communications, development, plant operations, and technology. The Director of Admissions and Financial Aid is currently serving as the Interim Head of School. The most recent Head of School served for nearly two years before stepping down due to personal reasons; he followed a long-time Head who served for 13 years.



PRIORITIES FOR THE HEAD OF SCHOOL

St. Anne's Episcopal School is a small, yet complex, organization whose next Head of School will be an exceptional leader by humbly following in the footsteps of those who came before. Effective leadership will emerge by embracing, learning, understanding, and fully engaging in the heritage, mission, values, and guiding beliefs of St. Anne's. The Head will work collaboratively to clarify, align, and deepen the beliefs, practices, and meaningful relationships of a St. Anne's experience. Specifically, the next Head of School at St. Anne's will be focused on the following areas:

Leading St. Anne's: Looking to the Future

The new Head must fully engage in the heritage, mission, values, philosophy and practices of the St. Anne's community by co-creating (with the administration and the Board) a focused, action-oriented strategic plan built upon the most [recent plan](#). The Head will also work with the Board and the Development Office to plan for and implement a comprehensive 75th anniversary celebration, which will include strengthening an already strong culture of philanthropy.

Building Distributed Leadership

A successful Head will coach, mentor and clarify the roles and responsibilities of the administrative team and the faculty, and will act in partnership with the Board of Trustees. The Head should have a clear model for decision-making while effectively delegating specific tasks. The leadership will need to develop a comprehensive professional development program to attract, develop and retain an exceptional faculty who model the mission, values and philosophy of St. Anne's.

Equity + Inclusion

Addressing and exploring diversity, equity, inclusion, belonging, and social justice at St. Anne's will be, as in most independent schools, a critical issue with a variety of differing opinions and passions within the school community. The Head will need to fully embrace this process while collaboratively hearing all sides of the issues. In concert with the Board and school community, the Head must reach an understanding of what will work best for St. Anne's while respecting differing points of view.

Teaching and Learning

The educating minds, enriching hearts, expanding horizons curriculum component is infinitely more complex in the post-Covid era. With evolving educational research and lessons learned through the school's experience with the pandemic, it is time for the school to look at both teaching and learning for the future. As with any vibrant program, there has been so much added to the St. Anne's education with little taken away. As a result, there is a need for both the clear identification of broad programs and the thoughtful inclusion of smaller, integral experiences to ensure an exceptional education for today's school children and tomorrow's leaders. The school will want to take advantage of all of its assets, from people and programs to the city campus and the outdoor opportunities with St. Anne's in the Hills.

Communications and Marketing

The Head and the administrative team must engage in effective communication practices to ensure that all members of the St. Anne's community appreciate and understand the various aspects of the St. Anne's experience, and they must also carry that message out into the greater Denver (if not national) educational community. While St. Anne's currently enjoys a strong market position, the Head will want to continue to clarify and promote the value of a St. Anne's Episcopal School education.

Beyond St. Anne's

There are opportunities for the school and the next Head to go beyond its current boundaries, engaging programmatically in sustained service learning opportunities and having the Head, administrators, and teachers engage with the greater Denver community and contribute to the independent school educational landscape.



CANDIDATE ATTRIBUTES AND EXPERIENCES

The Board of Trustees and the St. Anne's Episcopal School community seek a Head of School of absolute integrity who will establish deep roots in the school and in the Denver community, and who has the attributes and skills to lead St. Anne's in providing an exceptional student experience. The next Head of School should possess equanimity while being an innovative and energetic educator and an accomplished leader. As a leader, the next Head must act in a decisive manner while encouraging the professional development of others on the St. Anne's team. The candidate must be prepared to deal with a broad range of school matters and must have the growth capacity to serve as an outstanding leader for St. Anne's for many years. The new Head must be a champion of the comprehensive educational experience, and must be earnestly invested in developing good people. The candidate should have a particular interest in and sensitivity to the history and culture of St. Anne's, Denver, and Colorado.

Candidates must demonstrate most, if not all, of the following critical competencies:

- Dedication to a holistic education of young children and developing people of character
- Aptitude for and commitment to financial management and fundraising
- Ability and desire to forge deep relationships with all school constituencies
- Strategic sensibility
- Talent recruitment and development
- Team-based leadership that is collaborative, inclusive and transparent, but with an ability to act decisively after taking into account all points of view

Candidates should demonstrate the following executive leadership and management abilities and credentials:

- A record of achievement with at least seven years of senior administrative experience, with previous head of school experience preferred
- Clear, consistent, and timely communication skills—listening, speaking, and writing
- Organizational and interpersonal skills
- Promotion of a culture of dignity, kindness, and inclusion
- An advanced degree and demonstrated professional development

The new Head will be:

- Accessible and approachable — a visible presence at the school and a willingness to participate regularly in both daily and special events at St. Anne's and in the Denver community
- Wise, collaborative and compassionate, yet decisive
- Inspiring and passionate about St. Anne's
- A strategic thinker, who plans for the future by being attuned to emerging trends in education and non-profit leadership
- A leader by example, with the ability to perform effectively in complex and challenging environments
- Authentic, humble, and practical
- Comfortable in all social situations with exceptional cultural competency

INFORMATION ON THE SEARCH PROCESS

A search is underway to identify a new Head of School, who will assume the position on July 1, 2022.

St. Anne's Episcopal School is a member of the National Association of Independent Schools and the National Association of Episcopal Schools, and will follow NAIS and NAES Principles of Good Practice regarding head of school searches. St. Anne's is accredited by the Association of Colorado Independent Schools. The Board of Trustees has appointed a search committee to conduct the search and has engaged a national executive search firm, Educational Directions, to assist the committee.

Please direct all inquiries, applications, and nominations in confidence to:

Jerry Larson at jl Larson@edu-directions.com

Electronic submission of credentials is required. Candidates are encouraged to begin the application process as soon as possible.

St. Anne's Episcopal School is an Affirmative Action/Equal Opportunity Employer and seeks qualified candidates from a wide variety of backgrounds and identities.

Compensation will be within the expected norms of comparable schools.

Candidates should submit:

- A cover letter explaining their interest in St. Anne's addressed to members of the search committee
- A resume
- A personal statement
- Names, e-mail addresses, and telephone numbers of five references (references will not be contacted without prior agreement of candidate). Finalists will be expected to furnish seven additional references.
- A writing sample (optional)

Application Deadline	September 10, 2021 <i>if not sooner</i>
Candidates Notified of Status	October 1, 2021
Semifinalists Interviews	October 16-17, 2021
Finalist Interviews	October 20 - November 3, 2021

