



SAN DOMENICO SCHOOL

EXCEPTIONAL EDUCATION AND A SENSE OF PURPOSE



HEAD OF SCHOOL SEARCH

Position starts July 2024

San Anselmo, CA



EDUCATORS COLLABORATIVE
EXPERTS IN SEARCH, TRANSITION & STRATEGY



Welcome to SD

Founded in 1850 by the Dominican Sisters, San Domenico holds the unique distinction of being certified as California's oldest independent school.

The expansive 515-acre campus serves a truly global student community. As Marin County's only K-12 school—with boarding and day options in the high school—SD's unique program attracts students from throughout the San Francisco Bay Area and beyond, with more than 20 countries represented among the student body.

Purpose-Driven Education

The diverse and inclusive educational program of SD is grounded in its Dominican heritage and educational philosophy: to inspire students to develop character and integrity and to apply their academic knowledge to the challenges of our times in order to create a better world.

This philosophy is reflected in the daily life of the San Domenico community. The faculty teach in a spirit of open inquiry and critical thinking. Students tend the garden, learn interconnectedness through the ecological literacy program, and reflect on their place within the sacred community of nature. They study ethics and create service learning projects to spread social justice, peace, and equality for all people. In every activity, they cooperate and collaborate to create a community of respect and belonging.

San Domenico is a non-religious school. Yet the mission of the school and the school culture are infused with values gained from the school's Dominican heritage. Religions and cultures are celebrated from all over the world. Students take comparative religion courses where they learn the history and teachings of many different faiths. With that context, they explore their own purpose, sense of meaning, and philosophy of life. They develop their own authentic values. They are encouraged to practice those values in the school community and in the larger world.

An exceptional education—where values and academics join together—creates more than just great students. It develops great people.





San Domenico Facts at a Glance

- Founded: 1850
- Location: San Anselmo, CA
- Grades: K-12
- Campus: Coed independent day (K-12) and boarding (9-12)
- Campus Size: 515 acres
- Total Enrollment: 678 fully enrolled for 2022-2023 (146 in K-5, 162 in 6-8, and 370 in 9-12) and projected for 2023-2024 school year (150 in K-5, 152 in 6-8, and 376 in 9-12)*
- Boarding: 139 from 25 countries
- Student/Teacher Ratio: 8:1
- Student/All Staff Ratio: 4:1
- Faculty & Staff: 185, 74% of faculty with advanced degrees
- Operating Budget: \$33.7M
- Debt: \$10.2M as of June 30, 2022 – manageable by operations
- Endowment: \$16.9M as of June 30, 2022
- Total Donations for FY: \$3.3M includes bequest plus annual fund
- Financial Aid Budget: \$9.1M
- Percent of Students Receiving Financial Assistance: 33%
- Average Financial Aid Award: \$39,042
- Accreditations: The National Association of Independent Schools (NAIS), The Association of Boarding Schools (TABS), California Association of Independent Schools (CAIS), Western Association of Schools & Colleges (WASC), and Independent Curriculum Group (ICG)



** With maximum enrollment capped at 680 students, the school has strategically weighted Upper School (9-12) enrollment in recent years to ensure a robust high school experience in athletics, clubs and extracurriculars, performing arts, etc.*

SD is a community of belonging where students, staff, and families are dedicated to inclusion and respect for all.

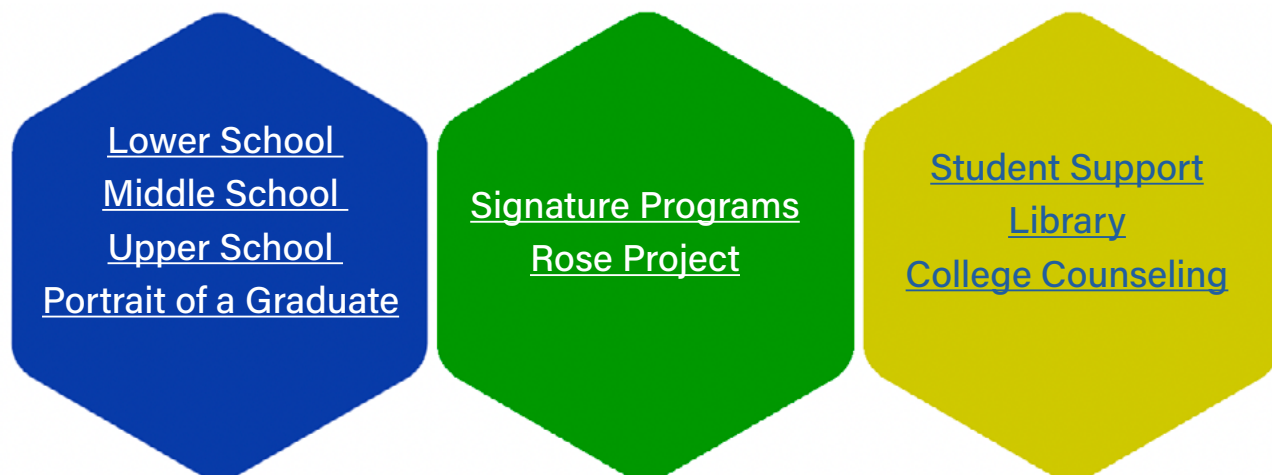
Exceptional Education and a Sense of Purpose

At San Domenico, the belief is that an exceptional education requires not just academic excellence but also the cultivation of meaning and purpose. San Domenico students graduate as academic scholars who embody a strong sense of personal purpose, and choose colleges, universities, or other post-secondary options that help them continue to develop as scholars and as individuals.

As a K-12 college preparatory independent school that values innovation, excellence in education, and the social and emotional well being of all students, San Domenico continually evolves to meet the needs of our times, leading the way in redefining the metrics of achievement and graduating inspired students equipped to achieve goals that are meaningful to the self and consequential to the world.

San Domenico is home to educational leaders and curious scholars from around the globe, all of whom are engaged in a purpose-driven approach to education. San Domenico epitomizes an inspired global learning community, as it continues to research, evaluate, and deepen curriculum in response to the current educational landscape and to the changing needs of our times.

Click on the links below to know more about the academic programs and signature programs offered:



“Through study, reflection, community, and service; through big questions, healthy debate, and thought-provoking conversations, San Domenico students graduate as confident scholars of the world, able to identify their purpose, and passion, thereby meeting and exceeding the academic competencies required for success in college and beyond.”

— Assistant Head for Academics



Benefits of a K-12 Program

Cohesive Curriculum

A comprehensive K-12 education provides students academic and social-emotional continuity and stability that is unparalleled in most school settings. Young people who experience a cohesive curriculum that builds upon itself year-over-year are better able to integrate and retain what they have learned, while not being disrupted by school setting changes, which are often accompanied by significant stress, achievement loss, and curricular content gaps. Within the K-12 program, SD students feel safe taking academic risks and are able to immerse themselves in classroom and community activities with confidence and pride.

Multi-Grade Collaboration

A K-12 educational program also provides the unique opportunity for students to build community and develop as individuals. For the younger students, this means exposure to older SD students who model academic and social-emotional behavior. As students grow older, they learn to be leaders in their community, modeling what it means to be an SD student to the next generation of students.



Community is what brings us together

At San Domenico, the community is built around a sense of shared history, legacy, belonging and purpose. SD's strength lies in the shared commitment to service and stewardship. From educators to students, parents, guardians, grandparents, alumni, neighbors, and friends of the School, the community celebrates and supports one another every day.



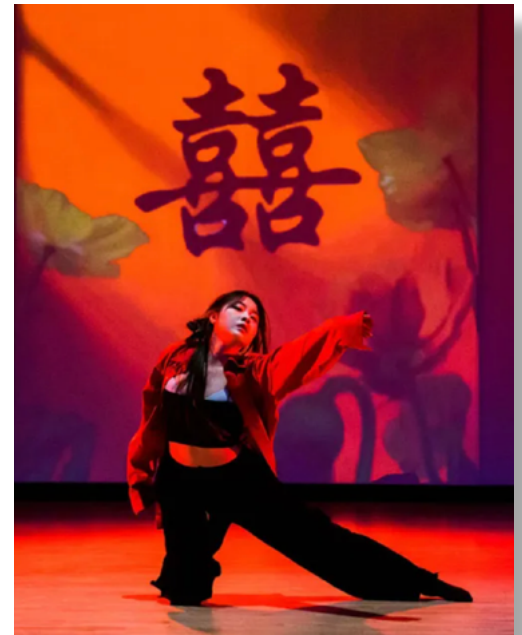
Arts

Create something new

At San Domenico, the arts provide an essential opportunity for inquiry, exploration, agency, social commentary, and personal expression.

Whether submitting films to Sundance, honing photography skills in the studio, staging a performance in the Hall of the Arts, or studying in the world-renowned classical Virtuoso Program, there are no boundaries to exploring and discovering one's creative passions.

[Click here](#) to know more about the Arts program at SD.



Athletics

It's a great time to be a Panther

What SD's athletes gain from competition is not just a chance at winning a championship, but an experience that shapes their sense of self and community.

"At SD, our goal is to provide every student the opportunity to participate in team sports in order to support personal growth, self-discipline, and positive group participation. We teach students the fundamentals of every sport that will provide them the courage to compete and the knowledge to succeed!"

— Athletic Director

[Click here](#) to know more about our Athletics program.

Student Life

Stretch, grow, and find your place

SD Panthers are extremely passionate about their school, their teams, and their community events. Students have an entrepreneurial spirit and one sees it in how they show up to support each other!

From music lessons to play rehearsals, student clubs to service outings, basketball practice to the 3D Lab, students never find themselves with a lack of opportunity to explore their passions and get to know their fellow Panthers.

[Click here](#) for all that Student Life has to offer.



Administration

Currently at San Domenico, the senior leadership team of eight reports directly to the Head of School and includes the CFO, Directors of Advancement, Admissions, Athletics and Marketing and Communications, two division heads, and the Assistant Head for Student Life.

Governance

San Domenico is sponsored and ultimately governed by the Sisters of the Third Order of St. Dominic, Congregation of the Most Holy Name. The Mission Holding Corporation is charged with a variety of duties and responsibilities in overseeing the governance of the school, one of which is to authorize the Board of Trustees to conduct the business of managing the school. By by-law, the size of the Board may range from 7 to 28 with at least 1/7th of the trustees being members of the sponsoring Congregation. Currently, the Board has 15 members each of whom may serve for two consecutive of 3-year terms after which the trustee must step down for a period of at least one year before rejoining the Board if asked. The Board meets bi-monthly throughout the year and has 8 standing committees: Advancement, Audit, Committee on Trustees, Executive, Finance, Investment, Master Planning and Facilities, and Mission Enhancement.

Advancement



San Domenico 5 Year Giving History

	2017-18	2018-19	2019-2020	2020-2021	2021-22
Annual Fund	\$854,762	\$875,033	\$973,501	1,078,173	\$1,018,847
Restricted Funds	\$979,178	\$843,866	\$785,243	\$536,763	\$320,451
Permanently Restricted	\$34,175	\$1,784,150	\$197,216	\$174,497	\$320,451
Total	\$1,975,415	\$3,503,049	\$1,964,810	\$1,789,433	\$2,589,076

Admissions

The Admissions Office at San Domenico is lead by the Director of Admissions and Enrollment Management who oversees a team of five. The work of the Admissions Office is complex given the school's commitment to enrolling qualified students for both the day and boarding programs. Significant efforts of late have been made to reduce the attrition between 8th and 9th grade.



	Inquiries	Applications	Enrollment	Attrition
2019-20	862	406	674	40
2020-21	999	519	695	70
2021-22	951	542	690	108
2022-23	997	603	678	94
2023-24	1067	590	678	87

Future Leadership of SD

As San Domenico builds on its extraordinary 173-year history, the Board of Trustees has launched a national and international search to identify a new Head of School for July 1, 2024. To that end, and to assist the Board in clarifying the goals and opportunities the new Head will face, Marcus Hurlbut and Joan Beauregard of Educators Collaborative solicited input from members of the school community during an on-campus visit and by means of an electronic survey. Those interviewed and surveyed included faculty, students, administrators, staff, parents, trustees, alumni and community members. Based on this input, the following represents a summary of San Domenico's strengths, the challenges and opportunities it faces in the next three to five years, and the personal and professional qualities the trustees and the school seek in the next Head of School.

Strengths of the School

The following are the most notable strengths of San Domenico and include enduring practices and traditions that will be expected to carry over through a leadership transition. Overall, the climate and community of the school are in excellent shape and the commitment to the school and its culture is a unique element of the San Domenico experience for the 680 students and the faculty and staff of over 100.

- San Domenico School is the only school in Marin County that serves students from Kindergarten through 12th grade, and the only school with both boarding and day students for high school.
- There is community-wide appreciation of the school's 173-year history of offering college preparatory educational opportunities to students of all backgrounds and faiths.
- All constituencies spoke to a deep understanding of San Domenico's Dominican heritage, diverse and interfaith history, and the values of study, reflection, community and service that inform the school culture and program. The appreciation for the school centers not just on its delivery of exceptional education but on social-emotional learning and development of a sense of purpose as well.
- The school's beautiful 515-acre campus offers a variety of opportunities for recreation, outdoor education, and future growth, as well as an idyllic environment for both community-building and serene self-reflection.
- The community is committed to the goal of educating global citizens who will work to create a just and sustainable world.
- The school has longstanding, highly reputed music and performing arts programs, from its Virtuoso program for aspiring string musicians to its well-attended musical theater productions.
- The school has a growing athletic program with strong momentum and recent major commitments to facilities and infrastructure.
- The school receives high praise for its response to the pandemic and its success in providing remote, hybrid and exceptional in-person learning.
- A school-wide belief in the benefits of day and boarding students interacting with each other is not just acknowledged but celebrated as an invaluable component of the learning experience at San Domenico.
- San Domenico students are kind and positive with each other and enjoy their interactions with adults.
- The Board of Trustees is committed to the strategic development of San Domenico School while understanding and supporting the Head's role in leading and managing the operations of the school.

Challenges and Opportunities for the Next Head of School

The responsibilities of the Head of School are many and varied. With them will come the inevitable challenges that are common to all independent schools as well as some that are unique to San Domenico at this point in its history. Among these are:

Celebrate and further define San Domenico's identity:

- Publicly launch a new mission and vision statement, which are the product of an extensive process that is concluding now, and integrate them into the fabric of the school.
- Strengthen the school's brand, using common language to describe its distinctive qualities and the value proposition it offers to families.
- Oversee the development of an enrollment management plan which encourages all faculty and staff to provide support to an internal marketing effort to improve retention from middle school to the upper school.
- Create a cohesive educational experience across all grades inspiring families to remain at San Domenico through high school graduation.
- More clearly define what constitutes 'academic excellence' and how it can be measured to inform internal and external marketing.
- Continue to elevate San Domenico's commitment to Diversity, Equity and Inclusion.
- Support the crucial role the faculty plays in providing an exceptional experience for students with attention to recruitment, retention, and professional growth.

Ensure San Domenico's financial health and stability:

- Clarify and leverage what a K-12 day school with a high school boarding program offers in marketing, enrollment and tuition revenue.
- Build on initiatives to strengthen enrollment through effective branding, marketing and admissions efforts.
- Strengthen fundraising with attention to major gifts, alumni/ae giving and targeted campaigns.
- Explore and implement, as feasible, additional sources for non-tuition revenue.
- Continue the evaluation of campus and plant needs including revenue generating opportunities and support for expanded program offerings.

Celebrate and further define San Domenico's commitment to a successful and sustainable structure:

- Evaluate the administrative structure to ensure that it serves the needs of the school community.
- Ensure that the talents of administrators, faculty and staff are utilized and valued, clarify reporting structures and teams and create a well-defined, equitable structure.
- Build trust with faculty and staff: review the complexity of decision making, clarify channels for constituent input and find the right balance for communicating outcomes so that there is appropriate transparency around decision making and constituents feel informed.
- Find joy and balance in the competing demands of being present for students and faculty/staff on campus while also engaging in outreach and offering a visible presence to audiences off campus.
- Work in partnership with the Board to keep San Domenico School relevant and responsive to changing times and the needs of the larger community.
- Work in partnership with the Board of Trustees to launch the process of developing an updated Strategic Plan which will play an important role in creating a collective sense of purpose and direction.



Qualifications and Attributes of the Next Head of School

The next Head of San Domenico School will be an experienced, approachable, and strategic leader. The next Head of School will be a leader who ideally possesses the following characteristics and qualities:

- A highly visible advocate for the school, who embraces and embodies San Domenico's traditions and mission.
- An outgoing and warm personality with a genuine desire to engage with the school community at every level.
- An empathetic consensus builder and unifier who looks for ways to build connections, find common ground and create shared experiences.
- An authentic, enthusiastic and demonstrated commitment to diversity, equity, and inclusion.
- An astute listener and observer who will take the time to understand the school and work with school leadership to create a plan and courageously take the steps to move forward to a stronger, sustainable future.
- A systems thinker who possesses a clear sense of how the various school functions interconnect with one another.
- Experience in engaging multiple constituencies and building trusting relationships inside and outside the school community.
- Experience and demonstrated success in financial management and enrollment growth.
- Demonstrated experience and success in fundraising and marketing, and a willingness to take a critical leadership role in both.
- A proven record of identifying, developing, motivating and retaining a talented faculty and staff.
- An articulate and charismatic spokesperson in the school community and beyond.
- Solid understanding of best practices in independent schools and the ability to build systems for effective and efficient operations.
- The vision, conviction, and leadership skills to keep the school dynamic and evolving, while honoring its longstanding values and history.
- Evidences an abundance of characteristics typically found in successful school leaders: approachable and responsive, courage with kindness, honesty, character above reproach, excellent verbal and written communication skills, relationship builder, data-driven decision-maker, lifelong learner, humility, and a sense of humor.

How to Apply

Candidates interested in this position are asked to submit the following materials in a *single merged* PDF document by July 15th.

- EC Candidate Summary Sheet and Disclosure Form (contact Marcus Hurlbut and/or Joan Beauregard for the documents)
- Letter of Interest addressed to the Search Committee
- Current résumé
- Statement of Educational Leadership
- A list of five or more references with contact information (including phone numbers and email addresses)
- Up to three letters of reference (optional)

Please email any inquiries or expressions of interest to:

Marcus D. Hurlbut

Partner, Educators Collaborative, LLC
mhurlbut@educatorscollaborative.com
Ph: 949-279-3084

Joan Beauregard

Partner, Educators Collaborative, LLC
jbeau@comcast.net
jbeauregard@educatorscollaborative.com
Ph: 206-851-6616

All qualified applicants will receive consideration for employment without regard to race, color, national origin, ancestry, sex, sexual orientation, gender, gender identity or expression, genetic information, age, disability, medical condition, religion, veteran status, marital-status or any other classification protected by applicable local, state or federal laws.



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1500 Butterfield Road
San Anselmo, CA 94960
Ph: 415-258-1900
www.sandomenico.org

