

ISA Vision & Strategic Plan

2012-2017

ISA Strategic Direction for 2012-2017

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1.0 INTRODUCTION

School Background/History

- The American School in Aberdeen founded in 1972, and was run privately until 1979
- Paloak Limited (either oil companies or oilfield service companies) incorporated in 1979 to buy the assets of the School, then based at two campuses in Craigton Road, Cults and Fairgirth, Milltimber
- Land and buildings leased back on a long-term arrangement to The American School in Aberdeen Educational Trust Limited, a charitable company set up to run the School
- The American School in Aberdeen Educational Trust Limited changed name to The International School of Aberdeen Educational Trust Limited in 1996
- The Cults campus was sold in 1996, and the proceeds used to assist a building expansion programme at Fairgirth to accommodate both campuses on one site
- The International Baccalaureate Diploma Programme introduced at ISA in March 1996; the first IB Programme in Scotland
- Seven companies purchased additional shares in 2002 to help fund a new library/classroom facilities build programme
- The new Library/Media Centre opened officially by Their Royal Highnesses, The Earl and Countess of Wessex in September 2003
- In November 2005, a new build programme initiated to include new Fine Arts and Sports facilities
- 1st December 2005: The Scottish Transport Minister announced that one of the routes being considered for the Aberdeen Western Peripheral Route (AWPR) would run through Milltimber Brae and the ISA Fairgirth campus
- 2nd May 2006: Scottish Transport formally announced the AWPR would take the Milltimber Brae route
- 3rd May 2006: The Director and Board of Trustees begin their search for an alternative site
- August 2006: The School Board approved Pitfodels as the alternative site for the ISA Campus
- August 2007: The Dutch School integrated with ISA
- Spring 2008: First broke ground at the Pitfodels site
- August 2010: ISA opens its 2010-2011 school year at the new Pitfodels Campus

2.0 VISION AND MISSION

Exceptional Care for Every Child



Vision

The International School of Aberdeen (ISA) is locally and internationally recognised for providing excellence in education and exceptional care for every child.

Mission

ISA's mission is to deliver excellence in education through a safe and caring learning environment. Our students are challenged to reach their maximum potential through academic success and personal growth, becoming learners for life and socially responsible, active global citizens.

We provide students with a comprehensive university preparatory education utilising best practices in education from around the world. We serve our internationally diverse student body through a partnership of excellent staff, committed parents, and an involved community.

Exceptional Care for Every Child



Respect

We respect ourselves and others' rights, property, opinions and diverse ways of life.

Excellence

We strive to challenge ourselves as individuals and in collaboration with others.

Diversity

We celebrate our diversity and believe that each person is unique, valuable, and worthy of respect.

Community

We care for and embrace the "ISA Family".
We recognise our responsibility to promote wellbeing and an environmentally-friendly lifestyle.

Integrity

We strive to be honest and truthful in our actions.
We encourage and nurture each other.

Service

We strive to instil a sense of responsibility to our school, local, and global communities.

4.0 Strategy

4.1 ACADEMIC

GOAL	OBJECTIVES	STRATEGY/ACTION PLAN
A CHALLENGING PROGRAMME THAT WILL FOSTER ACADEMIC, INTELLECTUAL, CULTURAL, ETHICAL, SOCIAL, AND PHYSICAL GROWTH OF THE STUDENT POPULATION	Academic and Intellectual <ul style="list-style-type: none"> ➤ Deliver an articulated, high-quality curriculum ➤ Challenge students ➤ Deliver outstanding professional development ➤ Use best practice for planning, assessment, and differentiation 	<ul style="list-style-type: none"> • Conduct an annual curriculum review • Formal and informal teacher reporting of student progress throughout the year • Annual staff development focused on student learning • Benchmark quantitative performance annually against: IB, International Schools Assessment, PSAT/SAT/ACT • Benchmark qualitative performance annually against: annual parent, student, graduate, teacher, surveys. • All students prepared for next challenge related to their individual interests and abilities • Instil a growth mind set
	Cultural and Ethical <ul style="list-style-type: none"> ➤ Instil respect for Cultural Diversity ➤ Contribute to local and wider communities ➤ Participate and support a variety of aesthetic and cultural activities 	<ul style="list-style-type: none"> • Promote and support Fine Arts events • Strive to be open minded to the perspectives, values, and traditions of other individuals and communities. • Celebrate and appreciate our diverse school community through relevant curriculum, celebrations, holidays and events annually
	Social <ul style="list-style-type: none"> ➤ Successfully integrate into society 	<ul style="list-style-type: none"> • Offer counselling for healthy lifestyles and life planning • Strive to be principled citizens • Recognize and celebrate student achievements • Utilize out of school trips experiences to enhance student learning • Participate in local and global service and environmental activities
	Physical <ul style="list-style-type: none"> ➤ Develop the physical well being and healthy lifestyles of our students 	<ul style="list-style-type: none"> • Encourage students to participate in a variety of physical activities at all ages • Promote personal safety, awareness and practice of healthy lifestyles at all ages • Health and wellness education at all grade levels

4.2 CAMPUS

Ensure the health and safety of everyone at ISA, while efficiently maintaining and improving the Pitfodels campus to achieve the stated academic and learning goals

GOAL	OBJECTIVES	STRATEGY/ACTION PLAN
SAFETY AND SECURITY	<ul style="list-style-type: none"> ➤ Ensure safety and security of students, faculty and visitors 	<ul style="list-style-type: none"> • Complete Security Audit annually • Complete review of North Deeside crossing • Complete Business Continuity Review
SPORTS AND RECREATION	<ul style="list-style-type: none"> ➤ Provide the facilities to support both intramural and competitive athletics programmes 	<ul style="list-style-type: none"> • Complete pitch light review and cost estimate • Complete uniform review and cost estimate
FINE ARTS	<ul style="list-style-type: none"> ➤ Provide the facilities to support drama, music and arts programmes 	<ul style="list-style-type: none"> • Charter PTO to develop long-term plan for support of these programmes
ENVIRONMENT	<ul style="list-style-type: none"> ➤ Provide the facilities to support learning and the working environment 	<ul style="list-style-type: none"> • Complete installation of greenhouse • Begin plans for long-term art and sculpture programme
TRANSPORTATION	<ul style="list-style-type: none"> ➤ Provide safe and cost effective transportation for students to and from school 	<ul style="list-style-type: none"> • Conduct annual review of bus services and contracts
CAFETERIA	<ul style="list-style-type: none"> ➤ Provide the equipment and facilities to provide school meals 	<ul style="list-style-type: none"> • Charter kitchen staff to develop three-year equipment and facility plan
INFRASTRUCTURE	<ul style="list-style-type: none"> ➤ Ensure reliable and efficient facilities and supporting utilities 	<ul style="list-style-type: none"> • Develop and implement playground expansion plan • Develop and implement walking path improvements • Acquire lift maintenance equipment • Charter team to look at three-year facility and grounds plan
TECHNOLOGY	<ul style="list-style-type: none"> ➤ Continually enhance the technology capability of the school for students, teachers and staff 	<ul style="list-style-type: none"> • Charter team to look at three-year technology plan • Upgrade and install the library software • Install ParentMail system – for emailing and texting parents, as well as online payments of lunch accounts, field trips, student yearbooks, etc.

4.3 PEOPLE

(Faculty, Parents, Students & External Community)

GOAL	OBJECTIVES	STRATEGY/ACTION PLAN
ATTRACT, DEVELOP, AND RETAIN HIGHLY MOTIVATED STAFF	<ul style="list-style-type: none"> ➤ Develop and maintain a highly competitive salary and benefits package ➤ Provide a positive teaching environment ➤ Each staff member to have an annual professional development plan 	<ul style="list-style-type: none"> • Review the salary & benefits package annually • Monitor success at recruiting • Provide training through in-service days, external conferences and other sources. Observe in classroom and provide feedback
SOLICIT AND ENCOURAGE PARENTAL PARTICIPATION	<ul style="list-style-type: none"> ➤ Engage and increase participation of parent volunteers ➤ Maintain a good mix of skills and representation on the Board of Trustees ➤ PTO to continue to enhance a balance of skills and representation ➤ Maintain teacher/parent communication ➤ Regularly assess the effectiveness of parental involvement 	<ul style="list-style-type: none"> • Track % of parents involved, number of hours volunteered, and % attendance at open house and parent/teacher conferences • Consider how to provide additional opportunities for volunteering • Identify opportunities as Board Members change position • PTO to actively seek out lesser represented communities • Monthly PTO representative and leader meetings with the Principals • Update the faculty and parent surveys to include PTO question, and review results
PROMOTE STUDENT INVOLVEMENT AT ISA AND ITS EXTRA-CURRICULAR OFFERINGS	<ul style="list-style-type: none"> ➤ Provide a comprehensive programme of extra-curricular activities, encourage participation and assess effectiveness 	<ul style="list-style-type: none"> • Measure all ISA student participation in extra-curricular activities (Target 2 per student per year) via annual survey • Measure % student participation in after-school activities • Recognise student achievement in and out of school during appropriate school/grade level meetings/assemblies
ACTIVELY ENGAGE WITH THE BROADER LOCAL COMMUNITY	<ul style="list-style-type: none"> ➤ Invite local groups to use ISA facilities as balanced by the interests of ISA ➤ Work with charities 	<ul style="list-style-type: none"> • Regularly review groups with whom ISA works and the value added to the ISA community by such engagement • Annual review and track list of charitable involvements (time and money)

4.4 COMMUNICATIONS

Students, Parents, Faculty, Sponsoring Companies, External Community

GOAL	OBJECTIVES	STRATEGY/ACTION PLAN
EXTERNAL: PROMOTE EXTERNAL AWARENESS OF ISA AS AN EXCEPTIONAL LEARNING INSTITUTION	External Community <ul style="list-style-type: none"> ➤ Reach out to prospective students and families ➤ Maintain and continue to develop ISA’s positive reputation and social responsibility ➤ Participate in local and international community activities ➤ Engage the local and international communities (visiting schools) in ISA activities/facilities, wherever possible and appropriate 	<ul style="list-style-type: none"> • Ensure that the ISA web page is the key communication tool for all internal and external audiences. Professional help required to further develop the IT infrastructure • Produce a higher calibre annual report • Promote ISA community activities • Annually review and adjust ISA’s marketing strategy to support enrolment requirements • Embed marketing/recruiting videos to website, and update annually • Continue to support ISA student participation in local/international service projects • Target an article (at least one) in an international education publication annually • Continue to promote the integrated Dutch programme/the IB programme/the ISA Summer School • Promote the use of the school facilities in a balanced way
	Sponsoring Companies <ul style="list-style-type: none"> ➤ Continue to develop strong relationships and dialogue with UK and international employers and employers’ organisations 	<ul style="list-style-type: none"> • Distribute ISA information package to relevant companies on an annual basis • Target representatives from relevant/new companies and organisations to ISA Open House
INTERNAL: CREATE A STRONG SENSE OF UNDERSTANDING, PRIDE, AND OWNERSHIP OF ISA’S VISION, MISSION AND VALUES	Faculty <ul style="list-style-type: none"> ➤ Encourage staff to serve as knowledgeable ISA ambassadors 	<ul style="list-style-type: none"> • Ensure that staff members are current and knowledgeable about what ISA has to offer
	Parents <ul style="list-style-type: none"> ➤ Ensure timely and effective information to parents 	<ul style="list-style-type: none"> • Ensure that ISA’s policies, instructions and activities are communicated through the website • Regular Newsletter, Parent Coffees, Information Meetings • Maintain online master calendar outlining school activities and events
	Students <ul style="list-style-type: none"> ➤ Provide schedules, directories, academic results and curriculum information on the web ➤ Celebrate student achievement ➤ Promote long-term communication with Alumni 	<ul style="list-style-type: none"> • Establish an internal ISA web page to streamline the class communication, including blogs, newsletter, directory, 24/7, PowerSchool • All announcements to be posted in a user friendly manner • Establish an online Alumni Network through ISA web page • Annually survey recently departed Alumni

4.5 FINANCE & POLICY

Maintain fiscal stability to delivery long-term ISA viability

GOAL	OBJECTIVES	STRATEGY/ACTION PLAN
BALANCED BUDGET OVER LONG-TERM, WHICH SUPPORTS HIGH QUALITY EDUCATION	<ul style="list-style-type: none"> ➤ Prepare a multi-year Financial Plan ➤ Strive to maintain stable tuition rates; relative to market conditions ➤ Communicate forward looking and insightful information on a regular basis 	<ul style="list-style-type: none"> • Design and implement a forecasting model • Annual comparison with other international schools and local independent schools • Ensure proper funding to recruit, retain and develop high quality teachers and staff • Prepare monthly management accounts package, and report to Board any information which may have a significant impact on the finances of the School • Evaluate capital projects
ENSURE AN EFFICIENT USE OF FUNDS WHILE MAINTAINING ADEQUATE FINANCIAL RESERVES	<ul style="list-style-type: none"> ➤ Achieve £2M Operating Fund Reserve by 2013 (£0.8M in 2012, additional £1.2M in 2013) and build up sufficient Capital Reserves for funding of future capital projects 	<ul style="list-style-type: none"> • Review reserve level on a monthly/quarterly basis • Adopt a conservative approach to investing surplus funds; mainly in liquid assets (no more than 12 months) • Maintain adequate insurance coverage
MAINTAIN A CHARITABLE STATUS AND SUPPORT STRONG ETHICAL STANDARDS	<ul style="list-style-type: none"> ➤ Ensure compliance with OSCR (Office of the Scottish Charity Regulator) 	<ul style="list-style-type: none"> • Conduct self-assessment on annual basis • Ensure financial aid is in line with the OSCR guidelines
MAINTAIN REGULATORY COMPLIANCE	<ul style="list-style-type: none"> ➤ Pass external audit with satisfactory Management Rep letter with zero exceptions ➤ Put out tender for Audit work 	<ul style="list-style-type: none"> • Conduct a self-assessment of fiscal/accounting policies and procedures • Organise an external review of ISA internal financial controls • Finance staff to be aware of any legislative changes and to receive training as and when required

ISA – Strategy and Action Plan (Finance)

2012 Align

Academics

- Student Portal
- School WIFI

Campus

- Business Continuity Plan
- Student safety Traffic Control Plan for North Deeside
- Facilities Marketing and Utilization Plan
- Facility Improvement Plan

People

- Teacher
- Parents & culture
- Community

Communications

- XXXXXXXXXXXXX

Financial Management

- Forecasting model
- Key contracts, including Audit work
- Funding for high quality teachers/staff
- Evaluate financial aid percentage
- Evaluate Financing model
- Evaluate tuition rates
- Evaluate capital projects

2013 Clarify

Academics

- Smart Board – all class rooms

Campus

- Facility Improvement plan phase 1 – Greenhouse

People

- xxxx

Communications

- XXXXXXXXXXXXX

Financial Management

- Achieve £2M Operating Fund Reserve
- Assess internal policies, procedures and controls
- Evaluate capital projects

2014 Optimize

Academics

- Upgrade PC lab

Campus

- Facility Improvement plan phase 2 – Ground path improvements

People

- xxx

Communications

- XXXXXXXXXXXXX

Financial Management

- Evaluate reserve levels
- Evaluate capital projects

2015 Sustain

Academics

- Student lap top program

Campus

- Facility Improvement plan phase 3 –

People

- xxx

Communications

- XXXXXXXXXXXXX

Financial Management

- Balanced budget
- Adequate reserves
- Charitable status
- Regulatory compliance

2016 Sustain

Academics

- Remote teaching program

Campus

- XXXXXXXXXXXXX

People

- xxxx

Communications

- XXXXXXXXXXXXX

Financial Management

- Balanced budget
- Adequate reserves
- Charitable status
- Regulatory compliance