



CATS
GLOBAL SCHOOLS

Going Further Than Others in Education

Brief for the position of **Director of Education**



博实乐
Bright Scholar



Contemporary dance at
Cambridge School of Visual & Performig Arts

Contents

Welcome	3
The Group Today	4
A Global Footprint	5
Our Ambition	5
A Values-led Approach	5
Financial Overview	6
The Role	7
Person Specification	8
How to Apply	9



WELCOME

Chris Stacey
Chief Executive Officer
CATS Global Schools

Thank you for your interest in CATS Global Schools, the overseas division of Bright Scholar Education Holdings Limited, the largest operator of international and bilingual schools in China.

Bright Scholar is a leading education group committed to providing world-class education on a global scale with over 100 schools and 54,000 students. In China, the Group has an expansive and diverse portfolio of business operations covering regular kindergarten and school education, extracurricular training services, overseas study tours, domestic camps and education technology. With a proven track record of success, in FY20, 94% of students were admitted to a top 50 QS Global Institution including Cambridge, Oxford, Cornell, Berkley & NYU.

Bright Scholar's overseas expansion started in 2018 and the overseas division, CATS Global Schools, with its Head Office based in Cambridge UK, brings together recent acquisitions. It currently comprises 16 schools in the UK, North America and China with 18,000 students from 100 countries.

Our vision is to inspire the next generation of world shapers and is supported by our mission to create a global community of schools that go further than others in the pursuit of future-thinking academic excellence. We are preparing students for the workplace in 2030, combining the heritage of the past with the mindset of the future.

The role of Director of Education provides a unique opportunity for an ambitious and talented individual to join a recently formed and dynamic team who will shape the future of CATS Global Schools. You will join us on a journey which will determine the trajectory of our organisation.

As Director of Education you will shape the educational experience that our school leaders, teaching staff and students receive. Education is at the very core of our business. The ability to develop policy, drive educational outcomes, enhance the quality of teaching and learning together with professional development will be in your hands.

I look forward to learning more about how you will make a significant, positive difference as part of our global team.

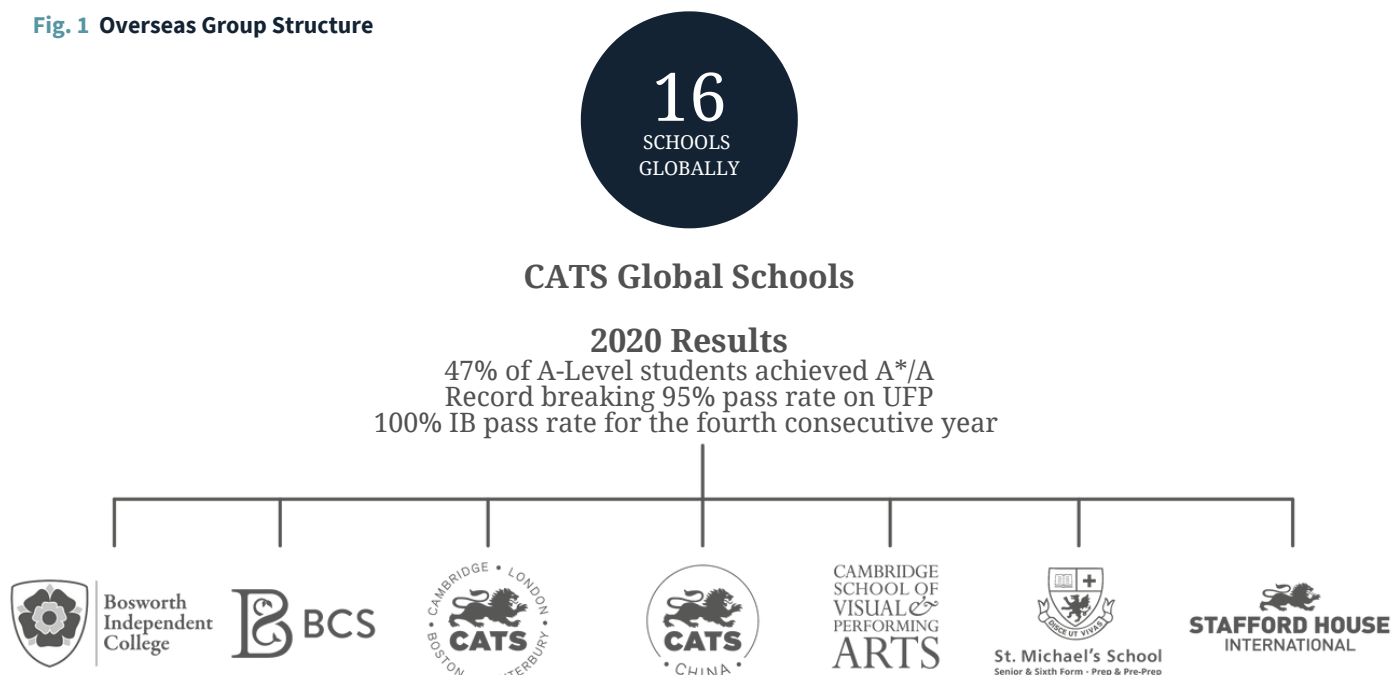
A handwritten signature in white ink, appearing to read 'Chris Stacey', written in a cursive style.



博实乐
Bright Scholar

THE GROUP TODAY

Fig. 1 Overseas Group Structure



Bosworth Independent College

Purchased by Bright Scholar in June 2019 along with St Michael's School, Bosworth Independent College was established in 1977 as a small tutorial college in Northampton. Today, Bosworth is a leading independent boarding college preparing international students for university success.

- 95% grades A*-C at A-Level
- 96% grades Distinction to Merit at BTEC Business

Bournemouth Collegiate School

Purchased by Bright Scholar in October 2018, Bournemouth Collegiate School is the oldest school in the group, founded in 1899. The school operates on split sites – prep and senior – as a result of a merger between two independent schools, Wentworth College (Bournemouth) and Uplands School (Poole) in 2009.

- 72% grades A*-C at A-Level with
- 19% grades A*-A

CATS Colleges

There are four CATS Colleges based in leading university cities in the UK and US. Founded in 1952, they prepare international students for university in the UK or US. They were acquired by Bright Scholar in July 2019 along with Cambridge School of Visual & Performing Arts and Stafford House English Schools.

- CATS Cambridge - 94% grades A*-C at A-Level
- CATS Canterbury - 88.9% grades A*-C at A-Level. 100% IB pass rate
- CATS London - 74.4% grades A*-C at A-Level

CATS China

We have two feeder schools based in Shanghai, they offer a 2+1 programme to Chinese and foreign national students at Grades 10 and 11. Students can choose from a two-year arts-based or academic curriculum at one of the schools in Shanghai before transferring into CATS College in the UK or US, CSVPA or Bosworth Independent College for their final year of high school.

Cambridge School of Visual & Performing Arts

A leading Arts school offering diploma, foundation, undergraduate and postgraduate courses across art & design, fashion, music and performing arts.

- 92.31% in the National Student Survey

Stafford House

There are six year-round English language schools – four in the UK and two in Canada – offering courses for general, academic and professional purposes. Under the Stafford House brand, we also operate a wide variety of summer programmes for juniors including Michael Owen's Red Stars Football School.

- 98% of students improving their English after completion of course.

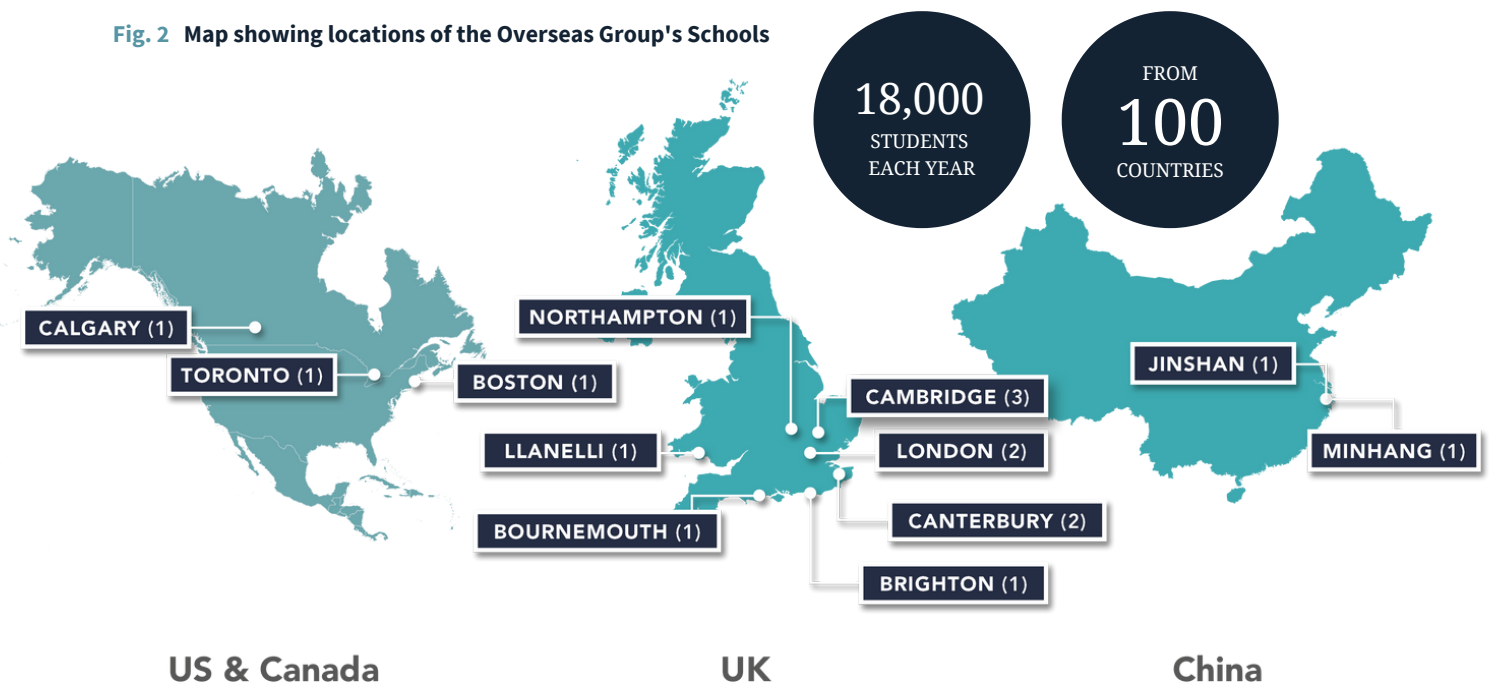
St Michael's School

St Michael's School in Llanelli, Wales, was first established in 1923 and now caters for pupils aged 3-18. It has a strong reputation for academic success and was recently awarded the coveted accolade of Independent School of the Decade in the Sunday Times.

- 99.4% grades A*-C at A-Level
- Sunday Times Welsh Independent School of the decade 2021

A GLOBAL FOOTPRINT

Fig. 2 Map showing locations of the Overseas Group's Schools



The Ambition

The ambition is to grow the group significantly in the next five years. Key markets are likely to include the US, Singapore, Australia, and New Zealand and will involve both M&A and expansion of the existing businesses. A key challenge is to upgrade the group's platform to support current and future growth and to develop a playbook for the integration of new businesses.

A Values-led Approach

As a global community of staff and students, we share values that underpin how we work together and how we reach decisions. Only together will our pioneering, persevering people, make our vision a reality.

Fig. 3 Values Statements



Inspired by our people, history and creativity, we are ambitious in our pursuit of new ideas, deep understanding, technologies and academic excellence.



If it is to be, it's up to me. We are not afraid to challenge the status quo and keep going in our pursuit to be better, even when it's both unusual and difficult to do so.



We choose to treat each other with kindness and respect, with an unwavering belief that everybody matters within our global community and that we are stronger together.

FINANCIAL OVERVIEW

The overseas division is part of the Bright Scholar global business and provided circa. **25% of the \$500m turnover for FY20**. A few highlights are presented below, which reflect the short-term impact of the pandemic.

Full details of the group's financial and strategic performance can be found in the investor relations section of the group website at http://ir.brightscholar.com/IR_Overview.html

Fig. 4 Expanding Revenue Streams

Revenue in RMB

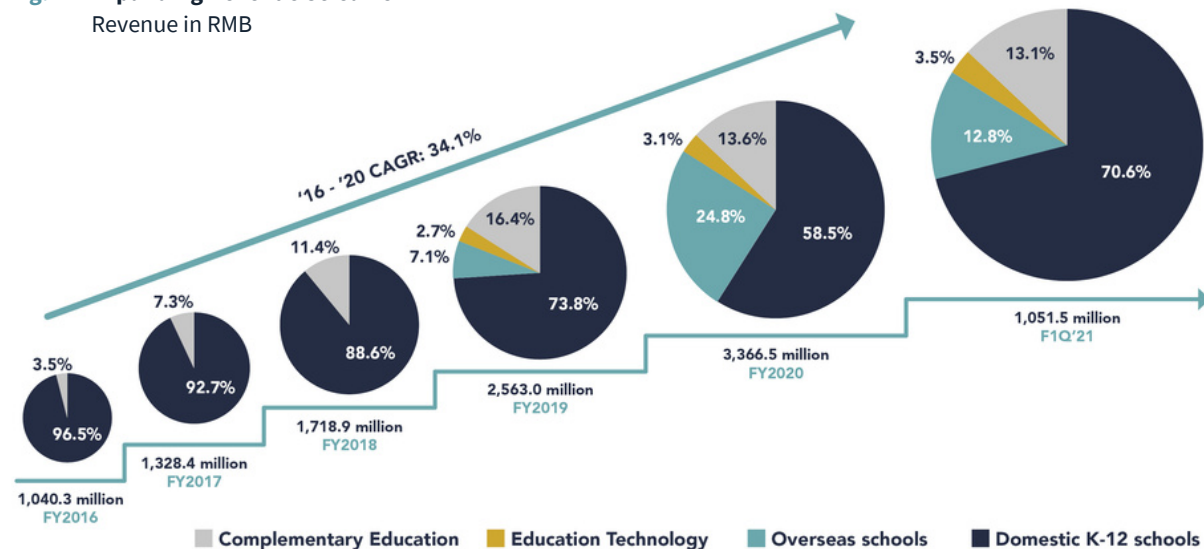


Fig. 5 FY2020 Delivered Solid Revenue & Gross Profit

Amid Challenging Business & Regulatory Environments

(RMB mn)	FY2019	FY2020	YoY Change %	FY2019 Margin %	FY2020 Margin %	Margin Mvt
Revenue						
Domestic K-12 Schools	1,890.4	1,968.3	4.1%			
Overseas Schools	181.8	835.9	359.9%			
Education Technology	70.0	103.3	47.7%			
Complementary Education	420.8	459.0	9.1%			
Total Revenue	2,563.0	3,366.5	31.3%			
Gross Profit						
Domestic K-12 Schools	755.0	771.9	2.2%	39.9%	39.2%	(0.7%)
Overseas Schools	36.3	247.1	584.0%	19.9%	29.6%	9.7%
Education Technology	51.9	64.8	24.9%	74.1%	62.7%	(11.4%)
Complementary Education	133.8	137.9	3.0%	31.8%	30.0%	(1.8%)
Total Gross Profit	977.0	1,221.7	25.0%	38.1%	36.3%	(1.8%)
Operating Income/(Loss)						
Domestic K-12 Schools	460.8	404.1	(12.3%)	24.4%	20.5%	(3.9%)
Overseas Schools	(39.8)	(45.3)	13.9%	(21.9%)	(5.4%)	16.5%
Education Technology	33.2	31.2	(5.9%)	47.4%	30.2%	(17.2%)
Complementary Education	50.5	48.1	(4.7%)	12.0%	10.5%	(1.5%)
Unallocated Corporate Expenses ⁽¹⁾	(204.2)	(130.4)	(36.2%)	-	-	-
Total Operating Income/(Loss)	300.5	307.7	2.4%	11.7%	9.1%	(2.6%)

Note:

1. Unallocated corporate expenses are mainly from headquarters, including staff cost, share-based compensation expense and other office expenses.

THE ROLE

Overview

Teaching and learning is at the heart of what we do. Educational outcomes are driven by great leadership and the quality of pedagogy and learning. As a group of schools and colleges we have a cohort of boarding and day students from 4 to 18 years old and it is imperative that we keep a sharp focus on the education of the young people in our care and continually drive for the very best student outcomes. The remit of an Education Director is demanding and wide ranging, you will, under the direction of the Chief Executive Officer, design, drive and measure the development, implementation and success of our strategic plans for education. Providing our school leaders, schools and colleges with outstanding support and acting as steward to the development and improvement of student outcomes, in order to contribute to the wider vision of Bright Scholar.

REPORTS TO

The role reports directly to the CEO.

Main Responsibilities

GROUP STRATEGIC LEADERSHIP & VISION

- To play a key role in implementing the organisational vision to inspire the next generation of world shapers and become a world leading international school's group
- To work closely with the Chief Executive Officer in the development of the schools and colleges in line with CATS Global School's (CGS) growth strategy and vision
- To work closely on the integration of any new schools joining the group
- To work proactively to identify initiatives from the world of education that could enhance the experience of the students, teachers and leaders in our schools and colleges
- Through the Director of the CATS University Foundation programme continue to develop and further professionalise this key route for students to progress to top tier UK Universities.

EDUCATIONAL LEADERSHIP

- Line manage each school leader and hold them responsible for academic outcomes and continuous improvement
- Work with school leaders and where applicable, the governing body to develop a consistent educational strategy across the group, ensuring CATS Global schools and colleges remain a beacon of excellence in every aspect of educational provision
- Initiate and chair an education advisory board across the group
- To develop, in consultation with the Heads, school specific and group-wide continuous professional development strategies, building CATS Global Schools reputation as a 'destination brand' for the very best teachers, leaders and support staff across the globe
- Build the group's reputation as an employer of choice attracting the very best talent from across the globe
- Take measures to improve academic outcomes by creating an environment that encourages learning and a culture of high achievement
- Support and advise school leaders to ensure all statutory education regulations are adhered to

- To maintain a strong, current knowledge of the latest pedagogical developments globally and lead by example in encouraging colleagues across the group to be outward facing in their approach
- To develop and publicise an educational philosophy and framework for CATS Global Schools. Creating measurable outcomes, driving change and improvement

TEAM DEVELOPMENT & RELATIONSHIP MANAGEMENT

- Recruit, retain and develop a team of outstanding educationalists and leaders to support the growth of the group
- Facilitate and host events which empower the development of leadership and effective practice across the group
- Be a 'critical friend' to the Heads, evaluate performance and support their leadership in the pursuit of excellence
- Build a strong working relationship with the Chief Executive and key stakeholders
- Act as academic representative at board level

EXTERNAL ENGAGEMENT

- Be a compelling ambassador for the group and play a key role in building the organisation's global credibility as a leading education provider, through appropriate forums and thought leadership presence in our markets
- Proactively manage relationships with awarding and accrediting bodies
- Proactively manage counterpart relationships within the parent company
- Act as the key group contact for Universities world wide and extend the number and range of partnership agreements in place. This aspect of the role will also require you to work closely with the Higher Education Advisors in the group's schools

PERSON SPECIFICATION

Overview

The Director of Education will be an exceptional leader with the experience, expertise and ambition to contribute to the growth and success of CATS Global Schools, as a leading international schools' group. We are looking for an individual who is knowledgeable and committed to developing young people, in enabling excellence at all levels and in doing so will make CATS Global School an industry leader with a culture of continuous, innovative and engaging professional learning. They will need to inspire others to drive for excellence and champion the needs of students to enable them to thrive.

PERSONAL ATTRIBUTES

- Strategic Thinker
- Collaborative with excellent communication skills across a range of audiences
- Ability to hold people accountable
- Supportive and encouraging
- Change manager

You will be:

- Charismatic, with the ability to lead, engage and motivate staff
- Efficient and organised
- Proactive, flexible, trustworthy, dependable, and reliable
- Good at prioritizing your time
- Able to work under pressure
- Able to handle student and staff issues with empathy
- A quick learner
- A good listener
- Able to take tough decisions when necessary and appropriate

COMPETENCIES

- A track record of successful senior leadership experience, developed in high performing UK, US or international senior schools
- Strong academic and intellectual credentials to command the respect of colleagues across the schools and colleges
- Proven experience of leading and developing high performing teams with a clear commitment to the continuing professional development of all colleagues

PROFILE

- 10+ years' experience in senior roles
- Experience of group level senior leadership within high performing UK or international senior schools
- Strong academic and intellectual credentials
- Master's Degree or above
- Ability to travel nationally and internationally on a regular basis

SKILLS & KNOWLEDGE

- Strong strategic leadership skills with the capacity to manage complexity, and contribute to the development of a large and growing organisation
- An understanding of the group's vision and ethos and the capacity to translate this into the development of CATS Global Schools as a worldwide leading education provider
- A broad understanding of the rapidly evolving international education sector and the opportunities and challenges this presents for the group
- The ability to inspire others and lead by example, role modelling CATS Global School's vision and educational philosophy in interactions with students, teachers and parents
- High levels of emotional intelligence and the cultural sensitivity and global perspective to relate to people at all levels and from a diversity of backgrounds

HOW TO APPLY

To make an application please submit your full CV with a covering letter, detailing your interest in the role, experience relevant to the job description and suitability. Your application should include full contact details of two references (referees will not be contacted until the final stage and not without prior permission).

Applications should be submitted to:

Katy Lockett, Group Talent Manager
Email: **kluckett@catsglobalschools.com**
Tel: **+44 (0) 7776 965003**

Following a successful application, candidates will be invited to a three-stage interview process:

1. First Stage Interview - Tim Gladston, People Director and Craig Wilson, Executive Principal
2. Second Stage - Assessment Centre
3. Final Stage Interview - Chris Stacey, CEO and Bob Findlay, Education Consultant

Application closing date is 13th September 2021

Data processing statement

We are registered as a data controller with the UK Information Commissioner's Office, and we will procure that the College will, at all-time comply with the applicable data protection legislation including the GDPR (General Data Protection Regulation) and Data Protection Act 2018.

We will process personal data:

- as set out in the Group's Privacy Notice which is available at www.catscolleges.com/privacy-statement, which may be amended from time to time.
- in order to comply with any court order, request from or referral to an appropriate authority, or legal, regulatory, or good practice requirement; and
- to perform our obligations under this contract, and where otherwise reasonably necessary for the College's purposes.
-

If information we hold or circumstances relating to the applicant changes, we must be updated immediately. This includes contact information, medical information, and immigration information