



Making a world of difference

## Leadership Search

### Secondary Principal Dar Essalam American School

*Rabat, Morocco*

Application Deadline: January 15, 2023

Employment Start Date: August 1, 2023

ISS is pleased to conduct this full search.

Learn more how ISS works with search committees around the globe to fill leadership positions.

[www.iss.edu/services/administrative-recruitment](http://www.iss.edu/services/administrative-recruitment)

## Introduction to DAS

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Dar Essalam American School (DAS) is an independent, English-medium, Pre-Kindergarten to Grade 10 international school in Rabat, Morocco, with the goal of providing a high-quality education to a diverse student body. The School has partnered with Lumo Education, a premier educational group from Finland, and International Schools Services (ISS) to develop an innovative curriculum that draws from the best of Finnish and American pedagogy to deliver a student-centered, enriching, and challenging program that prepares students for lifelong success.

The parent company is EDC, the leading private education provider in Morocco, which strives to achieve economic and social development in Morocco through impact-driven and job-creating investments. It draws on substantial resources which they have used to design and build a world-class campus with state-of-the-art athletic, visual, and performing arts facilities, innovative technology, design thinking, maker spaces, and many green areas. The school opened in September 2022.

## Vision & Mission

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### Vision

The vision of Dar Essalam American School is to prepare and motivate our students by instilling in them critical thinking skills, respectful collaboration, and a desire to pursue our core values of creativity and caring for the people and the world around them. The school has highly qualified and talented teachers who are supported by:

- An exceptional professional learning program,
- Core aspirations of academic excellence and outstanding citizenry,
- A comprehensive counseling and student support program,
- Highly individualized instruction,
- A strong emphasis on internationalism with a simultaneous focus on local languages and culture, and
- A supportive boarding program beginning in 2023-24.

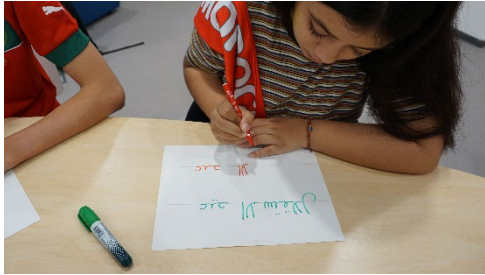
### Mission

Dar Essalam American School's mission is to be an inclusive learning community founded on the pillars of Finnish pedagogy, American curriculum, and Moroccan values and culture, bridging the future of young minds to global thinking and innovation.

## School Details

### Overview

The educational design of Dar Essalam American School includes several features designed to attract families to the school. DAS occupies a niche in the market for families seeking high-quality, English-medium private school education with smaller class sizes while also providing a new paradigm in education. DAS was founded on the above-mentioned key elements that define its identity. It is this identity that sets the school apart from other schools.



The DAS Academic Program is rigorous and provides for extensive student voice and choice. Science, Technology, Engineering, Art, and Mathematics (STEAM) and the fine arts (music, drama, dance, and visual arts) are important parts of the curriculum. Language instruction in world languages (e.g. French and Arabic) is offered as part of the academic program which fosters high student interest and engagement.

The DAS co-curricular programs allow students and other members of the school's community the opportunity to explore their passions and enrich themselves outside of the regular school schedule.

As the school's enrollment grows, Dar Essalam American School will offer athletics, team sports (soccer, basketball, and volleyball), and individual sports (swimming, track, and field). The school has the physical venues to support athletic programs around competition and to host sports and cultural exchanges with other schools within Morocco and abroad. Vocational arts are offered, leveraging the STEAM facilities, such as the maker space.



DAS will eventually serve as a test and preparation center for SAT, TOEFL, and other tests for secondary students enrolled in the school as well as other non-enrolled students in the area.

### School Culture

The parent company has articulated a powerful vision for the school. Lumo-ISS has interpreted this vision that can be characterized by these major components:

1. **Finnish American Program** – DAS employs the exceptionally effective Finnish pedagogical approach alongside a quality standards-based American curriculum to ultimately serve students from Pre-Kinder 3 to Grade 10 and the International Baccalaureate Diploma Program in Grades 11 and 12.

2. **Academic Excellence and Citizenship Formation** – DAS recognizes that a high-quality educational experience involves not only striving for academic excellence but authentic character education as well. The DAS experience is about educating the hearts and minds of students to ensure they lead successful, happy, and fulfilling lives and contribute positively to making the world a better place.
  
  3. **Students as Individuals** – No two learners are the same and DAS understands that all students must be supported to reach their potential. Apart from the foundational approach of ensuring instruction is differentiated for all learners, a comprehensive counseling and student support program for those who require more intensive interventions is also offered. There are multiple ways of learning, such as through the use of technology, creative problem-solving, and design thinking. All students are taught using an individualized, differentiated approach to achieve each student’s full potential. Each student has their own Personalized Learning Plan (PLP) which is a core element of Finnish pedagogical success. Project-based learning is also an important strategy for accessing the curriculum. The school engages in other kinds of authentic learning where the learning activities connect students to real-world problems and real-world experts. This strong support of students will extend to the boarding program as well to ensure that boarders will have a welcoming and nurturing experience.
- A young girl with dark hair, wearing a bright yellow hoodie, is sitting at a light-colored wooden desk in a classroom. She is holding up a white sheet of paper with a drawing of a plant. The drawing features a green stem with two red flowers and a green leaf. The drawing is framed by a decorative border. The background shows a classroom setting with other desks and a whiteboard.
4. **Internationalism with a Local Emphasis** – DAS has an international culture that is both inclusive and home to multiple cultures while also maintaining a strong core Moroccan identity. The DAS curriculum intentionally cultivates global mindedness and citizenship amongst all its learners following best practices and recommended resources for preparing students to become responsible leaders in today’s interconnected world. The school’s teachers are from different cultures and have experienced different cultures personally. Although the language of instruction is English, a strong emphasis is placed on providing high-quality instruction in both Arabic and French.

## Academic Calendar

The school operates on a typical North American calendar which runs from September to mid-June each academic year.

## Accreditation

The school will be seeking accreditation from the New England Association of Schools and Colleges (NEASC) using its new ACE Protocol that focuses first and foremost on the impacts on learning.



### – Technology

DAS has a ubiquitous, robust, and reliable wireless system that provides “anywhere-anytime” access to the internet. The school provides substantial resources to leverage technology in ways that are transformative to learning.

## Boarding Program

DAS’s boarding program will accommodate secondary Moroccan students from outside of Rabat and students from other countries. This is an attempt to build diversity in the school and expose day students to other cultures in keeping with its international identity.

A critical factor in the planning of the boarding program will be the integration of the Secondary boarding students with the Secondary day students into one cohesive community. The boarding program will follow the elements of a rich, comprehensive design reflecting best boarding practices in staffing, curriculum, policies, facilities, and marketing.

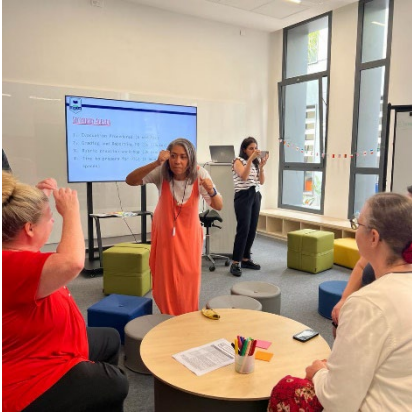
## Students

DAS is designed for families and students who desire a private school education with an innovative international-style American curriculum. Additionally, families seek the kind of amenities at the school that allows their children to choose opportunities such as athletics, fine arts, and clubs.

Furthermore, students are drawn from:

- Rabat area day students within a 10-mile radius of the school location.
- Families of the expatriate and Moroccan professional population seeking a high-quality educational program that allows a greater choice of post-secondary opportunities outside of Morocco for their children.





## Faculty

Teachers are currently from Finland, the United States, Canada, the UK, Colombia, and Morocco. Preference is given to teachers who have experience in other cultures and countries and who have a proven track record of excellence in teaching.

The most outstanding local Moroccan teachers who teach French and Arabic are recruited and trained to high international standards of excellence.

The minimum experience qualification is two (2) years and the optimal experience qualification is at least four (4) years. The minimum education qualification is a Bachelor's degree and the optimal education qualification is a Master's degree. It is

required that all teachers be certified to teach their school division or content area or have a professional learning plan that leads to that goal. The faculty's pedagogical staff is supported by a tailored and ongoing Professional Development program.

## Administration

The school is structured with Elementary School (Pre-K to Grade 5) and Secondary (Grades 6 to 12). The Head of School served as the Secondary School Principal during the founding year. The Elementary School Principal has extensive experience with Finnish educational approaches and international school experience.

## Board of Directors & Governance

Officers from the parent company (EDC) and members from ISS and Lumo comprise the Board of Directors. The Board is constituted to perform traditional oversight responsibilities related to strategic, fiduciary, and generative governance of the school. Further, the Board is responsible for the recruiting and evaluation of the Head of School, budget review and approval, and policy review and approval. Final decisions regarding strategic governance are made by the Board of Directors, based on the recommendations of the Head of School and Lumo-ISS. Day-to-day management and leadership of the Secondary School is the responsibility of the Secondary School Principal.

## Curriculum & Academic Program

The curriculum was collaboratively developed with Lumo-ISS based on Finnish KCAs and objectives for PreK to Grade 5, American standards for Grades 6 to 10, and the IB Diploma Programme for Grades 11 and 12. Lumo-ISS uses the American Common Core Standards as a basis for the school's curriculum which is delivered through the highly successful Finnish pedagogical approach. The curriculum is built from horizontally and vertically aligned standards, the same set of standards to ensure a cohesive learning journey and high academic achievement. The curriculum develops the whole child with learning goals focused on the development of each child's conceptual learning, competency learning, and skills. Following a standards-based curriculum, the learning objectives identify what is the most meaningful and helpful for students to learn at each developmental stage or age. Students explore inquiry-based projects to identify personal goals and interests that are aligned with the expected academic goals. This takes place through explicit and individualized instruction, independent study, collaborative team studies and expeditions, and class field trips that engage the local Moroccan community. The college preparatory program will meet those specifically required by higher education institutions in the United States and other international destinations.

### Finnish American Program

The educational program is a unique blend of American curriculum and Finnish pedagogy. By combining the best pedagogy, protocols and practices together with all stakeholders involved in the child's learning, we ensure the authenticity and student centeredness in education. Individualized learning supports the student's skill development, academic progress and holistic wellbeing.

The following diagram graphically represents the student experience at the Dar Essalam American School:

Knowledge Application - Skill Development - Joy of Learning - Holistic Wellbeing



## What makes a Lumo-ISS managed school?

Lumo Education is an innovative company that is bringing the best of Finnish educational success to the international school market. International Schools Services (ISS) brings over six decades of experience including start-ups and top-quality management to international schools across the globe. ISS is about “Making a World of Difference”.

The Lumo-ISS partnership creates a synergy in education that is the first of its kind in the world culminating in a unique Finnish-American learning experience. We believe in fostering best practices, honoring the unique cultures and communities which we serve, building meaningful human connections, and incorporating approaches that lead to excellence in a world-class education. DAS is the first Lumo-ISS international school.

## Campus

### Facilities

The school opened in September 2022. The campus is a purpose-built, state-of-the-art facility based on a jointly-developed design by FXCollaborative Architects based in New York City and the Moroccan firm, Omar Alaoui Architects.

Recognizing the importance of the impact that spaces can have on learning, the design is very intentional. It incorporates Science-Technology-Engineering-Art-Mathematics (STEAM) labs with a maker space and design thinking spaces; performing arts areas including a black box theater, studios for dance and music; fully equipped gymnasium; visual arts spaces for two- and three-dimensional arts, and graphic arts; outdoors sports and playing fields; a swimming pool; as well as a well-resourced media center. Spacious faculty and student boarding facilities with full amenities have also been incorporated on campus.

### Location

The property located in the upscale Hay Ryad neighborhood of Rabat has several advantages. First, the site is situated in a safe and secure area of the city which has convenient access to various amenities including shopping centers and restaurants. It also expands the catchment area for local students and shortens the bussing routes.





## Fast Facts

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Year Established	2022
Accreditation Agency	NEASC (future)
School type	Private, Day, Boarding, Pre-K to12
Language of Instruction	English
Total Enrollment (estimated by year 10)	750
Kindergarten class size	15
Grades 1-2 class size	18
Grades 3-5 class size	20
Grades 6-8 class size	22
Grades 9-12 class size	25
Student age range	3-18
Student/Teacher Ratio	11:1
Number of Faculty (estimated by year 4)	77
Faculty nationalities	The school will welcome Faculty from any nationality provided they are fluent in English and have some experience with US or international curriculum or Finnish teaching
Tuition (2022-2023)	\$11,000 - \$25,000 USD

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## Secondary School Principal Job Description

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**Position:** Secondary School Principal

**Reporting Position:** Head of School

**Working Relationships:** Leadership Team, Secondary Teachers

### Overview

Dar Essalam American School (DAS) is looking for a proven leader who will be able to foster a school culture that upholds the key elements of the educational program and promotes DAS in the community as a truly innovative international school.

The Secondary School Principal shall be an English speaker whose qualifications include professional assignments as an administrator in other international schools. The Secondary School Principal shall attend and participate in the meetings of the Administrative Advisory Team.

### Description

The Secondary School Principal is responsible for the effective general management of the Secondary School, for ensuring the provision of academic leadership and strategic vision, and for the quality of the student experience. The Secondary School Principal is responsible for contributing to the planning of the annual budget, in collaboration with the other division principals and the Head of School. In addition, the Secondary School Principal is responsible for monitoring the budget and ensuring that resources are allocated per the approved budget. The Secondary School Principal is responsible for ensuring the school is in compliance with all the local laws and regulations and with the requirements of the school accrediting agency. The Secondary Principal will also oversee the successful IBDP authorization of the school.

### Responsibilities

The Secondary Principal is responsible for ensuring that the Secondary School is managed in such a way as to ensure maximum learning and development of students. This includes both strategic and tactical planning, management and motivation of staff, and ultimate responsibility for student well-being. The Secondary School Principal is a member of the Administrative Advisory Team.

*Performance responsibilities include but are not limited to:*

- Working together with the Head of School and with the staff of the Secondary School to develop strategic plans for the Secondary School
- Ensuring that the day-to-day activities of the school are planned and organized effectively, so that maximum learning and development of students takes place;
- Leading the Secondary School in the development and understanding of instructional strategies which will maximize learning and development
- Establishing and implementing systems, policies, and procedures which will ensure that the potential of each student is recognized and realized.

- Coordinating the collection and utilization of student performance data to ensure ever-increasing student performance against international benchmarks.
- Leading the Secondary School Team, in a manner that empowers them to work according to excellent teaching standards.
- Planning to ensure that suitably qualified and competent staff are in place and fully orientated; with personal involvement in recruitment and training whenever appropriate
- Ensuring that the physical environment of the Secondary School is conducive to student learning and development; e.g. by ensuring attractive decoration of classrooms, liaising with the Head of School and with staff to support the development of facilities, liaising with the Operations and Business Department to ensure that maintenance needs are quickly dealt with, etc.
- Liaising with the Director of Sports & Activities and Elementary Principal to develop a program of extra-curricular activities that reinforces the academic curriculum and provides students with additional opportunities for fun, learning, and development.

The Secondary School Principal is responsible to the Head of School for performance. Compliance of teaching staff with DAS teaching standards, achievement of academic and life-skill targets by students, levels of motivation and performance improvements of staff, quality of the physical environment, and feedback from parents and students are the main means of assessing performance.

#### Education and Aptitude:

- Degree in a relevant discipline (Masters or Doctorate preferred)
- IB Diploma Program Training (preferred)

#### Job-related experience and knowledge:

- Successful track record as a Secondary Teacher in international or independent IB schools
- Previous experience as a team leader or manager (Principal or Assistant Principal preferred)
- Extensive knowledge and profound expertise in best practice of instruction and assessment
- Expertise in coaching and mentoring staff; with delivery of professional development preferred

## Application Instructions

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Effective Date: August 1, 2023

Application Deadline: January 15, 2023

ISS Senior Leadership Executive, Michael Lees, will serve as the lead consultant for the Dar Essalam American School Secondary Principal search.

In **one PDF document**, please send a formal letter of interest (cover letter) specific to this position no longer than two pages, along with your CV to [mlees@iss.edu](mailto:mlees@iss.edu). You will be contacted 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 DAS reserves the right to close the selection process at any time if an ideal candidate is found before the deadline.