

WHEELOCK COLLEGE

Executive Director - Singapore

Wheelock College invites nominations and applications for the position of Executive Director - Singapore. The Executive Director reports directly to the Associate Vice President for International Programs and Partnerships and is the chief administrative officer with academic oversight of the Wheelock College Singapore programs and broad responsibilities for the planning, development, and administration of the full range of the College's academic programs and services in the region. The next Executive Director will work with all constituencies including Wheelock's partner, the Singapore Institute of Technology (SIT), and other key collaborators and stakeholders to strengthen the academic programs in Singapore and in support of the College's mission to improve the lives of children and families.

ABOUT WHEELOCK COLLEGE

In 1888, six students met daily to investigate the "new education," as the kindergarten movement in America was then known. The Wheelock School occupied a single classroom at Chauncy-Hall in Boston's Copley Square. But its mission placed it at the forefront of our nation's efforts to understand and shape early childhood education. The first class studied and trained under the direction of Lucy Wheelock, the pioneer in the United States kindergarten movement who founded the Wheelock School to provide education for teachers of young children.

The school was incorporated as a nonprofit institution when Lucy Wheelock retired, having completed her 50th year at the helm. In 1941, the institution's name was changed to Wheelock College. The academic program was expanded to four years, and the Commonwealth of Massachusetts authorized the College to grant the Bachelor of Science degree. The curriculum was revised to respond to advances in educational theory and scholarship in the liberal arts. Graduate-degree programs at Wheelock date from 1952, when the Commonwealth authorized the College to grant the Master of Science. Wheelock's distinguished academic and professional programs have evolved from these historical efforts to forge a comprehensive, communicative relationship between educated women and men and the children they choose to serve.

Today, Wheelock is an independent, predominantly residential college with undergraduate and graduate programs building effectively on an arts and sciences foundation. A diverse institution, it selectively enrolls approximately 830 undergraduate and 330 graduate students in the United States, committed to teaching excellence and creating a diverse community.

The mission of Wheelock College is to improve the lives of children and families. A private College with a public mission, Wheelock is recognized as a national leader in its professional fields. Wheelock carries out this mission by providing a sound education in the arts and sciences and in the professions, contributing to the knowledge of professionals in the field, generating and sharing new knowledge, and influencing the development of social policy. Wheelock offers professional preparation programs in Elementary and Early Childhood Education, Special Education, Social Work, Juvenile Justice and Youth Advocacy, and Child Life (working with families in hospital and medical settings).

Wheelock's Vision

Wheelock strives to be the premier college educating people to create a safe, caring, and just world for children and families by:

- Educating students who are well prepared academically and as practitioners with real-world experience — ready to be leaders and advocates, confident in their abilities, and sought after in a wide range of careers;
- Advocating for programs, policies, and laws that enhance the quality of life for children and families.

Wheelock's Values

- We are committed to being a dynamic, rigorous, and transformational learning, living, and working community underpinned by theory, practice, research, and advocacy.
- We infuse all we do with a focus on achievement, integrity, mutual respect, multiculturalism and diversity, and social justice with a global perspective.
- We value the power of partnerships and collaborations to effect positive change for children and families.
- We work to ensure that graduates view their Wheelock experience as a valuable investment that serves them well throughout their professional and personal lives.

Center for International Education, Leadership, and Innovation.

The Center for International Education, Leadership, and Innovation at Wheelock College delivers a range of global customized quality educational services: academic degree and non-degree programs, innovative special interest seminars, and professional development programs. The Center is dedicated to improving the quality of life and educating children and families globally. Collaboration with stakeholders includes the Ministries of Education, union organizations, and NGOs. Quality, both academic and administrative, is paramount in all of the programs offered. All programs delivered by the Center carry International accreditation by NEASC (1998, 2004, and 2008).

For over 20 years, Wheelock College and its Center for International Education, Leadership, and Innovation have been delivering internationally-validated degree programs designed to develop competencies in early childhood, elementary, and middle school education in Singapore, Bermuda, and

The Bahamas. Programs have expanded to include deep partnerships allowing for intercultural student and faculty experiences in such locations as Northern Ireland, West Africa, Puerto Rico, Guatemala, and Brazil as well. Programs are designed to **establish and maintain relationships, build capacity, and foster excellence**. The development of Wheelock's official collaborations in Singapore, which began in 1991, is an illustrative model of Wheelock College's international program capacity.

International Programs

Existing programs:

- **Singapore** —Began in 1991 in collaboration with RTRC Asia, now SEED Institute. Over 2,300 students have graduated from diploma and part-time Wheelock College programs in Singapore and more than 600 students are currently enrolled.
- **Singapore** —Full-time undergraduate programs began in 2007 in collaboration with Ngee Ann Polytechnic and SEED Institute. Up to 63 students have been enrolled in a Bachelor of Science in Early Childhood Educational Studies and Leadership in each of five cohorts. The sixth cohort of the full-time program will launch in June 2012, the first cohort to be offered under a new partnership with SIT.
- **The Bahamas** —Began in 2007 with The College of The Bahamas. Nineteen students graduated in 2009 with a Master of Science in Early Childhood and Elementary Teaching
- **Bermuda** — From 1996 through 2006, 192 students graduated from Wheelock College undergraduate and graduate programs in Bermuda.

Programs Under Development

- **Republic of Ghana:** Memorandum of Understanding is pending with Regent University College of Science and Technology, Accra, Ghana to collaborate in a number of specialized areas including a possible Master of Science in Human Development. Also Memorandum of Understanding initiated with the Ministry of Education, Science & Sports to collaborate on early childhood education programs.
- In addition to partnerships in Ghana and newly developing ties in South Africa, collaborative programs are currently being examined in regions that include the Middle East (Qatar and Israel) and the Caribbean (Dominica and Cayman Islands.)

Presidential International Service Learning Trips

Each year since the program began in 2004, Wheelock College students have the opportunity to participate with faculty members in service learning trips abroad, offering in-depth, academically rigorous cross-cultural experiences in keeping with Wheelock's mission and focus on service.

- **Barbados, West Indies:** For the first time in 2012, students will spend spring break in Barbados to examine inclusionary practice in the region and to work with children and teachers in schools and human service agencies.

- **Belfast, Northern Ireland:** Each year since 2005, students spend one week in Belfast to learn about and participate in the healing process still underway in early childhood settings after decades of sectarian violence.
- **Ghana and Benin, West Africa:** For three weeks each summer since 2005, students travel to West Africa to learn about African history and culture and to teach English literacy in schools and orphanages.
- **Guatemala City, Guatemala:** On the first-ever Presidential International Service Learning program, in 2004, students volunteered with Safe Passage, an organization started by a Wheelock alumna that strives to aid Guatemalan children in gaining access to schools and training programs.
- **Oaxaca, Mexico:** Offered twice, in 2009 and 2010, this program brought students to Oaxaca to volunteer with service organizations, improve their Spanish language skills, and be immersed in Mexican culture.
- **Reggio Emilia, Italy:** Students, faculty, and alumni traveled to the community of Reggio Emilia to study the unique early childhood educational environment in 2007.
- **Rio de Janeiro, Brazil:** Offered in 2009, this program allowed students to travel to Brazil to examine the “Schools without Walls” educational model and to learn about the history and culture of the country.
- **San Juan, Puerto Rico:** Now in its third year, this program allows students to learn about Puerto Rico, its history and culture, and the experiences of Puerto Rican families on the island as well as the mainland, while strengthening Spanish language skills.
- **Singapore:** In 2005 and again in 2012 students traveled with a faculty member over winter break to take a course with students enrolled in Singapore and to experience a range of early childhood and hospital environments.

Study Tours and Institutes

- **Study of the U.S. Institute for Student Leaders:** For the first time in July 2011 and January 2012, Wheelock College welcomed 20 students from Latin America and the Caribbean in a four-week, immersive study of U.S. history, culture, and society sponsored by the U.S. Department of State.
- **Taiwan:** Beginning in 2006, Wheelock has hosted biennial Summer Study Tours for early childhood and special education students from three partner universities in Taiwan. The study tour experiences allow participants to take a Wheelock course, visit exemplary inclusive environments, and take advantage of all that Boston has to offer.

Presidential International Visiting Scholars

Since the Visiting Scholars program began during the 2005-2006 academic year with visits from two scholars, Wheelock College has welcomed more than twenty-five scholars from six continents. Visiting Scholars represent a wide variety of specialties and fields and are in residence at Wheelock for a period of 1-3 weeks, interacting with students, faculty, alumni, and the wider Wheelock community.

Singapore

The Republic of Singapore is a small but increasingly important island city-state located in Southeast Asia, at the southern tip of Malaysia. With a diverse population of some 5.3 million people, Singapore has a rich history as a major port and trading nation, and was one of the so-called Straits Settlements established by the British in the 19th century. The country has been independent since 1965. Singapore has emerged in recent years as a powerful economic engine in the region, with very little unemployment and an unexcelled infrastructure; its polytechnics and universities are viewed as among the nation's other significant strengths. A growing cultural and entertainment scene, including lively performing arts attractions as well as two new casinos, attracts tourists and visitors from all over the globe.

The Wheelock College Center for International Education, Leadership, and Innovation has active academic programs in Singapore in multiple locations including 755 current students and 2,544 graduates. The Center began its current engagement in full-time undergraduate programs in Singapore in a three party collaborative with Ngee Ann Polytechnic and RTRC Asia (now SEED Institute) to provide the final two years of a Bachelors of Science degree. The Center has also offered Diploma, Bachelors, and Masters programs in Singapore in collaboration with RTRC Asia beginning in 1991.

Relationships built in the early years of Wheelock College's presence in Singapore have led to a deep understanding of the social, political, and cultural factors that influence the design of early education in diverse settings. The rapid and continuous expansion of the need for high quality child care centers has afforded Wheelock the opportunity to design and deliver innovative programs to meet the changing needs for professional development in the early childhood field in Singapore.

The Bachelor of Science degree program, located on the campus of Ngee Ann Polytechnic, was launched in June of 2007. It was the first Singapore program which linked a so-called Foreign Specialized Institution with a Singapore polytechnic to offer a baccalaureate degree in a "niche" field. The program, supported by Singapore's Ministry of Education, is a full-time degree program offering, with 21 courses taken by students over a two-year period. The second year begins with a five-week Summer Immersion Program on the Boston campus of Wheelock College. Fourteen of the program's courses are co-taught by visiting faculty from Wheelock-Boston and experienced Singaporean instructors.

Wheelock College's new partner in its B.S. program in Early Childhood Education is the Singapore Institute of Technology, an oversight institution funded by the Ministry of Education. SIT approves and supports all foreign institutions which offer baccalaureate degrees on Singapore's five polytechnic campuses. Its aim is to provide guidance and direction to insure that its affiliated institutions offer niche programs of the highest possible excellence and quality. Although supported by SIT, the degrees are offered under the final authority, supervision and accreditation of Wheelock College, as is the case with the other participating colleges and universities.

Wheelock's new affiliation with the Singapore Institute of Technology commences with the enrollment of the members of cohort #6 in June of 2012. The targeted enrollment for each cohort is around 60

students, all of whom must have successfully completed a three-year diploma in Early Childhood Education or a related field at a Singapore polytechnic.

SIT, supported by the Singapore Ministry of Education, was founded in 2009 "to provide an industry-focused university education in partnership with local polytechnics and reputable overseas universities to produce highly desired graduates for growth sectors of the economy." Wheelock, as one of these institutional partners, will work with SIT to recruit and admit students, seek out qualified Singaporean faculty to serve as adjunct instructors in the program, and maintain the academic, logistical, and support services at the highest possible quality levels. A key role for the Executive Director is to work collaboratively with SIT through their academic program director to ensure the successful implementation of this program.

ACADEMIC LEADERSHIP

Wheelock College is for people who have the ability and desire to make a difference in the world. It is a successful institution whose community is excited about its future. To ensure continuing progress, the College's next Executive Director - Singapore must be committed to the mission, passionate about its future, and prepared to address the challenges that face the institution.

Below are the Academic Guiding Principles which were approved by the Wheelock faculty in May of 2006:

Wheelock College cultivates a passion for learning among all members of its community. We are a diverse learning community whose members respect differences among people, their ideas, and their ways of acting in the world.

Principle One

Wheelock College creates and sustains an environment of critical inquiry, creative expression, and growth. Wheelock College students:

- master content in the arts and sciences in sufficient depth and rigor to allow an appreciation of the beauty and integrity of the disciplines;
- develop expertise in the education and human service professions along a continuum from entry level to advanced practice;
- explore new ideas, experiences, and collaborative partnerships, and integrate academic learning and community-based experiences;
- apply multicultural and developmental perspectives to understand individual, family, community, and societal growth.

Principle Two

Wheelock College develops reflective, responsive, and responsible world citizens who are prepared to:

- understand the broad social, cultural, political and economic contexts that influence the lives of all children and families at the local, national, and international levels;
- engage, individually and collectively, in lifelong learning, embrace multiple perspectives, and participate within diverse communities;
- realize their capacity for leadership that creates a more just world for all children and families.

The Position

The skills required for the Executive Director-Singapore will include the ability to manage multiple programs simultaneously, a professional demeanor, and cultural competence to represent Wheelock College with a wide array of partners and constituents locally, as well as a commitment to ensuring that all projects are executed to the highest quality standards. Based in Singapore, this position will have the opportunity to play a leading role in building and expanding Wheelock's visibility, programs and partnerships throughout Asia. The Executive Director - Singapore will be responsible for managing a budget consisting of direct and indirect expenditures of approximately US\$800,000 per year, with growth from new partnerships anticipated in the wider Southeast Asia market.

General Responsibilities

- Working closely with Wheelock's new partner, the Singapore Institute of Technology (SIT), in all aspects of the B.Sc. program, beginning with effecting a smooth Transition Period, 2012-2013;
- Providing educational leadership to drive academic excellence in all of Wheelock's programs in Singapore;
- Ensuring sound financial management, academic oversight, promotion and marketing of Wheelock programs in Singapore;
- Ensuring the implementation of Wheelock policies and procedures to achieve instructional effectiveness in line with international accreditation criteria;
- Collaborating with program partners and Wheelock College visiting faculty members and administrators to direct the existing and future contracted programs offered in Singapore;
- Introducing Wheelock's programs and developing networks to open doors for participants of our programs to support them to gain employment from a number of early childhood education settings, NGO organizations, private groups, and youth-serving organizations;
- Coordinating the Faculty, Academic Review Board, and Advisory Board;
- Providing ongoing, personalized support to students in the key areas of the student experience on-site in Singapore and the Southeast Asia Community;
- Leading the identification and development of new international educational partnerships in Singapore and the larger Southeast Asia community as required; and
- Establishing and maintaining positive relationships while serving as an advocate and representative of Wheelock College within Singapore and the larger Southeast Asia regional community.

Specific Responsibilities

- Attending partner meetings with SIT and other governmental and non-governmental agencies such as the Ministry of Education and the Ministry of Community Development, Youth and Sports;
- Marketing programs to new cohorts in Singapore and the Southeast Asia region;
- Preparing and collecting program documents for archival purposes and NEASC accreditation review;
- Compiling information, updating program documents, preparing various reports, and analyses setting forth progress, adverse trends, and appropriate recommendations or conclusions;
- Engaging in ongoing communication with the Associate Vice President for International Programs and Partnerships, Wheelock College Center for International Education, Leadership, and Innovation on a regular monthly basis;
- Becoming involved in the research that is being conducted and supported by collaborative endeavors involving Wheelock College and other institutions in Singapore and throughout Southeast Asia;
- Communicating through the Center (Boston) to ensure the timely submission and facilitation of grade submission and reporting processes to the Wheelock College Registrar;
- Reviewing materials in the Ngee Ann Polytechnic Library, and eventually the SIT Library, ensuring that the resources available meet the needs of the learners and faculty;
- Collaborating with resources based in Boston, such as the Library, Resources center, information technology, Registrar, etc to ensure access by students based in Singapore and those students from the program in Boston;
- Working closely with and supervising the administrative employees;
- Providing a high degree of support during the semesters of study, which extend from June to October and January to April;
- Setting up and meeting with individual Wheelock College faculty, including Adjuncts, and for conducting the orientation for the faculty who are teaching in Singapore as well as recommending faculty appointments, conducting the appraisals, and advancing faculty evaluations for courses;
- Coordinating with local faculty from Ngee Ann Polytechnic, SEED, and SIT to ensure that all tutorial sessions and co-teaching activities integrate experiential learning and meet the expectations of Wheelock College;
- Reviewing plans, approved by Wheelock (Boston), that support faculty in cases of emergency especially as it relates to insurance, medical issues, local hospital services, and other emergency preparedness;
- Coordinating, in conjunction with partners, the recruitment and retention efforts;
- Setting up and meeting with learners, including conducting the orientation sessions and planning ongoing social and cultural events, as well as preparation of participants traveling to Boston for the Summer Immersion Program;
- Attending selected class sessions to ensure quality assurance;
- Planning for and coordinating graduation exercises; and
- Performing related duties as assigned.

Background, Experience and Qualities of the Executive Director - Singapore

Applicants for the position of Executive Director – Singapore should have an earned doctorate and possess substantial experience in teaching, managerial, and leadership roles in a college or university setting; demonstrated ability to foster multidisciplinary and multi-functional activities and working groups; excellent oral, written, and technology-based communication skills; knowledge and appreciation of instructional technology and how it is changing instruction globally; demonstrated ability to communicate and collaborate effectively with a wide range of stakeholder groups, within Singapore as well as the main campus in Boston, MA; experience in the strategic planning/visioning process; demonstrated experience in public relations/marketing; demonstrated ability to work effectively in the context of diversity through unique skills and talents, and apply understanding of issues such as diversity and multiculturalism to scholarship; and demonstrated financial management skills. Work experience in an international setting and knowledge of Singapore and Southeast Asia are desirable. A two-year commitment is expected for this position.

Applicants should possess some international experience, and must be able to articulate a clear understanding of the role and importance of Early Childhood Education in the lives of young children, families, and the community at large. A willingness and ability to interact with Singaporeans at all levels is an important expectation, as is a ready familiarity with regional accreditation standards and practices. Personal qualities of the applicants should include intellectual curiosity, scholarly and creative interests and achievements, and openness to new experiences and adventures in a country that has accomplished much in its 45 years of independence. An open and collegial style, outstanding management, communication, and interpersonal skills, a creative approach to problem solving, and the ability to successfully promote the Wheelock mission passionately and effectively to in-country partners, faculty, staff, and students, as well as to alumni and outside agencies are qualities of paramount importance.

Requirements: This is a full-time position requiring the incumbent to reside in Singapore. It will require interaction with the Singaporean government agencies, and may also require coordination with other post-secondary institutions in and outside of Singapore.

Preferred Qualifications and Experience

- **Leadership:** This position requires a professional with demonstrated record of leadership experience; able to represent Wheelock in an international context with consummate and consistent professionalism. Serving a current leadership role in international education at the regional or national levels is advantageous.
- **Unit/Program Management and Supervisor Experience:** The successful candidate will have proven success as an international program planner/manager. Experience with international recruitment would be advantageous. Having worked in the higher education context is a plus. A minimum of five years of progressively successful leadership experience in planning, budgeting,

and developing programs and in a supervisor capacity with successful performance outcomes at both the individual staff level and the unit level is required.

- **Financial Management & Technical Skills:** The ability to plan and operate within viable budgets for programs and projects is important, as is proven success in research, development, implementation, and evaluation of program activities, policies, and procedures. Must be analytical and technology savvy; comfortable in learning and using electronic media and tools and able to work with Information Technology to evaluate, support and assist with integration of new technologies as needed.
- **Written and Oral Communications Skills:** Excellent English written and oral communication skills.
- **Marketing, Recruitment, and Public Relations:** Experienced in program and service marketing, planning, and managing international recruitment efforts, identifying and participating in international education fairs, and is knowledgeable of international publications and web marketing options. The director must also demonstrate competencies in public relations, political protocol, organizational development, and analytic problem solving.
- **Student Support:** The ability to provide leadership and support for international recruiting efforts for Wheelock's programs in Singapore and beyond, and play an active role in providing support for students.
- **Professional Integrity and Standards:** The director must have a strong track record of professional integrity, honesty, and transparency; able to work in a context that includes great diversity in the staff and be open and respectful in his/her professional practice; highly collaborative and communicative working style.
- **Teaching:** This position also includes a faculty appointment with the opportunity to teach and to support the various program offerings in Singapore.

Additional Details:

This position requires a major time commitment to live in Singapore for approximately 11 months annually to perform administrative and program responsibilities. It is a full-time exempt administrative position with the opportunity to teach during the academic year, but is not mandatory. The benefits of the position include medical, dental, TIAA CREF and Emeriti Retirement plans, and housing, travel and more.

Information for Candidates:

Review of candidates will begin in February, and the search will continue until the position is filled. Application materials should include a letter describing the candidate's interest in and qualifications for the position, a curriculum vita, and the names, addresses, e-mail addresses, and telephone numbers of at least five references that may include trustees, senior administrators, faculty, staff, students, and community leaders. *Nominators and applicants are strongly encouraged to submit materials by email and Word attachment.*

All nominations and applications shall be confidential. Requests for information and all written nominations and applications should be directed to:

**Steve Leo, Vice President
Vicki Henderson, Senior Associate
Storbeck/Pimentel & Associates, LLC**

610-572-4296

e-mail: wcsingapore@storbeckpimentel.com

The search committee is being assisted by Steve Leo and Vicki Henderson with Storbeck/Pimentel & Associates. Questions may be directed to them by email or telephone: +1 610-572-4296.

Wheelock College is an Equal Opportunity Affirmative Action Educator/Employer