



**FRENCH AMERICAN
INTERNATIONAL SCHOOL
AND INTERNATIONAL HIGH SCHOOL**
San Francisco, California

**DIRECTOR OF ADMISSION
AND ENROLLMENT**

Start Date: July 2022
frenchamericansf.org
internationalsf.org



**Carney
Sandoe**
& ASSOCIATES



Mission

Guided by the principles of academic rigor and diversity, French American and International offers programs of study in French and English to prepare its graduates for a world in which the ability to think critically and to communicate across cultures is of paramount importance.

Values

Our international community brings together people from many backgrounds. Together we strive to create a shared culture that develops compassionate, confident, and principled people who will make the world better. We base our community on these values: respect, integrity, inclusion, collaboration, and curiosity.

Commitment to Equity

We commit to advancing equity and social justice in our diverse, urban community. We fulfill this promise through our programs and practices, and we inspire and equip our students to live this commitment locally and internationally.

OVERVIEW

French American International School and International High School in San Francisco is one of the nation's leading bilingual immersion programs and international schools. Founded in 1962, French American and International serves 1,081 students in Pre-Kindergarten through Grade 12, offering a highly engaging bilingual immersion program in French and English through Grade 8, and both the French Baccalauréat and International Baccalaureate (IB) program in English in the high school years. The school's focus for more than 60 years has been on building a multilingual, multinational community of well-educated students. A true international school, it has the faculty, global travel programming, and curriculum to prove it.

The French American and International community brings together people from many backgrounds. Community members strive to create a shared culture that develops compassionate, confident, and principled people who will make the world a better place. The school bases its community on its five core values of respect, integrity, inclusion, collaboration, and curiosity. The school is also deeply committed to diversity, multiculturalism, and community. This commitment is manifested in its inclusive mission, committed DEI leadership, recruitment and support for BIPOC and international teachers and families, and programs that support and engage all students.

At a Glance

Founded: 1962

Total students: 1,081

Students of color: 45%

Countries represented: 46

Total faculty: 128

Faculty with advanced degrees: 75%

Faculty of color: 11%

Student/teacher ratio: 9:2

Admission admit rate: 60%

Admission yield: 49%

Financial aid budget: \$7.3 million

Financial aid as % of total revenue: 18.1%

Students receiving financial aid: 32%



French American and International seeks a dynamic leader as its next Director of Admission and Enrollment starting July 2022. The successful candidate will be a highly strategic, engaged, dedicated and creative educational leader with significant admission experience who is inspired and guided by the school's international mission and bilingual program in grades PK-8. The Director of Admission and Enrollment will oversee all aspects of admission and student recruitment, partnering with the Head of School, leadership team, faculty, staff, and student and parent volunteers in that work. The ideal candidate will be an inspiring spokesperson for the school, an excellent manager of the five-person Admission Office, and a highly collaborative colleague. This is an exceptional, leadership team opportunity to help lead an independent school with deep roots in the community, an unwavering commitment to student success, and a program that is distinctive in San Francisco and the Bay Area.

SCHOOL HISTORY

Founded in 1962, French American and International is San Francisco's oldest and largest bilingual school. It is the first school in the city to offer the International Baccalaureate, and the fourth school in the United States to do so. The school was established by a group of visionaries who believed that a bilingual education in French could imbue students with an international perspective and skill set that would enable them to thrive and lead in the world. Over the course of its history, the school grew exponentially and found a permanent home in the heart of San Francisco. All along, it has remained dedicated to the same guiding principles of academic rigor, diversity, critical thinking, and cross-cultural communication.



THE SCHOOL

Since its founding nearly 60 years ago, the French American and International community has prepared students to navigate the world with confidence, command, empathy, and joy. The school achieves this through rigorous bilingual and international education programs and a vibrant school culture strengthened by multilingual, multinational educators and families. “We wanted to find a community for our children where they were surrounded by all nationalities and cultures and felt embraced,” shared a current parent.

The community includes French American International School (Pre-Kindergarten through Grade 8) and International High School (Grades 9 through 12). In grades PK3 through 8, students experience a unique, bilingual environment and engage in a rigorous curriculum that prepares them well for high school. In Grade 9 at International High School, the community expands to include incoming students from across San Francisco and families from around the globe, who do not need to speak French. “I love the range of diversity,” commented one faculty member. “There’s so much complexity, and the beauty of the school is that families are from 40 different countries and from all over the U.S.... it’s like being an expat in your own city. I just love our community!” The school prepares students to thrive as global citizens, and students attend the most selective universities in the U.S. and across the globe.



Diversity has been part of the school's mission since its founding, and Inclusion is one of French American and International's five core values. The school honors the variety of beliefs and backgrounds reflected in its diverse community of students, faculty, staff, and parents, and is committed to working toward an equitable and inclusive experience for all members of the community. "We know why we're here," reflected one faculty member. "The mission brings us together." The school's [Mission, Values, and Commitment to Equity](#) establish the principles that guide the community. Further, the school's [Diversity, Equity, and Inclusion Action Plan](#) outlines mission-critical work that will help create a school culture where diversity is a catalyst for both personal and collective growth.

French American International School and International High School is accredited by the California Association of Independent Schools, the Council of International Schools, the French Ministry of Education, the International Baccalaureate Organization, and the Western Association of Schools and Colleges.



ACADEMICS

Global education has been at the heart of French American and International's mission since its founding. The school benefits from a multilingual, multinational school community and from bilingual, French, and International Baccalaureate programs. The core of its internationally-minded education is cross-cultural cognition — the ability to think, feel, and act across cultures.

French American International School's unique bilingual immersion environment begins in the *Maternelle* division, serving Pre-K 3, Pre-K4, and Kindergarten students. In classrooms at the *Maternelle* (and in Lower School and Middle School classrooms), teachers utilize the research-based Responsive Classroom approach that provides a safe, challenging, and joyful climate for students throughout their years at French American. Social-emotional learning (SEL) is intertwined into an academic program that is truly differentiated, addressing each student's needs. In the *Maternelle*, classes are conducted in French 80% of the time. Upon entering the Lower School, students are able to understand and communicate in French.

The bilingual immersion program continues in the Lower School, designed to make learning engaging and challenging while meeting the high standards of the U.S. and French educational systems. The Lower School core curriculum includes English and French literacy and language arts, history and geography, science, mathematics, music, theater, art, and physical education. French immersion is 80% in Grades 1 and 2, 50% in Grades 3 through 5. Throughout Lower School, teachers foster each child's linguistic and social emotional development, employing Responsive Classroom practices.



The Middle School further builds upon the French immersion experience and develops students' mastery of the language while establishing their skills in the academic disciplines. The curriculum includes literature (English and French), mathematics, history and geography, science and technology, a third language, visual and performing arts, and physical education. In the Middle School, 60% of instruction takes place in French, 30% is in English, and 10% is in the student's chosen third language (Arabic, Chinese, French, Italian, or Spanish). By Grade 8, all students are fluent in both French and English. Programming in Middle School supports students' social-emotional development as well. All students have the option to pursue a personal passion, discover a new interest, or try something unfamiliar in the low-risk environment of Exploration classes, the goal of which is to cultivate students' curiosity and love of learning in a hands-on environment and encourage self-expression and collaboration. Students' sense of identity and growing intellectual independence are fostered by an Advisory Program that provides supportive relationships and guidance for early adolescents.

In Grades 9 and 10, International High School welcomes both students from the PK-8 bilingual program as well as new students (who do not speak French) from leading Bay Area PK-8 schools. In these grades, students take classes that provide deepen their skills in the disciplines and ensure students explore widely while keeping their minds and options open. Students take all three sciences (biology, chemistry, and physics); study one or more modern language (Arabic, Chinese, French, Italian, or Spanish); study geography and history; take a research and design class; and explore several arts electives (music, theater, film, or visual art). Teachers implement the principles of Culturally Responsive Teaching (CRT), a dynamic pedagogy that recognizes and celebrates the importance of culture and students' cultural references in all aspects of learning.

College Matriculation

International High School graduates attend top colleges and universities in the U.S. and abroad. The colleges and universities graduates from the class of 2021, for example, are attending include the following:

Bates College
Boston University
Bowdoin College
Brown University
Bryn Mawr College
California Polytechnic State University, San Luis Obispo
Cambridge University
Carnegie Mellon University
Cornell University
Fordham University
George Washington University
Haverford College
Loyola Marymount University
McGill University
New York University
Northeastern University
Northwestern University
Purdue University
San Diego State University
Spelman College
Tufts University
Tulane University
University of California Berkeley
University of California Irvine
University of California Los Angeles
University of California San Diego
University of Chicago
University of Denver
University of Edinburgh
University of Glasgow
University of Notre Dame
University of Oregon
University of Pennsylvania
University of Saint Andrews
University of Southern California
University of Washington
Wesleyan University
Yale University



In Grades 11 and 12, students pursue one of two baccalaureate programs. Both the International Baccalaureate Diploma (IB) and French Baccalauréat (Le Bac) are two-year, academically rigorous, mini-degree programs that allow students to customize their learning to their interests and passions. Both the IB and the Bac provide extraordinary levels of academic engagement and college preparation, and both are sought after by the most selective universities in the U.S. and abroad. Colleges know that International High School students come already prepared for the higher-level thinking, sophisticated writing, global mindedness, and independent research that lie ahead.



GLOBAL TRAVEL

The school's signature Global Travel Program is unparalleled. Every year, students have the opportunity to participate in unforgettable trips in this country and abroad. These experiences are transformative learning moments that truly embody the school's mission and values.

The program begins with regional travel in the early years: Kindergartners participate in an overnight, while Lower School students take trips of several days to locations linked to the curriculum. Fifth graders participate in an exchange with a sister school in France, welcoming students into their homes and then traveling to Strasbourg to stay with them for two weeks. In Middle School, 6th graders travel to Washington, D.C., on a social studies trip, while 7th graders take a trip to the location of their third languages — to Arabic-, Italian-, Mandarin- or Spanish-speaking countries.

High School students can participate in trips all over the globe. Each destination has a specific theme and focus — athletic, linguistic, or scientific — but also contains a cultural and service-learning dimension. These travel opportunities provide extraordinary opportunities to enhance students' globally-focused education outside the classroom and enrich their linguistic proficiency.



THE ARTS

From *Maternelle* to Grade 12, the school fosters a love of learning and aesthetics in the arts through a flexible and personalized curriculum that integrates French national and IB standards. “There’s almost always singing in the hallways of French American!” exclaimed a parent. Arts faculty are themselves all artists, performers, filmmakers, costume or set designers, editors, choreographers, and dancers — highly trained and globally-minded creators and performers. The school’s flagship theater company, *Back à Dos*, engages students in production and performance of classic, modern, and avant-garde work, and a number of graduates have gone on to careers in the arts. In addition to the daily curriculum, the school collaborates continually with other schools, organizations, and festivals to offer a variety of engaging masterclasses, workshops, and events to students and the wider community.

The Dennis Gallagher Arts Pavilion, features inspired classrooms for visual arts (including painting, sculpture, photography, videography, and more), theater, and music. The Pavilion also houses recording studios, media labs, and a black box theater.



ATHLETICS

Athletics are fully integrated into the school's educational philosophy. The program is designed to foster a spirit of commitment, leadership, and sportsmanship while honoring cultural diversity and gender equity.

At the Lower School level, athletics are recreational (non-competitive) with an opportunity to play on more competitive teams in Grades 3-5. The Middle School athletic program provides students in Grades 5-8 with multiple opportunities to participate in competitive athletics. The program helps develop individual skills and increase confidence in physical abilities. French American International School competes in the Bay Area Interscholastic Athletic League as well as the CYO.

At International High School, interscholastic athletics are a central part of school life with the same combined commitment to skill building, leadership, and sportsmanship. Team sports include cross country, softball, volleyball, basketball, soccer, club skiing, baseball, lacrosse, swimming, track and field, and sailing. Go, Jaguars!



STUDENT LIFE

The French American and International experience is about more than what happens in the classroom. It involves extra-curricular activities that are both organized and self-directed. From world travel to sports to theater to volunteering to being a part of Student Government and beyond, opportunities to join a club, team, or leadership group are widely available and open to all students. Parents also have plenty of opportunities to get involved and get to know each other.

French American and International has more than 40 student-designed and run clubs — including a wide range of special interest clubs, a student-run radio station, and numerous activism clubs to raise awareness and take action around pressing issues. Students can take part in the student council, Model UN, the Diversity Council, and the literary magazine.

Additionally, the school has a growing affinity group program that supports the many identities of its diverse community. Lower School offers groups for students of color, while Middle School expands the program to include groups focused on gender identity and sexual orientation as well as racial and ethnic identity. The high school includes Anti-Racism Allies and Advocates, the Asian Student Union, the Black Student Union, the Gender and Sexuality Alliance, the Jewish Student Union, the Indian Student Union, Familia Latinx, and MENASA (Middle Eastern, North African, South Asian) Student Union. The school also offers a Parents of Students of Color (POSOC) group and a faculty and staff of color group.



Community engagement and service are also ingrained in the curriculum in all divisions. The school organizes opportunities for families to volunteer together. The overall goal is to make a difference in San Francisco and around the world through service-learning opportunities that support education initiatives, tackle inequities, and help sustain strong and vibrant neighborhoods. Students fulfill curricular requirements for service.

Service learning is strengthened by the signature Urban Engagement Program. The program includes an internship opportunity for High School students, a Community Salon for the entire community, school-wide Days of Service, and supports curricular service learning activities and sustainability initiatives.

CAMPUS

French American and International has two beautiful campuses. The main campus is in Hayes Valley, one of San Francisco's fastest growing and most dynamic neighborhoods, and serves Grades 1-12. The *Maternelle* campus, just a 20-minute walk away, serves PreK3-Kindergarten.

The Maternelle is a dedicated early childhood campus providing a warm, nurturing welcome for students and families. It offers light-filled classrooms, two age-specific playgrounds, and a gorgeous indoor movement studio. Each of the nine classrooms and the large multipurpose room have direct access to the outdoors.



The heart of the main campus — located just blocks from City Hall, the War Memorial Opera Building, SF Jazz, and Muni and BART stations—is a modern, six-story building offering bright classrooms with dynamic views of the city. The building also includes three libraries, two makerspaces, science labs, art and music classrooms, a rooftop area for High School, the Jaguar Performance Lab, a complete conditioning weight room, and two playgrounds. The roof is topped with 630 solar modules, producing more than one billion watt-hours of power to date. Across the street from the main campus are the school's athletic facilities, which include indoor and outdoor basketball courts. The space also serves as a community meeting space. The Dennis Gallagher Arts Pavilion, a three-story building just a block from the main campus, houses the fine and performing arts center. A 360-degree tour of campus may be viewed [here](#).

In the near future, French American and International anticipates building a new high school campus just across the street from the main campus. This project will expand the campus, provide the High School with its own, purpose-built facility, and positively impact the school for generations of students.



SAN FRANCISCO, CALIFORNIA

San Francisco — the cultural, commercial, and financial center of Northern California — is a hilly city on the tip of a peninsula surrounded by the majestic Pacific Ocean and picturesque San Francisco Bay. Long known for its scenic beauty, its multicultural communities, and a vibrant business culture, San Francisco is a unique and breathtaking metropolis. Culturally rich, the city offers music, art, theater, museum, and literary events year around. In addition, the city is close to nature with spectacular beaches, 3,500 acres of green space as well as easy access to miles of hiking and bicycle trails in some of the most beautiful parts of the West Coast.

San Francisco is home to a little bit of everything: year-round fog, the iconic Golden Gate Bridge, cable cars, Fisherman's Wharf, and Victorian houses. In the Bay sits Alcatraz Island, site of the famous former prison. With a population of around 875,000, San Francisco is a popular tourist destination but also ranks highly on world livability rankings. The city's colorful neighborhoods provide distinct and unique areas to enjoy culture and arts events, food, and shopping. Many localities feature a mix of businesses and venues that serve both residents and visitors and contribute to the city's lively atmosphere. San Francisco also has a very active environmental community and has been at the forefront of many global discussions about our natural environment.

With sweeping views from every hill, an entrepreneurial spirit, year-round free cultural activities, some of the best food, art, and music in the country, it is easy to see why San Francisco scores top rankings for being one of the fittest, healthiest, and happiest cities in America.



OPPORTUNITIES AND CHALLENGES

The Director of Admission and Enrollment will lead a warm, community-oriented, and collaborative admission team of four—two of whom focus on Pre-K and K admission and two of whom focus on high school admission. The Director will also serve as a member of an experienced, strong, and deeply committed Senior Leadership Team. As the face of a mission-driven institution with a commitment to a global community and equity and inclusion, the Director of Admission and Enrollment will have the opportunity to share and celebrate the school’s place in the competitive Bay Area independent school market. This position is an exciting opportunity for a dynamic, creative, strategic, culturally competent, and community-oriented educator with extensive admission and enrollment experience. The current priorities, challenges, and opportunities include:

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- Recruiting students and families who are at different ages and stages in their family lives. Since the primary entry points are PreK/K and Grade 9, the next Director must understand how to connect and engage with prospective students and families in thoughtful developmentally and culturally aware ways. PreK/K families consider French American’s bilingual K-8 program, while Grade 9 students and their families consider International High School’s academic program that includes both French Bac and the IB programs, which is open to non-French speakers. “It’s a complicated but compelling story to tell and sell,” commented a current parent.
- Continuing to raise the school visibility and to develop and cultivate relationships with educators at a broad range of schools, programs, and organizations whose students and families may be well suited for French American and International.
- Developing a plan to increase enrollment. As the school prepares to build a new upper school facility, there is the opportunity for the Director, in partnership with the Head, the Board, and school leadership, to lead and guide this growth.



- Collaborating with, inspiring, supporting, and guiding a hard-working and mission-aligned admission team. The Director has the opportunity to support, encourage, and leverage the team's creativity and energy to continue to reach out broadly and to find ways to welcome new students and their families.
- Partnering with a talented, collaborative, and strategic senior leadership team. With the guidance of Head of School Melinda Bihn, the leadership team has developed a high degree of capability and commitment as well as a strong team culture, expressed in the code that guides their work together: 1. Be better together, 2. Assume good intent, 3. Expect excellence, 4. Say it here, 5. Cultivate delight.
- Partnering and strategizing with the CFO to manage a \$8M financial aid budget to support and encourage a socioeconomically diverse student body.
- Strategically implementing a plan to increase retention. Students and families have many K-8 and 9-12 options in the Bay Area. The Director of Admission and Enrollment partners closely with colleagues to encourage students and families to stay at the school and in the community.
- Succeeding a long-serving, respected, and effective predecessor. Andrew Brown, who has served as Dean of Admission for over a decade, has been connected to French American and International for 30 years as a teacher, Upper School Principal, and parent. Andrew's deep connections to, understanding of, respect for, and care of the community provide a wonderful springboard for the incoming Director of Admission and Enrollment. An external appointee will need to be confident in seeking understanding and in offering new perspectives.

DESIRED QUALITIES AND QUALIFICATIONS

The Director will need to be a skilled communicator, connector, collaborator, motivator, and mentor, able to work across the divisions of a complex PreK-12 program. In addition, the school is most interested in candidates who possess many, if not all of the following:

- Bachelor's degree, with an advanced degree preferred.
- Significant leadership experience in admission and enrollment work with a deep understanding of best practices, innovative and engaging programs, and data analytics.
- An authentic, warm, approachable presence that welcomes conversation and connection while respecting the views of others.
- Demonstrated commitment to diversity, equity, and inclusion work.
- Demonstrated success in managing people, one that is characterized by integrity, collaboration, and flexibility.
- Experience in and enthusiasm for an international community and capacity to thoughtfully and respectfully navigate different cultures.
- Exceptional interpersonal skills and the ability to communicate with inspiration and clarity to prospective families and community organizations, students, parents, faculty, staff, and community members.
- Experience leveraging financial aid resources to meet enrollment goals.
- A strategic mindset to develop and implement tactical marketing ideas.
- A leadership approach that empowers colleagues and accomplishes objectives.
- Experience with educational marketing within a highly competitive environment.
- Love of schools, school communities, and a sense of joy and humor.
- Ability to speak and understand French desired, but not required.
- **Candidates must already be legally authorized to work in the United States.**

TO APPLY

Interested and qualified candidates are invited to contact the consultants in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- A cover letter expressing their interest in this particular position;
- A current résumé;
- Two writing samples authored by the candidate, e.g., parent communication, newsletter, open house speeches, blogs, or articles.

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