



## **EXECUTIVE DIRECTOR**

**July 1, 2015**

### **The Hawai'i Association of Independent Schools**

## **MISSION STATEMENT**

Founded in 1969, the Hawai'i Association of Independent Schools (HAIS) is an organization of member schools that advocates on behalf of independent education in Hawai'i and participates actively in the educational dialogue in the community. It provides services that strengthen our individual schools, and it supports their efforts to achieve educational quality and excellence for students. HAIS facilitates collaborative efforts among member schools on issues of mutual concern as well as partnerships to address shared needs.

HAIS and its member schools pursue the following goals:

- To encourage high educational standards and academic excellence
- To promote independent education as an option for parents and children
- To preserve the independence of Hawai'i's private schools

## **HISTORY**

The Hawai'i Association of Independent Schools was formed and organized in 1969 at the suggestion of The Reverend Burton A. MacLean of 'Iolani School. The first meetings were convened in the office of Dr. Roderick F. McPhee at Punahou School, together with Dr. James Bushong of Kamehameha Schools, The Reverend David Coon of 'Iolani School, and Mr. Joseph Pynchon of Hawai'i School for Girls.

From sixteen charter members, the organization has grown to more than 100 private and/or independent schools and more than 40,000 students in Hawai'i. Member schools include several of the largest independent schools in the U.S., as well as some of the smallest. While distinctive with respect to mission and philosophy, HAIS member schools are united in helping children achieve personal and academic excellence.

HAIS is the state affiliate for the National Association of Independent Schools, and also the state liaison for the Western Association of Schools and Colleges. HAIS is a 501(c)(3) non-

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profit organization governed by a volunteer board of directors. Leadership of the board is provided by heads of member schools.

The aims of the Association, as stated in the HAIS Constitution are:

*To preserve and strengthen the unique elements of independent education, to encourage, support and maintain high standards in our schools, to enhance and strengthen the quality of instruction in independent schools by sharing resources and ideas, to secure a broader public interest in and support of the work of the independent schools, to promote close cooperation among independent and public schools in Hawai'i, and to promote fellowship and camaraderie within the educational community.*

HAIS lobbies for the needs of the Association, and all private schools, at the State Legislature. The Association also oversees the state's licensing agent, the Hawai'i Council of Private Schools, which assumes licensing responsibilities.

HAIS has also become an organization committed to providing quality professional development to teachers, heads, and trustees, with the first statewide teachers' conference held in 1994. HAIS has also established a trusted corporate identity, speaking on behalf of independent education in Hawai'i, both regionally and nationally.

HAIS successfully serves a population of diverse members with diverse needs. Strong leadership, built through trusted relationships, has nurtured a culture of change and growth, which has resulted in increased cooperation among member schools. HAIS members, working together, find ways to maintain independence while working interdependently.

While strong governance supports the leadership process, Executive Director Robert Witt has been a leader for the ages. For 24 years, he has embodied the spirit and conscience of HAIS, making it visible in the community and ensuring that its voice is heard nationally. He will retire in June, 2014. Roberta Bishop, a long-time staff member at HAIS, will serve as Interim Executive Director until July 1, 2015.



## GUIDING BELIEFS

**We believe** that private schools serve a broad public purpose. Like public schools, we prepare children to live responsibly in a society that needs their best efforts. Private schools are an important contributor to the State's educational and economic infrastructure.

**We believe** that private schools must contribute actively to the educational dialogue in our community. To that end, we support all types of public school/private school partnerships, professional organizations, and collaborative professional development. H AIS and member schools are actively engaged in the dialogue at the State Legislature concerning both private and public school issues.



Association decisions are informed by understanding the importance of a “relationship-oriented” way of doing things. The next leader of H AIS must be able to listen to all sides of an issue understanding this style of decision-making. This means that the next Executive Director of H AIS must learn and embrace the various local cultures quickly. This includes language, protocol and decision-making processes. Diversity has a different meaning in the islands as compared with other parts of the United States since Hawai'i is a majority of minorities.

The H AIS office is located in the Ala Moana Pacific Center located behind the Ala Moana Shopping Center, the fifteenth largest shopping mall in the United States, and the largest open-air shopping center in the world. The office location is a strategic location in Honolulu.

## LOCATION

The **Hawai'ian Islands** are an archipelago of eight major islands, several atolls, numerous smaller islets, and undersea seamounts in the North Pacific Ocean, extending some 1,500 miles.

**Honolulu** is one of the most special cities in the world, however living in the islands has its joys and its challenges. The island is isolated from the action of the continental U.S. This means one is isolated from peers and the ability to travel easily to conferences.



## HAIS TODAY

HAIS assists member schools by:

- Promoting choice as an important community value and assisting parents in learning about independent education
- Preserving independence by maintaining a vigilant presence at the Legislature thus allowing member schools to pursue their missions unencumbered by undue regulations
- Providing member educational mentorship and resources
- Perpetuating school renewal through accreditation
- Proposing new models for teaching and learning
- Promoting professionalism and collaboration

**Fee-based services** include providing graduate-level programs for masters and PhD students, a School of the Future Masters Degree, and an MA in administration for charter school administration. HAIS also organizes an annual all-schools conference.

Current **grant-funded programs** are concluding, so the next executive will be expected to work with the Board on fundraising efforts to support the mission of HAIS.

## THE WORK OF THE ASSOCIATION

The Association carries out activities that are considered core services, fee-based services, and services funded by grants. **Core services** include accreditation, establishing policies and standards to govern the operations of Hawai'i's independent schools, lobbying the Legislature on behalf of the membership, marketing the schools within Hawai'i and on the continental U.S. The Association provides professional development activities, including workshops for affinity groups such as business managers and admission directors. The Association also maintains a job board.





## HAIS STRATEGIC PLAN GOALS

HAIS will continue to take a leadership role in the practice and development of exemplary accreditation self-study processes that respect the individual missions of the member schools.

HAIS will continue to enhance and create effective ways to support, develop and inspire independent school educators statewide through thoughtful professional development programs for faculty and staff of member schools.

HAIS will continue to advocate for member schools and all non-public schools in Hawai'i. This advocacy includes working with the Legislature, data gathering and analysis, as well as promoting the values of independent/private schools.

HAIS is committed to improving the governance of independent schools through professional development for trustees and by promoting principles of good practice.

The re-design of the HAIS Board and its committee structure has already been implemented based on the recommendations of a Board Task Force established in 2010. The committee structure reflects the re-organized board and anticipates the new strategic goals of the board. It also provides opportunity for more volunteers from member schools to be included

in board committees. The new Strategic Plan 2012 and its implementation will cause some further adjustments of the committee structure to monitor and oversee the plan's various goal implementations. The HAIS Board remains committed to operating based on the *Principles of Good Practices for Governance* from NAIS and other professional resources. The Association's commitment to helping schools strengthen their governance practices is an important commitment to the membership.

HAIS is committed to retaining an organizational structure that efficiently and effectively supports the HAIS mission and strategic plan.

## RESPONSIBILITIES AND AUTHORITY

The Executive Director is the chief operating and administrative officer of the Association, expected to carry out the policies of the Association and the decisions of the Board of Directors. Duties as Executive Director include anticipating the developing needs of the Association, and interpreting those needs, as well as all matters pertaining to the Association, to the Board of Directors. Additionally, the Executive Director has general

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supervision over all aspects of the Association's operation, as well as subsidiary activities sponsored by the Association, including the preparation and monitoring of the annual budget, and the engagement, termination, and delineation of the duties of administrative and staff employees, each of whom is responsible to, and report to, the Executive Director. The Executive Director serves as an *ex-officio* non-voting member of the Board of Directors and each committee established by the Board of Directors.

## OPPORTUNITIES AND CHALLENGES

The Executive Director serves to strengthen the education of all children in Hawai'i; therefore, the director visits schools on all of the islands and assures that the activities of HAIS are not focused exclusively on Honolulu. Occasional travel to Maui, Hawai'i, and Kaua'i to work with all member schools will be an expectation of the position. Connecting neighbor island HAIS member schools with O'ahu schools will continue to be a high priority.

HAIS helps schools articulate the value of a private school education and the role of the school as a focus of learning rather than just bricks and mortar. Private schools have a great opportunity to do well in the state of Hawai'i. HAIS helps to articulate this. The Executive serves as the chief spokesperson and advocate for the Association--locally, regionally, and nationally. HAIS will need to be actively engaged with NAIS and other NAIS regional associations, something Robert Witt has admirably accomplished during his tenure.

The next Director will work with the HAIS Board to assure that there is an ongoing financial model that is sustainable. This includes determining what public/private partnerships currently performed by HAIS could be undertaken by member schools instead. The

Executive Director will work with the HAIS Board to determine what core activities the organization will continue to support.

Over the years, HAIS has cultivated good relations with the California Association of Independent Schools, the Western Association of Schools and Colleges, and the Hawai'i State Department of Education. The next Executive Director will maintain and deepen these relationships over time.

The HAIS Board of Directors will expect the next Executive Director to assure that the professionalism of the Association is paramount. This includes assuring financial direction and accountability, annual performance review, clear and consistent communication of key strategic issues, and establishing a human resources function to deal with employee issues.

The Executive Director of HAIS is a truly public figure, sought out by those in the Legislature. The next Executive Director must quickly learn about the Hawai'ian legislative process, realizing that while the job is Honolulu-centric, the Executive Director must be visible to the neighbor islands. The next Executive Director, therefore, will need to meet the key thought-leaders, business leaders, and funders throughout all of the islands and strive to create meaningful relationships for the benefit of HAIS. All of this requires sensitivity to the host culture.

Accreditation is the single most important activity of the Association. While the actual visits are managed by HAIS staff, the final responsibility rests with the Executive Director.

The next Executive Director will appreciate all that Hawai'i has to offer: its ethnic and cultural diversity, its strong sense of identity, and the community atmosphere. The next Executive Director must be open to the local style and values of the islands.

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## THE CANDIDATE

### PROFESSIONAL QUALIFICATIONS

The next Executive Director should possess excellent professional experience and credentials that include the following:

- MA or other advanced degree
- Experience in an independent school; public school experience might also be helpful
- Cultural sensitivity
- Financial background; business acumen
- Tech savvy
- Experience with non-profit governance
- International experience would be helpful
- Knowledge of the legislative process; lobbying
- Knowledge of the accreditation process
- Experience working with an association is desirable

### PERSONAL QUALITIES

The next Executive Director should possess the following personal qualities:

- Visionary
- Inspirational
- Politically astute
- Personal humility
- Entrepreneurial in spirit and focus; Innovative
- Nurturing
- Strong social conscience
- Culturally sensitive
- Dedication
- Open to change
- Excellent social skills
- Excellent communicator, articulate orally and in writing.
- Excellent listener
- Strategic thinker
- Team player
- Trustworthy
- Inclusive
- Builds genuine relationships; relationship-oriented
- Ability to say “no” when necessary
- Risk taker
- Confident
- Globally-minded



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Search Consultant

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July 1, 2015

**The Hawai'i Association of  
Independent Schools**

## APPLICATION PROCEDURE

Candidates should send electronically in **one PDF file** a letter of interest, a resume, and a list of five references to:

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Resource Group 175, LLC  
rbass@rg175.com  
206.441.4112  
www.rg175.com

*Candidates are invited to visit the HAIS website which is [www.HAIS.org](http://www.HAIS.org)*