

Leadership Opportunity
July 2011

HEAD OF SCHOOL



The Awty International School
Houston



Houston, Texas, USA

1215 students

PK3 – Grade 12



Carney, Sandoe & Associates

44 Bromfield Street, Boston, Massachusetts 02108

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The Awty International School, the second largest international school in the United States, seeks a dynamic, forward-thinking, experienced international educator who will lead this special union of an international school and French school located in Houston, Texas.

THE SCHOOL

Founded as a pre-school in 1956 by Mrs. Kathleen Awty, the Awty School has grown in size over the years, adding an upper school in 1975. The French School of Houston was incorporated into Awty School in 1979 and, five years later, in recognition of its truly international student population, the school adopted the name of The Awty International School (www.awty.org). Today, Awty is the second largest international school in the United States enrolling 1,215 students from more than fifty countries; 54% of Awty students hold international passports, and the remaining 46% are United States citizens. Unique among Houston's private schools with its multi-national student body, challenging academic and language programs, and extensive extracurricular offerings, Awty provides a demanding academic and social environment. Its international student body and faculty offer many opportunities for rich exchanges that foster a global perspective on the issues facing today's society. More importantly, Awty students learn the skills to interact with others from around the globe. Through this daily interaction and intellectual stimulation, Awty prepares students to take their place as responsible global citizens.

Mission

The Awty International School provides a challenging education, leading to either the International Baccalaureate or the French Baccalauréat.

Within a friendly and nurturing environment, which encourages learning and the pursuit of excellence, Awty celebrates linguistic, cultural and international diversity and seeks to maximize the potential in all our students as they grow to become responsible world citizens.

THE INTERNATIONAL AND FRENCH BILINGUAL SECTIONS

Awty is divided into Primary, Middle and Upper Schools. The Primary School is further divided onto a Pre-School and a Lower School. There are 185 students in Pre-school, 418 in Lower School, 258 in Middle School, and 354 in Upper School.

Additionally, one of the special features of Awty is that it is comprised of two academic sections: an International English-language Section (with many foreign language options) and a French Bilingual Section.

The International Section curriculum from Pk3 through Grade 10 is, to a large extent, based on best practices at American international schools both in the United States and abroad. At all levels there is a strong emphasis on the study of a second language to fluency. The curriculum in the humanities makes use of themes, approaches and materials that reflect the diversity of



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the nationalities and cultures of Awty's student body. All students in Grades 11 and 12 in the International Section follow the full International Baccalaureate (IBO) curriculum, and prepare for the IBO Diploma examinations that are administered at the end of Grade 12.

The French Bilingual Section from Maternelle to Terminale follows a rigorous curriculum mandated and accredited by the French Ministry of Education. This official curriculum is also followed by all accredited French schools around the world. Students in the French Bilingual Section prepare for the traditional French Baccalauréat and the International Option for the Bac (OIB). These diplomas are awarded to students based upon their results on examinations at the end of Première (Grade 11) and Terminale (Grade 12). Teachers in the French Bilingual Section at Awty are certified by the Ministry or have experience teaching in French schools. They are often hired through the Mission Laïque Française.

Though at most levels both sections have their own programs, there are many bridges between the two. All children in the Pre-School (PK3–K/Petite Section-Grande Section de la Maternelle) follow a bilingual immersion program with half their time spent in English and the other half in either French or Spanish. Children in the Lower School (Grades 1–5/CP–CM2) spend a great deal of time in their primary language, but also spend a significant amount of class time in their second language. Middle and Upper School students (Grades 6–12/6ème–Terminale) from both sections may take courses in a third language including, among others, Arabic, Mandarin and Dutch. Students from both sections take many of their classes together such as English, fine arts and Physical Education. They all participate together in various clubs, activities, and athletic teams.

THE PRIMARY SCHOOL

The Pre-School is a dual language program. Children spend alternating days between English/French or English/Spanish. All teachers are native speakers of the language they teach. The Pre-School provides a safe and secure environment in which students are engaged, happy and confident.

From the Pre-School to the Lower School (1st–5th/CP–CM2), children in the English/French program enter either the International Section or the French Bilingual Section. In the International Section, core subjects are taught in English with six periods weekly of either French or Spanish as a Second Language; the American textbook curricula is taught and supplemented by portions of the International Primary Curriculum (IPC). The French Bilingual Section follows the curricula set by the French Ministry of Education. Core subjects are taught in the French language with five periods weekly of English as a Second Language. The Primary Division of Awty International School provides a friendly and nurturing educational experience



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fostering academic excellence as well as respect for and appreciation of our culturally rich and diverse community. The Primary School, comprising both the International Section and the French Bilingual Section, provides a linguistic and cultural atmosphere that seeks to enrich students' understanding as global citizens in the 21st Century.



THE MIDDLE SCHOOL

Of the 258 students in the Middle School, 151 are in the International Section and 107 are in the French Section. The Middle School program operates in a facility that is shared with the Upper School. Middle School students in the International Section take the following core curriculum classes on a daily basis: English, history/geography, math, science, physical education, and a second language. In addition, the students in the International Section take fine arts (and a third language if desired) three times a week and a computer course twice a week. In the French Section from Sixième through Troisième students follow the program prescribed by the French Ministry of Education but students at Awty take additional classes and have more hours of instruction per week than in France.

THE UPPER SCHOOL

The curriculum in grades 9 and 10 of the International Section follows to a large extent the American syllabus and is based on best practices at American international schools. In Grades 11 and 12 all students in the International Section follow the full International Baccalaureate (IBO) curriculum and prepare for the IBO Diploma examinations.

In the French Section, the curriculum followed is the one prescribed by the French Ministry of Education. At the end of 9th grade or Troisième, students earn the French “Brevet des Collèges.” At the 10th grade level or “Seconde”, students in the French Bilingual Section continue to follow the standardized program but must also choose two weekly courses in economics, sciences, French literature, art or US History. Students in Première (comparable to 11th grade) must choose a *série* or specialized set of courses that will prepare them to enter university. Three *séries* are offered: Sciences, Literature or Economics. Students also can choose the OIB: five



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hours a week of English Literature (comparable to AP English Literature) and/or 4 hours of History-Geography taught in English. In their final year or “Terminale” students must take a comprehensive and challenging examination called the Baccalauréat (from 20 to 25 hours of exams in one week).

THE STUDENTS

The students sell Awty – they are lively, engaged, diverse and very welcoming. They are so diverse in terms of their backgrounds that being different is the norm; indeed, the students seem to realize how much they are alike despite their differences! Awty is already a global village— but it is also the modern, 21st Century school of choice in Houston for international families.



The 54 nationalities represented in student body make Awty one of the most “international” schools in the world. Among Awty’s students, 54% hold non-American passports. From Pre-School through Middle School about 45% of the students are in the French Section, with a smaller percentage in the French Section at the Upper School level.

With generally small classes throughout the entire school—average class size of 16—Awty boasts an enviable student: teacher ratio of 7.9:1.

Graduates of the Class of 2009 matriculated at universities both in the United States and abroad, including: American University of Beirut, Bryn Mawr, Case Western Reserve, Concordia, Cornell, Dartmouth, Delft University of Technology, Earlham, Elon, Georgetown, George Washington, Georgia Institute of Technology, Jacobs University (Bremen), McGill, Northwestern, Occidental, Reed, Rice, Savannah College of Art & Design, Southern Methodist, St. John’s, Syracuse, Texas A&M, Texas Christian, Trinity, Tufts, University College Utrecht, Washington University, Yale, and the Universities of British Columbia, California, Colorado, Houston, Illinois, Miami, Puget Sound, Southern California, and Tulsa.

EXTRACURRICULAR SPORTS AND ACTIVITIES

The Awty Athletic Department's goal is to enhance the students' physical, mental, emotional, and social development. The Middle School teams participate in Greater Houston Athletic Conference and the Upper School teams participate in The Texas Association of Private and Parochial Schools. Awty offers the following interscholastic sports, by season: Fall – Cross Country (boys & girls), Soccer (boys: 7th/8th), Volleyball (girls); Winter – Basketball (boys & girls); Soccer (boys & girls); Swimming (boys & girls); Spring – Golf (boys & girls); Tennis (boys & girls); Track (boys & girls).



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There is a wide variety of clubs and activities available to students in grades 6 to 12, including: Academic Challenge, Model United Nations, National Art Honor Society, National Honor Society, Orchestra, Photography, Speech and Debate Team, String Orchestra, and Wind Ensemble. With the goal of providing a unique experience that opens students' minds and souls, the Community Service Department at Awty is a longstanding tradition that gives students and parents the opportunity to give back to the world community. This program has reached out to many programs including Habitat for Humanity, Humane Society Club, Medical Bridges, UNICEF, Red Cross, and the End Hunger Network.

LOCATION, SETTING AND FACILITIES

The campus is set on 24 acres. There are fourteen permanent buildings, eight temporary buildings, a soccer/physical education field for the Primary School, a Primary School playground, a Lower School playground and a parking lot with more than 250 spaces. However, due to rapid increase in student numbers, some classrooms are no longer adequate in size and others have problems with soundproofing. The school recently built a stadium on the edge of campus with a capacity of 1400 spectators, a full-size artificial turf soccer field, a full-size track, four tennis courts and a parking area. In the area of the Physical Plant and Facilities, the school's Strategic Plan calls for:

- developing and executing a Master Plan to upgrade and expand campus facilities;
- ensuring that the Master Plan considers curriculum and program needs, the possibility of additional land acquisition, and safety and security needs
- coordinating the implementation of the Master Plan with fundraising and advancement;
- evaluating and utilizing appropriate technology to support the academic and extracurricular programs.

FACULTY AND STAFF

The school is generously staffed with 127 teachers and 29 management positions. The staff represents 27 different nationalities, of whom 57% are US citizens and 20% are from France. The latter are mostly hired with the assistance of the Mission Laïque Française and typically work at Awty for an average of 7 years. The majority of the teaching staff (57%) has advanced degrees. Among long-term staff there is a genuine feeling of loyalty toward the school. As expressed by one faculty member, "*Mrs. Awty believed we are not just teachers, but also parents.*"

ACCREDITATIONS

Council of International Schools (C.I.S.)

French Ministry of Education

Independent Schools Association of the Southwest

Ministerie van Onderwijs, Cultuur en Wetenschappen, (Ministry of Education, Netherlands)



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Awty International School Numbers:

Grades:

International PK-12

French Petite Section-Terminale

Total Enrollment: 1,215

Nationalities represented: 54

International students: 54%

Faculty: 127

Faculty with advanced degrees: 57%

Class of 2009: 84

International section: 65

French section: 19

Student-Teacher ratio: 7.9: 1

Tuition 10-11: \$13,820-18,927

Financial Aid: 0.5 million

Students receiving need-based aid: 5 %

Operating budget: \$20 million (2010-11)

Indebtedness: \$4 million

Endowment: \$2.9 million (6-30-09)

Giving & Events (08-09): \$1,399,000

Capital giving, last year: \$1.83 million

Parents contributing: 46%

MEMBERSHIPS AND AFFILIATIONS

International Baccalaureate Organization

Mission Laïque Française

International Primary Curriculum

National Association of Independent Schools

Houston Association of Independent Schools

GOVERNANCE AND MANAGEMENT

A non-profit organization with a 501(c)(3) corporation status, Awty is governed by a Board of Trustees, comprised of parents, American and international business leaders, the Consul Général of the Republic of France in Houston, the Cultural Attaché to the Consulat Général of the Republic of France, representatives of the Mission Laïque Française and school administrators. The school's bylaws allow for a maximum 30 members; there are currently 23 trustees.

According to the School's bylaws, the Board is responsible for protecting and ensuring the continued existence of the Awty International School and for the basic policies and major programs relating to its financial management and the fulfillment of its educational mission and policies.

The Head of School serves as the Chief Executive Officer of the school and has responsibility for all the day-to-day operation of the School. The Head executes the general policies and directives of the Board, supervises and controls all of the operational and educational affairs of the School, and has general charge, management and control of the properties and operation of the School in the ordinary course of its business.

The Proviseur of the French Bilingual Section is the Deputy Head of School. The Proviseur supervises and controls all of the operational and educational affairs of the French Section of the School. The Proviseur also acts as Head of School in the Head's absence.

The Head of School is assisted in his/her administrative duties by the Proviseur/Deputy Head, the Upper School Head, the Middle School Head, and the Primary School Head, as well as a Chief Financial Officer, a Facilities Director, an Advancement Director, an Athletic Director, a Technology Director, a Director of Admissions, and a trilingual (English/French/Spanish) Executive Assistant.



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WHAT PEOPLE SAY ABOUT AWTY

Among the strengths of the school, most frequently cited by the community are:

- a truly international school with a global outlook;
- a multicultural community; a culture of open-mindedness, in which differences are respected, admired and celebrated;
- strong International and French Bilingual Sections, with community support for both;
- a challenging academic program, with high standards;
- dedicated teachers providing individual attention;
- strong language program, with a rich number of offerings;
- the availability of both the IBO Diploma and French Baccalauréat; small classes, low student-teacher ratio;
- sense of community, family feel, nurturing environment.



“It’s a melting pot. That’s why I brought my daughter back to Awty when we returned from overseas.” (parent)

“Here we can celebrate diversity.” (parent)

“I have a much broader viewer of the world.” (middle school student)

“My physics teacher is like a third parent.” (senior)

“In a way, this school is the future of the world.” (trustee)

“Awty is not just a prep school.” (parent)

“We get to see how alike we are.” (high school student)

“I can sit in the cafeteria with French or Spanish or Chinese speakers.” (teacher)

“My kids will remember their teachers.” (parent)

“Everyone feels at home (at Awty).” (parent)

“Working here gets in your blood.” (staff member)



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THE CITY OF HOUSTON

Awty is an international school in an international city. The fourth largest city in the United States, Houston is a multicultural city, in part because of its many academic institutions and international companies. More than 90 languages are spoken in the city and 89 foreign governments have established consular offices there.

Houston is one of the few U.S. cities that offer world-class, year-round resident companies in all of the major performing arts: symphony (Houston Symphony), opera (Houston Grand Opera), drama (Alley Theatre) and ballet (Houston Ballet). Other major attractions include the beautiful Museum of Fine Arts and Natural History Museum as well as the Houston Zoo, Memorial Park, the Houston Rodeo, Bayou Bend, the Houston Space Center and the Children's Museum. According to the New York Times (2010), Houston has a "world-class food scene and a rising generation of culinary stars." ForbesTraveler.com named Houston one of the best restaurant cities in America in 2007.



The Texas Medical Center (TMC), with 47 member institutions, is the largest medical complex in the world. The complex includes 13 renowned hospitals and two specialty institutions, two medical schools, four nursing schools and schools of dentistry, public health, pharmacy and virtually all health-related careers. Among the renowned institutions that are a part of the TMC are the University of Texas M.D. Anderson Cancer Center, one of the world's leading cancer treatment and research centers; Texas Children's Hospital, an international leader in pediatric medicine; and Texas Heart Institute at St. Luke's Episcopal Hospital, a leader in heart treatment.

Of the 361 cities surveyed in Kiplinger's 2009 rankings only 19 had a lower cost of living index than Houston. With a COL index of 89, Houston compares very favorably with such metropolitan areas as: Ann Arbor (100), Atlanta (94), Boston (129), Boulder (124), Charlottesville (106), Chicago (113), Dallas/Fort Worth (92), Los Angeles (142), New York (121), Philadelphia (103).

According to the Greater Houston Partnership web site (www.houston.org/living-here/), a wealth of information about the city, "*What makes Houston a great city to live in ... The sunshine. Being able to play golf 365 days a year. International dining. A truly diverse culture. Great education opportunities. Friendly people. From business opportunities to recreation, from high culture to haute cuisine, the Houston region has it all.*"

More information about the city can be gleaned from the following web sites:

www.cityofhouston.com; <http://www.visithoustontexas.com/visitors>; www.houston-guide.com



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OPPORTUNITIES AND CHALLENGES FOR THE NEW HEAD OF SCHOOL

There are exciting opportunities that await the next Head of School who wants to put his or her stamp on this unique, exciting and wonderful school. The Awty school community is eager for an internationally minded educator who has a vision and can communicate it to the entire community. The opportunities awaiting the next Head of School include: a unique school environment that is truly international, globally-minded students and faculty, and a demand for an internationally-focused school from the members of the international community of Houston.

Awty is a challenging position for the right candidate, particularly because of the need to balance the unique needs of the two sections and the need to move forward the school's goal of developing a master plan for the campus. But a dedicated faculty, a welcoming student body, a committed board of trustees and an engaged parent body will work with the next Head to advance Awty into the 21st Century and beyond.

DESIRED QUALIFICATIONS & QUALITIES

This academically excellent school seeks a Head with strong academic and managerial qualifications whose energy and dynamic vision will guide the school as it continues to prepare its uniquely international, American and French student population to be responsible and productive citizens in a global 21st Century.

- an experienced educator, with knowledge of both international and French systems of education;
- administrative/managerial experience, with an understanding of finances;
- experience with institutional strategic planning and fund-raising;
- French-speaking and/or multilingual a distinct advantage;
- willingness to commit for a significant period of time;
- a visible leader with a genuine interest in students and teachers;
- diplomatic skills and sensitivity to differences in culture and others' points of view;
- proven success in recruiting and motivating highly talented staff;
- a long-term vision, the ability to communicate effectively, and a willingness to listen.

HOW TO APPLY

Qualified candidates should submit, electronically:

- a cover letter expressing interest;
- a current résumé;
- a statement of educational philosophy; and
- the names, email addresses, and contact information for four supervisory references to:

Dr. Arthur (Art) Charles
Senior Search Consultant

Jacob (Jake) Dresden
Senior Search Consultant

awty@carneysandoe.com



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