



FACTS AT A GLANCE

Coed boarding and day
grades 8-12, PG

Founded 1875

35-acre campus

190 students

15% day

85% boarding

70% domestic

30% international

36% females

64% males

Average class size - 10

16 Varsity teams

9 AP courses

Aspire to Net 0 Carbon footprint
Dedicated to Reduction
of Water Usage

Mascot: Timothy Tiger (tiger used
since late 19th century)

Accredited by: NWAIS, Cognia
(formerly AdvancEd)

Member school of:
NAIS, NWAIS, TABS

WASATCH ACADEMY Head of School Search

120 South 100 West | Mount Pleasant, Utah

Applications Due: July 18, 2022

WELCOME

In the following paragraphs you will be introduced to Wasatch Academy. You will find it to be a rather unique school nestled in a high mountain valley in Central Utah. You will find it to be a forward looking, multi-cultural school that embraces its students as well as their

families, celebrating them as the distinctive individuals they are. You will find an institution that is vested and invested in the future of those in its care. You will find a school that does not stop at the border of Mt. Pleasant, does not stop at the border of Utah, does not stop at the shores of the United States. You will find a school that touches the World from a high mountain valley in Central Utah. Welcome to Wasatch Academy.



THE SCHOOL - AN OVERVIEW

"Let it endure like the Wasatch Mountains; call it Wasatch Academy."

As a Presbyterian Minister devoted to improving the human condition through education, Duncan McMillan opened the doors of Wasatch Academy's first schoolhouse to local residents in 1875. His quote cemented not only the name of the school but launched a tradition of timeless achievement. Even as the vision has evolved over the years, Wasatch Academy continues to nurture excellence through education, preparing students for a next step to college or career with confidence and commitment to something larger than themselves.

Today, Wasatch is a remarkably and intentionally diverse community nestled in the remote but historic town of Mount Pleasant, Utah and offers its students an inclusive and warm community in which to live and learn. The campus is in the middle of town, which offers wide streets lined with many quaint homes (many belonging to Wasatch) and school buildings. Only minutes from campus you can be skiing, hiking, or biking in the mountains. It is truly stunning.

There is deep and abiding care for all students and for the school in general that is immediately evident when speaking with any adult from the Wasatch Academy community. Similarly, there is great affection and dedication expressed by alumni, parents and grandparents, many of whom have supported the school financially, especially in helping build or renovate the 25 buildings on campus.



The opportunities offered through the school's programming are impressive – from traditional “core” college prep courses, to the non-college track curriculum, to extensive offerings in the arts, STEM with heavy emphasis on Engineering, athletics and equestrian pursuits. There is also a dedicated learning center and English Language Learning (ELL) program designed to support all students at the level necessary to help them succeed.

Wasatch Academy has long recognized the value of a diverse and inclusive student population. In the late 1980s, Wasatch began its outreach both domestically and internationally, creating and maintaining a broad continuum of students from various cultures and socioeconomic circumstances. Students first came from such unlikely places as Latvia, Tibet, and Mongolia. This became the genesis of what is now an inclusive and equitable culture, perpetuated organically, one that respects the dignity of each student with all they bring and share from their world to the contemporary Wasatch community. The school strives to embody an inclusive and accepting environment in the composition of its faculty, staff, and Board of Trustees, while acknowledging the opportunity to improve further in these constituent groups.

Most recently, Wasatch Academy has enjoyed the 32-year headship of Joe Loftin, followed by the transitional tenure of Matt Culberson who arrived in the Fall of 2020 and has very aptly led the school through the challenges of the pandemic. This year and next mark efforts to create vision and set in place a rhythm and culture that is (hopefully) no longer affected by Covid.

Despite the pandemic, the senior leadership team, the Head and the Board have advanced the difficult work of examining the vision of the school. There is clarity that Wasatch will focus on reducing the breadth of its offerings in order to deliver depth to its core value programs. The commitment to the success of the school from the staff and management will transcend Matt Culberson's retirement as this work is continued to completion.

Mission

Wasatch Academy is a nurturing community empowering young people to develop academically, socially, emotionally, physically, and ethically, by preparing them for the opportunity of college, work, and a lifetime of learning and contributing to our global society.

Core Values

- Respect for the individual
- Ownership / Accountability
- Community
- Innovation
- Health and Safety

MOUNT PLEASANT, UTAH

The railroad came to Mount Pleasant in 1890 and with it came prosperity. Commercial structures along Main Street reflect those good times, and many of the buildings have been preserved to reflect that era. The town is a short drive from both the [Uinta-Wasatch-Cache](#) and [Manti-LaSal National Forests](#). It is also an easy 90 minutes from Salt Lake City, with the towns of Provo and Orem accessible along the way. The [City of Mount Pleasant](#) gives Wasatch Academy access to the gateway of outdoor adventuring. With seven national monuments, six national forests, five national parks, 14 world-class ski resorts, 45 state parks, the greatest snow on earth, and its natural beauty, Utah is a prime location for students and staff looking to enjoy the out-of-doors and/or its passive visual majesty.

The 35-acre campus of Wasatch Academy is listed on the National Register of Historic Places, as is the town's Main Street. The school has invested heavily in the preservation of the historic features of both. At 6,000 feet, Mount Pleasant offers a perfect environment to focus on studies in a safe and friendly location, with clean air and no traffic. Mount Pleasant is near other historic towns in Utah that offer museums and artist colonies.

Sustainability being a core value of Wasatch Academy, the Board has pragmatically pursued a goal of having a "Net 0" carbon footprint. The campus is gradually switching over to ground source heating, eliminating gas and coal-fired electricity as the heating and cooling energy source for the school. The Board has invested heavily in Smart Controls for the new and remodeled buildings, which has significantly reduced energy use. There is a Campus Landscaping Master Plan, moving Wasatch toward planting only native, drought-resistant species to reduce water consumption.

As one of the largest employers in Sanpete County, the school enjoys a positive relationship with the community. Wasatch has found many areas of joint interest where the city and county partner with the school in projects that mutually benefit all.

ACADEMICS

The academic program is designed to nurture a growth mindset for the individual learner while providing them the tools necessary to succeed in the future. Wasatch prioritizes helping all students reach their highest potential through an in-depth study of topics and a thorough exploration of the intersection between ideas and disciplines. Along their journey, students master core academic content, make perceptive observations of their individual learning style, and develop and advocate for ownership of their education.

As one past parent commented, "Wasatch Academy goes further than any other school in offering support to students to get the help they need in Structured Study Hall (SSH) in the evenings with subject teachers with their peers on Sunday afternoons and/or with their Learning Coaches on a daily basis in the Learning Center."

With small class sizes, [full-time dorm parents](#), and [project-based education](#) underpinnings, students can elevate their understanding into life-long learning strategies necessary for success outside of the academic environment.

Project-Based Learning

Experiential learning is dedicated to bridging the gap between classroom knowledge and real-world experiences. Through this framework, students combine their classroom education with outdoor adventures, community service, sustainability initiatives, trips and other unique opportunities to create a broad palette for learning. Teachers link course content with real-time events to help students contribute to a better world through hands-on, authentic learning. Utilizing in large part a project-based learning approach, Wasatch Academy helps students forge meaningful connections with the community and develop respect for the environment while learning how the two are interconnected.

This unique individualized curriculum and pedagogy prepare Wasatch students to become engaged citizens and leaders in a complex world, one they experienced in microcosm on the Wasatch campus. The school maintains a holistic approach to [academics](#), the [arts](#), [athletics](#), and its tailored [Learning Services](#).



Beyond the classroom, students access [countless avenues](#) to explore new interests, connect with others, and build community in ways that both support and challenge them.

Distinctive Programs in Distinctive Buildings

Although the academics at Wasatch Academy are strong across the board, a number of programs truly set the school apart. Since the mid-1990's Wasatch has invested millions of dollars to build or renovate facilities to match the quality of these programs. As a result the campus is dotted with impressive and highly functional buildings that house many of the distinctive programs offered.

The Lenoff Family Learning Center

The school recently received a multi-year pledge to support repurposing the old Administration Building in order to meet the specific needs of the learning support program. Wasatch is very proud of its ability to provide many layers of dedicated resources to the students in this program. There are eleven learning coaches who work one-to-one with students, offering support and encouragement in the development of executive function skills - those skills deemed necessary for success in academics and in life beyond school. Learning Support Services at Wasatch Academy exemplify the school's dedication to the support and the success of the individual student.



The John W. & Elizabeth Lee Engineering Arts Building

In 2019 \$1.7 million was allocated for the construction of a state-of-the-art maker space, another stunning example of Wasatch Academy's dedication to the preservation of the architectural integrity of historic Mt. Pleasant. Wasatch Academy offers myriad engineering design courses such as engineering, robotics, rocketry, digital audio, industrial fabrication, and various levels of computer science. This "very cool" large and open space also contains a full woodworking shop with plans to add metal fabrication.



Bernadette & Edward Feeney Music Conservatory

In 2015 the school made a multi-million dollar renovation and new addition to the original Presbyterian Church. The building was doubled in size without changing the historic architectural aesthetic of the structure. The Conservatory offers students professional practice and performance space to develop their studio and performing arts interests. It also houses a world class concert grand piano.

Studio Arts Center

Wasatch Academy purchased an old ATV dealership in 2013 and repurposed it as the Studio Arts Center. The building was renovated in keeping with its presence on Main Street. The space is one of the more vibrant places on campus with students spending many hours after class in the evenings painting, throwing pots, and producing photography.

The Anne N. Coltharp Center for Evolving Technologies

2009 marks the opening of this innovative and exciting building. The CET houses the computer sciences program and also contains a state-of-the-art audio recording studio with a sister video recording studio.

Reemtsma Mathematics & Science Building

The Board initiated the new construction of the math and science building in 1994. It forms the west side of the Quad. Mathematics, Chemistry, Physics, and Biology are housed here. The school is proud of its association with Snow College, which gives students access to advanced math courses not typically available on a high school campus.

Other Programs of Note

Through the *University Foundations Program* students may choose to enroll in online courses through Arizona State University with the opportunity to receive college credit while they are also enrolled in advanced secondary courses at Wasatch Academy. For international students, this is all while immersing themselves in American culture and the global environment of the school.

English Language Learners (ELL)

The English Language Learner Program at Wasatch Academy targets each of the four language communication skills: reading, writing, listening, and speaking. The three primary objectives for each ELL student are:

- Successful participation in mainstream classes
- Preparation for the TOEFL examination during the college application process
- Education for future pursuits requiring English language proficiency

Global Programs

Wasatch Academy's reach extends beyond the Mount Pleasant campus, actively nurturing relationships across the world. The school has partnered with schools in China, India, Ecuador, Peru, Japan, and Chile to offer dual diplomas, exchanges, and collaborations. The opportunity to promote and expand enrollment between the global partner campuses and the Wasatch Academy main campus was slowed but not forgotten during the pandemic. The school has been able to expand its international reach by adding four programs during this difficult time and is working hard to sustain the rich sense of globalism that has been such an iconic part of its history.

Ideally, Wasatch students in partnership schools elsewhere in the world spend the last year or two of their high school experience on the "home campus" in Mount Pleasant. This affords them the opportunity to see the school whose academic program they have thus far followed and to have an American boarding school experience in a beautiful location.

COLLEGE AND CAREER COUNSELING

College guidance at Wasatch begins freshman year to prepare students for the eventual process of applying to college. To learn more about the process and see a list of college acceptances over the past few years, please visit [this page](#).

Wasatch Academy's broad spectrum of students also includes those who are not on a college or university track. Many of our students will go on to post-high school education, which includes technical training, guild apprenticeships, and other training. The school is proud of its ability to direct, encourage, and coach such students in the educational opportunities that will manifest success in careers that are appropriate for them as individuals.

BOARDING PROGRAM

With 85% of the student body living on campus, there is much attention paid to the boarding program. Most faculty members live in school housing and are required to do occasional weekend duty whether they live on or off campus. They are, however, not dorm parents. Full-time dorm parents live in the dorms and, when on duty, work for a few hours in the morning to help students begin the day and from 3:50pm to midnight in the evening. Dorm parents are on duty every weekday night and every other weekend.

There are six dorms and various study options in the evenings. One boys' dorm was used for the past two years as a Covid isolation area. Each dorm has a common room and a small kitchen for student use.





Weekend Activities

With the many options for outdoor activity in Utah, Wasatch Academy tends to schedule multiple trips off campus during the weekends for those students who want to participate. Some of these are overnight trips. In the winter, of course, skiing is the most popular weekend activity. By contrast, students may also stay “at home” to hang out together or attend dances, movies, and other activities scheduled on campus. Adult oversight is provided by the dorm parents on weekend duty and faculty assigned to accompany / lead the off-campus trips.

ATHLETICS

Wasatch Academy offers [16 different team sports](#) and is home to one of the most successful high school basketball programs in the country. Wasatch is a founding member of the National Interscholastic Basketball Conference (NIBC), competing against the highest seeded teams in the country. The school has three additional boys’ basketball teams. The Brunger-Wilkey Gym is dedicated to basketball only, while

the Field House, a more versatile sports complex, houses other court sports, track, and indoor activities. The Wasatch Equestrian Center is just a mile from campus where riding lessons and competitions are offered in Western or English style. Students may bring their own horses or use one of the horses owned by the school. Wasatch also offers swimming at a shared facility leased from the city.

SUMMER AT WASATCH

[Summer at Wasatch Academy](#) allows eighth graders through senior high school students from around the world to participate in an interactive, intensive learning environment in small classes or one-on-one learning experiences, complemented by outdoor adventure and endless fun. The campus is also used for family reunions, weddings, sports camps, and other activities generating net positive revenue for the school.

CAMPUS SECURITY

The school has invested in a state-of-the-art security system with controlled key card access to all buildings. Critical area cameras surveil the campus without invading the privacy of the students and staff. Because of the relationship with the city and county, Wasatch Academy has immediate response on the rare occasions where such a response might be needed.

ADVANCEMENT

In 2021, the school embraced the advancement model, valuing their constituents’ relationships with the school from that moment of inquiry as a prospective student or family to the memorable ties that alums have with the institution. The Admissions Office employs four full-time associates, each one of whom focuses on a particular aspect of enrollment management. During the Covid years Wasatch has lost some ground in student numbers, largely due to the loss of international students.



Enrollment Numbers

The 2021-2022 enrollment was 190, and general consensus is that the “sweet spot” would land at about 240-250. Enrollment is beginning to grow again.

Enrollment Overview, FY 2019 - 2022: (at the conclusion of each school year)

Year	Total Enrolled	# Boys	# Girls	# States Represented	# Countries Represented	# Boarding	# Day
FY 2022	190	129	61	27	27	158	32
FY 2021	202	129	73	23	28	164	38
FY 2020	268	182	86	24	33	210	58
FY 2019	296	183	113	23	29	226	70

Development and Alumni

The Development and Alumni Office employs one full-time and one part-time associate focused on annual giving, growing the endowment and re-engaging alumni in the life of Wasatch Academy today.

2022-2023 Tuition and Fees

Full Year Financial Information

\$64,800 Full Year Seven-Day Boarding

\$67,400 International Boarding

\$61,800 Five-Day Boarding

\$35,500 Day Student

Additional Academic Program

\$8,000 Learning Coach Program (1:1) three or four days a week

Summer School – students ages 12–18

\$10,500 2022 Summer Experience: six-weeks boarding, earn up to three semester credits, June 26, 2022 – August 6

\$5,250 2022 Summer Dash: three-weeks boarding June 26, 2022 – July 16, 2022 or July 17, 2022 – August 6, 2022

Other Fees

There are required fees for some or all families that include: classroom resource, Junior and Senior Class fees, Laundry, Transportation, and health insurance. Other fees are optional, usually sports or activity-related, for such activities as riding, ski and snowboard teams, and recreation programs.

Financial Aid and Tuition Remission

Forty percent of the student body received financial assistance in 2021-2022, amounting to \$2,288,181.

Any full-time employee receives full tuition remission for any child who qualifies academically to attend Wasatch Academy. In 2021-2022 18 employee children attended the school.



ENDOWMENT AND CAPITAL EXPENDITURES

Over the years the Board has made the conscious decision to focus on the quality of campus facilities as opposed to building the endowment. This approach provided immediate benefits to the students, faculty, staff, and management. With most of the capital improvements now made, the school intends to shift future development emphasis to growing the endowment.

GOVERNANCE

The sixteen members of the Wasatch Board of Trustees are incredibly loyal and dedicated to the school, whether they be past parents, alumni/ae or friends otherwise unaffiliated who have a broad spectrum of life experience that they willingly share in support of the school. Trustee terms are three years, and an individual may serve three consecutive terms before being required to retire for at least one year. Others who've distinguished themselves on the Board have Emeritus/a status. The Board anticipates bringing on three new trustees this summer.

The Board meets officially three times a year, with a fourth meeting normally used as a planning retreat. There are several standing committees that meet as necessary. The Bylaws restrict membership to individuals who do not have a current student attending the school. Board members must annually sign an attestation regarding Conflict of Interest and their understanding of their role as Board members. The Board is required to attend Board Training sessions designed to educate them as to the fiduciary and strategic - as opposed to operational - responsibilities they are agreeing to take on. The training emphasizes that members are not to involve themselves in the day-to-day operation of the school. Educators Collaborative conducted the most recent training session.

LEADERSHIP PROFILE

Matt Culberson, Wasatch Academy's current Head of School, has announced his decision to retire at the end of the 2022-2023 school year. Joan Beauregard and Sally Mixsell of Educators Collaborative have been engaged to assist the Board of Trustees in identifying the next Head of School.

Having visited Wasatch over several days, Joan and Sally interviewed various constituents in person, over Zoom, and via an online survey in order to understand the school, the people and their hopes and dreams for the school. What follows is a list of themes that emerged when asked about Wasatch Academy's strengths and challenges / opportunities, as well as the attributes and qualifications they hope to see in their next leader.

STRENGTHS OF THE SCHOOL

Attention paid to the individual student. Whether a student needs learning support in the dorm, is hoping to develop as a leader, or needs a strong advisor who will help build confidence, an adult in the community will invariably be there. Every student counts, and every student is supported.

The diversity and international flavor of the student body, which the adult community aspires to mirror. The school's global initiatives, dual diploma programs, and travel/exchange opportunities in non-Covid years underscore the importance of this attribute. Though there is always work to be done in order to honor and maintain a truly diverse community, the community's commitment to these efforts is clear.



The beauty of the campus and facilities, as well as the stunning surroundings of Mount Pleasant and environs. Set in this rural but in-town environment, Wasatch affords a safe space both physically and emotionally.

The location. Recreational activities are available within minutes from campus and in the many state and national parks of Utah. Cultural activities may be found in Salt Lake City, just 90 minutes away. A faculty and staff dedicated to the success of each student and invested in their own growth in order to continue to provide a quality education for the students. Spending the past few years adjusting to a more project-based curriculum and working to align curriculum both vertically and horizontally exemplify this intention.

A Board of Trustees committed to supporting the core “goodness” and important traditions of Wasatch Academy while also supporting change in order to allow for appropriate and necessary moves to update programs aligned with the mission. This is a Board that also recognizes the need to shift from partnering with a long-tenured or Covid-era head to supporting a new head whose leadership will signal the move into a new era for the school.



CHALLENGES AND OPPORTUNITIES

As with all schools, Wasatch Academy has been challenged by the effects of Covid and is anxious to settle into what will become its new reality. Current Head of School, Matt Culberson, has developed a community vision for the future that includes continued DEIB work, more vertical and horizontal alignment across the curriculum, continued development of experiential learning experiences and related pedagogies, and building marketing and programmatic emphasis on the out-of-doors opportunities at Wasatch. With accreditation on the horizon, there will be more to tighten up in a post-pandemic era. Most importantly, the new head of school will be charged to continue rebuilding the kind of close-knit community Wasatch has always been; the pandemic has been as difficult at Wasatch as it has been in all schools, and much of the work will be about resetting norms and protocols as the world settles into a post-pandemic reality. In particular, challenges and opportunities that will greet the new head are expected to include:

- Building on and solidifying the vision for Wasatch’s future, in collaboration with the Board and working with a new strategic plan.
- Clarifying the school’s identity, focusing especially on the profile of students who will be served well by Wasatch. The marketing messages and Admission conversations will need to reflect what is decided.
- Maintaining and continuing to develop a culture of openness, safety, trust, and collaboration as Wasatch Academy emerges from the pandemic.
- Continuing efforts to include underrepresented constituencies in the student body, faculty, staff and the Board.
- Addressing some deferred maintenance issues, particularly in faculty and dorm parent housing, some of the dorms, and Craighead, the Humanities building. While many structures are quite new or recently renovated, these are at the top of everyone’s mind for the next areas to target.
- Clarifying and redefining guidelines for community behavioral expectations. If restorative justice practices are used, for instance, faculty and dorm parents will need to be well trained in order to understand how the system can work at Wasatch.

- Continuing to build connection and collaboration among the academic program, the learning support department, and the ELL department in order to serve all students as fully as possible.
- Working to maintain the enthusiasm of longtime, loyal donors to the school while also growing a pool of new donors. A focus on building the endowment will be especially important.
- Supporting students adequately, especially around study skills and mental health, as the world emerges from the pandemic. The new head will also need to be sensitive to what the adult community has been through.
- Determining “right size” and appropriate programming to match that size.
- Redefining and creating a culture of clear expectations and accountability. Both students and adults need clearly re-defined expectations that apply to all equitably and the knowledge that they will be held accountable if those expectations are not met.
- Committing to the goal of ever-increasing Wasatch’s understanding of what it means to live in a truly diverse community, working to build connection while honoring and understanding the value of difference. This is ongoing work.
- Keeping an eye on financial stability and how revenue-producing programs may or may not be affected in the post-pandemic rollout.

SKILLS AND CHARACTERISTICS DESIRED IN A NEW HEAD OF SCHOOL

One faculty member said, “The next head of school needs to lead with their head and their heart.” Wasatch does need a strong, strategic and compassionate leader who will be a willing partner with the Board and lead the school into the future with clarity and transparency. In addition, the school is looking for the new head to be someone who:

- Possesses cultural competence and the mindset of a global citizen. Wasatch has been an internationally-minded school for a long time, though the pandemic has recently reduced the number of students from outside the U.S. The new head will need to know how to navigate different cultures and feel comfortable representing Wasatch Academy in many different environments.
- Is able to communicate clear expectations in both speaking and writing. Being an inspirational and charismatic communicator will also help set tone and vision in this pivotal era for the school.
- Has passion for the mission, all the school has to offer and the incredibly beautiful but quite remote location. The Head of School’s family will also need to be fully engaged in living in such an environment.
- Is open-minded and able to manage the political and social spectrum represented in the community, serving as the role model for respecting and honoring the value of every individual.
- Demonstrates visible commitment to the community. It will be important for the new head to be visible on campus and at school events and activities. Having experience in a boarding environment will be a plus.



- Is a strategic thinker who readily shares the rationale behind decisions in order to create buy-in within the school community.
- Demonstrates an optimistic view of the world and, especially, of Wasatch Academy.
- Has demonstrated success in fundraising and donor relations – or, at the least, has a plan for gaining experience in this aspect of headship and is not uncomfortable with “the ask.”
- Is a people person who clearly loves working with adolescents and their families, and is sensitive to the needs of all those who live and work at the school.

HOW TO APPLY

The Search Committee expects to complete the search in Fall 2022. Interested candidates should submit their materials by **July 18, 2022.**

Candidates interested in this position are asked to submit the following materials(in one continuous Word or PDF document:

- Educators Collaborative (EC) Candidate Summary Sheet (contact the consultants for this document)
- Letter of Interest addressed to the Search Committee
- Current résumé
- Statement on Educational Leadership
- A list of five or more references with contact information (including phone numbers and email addresses)
- An EC Disclosure Form (contact the consultants for this document)
- Up to three letters of reference or other supplemental materials (optional)

Please address any inquiries or expressions of interest to: Joan Beauregard, Partner, Educators Collaborative, LLC
jbeau@comcast.net or jbeauregard@educatorscollaborative.com
 206-851-6616

Sally Mixsell, Co-Managing Partner, Educators Collaborative, LLC
smixsell@educatorscollaborative.com
 203-824-3653

COMMUNITY AND INCLUSION STATEMENT (DRAFT)

Wasatch Academy best lives its mission, values, and commitment to social responsibility when everyone knows they belong in our school community. We are committed to respecting and valuing each individual for their unique experiences, perspectives, backgrounds, and identities. This commitment demands courageous conversations that constantly challenge us to examine the alignment of our policies, practices, and curriculum in support of each community member’s actualization of their best selves.

