

## Leadership Search



## Director General The American School of Asunción *Asunción, Paraguay*

Application Deadline: May 28, 2021

Start Date: August 1, 2022

ISS is pleased to conduct this full search.

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

## Introduction

The American School of Asunción (ASA), founded in 1954, is a selective co-educational day school which offers an instructional program from pre-kindergarten through grade 12. The school is a bilingual, multicultural educational institution that incorporates U.S. and Paraguayan culture, language, pedagogy, and values in an educational program for students from the United States, Paraguay and more than twenty other nations. In addition, students have an opportunity to participate in a variety of athletic, artistic, academic, and social clubs, such as National Honor Society, Student Government, Class Governments, Drama, Debate, Global Issues Network (GIN), Operation Smile, Community Service Projects, Student Publications Staff, Varsity Basketball, Varsity Soccer, Varsity Futsal, and Varsity Volleyball.



## Position Overview

ASA is looking for a proven leader who will enhance ASA's preeminent position in the country and to bring innovative educational and managerial strategies in pursuit of heightened international prestige.

The Director General of the School shall be a citizen of the United States whose professional qualifications shall be, as fully as possible, commensurate with those for a similar post in the United States. The Director shall be appointed by the Board of Directors. The Director shall attend and participate in the meetings of the Board as a non-voting member. Subject to the Authority of the Board, the Director shall have general direction of the curriculum, teaching, and administration of the school. The Director General of the school shall meet the requirements to fill the position as prescribed by the appropriate United States accrediting association.

The Director shall have earned a graduate degree from an institution approved by the Association or other regional accrediting agencies.

## Duties & Responsibilities

The Director shall administer the school in conformity with the adopted policies of the Board of Directors, developing all necessary administrative rules and procedures, and shall provide educational and managerial advice to the Board. The Director shall:

### Responsibilities for Personnel Management

1. Notify the Board of staffing needs and hire persons to fill all vacancies.
2. Present for approval any changes in overall manpower within the staffing plan.
3. Determine necessary dismissals and/or faculty and staff reductions.
4. Terminate employment of personnel after review by the Board.

5. Supervise clerical staff and prepare annual efficiency reports.
6. Supervise teaching staff, maintaining high levels of course content and teaching methods in line with approved curriculum objectives.
7. Supervise administrative and maintenance personnel, delegating power and responsibility to subordinates as may be deemed appropriate.
8. Establish hours of attendance for staff, teachers, and students.

### **Responsibilities for the Academic Program**

#### **Curriculum**

1. Maintain provisions for a school-wide curriculum, including review of curriculum cycles for all divisions.
2. Keep teachers informed of curriculum revisions, when impacting grade level and/or course content objectives.
3. Recommend courses of study consistent with the curriculum at all levels.
4. Select and purchase suitable textbooks to support instruction of the established curriculum.

#### **Academic Standards**

1. Establish standards of student accomplishment for passing (and higher) grades, assuring uniformity within classes and consistency between classes for such standards so that they may be applied equitably during scholarship decisions.
2. Maintain student files containing grades, health records, disciplinary remarks, and teacher comments on individual students.
3. Establish and maintain rules of student conduct.
4. Receive support recommendations of teachers concerning student discipline, as appropriate.
5. Set and maintain the standards for teacher conduct and efficiency.

### **Responsibilities to the Board of Directors**

1. Attend all regular Board meetings, and extraordinary meetings as appropriate.
2. Receive proposals for meeting agenda items.
3. Work with the Board President to construct Board meeting agendas.
4. Prepare and deliver agendas and notices of Board meetings in advance of meeting date.
5. Keep the Board informed of the operations, problems, and needs of the school.
6. Develop and implement plans of action as directed by the Board.

### **Responsibilities to Parents**

1. Inform parents of the rules and regulations, fees, and standards of pupil conduct and academic performance.
2. Answer parent questions regarding courses of study, scholastic issues, and other school-related topics.
3. Inform parents of serious health-related matters.
4. Consult with representatives of the parent association, keeping the Board advised of pertinent information.

### Responsibilities to the Public

1. Publicize school activities, plays, athletic events, etc.
2. Correspond with other schools, universities, and government agencies concerning educational methods, materials, and programs.

### Other responsibilities

1. Supervise the preparation of the annual budget, including estimates of receipts, expenditures and financial position.
2. Recommend salary scales and formulate necessary revisions.
3. Jointly sign all checks and vouchers with appropriately designated Board officers.
4. Supervise insurance policies of the school.
5. Prepare and submit all required reports.
6. Prepare and submit grant requests to OAS-State Department (Washington D.C.)
7. Receive, manage, and report grant funds.

### Professional Activities

The Director shall attend and shall represent the school at regional and international conferences and shall participate in such associations and organizations as those serving to benefit the school and its interests in professional growth. The Director shall develop, in conjunction with the Board president, a plan for his personal growth and improvement. The Director shall be an active member in:

- a) The American Association of School Administrators - AASA
- b) The Association for Advancement of International Education- AAIE
- c) The Association of American Schools of South America - AASSA
- d) AdvancED – COGNIA
- e) Other professional organizations that the Board shall approve

### Reports

- The Director shall work in cooperation with the Board of Directors to prepare a five-year Strategic Plan.
- The Director shall prepare all reports required by agencies of the U.S. government and submit such reports for Board approval.
- The Director shall prepare accreditation reports required by the AdvancED - COGNIA

### Academic & Professional Qualifications

The Director General must have:

- U.S. citizenship
- Master's Degree or beyond
- Certification in school administration from an accredited U.S. state/institution
- Previous experience as a school administrator in an international or multi-cultural school

### Skills/Experience/Attributes Sought

(Qualifications cited in no particular order)

- Proven experience and track record in successful teacher recruitment and ability to work effectively with teaching faculty to foster long-term commitment throughout the school

- Well versed and accomplished in effective school administration and management
- Possess strong negotiation and financial management skills and previous budget planning experience
- Strong organizational skills in terms of identifying and pursuing short and long-term tasks
- Capable of selecting and setting objectives and ensuring accountability for goal completion
- Able to communicate effectively with all stakeholder groups and integrate successfully into the Paraguayan cultural environment
- Highly visible point person within the school and greater communities in order to gain the respect of the Paraguayan, U.S., and international communities
- Successful practitioner of team management concepts with demonstrated ability to delegate authority in order to accomplish task requirements, particularly with a multi-cultural staff
- Abreast of advances in the education field through continuing education, e.g., additional coursework, workshops, seminars, in-services, and educational conferences
- Experienced in school-wide curriculum development, planning, and assessment
- Adept at using technology and leading technology-assisted school operations
- Successful experience with strategic development in the planning and implementation of administrative, financial, and curricular initiatives

Several additional key areas of qualifications, skills, and personal traits have also been identified as being desirable to guarantee success in the position. The ideal candidate would possess the following characteristics:

- Motivational skills to serve as an ambassador for overall school spirit
- Proactive management style
- Ability to bring out the best in teachers and students in both academic and co-curricular performance
- Collaborative philosophy in working with the school board, parents, students, staff, and support personnel to build understanding and consensus
- Positive rapport and involvement with students of all ages
- Knowledge and support of socio-emotional learning and support strategies
- Outgoing personality and a desire to embrace a new culture and community while working to foster a positive respect within the community
- Strong work ethic and willingness to devote time and energy to achieve excellence
- Experience managing a dual-program school
- Training and experience in fundraising
- **Proficiency in the Spanish language is a plus.**

### Salary & Benefits

Salary will be competitive and depend upon the qualifications and experience of the successful candidate. Benefits include furnished housing, shipping, school vehicle, annual home leave, international medical insurance, private club membership and free tuition at ASA for dependent children. While the initial contract will be for a period of three years, it is the hope and expectation of the Board of Directors that at the end of that time it will be mutually desirable to extend it.

**Application instructions found on the final page of this announcement.**

## Mission, Vision, and Core Values

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### Vision

ASA students will make the world a better place.

### Core Values

ASA values excellence, integrity, empathy, and respect.

### Mission

The American School of Asuncion strives to be a model international learning community that empowers students to become responsible, proactive world citizens by providing a challenging and holistic education in a safe and caring environment.

## The School

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### History

In 1954, the American Community School was born with the aim of providing US certified instruction to children of officials and diplomatic missions of the American Embassy in Asunción. This was all done so that when the children returned to the US, they could continue their studies at the corresponding level. At first, students were scarce and teaching materials were provided through correspondence courses.

It was around 1959 when members of Paraguayan society, with a future vision for the school, began meeting and discussing with embassy officials about the possibility of expanding the scope of the American Community School to include Paraguayan children. This integration would allow Paraguayan students to immerse themselves in another culture and language, giving them the possibility to study in the US. The US government, in a gesture to strengthen ties with Paraguay, accepted the suggestion thus prompting the creation of what would then be called The American School of Asunción (ASA). In August of the same year, a kindergarten class started with the first group of 17 Paraguayan students. This same group pioneered classes up through 12th grade, while each year new students continued entering the school. In 1963, the official Paraguayan program began, allowing all graduates to receive two diplomas: the American High School Diploma and the *Bachiller* of the Paraguayan program.

In 1959, when obtaining the legal status school, the United States government donated the land where the school is currently located, and the construction of the buildings was carried out with the design of well-known Paraguayan architects. The school campus was inaugurated on July 4, 1963, coinciding with the date of U.S. Independence.



## Campus

The school is located on an attractive, garden-like 14-acre site in a residential suburb. The campus contains 12 classroom buildings connected by covered walkways and an elementary classroom building. In addition to the 46 classrooms, there is a library-media center, two fully equipped computer labs for Elementary, and Secondary school (Middle School and High School) a multipurpose room, and a fully equipped cafeteria that offers hot nutritious lunches and snacks. A new STEAM Building includes Elementary and High School offices, Science labs, Robotics/engineering, and classrooms for the arts. The campus also includes beautifully manicured soccer fields, outdoor courts for volleyball, futsal, and basketball, and playgrounds and a covered basketball court for the Elementary School. A spacious air conditioned Cultural and Sports Center is used for indoor basketball and Cultural presentations. An active Buildings and Grounds Committee works closely with the school administration to make continuous improvements on campus.



## Curriculum

ASA offers a college-preparatory, standards-based curriculum. Instruction and the curriculum emphasize critical thinking, problem solving and bilingualism. All students in grades 1-12 are required to study Spanish or an additional language besides English. Students can graduate with both a U.S. high school diploma and Paraguayan studies diploma. Class size typically ranges from 18-22 students. ASA's standardized testing program consists of admission testing for all incoming students and the Measures of Academic Progress Test (MAP) for grades 3-11. The PSAT is given to all grade 9 and 10 students as a part of the ASA Standardized Testing Program. The school is a test center for the Preliminary SAT (PSAT), SAT I and II, and Advanced Placement exams. The school is accredited in the U.S. by AdvancED. (COGNIA) The school balances excellence in academics, athletics, the arts and activities. Academic excellence is emphasized, though ASA also has a long history of success in sports such as soccer, basketball and volleyball. Students are accepted at the top universities in the U.S. and Paraguay and 100% attend a university or college following graduation. The school offers TAG services grades 3-8, reading support at elementary and academic support program K-12.





## Technology

The technology team consists of four (4) members: Tech Director, Networking & Systems technician and two Help Desk technicians. We have recently updated and upgraded our WiFi system and have a two-ISP redundant network. All classrooms have SmartBoards (or BiBrights) and projectors. We have more than 200 desktop PCs on campus. All classrooms have desktop PCs that run Windows 10.

Our ES Computer Lab has 25 desktop PCs. Our HS Computer Lab has 18 desktop PCs, and our library has 18 desktop PCs. Students in 6th grade and above bring their own devices (OS of their choosing). We plan to expand this to G4 and G5 this school year if possible. In ES we have 4 classroom iPads per class (G3 - G5) and 3 iPads per class (K4-G2).

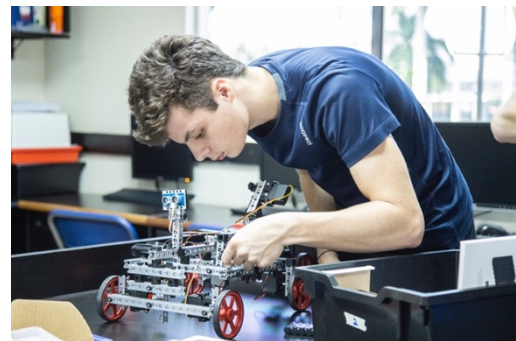
We use RenWeb as our school information system (SIS). For Learning Management Systems, we use Edmodo in ES and Google Classroom for MS/HS. 4th and 5th grade have started testing Google Classroom and will make the official switch next year.

## Activities

ASA provides a wide variety of co-curricular and athletic opportunities to students from Kindergarten through High School. These include a broad range of team sports, Model United Nations, a competitive LEGO Robotics team, Math Olympiads, Classroom Without Walls, Tri-M Music Honor Society, and the National Honor Society.

ASA athletes participate in inter-school sports, including volleyball, soccer, handball, futsal, and basketball and compete in a great number of local tournaments, international athletic meets, and invitationals.

Student leadership is encouraged through an elected Student Council in the elementary, middle, and high school. Special events during the year include Paraguayan Folklore Day, International Day Festival, Halloween, art shows, field days, school outings, visiting speakers, and special holiday celebrations. Student groups are also responsible for the publication of a school magazine and yearbook.



## Students

At the end of the first semester of the 2020-2021 school year, enrollment was 735 students (392 in the elementary school, 161 in the middle school, and 200 in the high school). Of this total, 144 are U.S. citizens, 487 are host-country nationals, and 107 are third-country nationals. Of the U.S. enrollment, 25 are dependents of U.S. government employees and 119 are dependents of other private U.S. citizens.



## Faculty

In the 2020-2021 school year there are 79 faculty members, including 71 full-time and 8 part-time teachers. The multi-national staff includes 34 U.S. citizens, 37 host-country nationals, and 8 third-country nationals.



## Administration

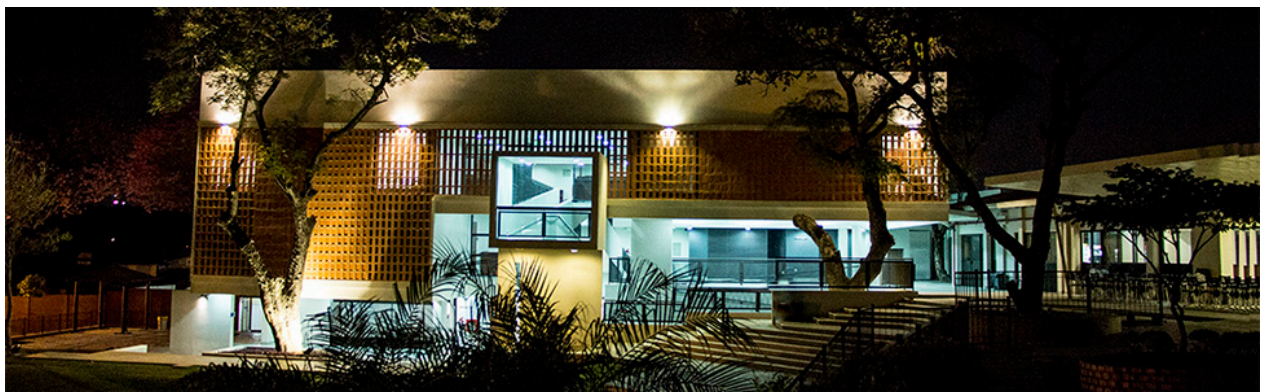
There are separate principals responsible for the Elementary School (K4-Grade 5), Middle School (Grades 6-8), and High School (Grades 9-12) divisions. Staffing includes an Athletic Director, a Paraguayan Program Coordinator, a Librarian, and 5 Counselors (2 for Elementary, 1 for Middle School, and 2 for High School). The school is administered by a U.S. trained, experienced and certified Director General (superintendent). Special Education services are available for children with diagnosed mild learning needs.

## Governance

ASA is governed by a 12-member Board of Directors with nine voting members, two trustees, and one representative appointed by the U.S. Ambassador. Voting members and trustees are elected at an annual parent general assembly and, as per school Statutes, serve terms of two years with the possibility of reelection for an additional two years. ASA is a U.S. State Department Assisted Overseas School (A/OS).

## Professional Development

As per Board policy, 1.5% of the operating budget is dedicated to professional development. Currently the school has a 3 to 5-year Professional Development plan tied to supporting the existing curriculum choices. Professional development is spent hiring trained facilitators to come to campus and deliver training, sending cohorts of teachers to local venues to support their curricular choices, as well as sending staff both within South America and abroad (depending upon Board priority) for training.



## Accreditation/Affiliations

The school has been fully accredited since 1970 by NCA CASI, NWAC and SACS CASI, all accrediting divisions of AdvancED, now known as COGNIA. ASA is also fully accredited by the Paraguayan Ministry of Education and Sciences (MEC). The school is a long-standing member of the Association of American Schools of South America (AASSA), and the Association for the Advancement of International Education (AAIE).

## Academic Calendar

The ASA school year consists of 180 days of classes separated into 2 semesters extending from early August to mid-December and from mid-February to late June.



## Elementary School

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Our Elementary students follow both a U.S. and Paraguayan curriculum. They are provided English instruction in the core academic subjects of Language Arts (Readers and Writers Workshop), Math (Big Ideas Math), Science (FOSS), and Social Studies, as well as Music, Art, Computers, and Physical Education. Students are given Spanish language instruction for 90 minutes a day in Spanish Language, Social Studies, and Guarani. We also offer a full range of clubs and sports to enhance the learning experience.



## Middle School

The ASA Middle School is comprised of 6th, 7th and 8th grades, each with three sections and a class size of sixteen to twenty (16-20) students per section, with approximately 160 students in the entire Middle School. Our students have classes in their own wing of the campus. Our students come from diverse educational, linguistic, and cultural backgrounds. While many have been at ASA throughout their entire educational experience, others have recently arrived from international and American Schools around the world.

The Middle School years are recognized as an important time when students develop their self-image and hone their attitudes towards learning. To assist our young people during this important time, we expose them to a wide variety of subjects and activities. The goal of our Middle School Team is to create learning experiences that will further students' social, physical and emotional development while also providing a program of academic excellence. Our varied academic program includes courses in Language Arts, Mathematics, Science, and Social Studies, Castellano, Estudios Sociales, and Guaraní. For students new to Paraguay, we offer a program that includes Paraguayan Studies and Spanish as an additional language. All students participate in elective courses such as Physical Education, Music, and Art.



Our students participate in "Classroom Without Walls" experiential education trips, designed to help students actively utilize the knowledge and skills that they have acquired in the classroom. Our students also participate in a Service-Learning activities program that includes on and off campus activities, offering students an opportunity to put to use their knowledge and skills towards projects designed to make the world a better place. For those students who wish to become leaders, we offer Student Council and class leadership opportunities. ASA also offers a competitive sports program, with a long history of success in both local and international competitions.

## High School

The ASA High School of over 200 students represents a world-class college preparatory education. Every year several students from other schools in Asunción and from International and American Schools around the world join us at ASA. These students contribute to our already strong and vibrant body of students who have been at ASA throughout their educational experience. The overall program at ASA is built around four key areas: Academics, Arts, Activities, and Athletics. The High School takes pride in delivering on the ASA mission of excellence in both the US and Paraguayan programs in a child-centered and caring environment.

ASA offers a strong academic program with extensive course offerings that include required courses in English, Social Studies, Mathematics, Science, Philosophy, Psychology, Castellano, Estudios Sociales, Guaraní, and Health. Students also select from Advanced Placement courses which include AP Spanish Literature, AP Spanish Language, AP US History, AP Modern World History, AP Calculus AB, AP Environmental Science, AP Biology, AP Psychology, AP English Literature, AP English Language, AP Studio Art, and AP Comparative Government. Elective courses include College Prep Math, Physical Education, Journalism, Technology, French, Portuguese, Art, Vocal, Strings, Guitar, Band, and Drama. High School students also participate in structured Service Learning and Advisory programs that include in and out of school service activities. Each year approximately one half of the graduating class attends college in the United States or Europe, while virtually all of the other students attend college in Paraguay, making for a nearly 100% college placement rate.



There is an extensive Arts and Activities program which includes an annual musical theatre production. In addition, students present two concerts each school year and compete in events such as debate and musical contests with other schools in Asuncion. Service opportunities such as Operation Smile Red Cross and Un Techo Para Mi Pais allow students the chance to grow personally while helping others less fortunate. ASA is also proud to be part of the National Honor Society which recognizes outstanding students who are leaders in high schools around the world.



Finally, ASA is recognized as having one of the finest athletic programs in the city of Asuncion. Each year the senior class at ASA hosts the Intercolegial Tournament, which is an event that includes more than twenty schools from across Asuncion who compete in soccer, basketball, volleyball, futsal, and handball. ASA in turn competes in more than ten major sports tournaments in the city of Asunción, and travels to Brazil to compete in a tournament with other regional American and international schools.



## Fast Facts

Year Established	1954
Accreditation Agency	U.S. Department of State, Office of Overseas Schools assisted school. NCA CASI, NWAC and SACS CASI, all accrediting divisions of COGNIA and the Ministry of Education and Science of Paraguay – MEC
School type	Coeducational, private, not for profit, day school
Language of Instruction	English / Spanish / Guarani
Tuition (2020-2021)	US\$3,797 - \$7,512 plus (One time entrance fee goes from U\$7,250 – 9,500) Yearly Registration Fee: U\$700
Total Enrollment	735
Lower School Enrollment	392
Middle School Enrollment	161
Upper School Enrollment	200
Average % Home Country Nationals	67%
Student Age Range	4 to 18 years
Student Nationalities	32: Paraguayan, US Citizen, Brazilian, Argentinean, Italian, Spaniard, German, Uruguayan, Chilean, Peruvian, Ecuador, Japanese, Dutch, Korean, Taiwan, Colombia, Nicaragua, French, Swiss, Turkish, Venezuela, Austrian, Bolivian, Canadian, British, Cuban, Greek, Panamanian, Guatemalan, Mexican, Australia, Swedish.
Student to Teacher ratio	11.5:1
Percentage of Annual Student Turnover	8%
Number of Faculty	79
Faculty Nationalities	8: U.S. Citizens, Paraguayan, Canadian, Brazilian, Argentinean, Colombian, Peruvian, Zimbabwean
Percentage of Annual Faculty Turnover	12%
Number of Board Trustees	9 voting, plus 2 trustees and 1 US Embassy Rep.
Annual Operating Budget	US\$ 7,000,000

## Application Instructions

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Effective Date: July 1, 2022

Application Deadline: [May 28, 2021](#)

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

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 (please do not send a CV that has your photo\*) to [execsearch@iss.edu](mailto:execsearch@iss.edu). You will be contacted by Ashley Wotowey regarding the next steps.

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 submit their letter of interest and CV and complete all necessary application steps as early as possible, as International Schools Services (ISS) and The American School of Asunción reserve the right to close the selection process at any time.

\* 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: <https://www.iss.edu/what-iss-will-do-now>.