EDUCATIONAL LEADERSHIP OPPORTUNITY

Kamehameha Schools®

Head of School, Kapālama Campus

HONOLULU, HAWAI’I

Founded in 1883 by Princess Bernice Pauahi Bishop, great-granddaughter of Kamehameha the Great, Kamehameha Schools exists to advance the condition of Native Hawaiians by providing high quality educational opportunities. Since its founding, KS has become a symbol of educational excellence, graduating more than 25,000 young men and women.

Like their benefactor, Kamehameha graduates are expected to care for their families, serve their communities, and apply their knowledge, skills, and rich cultural heritage to enhance and benefit Hawai‘i and the larger world.

For a position to begin in July of 2016, Kamehameha is seeking an extraordinary leader to serve as Head of School of the Kapālama campus — the chief administrator of a large and complex school with an inspiring mission.

Kamehameha Schools Kapālama is an independent college preparatory day and boarding school with a Protestant Christian program. Its kindergarten through grade 12 enrollment is 3,200. The high school includes grades 9-12 and enrolls 1,800 students. About 386 grade 9-12 boarding students, primarily from the neighbor islands, reside on campus.

Grounded in its commitment both to Protestant Christian beliefs and to the perpetuation of ancestral Hawaiian values and traditions, the school offers a comprehensive college preparatory curriculum integrated with the study of Hawaiian culture and language, as well as character education and religious instruction. A lively arts program and extensive athletic opportunities complement the academic studies.

The Po‘o Kula (Head of School) of the Kapālama campus will inherit an impressive learning community with a well-defined vision and the physical, financial, and human resources necessary to realize an ambitious agenda of continuous improvement.

APPLICATION DEADLINE: ASAP AND NO LATER THAN MARCH 21, 2016
KAMEHAMEHA SCHOOLS VISION, MISSION, AND STRATEGIC GOALS

MISSION

Kamehameha Schools’ mission is to fulfill Pauahi’s desire to create educational opportunities in perpetuity to improve the capability and well-being of people of Hawaiian ancestry.

VISION

Kamehameha Schools is a dynamic and nurturing learning community committed to educational excellence. We assist people of Hawaiian ancestry to achieve their highest potential as “good and industrious men and women.” We do so by contributing to their development as people who are:

- grounded in spiritual and Christian values;
- intellectually, emotionally, and socially self-reliant;
- resourceful, resilient, lifelong learners;
- equipped with the skills they need to succeed in endeavors of their choosing;
- responsible ethical, contributing members of their multicultural and diverse communities; and
- prepared to practice and perpetuate the Hawaiian values and traditions of its founder, Princess Bernice Pauahi Bishop.

SUMMARY OF GOALS AND PRIORITIES

Goal 1: Network of Native Hawaiian Schools
Deliver world-class, culture-based education through a network of Native Hawaiian schools, inclusive of our KS schools and Native Hawaiian charter and immersion schools.

Goal 2: Improved Educational System
Contribute to communities’ collective efforts to improve our education systems for Native Hawaiian learners to achieve key Educational Pathway Milestones.

Goal 3: Native Hawaiian Identity
Cultivate a strong Native Hawaiian identity to instill confidence and resiliency in our learners and to inform decision making and actions within our organization, for the improvement of the wellbeing of the Lāhui.

Goal 4: High-Performing Native Hawaiian Organization
Execute as a high-performing, mission-driven, Native Hawaiian organization with strong leadership, efficient processes and systems, and successful strategic partnerships.

Goal 5: Impact-Driven Resource Management
Prudently optimize the strength, breadth, and strategic alignment of our resources with an organization-wide focus.
ABOUT THE KAMEHAMEHA SCHOOLS EDUCATIONAL SYSTEM

Today, a combined preschool through Grade 12 enrollment of more than 6,700 students at three K-12 schools and 30 preschool sites makes Kamehameha Schools the largest independent school system in the United States. Families pay in tuition only a small portion of the cost of educating each student, with extensive financial aid available to students who demonstrate additional need. In addition to its campus-based day and boarding educational programs, Kamehameha also administers numerous educational programs and outreach efforts in local communities across the state, including a comprehensive college financial aid and counseling program that distributes $18 million in aid each year to Native Hawaiian secondary school graduates.

The sole beneficiary of the Bernice Pauahi Bishop Estate, which has an estimated value of over $10 billion, Kamehameha Schools also is the largest private landowner in the state of Hawai‘i.

This Po‘o Kula opportunity is for Kapālama, which is the flagship campus and the oldest and largest of the three schools (the others are located on the islands of Maui and Hawai‘i). As such, it occupies a particularly prominent place in the community and in the hearts of the thousands of passionate alumni who have passed through its doors.

THE KAPĀLAMA STUDENT BODY

Kamehameha’s admissions policy is to give preference to applicants of Hawaiian ancestry to the extent permitted by law – a policy that has been repeatedly upheld by the courts in the face of several challenges. In addition, in keeping with the wishes of Princess Pauahi, the school allot approximately one-quarter of its spaces to indigent youngsters and orphans, defined as children who have lost at least one parent. Through a complex admissions process that also takes into account geographic location and standardized test scores as well as applicants’ co-curricular activities and personal qualities, the Kapālama campus each year enrolls approximately one of every 10 children who apply. Standard entry points are grades K, 4, 7, and 9. Kapālama serves O‘ahu and the neighbor islands.

Strong college preparatory in its focus, the Kapālama campus ensures that all graduates are accepted to institutions of higher learning. Typically, approximately 70 percent attend four-year colleges or universities and one-quarter attend two-year colleges or technical schools.

Colleges and universities enrolling five or more Kapālama graduates over the past five years include the following:
CAMPUS AND FACILITIES

The striking Kapalama campus features nearly 70 major buildings, seven miles of roads, and seven athletic fields. Major buildings include separate complexes for each of the three divisions; the Midkiff Learning Center, which houses 70,000 resource materials, a student media production center, and a television studio; a technology center including a sophisticated computer-assisted designing and drafting (CAD) system; a performing arts complex; 12 dormitories; and extensive athletic and recreational facilities, including an Olympic-size swimming pool, playing fields, four gyms, and a football/soccer/track stadium.

The beautiful Chapel, with wooden doors made of koa, can accommodate 450 students and features an organ with 3,500 pipes. The school also maintains a fleet of 28 buses to transport 1,500 students.

Recent facility upgrades have included a new Athletics/PE complex, a Hawaiian Cultural Center and a seven-story parking garage.

HIGHLIGHTS OF THE KAMEHAMEHA KAPALAMA PROGRAM

The Kamehameha Kapalama educational program offers a broad college preparatory curriculum that is integrated at all grade levels with Hawaiian cultural knowledge, traditions, practices, and skills. Careful attention to moral development and character education permeates the program, as well; all students participate in Ekalesia Christian education classes and attend Chapel and devotions.
THE ELEMENTARY SCHOOL (GRADES K-6)

The Elementary School occupies eight buildings on the Kapalama campus, serving 750 students. The 55-member faculty oversees an educational program with an emphasis on the development of the whole child through academics, social skills, the arts, and culture, as well as spiritual and physical education. Instruction reflects the belief that children learn best through a variety of approaches; language, music, mathematics and logic, spatial awareness, movement, social relationships and feelings.

Students are grouped in self-contained classrooms of 20 to 24 children. Specialty teachers provide instruction in art, science, technology, Hawaiian language and culture, music, band, guidance, physical education and health.

THE MIDDLE SCHOOL (GRADES 7-8)

A separate division since 2001, the Middle School strives to ease the transition from elementary to high school by emphasizing the creation of a sense of belonging and community. The 640 students are divided into six teams – three at each grade level – with all students within a team assigned the same math, science, social studies, and English teachers. Each student is also placed in a small advisory group.

Committed to creating an exemplary Middle School by utilizing current best practices, the 72-member faculty and administration have designed the remodeled classroom building to promote collaborative learning and interdisciplinary instruction. A 1:1 Learning Program puts a laptop in the hands of every student.

THE HIGH SCHOOL (GRADES 9-12)

The Kapalama campus high school offers a comprehensive college preparatory curriculum designed to challenge students to think critically. All students must complete an extensive set of course requirements, including four years of English; Two semesters of speech; three years of math; seven semesters of social studies, including Hawaiian culture, world history, U.S. history, Hawaiian history, and economics; two consecutive years of a language (Hawaiian, Japanese, or Spanish); one semester of performing arts; one semester of visual arts; and once semester of health. All students are required to take one year of Hawaiian language or demonstrate one year of proficiency. Non-credit requirements include Christian education, guidance meetings, and proficiencies in keyboarding, aerobics and swimming, two quarters of school service, and a one-day senior service project in the community. The 1:1 laptop program provides ready access to technology resources and learning.

Approximately one-quarter of the high school student body is enrolled in the Honors Program, which includes 27 Honors and 12 Advanced Placement courses in six academic areas.
THE ARTS

The Kapålama Campus offers many high-quality opportunities in the arts, including dance, theater, band, and orchestra. The Marching Band performed in the inaugural parades for President Clinton and President Obama, and the Choir once sang at Carnegie Hall. Often, arts activities are integrated with Hawaiian cultural studies and celebrations, including Hawaiian dance and chant. A highlight of the year is the Song Contest, an a cappella choral tradition that is televised statewide.

At the High School, curricular offerings include art history, theory, and practice as well as two- and three-dimensional studio art through the advanced level. Performing arts groups include concert band, symphony band, orchestra, boys and girls choruses and glee clubs, theater and dance companies, as well as guitar and ukulele instruction.

ATHLETICS

Interscholastic athletics are a great source of pride and tradition at Kapålama, as well as an opportunity for students to pursue fitness goals and physical challenges. The athletic program is enormous – perhaps the largest in the country – with 114 teams in 36 sports. The school competes at the highest level in the state in all sports, playing other independent schools in the regular season and public schools in championship competition. More than 250 paid coaches and 50 volunteer coaches from the faculty and community oversee the teams, with the help of a first-class training staff.

Although Kapålama’s hilly campus poses challenges in siting adequate field space, the facilities are generally excellent. A new athletic facility, Koai’a, has provided a state-of-the-art weight room and training room, along with large locker rooms, ample classrooms and office space.

The school also offers comprehensive physical education programs in all divisions, with an emphasis on personal fitness. All 9th-graders participate in a 10K run and 10th-graders complete a biathlon.

THE BOARDING PROGRAM

The High School campus can accommodate up to 360 boarding students in 10 dormitories. The school offers a structured residential life program, including a curriculum taught by the dorm advisors. Unlike most independent schools, the Kapålama dorm advisors have no teaching responsibilities outside of the dorms, so that they can focus all of their efforts on caring for boarding students, including counseling, tutoring, and teaching life skills. The dining program includes family-style dinners four days a week, a time to learn etiquette as well as to socialize. An afternoon intramural program and weekend activities offer recreational outlets.
THE POSITION: HEAD OF SCHOOL, KAPĀLAMA CAMPUS

The Head of School occupies an important position as leader of the Kapālama campus, as a key administrator within the Kamehameha School System, and as an influential member of the broader community.

The Head of School is responsible to provide tactical, operational and strategic direction and leadership for the educational (e.g. academics, arts and athletics) and support services (e.g. Information Technology, Operations) on campus while working concurrently with other members of the Kamehameha Schools educational system and corporate functions. The Head of School is also responsible to develop partnerships and relationships with alumni, businesses, educational organizations, the Hawaiian community and other groups to enhance and extend the programs on campus. The Head of School contributes to strategic leadership of the entire organization, acting in concert with the Head of Schools, Campus Education and other system-wide leadership groups (e.g. Campus Leadership Team, Executive Leadership Team and the EVP of Education) in developing and executing education-wide strategies, tactics and operations which fulfill the schools’ mission and direction as articulated in Kamehameha Schools Strategic Vision 2040 and Strategic Plan 2020. The Head of School exemplifies the mission, vision, and values of the organization through actions and serves as an essential representative of the organization to internal and external communities.

LEADERSHIP

- Provides strategic direction and leadership in collaboration with the campus leadership team, including curriculum, instruction, and assessment in academic disciplines as well as programs in leadership, moral development, arts, athletics, and Hawaiian culture-based education (HCBE) that result in outcomes which reflect world-class student effects.
- Seeks and supports innovations that improve overall student performance and fosters a school climate which supports inclusiveness, mutual respect and accountability, including ensuring the implementation of clear and consistent student policies and procedures.
- Collaborates in KS-system-wide Education Leadership groups to strategically plan and monitor the implementation of programs, processes, and systems which will extend and enhance access to educational opportunities and programs across the state, thereby strengthening KS’ reach to beneficiaries.

WORK ENVIRONMENT

- Creates an inspiring work environment that supports and nurtures faculty and administration relationships. Strengthens and supports faculty and staff personal/professional growth by creating a robust and nurturing learning environment through professional, technical, and leadership development, assuring that sensitive human resource issues are addressed promptly and equitably and advocating for human resource practices that build staff commitment and high levels of performance.
- Promotes among students, faculty and staff the learning of the Hawaiian language, history, culture, and values as an integral part of Kamehameha Schools.

PARTNERSHIPS

- Builds and sustains partnerships which benefit Hawaiian children with parents, alumni, businesses, educational organizations, the Hawaiian community, and other groups to enhance KS’ brand and image.
FINANCIAL RESOURCES

- Develops an annual budget linked to current and planned programs within the strategic plan and supported by appropriate resource levels; monitors and manages within the budget as part of sound and efficient financial administration and ethical stewardship.

ADMINISTRATION & OPERATIONS:

- Manages the campus support services, facilities, and operations guided by best practices, the schools’ strategic plans, budget, and the need to provide a safe, motivating, inspirational, and optimal learning environment for all students.

The Head of School lives on campus in a gracious home and often hosts gatherings of students and/or adults. The salary will be very competitive.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT HEAD OF SCHOOL

For most of its 127-year history, this school on the slopes of Kapālama Heights has provided a traditional Western educational program that has been heavily content-based with largely teacher-driven and centered instruction.

Today Kamehameha Schools Kapālama is a dynamic and innovative Kula Hawai‘i (Native Hawaiian School) whose pīko (center of learning) is the ahupua’a (Hawaiian land division) of Kapālama. Kapālama is a place to nurture and cultivate Native Hawaiian haumāna (students) to become globally minded servant leaders and successful lifelong learners who are college ready and prepared for life.

Kamehameha Schools Kapālama:

- Grounds curriculum in Hawaiian epistemology (language, culture, spirituality, and ways of knowing).
- Incorporates best educational practices to build a foundation based on the 21st century skills and attributes for Hawaiians that Kamehameha has embraced.
- Promotes relationships, responsibility, respect, rigor, relevance, resourcefulness, resilience, and reflection.
- Develops a worldview that integrates Hawaiian, Western, and other perspectives.
- Cultivates a commitment of service to ke Akua (the Lord), ʻohana (family), community, lāhui (the Hawaiian people/nation), world, and ʻāina (land/earth).
- Advances the health and spiritual wellbeing of the community.

In the spring of 2009, the high school leadership embarked on a journey to transform the high school with a greater integration of Native Hawaiian culture and language into the program while preparing students who are equipped with skills for success in the 21st century and in their postsecondary studies. Since 2009, a modified block schedule as well as a one-to-one laptop program have been adopted to strengthen learning and students’ technological capability. The key pieces of the school transformation plan that still remain to be fully launched are:

1. Small Learning Communities marked by the creation of four hale (houses) at the 9-10 campus. Each self-contained hale will have 225 students, half of them freshmen and half of them sophomores, who will be served by a core of teachers from the content areas of English, math, science, and social studies.
2. A Multiple Pathways program for juniors and seniors which capitalizes on students’ strengths or interests and allows for greater flexibility in how graduation requirements are met. Five pathways have already been identified: STEM, the Arts, Hawaiian Studies, Global Studies, and Human Services.

3. An ʻOhana Advisory System which will provide another small learning community environment, with 16 students in each advisory.

Common to all of the above will be greater interdisciplinary, challenged-based, and ʻāina-based learning opportunities for students as opposed to strictly subject-based instruction.

Kamehameha believes that the above approaches will leverage the advantages of the large size of the school by continuing to provide a diverse, robust, and rigorous program while effecting changes to acquire some of the advantages of smaller schools, all with the goal of preparing students well for their postsecondary success.

It is hoped that the current work on the campus master plan will better position the high school to implement the three key changes identified above.

THE ADMINISTRATION AND FACULTY

The new Head of School will have the opportunity to work with a talented administrative team at the school level and throughout the Kamehameha Schools system. At the Kapālama campus, the senior management team includes the three Principals, the Director of Operations, the Assistant Head of School, the Business Administrator, and the Executive Administrator.

While the new Head of School will focus most of his or her efforts on the internal initiatives and challenges at Kapālama, the Head is also expected to contribute to the broader, strategically focused work of the Education System executives. This group includes the Chief Executive Officer, the Executive Vice President for Education, the Director of Campus Strategies, the Heads of the other two K-12 schools, and the Managing Directors and Directors of the various Kamehameha outreach and community efforts.

Kapālama’s unionized faculty is a dedicated and talented group with a broad range of views regarding the strategic educational initiatives. Many are eager to support and speed implementation of the proposed changes, while others are skeptical or feel overwhelmed at times. Teachers and administrators alike would appreciate an overarching vision and clearer sense of the ways in which the many changes in the air will coalesce into a coherent whole. The Head must be able to simultaneously honor and support the faculty while also challenging them to move forward.

THE SCHOOL CULTURE

The Head of School is a visible presence in the lives of students, presiding occasionally over Chapel services, attending sporting events and arts activities, and opening his or her home to students who wish to stop by on occasion.

The next Head of School should understand that this aspect of the leader’s role is vitally important to the school community. He or she must be mindful of the importance of generating good will and loyalty by knowing students and parents and being visible on campus. The Head must be able to balance the complex administrative and business oversight responsibilities of the position with the equally important traditional role of the Head as a parental figure and head teacher.
PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

The next Head of Kamehameha Schools Kapālama will embody the core values of the institution and possess the attributes necessary to lead this multifaceted organization with wisdom and grace. The school’s leader must genuinely love the Hawaiian people and culture. Ideally, he or she will demonstrate the following skills and qualities:

MINIMUM QUALIFICATIONS

- More than 5 years of education, administrative or business management experience to include demonstrated effective leadership; preparing, revising, and managing systems supporting educational programs; managing a variety of staff (e.g. professional, technical, and administrative).

Hawaiian Cultural Commitment

- Demonstrated commitment to an improved, high-quality education system for Native Hawaiian learners.
- Must be able to understand and support the importance of revitalizing and promoting Hawaiian cultural vibrancy in achieving KS’ mission and KS’ commitment to Hawaiian cultural vibrancy among its leadership, staff, and learners system-wide.
- Appreciation for Native Hawaiian culture and language perpetuation.

Leadership

- Leadership style that reflects cooperation and coordination.
- Negotiation skills for sensitive, high-level collaboration in developing partnerships which support the schools’ vision and reflect the best in educational thinking and trends.
- Strategic and creative thinking and analytical skills that support and lead constituencies through implementing changes that are inevitable.
- Ability to maintain composure, tact, sensitivity, and flexibility during peak periods and crisis intervention situations.

Management:

- Excellent communications skills to relate with all levels of leadership and management, faculty, staff, external agencies, and stakeholders (e.g. alumni, community).
- Strong organizational skills to manage multiple functions and priorities in an efficient manner.
- Excellent writing, speaking, and presentation skills that build credibility and trust with a wide variety of constituencies.
- Sound fiscal skills including cost-benefit analysis, budget projection analysis, etc.

PREFERRED QUALIFICATIONS

- An earned doctorate in education or a related field.
- Experience in leading large, complex, innovative educational systems involving campus-based and extension/outreach programs.
- Basic skills in 'olelo Hawai‘i (Hawaiian language).
- Basic knowledge of Hawaiian history and culture.
- Working knowledge of Native Hawaiian education, including indigenous education philosophy, research and statistics (educational social and economic), as well as culture-based frameworks, pedagogy, and assessment.
- Current and valid Hawai‘i state driver’s license (or ability to obtain within 6 months).
THE SEARCH PROCESS AND APPLICATION REQUIREMENTS

Acting on behalf of Kamehameha Schools, Wickenden Associates is actively recruiting talented educational leaders who possess the skills, personal qualities, and experience necessary to meet the demands of this exciting and challenging position. The lead consultants are James Wickenden (jwickenden@wickenden.com), Laura Hansen (lhansen@wickenden.com), and Pete Gillin (pgillin@wickenden.com). All may be reached at (609) 683-1355.

Applicants should submit as soon as possible and no later than Monday, March 21, 2016, the following:

- A cover letter indicating why they are particularly interested in and qualified for the position.
- A current résumé.
- A statement of educational philosophy and/or other supporting material (e.g. articles or speeches) that would be useful to the Search Committee.
- The names, addresses, and telephone numbers of three references. (We will obtain permission from candidates before contacting references.)

These materials should be transmitted via email attachment to searches@wickenden.com.

This is an accelerated search. After an initial review of applicants, the Search Review Committee will select semifinalists, who will be interviewed in late March or early April. Finalists will be invited to the Kamehameha Kapālama campus in April for a more comprehensive series of interviews with representatives of the school’s constituencies. Ideally, a final selection will be made in early May. The position start date is July 1, 2016.

Wickenden Associates will keep all applicants informed of their status throughout the process.