

# 先锋中英双语学校

Pioneer Valley Chinese Immersion Charter School

## Executive Director Search

v.7/24/2010

The Pioneer Valley Chinese Immersion Charter School (PVCICS) in Hadley, Massachusetts, seeks an energetic, strategic, experienced educational leader with exceptional planning, management, and interpersonal skills. Educational vision, wisdom, and a talent for relationship building must characterize the School's first Executive Director (ED).

PVCICS, a public charter school, was founded in 2007 to prepare K-8th grade students for academic and personal success through rigorous study and instruction aligned with the Massachusetts Curriculum Frameworks, augmented with Chinese language and culture. PVCICS's goals are to graduate students with excellent scholarship, high proficiency in Mandarin Chinese and English, plus sensitivity to multiple cultures. PVCICS serves the Pioneer Valley region. The school is centrally located in the region of service in Hadley, Massachusetts and accessible by interstate highway. PVCICS is currently authorized to enroll a maximum of 300 students.

This document briefly describes the School, the context of the position, several specific challenges and opportunities likely to face the next ED, as well as the experiences and personal qualities expected of the successful candidate. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### THE COMMUNITY

PVCICS's facility is located in rural western Massachusetts in a region that is both famous for its farmland and home to the University of Massachusetts' Amherst Campus, Amherst College, Smith College, Mount Holyoke College and Hampshire College. We are within driving distance of both Boston and New York City.

PVCICS is a regional charter public school that serves 39 communities in the Hampshire, Hampden and Franklin counties of western Massachusetts. We have 150 students this year and expect to add 60 to 70 new students each year. Our region of service includes rural, suburban and urban communities. PVCICS is open to all students who are residents of Massachusetts on a space-available basis, with preference given to siblings of currently enrolled students and residents of the region of service. Students are admitted through a lottery process with no required admissions tests or fees.

PVCICS currently has a socio-economically, racially and ethnically diverse population of 150 students in the school. All of the students attending the school are in our Chinese immersion programs. We are authorized by the state of Massachusetts to grow to 300 K-8<sup>th</sup> grade students. We hope to be authorized to grow considerably larger and to include 9-12<sup>th</sup> grade students. Most of our students enter our school with no Chinese language background and have no Chinese language support outside of school. Most are not ethnically Chinese or Asian.

### THE SCHOOL

In the 2009-2010 academic year, PVCICS has students in Kindergarten through third grades and sixth grade. We are authorized by the state to expand to be a Kindergarten through eighth grade program. We

317 Russell Street, Hadley, MA 01035

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will add two grades each year, one at elementary school and one at middle school, until we become a complete Kindergarten through eighth grade program. We have had initial talks with the state to further expand to become a Kindergarten through twelfth grade program in partnership with the Hadley Public Schools.

## **Mission Statement**

The Pioneer Valley Chinese Immersion Charter School (PVCICS) is a K-8th grade educational program that produces academically strong students highly proficient in Chinese and English. The program goals are:

- To develop proficiency in Mandarin Chinese.
- To maintain and extend students' proficiency in English.
- To develop high levels of academic attainment, meeting or exceeding national and state standards, through rigorous study and instruction aligned with the Massachusetts Curriculum Frameworks.
- To develop students' understanding of other cultures and the ability to interact successfully with others whose language and/or culture differs from their own.

PVCI will serve the Pioneer Valley region and will offer a diverse group of students an innovative educational opportunity unavailable in Massachusetts. PVCICS will work to disseminate the school's experiences and serve as a resource for schools trying to develop similar programs.

## **Philosophy**

PVCICS will graduate students with high proficiency in both Chinese and English, and high levels of academic achievement, including success on the MCAS. By integrating Chinese culture in coursework and establishing an exchange program with a Chinese school, PVCICS's students will gain in-depth exposure to another culture. PVCICS will provide students with an education that includes Eastern and Western cultural perspectives. PVCICS will foster a nurturing learning environment and instill in all students an appreciation of Chinese cultural perspectives, including the value of hard work, respect for family, community, and scholarship. PVCICS's school values to be developed in every student are: character, wisdom, health, and teamwork. These values will be reflected in the demeanor of the staff, students, and parents.

PVCICS will offer students the opportunity to learn a federally designated "critical language". PVCICS's program will support the efforts of all students and parents to make connections to Chinese language and culture. PVCICS's program will offer teachers the opportunity to participate in an innovative educational program. PVCICS's program will offer administrators and the Board of Trustees the opportunity to oversee an exciting program and help promote immersion programs across the state and beyond. Having bilingual skills in Chinese and English will build students' confidence and increase their marketable skills. When they enter the workforce, they will help companies in the Pioneer Valley compete more effectively in the global market.

## **Governance/Administration**

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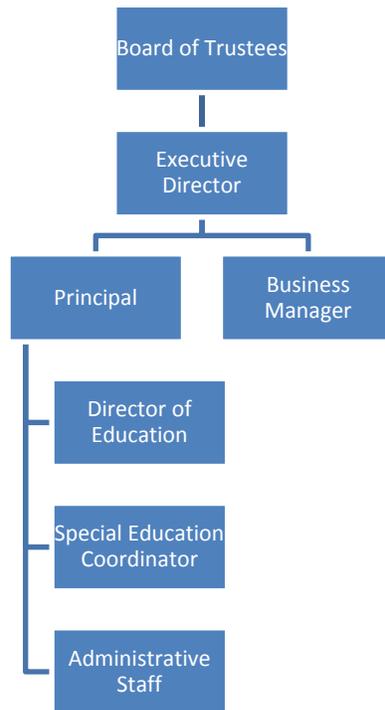
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The Executive Director will be responsible for working the Board of Trustees to implement the school's strategic direction, fiscal oversight, facilities expansion, and promoting the school's mission externally. In the new organizational structure the Principal will report to the Executive Director and be responsible for the daily management of the school and academic programs.



## Roles and Responsibilities of the Executive Director and Principal

### *Executive Director*

The Executive Director is the school's leader and will be responsible for the overall management of the organization. The Executive Director will report directly to the Board of Trustees. The Executive Director's focus will include:

- Working with the Board to support and guide the deliberations on the school's mission, direction and strategic plan. Working with the Board Chairperson to establish the Board's role, calendar, meeting times and meeting agenda. Providing the Board any information needed to function effectively, including the condition of the school and material legal issues.
- Informing the school staff and parents about the role and key decisions of the Board.
- Working with the Principal to ensure that the educational program follows PVCICS's mission and charter. Measuring, monitoring, and evaluating the success of the program.
- Working with the Massachusetts Department of Elementary and Secondary Education to ensure that all necessary reporting is done efficiently and correctly.

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- Recruiting, hiring, training and evaluation of the Principal and the Business Manager and all other staff with the assistance of his/her direct reports.
- Developing the budget with the Board and day to day management of the budget, with assistance from the Business Manager to ensure proper financial management.
- Developing and with the assistance of the Business Manager implementing a facilities plan.
- Working on financing and fundraising with the Board. Overseeing, with the Business Manager, relationships with outsourced non-instructional services like accounting and payroll.
- Ensuring that all legal and regulatory documents, including the annual report and charter renewal application, are filed.
- Overseeing educational data collection and data based management decision making.
- Creating plans for communication between parents, faculty and administration. Communicating with parents about student concerns in partnership with the Principal.
- Maintaining relationships with applicable state and national organizations, community organizations and strategic partners that enhance or help fulfill the school's mission.
- Acting as spokesperson to visitors, donors, governmental entities, etc.
- Responsible for recruitment and admissions in partnership with the Principal.
- Overseeing the enforcement of the school's Code of Conduct and discipline policies in partnership with the Principal.

## *Principal*

The Principal is the school's educational operations leader and will be responsible for the implementation of the instructional program and daily school operations. The Principal will report directly to the Executive Director. The Principal's focus includes:

- Working with the DE to ensure that the educational program follows PVCICS's mission and charter. Measuring, monitoring, and evaluating the success of the program.
- Recruiting, hiring, training and evaluation of the DE and SEC, and all other staff overseen by his/her direct reports.
- Assisting in the development the budget.
- Assisting in ensuring that all legal and regulatory documents, including the annual report and charter renewal application, are filed.
- Enforcing the school's Code of Conduct and discipline policies. Overseeing student behavior issues.
- Assisting in the creation plans for communication between parents, faculty and administration. Communicating with parents about student concerns.

## **CHALLENGES AND OPPORTUNITIES**

The search is largely driven by the challenges facing the next Executive Director. The selection of the next ED will reflect the Board's confidence that this person can effectively and successfully deal with the following challenges and opportunities.

### **Identify and Cultivate Funding Sources**

One of the ED's most important responsibilities will be ensuring that the School has access to the resources necessary to continue its growth and development. PVCICS has had considerable success

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securing funding from competitive grant awards. The ED will identify and cultivate funding sources and competitive grants with the goal of building financial security for the school.

## **Growing an Efficient Organization**

With the doubling in student enrollment each year in the first three start-up years, PVCICS's ED must have the knowledge to expand the cost-effective start-up administrative model without sacrificing efficiency and quality. The ED should be knowledgeable about organizational structures and how to hire new staff that will enhance PVCICS's efficiency and effectiveness. In consultation with the Board, the next ED will closely evaluate PVCICS's structure and examine existing policies and procedures. The ED must clarify roles and responsibilities, create expectations for open communication, and ensure that teachers and staff feel supported and involved in the decision-making process.

## **Facilities**

PVCICS's facility at 317 Russell Street in Hadley is now owned by the PVCICS Educational Foundation, a 501c3 non-profit corporation whose mission is to support PVCICS. PVCICS will need additional classrooms to support PVCICS's growing student population. The ED must also be adept at both overseeing the management of the existing facility and overseeing the expansion of PVCICS's facility to support future growth. Growth in facilities may include renovations of the existing facility, additions to the existing facility and the leasing of additional space. The ED must be experienced in the public bid process and MA Charter School Procurement regulations. The ED will work with stakeholders, including the PVCICS Educational Foundation, in the implementation of these plans.

## **Planning**

While legally a public entity, PVCICS must exercise considerable self reliance managing its financial affairs and developing strategic plans. The ED will work with the Board of Trustees develop strategic plans and the financial plans needed to support the strategy. The ED will additionally be responsible to oversee the implementation and ongoing evaluation of the plans. PVCICS has already started work to expand to offer a K through 16 program in partnership a local school district and a university.

## **Developing Collaborative Partnerships**

PVCICS has developed several important mutually beneficial long-term relationships with organizations such as The Springfield Museums, Mount Holyoke College, UMass/Amherst Asian Arts and Culture, UMass/Boston China Center and Confucius Center, and others. The ED needs the vision and stamina to maintain these relationships and build other collaborative relationships to support PVCICS's growth. As PVCICS develops its sister school relationships with schools in China and Taiwan, the ED must be skilled and comfortable with bicultural relationships and how to sustain them.

## **Ensure all Students a Consistent, Quality Education**

As a public charter school, PVCICS aims to provide all its students a consistent, quality education. The ED will create a school environment that emphasizes educational quality. Because PVCICS is a regional public charter school, students come from over 25 communities and from diverse racial/ethnic and socio-economic backgrounds. The ED will need to bring students and families together to a common understanding of what a quality education is and how to support it. The ED will motivate teachers and

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staff to be inventive and innovative in building curricula for such a student body. The ED must build a cohesive school culture that reflects the school values outlined in the charter.

## **Connect PVCICS to the Community it Serves**

PVCICS's students come from many towns and cities in the Pioneer Valley. As such, PVCICS's ED must connect the school to the communities it draws from and beyond. The ED must be adept at public relations and outreach. As the state's first Chinese immersion public charter school, the ED should be well-versed in educating those unfamiliar with Chinese immersion about the school and its program. By developing mutually beneficial relationships with communities in the region of service, PVCICS works to be a "good neighbor" and community asset. Community relationships include the surrounding school districts, community organizations, elected officials, the press, and organizations based at PVCICS. Additionally, as a facet of the school culture, PVCICS seeks to instill in our students the importance of community service.

## **Department of Elementary and Secondary Education**

As a Massachusetts charter public school, PVCICS is a chartered state entity overseen by the Massachusetts Board of Elementary and Secondary Education and the Charter School Office within the Department of Elementary and Secondary Education. The ED will manage the relationships with these entities and oversee compliance with all state federal and local requirements that may arise. This also includes overseeing the modification of our charter, should the need arise to implement PVCICS's strategic plans.

## **QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate should possess many, if not all, of the following experience and qualifications:

- Experience in the administration and management of schools in particular a Chinese language immersion school and Massachusetts charter public schools.
- Exceptional skills in strategic planning and evaluation.
- Understanding of accountability and performance measures; ability to develop internal standards and utilize external objective criteria, including the Massachusetts Comprehensive Assessment System (MCAS), to guide policy-related decision-making.
- An understanding of K-8 curriculum development and assessment.
- Experience addressing the financial and operational challenges of running a school, including developing and administering budgets.
- A proven track record of identifying and securing alternate sources of funding, including grants and private donations.
- Significant experience dealing with facilities development and planning.
- Integrity, honesty, openness, and the ability to connect with students, teachers, staff, parents, community members, and other external stakeholders.
- Experience establishing strong community relationships and developing strategic partnerships with a broad range of organizations, including other schools, colleges and universities, businesses, and advocacy groups.
- Ability to work collaboratively with a Board of Trustees.

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- Ability to advocate for students and to relate to and interact with young people.
- Understanding of the role of technology in education, instruction, assessment and management.
- Superior ability to balance short- and long-term pressures and opportunities.
- Enthusiasm and optimism, high energy with a good sense of humor.
- An individual who has high standards and can see the big picture and the important details.
- A graduate degree in Education Administration, Business Administration, or Public Administration.
- Written and oral skills in Mandarin Chinese preferred, but not required. Should have an understanding of and appreciation for Chinese language and culture.

*PVCICS does not discriminate on the basis of race, color, national origin, religion, housing status, gender, age, sexual orientation or disability. We are an equal opportunity employer.*

## **TO APPLY**

Review of applications will begin upon receipt of all materials. Complete applications are due by 5:00 PM August 20, 2010.

To apply, please email or mail a cover letter, resume, three references and relevant supporting documentation (diplomas and transcripts) to:

PVCI Charter School  
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