

Leadership Search



Head of School Carol Morgan School *Santo Domingo, Dominican Republic*

Application Deadline: July 16, 2021

Start Date: August 2022

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

The School

Founded in Integrity and Focused on Learning, the vision of our now 88 year old school continues to guide us as a progressive institution. The Carol Morgan School (CMS) in 1933 was a one room schoolhouse, the first English speaking and the first co-educational institution in the Dominican Republic. In the early 1960's it also became the first American accredited institution in the country. In 1964, CMS began its move to its now present 15-acre campus. Since then, our strategic decisions have been focused on modernizing the campus and assuring a progressive and inclusive educational program with a talented faculty and support from our parent and alumni groups.

Over the last twenty years, we have been focusing our attention on implementing and strengthening: rigorous standards-based curriculum; cutting edge technology; character, civic and social responsibility programs; top-notch athletic and extracurricular programs and a rapidly growing fine arts offering for our students. We take pride in the many ways in which we pay attention to the individual needs and differences of students through our Optimal Learning Center (OLC) and accelerated learning and AP program. In addition, our Master Plan for physical facility expansion continues to be a priority in order to provide the quality of education to which we are dedicated. The latest additions to our facilities have allowed our students to have exceptional learning experiences, such as our Multipurpose Shark Center (Gym/Theater/Dance Room/Assembly Area/Classrooms), band and choir rooms, robotics lab, natural grass and artificial turf athletic fields, CMS Welcome Center, and the Middle Plaza, which serves as an outside learning space and lounge area for our students and community. We recently refurbished all of our classrooms and science labs, which further contribute to providing our students with an optimal learning environment.



The Position

Position Overview

Candidates with a proven track record in leading schools as Head of School or Deputy Head and who are committed to the education of young people are invited to apply. Candidates should be dynamic, self-confident and approachable, with excellent communication, leadership and interpersonal skills.

In order to help CMS reach its potential, the successful candidate must be:

- A visionary and inspirational leader
- A confident, collaborative, proactive decision-maker
- Committed to incorporate Information Technology based solutions into every facet of education, from computers to social media to web-based research
- An outstanding communicator
- A skilled recruiter, able to attract, develop, and retain outstanding educators
- Successful in development efforts such as fundraising, with outreach to alumni
- Experience with Master and Strategic Planning
- Committed and able to ensure the continued implementation and success of all programs
- Skilled in interpersonal relations with staff, parents and students
- Experienced with accreditation processes
- A pedagogical leader who is able to understand, share, and emphasize research-based best educational practices

Academic & Professional Qualifications

- An advanced Educational Degree, with a credential in Administration
- Previous experience (at least four years) and proven success in an executive or administrative role, if not as a Head of School, at least as a Deputy Head of School
- Overseas experience, preferably in a developing country
- Strong financial, organizational, human resource, marketing and management skills
- Proven experience and expertise
- Strong leadership in pedagogical approaches
- Proven understanding of governance
- Educational or professional experience in a culturally diverse environment
- Experience in technology based educational solutions
- Ability or willingness to learn to speak Spanish at a conversational level is highly recommended.

Salary & Benefits

An initial negotiable three-year, renewable contract offers a competitive compensation and benefits package, which is commensurate with the responsibilities of the position.

Application instructions found on the final page of this announcement.

Mission, Vision & Philosophy

Mission

The Carol Morgan School is a private, secular, nonprofit, college-preparatory school that instills a passion for learning, builds character and inspires civic and social responsibility. Incorporating a rigorous U.S. curriculum and advanced technology, CMS prepares students to become leaders of a multicultural, global society. The Carol Morgan School will maintain its lead as a world-class, comprehensive school.

Vision

Founded in Integrity, Focused on Learning.

Philosophy

Committed to continuous improvement, the Carol Morgan School provides an excellent standards based academic program within the framework of the best research-based educational practices. The varied international student body receives an immersion English language program.

The philosophy and objectives of this non-profit, community school support a U.S. curriculum in the rich cultural setting of the Dominican Republic. CMS welcomes families from all countries knowing that this association of students of different backgrounds and religions will help them develop a clear understanding of the global world in which they live.

Designed to meet a wide range of individual needs, CMS programs stress the worth and dignity of all students and provide them the opportunities to progress intellectually, emotionally, socially, and physically to their greatest potential.



Overview

History

In the autumn of 1933, Mrs. Carol Morgan and her missionary husband Barney Morgan were confronted with the task of providing an English Language / American curriculum education for their children in Santo Domingo. Since these requirements could not be met in the Dominican Republic at that time, Mrs. Morgan was determined to start her own school. From its inception, the school's guiding principle was to bring children together for companionship, strengthening of values, healthy competition, and systematic education. Called at first "The Little School" or the "Santo Domingo Calvert School" (from the Calvert Curriculum system), it was originally housed in an unused Episcopal Chapel with Mrs. Morgan and two other women comprising the entire teaching staff. Beginning with only five students and one room, donated black boards and supplies from the International Hospital and the Evangelical church, each student was responsible for his or her own desk and chair. Growth during the ensuing years required the school to seek larger quarters and subsequently move several times. One of its former sites is now the location of the Dominican Republic's National Theater.

In 1949, Carol Morgan returned with her family to the United States. That same year, in appreciation of her tireless efforts on the school's behalf, the name of the school was officially changed to "Carol Morgan School." Carol Morgan passed away in 1993.

In 1964, Dominican President Dr. Donald Reid Cabral, on behalf of the Dominican government, donated the present site to the school. Additional assistance in the form of donated construction materials such as bricks and cement was received from the American Ambassador. Between 1966 and 1968, construction began on the High School, Elementary School, Library, Cafeteria and Business Office, and in 1968, the student body moved to this present location. The spacious fifteen-acre campus, which was in the 1960's located on the outskirts of the city, is now surrounded by an attractive upscale residential sector. A campus of this size, location and facilities would be impossible to re-create under today's conditions, and the school counts itself as very fortunate to be able to offer such amenities to its students and staff.

Accreditation

In 2013, CMS changed accrediting organizations to the Middle States Association (MSA) that is a non-governmental, internationally recognized organization whose affiliated institutions include elementary schools through collegiate institutions offering post-graduate instruction.



Governance

The CMS Board of Directors is elected by the CMS Parent Community, which is comprised of the parents and guardians of students in the school. In accordance with the CMS philosophy and mission, the CMS Board of Directors sets the policies which govern the school. It consists of eight (8) voting members and five (5) ex-officio members, which includes representatives from the US Embassy, Alumni, PTO, Legal Counsel and Past Board President. Board members are also responsible for chairing various committees, which serve to enhance the educational, technical, financial and overall well-being of the school through the guidance and support of school administrators and personnel. For further information, click [here](#).

Curriculum

CMS has a rigorous U.S. curriculum that instills a passion for learning, builds character and inspires civic and social responsibility. As a prekindergarten through twelfth grade standards-based school, CMS is incorporating standards such as the Common Core State Standards in English Language Arts and Math, the Next Generation Science Standards, and Advanced Placement® (AP) learning objectives into course, department, and grade level resources. CMS is simultaneously providing experiences which develop the identified learner attributes found within the profile of a graduate, known as **CMS' Essential 11**. Research-based, best practices utilized at CMS include standards-based unit and lesson planning frameworks, helping to create vertical and horizontal curriculum alignment while, at the same time, providing opportunities for educators to hone their craft of teaching. As a college preparatory school, CMS is extremely proud of its strong AP® Program, which annually has well over 100 students participate in over fifteen AP® courses on-campus, who then take more than 200 AP® exams. Over 80% of our students in the past five (5) years have been able to submit AP scores to colleges and universities for credit or placement consideration.



Technology

The CMS' technology program is a living entity; it grows and changes each year enhanced by the staff and students who touch it.

CMS uses technology to enhance and enrich learning opportunities for students, to increase the effectiveness of our educators and staff, and to improve communication within our local community and the global community of international schools. CMS supports and trains its employees to empower students for success as positive contributors and productive members of a diverse technological society.

CMS believes in the following guiding principles:

- Technology should be seamlessly integrated into the daily lives of our students, teachers and staff.
- Students, teachers and staff should have access to technology anytime and anywhere.
- Technology should facilitate educational opportunities beyond our classroom walls.
- All students, teachers and staff should have equitable access to technology.
- Technology expectations for staff should be supported by ongoing staff development.
- Technology serves as a vehicle for lifelong learning.
- Technology resources should be consistent and dependable.

In order to carry out these principles CMS supports both a Technology and Innovation Director and a Systems Technology Manager with a support team.



Arts, Athletics, & After School Activities

At CMS, we believe in educating the whole child, and thus have focused significant attention on developing fine arts, athletics and extra-curricular programs which complement and enhance our academic offerings.

The Fine Arts foster creative thinking, self-discipline, and life-long learning. Through the Arts, people understand themselves and develop a cultural awareness. They are a powerful means of communication among individuals, generations, and cultures.

CMS' Fine Arts program offers students the possibility of exploring instrumental and vocal music, visual art, and theatre. Each academic year, the Fine Arts Department offers a variety of performances and exhibitions on and off campus, allowing students to affect others by their own artistic discoveries. CMS artists are also afforded the opportunity to be exposed to The Arts on a community, regional, and global level through our Artist In Residence programs, as well as trips both on and off the island to various exhibitions and inter-collegiate festivals.

CMS has high standards in regards to sportsmanship and conduct. We expect our student-athletes and coaches to uphold these standards at all times. Aside from the incorporation of Physical Education in our academic programming, our program includes an Elementary School after-school athletics program, a Middle School athletics and intramural program and a High School varsity and junior varsity programs. Our Sharks have had considerable success over the years, winning CMS CUP, Copa Coca Cola, CAISSA (Caribbean Area International School Sports Association) international championships and local sports tournaments in nearly every sport. We annually host our CMS Cup where we invite local schools on the island to participate in various athletic disciplines. Our CMS athletes have also received recognition for their efforts by being selected to various all-tournament teams and winning numerous sportsmanship awards. Our success is a direct result of the excellent participation, support and enthusiasm of the CMS student-athletes, their parents, coaches, the PTO and the broader community.

CMS is also proud of its many other extra-curricular activities and clubs, such as an award winning robotics program, STEM clubs, Model United Nations program, Global Issues Network (GIN), Project Girls, Th(ink) Stain literary magazine, and student government. Recognizing the importance of supporting the community in which we find ourselves and fostering our students' civic and social responsibility, CMS has a very active service learning program, with over 43 student founded and led clubs.



Follow Carol Morgan School to Learn More



Fast Facts

Year Established	1933
Accreditation Agency	MSA
School type	PK-12
Language of Instruction	English
Total Enrollment	971
Lower School Enrollment	378
Middle School Enrollment	255
Upper School Enrollment	338
Average Class Size	18
Student Nationalities	32
Percentage of Annual Student Turnover	Less than 10%
Student to Teacher Ratio	18:1
Number of Faculty	143
Faculty Nationalities	Over 14
Percentage of Annual Faculty Turnover	Roughly 10%
Number of Board Trustees	8
2021 - 2022 Tuition (USD)	\$18,000 average tuition
Annual Operating Budget (USD)	\$17 million

Application Instructions

Effective Date: August 2022

Application Deadline: July 16, 2021

ISS Vice President for Administrative Searches & Governance Services, Dr. Beth Pfannl, will serve as the lead consultant for Carol Morgan School 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 (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.

Our considerations:

- International Schools Services (ISS) is strongly committed to all aspects of child protection and safeguarding. Applications will be thoroughly and rigorously screened.
- International Schools Services (ISS) reserves the right to withdraw an applicant's candidacy if supervisory referees are not provided.
- International Schools Services (ISS) reserves the right to withdraw an applicant's candidacy at any time should information be forthcoming that may suggest the candidate is not suitable to progress in the process.
- Hiring is contingent upon a successful background check.

Applicants are asked to submit their letter of interest and CV and complete all necessary application steps as early as possible, as International Schools Services (ISS) and Carol Morgan School reserve the right to close the selection process at any time.

* 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>.