



LEADERSHIP OPPORTUNITY

## UPPER SCHOOL PRINCIPAL The Kinkaid School

Houston, Texas

**Application deadline: September 29, 2010**

Founded in 1906, The Kinkaid School is the oldest independent coeducational school in Houston and one of the most widely respected college preparatory schools in the Southwest and the nation. A nonsectarian day school, Kinkaid enrolls nearly 1,400 students in grades pre-kindergarten through grade 12. Students at The Kinkaid School are distinguished by their ability to pursue a rigorous course of academic study while also engaging in numerous extracurricular activities in the arts and athletics. The Kinkaid community also emphasizes community service and character as defined by four core values: honesty, responsibility, respect, and kindness. An Honor Code, administered by a joint student-faculty Honor Council on which the Upper School Principal serves, governs the academic and social conduct of students.

Kinkaid's 160-member faculty, drawn from across the U.S. and several foreign countries, are well trained academically and actively dedicated to working with students in and outside of the classroom. Among the 60 members of the Upper School faculty, 73 percent hold advanced degrees. Their average tenure at Kinkaid is 11 years.

Located in a residential neighborhood, Kinkaid's 40-acre campus houses separate buildings for each division as well as three libraries, first-rate arts facilities, three gyms, a new fitness center, and an outdoor educational classroom. Technology resources include an Ethernet network with fiber optic backbone, approximately 1,000 desktop and laptop computers, 85 ceiling-mounted projectors, and 65 mounted Promethean boards.

With a population of 2.1 million (5.5 million in the metropolitan area), Houston is the fourth largest city in the United States. Its moderate climate, rich cultural diversity, relatively low cost of living, and myriad recreational opportunities make it an attractive place to live. Home to numerous colleges and universities, outstanding medical centers, 30 museums, hundreds of arts organizations, and five professional sports team, Houston offers a wonderful, family-friendly environment.

Able led for the past 12 years by Principal Mickey Saltman, the Kinkaid Upper School is in excellent shape and extraordinarily well positioned for new leadership.

### WHO SHOULD APPLY

*For a position to begin in July of 2011, Kinkaid is seeking an outstanding educational leader who is highly professional, student-centered, and eager to inspire and support a talented faculty. The division needs an excellent communicator who genuinely enjoys interacting with students and parents.*



**On the Web: [www.kinkaid.org](http://www.kinkaid.org)**

**THE SCHOOL  
AT A GLANCE  
2009-10**

**Founded:** 1906

**Location:** 40-acre campus in the Piney Point Village section of Houston

**2009-10 enrollment:** 1,386  
Lower (PK-4): 405  
Middle (5-8): 422  
Upper (9-12): 559

**Full-time faculty:** 160, including 60 in Upper School, of whom 73% have advanced degrees

**Endowment:** \$79.7 million

**Operating budget:** \$30.6 million

**2010-11 Upper School tuition:** \$18,800

**Financial aid, 2009-10:** \$1.8 million

**Students receiving aid:** 10%

**Accreditation:** Independent Schools Association of the Southwest

**Member:** National Association of Independent Schools, Network of Complementary Schools, Cum Laude Society, American Field Service



## **MISSION**

***Kinkaid's mission is to promote educational excellence, personal responsibility, and balanced growth, and thereby to help its students to discover and develop their talents and to fulfill their best potentials.***

## **PHILOSOPHY**

From its earliest days Kinkaid has emphasized both academic attainment and character development. Margaret Kinkaid encouraged her students to seek honor as well as achievement, and she described her ideal student as "the intellectually capable boy or girl of sound character whose talents, interests, and uniqueness are educational assets for other Kinkaid children." Today's Kinkaid remains faithful to its founder's calling, valuing its students for their potential, as well as their achievement, and striving always for their balanced growth – intellectual, physical, social, and ethical.

The primary goals of Kinkaid are intellectual endeavor and achievement. The School also believes that a well-rounded education includes experiences in the arts, athletics, and a variety of extra-curricular activities.

Kinkaid further believes that every student is and will continue to be part of a community and, therefore, seeks to strengthen his or her moral responsibility and service to it. To that end, the School actively promotes honesty, respect, responsibility, and kindness.

Kinkaid also believes that participation of parents in their children's education is essential to accomplishing its mission. The School makes every attempt to inform them of the School's purposes and goals, and expects their strong support in the pursuit of these aims.

## **KINKAID'S CORE VALUES**

**Honesty:** Members of the Kinkaid community tell the truth and act with integrity and honor. We do not mislead, cheat, or steal.

**Responsibility:** Members of the Kinkaid community are reliable and hold themselves and others accountable for their actions. We do not make excuses, blame others, or take unwarranted credit.

**Respect:** Members of the Kinkaid community affirm the intrinsic dignity of all people. We act with tolerance, courtesy, and thoughtful regard for all persons, for property, for the environment, and for ourselves.

**Kindness:** Members of the Kinkaid community exhibit caring and compassionate behavior in all aspects of daily life. We are not mean, do not harass nor act in a cruel manner. By our positive example, we discourage unkind behavior in others.

## DEFINING QUALITIES & UNIQUE ATTRIBUTES OF THE SCHOOL

The Kinkaid School prides itself on encouraging students to “do it all” – fully exploring their talents and interests in academics, arts, and athletics. The Upper School curriculum is broad, rich, and deep. Students are challenged and supported by a topnotch faculty who are highly experienced, passionate about teaching, and dedicated to the best interests of their students. An engaged parent body helps to create a strong sense of community, one that is reinforced by more than a century of valued traditions.

### THE STUDENT BODY

Demand for the Kinkaid experience is very high: The school this year received 925 applications for 175 available places. Many Houstonians have longstanding ties and deep loyalty to Kinkaid. By Board policy, 80 percent of Lower School admissions are reserved for families with a prior or current affiliation. At the same time, the school has made a concerted effort in recent years to enroll a student body that broadly reflects the increasingly diverse population of Houston. Students of color now constitute 21 percent of enrollment, up from 14 percent just a few years ago.

Kinkaid students are bright, well behaved, friendly, and eager to participate broadly in the myriad opportunities available to them. Virtually all graduates go on to four-year colleges, many to highly selective institutions.

Average SAT scores for the 132-member Class of 2009 were 641 Critical Reading, 670 Math, and 658 Writing. One-third of that class was recognized in the National Merit Scholarship Program, including 14 Semifinalists and 30 Commended Students. In May 2009, 218 Kinkaid students wrote 550 AP exams in 20 subjects; 90 percent of the grades were 3 and above, with 68 percent of those grades either a 4 or 5.



College destinations for the Class of 2009 included the following:

American University  
Auburn University  
Babson College  
Baylor University  
Bentley University\*  
Boston College  
Boston University  
Brown University  
Bryn Mawr College  
Carnegie Mellon University  
Case Western Reserve University  
Chapman University  
Colgate University  
Colorado College  
Columbia University  
Cornell University  
Dartmouth College\*  
Davidson College  
Denison University  
Dickinson College  
Drexel University

Emory University  
Georgetown University\*  
Georgia Institute of Technology  
Harvard University  
Indiana University at Bloomington  
Laboratory Institute of Merchandising  
Lehigh University  
Louisiana State University  
Massachusetts Institute of Technology  
New York University  
Occidental College  
Oxford College of Emory University  
Reed College  
Rhodes College\*  
Rice University\*  
Scripps College  
Southern Methodist University  
St. Edward's University  
Stanford University  
Texas A&M University\*  
Texas Christian University\*

The University of Alabama  
The University of Arizona  
The University of Texas, Austin\*  
Trinity University  
Tufts University  
Tulane University\*  
University of British Columbia  
University of Colorado at Boulder  
University of Connecticut  
University of Georgia  
University of Houston  
University of Michigan  
University of Mississippi  
University of South Carolina  
University of Southern California\*  
University of Virginia\*  
Vanderbilt University\*  
Washington University in St. Louis\*  
Wellesley College  
(\*Three or more students enrolling)

### THE FACULTY AND ADMINISTRATION

Kinkaid offers an exceptional environment for teachers and teaching. The Upper School faculty is highly collegial and creative, accustomed to a great deal of autonomy in their classrooms. In addition to their teaching, most serve as advisors to students and sponsors of extracurricular student clubs or activities. Many also coach interscholastic athletics in a variety of sports at all levels of competition.

The Upper School administrative team includes the Dean of Faculty, Department Chairs, and six Upper School Deans. The Dean system, implemented two years ago, reflects the school's commitment to holistic counseling. Before entering the ninth grade, students are assigned to one of the six Upper School Deans. Serving as an advocate and resource for the student, each Dean advises and counsels his or her assigned students for all four years in academic and social matters, including college counseling.

Teachers are well compensated (the 2009-10 salary range was \$42,000-\$103,000, with a median salary of \$63,400) and supported in their pursuit of professional development. In 2009-10, the school provided \$140,000 to fund study grants for continuing formal education, research projects, and educational travel.

The faculty has developed a set of benchmarks that define excellence in teaching at Kinkaid – traits that they will also expect to find in the next Upper School Principal:

### ***BENCHMARKS OF EXCELLENCE***

*The Kinkaid School seeks educators who combine demonstrated excellence in the classroom, affection and respect for young people, and willingness to participate in collegial work with fellow teachers. Teachers at the middle and upper school levels typically teach five sections (four in some disciplines), advise a group of students, and are involved in other areas of student life. The Kinkaid School offers highly competitive compensation and excellent working conditions, including small class size and state-of-the-art facilities.*

*Below is a list of benchmarks, identified by the Kinkaid faculty, for measuring excellence in teaching at Kinkaid. In formal and informal evaluation, we look for the following in ourselves and our colleagues:*

- *A collegial relationship with co-workers.*
- *Adherence to agreed upon departmental, divisional, and school-wide curricular goals.*
- *Appropriate and consistent classroom management.*
- *Appropriate and timely communication with students, parents, and colleagues.*
- *Appropriate use of technology for teaching and assessment.*
- *Attention to the development of responsibility, respect, kindness, and honesty in the Kinkaid community.*
- *Behavior in accordance with the highest professional and ethical standards.*
- *Commitment to professional growth.*
- *Commitment to the mission of the school.*
- *Knowledge and use of a variety of presentation styles.*
- *Knowledge of and attention to various learning styles.*
- *Knowledge of and enthusiasm for the subject matter or activity.*
- *Knowledge of developmental matters appropriate for the age group.*
- *Participation in extracurricular school activities and interest in students' lives outside the classroom.*
- *Respect for and enjoyment of young people.*
- *Setting and maintaining appropriate high standards for students in all areas.*
- *Use of a variety of appropriate assessments of student work.*

## **HIGHLIGHTS OF THE EDUCATIONAL PROGRAM**

For a more detailed look at the Upper School curriculum, visit the school's website: [www.kinkaid.org](http://www.kinkaid.org). Here are a few highlights:

- Graduation requirements include four years of English; three years of math, history/social studies, and science; two years of foreign language; one year of fine arts; and demonstrated computer proficiency. In addition, students must work for one semester in a school service position, assisting faculty or staff members in one of a variety of jobs.
- AP courses are available in all disciplines. Departmental approval is required for AP enrollment, and all students enrolled in an AP course are required to take the exam. Each year, more than 90 percent of the AP exams taken by Kinkaid students earn scores of 3, 4, or 5.
- Foreign language study through the AP level is offered in French, Spanish, and Latin. A Chinese program was recently added to the curriculum.





- The mandatory three-week January Interim Term each year allows students to choose from among elective courses, foreign study opportunities, community service, and cultural programs. Through Kinkaid's career development program, seniors participate in a wide variety of professional career internships.
- The Upper School arts program consists of separate but interrelated course offerings in visual arts, photography, band, orchestra, choir, dance, technical theater, architecture, drama, creative writing, and film studies. Students may choose to explore multiple arts disciplines or concentrate in one area. In 2009, Kinkaid hosted the Independent Schools Association of the Southwest Arts Festival, an annual event in which 3,500 students from 36 schools in the Southwest region gather to compose, perform, observe and evaluate productions and exhibits.
- Upper School students are required to participate in physical education and sports activities during at least eight of the possible 12 seasons. The robust interscholastic athletic program includes baseball, basketball, cheerleading, cross country, field hockey, football, golf, karate, lacrosse, soccer, softball, swimming, tennis, track, volleyball, and wrestling.
- In addition to the many arts offerings, extracurricular activities include debate, Governing Council, journalism, and Model UN, as well as clubs dedicated to anti-discrimination efforts, ethnic studies, and community service.
- The Wells Fellow, Weiner Fellow, and Papadopoulos programs bring to the campus outstanding speakers and scholars from many fields. Previous participants include Walter Isaacson, Peggy Noonan, Michio Kaku, John McPhee, James Michener, Barbara Jordan, Doris Kearns Goodwin, Ken Burns, Jane Goodall, and David Brooks.

## **OPPORTUNITIES & CHALLENGES AWAITING THE NEXT UPPER SCHOOL PRINCIPAL**

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The Kinkaid Upper School will be led next year on an interim basis by an experienced Head of School, William Creeden. His tenure should pave the way for a smooth transition after the long-term leadership of Mickey Saltman. The Upper School Principal reports to Headmaster Donald North, an exceptional leader who has guided Kinkaid since 1996. Remarkably, he is only the fourth Head of School in Kinkaid's 104-year history, a testament to the stability of this wonderful school.

Among the specific challenges awaiting the next Upper School Principal are the following:

### **THE EDUCATIONAL PROGRAM**

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While Kinkaid is justifiably proud of its rich and rigorous curriculum, there is no sense of complacency within this highly professional faculty. Most are eager to seize the opportunity to make a good school even better; they will welcome the insights and new ideas the next leader will bring. Curriculum mapping is scheduled to begin at Kinkaid during the 2010-11 year and will undoubtedly remain a work in progress when the new Principal arrives. Increased communication and collaboration among the three divisions would also enhance the Kinkaid experience. There are opportunities to expand the use of technology in thoughtful ways as well; not all teachers in the Upper School have fully embraced its potential.

### **THE FACULTY**

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The wisdom and experience of the Upper School faculty constitute both a strength and a challenge for the years ahead. Many excellent teachers have recently retired or are approaching retirement age, so the next Upper School Principal will have the opportunity to oversee the recruitment and training of the next generation of stellar teachers.

### **SCHOOL CULTURE**

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As is often the case in first-rate independent schools that offer a wealth of educational opportunities, there are concerns within the Kinkaid Upper School about the levels of stress experienced by students trying to do it all. Many members of the faculty would welcome a conversation about how best to ensure student wellbeing while continuing to provide a robust set of programs.

Members of the Kinkaid school family hold a broad spectrum of political, religious, and social views, ranging from very traditional to very progressive. In 2005 and 2002, respectively, the Board of Trustees codified policy statements regarding diversity and religious expression on campus. Both statements (*which are available on the school's website*) affirm the school's commitment to promoting an appreciation of and respect for differences among the school family.

An incident in the fall of 2009 brought to the surface several underlying tensions. The last-minute cancellation of a pep rally skit and then the cancellation of the pep rally itself led several parents to write letters expressing concerns about this and other decisions they felt were motivated by "political correctness." One of the letters, especially offensive, found a larger audience and eventually made its way onto the Internet and into several blogs. This letter and various reactions to it from parents, faculty and staff, alumni, and others led to ill will, hurt, and anger, and brought to the fore the challenge of balancing disparate viewpoints within the school community. In response, a task force was formed to survey the community and explore how best to address these challenges. While emotions will no doubt have eased by the time the new Upper School Principal arrives in July 2011, he or she will need to be aware of the underlying sensitivities involved.

## WHO SHOULD APPLY: QUALITIES AND QUALIFICATIONS

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Kinkaid School is seeking as its next Upper School Principal an experienced, talented, and dynamic educational leader with high standards, a student-centered orientation, and a desire to be fully engaged in the life of the school.

Ideally, he or she will offer most or all of the following:

### PROFESSIONAL QUALIFICATIONS

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- Strong academic credentials, including an advanced degree in educational administration or an academic discipline.
- A substantial record of success in classroom teaching, ideally including experience in an independent school of high quality.
- Knowledge of and interest in current best practices in secondary school curriculum and pedagogy.
- Exceptional communications skills, written and oral.

### LEADERSHIP STYLE

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- A teacher of teachers who is passionate about the profession, respectful of the work teachers do, and able to inspire others to grow and learn new things.
- A leader who sees parents as partners and who is willing to work to forge strong relationships between school and home.
- An engaged and engaging leader who will be visible in classrooms and hallways, at athletic events, and at arts performances.
- A calm, evenhanded, and diplomatic leader who can bridge differences and promote a spirit of common purpose.
- A direct, straightforward, and resolute leader who places the best interests of students first.
- A patient leader who will take the time necessary to understand the school and the division well before implementing major changes.

### PERSONAL QUALITIES

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- Integrity and high standards; clear, fair, firm, and consistent behavioral expectations.
- A strong moral compass; a willingness to resist political pressures and to say no when appropriate.
- A commitment to excellence in all endeavors.
- Excellent people skills; a person who is warm, caring, inclusive, and approachable.
- Intellectual curiosity.
- Trustworthiness.
- A genuine enjoyment of young people.
- A sensitive and nuanced understanding of the issues surrounding diversity.
- Patience and an even temper.
- An appreciation for the culture and style of the Southwest.
- A sense of humor.



### Anticipated Search Calendar

Application deadline:	September 29, 2010
Search Committee selects semifinalists:	October 12, 2010
Semifinalist interviews:	November 6-7, 2010
Finalist visits:	November 2010
Appointment:	December 2010
Start date:	July 1, 2011

## APPLICATION REQUIREMENTS & PROCESS

Applicants should submit, no later than **Wednesday, September 29, 2010**, the following:

- A cover letter explaining why they are particularly interested in and qualified for this 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.*)

This information should be addressed to James Wickenden, lead consultant for the search, and 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 **November 6-7, 2010**. Finalists (and their spouses, if applicable) will be invited to the school for a more comprehensive series of interviews with representatives of the school's constituencies. Wickenden Associates will keep all applicants informed of their status throughout the process.

Ideally, a final selection will be made in December 2010. The successful candidate will become Kinkaid's next Upper School Principal on July 1, 2011.

Prospective candidates interested in learning more about this opportunity or the search process may call Wickenden Associates at 609-683-1355.