



HEAD OF SCHOOL SEARCH

July 2019

THE SCHOOL

Carden Academy is an independent school located in Pukalani, Maui that provides a balanced, rigorous, and joyful education to children in Pre-Kindergarten through Grade 8. There is one classroom per grade level with a current enrollment of 154 students, and a maximum enrollment of 166. Carden Academy is based on the philosophy and methodology of Mae Carden, the renowned educator who founded the Carden Method that is used by more than 70 schools across the United States.

"Life is a Joy, and so should be learning." Mae Carden (1894-1977)

Carden Academy of Maui's mission is to educate the whole child through a balance of academic excellence, character development, and enrichment through the arts in a small, nurturing classroom setting. Programs, curricula, and school culture are designed to fulfill this mission. In its goal of developing the whole child, a Carden Academy education features a number of unique qualities. Each grade is limited to 16-18 students, enhancing for each student the opportunities for personalized attention and exposure to an array of intelligence experiences and activities. Character

training is a central element of the educational scheme from the earliest years. Students learn that concern for others enhances their own well-being and enriches their learning experiences. The enrichment program consisting of Art, Dance, Drama, Music, French, Spanish, Hawaiian Studies, and Physical Education offers students the opportunity to explore different modalities of creative expression.



THE HISTORY

Carden Academy of Maui is located on a 2.14 acre parcel in a central and accessible area of Pukalani. It was originally established as an elementary school (Kindergarten through 5th Grade) in 1998 on its current

campus. A Middle School (6th-8th grades) was added over 3 years between SY 2004-05 and 2006-07. A Pre-Kindergarten (4 year old) program was added in SY 2015-16. The campus was originally owned by Grace Church, and Carden leased the property with shared use of the then existing three buildings. Between 1998 and 2008, Carden added three buildings containing seven classrooms. In 2011, Carden purchased the campus, and in 2014, the school became the sole occupant of the campus. In the fall of 2014, Carden underwent a long-range master planning process with Group 70, an architectural firm experienced in school planning. Phase 1, the construction of an open-air Pavilion in the center of campus, was completed in the summer of 2016. Phase 2, the renovation of Carden Hall, expansion of a covered lanai, and the addition of Music and Art studios, as well as two offices and a small conference room, was begun in June 2017 and completed in January 2018.

remarked on the cozy atmosphere; all of the students, teachers, and office staff know one another and this establishes a safe, supportive environment for learning. Small class size and the intimate environment, along with teacher quality, are cited by parents as the most valued aspects of the school.



THE SCHOOL COMMUNITY

As soon as you step onto the Carden campus, you can immediately feel the warm and nurturing environment that is integral to the school culture. Numerous prospective parents and visitors have

Carden maintains the 'ohana feeling of the school with one classroom per grade level and a small class size. Although it can be challenging for an independent school to limit its class size in this way, this is crucial to

the development of the student-teacher relationship. Teachers truly are able to know and connect with every student in their class.

The Students

Carden Academy has a current student body of 154 students (77 girls and 77 boys) in Pre-Kindergarten through 8th grade. The student population at full enrollment would be 166 students with one class per grade level with a maximum class size of 12 in Pre-K, 16 in Kindergarten through 3rd grade, and 18 in 4th through 8th grades. There are opportunities for cross grade partnership and collaboration including the Reading Buddies program. Students feel connected to their school community, and this is evident in the greetings, high fives, and hugs between children of all ages which are a natural and regular interaction on campus. Students at Carden consistently express that they love school and feel safe and happy here.



Faculty and Staff

The school has grown as enrollment has increased, and there are currently 12 full time faculty and 6 full time administrative staff. Additionally, there are 12 part-time enrichment faculty and 4 part-time office staff. The faculty and staff are a highly committed group that values and lives the school's mission. There has been strong teacher retention at the school, with 7 of 12 full time teaching staff with continued employment at Carden for 12 or more years. Faculty are a team and support each other in the daily challenges of teaching academics, as well as developing character and social-emotional learning. Carden is a wonderful place to work and employees express that they love coming to work each day. Parents consistently note teacher excellence as the top reason they send their children to Carden.



The Administration

The administrative team led by the Head of School is characterized by multi-talented members who work collaboratively to support and deliver the school's mission. Individuals include the Business Manager/ Health and Wellness Counselor, the Development Coordinator, the Office and Admissions Manager, the Facilities and

Technology Manager, the Resource Specialist, and several part time office support staff. The administrative staff works together to run the school efficiently and effectively in all day-to-day operations.

THE PROGRAM

As Carden's mission states, the balance of academic excellence, enrichment through the arts, and the character education programs are what makes a Carden education so special. Small class sizes and dedicated faculty provide the students with outstanding learning opportunities within a framework of building a strong academic foundation and engaging students through curiosity-based learning, skill development, collaboration, and community/place-based activities.



At the heart of the early elementary program is the Carden reading, spelling, and language (grammar) curriculum, a unique, sequential method that integrates phonemic awareness, word and sentence analysis, and comprehension. This foundation readies the students to understand material and present accurate verbal or written work. Building on this foundation, students in the upper grades are able to utilize these skills in service of problem solving, collaborative projects, and deeper study of areas that spark their interest.



Curiosity Based Learning is a faculty-led initiative that gives teachers the framework to develop curriculum to explore student interests individually and as a class. It has also resulted in a much more active field studies program at each grade level, with classes finding ways to extend learning beyond the classroom and making community connections. This initiative has brought a fresh perspective to teaching and encouraged new ways to actively engage students in their own learning.



The enrichment programs are as valued as the academic curriculum, and students participate in a variety of expressive arts, foreign language, and athletics classes. Music, Art, Dance, Drama, Hawaiian studies, French (Elementary School), Spanish (Middle

School), and P.E. classes are scheduled throughout the week. These programs provide an outlet for creative expression, engagement in daily physical activity, and exploration and skill development in multiple areas to enrich the child's school experience. There are also opportunities for being on stage and public speaking through regular Friday assemblies as well as special performances such as the holiday program.



The character education program is deeply rooted in Mae Carden's philosophy and is at the heart of the school culture. Virtues are embodied and modeled by all members of the staff and faculty, discussed and taught to the students, and woven throughout daily school life. In addition, social-emotional programs such as *Second Step* are used to teach skills such as self-awareness, awareness of others, and conflict resolution.

The school is accredited jointly by HAIS (Hawaii Association of Independent Schools) and WASC (Western Association of Schools and Colleges) with a 7-year term through June of 2023.

The Carden Method strives for:

- *success for each and every child.*
- *approval for each and every child.*

There are three Carden student outcomes that parallel the core values of the school. **Seeker of Knowledge:** has a solid academic foundation; is an enthusiastic, engaged learner; is motivated to learn and demonstrates stamina; and pursues and develops interests in fine arts, music, dance, drama, athletics, and foreign language. **Community Contributor:** is a positive role model in the community; thinks globally and acts locally: involved in community service; understands and practices virtues in everyday life; seeks out leadership opportunities.

Communicator: is confident in presenting opinions and is considerate of others' viewpoints; is comfortable speaking and performing in public and for an audience; and has the ability for self-expression through various modalities.

FACILITIES

The school consists of 7 buildings, 4 of which are classroom buildings, located on 2.14 acres. One classroom building houses PreK, Kindergarten, and 1st grade, and a second building houses Grades 2-5 classrooms. The Middle School consists of two buildings, one a single 6th grade classroom, and the other a 7th and 8th grade building.

There is an office complex that shares a building with the Enrichment Studio- a large multipurpose room that is used for Dance class and for Afterschool care. The other common building is Browning Hall, which contains a large performance space, Art and Music Studios, two offices, and a small conference room. The campus has a large field with a playground structure that is used for recess and PE for the younger students. In addition, there is a Pavilion, which is a covered, open-air space, and a garden with an outdoor learning area. The school also leases a residence (small house) across the street from its campus that is used for two offices with a 2-acre parcel used for event parking and as an additional PE field.



GOVERNANCE AND FINANCES

The Board of Directors of Carden is a supportive, strategic group of 10, with a maximum number of 13 members. The Board meets 7 times per year (every other month) with committee meetings in between that focus on specific areas. Many of the directors are parents or alumni parents and are committed to the school's success. The Board supports the Head's leadership role and monitors the fiscal health of the school.



The school's operating budget is approximately \$2 million, with the majority of income coming from tuition. The school's financial picture and outlook have been strong, with student enrollment showing a slow and steady increase annually since 2009. Carden is currently at 93% of maximum enrollment. Tuition has been kept competitive with tuition ranging from \$9,750 in Pre-Kindergarten to \$12,750 in Middle School. Approximately 15% of students receive need-based tuition assistance.

Fundraising depends on three main sources- the annual fund, the Jamboree (an annual fundraising event), and grants for program or capital improvements. These sources of funds are used to supplement income from tuition.



CHALLENGES AND OPPORTUNITIES

The Carden Head of School and its Board have worked hard together to bring the school into a state of stability and prosperity. A tremendous amount has been accomplished, all with a sense of calm and cooperation that is not always experienced during periods of change and development. The school has grown from a little-known entity to a sought-after program with excellent teachers. Carden Academy has developed a reputation for providing a strong academic curriculum, engaging students in a range of enrichment opportunities, and nurturing the whole child. The successful incoming Head of School has the wonderful opportunity to fine-tune and grow aspects of the school that are already

successful if he or she is a good match for the culture of the school and of Maui. The current Head of School leaves big shoes to fill and challenges and opportunities for the next leader, such as the following:

- Carden's program is well-loved by faculty and families. The new head will continue to develop the classical liberal arts educational program for the 21st Century with recommendations and a path forward for updating the academic program.
- Integration of social, emotional, behavioral, and ethical learning in all existing and new programs is a crucial element of Carden's student outcomes. Continued guidance of this important integration will include working with parents as partners in the character education program.
- Phase 3 of the master campus plan will be the capstone and final phase of the building program. This may include renovation of existing structures as well as new construction. The new head will oversee the completion of this phase, which involves fundraising leadership as well as managing all aspects of the school through the upheaval of the building process.
- Carden's 'ohana culture depends on the head's ability to build and maintain a strong relationship with faculty, students, families, and the Board. The successful candidate will have a reputation for being easy to reach, eager to listen, and willing to discuss and follow through on opportunities for change. Carden Academy is now a well-known educational entity on Maui, and leadership will be responsible for furthering the relationship and enhancing communication both within

the Carden 'Ohana and with the community at large. The new head should be a relationship-builder both within the school and in the greater community, demonstrating a comfort and understanding of the unique Carden 'ohana as well as the culture of the island.

- Carden faculty and administrators embody the virtues in action in their interactions with students, families, and each other. In order for this quality to remain embedded in the school culture, it will be necessary to provide mentorship in this area to staff, as well as a pathway for leadership development, and to increase professional development opportunities hand-in-hand with the Carden academic program update.
- Carden seeks to continue to be a reasonably-priced option for Maui families, while keeping student enrollment and teacher retention high. Strong budgetary leadership is an important ingredient to success, and a focus on advancement and fundraising efforts will be crucial.
- Carden is accredited with H AIS and WASC on a 7-year term ending in June, 2023, with a one-day mid-cycle visit to be scheduled in spring of 2020. The incoming head will oversee the process for maintaining accreditation status.



QUALITIES AND QUALIFICATIONS

The ideal candidate should:

- Have a thorough understanding and deep commitment to the philosophy of Mae Carden and to the school's mission.
- Foster a culture of continual education among the faculty and staff.
- Allow for the implementation of new, innovative ideas while still holding fast to fundamental traditions and the foundation of classical education.
- Attract, support, and retain a strong faculty. Maintain a spirit of collaboration and teamwork.
- Manage difficult conversations with school constituents and work through disagreements and resolve conflicts in a peaceful manner.
- Have a strong background and knowledge of PK-8 teaching and child development.
- Demonstrate proficiency in writing and oral expression. Have excellent communication skills.
- Have a genuine interest in each and every student enrolled at the school.
- Lead by example. Demonstrate integrity, humility, optimism, and empathy. Be gentle yet firm, considerate yet decisive, detail-oriented yet strategic, and maintain a balanced perspective.



Application Process

Candidates should supply:

- A cover letter explaining their interest in the position
- A current CV
- An educational philosophy statement of between one and two pages
- Three professional references and contact information

Items should be submitted as a single PDF by July 15th to mglicer@cardenmaui.org.



Carden Academy of Maui is an equal opportunity employer.

"The purpose of the Carden Method is to develop adjusted, capable, confident, eager, alert, courageous, generous, just, self-critical, compassionate, courteous, happy children who realize that the goal of living is not the amassing of possessions, but an attainment of the desires of the heart."
Mae Carden (1894-1977)