



## Waverly Head of School Search FAQ

### Why is Heidi retiring?

Please see Heidi's [retirement announcement](#).

### What are the roles of the Board and of the Search Committee? Who chose the Search Committee?

The Waverly Board of Trustees are fiduciaries, entrusted with the legal responsibility for the School's long-term success. As recognized by the National Association of Independent Schools (NAIS) in their Principles of Good Practice, one of the Board's most important fiduciary duties is the selection of a Head of School. To manage the selection process, the Board Chair and Vice Chair interviewed several executive search firms and made a recommendation to the full Board. After deliberation, the Waverly Board voted to engage the search firm Carney Sandoe & Associates, one of the most experienced independent school executive search firms ([www.carneysandoe.com](http://www.carneysandoe.com)).

The Board, upon the nominations of the Trustee Affairs Committee, also established an Ad Hoc Head of School Search Committee and appointed Trustees Serita Young and Nadine Tanio to jointly chair the Search Committee. The Search Committee is composed of Trustees, administrators, and teachers, many of whom are also parents of current students or alumni. The Search Committee members were selected based upon their diverse viewpoints, complementary skill sets, and commitment to the hard work that will be required to gather input from all over the community, select candidates, and make a final recommendation that will allow the Board to carry out its fiduciary duty in selecting the new Head of School.

The members of the Search Committee are: Maria Brown, Leo Glazé, Jason Gottlieb, Greg Harrison, Debbie Lennon, Wendy Lopata, Noah Mayer, Vijay Natraj, Jeanny Tafoya, Nadine Tanio, Joanne Toll, and Serita Young.

### How will the community be able to give their input?

Under the direction of the Search Committee, and with assistance from Carney Sandoe, the search process will include active solicitation of input from parents, faculty, staff, high school students, and alumni students. This will begin with virtual meetings via Zoom during the month of January 2021, during which all interested persons will be able to provide input to Carney Sandoe as to the desired qualifications and characteristics of a new Head of School. We will supplement these meetings with an online survey in order to ensure that any member of the Waverly community who wishes to give input will be able to do so. Later in the process,

we hope to bring the finalist candidates for the permanent position to campus to meet with community members. We will solicit feedback from those visits.

### **What are you looking for in a new head?**

Defining the desired qualifications and characteristics of the next Head of School is our first step. The Search Committee is actively seeking input from parents, faculty, staff, high school students, and alumni parents and students on the desired qualifications and characteristics of a new Head of School. There are two ways to participate: one, attend a virtual meeting with Carney Sandoe during January 2021, and/or participate in the online community survey distributed to the school's constituents and open through Friday, January 22. If you have misplaced the survey link, please email [headofschoolsearch@thewaverlyschool.org](mailto:headofschoolsearch@thewaverlyschool.org). We encourage you to participate in these venues and share your thoughts.

### **What is the timeline?**

The search process will begin with virtual community meetings with parents, faculty, staff, and high school students during January 2021. The actual timelines for completing searches can be highly variable. Our hope is to announce our interim Head of School for the 2021-2022 school year in early April 2021, and our permanent Head of School in early October 2021.

### **What is the role of the consultants? How will we give them input?**

The Search Committee will supervise the process, and the Board will, in fulfillment of its fiduciary duty, make final decisions. Our principal consultants, Bob Fricker and Jennifer Christensen of Carney Sandoe, will organize the search, take input from the community, reach out to potential candidates and present potential candidates to the Search Committee. Bob and/or Jennifer will lead the January community Zoom meetings and design an online community survey. Bob and Jennifer will then report back to the Search Committee on the most frequent responses from the community regarding the opportunities, challenges, and desired profile for the next Head of School. Based on the information gathered, Bob and Jennifer will be able to serve as "honest brokers" with interested candidates and recommend candidates who are best qualified. This information will also be incorporated in a position profile that will be posted on the School's website and sent to the best qualified candidates; it will also be used as a basis for interview questions that our consultants and the Search Committee use in their interviews with candidates.

### **Where will the consultants look for candidates? Can we make suggestions?**

We will conduct a thorough search for the next Head of School. The consultants will search nationally and globally. As part of the Zoom meetings and via the online community survey, members of the Waverly community will have the opportunity to suggest candidates. We encourage your input and suggestions. Community input may also be shared by emailing [headofschoolsearch@thewaverlyschool.org](mailto:headofschoolsearch@thewaverlyschool.org).

### **Why is the School appointing an interim Head of School for the 2021-2022 school year?**

Conducting Head of School searches requires time in order to prepare, solicit, and evaluate the best candidates for our school. To ensure Waverly preserves its capacity to find the best new candidates for our permanent Head of School, the Board of Trustees has opted to hire an interim Head of School for 2021-2022. This is a one-year position, and within the independent schools system there is a pool of highly experienced candidates—often former Heads of School—who serve as interim Heads of School. Our interim search will center around this pool of candidates.

### **Are there any internal candidates?**

In consultation with our principal consultants, the Search Committee will consider all candidates who meet the qualifications developed in the process explained above for the interim and permanent Head of School positions. Any internal candidates would be required to follow the same application and interview process as external candidates.

### **What happens if the search is unsuccessful?**

Waverly is an extremely attractive school and we do not anticipate any problems recruiting the best candidate who can succeed at Waverly. We are starting the search for the new permanent Head of School with a long lead time and are working with one of the best, most experienced independent school search firms. We fully expect the search to attract outstanding candidates for our next Head of School.