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**iSS** INTERNATIONAL  
SCHOOLS SERVICES

Making a world of difference

**Superintendent**  
**Lahore American School**  
*Lahore, Pakistan*

**Deadline: Wednesday, October 31, 2018**

## Introduction



The Lahore American School (LAS) is an independent co-educational day school, which offers a U.S. based educational program from Preschool through Grade 12 for students of all nationalities. Founded in 1956 to serve American students overseas, LAS has developed into a highly recognized international institution following an American college preparatory curriculum.

Lahore American School is a Middle States Association (MSA) accredited school in Lahore, Pakistan. LAS implements an American program with appropriate content, teaching strategies/resources, certified teachers and student assessment practices. Our school offers a number of AP (Advanced Placement) courses in the high school and our graduates attend some of the finest universities in the world.

The school's emphasis is on providing an American education and its mission is to empower among its students the leadership, character, compassion, and courage to make the world a better place. LAS has a long history of success in placing its graduates into the most competitive American institutions of higher learning and is justifiably proud of the many achievements its alumni have made in countless fields of endeavor.

All programs at LAS are structured in order to meet the LAS Mission, uphold the LAS Beliefs, and create students who embody the LAS Profile of Graduates.

## Mission & Beliefs

### MISSION

**Igniting** Passion for Learning

**Connecting** to the World

**Building** our Community

**Preparing** for the Future

**Realizing** our Potential



### BELIEFS

At LAS, we believe that:

Learning comes first.

Each of us is unique and learns in a variety of ways.

School is a place where each of us is challenged and inspired to do our best.

Each of us has the responsibility to support one another in our learning.

Each of us has the responsibility to make a useful contribution to the world as members of both the local and global communities.

We must learn in ways that will prepare us for success in a rapidly changing world.

## Organization



A seven-member Board of Directors elected for two-year terms by the Lahore American Society governs Lahore American School. The U.S. Ambassador to Pakistan also appoints a Department of State member to the LAS Board of Directors. Membership in the Society is automatically conferred on the parents or official guardians of children enrolled at LAS. LAS is also registered with the Ministry of Education of Pakistan as a non-profit organization.

## Academic Program

The curriculum is standards-based as consistent with contemporary curricula in the United States. The academic environment at LAS is rigorous, demanding, and competitive.

At Lahore American School, we strive to offer our students a challenging and diverse American and international college preparatory education. Facilitated by a caring, professional and specialized staff of teachers and others, we strive to empower our students to become critical, independent thinkers with the skills to participate dynamically and successfully in an ever-changing global society.

At LAS we believe that our school curriculum must include learning experiences that develop the whole child, and that all of our students should be active and responsible participants in their own learning.

To ensure high standards of excellence, we have developed curricula for our elementary, middle school and high school that offer opportunities for our students to embrace learning and succeed academically. Real life applications of subject knowledge are accomplished through an integrated core curriculum, complemented by electives that include art, music, drama and modern languages.



LAS is accredited by MSA and has an ongoing Inclusion program to manage studies with learning differences.

As clear and critical thinkers with a love of learning and the required knowledge and skills, our students are certain to succeed in their future careers as well-rounded, honorable and responsible human beings who contribute positively to society.

## Early Childhood



Beginning in August 2015, our Preschool adopted the Reggio Emilia philosophy of education. Our Reggio Emilia Program provides an integrated approach to learning. The curriculum is based on the interests of the children and is enhanced by music, art, movement, drama, and sculpting. The program is based on the principles of respect, responsibility, and community. There is a strong focus on social collaboration and positive interactions among peers. Children work in groups where each child is an equal participant, having their thoughts and questions valued. Students are encouraged to use language to investigate, play and explore. The environment is known as the “third teacher” treating all spaces in the school in which students may be present as part of the learning environment.

## Elementary School

The instructional program in Pre-Kindergarten through Grade 5 is an integrated American curriculum based on the Common Core State Standards. Our students’ educational experience is strengthened by special offerings in Urdu, Library, Technology, Art, Music, and Physical Education. In the Elementary School, we are committed to developing the whole child through a rigorous academic and social curriculum.



In the regular classroom, students in Kindergarten through Grade 5 are engaged in the following curricular programs:

- *Everyday Mathematics* – Developed by the University of Chicago, Everyday Mathematics helps build lifelong mathematical thinkers. Each grade level of the curriculum is carefully designed to build and expand a student’s mathematical proficiency and understanding. Students have fun with numbers and learn a variety of strategies to use when solving a mathematical problem.
- *Readers & Writers Workshop* – This is a state-of-the-art literacy program developed by Columbia University. Using specific methods, tools, and performance assessments, our students become avid and skilled readers, writers, and inquirers.

- *FOSS Science* – This is a hands-on, inquiry-based science program where students engage in the scientific method through investigations. Our students learn engineering, scientific concepts and critical thinking.
- *Responsive Classroom* – We believe that how children learn is as important as what they learn, and that academic success is tied to building social-emotional competencies.

Students also have opportunities to participate in a range of educational opportunities through field trips, school-wide events, and a variety of after-school activities. We work to ensure that the elementary school is a safe, secure, and educationally enriching environment for children.

Compassion, caring and commitment to the education of our children characterize the elementary faculty. We believe that children learn in many ways and employ a variety of teaching methods and styles. We work to ensure that the elementary school is a safe, secure, and educationally enriching environment for children.

## Middle & High School

The curriculum in the Secondary School is an American college preparatory program with the majority of our graduates attending colleges and universities throughout the world. The caring, specialized professional staff of the Secondary School is committed to developing a rigorous course of study that meets each student's academic goals. Both the Middle School and High School have challenging, integrated core curricula, which are complemented by art, music, drama, business studies, physical education, and a variety of other electives. Student achievements in academic areas, as well as in leadership, citizenship, and service are recognized throughout the school year. The Lahore American School offers Advanced Placement (AP) courses for all students who wish to pursue college level study while they are still in high school.



## Key Features



### LOCATION

Lahore American School is located in the cultural center of Pakistan and reflects the diversity of the community it serves. National and international students bring to the school a number of diverse cultural experiences and backgrounds alongside an educational expectation to achieve ongoing academic excellence.

## FACILITIES

The school evolved from a former private home and in 1956 became a modern campus allowing for the delivery of a superior American based curriculum in contemporary facilities. The four-and-a-half-acre campus has been developed into a dynamic educational facility with state-of-the-art technology and purpose-built classrooms that allow our students to develop academically, socially and physically while retaining a close connection to their cultural roots. A purpose-built performing arts auditorium allows parents to take part in regular assemblies and student performances.



For security reasons, LAS is a closed campus. The Director of Security must clear visitors ahead of time. LAS receives security funding and guidelines from the U.S. State Department and is a model school for security for other local and international schools.

The LAS campus includes the following:

- Purpose-built ICT labs to cater to elementary, middle and high school divisions
- 1:1 laptop program for secondary students (grades 6-12)
- A 20,000-volume modern library with digital periodicals and EBSCOhost database
- Purpose-built science laboratories
- Purpose-built art rooms
- A state-of-the-art auditorium and performing arts complex
- A multipurpose indoor sporting facility
- A covered 5-lane swimming pool
- A grass soccer field
- A covered gymnasium
- An outdoor playground with climbing frames
- A modern cafeteria with indoor and outdoor seating areas
- A health clinic



## FACULTY

The faculty, like the student body, represents a variety of nationalities. It is the goal of LAS to attain and maintain a 60% - 40% ratio of overseas hire teachers to local hire teachers. The school has two major divisions: Elementary (Preschool through Grade 5) and Secondary (Grades 6 through 12). Our faculty members are well qualified and experts in their respective fields. A typical teacher has a master's degree or its equivalent, foreign certification and at least two years of teaching experience. The elementary homeroom teachers also have a Teacher Assistant (TA) in the classrooms. A typical TA has a minimum of a local bachelor's degree, although many have advanced degrees. Our teaching body is something that LAS takes great pride in.



## ACTIVITIES

Co-curricular activities and organizations are integral to the educational experience at Lahore American School. Students at LAS participate in student government, Model United Nations, National Honor Society, NESAs math competitions, drama, music, and service learning, as well as a variety of other clubs and sports. Lahore American School is a member of the South Asia Inter-School Association (SAISA), which sponsors both athletic and fine arts competitions.

Our SAISA sports program offers our students opportunities to compete abroad in a number of sporting events including swimming, soccer, badminton, cricket, and basketball and provides numerous activities designed to promote health and fitness. Varsity sports teams for middle and high school represent LAS at tournaments hosted by SAISA schools in Bangladesh, Oman, India, Nepal, Sri Lanka, Oman and Pakistan.



At LAS we also celebrate the annual Pakistani and American holidays and school-wide activities are often organized around these events, in particular Halloween, Pakistan National Day and Thanksgiving Day. All of these events and activities are viewed as an important and valued component of our school schedule and serve as a valuable way of engaging our students in international cultural experiences.

## TECHNOLOGY IN THE CLASSROOM

LAS is a technology-rich school using best practices to prepare students for the technology filled world around them. Elementary students have computers in the classroom as well as a dedicated computer lab where a specialist teaches Information and Communications Technology (ICT) classes. LAS has a one-to-one laptop policy for all secondary students. Wireless and wired Internet is available everywhere on campus for students and teachers. ICT is integrated into every class through the use of Google Classroom and Google Apps for Education. Teachers use these resources to keep their classes informed and students do much of their work through these online portals. Google Apps for Education creates an easy setting for student collaboration both in class and from home.



Computing is an essential skill and students develop their technical skills while learning course content in every class. ICT instruction in the elementary and middle schools focuses on Digital Citizenship, a central theme around which all skills are taught, and all projects are based. High school students have options ranging from Yearbook Publications to AP Computer Science to develop their technical skills in a direction that best fits the student.

Google Classroom is an important tool for communication at LAS. Students are able to follow what is happening in class, receive feedback, work collaboratively with peers and submit work online. This tool lets instruction continue for students who are away from school or in the event of campus closure.

## ADVANCED PLACEMENT PROGRAM

The Lahore American School offers Advanced Placement (AP) courses for all students who wish to pursue college level study while they are still in high school.

The AP program is a cooperative educational endeavor between high schools, colleges and universities. It gives exposure to college level material and provides students with the opportunity to show what they have learned by taking an AP exam. Based on exam scores, colleges may choose to grant credit, advanced placement or both. Students who enroll in AP courses are encouraged to sit for the AP exams in May.

A student who wishes to enroll in AP courses will be expected to undertake rigorous and sophisticated assignments and to work independently. Most AP courses require multiple page papers and some research. It is important to be realistic about the level and number of AP courses a student can take and still be successful. All AP courses at LAS have strict prerequisites and several require a satisfactory score on an entrance exam.

## AP HONORS RECOGNITION

The AP program offers several AP scholar awards to recognize high school students who have demonstrated college level achievement through AP courses and exams. In addition to receiving an award certificate, this achievement is acknowledged on any AP grade report that is sent to colleges.

LAS is an approved SAT testing center and only LAS students may take SAT tests on the LAS campus.

Standardized Tests at LAS:

- AP (Advance Placement)
- MAP (Measures of Academic Progress)
- DELF
- PSAT/NMSQT
- SAT I, SAT II, ACT
- TOEFL

## Special Services

### ENGLISH AS A SECOND LANGUAGE (ESL)

ESL support is available for students who are new English Language Learners in the elementary and secondary schools for an additional fee. In addition to intensive pullout instruction, the ESL department provides students with English support and testing accommodations in other subject areas.

In general, ESL students do not receive instruction in Urdu or French until they have gained proficiency in English. The ESL program placement and exit procedures, as well as the amount and nature of support provided, vary by student and are determined by a range of assessments administered at LAS.



### COUNSELING SERVICES

Both elementary and secondary divisions have counseling services. The counselor assists students with academic and personal problems and provides guidance. Consultations with the counselor are kept confidential.

### LEARNING SUPPORT (LS)

Lahore American School seeks to accommodate a range of abilities and interests, but students must demonstrate average to above average grades for admission. Our school provides services for children with mild to moderate learning differences and advanced learning through our Learning Support Program.

The Learning Support Program is designed to help students with learning differences achieve success in the regular academic program as well as increase each student's skill level. The Learning Support teacher is available for inclusion in all core areas of instruction. Instruction during pullout classes is 1:1 and in small groups. Students receive the specific academic assistance necessary for success in the regular program. Emphasis is on developing reading, writing, math skills, learning strategies and organizational skills. Pre-teaching, re-teaching, supplemental materials, and developing student awareness of their own individual learning profiles all reinforce concepts.

## COMMUNITY SERVICE

At Lahore American School, we believe in supporting the community in which we live in as many ways as possible. We find ways to connect our students with others in their own community and the wider world as an effective means of fostering a caring and compassionate nature.

A number of service initiatives are organized throughout the school year at every grade level and are led by both teachers and students who work together collectively and collaboratively.

Recent major initiatives have included collecting goods and raising funds for those affected by devastating floods and earthquakes in Pakistan.

Other service initiatives include:

- NHS Support Staff Dinner
- Community Recreation & Leadership class support to a family in Sheikhpura
- Eid Gift Collection from a LAS child to a needy child in Muzaffargarh
- Buffs for Buffs Program for local villages
- Educational activities for less fortunate schools



## Lahore

Lahore is the capital of Punjab, Province of Pakistan and is called 'The Heart of Pakistan'.

### LIFE IN LAHORE

Lahore American School (LAS) is located in the garden city of Lahore, Pakistan. Lahore is the capital of the Punjab Province, the largest province in the country. Lahore is referred to as the cultural and intellectual capital of Pakistan,



and the city is replete with public parks, canals, historic buildings, art galleries and a wide range of interesting neighborhoods and restaurants.

Life in Lahore provides opportunities to utilize modern conveniences of a large city but also provides unique old-world charm experiences. The old city of Lahore is the established historical center which is alive with architecture, culture, food and shopping. An Old City tour will provide tourists and residents opportunities to go back in time and experience examples of architecture from the Mughal Empire and stroll unchanged narrow streets in the treasured ancient city. Although the city of Lahore can be traced back hundreds of years, it is uncertain when it was founded. Many historians believe it to be around 4,000 years old.

Lahore offers a variety of shopping opportunities where both local and imported products can be found. The shopping experience in Lahore is positive and plentiful. There is an abundance of local produce of fruits and vegetables where one can purchase fresh produce daily. Local arts and crafts can be found in many shops and boutiques where artisans showcase handmade items such as carpets, brass and carved wood pieces. Pakistan's fashion capital is Lahore, and there is a multitude of local designers that not only offer off-the-rack purchases but also many tailoring services are widely available. Imported grocery, household and fashion products are always available throughout the city; these are typically located in the numerous shopping malls.

Lahore also provides opportunities to become involved in charities, the arts, drama, movies, educational activities and recreational sport activities throughout the city. Some citywide activities include the Lahore Literary Festival, The Annual Horse and Cattle Show, and the Festival of Lights. Information can be found on various websites such as [www.tripadvisor.com](http://www.tripadvisor.com) and local newspapers of upcoming events and activities.

The Subcontinent climate plays a major role in city activities. Lahore's climate is varied with very hot summers and cold winters. Beginning in April the temperature can rise up to 40 degrees Celsius and may reach temperatures up to 55 degrees Celsius by June. The monsoon season begins in July and heavy rains are experienced throughout the area until September. Winter arrives in Lahore in December when temperatures can drop close to freezing. Lahore residents have definitive winter and summer wardrobes to manage with the extreme temperatures.

## Position Overview



The Superintendent is responsible to the LAS Board of Trustees for the overall leadership of both education and operations of Lahore American School, as the key academic, administrative and business leader of the school. This leadership is expected to be done in partnership with the Board in a spirit of open and transparent communication and trust; it is charged with developing and renewing the strategic plan for LAS's continued development, orchestrating all school functions in implementing the strategic plan throughout the school, and engaging with students, principals,



parents, staff and Board in the critical role of enhancing school academic and co-curricular throughout the learning experience at LAS.

- Provide vision, leadership and direction for the whole school to achieve its shared Mission and objectives.
- Lead the school's team of administrators, teachers and support staff members in the day-to-day management of its academic, management and educational operations, including classroom, arts, athletics, service learning, after-school activities and outdoor experiential programs.
- Orchestrate marketing, outreach and admissions to ensure healthy enrolment of good LAS-fit families while ensuring diversity. This includes advocating the Future of Learning at LAS to all stakeholders in the community, including embassies, chambers of commerce, and parent groups, and ensuring school and staff preparedness for strong messaging and communications.
- Represent school as appropriate in government and external community engagements in support of school's legal status and long-term sustainability.
- Anchor the Senior Leadership Team, building trust and empowering others to achieve set goals. The Director will provide leadership to the school and the community, supporting and inspiring each level of leadership in their own defined area.
- Develop annual operational and financial plans and support the Principals and Staff with implementation. Contingency plans must be in place to minimize risks to the school.
- Promote and drive the development and implementation of the school's ongoing education transformation in close partnership with school Principals.
- Foster a data-driven decision-making culture in the school, improving data availability, quality and use in everyday teaching and operations.
- Ensure a robust Professional Development and Support system is in place that will bring teachers and learning programs to a uniformly high level of delivery.
- Oversee recruitment and retention of world-class faculty and staff.

Recognizing that leading the school to achieve our ambitious goals will take time, we are seeking candidates who desire significant tenure in role, preferably in the range of 5-8 years.

This job description may be amended at any time following discussion between the Director and the Board of Trustees and will be reviewed regularly.

### **Personal Skills and Leadership Characteristics**

- Ensures high standards are in place by implementing correct checks and balances at all levels of the organization.
- Great communicator and active, visible member of the school community.
- Able to orchestrate and drive focused execution. Gets things done in a positive, supportive and professional manner, driving results orientation through entire organization.



- Servant Leader embodying spirit Brings people together to pitch in and accomplish common goals. Works with staff as colleagues to accomplish ambitious educational goals.
- Leads with honesty, integrity and personal accountability, while engendering trust with staff, parents and students.
- Inquirer/experimental learner: Leads with growth mindset.
- Actively curious: Demonstrates willingness to learn from trying new things, observing outcomes, and iterating to improve.
- A champion of all forms of diversity in the school community, with deep understanding of how to nurture and grow meaningful diversity across cultures, multiple language streams, and blended backgrounds.

### Knowledge

- A strong understanding of and experience with the US high School system and MSA standards and guidelines, general curriculum and current theories and practice of pedagogy and assessment.
- Strong understanding of approaches to crisis management and communications, and capability to develop staff and school preparedness.
- A strong understanding and applied knowledge of contemporary leadership and management practices in a complex organizational environment.
- Experience of financial and human resource management.

### Experience

- A minimum of 10-15 years' experience in the field of international education, including a combination of teaching and at least five years in a similar leadership role.
- Experience in a Multicultural or Multiethnic or service organization is preferred.
- Experience engaging in campus development projects, working with architects, builders, and committees for planning and development of school physical infrastructure is desirable.
- Experience with second language acquisition instruction desirable

### Required Qualifications

- Advanced degree in Education and Management preferred.
- Financial and marketing acumen requisite for organizational leadership role.
- Previous experience with the development and application of an endowment to support diversity and financial stability.

### SALARY & BENEFITS

The salary will be competitive and will be commensurate with the qualifications and experience of the successful candidate. Benefits include housing, insurance, utilities, taxes, etc.

## Application Instructions

**Effective date:** June 2019

**Application Deadline:** Wednesday, October 31, 2018

ISS Vice President Administrative Searches & Governance Services, Dr. Beth Pfannl, will serve as the lead consultant for the Lahore American School Superintendent search. She will be assisted by Ms. Ashley Wotowey and other members of the ISS staff.

The tentative deadline for applications is Wednesday, October 31, 2018. However, ISS and the LAS Search Committee reserves the right to conclude the search at any point in the process when a successful candidate is identified.

Please send a formal letter of interest (cover letter) specific to this position no longer than two pages, along with your CV to [bpfannl@iss.edu](mailto:bpfannl@iss.edu) and copy [awotowey@iss.edu](mailto:awotowey@iss.edu). You will be contacted by Ashley Wotowey regarding the next steps to follow for consideration.

**Applicants are asked to submit their letter of interest and CV and complete all necessary application steps as early as possible, as ISS and LAS reserve the right to close the selection process at any time if an ideal candidate is found.**

