

A RARE EDUCATIONAL LEADERSHIP OPPORTUNITY:

Founding Head of Upper School



Located in the vibrant Silicon Valley/San Francisco Bay Area, The Nueva School is an internationally recognized independent school for 400 high-ability students in grades PK-8. Founded in 1967 with a constructivist and progressive pedagogy, Nueva strives to inspire a passion for lifelong learning, foster social and emotional acuity, and promote the development of each child's imaginative mind. Renowned for its innovative and forward-thinking approaches to education, Nueva is featured in *That Used To Be Us*, the latest book by Pulitzer Prize-winning author Thomas Friedman.

The Nueva School

Hillsborough, California

FOR A POSITION TO BEGIN IN JULY OF 2012, THE NUEVA SCHOOL IS SEEKING A STRATEGIC AND VISIONARY THINKER; AN INTELLECTUALLY CURIOUS, LIFELONG LEARNER; A GIFTED EDUCATOR; AN INNOVATIVE CURRICULUM DESIGNER; A DYNAMIC COMMUNICATOR; AN EXPERT HIRING MANAGER; A PROGRESSIVE TECHNOLOGIST; AN AMBITIOUS LEADER; AND A HANDS-ON MANAGER.

THE FOUNDING HEAD OF UPPER SCHOOL WILL BE CALLED UPON TO INSPIRE, LEAD, AND MANAGE A MULTIDISCIPLINARY TEAM OF FACULTY, STAFF, CONTRACTORS, CONSULTANTS, AND VOLUNTEERS IN THE CREATION OF A HIGH SCHOOL THAT WILL SERVE AS A NATIONAL MODEL OF EXCELLENCE IN 21ST CENTURY EDUCATION.

TO FILL THIS VITAL ROLE, NUEVA IS LOOKING FOR AN APPROACHABLE AND DOWN-TO-EARTH LEADER WHO POSSESSES A SENSE OF HUMOR, COMPASSION, BOUNDLESS ENERGY, RELENTLESS OPTIMISM, AND A PASSION FOR MEETING THE UNIQUE NEEDS OF HIGH-ABILITY STUDENTS.

On the web: www.nuevaschool.org

Building upon its decades-long success in educating elementary and middle school students, Nueva has now embarked upon the creation of a distinctive new high school that will open in 2013 with a ninth-grade class of up to 100 high-ability students. The fledgling Upper School will relocate in 2014 to a stunning new campus that will be constructed nearby.

The founding Upper School Head will be an integral part of the school's leadership team, reporting directly to the Head of School. He or she will have the rare chance to be part of the founding leadership team of a new PK-12 school that will be built upon the foundation of – and more than double the size of – the existing Nueva School.

In addition to supporting the school's primary educational mission, the Upper School Head will also contribute to Nueva's ambitious local and national outreach initiatives to educators, parents, and students.

This is a once-in-a-lifetime career opportunity for a forward-looking educational leader who is eager to join a pioneering institution and a first-rate team of educational visionaries in a reinvention of secondary school education.

APPLICATION DEADLINE: JANUARY 19, 2012

THE NUEVA SCHOOL AT A GLANCE

Founded: 1967 by Karen Stone McCown as an independent coeducational day school for gifted children

Location: Wooded 33-acre campus in the Silicon Valley/San Francisco Bay Area community of Hillsborough

Enrollment: 400

Lower School (PK-4): 210
Middle School (5-8): 190

% of student body belonging to racial/ethnic minorities: 43%

Faculty: 36 full-time faculty, 18 part-time faculty, and 14 teaching assistants

% of faculty with advanced degrees: 70%

Endowment: \$8.9 million

Operating budget: \$16.2 million

Total funds raised last year: \$3.4 million

Annual giving funds raised last year: \$1.1 million

Parent participation in annual giving: 98%

Tuition and fees:

Prekindergarten: \$20,080
Grades K-4: \$27,060-\$27,510
Grades 5-8: \$30,230-\$36,750

Financial assistance awarded: \$1.1 million

% of students receiving assistance: 20%

Accreditation: Western Association of Schools and Colleges, California Association of Independent Schools

Member: National Association of Independent Schools

Nueva's Mission and Vision

The Nueva School uses a dynamic educational model to enable gifted children to learn how to make choices that will benefit the world. Our school community inspires passion for lifelong learning, fosters social and emotional acuity, and develops the child's imaginative mind.

COMPONENTS OF THE NUEVA MISSION

The Nueva mission includes two components:

- Mission I: The children and core programs
- Mission II: Outreach initiatives and sharing best practices – a private school with a public purpose

THE VISION FOR NUEVA'S UPPER SCHOOL

Nueva's vision is to create a model high school that provides the essential skills, self-awareness, international experience, inspiration, and initiative that will drive our graduates to be model citizens, creative problem solvers and passionate lifelong learners who make a difference in the world for themselves, their families, and the communities in which they live.

The school will prepare students for independence, giving them foundational knowledge and real world applications/research while helping them identify, nurture, and pursue passions for life.

Hallmarks of the Nueva Upper School will include:

- Inspirational, hands-on, project-based learning.
- An interdisciplinary curriculum.
- Intellectual rigor.
- In-depth inquiry and broad basic skills.
- Internships and entrepreneurship.
- Social and emotional learning with health and wellness at its core.
- Individualized attention through choice and guidance.
- An inclusive culture with a diverse environment.
- An international focus with immersive travel opportunities.
- Innovation embraced throughout and taught as a skill.
- Continued core values of community and collaboration.

UNIQUE ATTRIBUTES AND DEFINING QUALITIES OF THE NUEVA SCHOOL

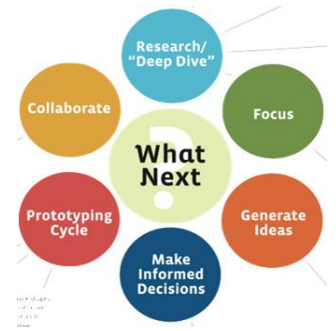
Nueva has been a school of the future for more than 40 years. A pioneering practitioner of the educational approach now commonly referred to as 21st century education, Nueva is uniquely positioned to create a model Upper School that builds upon the hallmarks of the PK-8 program.

THE EDUCATIONAL PROGRAM

Nueva is a child-centered, progressive school emphasizing multidisciplinary integrated studies, and creative arts, as well as social and emotional learning. Nueva offers a constructivist program, project-based learning, and special-area teachers in visual art, reading, math, science, music, physical education, technology, and social and emotional learning. The school does not use textbooks; Nueva teachers work in teams to develop their own thematic curricula for their classes. Nueva launched its one-to-one laptop program in 2007, further embedding technology into the core curriculum. Each student in grades 6-8 has a MacBook laptop. A beautiful library and media center, housing 19,000 print volumes, serves as a central resource for students at every grade level.

For a more complete overview of Nueva's educational program, visit the school's website: www.nuevaschool.org. Among its signature features are the following:

- Through a pioneering partnership with Stanford University's Institute of Design (d.school), Nueva has for the past five years taught **Design Thinking**, a set of skills and a process that prepares students to solve complex, real-world problems. Previously taught only at the university level, Design Thinking challenges Nueva students across a wide variety of projects and subjects to work through six stages of research, brainstorming, testing, and collaboration. The school's 3,500-square-foot Innovation Lab provides a fully outfitted woodshop and an electronics workshop as well as facilities and equipment optimized for collaborative and creative work.
- An intentional focus on affective and social growth has been part of the school's values from its founding. **Social and Emotional Learning (SEL)**, a program created at Nueva and now spreading all over the world, promotes emotional intelligence through a skills-based, integrated, and collaborative approach that stresses the core values of empathy, responsibility, cooperation, and respect. Through guided activities and peer feedback integrated throughout Nueva's program, children learn to work collaboratively to create a vibrant, safe learning environment in which all members of the community are empowered to take responsibility for their own thoughts, feelings, and actions. In the course of study at Nueva, students are expected to demonstrate self-awareness, empathy, effective communication, strong interpersonal skills, leadership, goal-setting, perseverance, optimism, trust, and involvement in the greater community.



- The arts are integrated throughout the Nueva program. Fourth-graders each year write and perform a full-length musical linked to the year's curriculum. A school-wide exhibition of art from all grades is held annually. In a seventh- and eighth-grade art elective this year, students staged two *tableau vivant* works from *The Arabian Nights* (shown at right), selections of which were also performed with shadow puppets.

Nueva's unique **Menuhin-Dowling Music Program**, founded by Sir Yehudi Menuhin and Helen Dowling, provides advanced training for 25 to 30 students selected annually by audition. Children in the program are exceptional music students who take lessons twice a week, study theory, form ensembles, attend field trips, and perform regularly.



- Through Nueva's **Trips Program**, students participate in developmentally appropriate, intensive, immersive trips to culminate learning through direct, hands-on experiences. The sequence begins in first grade with an on-campus sleepover and progresses to two-, three- and four-day expeditions to explore nearby ecosystems. By Middle School, students are

traveling for a week or more to sites including the Four Corners area of the Southwest, the nation's capital, Yosemite, and the Ashland Shakespeare Festival. In the program's capstone experience, eighth-graders head to Spain, Japan, or China for a two-week cultural immersion that includes a homestay and attendance in local schools.

All of these signature elements of the PK-8 program – and more – will be adapted and extended to meet the specific needs of high school students as the Upper School emerges.

THE SCHOOL COMMUNITY AND CULTURE

The Nueva School family reflects the vibrant Silicon Valley community it inhabits. Bold, entrepreneurial, creative, and high-energy, Nueva's families, faculty, administration, and Board of Trustees constitute a confident and can-do group. Not surprisingly given the school's mission of serving high-ability students, intellectual energy abounds at Nueva. Parents are actively engaged in the education of their children, often contributing their expertise and passions to the classrooms.

Families come to Nueva from throughout the Bay Area, including many who accept a long commute for the opportunity to attend the school. Demand for the Nueva experience is strong, with only about one in every six applicants admitted. Yield is high – typically more than 90 percent – and attrition low. The school requires Wechsler IQ test results, with applicants required to score at least 130. The admissions process also includes a comprehensive evaluative visit. Sibling applicants must meet the same requirements.

Nueva's administration, faculty, and staff lie at the heart of the school's success. They are a remarkably intelligent, creative, hardworking, and passionate group who are dedicated both to their students and their work. The faculty constitutes an interesting mix of veterans and newcomers from a broad range of backgrounds, including both career educators and second-career teachers who came to Nueva from the worlds of business or industry. The school's emphasis on social and emotional acuity is genuine and heartfelt; the atmosphere is unusually kind, open, and friendly.

Executive Director Diane Rosenberg joined Nueva in 2001. A widely admired leader and beloved figure, she is credited with spearheading the remarkable decade of growth and progress that has positioned Nueva to accomplish the long-discussed dream of adding an Upper School to complete the Nueva educational experience. The opportunity to work with her and her colleagues in the achievement of this vision should be a particularly appealing prospect to potential candidates.

Equally vital to the success of the Upper School project will be the 27-member Board of Trustees, an extraordinarily accomplished, committed, intelligent, and generous group that has contributed wisdom, vision, professional expertise, financial support, and untold hours of research and planning to this venture.

CAMPUS AND FACILITIES



Situated in the affluent residential community of Hillsborough, between San Francisco and Silicon Valley, Nueva's striking 33-acre hillside campus blends old and new to create an exceptionally appealing environment. From the beautifully renovated Crocker Mansion to its expansive open spaces, the campus supports experiential learning in comfortable settings. In September 2007, Nueva opened the 21,000-square-foot Hillside Learning Complex (*shown at left*), a LEED-Gold certified project that includes offices, classrooms, the Innovation Lab, the library, and a café arranged around a central outdoor plaza. The sustainable design serves as a model of green

architecture and a teaching tool. Features include a green roof, careful use of natural light, energy-efficient lighting, solar panels, non-toxic building materials, and recycled wood harvested from the site, which was used as a prominent design element.

As it undertakes the planning process for the magnificent new Upper School campus, the school's leadership will continue to emphasize sustainability and the creation of spaces that support the educational mission.

OUTREACH INITIATIVES

Integral to Nueva's mission is its desire to share best practices and cutting-edge ideas in the education of high-ability students in particular and all students in general. In pursuit of that goal, Nueva sponsors the biennial *Innovative Learning Conference* to promote the world's most innovative and important educational ideas by bringing together thought leaders, researchers, authors, educators, and parents. In October 2011, nearly 1,300 participants came to the school for two days of presentations and discussions led by Nueva faculty members and some of the world's foremost scholars in the field of education.

For the past three summers, Nueva has offered *The Social and Emotional Learning Teacher Institute* for educators interested in learning more about Nueva's SEL program. In June 2012, the school will host its second *Design Thinking Institute* to share with other educators Nueva's five-year experience in developing its Innovation Lab and design thinking programs in partnership with the Institute of Design at Stanford University.

Nueva's national reputation for innovation and excellence enables the school to attract the attention of – and forge partnerships with – leaders in a broad range of fields. Last summer, for example, college presidents and deans from Harvard, Stanford, Georgetown, and Olin College joined the president of the National Association of Independent Schools for a roundtable forum at Nueva to discuss 21st century education. The enthusiastic response of these thought leaders to the vision for Nueva's upper school confirmed the view of the school's leaders that the time is right to move forward with this ambitious plan.



THE NUEVA UPPER SCHOOL: VISION AND EXECUTION

The transformation of Nueva from a PK-8 to a PK-12 institution over the course of the next five years is undeniably ambitious in scope and aggressive in its timeline. The school's leaders, however, are approaching the task with a confidence born of careful planning and a record of success in accomplishing bold initiatives. To fund the construction of the Hillside Learning Complex in 2006-07, the Board of Trustees quickly raised \$26 million from within a school community that is both passionate about Nueva and populated by many families with the capacity to make significant contributions. Although the creation of the Upper School is projected to require between \$50 and \$75 million, members of the Board are undaunted by that prospect.

The decision to launch the Upper School emerged from a comprehensive strategic planning process that began nearly three years ago with a community charrette that identified the high school as a top priority. Interest in the creation of an Upper School among current Nueva parents has accelerated as the independent school marketplace in the Bay Area has become increasingly competitive. Although Nueva graduates are welcomed at all of the area's top independent schools, there is no high school program with a comparable philosophy or approach – a disappointing outcome just when their children are ready to translate the love of learning nurtured at Nueva into new realms of exploration, application, and specialization.

The Board convened an Expansion Task Force whose members have worked tirelessly to lay the groundwork for the new high school. Among the tasks they undertook:

- Interviews with thought leaders, educators, school leaders, and college admissions directors around the country.
- A demographic and market analysis conducted in conjunction with the Stanford Alumni Consulting Team.
- Visits to more than 40 model high schools and colleges across the country.
- Case studies of both successful and failed expansion efforts at other schools.
- A two-day retreat to build out the concept of a Nueva Upper School.

All of these efforts, meticulously documented, led the Board to the conclusion that Nueva could and should build a high school. Furthermore, the school's leaders became convinced that an Upper School that builds upon Nueva's existing program will be unique – and uniquely important – in the American educational landscape.

THE CAMPUS

With the decision made to proceed, the Board turned its attention to the acquisition of a site and the initial planning for the new campus. Early in 2012, Nueva expects to announce that the site acquisition has been completed. A committee of the Board, meanwhile, has overseen a design competition that invited five architectural firms from across the country to envision the new Upper School. Participants were asked to propose environmentally sensitive, dynamic, and leading-edge spaces that support hands-on, project-based learning; foster connections and collaboration; incorporate state-of-the-art technology; and integrate the community into the learning process.

The competition was completed in late December, and an architectural firm has been selected. The Upper School Head, of course, will be actively engaged in the ongoing design of the learning environments.

THE NUEVA UPPER SCHOOL IN BRIEF

WHAT: • An intellectually rigorous high school that will build upon the Nueva experience to enable students to gain foundational knowledge; pursue real world applications and research; develop confidence and resiliency; and identify and nurture their own passions for life

HOW: • A student-centered approach using inquiry- and project-based methods to offer innovative, relevant, comprehensive, and distinctive programming and experiences inside and beyond classrooms, directly and through partners

WHO: • High-ability, high-promise students in grades 9-12, working with a world-class faculty and administration

WHEN: • An inaugural class of up to 100 ninth-graders in September 2013, with a new class added in each of the next three years

WHERE: • A temporary site (to be determined) for the 2013-14 school year
• A purpose-built campus of its own, opening in the fall of 2014 at a site to be announced shortly

WHY: • To serve the unmet needs of Nueva students and other Bay Area high-ability youth who wish to accelerate and deepen their learning
• To create a model 21st century high school

WORKING ASSUMPTIONS ABOUT THE UPPER SCHOOL

The founding Head of the Upper School will have plenty of work to do in establishing the educational program and key policies of the new division. He or she will have the benefit, however, of considerable foundational work that has already been accomplished by task forces of the Board and that will continue in the months ahead.

For example, it has already been determined that:

- High-ability, high-potential students will continue to be the target population, although assessments other than IQ tests will be used in the admissions process. Nueva's highly regarded Admissions Director, working in concert with the Upper School Head, will assume responsibility for the recruitment of the inaugural classes. Graduates of the Nueva eighth grade will be accepted automatically into the Upper School.
- Unlike the PK-8 program, the Upper School will use quantitative assessments of student performance, including the use of grades starting in grade 10.
- Current Nueva hallmarks will be adapted for a high school population. The SEL program at the high school will add a focus on resiliency, confidence-building, and adaptability in the face of change – all qualities that college admissions officers have identified as lacking in many high-achieving students.

- The program will feature flexibility and differentiation for highly advanced or pre-professional students, including an option for early graduation. The school will recognize stage, not age – providing educational opportunities that typically exist only in college and beyond.
- The curriculum will enable students to meet the admission requirements of the University of California, but will be augmented with novel multidisciplinary approaches, including writing-intensive English programs integrated with humanities; strong mathematics sequences; science/technology/engineering offerings that exceed current college requirements; and international studies with world languages, history, and travel.
- Students will also pursue a four-year course of advanced study in an individualized “Nueva Major.”
- The school will offer AP exams, but will teach Advanced Topics, not traditional AP classes.
- A meaningful athletics program will be created and expanded over time.

OPPORTUNITIES & CHALLENGES FOR THE FOUNDING HEAD OF UPPER SCHOOL

For a dynamic and progressive educational leader who is frustrated with the slow pace of change in approaches to preparing high school students to thrive in the 21st century, this position offers the truly rare chance to transform talk into action. Nueva is a can-do community that begins this endeavor from a position of successful educational innovation and leadership. While there will undoubtedly be many challenges ahead, Nueva abounds with the physical, financial, intellectual and human resources necessary to get the job done. Among the particular opportunities and challenges awaiting the founding Upper School Head are the following:

- The composition of the inaugural classes of the new Upper School will be critically important in determining the success and reputation of this fledgling division. Working closely with the Head of School and Director of Admission, the Upper School Head will need to play a key role in developing and executing strategies to recruit stellar pioneer classes.
- Although both current families and prospective newcomers to the Upper School will undoubtedly value the intrinsic benefits of a Nueva high school education, they will not be immune to the anxieties with which so many parents of high-achieving students approach the college admissions process. While Nueva can point to the fact that 30 percent of its eighth-grade graduates over the past decade have gone on after high school to attend Ivy League colleges, the Nueva Upper School will not have an immediate college placement track record to reassure parents. As a result, the Upper School Head will need to be persuasive in making the case that Nueva graduates will be strong candidates at the nation’s most selective colleges and universities. To ensure that this issue is squarely addressed, a Director of College Counseling will be among the early hires.
- The Upper School Head will need to be sensitive to the competing imperatives to honor the existing Nueva School culture and program while creating an Upper School that reflects the specific needs of high school students.
- In the intensely creative laboratory that is The Nueva School, constant change and new approaches to teaching and learning are the norm. The Upper School Head will need to encourage innovation while also imposing necessary restraints – balancing the myriad opportunities to innovate and differentiate with the need to ensure that all students achieve core competence.
- As leader of the Upper School and a senior administrator of the entire PK-12 enterprise, the founding Upper School Head will have dual obligations to consider. Several existing faculty members have expressed an interest in joining the faculty of the Upper School. While this would offer a tremendous benefit in ensuring that the Nueva DNA is present in the new division, care must be taken to ensure that the PK-8 program is not adversely affected in the process. A new Middle School Head will join the school at the same time as the Upper School Head, providing an ideal opportunity for these two new leaders to forge a strong working relationship as they develop an understanding of this unique institution and plan for a smooth transition between the two divisions.



THE POSITION: SUMMARY OF ROLES AND RESPONSIBILITIES

I. SUPPORT THE TRANSFORMATION OF THE EXISTING PK-8 TO A NEW PK-12.

1. Hire world-class administrators and faculty to support the expansion.
2. Develop a robust and rigorous Upper School curriculum consistent with the Nueva mission, vision, values, and brand.
3. Recruit and retain classes of up to 100 high-ability students per grade, with the first ninth-graders to start in fall 2013.
4. Participate in fundraising for and programming of the new Upper School site and facilities.

II. SUPPORT THE EVOLUTION AND EXPANSION OF INTEGRATED CURRICULA FOR THE FUTURE, INCLUDING DEVELOPMENT OF UPPER SCHOOL CURRICULUM AND SCOPE AND SEQUENCE CONNECTED TO THE LOWER/MIDDLE SCHOOL CURRICULUM.

1. Develop an integrated globalization program across grades and subject areas to increase cultural awareness, empathy for others, and the diversity of the student body.
2. Expand current STEM programming to STEAM, adding visual arts.
3. Build upon the current writing program and create a communications thread to ensure exceptional written and oral skills in all Nueva graduates.
4. Harness and employ relevant new technologies to support 21st century learning and ensure cutting-edge skills in Nueva graduates.
5. Explore, develop, and refine assessment criteria to evaluate the success of integrated 21st century curricula and student performance.
6. Evolve the administrative structure and professional time to support the successful creation and implementation of integrated programming.

III. RECRUIT AND RETAIN A WORLD-CLASS FACULTY AND STAFF.

1. Increase the candidate pool of best-in-class talent to deepen the bench from which to hire.
2. Attract and retain best-in-class faculty, staff, and administrative leaders.
3. Support an exemplary program of professional development.
4. Embrace and support a multicultural environment to sustain and drive a global education experience for Nueva students.

IV. REPRESENT AND PROMOTE “THE NUEVA EXPERIENCE.”

1. Ensure clarity of mission and constancy of purpose.
2. Promote and celebrate the key elements that define Nueva.
3. Develop and execute a comprehensive and proactive communications plan internally and externally, using both traditional and new media channels and technologies.
4. Participate in Board, school, and community committees, task forces, and activities to represent the division, the administration, and The Nueva Experience.

V. HELP EVOLVE THE PK-8 SEL PROGRAM INTO A 9-12 RESILIENCY PROGRAM.

1. Enhance the SEL program and extend it to grades 9-12.
2. Work with leading researchers and experts to inform the resiliency program.
3. Create home and school partnerships among Nueva, parents, and students to support resiliency.
4. Create real-world experiences that present students with opportunities to persevere even in areas outside of their initial core competencies and in areas of personal challenge.
5. Review assessment tools in light of the campus-wide commitment to build resiliency.

PROFESSIONAL QUALIFICATIONS & PERSONAL QUALITIES

For this extraordinary leadership opportunity, Nueva has launched a national search for a world-class educational leader with the talent and stamina to translate vision into reality. This will be an incredibly demanding position with immense potential for personal and professional reward. The salary will be very competitive, and the compensation package will include housing.

The founding Upper School Head will operate on a tight timetable in partnership with the Head of School, the senior administrative leadership team, and the Board. As a result, she or he must be a confident, flexible leader who is highly organized, willing to exercise initiative, able to function with transparency, and eager to communicate and collaborate effectively.

The ideal candidate will offer most or all of the following attributes:

SKILLS AND TYPES OF EXPERIENCE

- A strategic thinker who embraces Nueva’s philosophy and mission and is passionate about its approach to educating high-ability students.
- Experience fostering a positive Upper School community, including discipline.
- The ability to engage and support teachers as they experiment with new approaches to curriculum and pedagogy, including the integration of technology.
- The ability to provide intellectual, educational, and moral leadership to faculty, students, and parents through formal discussions and casual conversations.
- Interest and experience creating curriculum to ensure that it is a national model for education broadly as well as for high-ability education specifically.
- Excellent organizational skills to help coordinate and schedule the complex curricular and co-curricular programs.
- Effective, clear communication skills with other administrators, faculty members, parents, and students so that these groups are appropriately informed of upper school events, potential issues, and needs.
- Experience in hiring, supporting, and evaluating teachers as well as providing professional development that fosters the collective and individual competencies of the Upper School faculty.
- A track record of commitment, engagement, and participation in the life of the school.
- Demonstrated experience as a teacher and administrator.

PERSONAL QUALITIES

- Intellectual curiosity, creativity, and a demonstrated passion for lifelong learning.
- A quick and agile mind.
- An appealing, engaging, and outgoing personality.
- Flexibility, adaptability, resourcefulness, and openness to the ideas of others.
- The ability to embrace change and tolerate ambiguity.
- The confidence to hold one’s own in a community of bright, accomplished, passionate, and strong-minded individuals.
- Kindness, compassion, and authenticity.
- The ability to simultaneously have feet in the mud and head in the sky.
- The capacity to see risk as opportunity and the willingness to fail in the pursuit of success.
- A positive, optimistic, can-do spirit.
- A genuine love of young people and a desire to support their aspirations.
- Boundless energy and an extraordinary capacity for hard work.





ANTICIPATED SEARCH CALENDAR

Application deadline:	January 19, 2012
Selection of semifinalists:	Late January
Semifinalist interviews:	February 11-12, 2012
Finalist visits:	February 2012
Appointment:	By March 2012
Start date:	July 2012

THE SEARCH PROCESS & APPLICATION REQUIREMENTS

Acting on behalf of The Nueva School, Wickenden Associates is actively recruiting talented educational leaders who possess the skills, personal qualities, and experience necessary to meet the requirements of this novel and demanding position.

Nominations and questions may be directed to the lead consultants, James Wickenden (jwickenden@wickenden.com) and Zachary White (zwhite@wickenden.com).

Applicants should submit by **Thursday, January 19, 2012**, the following:

- *A cover letter indicating 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 in assessing the candidate's fit with this extraordinary opportunity.*
- *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 on **February 11-12, 2012**. Finalists will then be invited to Nueva for a more comprehensive series of interviews with representatives of the school's constituencies. Ideally, a final selection will be made no later than late February or early March. Wickenden Associates will keep all applicants informed of their status throughout the process.