

## Leadership Search



The **Anglo-  
American  
School**  
of Moscow

Director  
The Anglo-American School of  
Moscow  
*Moscow, Russia*

Application Deadline: October 29, 2021  
Start Date: July 2023

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## Position Overview

The AAS Director is the educational and operational leader for the school collaborating with the leadership team and the Board of Directors in achieving academic and holistic excellence for students aspired for in the AAS Mission and ensures students are reaching for the AAS vision in alignment with our Core Values. The Director collaborates in the leadership of the core business of the school, education, as well as in all operational departments ensuring alignment for supporting student learning. The general supervision of all staff of the school is the Director's responsibility as shared with the schoolwide leadership team. In addition, the Director is responsible for the implementation of Board policy through day-to-day procedures and has direct responsibility for the management, organization, and supervision of all school activities as well as the development and implementation of the AAS Strategic Priorities in collaboration with schoolwide leadership.

## Required Qualifications

- Previous successful senior leadership experience, preferably in a medium to large international school
- Strong understanding of the financial and operational aspects of a complex medium to large international school
- A graduate degree in education or a related field
- Outstanding leadership qualities demonstrated in a complex environment
- Demonstrated success in recruiting and retaining high-quality and best fit staff
- Successful completion of a criminal background check

## Preferred Qualifications

- Previous Director experience in a similar medium to large international school
- Knowledge of and experience with various learning models, including leading IB and AP programs as well as on-campus and digital learning approaches
- Experience and flexibility in working with governmental organizations, foreign and local, in support of all school operations
- Open to considering a commitment beyond the initial three-year contract
- Leadership credential in education
- Successful experience as an educator

## Desired Personal Characteristics

- Collaborative and relationship-based leadership style, including effective communicator and commitment to distributed leadership
- Passion for educational excellence that embraces AAS Guiding Statements and Strategic Priorities, a clear vision for AAS
- Good listening skills. Confident and open enough to hear what is being said.
- Commitment to both being an educational and operational leader
- Open to taking appropriate risks and making a commitment
- Flexible and adaptable in leadership, problem solving, and decision making
- Strong, consistent leadership – approachable but able to make tough decisions
- Able to create a grounded, shared vision, and a long-term strategic view

- Commitment to forward thinking leadership as well as creativity and innovation, including through digital approaches
- Dynamic instructional leader of learning and quality teaching
- Appreciates and celebrates all types of diversity
- Well-developed organizational, written, and verbal communication skills
- Willingness to delegate authority and the ability to recognize good ideas from others
- Recognizes expertise within community in Moscow and internationally to support AAS
- Embraces partnerships with parents in learning and activities at AAS
- Well-developed interpersonal skills and a sense of humor
- High energy level and priority for high visibility around the school

### Salary & Benefits

Salary for the Director's position is highly competitive and will be commensurate with the candidate's qualifications and experience. Benefits include a retirement contribution, furnished apartment and utilities, local transportation provided for personal and professional needs, international health insurance, annual travel allowance, tuition for school-age dependents, shipping allowance for household goods, and an annual allowance for professional development.

Application instructions found on the final page of this announcement.

## The School

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The Anglo-American School of Moscow, Russia (AAS) was established in 1949 in the pressroom of the British Embassy and chartered by the Founding Embassies, American, British, and Canadian Embassies, for the dependents of the employees of those missions. It began with the mission of supporting the dependents of the employees of these missions and with a vision to grow to enroll students representing many nationalities. AAS has been a diplomatic school since originally organized, operating as an extension of the Founding Embassies for seven decades. This organizational status is changing to a Non-Commercial Organization (NKO) in Russia (see School Status below). Our 71 year history was an evolution to include the 59 nationalities that we serve today with the following guiding statements (Mission, Vision, and Core Values).

## Mission, Vision, & Core Values

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### Mission

AAS empowers each student to

- Respect self and others
- Love learning, and
- Contribute as a globally minded citizen

in order to achieve individual academic and holistic excellence.

### Core Values

The School believes equally in the value of:

- Respect
- Integrity
- Courage
- Curiosity
- Care

### Vision

All AAS students will thrive as innovative and agile learners, using their experiences, abilities, and talents to improve the world.



## AAS Strategic Priorities

The school has developed the following AAS Strategic Priorities:

- Big picture concepts that align our daily learning with our School's mission, vision, and core values.
- Create a foundation for developing approaches that achieve our priorities by maximizing learning for each student.
- Ensure we are accountable to our commitments through the development of Desired Outcomes and Annual Action Steps.
- Incorporate boundaries for allocating resources in alignment with what we value and what we have is important.

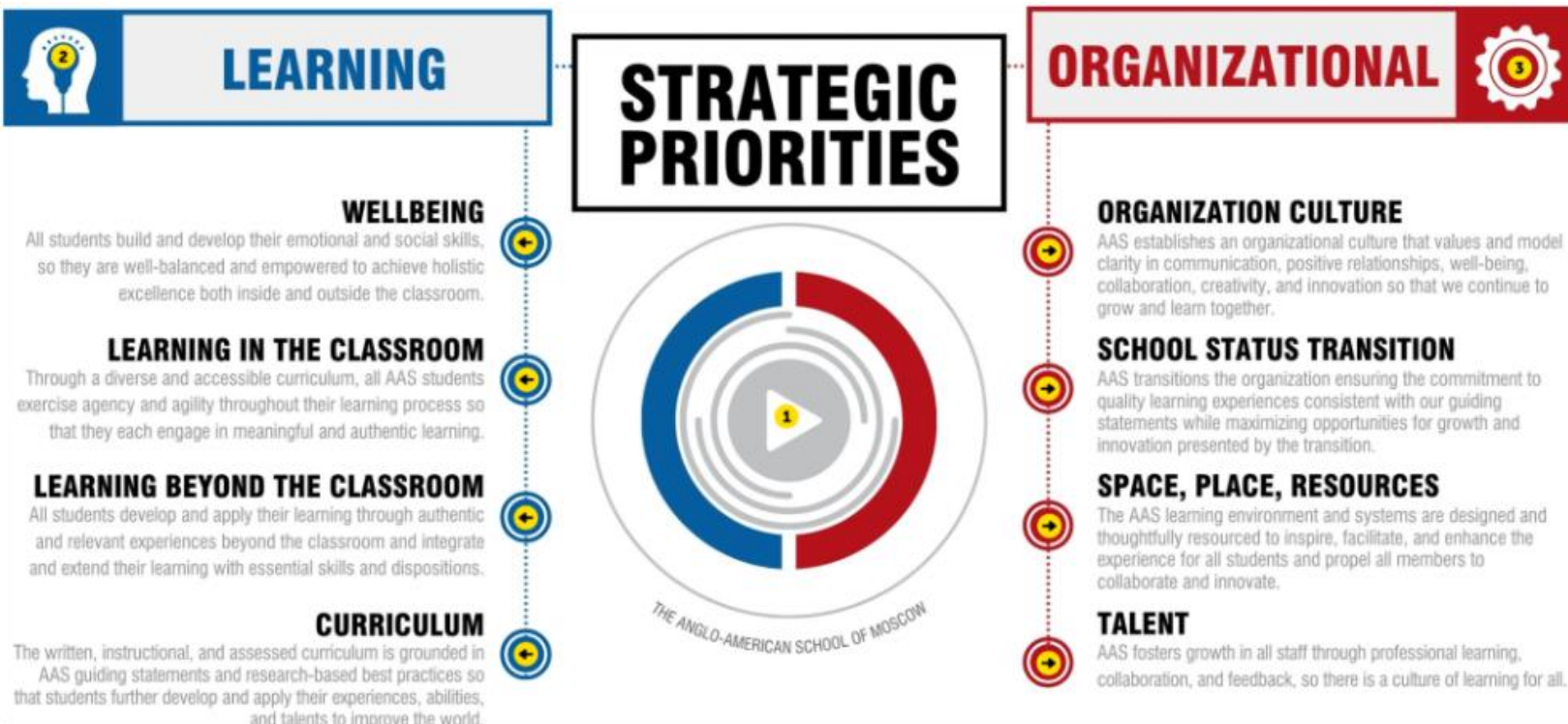
AAS Strategic Priorities have two pillars within which there are eight Strategic Priorities, four within each pillar as shared below.

The LEARNING pillar includes:

1. Well-being
2. Learning in the Classroom
3. Learning Beyond the Classroom
4. Curriculum

The ORGANIZATIONAL includes:

1. Organizational Culture
2. School Status Transition
3. Space, Place, and Resources
4. Talent





These Strategic Priorities are translated into action through:

- A focus on Desired Outcomes, future endpoints describing positive success in each of our priorities over time
- Achievement of our outcomes signified through the successful completion of annual Action Steps

This structure and alignment is deliberate to ensure that we focus on what we value and believe in through our daily actions. They are carefully crafted to accomplish our Mission and Vision lived through our Core Values.

## School

### History

The Anglo-American School of Moscow was formed over 72 years ago as a diplomatic school as a part of the three Founding Embassies, American, British, and Canadian. Over the past twenty years there have been ongoing conversations between the Founding governments and the Russian government about transitioning the legal status of the school.



AAS is now fully engaged in transitioning AAS' school status to more closely resemble other international schools across the globe, a local, not-for-profit, educational organization. This is a significant step that AAS, the school Board and leadership, have been working towards for some time. Founding Embassies and AAS leadership representatives are collaborating with Russian authorities to complete the transition as quickly and seamlessly as possible, while retaining AAS' unique character that has developed over seven decades. Our ultimate goal is to continue student learning at AAS fundamentally the same as it has been for the past seven decades with minimal noticeable impact for students. The first major steps have been taken but there is still much work to be done. The NKO transition is highly complex and unique in that this type of transition has never been done before in Russia and has evolved from political challenges. This process is undefined and can be unpredictable at times as AAS creates a new school and eligible local NKO organization from a 70-year history as a diplomatic entity. The next Director will be instrumental in ensuring that AAS continues to actively engage with all aspects of the school community as well as the governmental authorities in Russia on defining and refining as the transition continues through an evolving implementation for AAS.

Specifically, at this time, AAS has successfully registered the school's new Russian legal entity (Non-Commercial Organization – NKO), received certification for select facilities, and received our limited educational license. This license allows AAS to take major steps towards completing the school's transition by streamlining visa processes outside of diplomatic channels, which has already begun. Importantly, this mechanism will also expand AAS's ability to recruit highly qualified new expat teachers, which we did this summer, from diverse nationalities moving forward along with operating as a registered entity in Russia for all operations.

## Accreditation

AAS is fully accredited by the New England Association of Schools and Colleges (NEASC) and seeking our next accreditation through the ACE protocol. AAS is recognized as an International Baccalaureate Organization (IBO) World School with PYP and IBDP learning frameworks. AAS engages in international membership in the Central and Eastern European School Association (CEESA) with the Director currently serving on the CEESA Executive Committee as well as being a member of AISH, AAIE, CIS, and the European Council of International Schools (ECIS).

## Academics

The AAS learning experiences are grounded in the Learning model noted below and aligned with our Strategic Priorities. AAS is an organization where everyone, adults and students alike, are learning on an ongoing basis. Our students engage with the AAS international curriculum, which ensures a foundational learning in English/Language Arts, mathematics, science and social studies. Russian, French or Spanish, art, music, computer skills and physical education. The Elementary School offers the IBO Primary Years Program articulated through an age and developmentally appropriate Middle School learning experiences that leads to our college-preparatory High School where all students obtain a High School Diploma that can be supplemented with International Baccalaureate certificates or a full IB Diploma.

The Student Support Services team is led by a Schoolwide Learning Director and includes an educational psychologist, a speech and language pathologist, Occupational therapist, and divisional specialist teachers (Learning Support and English as an Additional Language) who provide support to students identified with unique learning needs in the mild to moderate range.

In line with our Mission and our Strategic Priority of Learning Beyond the Classroom, the school has well-established and enriching opportunities that extend beyond academics including after school activities, clubs, athletics, service learning, and Mother Tongue. Also, there are established and evolving partnerships for classroom without walls experiences and service learning opportunities locally, regionally, and internationally.



## Students & Community

The Moscow campus currently provides learning experiences for about 830 students in Grades Pre-K through Grade 12 with an average class size of 16 to 18 students. Our students represent 59 countries coming from 25 Embassies and Consulates, more than 70+ international companies in Moscow, as well as prominent Russian companies. Our student body is quite diverse with our students excelling academically as well as in a wide range of activities, clubs, sports, and service-learning opportunities.



The AAS Community is also inclusive and diverse as well as supportive through ongoing partnerships with parents and evolving relationships in service learning and learning through community expertise. The Parent Teacher Organization (PTO) is a volunteer parent-led group of individuals who are active and engaged in support of learning at AAS as well as in creating ongoing and enriching opportunities for community building and welcoming new families into our community.

## Leadership & Faculty

The school has 295 staff members coming from 26 different nationalities, a group of highly qualified individuals who place a priority on students and value ongoing growth and collaboration. Our staff have shown great resilience and flexibility during this pandemic as they ensured the optimum learning model for our students alongside balancing safety. AAS partners with the international recruiting firms to identify the best fit educators and locally seeks to attract the highest qualified educational and operational support staff as a well-respected employer in Moscow.

AAS is fortunate to have dedicated and committed leadership that includes both divisional and schoolwide leaders as well as teacher leaders who collaborate within their grade level and department teams as well as with division leaders. The Division Leadership teams include grade level and department chair teacher leadership, learning coaches, Elementary and Secondary Learning Coordinators, a Principal at each of the elementary, middle, and high school divisions with Associate Principals at each division.

In addition to division leadership, schoolwide leadership also includes the AAS Director, Deputy Director, Director of Finance and Operations, and schoolwide Directors for Admissions, Community Relations, Compliance, Digital Learning, Human Resources, Student Support Services, and Technology.





## Governance

A nine, voting member Board of Directors currently governs the diplomatic school. This Board consists of five embassy representatives appointed by the ambassadors of the three sponsoring embassies (with three non-voting alternates), the PTO President, three elected members from the AAS community, and one non-voting teacher representative. The AAS Diplomatic School Board meets about six to seven times during each year, including a retreat each school year. The Board also has standing and ad-hoc Board committees including Executive, Finance & Facilities, and Policy & Governance to support the school.

In addition to the AAS Diplomatic School Board, AAS has a Non-Commercial Organization (NKO) Board that is supporting the transition in school status, which is in progress as noted below. The current NKO Board includes five members, three from the U.S. Embassy, one community member, and the AAS Diplomatic School Director. The AAS Diplomatic Board will be transitioning to the NKO Board with a similar structure as AAS moves through the school status transition.

## Campus

The Anglo-American School of Moscow campus opened on the current site in August 2000. It is purpose-built, with facilities specifically designed to accommodate educational and extracurricular opportunities for our students. The Anglo-American School of Moscow (AAS) is a 30,000 square meter, state-of-the-art building in Northwest Moscow nestled between the Moscow Canal and the Pokrovskoye-Glebevo Park off Volokolamskoye Schosse, 20 minutes from the city center. The school stands on 6.5 hectares of land adjacent to the Pokrovsky Hills housing community where many AAS families live. This purpose-built facility is the culmination of effort and commitment to our community and Learning at AAS by the three Founding Embassies (the US, UK, and Canadian), the AAS Leadership team, and the amazing educational and operational staff as well as hundreds of volunteers from our parent and corporate communities whose strong belief in AAS have created these facilities for learning.



The AAS Moscow campus and facilities include a range of learning spaces including:

- 85 dedicated classrooms in the elementary, middle, and high schools
- 3 innovation labs, one in each division
- 8 science labs for middle and high schools
- Visual and Performing Arts Learning: 5 art, 6 music, 2 black boxes, and a 630-seat theater
- Activities and Sports facilities: aquatics center with 2 swimming pools for learners and more advanced swimmers, 2 large gyms, a state-of-the-art fitness center, 3 playing fields (one with

artificial turf), 2 artificial turf developmentally designed spaces to support physical growth at the elementary level, two ice rinks created on hard surface courts as well as the summer sports such as cross country running and winter sports of cross-country skiing and sledding in the nearby forest

- Well-resourced library with flexible and informal learning spaces
- Two dining spaces and a common, connected student lounge space with two food kiosks
- Bring your own device (BYOD) and wireless Internet access throughout the school

## Location

Moscow is the capital and largest city in Russia with a metropolitan population of over 12.5 million. It is the largest European city and one of the world's largest urban areas. The country's political, economic, religious, financial, educational, and transportation center, Moscow is located on the Moscow River in the Central Federal District of Russia. It is the site of the Moscow Kremlin, which serves as the ceremonial residence of the President of Russia.

Moscow has a temperate climate with warm summers and cold winters. Typical high temperatures in the warm months of June, July and August are around 22 °C (72 °F); in the winter, temperatures normally drop to approximately -12 °C (10 °F).

Moscow's world-famous museums and galleries are some of the largest and most significant in the world. Frequent art exhibitions offer both the new and classic and are derived from diverse branches of the visual arts - painting, photography, and sculpture.

With its large number of massive parks, Moscow is a very green city compared to other cities of comparable size in Western Europe and the United States. Biking, walking, roller blading and cross-country skiing are very common park activities. The city also possesses a large number of various sports facilities.

There are two primary commercial airports serving Moscow: Domodedovo (DME) and Sheremetyevo (SVO) International Airports with the host country airline, Aeroflot, flying direct flights to most parts of the world. Local transport includes taxis, Ubers, buses, and the Moscow Metro, a metro system famous for its art, murals, mosaics, and ornate chandeliers, serving more than nine million passengers daily.

Follow The Anglo-American School of Moscow to Learn More

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## Fast Facts

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Year Established:	1949
Accreditation Agency:	NEASC
School type:	Diplomatic transitioning to a Non-Commercial Organization (NKO)
Language of Instruction:	English
Total Enrollment:	822
Elementary School Enrollment:	329
Middle School Enrollment:	182
High School Enrollment:	311
Average Class Size:	16-18
Student Age Range:	4-18
Average % Home Country Nationals:	24%
Student Nationalities:	59
Percentage of Annual Student Turnover:	20-25%
Number of Faculty:	124
Faculty Nationalities:	26
Percentage of Annual Faculty Turnover:	15-20%
Number of Board Trustees:	9
Tuition (2021 - 2022):	Average US\$ 20,000
Annual Operating Budget:	\$32 million Operating and Capital

## Application Instructions

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Effective Date: July 2023

Application Deadline: [October 29, 2021](#)

Dr. Beth Pfannl, ISS Vice President, Global Recruitment, will serve as the lead consultant for The Anglo-American School of Moscow Director search. She will be assisted by members of the ISS Administrative Search Team.

### **Instructions for Former Candidates**

If you have a previous account with ISS-Schrole Advantage or the ISS Admin Search Team and have not yet logged into ISS EDUrecruit here is the [link](#) to get started! You will need to use the email address associated with your ISS-Schrole Advantage account or your ISS Administrative Search account to access your new ISS EDUrecruit account. You will be prompted to update your password and accept the Terms and Conditions.

Once you are logged in, please select the following link to apply to this position:

[The Anglo-American School of Moscow Director](#)

### **Instructions for New Candidates**

If you are a new candidate to ISS, here is the [link](#) to register for an account so you can apply to this search. You are not required to pay for your profile in order to apply for this position. However, if you are interested in the \$75 candidate membership option, you can upgrade to a full membership at any time.

Once you are logged in, please select the following link to apply to this position:

[The Anglo-American School of Moscow Director](#)

### **Instructions for ISS EDUrecruit Candidates**

If you already have an ISS EDUrecruit account, [here](#) is the link to login.

Once you are logged in, please select the following link to apply to this position:

[The Anglo-American School of Moscow Director](#)

Our considerations:

- International Schools Services (ISS) is strongly committed to all aspects of child protection and safeguarding. Applications will be thoroughly and rigorously screened.
- International Schools Services (ISS) reserves the right to withdraw an applicant's candidacy if supervisory referees are not provided.
- International Schools Services (ISS) reserves the right to withdraw an applicant's candidacy at any time should information be forthcoming that may suggest the candidate is not suitable to progress in the process.
- Hiring is contingent upon a successful background check.



Applicants are asked to apply as early as possible, as International Schools Services (ISS) and The Anglo-American School of Moscow reserve the right to close the selection process at any time.

**Be sure to use our new contact details if you require any assistance via this handy [form](#) – and remember, we are here to help you with any questions.**

\* ISS is committed to “Making a World of Difference” in the international education community. We are experiencing a catalytic moment in history and ISS has committed to addressing the systemic prejudices and biases in ourselves, in schools, and in organizations around the world. One of our commitments is to remove photos in recruitment files. You can read more about our commitments [here](#).