

## Leadership Search



### Head of School International School of California-Sacramento

*Rocklin, California, USA*

Application Deadline: July 1, 2020  
Start Date: July 1, 2021

## Introduction

The Marong International Education Group (MIEG) was founded by Mrs. Rong Ma. After working as a public preschool teacher, Mrs. Ma began a journey to build her own preschools 38 years ago. Mrs. Ma considers herself first and foremost an educator. Her vision and methods have resulted in the creation of 30 successful preschools in eight different Chinese cities. For her efforts, Mrs. Ma has been recognized as one of the top 10 private school educators in China. She remains the Chief Curriculum Developer and Program Trainer for MIEG. In these roles, she assembles and develops educator teams that use a proven system to build and operate new high-quality preschools throughout China.

Mrs. Ma's philosophy is that there are five elements of education:

- Role of teacher
- Role of student
- Concept of knowledge
- Concept of learning (meaningful and relevant to the student)
- Concept of curriculum

Mrs. Ma's daughter, Wen Ma, seeks to bring the MIEG philosophy to the United States. Wen Ma moved from Shenzhen, China to attend high school in Boston and later received her college education in San Francisco earning a degree in Business Administration. Wen acquired her first childcare center in Roseville, California and transformed it into a preschool employing the MIEG curriculum. Wen also founded her second MIEG preschool Knowledge Tree Children's Academy in Rocklin, California. Today, Wen continues to serve as the US-based MIEG leader incorporating and adapting the MIEG approach to American education.

The Clients' combined experience in education, both in China and in the United States, has prepared them to lead this project. Their background in education and their commitment are real advantages with regard to the success of the project.



## Mission & Vision

### Mission

The mission of the International School of California – Sacramento (ISC-S) will be to cultivate a sense of global mindedness, citizenship, and leadership.

### Vision

The Ma family's vision is that ISC-S will promote proactive (intrinsic rather than extrinsic) learning of all stakeholders in the community, e.g. students, parents, faculty, etc.

## School Details

### Overview

The educational design of International School of California - Sacramento includes several features designed to attract families to the school. ISC-S seeks to occupy a niche in the market for families seeking a private school education with lower class sizes while also providing amenities more commonly associated with public schools. ISC-S will be founded on four “pillars” that define its identity. It is this identity that will set ISC-S apart from other schools. (See Proposed School Culture below)



The ISC-S Academic Program will be rigorous but also provide for student choice. Science, Technology, Engineering, Art, and Mathematics (STEAM) and the fine arts (music, drama, dance, and art) will both be important parts of the curriculum. Language instruction in world languages (Spanish and Mandarin) will be offered on a limited basis as part of the academic program.

The ISC-S extra-curricular programs will allow students and other members of the school's community (and to non-members as part of the school's outreach and marketing efforts) the opportunity to explore their passions and to enrich themselves outside of the normal school schedule. These programs could be offered as an “academy” after school, in the evening or on the weekends as a way to leverage the school's facilities.



ISC-Sacramento will offer athletics, both team sports (soccer, basketball) and individual sports (tennis, swimming, and golf) sports. The school would have the physical venues to support athletic programs around competition. Vocational arts could be offered leveraging the STEAM facilities, i.e. maker spaces. Adult education would be made available in classrooms. SAT preparation could be offered to secondary students enrolled in the school and possibly to other non-enrolled students in the area.

## Proposed School Culture

The Ma family has articulated a powerful vision for the school. ISS has interpreted this vision into four “pillars” that can be characterized by the following descriptors:

1. **International** – ISC-S will be an international culture that is both inclusive and home to multiple cultures. The ISC-S curriculum will intentionally cultivate global mindedness and citizenship amongst all its learners following best practices and recommended resources for preparing students to become responsible leaders in today’s interconnected world. The students will be recruited from different cultures and backgrounds within the United States. Some students will be recruited from lower socio-economic families served by a financial aid program. Some students will be recruited overseas and hosted in the school’s boarding program. The school’s teachers will be from different cultures or will have experienced different cultures personally.



2. **Language** – English shall be the language of instruction at ISC-S. Native English learners and non-native English learner instruction will both benefit from differentiated



instruction with the goal of language acquisition at a high academic level. Instruction in a select group of mother tongue languages (yet to be determined) will be offered during the normal school schedule. ISC-S will also contract facilities to host Saturday schools for select language groups (e.g. Chinese, Japanese, or Korean). Opportunities for students to explore other world languages will be offered through a variety of modalities, including elective courses, after-school extra-curricular courses, and online instruction. Computer code is another recognized language. Therefore, code writing will also be integrated into the curriculum for even the youngest learners.

3. **Innovation** – There are multiple ways of learning (e.g. technology) and there should be multiple opportunities for learning. All students are taught using an individualized, differentiated approach to achieve each student’s full potential. Project-based learning will be a core pedagogy. The school will engage in other kinds of authentic learning where the learning activities will connect students to real-world problems and real-world experts.



4. **Co-creation** – Students, staff, and parents will be engaged in the design, development and growth of the school. Co-creation will possibly be facilitated by the Common Ground Collaborative.



## Academic Calendar

The school will operate on a typical North American calendar, i.e. August/September to mid-June each academic year.

## Accreditation

ISS recommends the Western Association of Schools and Colleges (WASC).

## Technology

ISC-Sacramento will have a ubiquitous, robust, and reliable wireless system that will provide “anywhere-anytime” access to the internet. The school will provide ample resources to leverage technology resources in ways that will be transformative to learning.



## Future Boarding Program

Once the school moves to its permanent campus, it is the Mas’ intention to pursue a boarding program to accommodate secondary students from other countries. This is an attempt to build diversity in the school and expose day students to other cultures in keeping with its international identity. (See international pillar in Proposed School Culture below)

A critical factor in the planning of the boarding program will be integration of the secondary boarding students with the secondary day students into one cohesive community. The boarding program will follow the elements of a rich, comprehensive design provided by ISS reflecting best boarding practices in staffing, curriculum, policies, facilities, and marketing. The boarding curriculum will include life skills, character education, and leadership skills.

## Students

Families and students who desire a private school education with an international style curriculum where the tuition is competitive compared to other private school choices. Additionally, families seek the kind of amenities at the school that will allow their children to choose opportunities they more commonly have at public schools, e.g. athletics, fine arts, and clubs.



Furthermore, students will be drawn from:

- Sacramento area day students within a 10-mile radius of the proposed school location facilitated by a reliable bus program.
- International boarding students recruited to the Middle and High School who are attracted to a high-quality boarding program.
- Parents will be drawn from government, medical, agri-business and, increasingly, the technology sector.

## Faculty

Most of the teachers will be American with preference given to those teachers who have experience in other cultures and countries. Teachers will be recruited who most reflect the ethnic background of the students. Foreign teachers who qualify as permanent residents in the United States will be



sought out for employment. The school will recruit a limited number of foreign teachers for shorter-term employment where the process for a work visa makes the most sense.

Minimum experience qualification shall be two (2) years and the optimum experience qualification shall be four (4) years. The minimum education qualification shall be a bachelor's degree and the optimum education qualification shall be a master's degree. It is desirable that all teachers be certified to teach their school division or content area.

## Administration

The school will eventually be structured as an elementary-middle-high school. Initially the Head of School will act as the elementary (lower) school principal. As ISC-S grows the school will add division principals, assistant principals, and other administrators as required.

## Board of Directors & Governance

The MIEG officers will comprise the Board of Directors. An Advisory Committee will be constituted to perform traditional Board responsibilities related to strategic governance of Head of School recruiting and evaluation, budget review and approval, and policy review and approval. Final decisions regarding strategic governance will be made by the MIEG Board of Directors based on the recommendations of the Advisory Committee. Day-to-day management and leadership of the school will be vested with the Head of School in accordance with Board policy.

## Curriculum & Academic Program

The curriculum will be developed with ISS collaboratively based on American standards for Kindergarten – Grade 10, and the IB Diploma Programme for Grades 11 and 12. ISS will create a Rubicon Atlas™ account to load a curriculum library from an existing ISS-managed school as a template for development. MIEG is considering the Common Ground Collaborative as a means of developing the school, including the curriculum.



The K-12 curriculum will be built from horizontally and vertically aligned standards - the same set of standards to ensure for a cohesive learning journey and academic achievement. The curriculum will develop the whole child with learning goals focused on the development of each child's conceptual learning, competency learning, and character learning? Following a Standards-based curriculum, students will generate inquiry projects to identify personal purposes for learning and strengthening their learning of the expected academic goals (through explicit instruction, self-study, collaborative team studies and expeditions, and class field trips that engage the local community). The curriculum will follow the Common Core Curriculum standards and other California State Standards. The college preparatory program will meet those specifically required by higher education institutions in the State of California, which may be more stringent than other universities.

### What makes an ISS affiliated school?

ISS is about Making a World of Difference. We believe in fostering best practices, honoring the unique cultures and communities which we serve, building meaningful human connections, and incorporating approaches that lead to excellence in a world-class education. ISS schools are distinguished by their commitment to...



**A Student-Centered Culture** – From inquiry-based teaching to personalized learning, from student-centered policies to standards-based curricula, the school is committed to helping each student succeed.

**Global Citizenship** – Students are prepared to become responsible leaders through inclusive classrooms, multi-language acquisition, service-learning programs, community engagement opportunities, and global initiatives. The school cultivates diverse perspectives and models respect for them.

**Professional Learning** – The school supports professional learning opportunities for the whole community, and faculty and staff generously share their knowledge and expertise with their colleagues and the broader educational community.

**Agile Learning Environments** – The learning environment is thoughtfully designed to support pedagogy, with flexible learning spaces, vibrant co-curricular venues, and well-supplied classrooms that support student learning.

**Social Emotional Learning** – Caring teachers, student support services, social emotional learning programs, and safety and security protocols ensure the well-being of the whole child.

**Innovation and Creativity** – Students embrace creativity and innovation through design thinking, STEAM, entrepreneurship, and the arts. Teachers leverage contemporary pedagogies and the school promotes a culture where innovation can spark.

**Financial Health** – Fiscal responsibility and sustainable growth are fostered through solid financial policies and procedures, long-term capital expenditure planning, and strategic investments in staffing and infrastructure.

## Campus

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### Facilities

The school will open at a temporary location in August 2021. The school will occupy the permanent, purpose-built campus no earlier than August 2022.

The Clients' own a property currently used by a local charter school. The lease to the charter school will conclude in the summer of 2020. MIEG will renovate the existing building and ready it as an interim facility for the school while the permanent campus is being constructed. Once the permanent campus construction is completed the school operation will shift.

The advantage of using the temporary facility is that the school can open in September 2021 and develop its program. The school will enroll students more efficiently while occupying a smaller building. This will also allow the school to begin its accreditation process.



The Ma family is currently looking for a property to accommodate the K-12 school of 600-700 students, complete with boarding facilities and all the planned athletic and fine arts venues.

The permanent school may be built in phases to provide cash flow relief while keeping pace with the growth of enrollment and programs. The Elementary and Middle School facilities may open first. The High School and Boarding facilities may open second.



### Location

The property located in the City of Rocklin has several advantages. First, the site has convenient access to the freeway system, which will make it more convenient for those who commute to the school. It also expands the catchment area for local students and shortens the bussing routes.

### Fast Facts

Year Established	2020
Accreditation Agency	WASC
School type	Private, Day, Boarding, K-12
Language of Instruction	English
Total Enrollment (estimated by year 4)	860
Kindergarten class size	15
Grades 1-2 class size	18
Grades 3-5 class size	20
Grades 6-8 class size	22
Grades 9-12 class size	25
Student age range	5-18
Student/Teacher Ratio	11:1
Number of Faculty (estimated by year 4)	77
Faculty nationalities	American
Tuition	\$14,000 - \$18,600

## Position

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### Overview

ISC-Sacramento is looking for a proven leader who will be able to create the school culture that upholds the four pillars (see above) of the educational program and promotes ISC-Sacramento in the community as a truly international school.

The Head of School shall be a citizen of the United States or a permanent resident whose professional qualifications include professional assignments as an administrator in international schools outside the United States. The Head of School shall be appointed by the Board of Directors. The Head of School shall attend and participate in the meetings of the Advisory Committee, serving the Marong International Education Group, as a non-voting member. The Head of School shall meet the requirements to fill the position as prescribed by the International Schools Services.

The Head of School shall have earned a graduate degree from an institution approved by the Association or other regional accrediting agencies.

### Duties & Responsibilities

The Head of School shall administer the school in conformity with the adopted policies of the Board of Directors, developing all necessary administrative rules and procedures, and shall provide educational and managerial advice to the Board.

#### Responsibilities for Personnel Management

1. Notify the Board of staffing needs and hire persons to fill all vacancies.
2. Present for approval any changes in overall manpower within the staffing plan.
3. Determine necessary dismissals and/or faculty and staff reductions.
4. Terminate employment of personnel after review by the Board.
5. Supervise clerical staff and prepare annual efficiency reports.
6. Supervise teaching staff, maintaining high levels of course content and teaching methods in line with approved curriculum objectives.
7. Supervise administrative and maintenance personnel, delegating power and responsibility to subordinates as may be deemed appropriate.
8. Establish hours of attendance for staff, teachers, and students.

#### Responsibilities for the Academic Program Curriculum

1. Maintain provisions for a school-wide curriculum, including review of curriculum cycles for all divisions.
2. Keep teachers informed of curriculum revisions, when impacting grade level and/or course content objectives.
3. Recommend courses of study consistent with the curriculum at all levels.
4. Select and purchase suitable textbooks to support instruction of the established curriculum.

### **Academic Standards**

1. Establish standards of student accomplishment for passing (and higher) grades, assuring uniformity within classes and consistency between classes for such standards so that they may be applied equitably during scholarship decisions.
2. Maintain student files containing grades, health records, disciplinary remarks, and teacher comments on individual students.
3. Establish and maintain rules of student conduct.
4. Receive support recommendations of teachers concerning student discipline, as appropriate.
5. Set and maintain the standards for teacher conduct and efficiency.

### **Responsibilities to the Board of Directors and Advisory Committee**

1. Attend all regular Advisory Committee meetings and, upon invitation, the Board of Directors meetings and extraordinary meetings, as appropriate.
2. Receive proposals for meeting agenda items.
3. Work with the Advisory Committee Chairman to construct Board meeting agendas.
4. Prepare and deliver agendas and notices of Advisory Committee meetings in advance of meeting date.
5. Keep the Advisory Committee informed of the operations, problems, and needs of the school.
6. Develop and implement plans of action as directed by the Board of Directors.

### **Responsibilities to the Development of the School**

1. Found the school at a small scale and establish the School's brand as a high-quality international school option within the greater Sacramento market.
2. When the smaller school is established and land becomes available, lead the School in the planning process for a larger school campus.
3. Create a transition plan for the school at the new campus and scale the educational program accordingly.

### **Responsibilities to Parents**

1. Inform parents of the rules and regulations, fees, and standards of pupil conduct and academic performance.
2. Answer parent questions regarding courses of study, scholastic issues, and other school-related topics.
3. Inform parents of serious health-related matters.
4. Consult with representatives of the parent association, keeping the Advisory Committee advised of pertinent information.

### **Responsibilities to the Public**

1. Publicize school activities, plays, athletic events, etc.
2. Correspond with other schools, universities, and government agencies concerning educational methods, materials, and programs.

### Other responsibilities

1. Supervise the preparation of the annual budget, including estimates of receipts, expenditures and financial position.
2. Recommend salary scales and formulate necessary revisions.
3. Jointly sign all checks and vouchers with appropriately designated Board officers.
4. Supervise insurance policies of the school.
5. Prepare and submit all required reports.
6. Prepare and submit grant requests to OAS-State Department (Washington D.C.)
7. Receive, manage, and report grant funds.

### Professional Activities

The Head of School shall attend and shall represent the school at regional and international conferences and shall participate in such associations and organizations as those serving to benefit the school and its interests in professional growth. The Head of School shall develop, in conjunction with the Board president, a plan for his personal growth and improvement. The Head of School shall be an active member in:

1. The American Association of School Administrators - AASA
2. The Association for the Advancement of International Education- AAIE
3. Other professional organizations that the Board shall approve

### Reports

The Head of School shall work in cooperation with the Advisory Committee to prepare a five-year Strategic Plan.

The Head of School shall prepare all reports required by agencies of the California Department of Education and submit such reports for Board approval.

The Head of School shall prepare accreditation reports required by the –Western Association of Schools and Colleges (WASC).

### Academic & Professional Qualifications

Ideally, the successful candidate shall be an experienced international head of school or director (or rising principal). It is preferred the successful candidate have previous experience with startup schools and elementary school programs. Candidates shall be U.S. citizens or non-U.S. citizens that hold a Green Card. Experience with U.S. private independent schools is desirable.

The Head of School must have:

- U.S. citizenship or permanent resident status;
- Master's degree or beyond;
- Certification in school administration from an accredited U.S. state/institution;
- Previous experience as a school administrator in an international or multi-cultural school.



## Skills, Experience, & Attributes Sought

(Qualifications cited in no particular order)

- Proven experience and track record in successful teacher recruitment and ability to work effectively with teaching faculty to foster long-term commitment throughout the school;
- Well versed and accomplished in effective school administration and management;
- Possess strong negotiation and financial management skills and previous budget planning experience;
- Strong organizational skills in terms of identifying and pursuing short and long-term tasks. Capable of selecting and setting objectives and ensuring accountability for goal completion;
- Able to communicate effectively with all stakeholder groups
- Highly visible point person within the school and greater community
- Successful practitioner of team management concepts with demonstrated ability to delegate authority in order to accomplish task requirements, particularly with a multi-cultural staff;
- Abreast of advances in the education field through continuing education, e.g. additional coursework, workshops, seminars, in-services, and educational conferences;
- Experienced in school-wide curriculum development, planning, and assessment;
- Adept at using technology and leading technology-assisted school operations; and
- Successful experience with strategic development in the planning and implementation of administrative, financial, and curricular initiatives.

Several additional key areas of qualifications, skills, and personal traits have also been identified as being desirable to guarantee success in the position. The ideal candidate would possess the following characteristics:

- Motivational skills to serve as an ambassador for overall school spirit;
- Proactive management style;
- Ability to bring out the best in teachers and students in both academic and co-curricular performance;
- Collaborative philosophy in working with the school board, parents, students, staff, and support personnel to build understanding and consensus;
- Positive rapport and involvement with students of all ages;
- Knowledge and support of socio-emotional learning and support strategies
- Outgoing personality and a desire to embrace a new culture and community while working to foster a positive respect within the community;
- Strong work ethic and willingness to devote time and energy to achieve excellence; and
- Training and experience in fundraising.

## Salary & Benefits

Salary will be competitive and depend upon the qualifications and experience of the successful candidate. Benefits include a housing allowance, shipping, medical insurance, - and free tuition at ISC-Sacramento for dependent children. While the initial contract will be for a period of three years, it is the hope and expectation of the Board of Directors that at the end of that time it will be mutually desirable to extend it.

## Application Instructions

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Effective Date: July 1, 2021

Application Deadline: July 1, 2020

ISS Vice President for Administrative Searches & Governance Services, Dr. Beth Pfannl, will serve as the lead consultant for International School of California-Sacramento Head of School search. She will be assisted by Ms. Ashley Wotowey and other members of the ISS staff.

In **one PDF document**, please send a formal letter of interest (cover letter) specific to this position no longer than two pages, along with your CV to [bpfannl@iss.edu](mailto:bpfannl@iss.edu) and copy [awotowey@iss.edu](mailto:awotowey@iss.edu). You will be contacted by Ashley Wotowey regarding the next steps to follow for consideration.

**Applicants are asked to submit their letter of interest and CV and complete all necessary application steps as early as possible, as ISS and ISC-S reserve the right to close the selection process at any time if an ideal candidate is found before the deadline.**