

Leadership Posting

Head of School Utahloy International School Guangzhou

Guangzhou, China

Application Deadline: 21 September 2021

Start Date: July 2022



Utahloy International School Guangzhou (UISG)

Head of School Vacancy

Beginning in July 2022

After the very successful tenure of the current head, we seek an experienced, energetic and visionary leader, with an innovative mindset who will build on our achievements and shape the future development of the school. Our new Head of School will work with excellent staff, delightful students and engaged parents to further develop our challenging and inspiring learning environment. We are proud to provide premium education for expat and local families looking for an outstanding school.

Our school which was founded in 1997, is a co-educational Day school for students aged 3-19 years and currently enrols approximately 800 students. Our campus is situated on a lake overlooking mountains, and benefits from its proximity to the cosmopolitan city of Guangzhou and the life-style it offers.

The school is an accredited and IB authorised proprietary school owned by the Utahloy Education Foundation (UEF) and is governed by the UEF Board. Utahloy Education Foundation Ltd. UEF is an education company with corporate social responsibilities supported by Guangzhou Municipal Government and the Guangzhou University to provide international education for expatriate families working in China.











All about you

The appointee will have a proven track record of accomplished senior leadership and of creating an environment for education success. Strong organisational management skills and strategic capability are crucial, as too is a drive for student empowerment and learning. We seek a leader who is not only committed to the educational success and pastoral welfare of young people but can also effectively engage parents and other key stakeholders in the wider school community. An innovative educator, s/he will work together with a strong Senior Leadership Team.

Key characteristics of the successful candidate

- √ Courage and conviction of opinions and decisions
- √ Ability to forge credible relationships with the wider community.
- √ Open and collaborative leadership style
- √ Able to focus activities towards achievement of Mission and Vision
- √ A consistent record of good judgment and accountability.
- √ Ability to lead learning Innovation
- √ Purposeful and responsive influencing style
- √ Ability to win hearts and minds of a wider audience
- √ Excellent prioritising, planning and organising skills
- √ Excellent team working skills
- √ Able to seek advice and support when necessary
- √ Sound financial judgment in partnership with the board of directors to secure value for money for the school
- √ Excellent communication skills
- √ Able to work under pressure and to deadlines.

Utahloy International School Guangzhou (UISG)

800 Sha Tai Bei Road, Baiyun District, Guangzhou 510515 广州市白云区沙太北路 800号 邮编 510515









Leadership Posting

Instructions

Please apply by 21 September 2021 to Adele Hodgson email address: adele_hodgson@educationparadigms.com putting Jeffrey Tse UEF HR Director in copy email address: jeffreytse@utahloy.com

Applicants will receive an application package including the JD and salary range.

Applicants should provide:

- Current CV (no longer than 4 pages)
- A recent photograph
- Letter of application
- A statement of your educational philosophy
- Contact details of 4 professional referees

Head of School Vacancy

Beginning in July 2022





About the role

Overall Purpose of Job

The Head of School is responsible for leadership and management within the school and for promoting the achievement of excellence in international education.

Main Responsibilities

The Head of School will demonstrate the ability to work with the members of the UISG community to develop a shared statement of philosophy which inspires and motivates students, staff and all other members of the school community. This includes core international educational values, moral purpose, and respect of the community's cultures, values and beliefs. The Head of School will lead the development of the school to this aim.

Strategic direction and development of the school

- √ To work with the UEF governing body and school community, to develop a strategic view for the school in its community and analyse and plan for the future needs and further development of the school within the group, local, national and international context:
- √ To translate the vision into agreed objectives, formulate overall aims and objectives for the school and policies for their implementation
- √ To create an ethos and provide educational vision and direction which secures effective teaching, successful learning and achievement by students and sustained improvement in their spiritual, moral, cultural, mental and physical development and prepare them for the opportunities, responsibilities and experiences of adult life
- √ To secure the commitment of parents and the wider community to the vision and direction of the school to develop and implement the school strategic development plan, underpinned by sound financial planning, which identifies priorities and targets for ensuring that pupils achieve high standards and make progress, increasing teachers' effectiveness and securing school improvement
- √ To ensure that all those involved in the school are committed to its aims, motivated
 to achieve them and involved in meeting long, medium, and short term objectives
 and targets which secure the educational success of the school
- $\sqrt{\ }$ To ensure that the management, finance, organisation and administration of the school support its vision and aims
- √ To ensure that policies and practises take account of international, national, local and school data and inspection research findings
- √ To monitor, evaluate and review the effects of policies, priorities and targets of the school in practice and take action if necessary

Teaching and Learning

To secure and sustain effective teaching and learning throughout the school and to monitor and evaluate the quality of teaching and standards of students' achievement, using benchmarks and setting targets for improvement.

- √ To ensure that all students receive a good quality education through a programme designed to promote a stimulating style of learning in a safe & healthy school environment
- √ To ensure a consistent and continuous school-wide focus on students'
 achievement, using data and benchmarks to monitor progress in every child's
 learning
- √ To ensure that learning is at the centre of strategic planning and resource management
- \checkmark To establish creative, responsive and effective approaches to learning and teaching
- √ To ensure a culture and ethos of challenge and support where all students' can achieve success and become engaged in their own learning
- √ To be able to demonstrate and articulate high expectations and set stretching targets for the whole community
- √ To be able to implement strategies which secure high standards of behaviour and attendance
- √ To determine and ensure the implementation of a policy for the pastoral care of students.
- √ To be able to determine, organise and implement a diverse, flexible curriculum and implement an effective assessment framework
- √ To be able to take a strategic role in the development of the new and emerging technologies to enhance and extend the learning experience of students
- √ To monitor evaluate and review classroom practice and promote improvement strategies to ensure that underperformance is challenged at all levels and ensure effective corrective action and follow up is undertaken.

Leading and managing staff

To lead, motivate, support, challenge and develop staff to secure improvement and further student agency

- √ To maximise the contribution of staff to improve the quality of education provided and standards achieved and ensure that constructive working relationships are formed between staff and students
- √ To plan, allocate, support and evaluate work undertaken by groups, teams and individuals, ensuring clear delegation of tasks and devolution of responsibilities in a manner consistent with their conditions of service, ensuring a reasonable balance for teacher and other staff, in work carried out in school and elsewhere
- √ To implement and sustain effective systems for the management of staff performance, incorporating appraisal and targets for teachers, including targets relating to students' achievement
- √ To ensure that all staff in the school have access to advice and training appropriate
 to their needs
- √ To participate in personal annual performance reviews for Head of School and continuous improvement.

Efficient and effective deployment of staff and resources

To deploy people and resources efficiently and effectively to meet specific objectives in line with the SIS's strategic plan and financial context:

- √ To work with senior colleagues to recruit staff of the highest quality available
- √ To work with senior colleagues to deploy and develop all staff effectively in order to improve the quality of education provided
- √ To advise the governing body and implement decisions in relation to staffing
- \checkmark To advise the governing body on the adoption of effective procedures to deal with the competence and capacity of staff
- √ To advise the governing body on appropriate priorities for expenditure, allocate funds and to ensure effective administration and control
- \checkmark To manage and organise academic and non-academic space efficiently and effectively, to ensure that it meets the needs of the curriculum and health and safety regulations
- √ To make arrangements, if so required, for the security and effective supervision and maintenance of the school buildings, contents and grounds.
- √ To undertake responsibilities as defined in the Health and Safety Policy
- √ To ensure that appropriate risk assessments are undertaken before sanctioning and participation in any potentially hazardous activity
- √ To manage, monitor and review the range, quality, quantity and use of all available resources in order to improve the quality of education, improve students' achievements, ensure efficiency and secure value for money
- √ To ensure that staff are encouraged to attend relevant professional development.



Accountability

To be accountable for the efficiency and effectiveness of the school to the governing body and wider community and in particular ensuring that students enjoy and benefit from a school that promotes high standards for scholarship, responsibility and citizenship in a supportive learning community.

- √ To provide information, objective advice and support to the governing body to enable it to meet its responsibilities for securing effective teaching and learning and improved standards of achievement and for achieving efficiency and value for money
- √ To create and develop an organisation in which all recognise that they are accountable for the success of the school

 To present a coherent and accurate account of the school's performance in a form appropriate to a range of audiences, including parents, governors, the local community, and other professional bodies, to enable them to play their part effectively
- √ To ensure that parents and students are well-informed about the curriculum, attainment and progress and about the contribution that they can make to achieving the school's targets for improvement
- √ To provide information about the work and performance of staff where it is relevant to their future employment. Strengthening Community
- √ To ensure that safe-guarding and the well-being for students is promoted through the realisation that school improvement and community development are interdependent.
- √ To be able to build a school culture and curriculum which takes account of the richness and diversity of the school's communities
- \checkmark To ensure learning experiences for students are linked into and integrated with the wider community
- √ To ensure a range of community-based learning experiences
- √ To work in partnership with other agencies in providing for academic, moral, social, emotional and cultural well being of students and their families
- √ To seek opportunities to invite parents and carers, community figures, business or
 other organisations into the school to enhance and enrich the school and its value
 to the wider community
- √ To contribute to the development of the education system by, for example, sharing
 effective practise, working in partnership with other school and promoting
 innovative initiatives
- \checkmark To ensure that the school promotes effective links with the local community and continues the development of close liaison with other local, independent and international schools
- √ To co-operate and work with relevant agencies to protect children.

Qualifications

- √ Masters degree from a reputable university
- √ PhD or an EdD would be a distinct advantage

Experience

- √ Work experience with other cultures and nationalities within an international education environment and experience of the implications of leading a school with diverse nationalities
- √ Significant leadership role in an international school of at least 500 students and 50 employees is essential
- √ Experience of both primary and secondary sectors
- √ Experience of International Baccalaureate programmes
- \checkmark Experience of driving student achievement through focus on using data and benchmarks to monitor progress in student learning
- √ Proven ability to bring about change
- √ Successful management of substantial budgets showing cost control and financial planning
- √ Experience in the use of performance management in schools to motivate faculty and staff and to improve learning
- √ Proven forward thinking on use of technology to enhance learning and school efficiencies
- √ Proven experience in the use of technology to enhance teaching and learning and also effective use of education resources.

Safeguarding

UISG is committed to safeguarding and promoting the welfare of children and young people and, as an employee of UISG, you are expected to share this commitment. The protection of our students' welfare is the responsibility of all staff within UISG, and individuals are expected to conduct themselves in a way that reflects the values and principles of our organisation.

Benefits

Include a competitive salary, housing, medical insurance and home flights. In addition to this there will be a strong focus on professional development

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School and Position Guide



Utahloy International School Guangzhou (UISG) Head of School Vacancy Beginning in July 2022

Utahloy International School Guangzhou (UISG) seeks an experienced, energetic and visionary leader, with an innovative mindset and strong inter-personal communication skills. Our new Head of School will work with excellent staff, delightful students and engaged parents to develop a supportive, challenging and inspiring learning environment. The successful candidate will also have the responsibility for ensuring students and staff flourish in an atmosphere that provides challenge, inspiration and support. We are proud to provide premium education for expat and local families looking for an outstanding school.

Utahloy International School Guangzhou (UISG), is an International Baccalaureate World School offering an exceptional education to day students from Kindergarten to Year 12. UISG provides world recognised academic programmes with a caring and friendly approach. UISG welcomes boys and girls from countries around the world, preparing them to be leaders of our global community.

Utahloy International School Guangzhou maintains close links with its sister school in Zengcheng. The school is built overlooking a beautiful lake. Our facilities include a swimming pool, basketball, volleyball, football fields and a multi-function hall.

The International Baccalaureate Diploma (IBDP), the Baccalaureate Primary Years Programme (PYP) and the Middle Years Programme (MYP) provide a framework that supports and enhances student learning and development. Our well-qualified and experienced teachers are recruited from countries all around the world. They bring to the school a global perspective that enhances student learning in a rapidly changing world.

UISG is accredited through the Council of International Schools (CIS) and the Western Association of Schools and Colleges (WASC) which provides worldwide recognition. UISG offers a house structure bringing together students, taking part in artistic, sporting, social and community activities.

Mission



UISG is an inquiry-driven learning community that embraces the diversity and uniqueness of each individual and commits to the International Baccalaureate Continuum.



Values

Unique Inclusive Successful Globally Aware

History of UISG

Established in 1997, Utahloy International School Guangzhou (UISG) was one of the first International Schools in China. The school opened with a small number of kindergarten students and grew into a K-12 school with over 800 students representing more than 50 nationalities in just over a decade. UISG is authorized to deliver three International Baccalaureate (IB) programmes.

The Middle Years Programme (MYP) was authorized at UISG in 2002, the Diploma Programme (DP) in 2004 and the Primary Years Programme (PYP) in 2008. UISG was accredited by CIS and WASC in July 2012. UISG was re-accredited and re-authorised in 2018.

Academic excellence is achieved through high expectations, strong motivation, a challenging IB curriculum, close monitoring and excellent teaching. Students who graduate from UISG gain places in renowned universities around the world, mostly in the USA, UK, Canada, Australia, South Korea, Japan and Hong Kong. We are proud to be an inclusive school that succeeds in finding places in higher education for all graduating students.

Language diversity at UISG is embraced and celebrated. Students develop a strong sense of self-identity and positive self-esteem. UISG has earned an international reputation for its Mother Tongue programme. In the Primary School our Mother Tongue Language teachers work together with the PYP teachers to deliver Units of Inquiry. Students are also given Chinese language lessons to develop both an additional language and a link to their host country. The school offers Language & Literature classes in Chinese, Korean, Japanese, French, German, and Spanish to students throughout Years 7 to 10 as part of the Middle Years programme and, as a progression, either Language and Literature or Literature courses in the same languages as part of our Diploma Programme. In addition, our expertise and network in the community has allowed us to offer School Supported Literature courses in Thai, Hungarian and Farsi in recent years.

Mother tongue languages are not the only language that UISG values. In addition, five languages are taught as Language acquisition courses at various levels/phases in Years 7-12. UISG students thrive in an international, multilingual learning environment.

Since its foundation, UISG has been known as a school characterised by warm relationships amongst teachers, students and parents. The school places great importance on providing a caring and supportive environment for teaching and learning. A range of pastoral care programmes provide support for our student community. All members of the UISG community are expected to positively contribute to the learning environment by respecting, caring for and supporting each other and the physical environment.

UISG Community

The UISG community consists of more than 50 different nationalities. In a world where borders are disappearing, the mix of nationalities and backgrounds offers a welcome breadth of cultural experiences to the school community. This enables students to develop an understanding and appreciation of the cultural diversity that surrounds them and to have respect for the values of other cultures, races, religions and ways of life. Indeed, this presents a perfect match with the aims and framework of the IBO.

The school's professional teaching staff have a variety of educational backgrounds and international experience. Staff are required to undertake professional development in-service courses, including the school's own Professional Development Programme, and be acquainted with the current research in education. Participation in external PYP, MYP and IBDP workshops is available to staff who have a proven dedication to the school and are willing to share the learning experience with both the school wide community and specific faculty. The diversity of students and teachers encourages the multicultural atmosphere within the school. The low student to teacher ratio creates an academically focused environment parallel with a family atmosphere and a friendly, caring school community where students, parents and teachers are encouraged to share their views and ideas.







Governance

UEF Vision and Mission

Vision

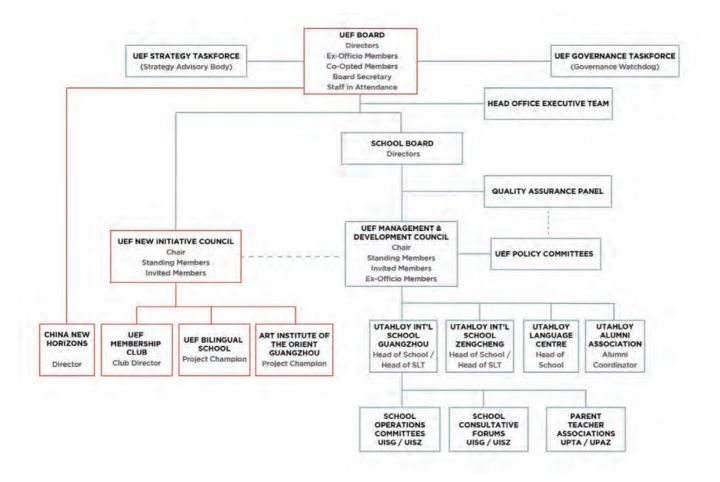
UEF's vision is to offer the best international education in South China and enable students to thrive and create a better tomorrow within a harmonious community.

Mission

UEF's mission is to inspire and nurture confident, creative, technologically innovative, caring, environmentally responsible and global minded students. UEF is committed to an inclusive, student-centered, all-round, international education, incorporating Western and Eastern values, provided in a beautiful environment, with highly qualified teachers.

UEF Governance Organization Structure

UEF has a balanced governance structure that effectively enables a variety of stakeholders to participate in the decision-making process.



Guiding Definitions



High quality learning

UISG recognises that each learner is unique, and that knowledge is constructed in context. UISG believes that high quality learning is inquiry based, and occurs when learners are challenged, inspired and motivated. A strong home – school partnership strengthens student engagement and enables teachers and parents to guide students to be independent lifelong learners.



Intercultural learning

UISG is a community with over 50 different nationalities and has a mosaic of cultural and linguistic diversity. Intercultural learning is building respect for self and others and promoting mother tongue language. Intercultural learning is promoted throughout the curriculum and by celebrating cultural diversity.



Global citizenship

Global citizenship is social responsibility and engaging in global civic action. It deals with our uniqueness, our commonalities and stewardship of the planet.



International mindedness

International mindedness is a constant process of understanding ourselves and appreciating the complexity of our world, our international and cultural identities, and relationships between nation-states.

Facilities

Located on the edge of the beautiful Golden Lake, the school is nestled into forested hillsides. The campus is only 20 minutes from the centre of Guangzhou.

Most classrooms and outdoor areas overlook the lake. The learning environment is modern, comfortable, suitably equipped, technologically and purposefully designed for specific learning needs. Facilities include:

- √ A Multi-Function Hall (MFH)
- √ Swimming Pool
- √ 3 all weather football fields
- √ A tennis court
- √ Outdoor Gymnasium
- √ Playgrounds for Early Years and Primary Students
- √ State of the art library
- √ Innovation centres and maker spaces
- √ Science Laboratories
- √ Design Suites
- √ Art, drama and performance spaces



















Living in Guangzhou

Location

Guangzhou

Located at the North of the Pearl River Delta, 150kms inland from Hong Kong on the fast train, is an important trading centre, a busy port and the capital city of the Guangdong Province. The city has a population of around 14,000,000 people (luckily they are not all in the same place at the same time), it covers an area of around 70,000 square kilometres, that is an area nearly 80kms by 90kms.



The Climate

Guangzhou has a tropical climate and is located on the Tropic of Cancer 23.5 degrees north of the equator. Expect 3 seasons, the really hot and humid summer, August is the hottest month and, while the average is 28C, it can feel 38C and very humid. Then there is the dry and quite cold winter, with January having the coldest average temperature of 13 $\,$ C $\,$.

Excellence in IB

Utahloy International School Guangzhou is a member of a select group of fully authorised international schools offering the three International Baccalaureate Programmes. The IB continuum comprises the Primary Years Programme (PYP), the Middle Years Programme (MYP) and the Diploma Programme (DP). The educational journey for students at UISZ is seamless as they experience the globally minded and internationally recognised IB curriculum throughout their schooling.

Teaching Staff

Our well-qualified and experienced teachers are recruited from countries all around the world: Australia, China, France, Columbia, South Africa, Korea, New Zealand, Ireland, the U.K the U.S.A and other countries as well. They bring to the school a global perspective that enhances student learning in a rapidly changing world.

Accreditation

UISG has obtained accreditation through the Council of International Schools (CIS), Western Association of Schools and Colleges (WASC), and the International Baccalaureate Organization (IBO), which provide worldwide recognition. UISG is a member of the Association of Chinese and Mongolian International Schools (ACAMIS) and the East Asian Regional Council of Schools (EARCOS).

Mother Tongue Programme

Mother tongue languages are sustained and developed within the curriculum. Students develop an academic vocabulary, expand their language usage, and study literature and culture in their mother tongue programme. Currently UISG offers the following mother tongue languages: English, Chinese, Korean, Japanese, French, German and Spanish.













Learning Support & Wellbeing

Utahloy International School Guangzhou (UISG) is an inclusive school. Our approach to teaching, learning and pastoral care is holistic, taking into consideration ALL students' needs in order to support children with social, emotional, behavioural or physical/medical issues. We are committed to providing the conditions and opportunities to enable any child with learning support needs to be included fully in all aspects of school life.

Child Protection

UISG aims to ensure that ALL our students live and thrive in a safe and secure learning environment. We recognise that the protection of students under our care is of paramount importance. UISG has worked in close partnership with CIS (Council of International Schools) and the ITFCP (International Task Force for Child Protection) who are spearheading the drive for best safety practices in International Schools.

UISG adheres to International Convention and the PRC (People's Republic of China) laws and takes responsibility for the protection and welfare of children in its care. UISG school measures currently in place to help protect students and families include:

- √ A clear Child Protection policy that is reviewed for compliance and effectiveness, with necessary updates immediately communicated to all UISG stakeholders
- √ Clear procedures for handling issues relating to Child Protection
- √ Regular child protection training and certification workshops for UISG staff
- √ The school counselor attends regular training and recommend updates to the school's policies and procedures in accordance with the latest research
- √ A comprehensive staff code of conduct agreement, signed annually by UISG staff
- √ A designated response team and safeguarding officer to manage child protection cases
- √ Stringent and rigorous procedures for hiring teachers and a comprehensive induction programme to familiarise employees with UISG child protection policies and procedures
- √ Educating children about child protection through the school wellbeing programme
- √ Cooperation with relevant authorities in relation to student protection and welfare.

English for Speakers of Other Languages (ESOL)

At UISG we have developed a comprehensive English for Speakers of Other Languages (ESOL) programme that emphasises the demands of a rigorous academic environment. An inclusive and balanced academic plan that takes into account the social needs of teenagers, as well as the academic challenges they face everyday, ensures that pupils can transition smoothly into the mainstream MYP/DP programme.

UISG is supported by the Utahloy Language Centre (ULC) which helps to support students with lower phases of English to improve their language proficiency and integrate successfully into the mainstream programme.

Arts

The Arts are a key aspect to the curriculum at UISZ. For students in the Primary years programme, the arts are offered as specialist subjects, taught within the units of inquiry. The areas incorporated into the PYP programme are Visual Art, Music and Drama. In the MYP programme, Visual Arts, Drama and Music are offered as subjects to study. In the IB Diploma programme students are offered a choice of Visual Arts, Music and Drama. DP offerings are subject to minimum student numbers.

Sports, extracurricular activities and community service

Providing a range of healthy activities characterises our approach to a well-balanced physical development programme. Students gain an understanding of the importance of fitness in their P.E. lessons, sports teams, outdoor education camps, sports tournaments, and the whole-school Fit-for-life initiative.

Our co-curricular activities art seen as a vitally important aspect of our overall educational provision. The co-curricular programme is under the administration and management of the Director of Sport & Co-curricular Activities. All members of staff are expected to contribute positively towards the programme and to support the various policies that are adapted. All staff are to take part in at least one extracurricular activity per week or rotation block.

Global Mindedness

The host country language and culture are studied through Chinese language classes, integrated units of work in the classroom and field trips in the region. Global citizenship is developed through: community service projects; environment sustainability action awareness; eco-Ed, Global Issues Network, and Model United Nations participation. Our emphasis on languages, and multilingual communication also helps to develop global citizens.

Camps Week

Camps week programme is a progressive experiential learning programme, which supports the continued development of the IB learner profile characteristics within students, through environmental outdoor education.. Each camp provides opportunities to strengthen and promote teamwork, improve student leadership and develop many important life skills.

























Salaries and Banking

Salaries are paid monthly and in accordance with the details specified in the contractual agreement. Salaries will be paid into a local bank account allocated by the school in Renminbi RMB and can be expected in personal accounts by the 8th of each month. A cash advance is available upon request from the school accountant to new staff arriving to commence a contract. This advance will be deducted from the first monthly salary.

The Head of School will be entitled to an annual trip home for him(her)self and family plus removal costs at the beginning and end of the contract according to the table of Benefits. There will also be a school fee entitlement for the Head of School's children (full fees covered for up to 2 children and 50% discount on the 3rd Child. On the signing of a second contract, the third child fees are fully covered). There is also a generous professional development allowance to enable the Head of School to attend regional conferences such as those offered by ACAMIS, IBO and EARCOS.

It is possible to transfer money from Chinese banks to overseas banks. Presently, overseas staff salaries are paid into personal accounts with China Construction Bank (CCB). Following Chinese regulations, proof of a contract, tax payments, visa etc. must be provided to the bank in order to transfer money. For new staff there may be delays initially due to obtaining official documentation. The UISG finance department will help with this process. CCB offers a Union Pay facility on the CCB debit card. Overseas teller machines displaying Union Pay can be used to withdraw cash overseas up to the maximum daily limit.

The average cost of living in Guangzhou is very affordable. Shopping in local markets gives a variety of fresh produce at a very reasonable price. Imported goods are available in many supermarkets, as well as there being a variety of online shopping options.

There are a range of restaurants in Guangzhou which offer delicious local cuisine or international foods with prices ranging from local to international rates, depending where you eat.

Driver

The Head of School will be provided with a school driver.

Accommodation

The Head of School and their dependents are provided with spacious and attractive furnished accommodation located close to the school site

Internet

Private internet is available at the personal cost of individual residents.

Cleaners/Nannies

Residents may hire a cleaner to clean their apartment/room, or a Nanny for childcare.

Medical

A comprehensive health insurance policy is provided by the school. On campus there are two nurses during the school week and one nurse during weekends. A nurse clinic is located at the front entrance of the secondary school building and in the Early Years building. Staff requiring medical attention may visit these clinics. The school's medical agent provides a list of medical providers in proximity to the school, some of which offer direct billing facilities with the medical insurance provider.

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