



HEAD OF SCHOOL 'Iolani School

HONOLULU, HAWAII

FOR A POSITION TO BEGIN IN JULY OF 2012, 'IOLANI SCHOOL IS SEEKING AN INSPIRATIONAL, VISIONARY, AND FORWARD-THINKING EDUCATIONAL LEADER WHO SHARES THE SCHOOL'S CORE VALUES AND ITS UNWAVERING COMMITMENT TO ACADEMIC EXCELLENCE.

THE SCHOOL REQUIRES A TALENTED ADMINISTRATOR AND SUPERB COMMUNICATOR WHO IS EAGER TO BE FULLY ENGAGED IN THE LIFE OF THIS REMARKABLE SCHOOL COMMUNITY.

On the web: www.iolani.org

Founded in 1863 during the reign of King Kamehameha IV as a small mission school for young men, 'Iolani School has evolved into one of the largest and most highly respected independent coeducational schools in the nation.

More than 1,800 talented students of diverse racial and religious heritage now attend this K-12 day school, which is historically related to the Episcopal Church. 'Iolani students pursue a rigorous program of academic studies that includes Advanced Placement courses in more than 20 subjects. Through its religious, athletic, and extracurricular programs, the school also strives to intensify and broaden the capacities of its students so that they enter the world not only with trained minds but also with a sense of personal worth and responsibility to mankind.

'Iolani graduates are regularly welcomed at a broad range of the nation's most selective colleges and universities, and the school's alumni are an accomplished and loyal group who retain strong ties to their alma mater.

Located on a modern 25-acre urban campus in the cosmopolitan city of Honolulu, 'Iolani is blessed with magnificent human, physical, and financial resources, including a superb faculty and an endowment of more than \$145 million.

Headmaster Val T. Iwashita, Ed.D, has led 'Iolani with great skill and dedication for the past 17 years. His successor will inherit a school that is extraordinarily well positioned for a bright future as it approaches its sesquicentennial celebration in 2013 with plans to open a \$23 million facility dedicated to the development of 21st century learning skills.

APPLICATION DEADLINE: NOVEMBER 29, 2011

'IOLANI SCHOOL AT A GLANCE

Founded: 1863

Location: 25-acre campus in Honolulu

Enrollment: 1,870
Lower (K-6) 546
Upper (7-12) 1,324

% of student body belonging to racial/ethnic minorities: 83%

Full-time faculty: 166, 70% with advanced degrees

Average faculty tenure: 18 years

Endowment: \$146.8 million (6/30/11)

Operating budget (2011-12):
\$42.1 million

Indebtedness: \$26 million

Total funds raised last year: \$2.5 million

Annual giving funds raised last year:
\$1.9 million

Parent participation in annual giving:
39%

Tuition: \$16,900

Financial aid awarded: \$3.2 million

% of students receiving aid: 20%

Accreditation: Hawai'i Association of Independent Schools/Western Association of Schools and Colleges (2011); licensed by Hawai'i Council of Private Schools

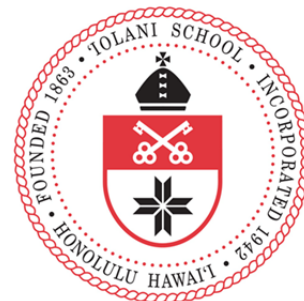
Member: National Association of Independent Schools, National Association of Episcopal Schools, Cum Laude, Council for Spiritual and Ethical Education

MISSION AND PHILOSOPHY STATEMENT

'Iolani School is a coeducational, college-preparatory school for grades K-12 founded upon Christian principles. Its mission is to develop liberally educated, well-rounded individuals who are well prepared for higher education and for responsible, moral citizenship.

*To foster academic excellence and personal growth in every individual, a school must be challenging and competitive yet compassionate and humane. The 'Iolani motto, **One Team**, expresses the spirit of unselfish cooperation and mutual support among faculty, staff, coaches, parents, and students. 'Iolani is committed to the following ideals:*

- *An education which reflects its Episcopal Church heritage and provides a spiritual foundation for the development of personal values and moral integrity.*
- *An exemplary college-preparatory curriculum with small classes, personalized instruction, and frequent occasions to speak, listen, think, and write.*
- *The development of individuals who are creative and inquisitive, who analyze and synthesize information to solve problems, and who conduct themselves with confidence, discretion, tolerance, and compassion.*
- *A student body diverse in cultural, ethnic, and socioeconomic backgrounds who bring the best combination of intellect, talent, character, and leadership to the school.*
- *Programs which offer students ample opportunity to develop their ability and confidence in intellectual, spiritual, social, artistic, and physical pursuits.*
- *A balance of commitment to personal growth and concern for others.*
- *Lifelong learning and active, informed, productive citizenship in the local, national, and global communities.*



DEFINING STRENGTHS AND UNIQUE ATTRIBUTES OF 'IOLANI SCHOOL

Educating the children of Hawai'i for nearly 150 years, 'Iolani School has developed a sterling reputation for promoting academic excellence and personal growth within an atmosphere that is challenging and competitive, yet also caring and nurturing. Prospective candidates wishing to understand the unique and appealing culture of this school would do well to pay attention to 'Iolani's motto, "One Team," which is cited repeatedly by students, faculty, parents, and alumni/ae to explain the blend of humility, unity, mutual support, and commitment to every student's success that defines school life.

Although its enrollment is large by mainland independent school standards, 'Iolani has the smallest student-teacher ratio among Hawai'i's most prominent private schools. Parents, faculty, and students view this as a signature strength, enabling close student-faculty relationships and a deep sense of 'ohana – a spirit of family connection that binds the community together.

THE STUDENT BODY

Admission to 'Iolani is highly selective, with nearly 1,400 students applying for 256 open spaces last year. Typical entry points are Kindergarten and grades 6-9. In a typical year, one third to one half of the new students have a prior 'Iolani connection. Attrition is rare, with fewer than 2 percent of students leaving the school annually. Reflecting Hawai'i's population, the student body is ethnically diverse, with more than half of the students claiming multiple ethnicities. To promote economic diversity, the school offers more than \$3 million in financial aid to 20 percent of the student body. The Albert Stone Program awards full scholarships to up to 24 Upper School students on the basis of high achievement and financial need.

The school serves an able, achievement-oriented, and hardworking group of students. Thirty-one percent of the 230-member Class of 2011 earned National Merit recognition, including 29 National Merit Semifinalists and 42 Commended Students. The middle 50 percent SAT range for that class was 540-680 Critical Reading, 610-720 Math, and 560-690 Writing. For the ACT Composite, the middle 50 percent scores were 26-31. Eighty-five percent of seniors last year took at least one AP class. In 2010, 'Iolani students wrote 876 AP exams, with 97 percent of the exams receiving qualifying scores of 3 or higher, 81 percent receiving scores of 4 or 5, and 51 percent earning scores of 5.



Virtually all graduates go on to college, with approximately 80 percent of students matriculating at schools on the U.S. mainland. Colleges and universities enrolling two or more 'Iolani graduates over the past three years include:

American University	Harvard University	Rose-Hulman Institute of	University of Nevada
Amherst College	Hawai'i Pacific University	Technology	University of Northern Colorado
Arizona State University	Illinois Institute of Technology	Rutgers, The State University of	University of Notre Dame
Babson College	Indiana University at Bloomington	New Jersey	University of Oregon
Boston College	Johns Hopkins University	Santa Clara University	University of Pennsylvania
Boston University	Lehigh University	Santa Monica College	University of Portland
Brigham Young University	Loyola Marymount University	Scripps College	University of Puget Sound
Brown University	Macalester College	Seattle University	University of San Diego
Bryn Mawr College	Manhattanville College	Stanford University	University of San Francisco
California Polytechnic State	Marist College	Syracuse University	University of Southern California
University, San Luis Obispo	Massachusetts Institute of	Texas Christian University	University of the Pacific
California State Polytechnic	Technology	The University of Texas, Austin	University of Washington
University, Pomona	Mills College	Trinity College	Villanova University
Carnegie Mellon University	New York University	Trinity University	Washington State University
Case Western Reserve University	Northeastern University	United States Air Force Academy	Washington University in St. Louis
Chaminade University	Oberlin College	United States Military Academy	Weber State University
Chapman University	Occidental College	United States Naval Academy	Wellesley College
Claremont McKenna College	Oregon State University	University of British Columbia	Wesleyan University
Colorado State University	Pacific Lutheran University	University of California at Berkeley	Westmont College
Cornell University	Pacific University	University of California at Irvine	Wheaton College
Creighton University	Parsons The New School for Design	University of California at Los	Whitman College
Drexel University	Pepperdine University	Angeles	Whittier College
Duke University	Pitzer College	University of Colorado	Willamette University
Fordham University	Princeton University	University of Denver	Yale University
George Washington University	Purdue University	University of Hawai'i at Hilo	
Georgetown University	Reed College	University of Hawai'i at Mānoa	
Gonzaga University	Rensselaer Polytechnic Institute	University of La Verne	

THE FACULTY, ADMINISTRATION, AND BOARD OF GOVERNORS

At the heart of 'Iolani's success is its talented and dedicated faculty – a veteran group with an average of 18 years of service to the school. Seventy percent of the faculty hold advanced degrees, and continuing professional development is supported through a variety of study allowances, grants, and sabbaticals. The faculty culture is strongly participatory, with teachers expecting to be respected, consulted, and heard.

Faculty salaries are competitive and include a provision to reward master teachers. One-quarter of this veteran faculty ranks at the top of the 30-step salary scale. Benefits include medical and dental coverage, a 10 percent TIAA-CREF match (with a mandatory 5 percent employee contribution), and 100 percent tuition remission for one child at a time.

Senior administrators reporting directly to the Head of School include the Director of Admission, the Director of Institutional Advancement, the Director of Finance, the Assistant Head/Dean of Upper School, the Dean of Lower School, and the Dean of Instruction, who oversees curriculum coordination, educational technology, the libraries, and special programs. Department chairs oversee the curriculum in grades 7-12. The Head of School makes the final decisions regarding faculty hiring, with significant input from the Department Chairs and Division Deans.

The Head reports to the 22-member Board of Governors, a dedicated and talented group that is well organized, efficient, and appropriately involved at strategic and fiduciary levels. A recent change in the bylaws to introduce term limits has brought a number of new members with valued skills and insights on board.

THE ALUMNI/AE

United by their love of the school and gratitude for the education and life lessons learned there, many former 'Iolani students remain closely connected to and deeply invested in the school. The faculty includes numerous 'Iolani graduates, and many alumni/ae choose to enroll their children as well. Alumni/ae donated more than \$861,000 to the school in 2009-10, including more than \$222,000 contributed by donors who are both current parents and alums. To foster lifelong relationships among graduates, the 'Iolani Alumni Association organizes a wide variety of projects and programs, working in conjunction with the Director of Alumni Relations and the Institutional Advancement Office. The organization's Board includes 11 decade directors and 10 at-large directors. The President of the Alumni Association also serves on the 'Iolani Board.

In a powerful testament to the enduring values of an 'Iolani education, alumni/ae each year stage a global "One Day, One Team" community service project in cities including Tokyo, Seattle, Honolulu, New York, and Boston.

FINANCE AND DEVELOPMENT



'Iolani School is financially healthy and well managed. Tuition revenues cover 75 percent of costs, with subsidies from the \$146 million endowment, auxiliary operations, and fundraising covering the remaining 25 percent. Endowment distributions are subject to a 5 percent spending rule based on the previous three-year ending balances. The school's debt of \$26 million is collateralized by endowment portfolios.

In response to increased need associated with the weak economy, the school has increased the percentage of students on financial aid over the past five years from 10 percent of the student body to 20 percent. This year's \$3.2 million allocation is meeting 80 percent of demonstrated need.



The current capital campaign to support the completion of the \$23 million Sullivan Center for Applied Studies has raised approximately 40 percent of its goal. Annual giving last year raised \$1.9 million, with 39 percent participation by parents.

LOCATION, CAMPUS, AND FACILITIES

Located since 1953 in its current location, 'Iolani's attractive and modern campus includes three classroom buildings, libraries for each division, five computer labs, nine science labs, an audiovisual department, and a visual arts complex. A large and versatile Student Center houses study areas and an 800-seat multipurpose room, which serves as the cafeteria. The beautiful St. Alban's Chapel, among the first buildings to be completed on the campus, features a stained glass window and a digital computer organ. It seats 500 and is used every weekday morning for school services.



Constructed in 1980 and enhanced in 1989, the Father Kenneth A. Bray Athletic Center is one of the finest athletic complexes in the state. It includes two gymnasiums, training rooms, a racquetball court, and space for wrestling, gymnastics, and dance. Outdoor facilities include the magnificent Kozuki Stadium, completed in 2003; an Olympic-size swimming pool, six tennis courts; football and soccer fields; a track; a well-maintained baseball diamond; and the One Team Field House, completed in 2005. With space tight on the 23-acre campus, the school also utilizes off-campus venues for performing arts and athletics.

The Head of School resides in a spacious, charming, two-story kama'aina -style home with 4 bedrooms, 3½ baths, and a downstairs den. It is surrounded by a lovely lanai, private garden, and large reception lawn. Several apartments for administrators are also located on campus.

Many campus spaces are cooled using a primary thermal ice air-conditioning system, and approximately 20 percent of the school's electrical needs are met through photovoltaic panels. The campus is well maintained, with careful attention to ongoing maintenance. The only major deferred maintenance project is the upgrade of a swimming pool constructed in 1989. Funds have already been reserved for that \$1 million project.

With a population of more than 900,000, the cosmopolitan island of O'ahu is the most populous of the Hawaiian Islands and home to the capital city of Honolulu. Located within a mile of 'Iolani's urban campus are the University of Hawai'i at Mānoa and the 21-acre East-West Center, a nonprofit organization that includes research, residential, and international conference facilities associated with its mission of public diplomacy for the Asia Pacific region.

Future Campus Improvements

The leadership of 'Iolani is pursuing both short-term and longer-term projects to expand and enhance the campus.



With an opening scheduled to coincide with the school's 150th anniversary in the fall of 2013, the \$23 million Sullivan Center for Applied Studies will focus on 21st century learning skills, with an emphasis on innovation, citizenship, communication, and discovery. Replacing the current Upper School library building, the Center will include the library, learning areas equipped with advanced technology, multi-use floor space, a film production studio, conference rooms, offices, laboratory stations, and study areas. A wireless computer environment, laptop carts, and sustainable architecture will be incorporated. Activities that offer hands-on learning experiences will be housed in the Center, including robotics, real-world design competitions, film and website production, community service programs, social entrepreneurship initiatives, service learning opportunities, science fellowships, and more. Site work has already begun, with major construction scheduled to take place during the 2012-13 school year.

In 2009, the school purchased an adjacent 5.5-acre parcel known as the Date-Laa property. Now occupied by a number of residential buildings, the land will become available for school use in several years. Planning for the use is now under way.

HIGHLIGHTS OF THE 'IOLANI SCHOOL PROGRAM

Committed to developing well-rounded, curious, intelligent, and active citizens, 'Iolani School offers a rigorous academic program within an environment that is warm, compassionate, purposeful, and disciplined. The overall student-teacher ratio is 12:1, with an average class size of 17.

While the school has long been known for its high academic standards, 'Iolani also offers a full range of extracurricular offerings in the arts, sports, and other special-interest activities. Students challenge themselves and spread their wings through numerous venues, recently capturing state championships in the Science Bowl, Math League, Math Bowl, and the Real World Design Challenge. 'Iolani's Economics Challenge team has won three national championships – more than any school in the U.S. The school maintains a thriving robotics program, and a festival of student-produced films is held each May. The Special Programs Office offers enrichment activities year-round in areas such as art, ballet, jazz, musical theater, keiki hula, gymnastics, piano, ukulele, swimming, Suzuki violin, and tennis. After-school care is available until 5:30 p.m. A comprehensive summer school program serves 2,600 students.

Student-support services include two Lower School counselors, two grade-level advisors serving grades 7-8, and two grade-level advisors for grades 9-12. The Director of College Counseling oversees the college placement of all students and offers a counseling program that includes a focus on career exploration.

Educational technology has made significant inroads at the school, with faculty members encouraged to incorporate SmartBoards, laptops, iPads, and online resources into their teaching methodology.

THE LOWER SCHOOL

'Iolani's Lower School is divided into two divisions: the primary grades (K-3) and the elementary grades (4-6). Children progress through the exceptionally nurturing environment of the early grades into the departmentalized elementary school, where good citizenship, high moral standards, sound study habits, and solid skill development are emphasized.

The core subject areas of reading, math, language arts, and social studies are enhanced with special classes in science, physical education, music, religion, library, and dance. Computer awareness and literacy instruction begins in kindergarten. Children in grades K-3 participate in many local field trips throughout the year. In grades 1-6, students select from a variety of clubs; an intramural sports program is available in grades 4-6. A two-day camp constitutes a highlight of the sixth-grade year.



THE UPPER SCHOOL

Distinct from the Lower School in both geography and organization, the Upper School serves students in grades 7-12. Seventh- and eighth-graders are housed together in their own building, creating a healthy transitional bridge between the elementary and high school years. Students in grades 7-8 study English, world geography and ancient history, science and math through algebra I. They begin their study of foreign language, and take classes in the arts, guidance, religion, and physical education.



Formal college preparatory work begins in the ninth grade. Graduation requirements include four years of English; three years of history (including History of the Modern World and U.S. History), foreign language, mathematics (through algebra II); two years of science (biology and either physics or chemistry); one semester of electives and one semester of Bible. One quarter of physical education is required in grade 9; two quarters each in grades 10 and 11.

Advanced Placement courses are offered in more than 20 subject areas, with most students beginning AP study no earlier than the junior year. Language offerings include Chinese, French, Japanese, Latin, and Spanish – all through the AP level. Seniors and second-semester juniors may propose an independent study project.

More than 100 extracurricular clubs provide ample opportunities for leadership, community service, exploration of special interests, performance, and development of skills in the arts.

THE ARTS

'Iolani students begin their exploration of the arts in the primary grades. Children in grades K-3 enjoy basic instruction in fine arts as well as creative movement and dance. Elementary students may elect to participate in Suzuki violin, chorus, hula, jazz dance, orchestra, and Orff ensemble. Sixth-graders fulfill their music requirement choosing either a musical theater class or band.

Sixteen bands and orchestras offer multiple performance opportunities for Upper School musicians. Performing arts classes are offered in chorus, dance, orchestra, band, stage band, marching band, and theater. Fine arts students choose from among building technologies, ceramics, 3-D drawing, mixed media, painting, photography, and AP studio art. The 'Iolani Arts Academy offers after-school classes in dance and private lessons in voice and piano, as well as wind, percussion, and string instruments.



ATHLETICS

'Iolani's athletic program was inspired by the late Father Kenneth A. Bray, a revered football, basketball, and baseball coach (1932-1953) who originated the "One Team" concept that still guides the life of the school today with its emphasis on modesty, unity, and sportsmanship. Competing as members of the Interscholastic League of Honolulu and the Hawaii High School Athletic Association, 'Iolani fields more than 90 varsity, junior varsity, intermediate, and extracurricular teams in sports including baseball, basketball, bowling, cheerleading, cross country, football, golf, judo, kayaking, paddling, sailing, soccer, softball, swimming, tennis, track, volleyball, water polo, and wrestling. Approximately three-quarters of

Upper School students compete in at least one sport. Nearly 250 coaches oversee the teams, most of whom are part-time employees drawn from outside the faculty. The school has captured numerous league and state championships in a variety of sports.



SPIRITUAL AND MORAL DEVELOPMENT

'Iolani's Episcopal heritage is reflected in the school's careful attention to the spiritual and moral development of its students. While weekly chapel attendance is required of all students, the diverse beliefs within the school family are recognized and respected. The Religion Department offers students an opportunity to gain insight into other faiths and cultures and provides a solid academic foundation in the Bible. Student clubs include the Fellowship of Christian Athletes and a K-6 fellowship group.

Two chaplains – one Episcopal and one Lutheran – provide instruction for students who wish to be confirmed in the Episcopal Church and serve as pastoral counselors to students, faculty, and staff.



Although community service is not required, 'Iolani students participate enthusiastically in myriad on- and off-campus service activities. They comprise the largest group of student volunteers in the Big Brothers/Big Sisters school-based mentoring program, and aid many community organizations throughout the year. Service efforts are coordinated through the Community Service and Service-Learning Office. Several service-oriented clubs organize projects throughout the year, and the Student Council sponsors an annual Community Service Fair.

OPPORTUNITIES & CHALLENGES FOR THE NEXT HEAD OF SCHOOL

The next Head of 'Iolani School will join a school community that is justifiably proud of all that it has accomplished and eager to move forward with thoughtful innovation. Retiring Headmaster Val Iwashita has agreed to accept the position of Senior Counsel to the Board of Governors for the 2012-13 school year. In that capacity, he will oversee several ongoing key projects, including fundraising, design, and program development for the new Sullivan Center for Applied Studies; the transition of ownership of the recently purchased Date-Laau properties; and planning for the 150th anniversary celebration. He intends to fully retire from 'Iolani in June 2013.

This transitional period should be a great gift to the new Head of School, who will have the opportunity to develop an understanding of school operations without the immediate distraction of fundraising, planning, and facilities development. Dr. Iwashita is eager and willing to introduce the new Head of School to community stakeholders, paving the way for a smooth transition and providing the next Head the luxury of time to become well acquainted with this large, complex, and caring community. Members of the 'Iolani family hope that the new Head will become fully immersed in the daily life of the school and take the time necessary to understand the culture and values that underlie its long record of success.

Among the opportunities and challenges awaiting the next Head of School are the following:

EDUCATIONAL LEADERSHIP

'Iolani's comprehensive and very successful AP curriculum has long been a point of distinction and continues to serve students well. As the focus shifts to 21st century skills and an emphasis on collaboration and cross-curricular connections, however, faculty members and academic administrators are grappling with the challenge of how best to integrate innovation into the traditional curriculum without diminishing the existing intellectual rigor that is highly valued. Explorations of the appropriate uses of educational technology and potential changes to the academic schedule are well under way.

The opening of the Sullivan Center for Applied Studies will send a powerful message that 'Iolani is committed to educational growth and change. The faculty will welcome a new leader who can articulate a broad educational vision for the center and who will encourage thoughtful changes that are academically sound and consistent with the school's enduring values.

It will also be important to unify the Lower and Upper divisions and to ensure that the Lower School feels valued and fully included in the life of the school.

By the time the new Head arrives in July of 2012, both divisions will have completed a successful self-study and reaccreditation process – providing a valuable roadmap to guide future planning.



THE FACULTY

'Iolani's dedicated and highly seasoned faculty represents both a vital strength and an important challenge for the next Head of School. With many cherished teachers approaching retirement over the next several years, the Head of School will have the opportunity to shape the next generation of exceptional teachers by recruiting broadly and implementing a more thorough and systematic process of faculty evaluation.

INSTITUTIONAL ADVANCEMENT

While fundraising and institutional advancement will not be among the most pressing immediate challenges for the next Head in the first year, these will be high priorities for the long term. Although blessed with a large endowment, 'Iolani must continue to develop philanthropic support to ensure that it can preserve its core strengths of first-rate faculty, small classes, excellent facilities, and economic diversity supported by financial aid. The new Head will also be expected to play a visible role in the broader community, where 'Iolani occupies an important position.

PROFESSIONAL QUALIFICATIONS AND PERSONAL QUALITIES

'Iolani School is seeking as its next Head of School a warm, wise, and insightful leader who shares the school's values, respects its traditions, and possesses the ability to move 'Iolani forward with skill and grace. Ideally, the successful candidate will possess most or all of the following:

PROFESSIONAL QUALIFICATIONS

- Excellent academic credentials, including an advanced degree, coupled with a commitment to intellectual rigor as a defining characteristic of the school.
- Evidence of a commitment to teaching and learning.
- Prior experience and a record of success in the administration of a large organization.
- A proven ability to recruit, mentor, evaluate, and inspire talented employees.
- Exceptional management skills, including the ability to enforce accountability and to promote open and effective communication within a complex administrative structure.
- Financial acumen and a respectful approach toward the expenditure of money.
- Knowledge of and support for the use of technology as an educational tool.
- Exceptional communication skills.
- Demonstrated ability and willingness to participate fully in the external aspects of school leadership, including playing a leadership role in fundraising and public relations.
- Personal and/or professional experience functioning successfully in diverse, multicultural environments.



LEADERSHIP TRAITS

- A strong leader who demonstrates honor, integrity, and trustworthiness.
- A visionary and strategically minded leader who will encourage thoughtful innovation grounded in the enduring values of 'Iolani.
- A wise steward of financial, physical, and human resources.
- An open-minded leader who possesses intellectual curiosity and a global vision, coupled with a broad perspective on current best practices in curriculum and pedagogy.
- A leader who will inspire, motivate, and support excellence in teaching while honoring the skill and passion of the faculty.
- A visible, outgoing, and accessible leader who is genuinely interested in engaging with students, faculty, parents, and alumni/ae.
- A collaborative and unifying leader who will embrace and promote the One Team spirit.



PERSONAL QUALITIES

- Humility, patience, and respect for others.
- A spiritually grounded individual who will value and support the school's spiritual program.
- Kindness, compassion, and tact.
- A genuine appreciation for 'Iolani's history and traditions and for the Hawaiian culture.



ANTICIPATED SEARCH CALENDAR

Application deadline:	November 29, 2011
Selection of semifinalists:	December 13, 2011
Semifinalist interviews:	January 14-16, 2012
Finalist visits:	February 2012
Appointment:	February/March 2012
Start date:	July 1, 2012

THE SEARCH PROCESS AND APPLICATION REQUIREMENTS

Acting on behalf of 'Iolani School, 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 demanding position.

The lead consultants are James Wickenden (jwickenden@wickenden.com) and Martha Wickenden (mwickenden@wickenden.com).

Applicants should submit by **Tuesday, November 29, 2011**, 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.

After an initial review of applicants, the Search Committee will select semifinalists, who will be interviewed over the weekend of **January 14-16, 2012**. Finalists will then be invited to 'Iolani for a more comprehensive series of interviews with representatives of the school's constituencies. Ideally, a final selection will be made no later than early March of 2012. Wickenden Associates will keep all applicants informed of their status throughout the process.

