

To the Waring School community:

It was almost a year ago when Peter Smick announced his retirement upcoming at the end of the 2012 school year. It now is time for us to begin the search process to find his successor. When Peter retires he will have been Waring's head of school for twenty-two years—more than half the time of Waring's existence. Peter's imprint on the school is unmistakable and far-reaching.

Independent schools invest unusual authority and responsibility in heads of school. Trustees, the stewards of the institution, have a singularly momentous and undivided responsibility—to hire the head of school. Trustees also have the duty to articulate the mission of the school, set its strategic direction and assure its sustainability. In turn the trustees hire the person they believe is best equipped to deliver upon the mission and make good on implied promises and expectations of parents and students.

Successful heads of school possess technical skills, are academic leaders, communicate to diverse audiences, know how to allocate resources among competing interests and implement hard decisions. The best heads also exercise extraordinary leadership—the ability to mobilize and inspire others, demonstrating integrity, providing meaning, generating trust and displaying values. And heads of school with long tenure know how to attract, cultivate and retain gifted faculty who help create and are the enablers of a school's culture, have day-to-day responsibility for learning, and are most identified with the character and destinations of the school's graduates. Thus, finding the next head of school for Waring is no simple challenge.

To that end we have commissioned a search committee to take the strategic direction as set out by the trustees and develop the candidate profile, which in turn will be used by our search consultant, Gregory Floyd. Gregory will publicize our opening, communicate with would-be candidates and assist the search committee in identifying the best fit for Waring. The search will engage all members of the Waring community, seeking their opinion about the school, its challenges and the ideal profile. There will be separate opportunities for faculty, staff, parents and alums to communicate their thoughts and ideas during the spring as we launch the search.

The search committee, made up of twelve persons, is broadly representative of the school, past and present. The committee includes the following:

Trustees: Joel Monell, Ben Richardson (alumnus), Tom Glaenzer (parent, alumni parent), Joanne Avallon (parent) and myself as chair (alumni parent);

Faculty: Kathleen Forgac (alumni parent), Josh Webb (alumnus)

Administration: Dorothy Wang (alumni parent)

Parents: Nina Cohen (parent, alumni parent), Damon DiMauro (alumni parent)

Alumni: Emily O'Brien ('92), Mike Walsh ('01)

These people have agreed to assist the Board of Trustees with this critical challenge.

By the start of April we will have a separate head of school search page on the Waring School website where you will be able to check for community meetings, updates to the search timetable and progress. Periodically we will communicate with the Waring family the status of the search and appropriate ways of engagement.

This is an exciting time in the life of Waring School. I look forward to speaking with many of you over the next several months. If at any time you have observations, questions or suggestions, please contact any member of the search committee; their contact information will be posted on the school's website.

Sincerely,

Geoff Hunt

Chair, *Waring School Board of Trustees*