

INTERNATIONAL
SCHOOL OF CURITIBA



**Position Statement
Head of School Search
International School of Curitiba**

**Curitiba, Brazil
Start Date: July 1, 2023**



International School of Curitiba

Head of School Position Statement

INTERNATIONAL
SCHOOL OF CURITIBA



START DATE: JULY 1, 2023

OVERVIEW

Considered one of the leading innovative schools in Brazil, the International School of Curitiba (ISC) is an independent, coed, college preparatory school enrolling approximately 730 students from PK through grade 12. With strong demand for enrollment, an innovative educational program, a talented and dedicated faculty, enviable financial health with a beautiful and open campus setting, this is an attractive leadership opportunity for an experienced school leader.

The city of Curitiba is the capital and largest city in the Brazilian state of Parana and is considered one of Brazil's best cities. Acclaimed nationally and internationally for its innovative urban solutions, Curitiba is also considered to be organized, safe, clean, green, and international. Local attractions celebrate the melding of many cultures. The city's numerous green spaces and beautiful parks include German, Italian, and Portuguese parks that honor the city's immigrants from these nations. The Curitiba Municipal Market and the city's international restaurants, and its bustling cafes and bars feature food from worldwide cuisines.



An inclusive city, Curitiba is a vibrant cultural center with various art museums, music groups, an historic district, and cultural attractions and events throughout the year. Sports fans cheer on several association football teams. Truly international in scope, Curitiba offers a lifestyle that balances cultural and business opportunities. It is an ideal place to live.

The International School of Curitiba is the only international school in the Brazilian state of Parana that offers an education in which students can earn American, Brazilian, and International Baccalaureate diplomas. English is the language of instruction.

The school's mission is "Everyone Learning Everywhere", and that mission is visible and referenced throughout the school. The foundation of ISC's history and school culture is as an innovative and vibrant international school community that is constantly redefining and improving learning using the latest in educational research. The faculty strongly believe that they teach for the future, and that the most important future skills for young people are critical thinking, creativity, collaboration, communication, global citizenship, and character.

International School of Curitiba

Head of School Position Statement

INTERNATIONAL
SCHOOL OF CURITIBA



START DATE: JULY 1, 2023

THE PEOPLE

The current student body at ISC consists of 28 distinct nationalities, including 87% Brazilian, 6% European, 3% North American, 3% Asian, and 1% Latin American. In recent years, primarily attributed to the global and Brazilian Covid-19 pandemic, the international population has dipped. The school is eager to boost its international student population.

Students throughout the school are talented, lively, engaged, eager, purposeful, and joyful. They love their school. Parents are drawn to ISC's rigorous education within a caring and nurturing environment. Students and families frequently refer to the strong sense of community at ISC, and they have high praise for the faculty. They also give the school high marks for its resilience and continuity in navigating the Covid-19 pandemic. The Parent Teacher Organization is highly engaged, active, and supportive in creating a strong and inclusive school community.

The faculty and staff are hardworking and dedicated, and they feel supported by the school's leadership. They appreciate and value the investment in their professional growth and development. Faculty turnover, especially among the international faculty, remains a challenge for a variety of reasons. The Human Resources Director and the school's leadership are committed to minimizing faculty turnover.

THE PROGRAM

The Early Childhood Center enrolls 122 students in a facility that includes two-year-olds through Kindergarten, with three classes at each of the age levels. The ECC is Reggio Emilia inspired, and is designed for student exploration, teacher care, creative spaces, and the relationships formed within them. These youngest learners are empowered by individual choice among a rich array of activities, under the care of attentive teachers within small class sizes.

The Elementary School includes grades one through five and enrolls 253 students. The curriculum consists of



International School of Curitiba

Head of School Position Statement

START DATE: JULY 1, 2023

INTERNATIONAL
SCHOOL OF CURITIBA



Language, Literature, Mathematics, Humanities, Brazilian History & Geography, Science, Technology, Art, Music, and Physical Education. Learning in this impressive array of subject areas is experienced through a variety of approaches that meet the individual needs and interests of a student.

Collaboration, critical thinking, and inclusion are valued. Through the ISC Academy, elementary school students have access to a wide range of enriching activities that include sports, chess, drama, arts, and cooking. Student choice and individual attentiveness are a foundation of their experience.

The Middle School enrolls 179 students and is focused on collaboration and developing student agency, ownership, and autonomy. All Middle School teachers are language teachers as they help their students to develop their academic and life skills. Students all take mathematics, science, social studies, English, Portuguese, Brazilian History and Geography, Arts and Design, Physical Education and Health. Each Middle School student has a faculty advisor, and advisory time, sustained silent reading, as well as personalized classes that are built into the weekly schedule.

There are numerous activities for Middle School students to choose from. Chorus and music are popular as well as a science fair, arts, crafts, and technology clubs. In athletics students can choose from soccer, basketball, volleyball, cross-country, track and field, and futsal. There are Middle School Friendship tournaments established to compete with other international schools, and there are a host of other activities through the ISC Academy.

The High School at ISC is comprised of 177 students who take rigorous competency based courses culminating in the International Baccalaureate Diploma Program in grades 11 and 12. High School faculty focus on strengthening principles and values and provide an intense and rich experience for their students. While some students remain in Brazil for university, most go abroad, primarily to the United States, and many attend the most selective colleges and universities. There are ample opportunities for ISC high school students from taking personalized classes to Global Online Academy classes, from life skills classes that prepare them to live independently, to arts and music offerings, an extensive athletic program, and an accomplished Model United Nations program.

International School of Curitiba

Head of School Position Statement

START DATE: JULY 1, 2023

INTERNATIONAL
SCHOOL OF CURITIBA



High School classes tend to be small and personalized and a great deal of individual support and attention is available. There is a full-time college counselor and an extensive advising program. As a result of their ISC experience, High School students are all fluent in English and Portuguese, and they stand out as independent learners, and critical thinkers. Graduates from the ISC Class of 2021 are currently attending Johns Hopkins, Georgia Tech, NYU, University of Manchester, University of Toronto, Villanova, EU Business School, and Rotterdam, among other institutions.

For greater detail and depth on a description of the ISC program and curriculum, please view the school's website.

ADMISSIONS

The International School of Curitiba opened its doors in 1959 with 15 students. By 2001 with the opening of a new campus, student enrollment grew to 250 students. As the current campus expanded grade levels and its classroom spaces, and opened the Wildcat Arena in 2016, enrollment had grown to 650 students. Today ISC enrolls 732 students.

ISC continues to enjoy strong demand for admission at most grade levels. There is keen competition for student enrollment with other schools in the city, especially because the ISC tuition is the highest. School leadership, ably assisted by the Admissions, Marketing, and Communications arm of the school, continue to work to articulate the value proposition of an ISC education as THE international school option in Curitiba. There is a concerted effort to increase the international population of the school.

PHILANTHROPY

Led by a small but impactful Advancement staff, energized by active parent volunteers and Board members, and supported by generous donors, the International School of Curitiba enjoys very solid fundraising success.

Over the past seven years, the school has raised over 5.5 Mio Reals directed towards school buildings, playgrounds, instructional technology, and faculty professional development, in addition to the future construction of a Theatre and Performance Center.

With strong enrollment, no long-term debt, and continued fiscal prudence, ISC's fundraising success has been a critical factor in the school's financial health. The staff and the Board are eager for the next Head of School to take an active fundraising role in helping ISC to reach its aspirations. He or she will have an enviable record of philanthropy as a foundation for that work.

International School of Curitiba

Head of School Position Statement

START DATE: JULY 1, 2023

INTERNATIONAL
SCHOOL OF CURITIBA



GOVERNANCE

ISC is governed by a 9-member Board of Trustees. The school bylaws call for all trustees to be elected. Five must be corporate or international trustees and the other four are local Brazilian residents. All nine trustees must be current parents, trustees are elected to 3-year terms, and they may serve two consecutive terms. The Board is devoted to the school, they meet monthly, and all are a regular presence at school. While the Board operates effectively, the current bylaws are a detriment to good governance. With fewer expats being relocated abroad, ISC currently enrolls far fewer international families than previously, a reduction from 50% of the total enrollment, down to

13% today. It is challenging at present to find five international parents who are willing and able to serve as trustees. The current bylaws also restrict continuity. Currently none of the trustees has served longer than three years. The Board is studying how the bylaws can be updated, and in the meantime works hard to best serve the school.

The ISC Board fully recognizes that the recent changes in school leadership have negatively impacted the school. They are fully committed to securing an outstanding new Head of School who will be with them for the long term. They understand the importance of fully supporting their new Head, and these circumstances create ideal conditions for a healthy Board-Head partnership going forward.

FINANCES

The school has been very well managed financially. The Board Finance Committee assures that ISC runs a balanced budget and keeps three months of the annual operating budget in cash reserves for emergencies.

The Board is contemplating taking another major step in its master plan to replace its elementary buildings. This would consume a major portion of the reserves, but even so, they do not anticipate having to borrow long term to complete this project.

FACILITIES

ISC was founded in 1959 and moved from a single residence to its current campus in 2001, and the Early Childhood Center was relocated to campus in 2010. It is an enormously attractive tract of land on the edge of the city but rural enough to include some forest and adjacent farmland. Goats graze adjacent to the High School Building! ECC students can walk from their brand new playground right into a bit of forest where there are paths and lots of natural play apparatus. There are excellent and well used playgrounds for each division. The school has a large soccer pitch, and a new gymnasium, the "Wildcat Arena." All the buildings are up to date and well maintained, save perhaps for the grade 1-4



International School of Curitiba

Head of School Position Statement

INTERNATIONAL
SCHOOL OF CURITIBA



START DATE: JULY 1, 2023

classrooms that will be replaced in the near future. Classrooms are large and well lit, and there are sufficient offices and meeting rooms.

The ISC campus is most impressive by most any standard. There is a new design lab in the Middle School, and numerous science labs with ample space for both lab work and seatwork in both the Middle School and High School. There are raised beds for growing flowers and vegetables, and the campus provides attractive and up to date space for learning both indoors and out.

OPPORTUNITIES AND CHALLENGES

By most measures of organization health, the International School of Curitiba is flourishing. What the school needs is stability and continuity of leadership in its next Head of School. The school has had four different Heads (including two Interim Heads) in two years.

Lack of continuity of strong leadership at the top has created uncertainty about the direction of the school. Ultimately, this can impact student admission, family confidence, faculty retention and hiring, fundraising, and philosophical clarity about the direction of the school.

The Board of Trustees has also been subject to high turnover and discontinuity, adding to the leadership challenges of the school. The recent Head of School transitions and the unexpected departure of the CFO have caused the trustees to be more hands-on than they truly care to be. Issues of trustee governance and leadership will be an important topic for the next Head of School.

The ISC faculty is eager for direction, clarity, visibility, and firm guidance from the Head of School. They are hopeful that their next Head of School will reaffirm the school's mission and history of educational innovation and research-based change while bringing the school together through a shared vision. The next Head will need to bring the four divisions together in terms of clarity of approach and shared agreements.



International School of Curitiba

Head of School Position Statement

INTERNATIONAL
SCHOOL OF CURITIBA



START DATE: JULY 1, 2023

ISC parents are also eager for clarity about the school's philosophical direction and execution of the school's mission and vision. Trustees elected by current parents to guide and support the Head of School will be critical partners in that collaborative endeavor.

Although ISC's finances are strong, they are always potentially vulnerable. Therefore, continued fiscal stewardship will be a priority. In addition, the next Head of School will have an opportunity to build upon and expand the school's current fundraising success.

As the pandemic recedes, the need to re-envision, re-shape, communicate, and execute a new Strategic Plan will be a terrific opportunity for the Head and Board to include faculty, staff, and parents to coalesce around an inspiring shared vision.

LEADERSHIP ATTRIBUTES AND PERSONAL QUALITIES

The successful candidate for the Head of the International School of Curitiba will ideally possess the background, experience, and disposition characterized by the following professional and personal qualities:

- A highly relational and visible campus presence, an inspiring communicator, and an empathetic bridge builder with the capacity to bring people together
- Successful Head of School experience and significant international school experience as a thoughtful educational innovator who understands best educational practices; an ability to inspire and energize a school community toward a shared educational vision
- Successful Head of School experience with a complex, multi-age campus; skill in dealing with a diverse and expressive international constituency, while making decisions with an inclusive leadership style
- Experience working effectively with a Board of Trustees
- Comfort and confidence with school financial management and fundraising, while building relationships in support of the school's future
- An excellent judge of people, possessing a nose for talent, and skilled at hiring
- An ability to energize and inspire others—an individual whose personal presence, sense of humor, and humility instills trust, confidence, and warmth



International School of Curitiba

Head of School Position Statement

START DATE: JULY 1, 2023

INTERNATIONAL
SCHOOL OF CURITIBA



APPLICATION PROCESS

Interested candidates should apply through the portal on the RG175 website:

<https://rg175.com/candidate/signup>

Application includes: a letter of interest, Resume or CV, Personal Statement

Deadline for applications is: **Monday, October 10, 2022**

If you have questions, please reach out to either consultant assigned to the search:

Hamilton Clark

hamilton.clark@rg175.com

Jim Scott

jim.scott@rg175.com