

Leadership Search



Superintendent American School Foundation of Monterrey

Santa Catarina (Monterrey), Nuevo León, México

Application Deadline: October 31, 2020

Start Date: August 1, 2021

ISS is pleased to conduct this full search.

Learn more how ISS works with search committees around the globe to fill leadership positions.

www.iss.edu/services/administrative-recruitment

Position Overview

The Superintendent is the chief executive officer of the school and is directly responsible to the Board for the execution of Board policies, administrative policies, and procedural manuals for the efficient observance of regulations by all employees and for the administration and supervision of the educational, business, legal, social and recreational activities connected with the school.

Reports

Reports to: Board of Directors

Direct reports; and their direct reports:

- Assistant Superintendent for Innovation and Learning
 - Heads of Campus/Principals
 - Tech Innovation Director
 - IT Directors
 - Support Service Director
 - Athletic Director
 - Administrative Assistant
- CFO/Business Manager
 - Head Accountant
 - Finance Team
 - Facilities and Security Coordinator
 - Food Service Coordinator
 - Transportation Company
- Administrative Assistant
- Admissions Director/Registrar
- Legal Council
 - SEP Liaison Coordinator
- Communications Coordinator
- Human Resources Director
- Alumni and Development Coordinator
- Eagle Parent University Director

Duties & Responsibilities

- Work with others to create learning environments that address the needs of students and staff
- Create a self-renewing organizational environment that consistently focuses on enabling all students to achieve at high levels
- Act within the legal and ethical guidelines to accomplish educational purposes and improve student learning
- Strive to ensure equity for all students and values diversity in the school environment
- Interact with the community responsibly to address the needs of students
- Model professional behaviors that contribute to addressing student needs



- Provide leadership and assist the Assistant Superintendent, Principals, Board, and Community in planning for the delivery of the School's educational program
- Monitor the staff professional development program
- Monitor the staff supervision process
- Monitor the annual staff recruiting process
- Monitor and oversee the School's finances
- Monitor the food and nutrition services
- Monitor and oversee the alumni and development services
- Monitor the after-school athletics program
- Monitor and oversee the communications services
- Monitor and oversee the human resource services
- Monitor and oversee the admissions processes
- Monitor and oversee the annual giving campaign
- Supervise the AdvancED/SACS Accreditation process
- Supervise the ongoing School Improvement process and Strategic Planning process
- Maintain positive communications with the school community

Skills, Experience & Attributes Sought

- Education and educational administration/leadership
- Whole school administration
- Curriculum and instruction
- Fiduciary accountability
- Program and staff development
- Community relations
- International/multicultural education
- Knowledge of and/or experience in Latin America
- Working knowledge of Spanish preferred
- Program development and knowledge of current trends in American and international education
- Educational technology
- Past experience with educational philanthropy and annual giving campaigns

Academic & Professional Qualifications

- Graduate degree in Educational Administration and/or Educational Leadership (preferably at the doctoral level)
- Appropriate Educational Administrative credentials
- Past teaching/educational experience in K-12 International or US Schools
- Past administrative experience in upper management (Principal, Assistant Superintendent, Superintendent, etc.) in K-12 International or US Schools

Salary & Benefits

The salary will be competitive and will be commensurate with the qualifications and experience of the successful candidate.

The Board President and designee(s) will negotiate a contract that is within the budget and competitive with the market with the Superintendent which clearly defines the terms and benefits of the contract. The Board President will propose to the Board his or her suggestions regarding the designee(s) and the Board will make the final decision about the proposed contract.

Benefits include:

- Superintendent home + utilities
- Superintendent car + expenses
- Health Insurance for the family
- Life Insurance
- Annual Home leave for the family
- iPhone + plan
- MacBook Air as a part of the 1-to1 program



Application instructions found on the final page of this announcement.

Introduction

ASFM is a private, secular, non-profit, Nursery through 12th grade, college-preparatory, U.S.-accredited, co-educational institution, which offers both a Mexican and U.S. High School Diploma that serves the local and international population of Monterrey, Mexico.

ASFM is a community of learners, engaged in the search for open minds, caring hearts, global



leadership, and sharing of knowledge and experience among its members. This community, composed of students, alumni, parents, teachers, support service personnel and administrators, recognizes and is enriched by the fact that each member brings their own personal experiences, national heritage, language and family customs and values to our institution. Each member is a unique individual, possessing a wealth of thoughts and feelings that are most valuable when shared with others.

Mission, Vision, and Values

Mission

The American School Foundation of Monterrey (ASFM) fosters open minds, caring hearts, and global leadership within the entire school community. ASFM serves a diverse population and prepares all students through an innovative, inclusive, and intensive program focused on engaging and enabling students to achieve their individual potential in citizenship, academics, athletics, and the arts.

Vision

We believe in open minds, caring hearts and global leadership as essentials for a healthy and successful life.



Values

Empathy, Respect, Honesty, Integrity, and Responsibility

Equity and Diversity Statement

All community members agree to support ASFM's initiative to create an open, safe and caring school environment based on respect for all members of the school community and all human beings.

The community agrees to support and respect the values of equity and diversity and avoid the detrimental effects of any form of discrimination, be it based on race, religion, gender, sexuality, physical characteristics, abilities, talents, socioeconomic status, culture, or language.

The School

School Overview

Founded in 1928, ASFM offers an academically demanding college preparatory program modeled after current U.S. educational trends and methodologies for Nursery through 12th grade, to both the local and international population.

History

The decision to create an American type education in Monterrey began at a meeting of parents at the Monterrey Foreign Club, on the night of June 28, 1928.

The school opened on September 3, 1928, at 724 Hidalgo Street, with a principal/teacher and two other teachers caring for the educational needs of 57 pupils ranging from primary to tenth grade. The school was organized under Mexican law as a private civil society and received its charter on October 13, 1928.

During the 1936-37 school year, the location of the American School moved to an address on Bolivar (now Padre Mier) between Pino Suarez and Rayon. After June 1938, it moved again to the site of the Old Country Club in Obisado.

In April 1944, the school moved again to 768 Hidalgo St and was re-established under the name of The American School Foundation of Monterrey as a non-profit society, founded by four individuals. Some months later, they were joined by two more individuals and twelve companies who became the original Founders.



By the 1957-58 school year, enrollment had exceeded 450. A large-scale fundraising drive was launched that permitted the Foundation to build and occupy the Rio Missouri Campus in September 1958.

In 1948, the school became an accredited member of the Southern Association of Colleges and Schools and the Texas Education Agency. Enrollment continued to grow. At present, the enrollment exceeds 2400 students.

In 1996, the American School Foundation of Monterrey expanded into a new campus. It offers our Grade 6-12 students a modern, high-tech state-of-the-art facility in the beautiful setting of the Huasteca Canyon.

In 2010, the Elementary School moved into its new "state of the art" building for grades Nursery-5 building on the same Huasteca campus, and in 2014 the Rio Missouri campus was sold.

Curriculum

ASFM offers an educational program for grades Nursery through 12th grade. The Preschool is composed of Nursery and Pre-Kinder. The Elementary School includes Kinder-Grade 5. The Middle School includes grades 6-8. The High School includes Grades 9-12. The Mexican Bachillerato program is a six-semester program that corresponds to Grades 10-12.



It is our purpose to provide each student with a learning environment that is both challenging and rewarding; one that encourages discovery and the development of special talents, abilities, and interests in academics, athletics, citizenship, and the arts; one in which the teacher serves as a facilitator and catalyst to learning as well as a source of knowledge. It is our goal that in this environment each

student will learn to appreciate a diversity of opinions and ideas and will become a critical and creative thinker and communicator as well as a self-disciplined and positive member of the community.

The ASFM curriculum shall reflect the following guideline:

- The curriculum shall be modeled after best international practices.
- The curriculum in each subject area should reflect a coherent, orderly progression through the grades.
- The curriculum should be continually reviewed by the professional staff to ensure that it meets the needs of our students and to constantly upgrade and improve the course of study.

Curriculum development is the responsibility of the entire academic staff, but the leadership and coordination of the development process is the special task of the Head of Innovation and Learning in conjunction with his or her staff.

ASFM offers a demanding college preparatory program modeled after current international educational trends and methodologies that fosters open minds, caring hearts, and global leadership, serves a diverse population and prepares all students through an innovative, inclusive, and intensive program focused on engaging and enabling students to achieve their individual potential in citizenship, academics, athletics, and the arts.



Technology

ASFM is fortunate to have many technological resources within the school and available to teachers, staff, and students.



Elementary students are provided access in school to laptops, Chromebooks, and iPads.

Sixth to 12th grade students are required to bring their own devices to school (mostly Apple MacBooks) to use throughout the day.

All teachers are provided with a laptop for their personal use as a part of the staff 1-to1 program (MacBook Airs and Chromebooks).

Arts & Athletics

Arts

ASFM is a great supporter of the arts and has many opportunities for students to develop in this area.

As part of the Strategic Plan, ASFM strives to prioritize an arts focus for curricular, extracurricular and year-round enrichment programs in visual art, music, strings, band, choral and vocal, theatre arts, creative movement, dance, media, and culinary arts, to ensure quality N-12 programs.



Athletics

The mission of the Athletic Department is to create, promote and conduct programs that contribute to the overall development of the students of the American School Foundation of Monterrey, A. C., within a learning setting that leads to human growth, service to the community and the search of excellence in a global environment.



ASFM is committed to providing all students with age-appropriate and pedagogically sound programs from Nursery through Grade 12 in the areas of Academics, Athletics, the Arts and Social and Emotional Learning. To better help our community understand the foundations of

our After-School Sports Program, the following drop-down menu highlights important literature, books, and links for the best practices and research around athletics and youth.

Support Services

Guided by the ASFM mission of open minds, caring hearts and global leadership, the Support Services Department ensures progress for all learners through advocacy, and consistent and continuous support. We provide healthy learning environments that promote holistic growth through curiosity, rigor, creativity and challenge. We acknowledge and embrace differences, and foster respect and acceptance through inclusion, empathy and compassion. Support Services collaborates with teachers, parents and the community to serve our students and their families. We call on all stakeholders to help build the life skills, independence, problem solving strategies, goal setting, and cultural awareness that prepare our students to enjoy life and be positive contributors to society.

Students

Approximately 92% of our students are Mexican, while the remaining 8% are of other nationalities, including American, Argentine, Brazilian, British, Canadian, Chilean, Colombian, Costa Rican, Dutch, German, Indian, Japanese, Korean, Peruvian, and Spanish.

2473 students:

- Preschool (N-PK): 480 students
- Elementary (K-5): 829 students
- Middle School (6-8): 509 students
- High School (9-12): 655 students
 - 157 Seniors
 - 162 Juniors
 - 167 Sophomores
 - 169 Freshmen



Faculty

There are 272 members of the ASFM teaching staff, 65.44% are local and 34.56% import teachers. Approximately 65.82% of the teaching staff at ASFM hold advanced degrees.

Administration

- Superintendent
- Assistant Superintendent for Curriculum and Instruction
- CFO/Business Manager
- Elementary Head of Campus and Elementary Principal
- Middle School/High School Head of Campus and High School Principal
- Middle School Principal
- Assistant principals for preschool, K-2, 3-5, Middle School and High School
- Elementary and Middle School/High School Assistant principals for Curriculum, Instruction and Assessment
- Admissions Director
- Human Resource Director
- School Lawyer
- Communications Coordinator
- Alumni and Development Coordinator

Governance

The ASFM Board of Directors determines and reviews policy, hires and evaluates the Superintendent and then delegates executive, supervisory, academic, and instructional authority to the Superintendent, and through the Superintendent to the employees.

Governance of the school is delegated to the Board of Directors by the Associates Assembly.

The Board of Directors shall be composed of 15 (fifteen) regular members appointed by the Associates Assembly. Board members are appointed for three-year terms and may serve for four consecutive terms at the most.

At least eight Board Members shall be appointed by the Associates as their direct representative. At least five of the Board Members shall be independent of the Associates and proposed to the Assembly.

Professional Development

ASFM is known for providing its teachers and staff with ongoing professional development and



training by way of internal opportunities on campus, local opportunities in the city, national opportunities in Mexico, and international opportunities primarily in the USA. ASFM participates annually in the Tri-Association educators conference that rotates around Colombia, Central American and Mexico. The school typically sends between 10 and 20 people to this training and often provides teachers as trainers of others.

Teachers and staff are given weekly opportunities to plan and grow together with their colleagues in department, teams, levels and sections. Teachers and educational staff are also provided with an annual professional development amount to be used for their own personal/professional growth.

Community

The ASFM community is made up of 1200+ families; many of whom are alumni themselves. Most ASFM students start their education in Nursery school and remain at the school for all 15 years.



ASFM parents are privileged, well educated, bilingual, successful, confident, and supportive. There is a high level of expectation from all families for their children and for the school. The community has great pride in the school.

Academic Calendar

- 190 school days
- New Teacher Orientation: 1 week; usually the last week of July
- All teacher orientation: 1 week; usually around August 1
- First day of Classes: early August
- Thanksgiving break (2-3 days + weekend)
- Christmas Holidays (2-3 weeks)
- Spring break (2 weeks)
- Last day of classes: Early/Mid-June
- Eagle Academy: Mid-June - Early July
- Mexican Holidays are observed and respected

Grade Level Overviews



Elementary School Overview

The Elementary School, from grades Nursery to 5th, is housed in an expansive, two-story, unique, state-of-the-art educational facility.

The majority of the staff are teachers from Mexico, Canada and the United States. Their talent and dedication is a daily tribute to the profession, and to their students. The ELEM team is very proud to belong to an institution that places teaching and learning at the heart of all decision-making.

Curriculum content is based on the Common Core for English Language Arts, Math, Next Generation Science Standards, SHAPE American for physical education, National

Core Arts Standards for music and visual arts and CASEL Competencies for Social Emotional Learning. The ELEM section looks forward to a bright future as they strive towards a vision of improving student learning through the delivery of an innovative curriculum, based on well-researched instructional strategies.

In Elementary, they teach literacy primarily using the balanced literacy model. Mathematics is taught through a developmental approach with spiraling concepts. Content area curriculum is at times integrated into the language units, but otherwise taught as separate subjects. Several science units are taught using an inquiry and hands on approach based on the Foss units



Middle School Overview

Within a blended learning environment, the Middle and High School students experience a wide range of learning methodologies including didactic instruction, inquiry, problem and project-based learning, on-line learning, and experiential learning. The program provides learners with choice in their studies as well as exploration of the arts, sciences, mathematics, languages, social studies, physical education and technology. The methods used at the middle school

are aligned for the specific content areas, developmental stages, and level of study in each course.

ASFM's middle school is a vibrant environment for students to safely explore who they are and who they will become with the support of faculty who collaborate on programming and curriculum with the Whole Child in mind.

The MS is currently undergoing a faculty-driven revisioning of the middle school program using AMLE guidelines, including the expansion of our Advisory program and introduction of more cross-curriculum, problem-based learning activities and assessments.



High School Overview

ASFM's high school faculty, staff and administration are committed to assisting students in developing a program of study that meets their academic and college goals, affords ample opportunity for participation in meaningful activities ranging from sports to arts to community service, and offers collaborative teaching-learning experiences that will lead to the development of Open Minds, Caring Hearts and Global Leadership.

To facilitate these goals, ASFM offers an accredited US diploma program as well as the Mexican Bachillerato, accredited by the Secretaría de Educación Pública (SEP). These diploma options allow some flexibility in designing a high school program that meets each student's individual choice, balance, rigor and passion.

The methods used at the high school are aligned for the specific content areas, developmental stages, and level of study in each course.

Campus

Facilities

- Adjacent, but not connected, to the USA Consulate
- 52-acre campus/212,000 square meters
- 3 buildings:
 - Elementary (grades Nursery - 5)
 - Middle/High School (grades 6-12)
 - Central Office (Administrative offices)



Facilities:

- Classrooms - 129
- Science labs - 5
- Music rooms - 4
- Art rooms - 3
- Dance Rooms - 3
- Libraries - 2
- Music rooms - 4
- Sensory motor gym - 1
- Auditorium - 1
- Black Box - 1
- Amphitheater - 1
- Cafeterias - 2
- Clinics - 2
- Athletics Track - 1
- Gyms - 3
- Soccer Fields - 5
- Basketball courts - 6
- Technology Integration lab - 1
- Startup Hub/Business Incubator - 1
- STEM Lab - 1
- Flexible learning space - 1
- Open mind zone - 1
- Maker pods - 2
- High/low ropes course - 1
- Audiovisual Production Studio - 1

**Location**

Monterrey is one of the three most important cities in Mexico. Surrounded by the beautiful Sierra Madre mountains in the Northeastern part of the country, the city has an altitude of 537m above sea level. Its population reaches more than 3.5 million people. The city is full of tradition, culture, and progress.

Monterrey has nine months of warm weather and three months of colder temperatures. Being a semi-desert region, rainfall is sporadic throughout the year. The warm weather starts in March and continues until the end of October with temperatures ranging from 80° to 100°F. During January and February, some cold spells usually occur. Temperatures can go below freezing; however, snow is rare.



Though primarily a city of industry, Monterrey offers its share of museums and restaurants, with many interesting places to visit nearby. In addition, Monterrey has many things to do for the adventurous: rock climbing, hiking, mountain biking and more.



Mexico, officially the United Mexican States, is a country in the southern portion of North America. It is bordered to the north by the United States; to the south and west by the Pacific Ocean; to the southeast by Guatemala, Belize, and the Caribbean Sea; and to the east by the Gulf of Mexico.



Mexico covers 1,972,550 square kilometers (761,610 sq mi) and has approximately 128,649,565 inhabitants, making it the world's 13th-largest country by area, 10th-most-populous country, and most populous Spanish-speaking nation. It is a federation comprising 31 states and Mexico City, its capital city and largest metropolis. Other major urban areas include Guadalajara, Monterrey, Puebla, Toluca, Tijuana, Ciudad Juárez, and León.

Fast Facts

Year Established	1928
Accreditation Agency	Cognia (AdvancEd), Secretaría de Educación de Nuevo León
School type	Independent, private, international school; Civil Association (Non-profit organization)
Language of Instruction	Primarily English; Spanish is taught as a second 1st language to all local students; Some SSL support is provided to non-Spanish speaking students. All other classes are taught in English.
Tuition (2020-2021)	MXN\$ 217,470 - 312,510 = Approx. USD\$ 9,975 - 14,335
Total Enrollment	2473
Lower School Enrollment	1309
Middle School Enrollment	509
High School Enrollment	655

Grades	N - 12
Student Age Range	3 ½ - 19
Average % Home Country Nationals	92%
Student Nationalities	Mexican - 2187, American - 118, Argentine - 6, Brazilian - 3, British - 1, Canadian - 7, Colombian - 2, Costa Rican - 5, Dutch - 5, German - 1, Indian - 2, Japanese - 2, Korean - 18, Peruvian - 4, Spanish - 2, French - 2, Mexican/American - 108
Percentage of Annual Student Turnover	Approx. 2%
Average Class Size	21
Student to Teacher ratio	9:1
Number of Faculty	272
Faculty Nationalities	Mexico - 178, United States - 63, Canada - 20, Spain - 1, Venezuela - 2, Honduras - 1, Philippines - 1, Jamaica - 1, Colombia - 2, El Salvador - 1, United Kingdom - 1, Argentina - 1
Percentage of Annual Faculty Turnover	7%
Number of Board Governors	13 Associates/Founders members, 15 Board of Directors members, 1 Honorary member (US Consul)
Annual Operating Budget	MXN\$ 613,473,153 = USD\$ 27,885,143
Endowment	Approx. USD\$ 40,000,000 (invested in both Mexico and the USA)



Application Instructions

Effective Date: August 1, 2021

Application Deadline: October 31, 2020

Dr. Beth Pfannl, Vice President, Administrative Searches & Governance Services, will serve as the lead consultant for the American School Foundation of Monterrey Superintendent 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 (please do not send a CV that has your photo*) to execsearch@iss.edu. You will be contacted by Ashley Wotowey regarding the next steps to follow for consideration.

**ISS takes all aspects of child safeguarding very seriously.
All candidates for employment will be rigorously screened.**

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

* ISS is committed to “Making a World of Difference” in the international education community. We are experiencing a catalytic moment in history and ISS has committed to addressing the systemic prejudices and biases in ourselves, in schools, and in organizations around the world. One of our commitments is to remove photos in recruitment files. You can read more about our commitments here: <https://www.iss.edu/what-iss-will-do-now>.

