



International School of Panama

Strategic Plan 2015-2020

ISP Community



A MESSAGE FROM THE DIRECTOR...

In 1982, the founders of the International School set upon a bold vision of building a leading academic institution in Panama. Shortly thereafter they purchased property in anticipation of what ISP might become. Today, we educate over 1200 students in pre-kindergarten through grade 12 on a comprehensive campus complete with academic, athletic, and performing arts facilities. Our alumni and students continue to demonstrate strong academic achievement and pursue post-secondary education around the world.

As we look forward, ISP has an opportunity to grow in ways that continue to serve our community of learners, educators, staff, and families that reflects both local and global developments. ISP leadership must move forward with an eye towards the growing demands for our services and the essential role ISP plays for our international and local constituents. With this in mind, the Board, the staff, the community came together to gaze into the future and determine where we might be in the next 30 years, beginning with where we need to go in the next 5.

The plan, which follows, is not an end; it is a beginning. It is the beginning of the next phase in our evolution. It is the guidepost from which we build and grow together. It takes into account where we began and expands to meet the needs of our many constituents by extending and updating that bold vision by updating our future. This Strategic Planning exercise has put us on the course of collaboratively and inclusively preparing ISP to not only meet the challenges of the community's expectations but also to grow to a new level of excellence in service to our students, staff and community.

I think the founders would approve of what we have done and where we are going!

Rajiv Bhat, Director

June 2015



ISP MISSION

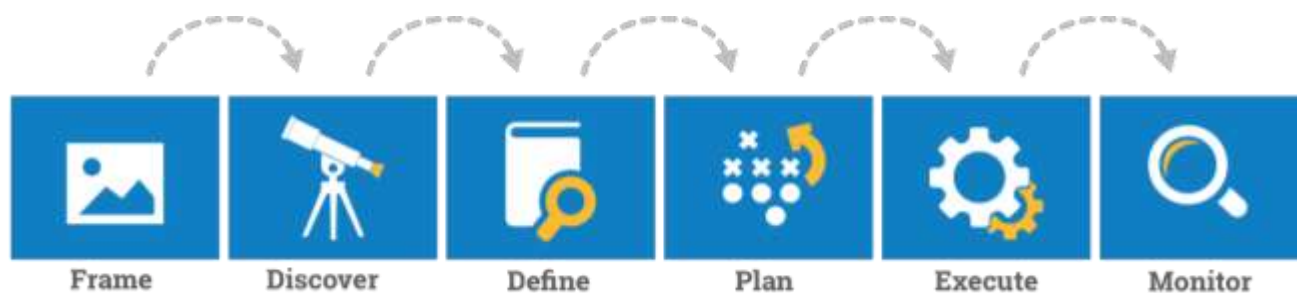
We will educate and inspire our students to reach their full potential and contribute to the world by providing an exemplary English language education enriched by our multicultural community.



EDUCATIONAL EXCELLENCE FOR A FUTURE WITHOUT BORDERS.

A MESSAGE FROM PCG...

PCG has facilitated development of the ISP Strategic Plan! PCG has a tried and tested methodology to help organizations engage their stakeholders in providing feedback using an appreciative inquiry model. This model ensures that open, honest and future focused input is collected to establish community aspirations. Eleven areas of focus or themes initially emerged. Through a recursive and collaborative process, these were collapsed into seven priorities. One around school identity was addressed in working sessions and the other six were embedded into the existing three goals that follow.



As it seems with any great desire, wanting something is simply not enough. The results of the wanting are only achieved from the doing and so it is with this plan. Each of the goals is broken down into strategies and further into actionable steps to make those strategies a reality.

At each step, many stakeholders have been a part of the development and direction of this Strategic Plan and ultimately, will be accountable to its successful implementation.

INTERNATIONAL SCHOOL OF PANAMA | STRATEGIC PLAN 2015 – 2020




ACADEMIC EXCELLENCE

► STRATEGIC GOAL

To deliver a holistic learning experience* to every student in every grade, every day, that has a foundation in a constructivist approach** such that students will grapple with ideas, problems and questions to experience real and meaningful learning, masterfully facilitated by ISP staff:

- Inclusive of academic, athletic, artistic, leadership, and character based activities;
- Learning/learner-centered, inquiry-based, organized around solving real problems and framing and answering compelling questions focused on the application of content and skills

► MEASURES

1. IB mean score will be 10% above the world average and the % of students scoring at or above the world average on all their exams will steadily increase over a five year period.
2. 100% of IBDP students successfully earn the diploma.
3. At least 80% of students not pursuing the IB diploma successfully complete the 2-year innovation / entrepreneurship program.
4. SAT/ACT scores at 20% above world average.
5. NWEA MAP scores at 10% above international average and exceeding virtual comparison group annual growth in all areas.
6. Increase in the number of seniors opting for science & technology based majors in college
7. Annual AdvancED survey results indicate overall satisfaction (i.e.: score of 3.75 or higher) for indicators in Standard 3 (Teaching and Assessing for Learning) and Standard 5 (Using Results for Continuous Improvement)
8. Bi-Annual Instructional Rounds (i.e.: ELEOT) data reflects continual improvement in curriculum, instruction, and assessment practices. We expect a 10% increase annually.
9. Annual alumni satisfaction surveys demonstrate steady increase over a five-year period.
10. Monitor ASA data for participation, options available, and quality of programs. Expect a steady increase over five years.



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CURRICULUM

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Define and deliver a curriculum that balances content delivery with depth of exploration across ISP.	1. Create essential agreements in all divisions regarding proportion of instructional time spent in "traditional" vs. inquiry-based learning activities	Director of Teaching & Learning	8/2015	8/2016	1. Non-negotiable documentation all divisions
	2. Define curriculum vision and philosophy (i.e. constructivist approach) as it applies to each division	Director of Teaching & Learning	8/2016	8/2017	2. Position statement published in curriculum docs, teacher handbook, and on web.
	3. Document written curriculum and ensure that systems are in place to effectively review, warehouse and communicate curriculum documents.	Director of Teaching & Learning	8/2016	8/2018	3. Position statement published in curriculum docs, teacher handbook, and on web
	4. Evaluate and modify programs and offerings to reflect vision, philosophy, and approach. Areas of focus include: world languages, visual and performing arts, computer science, student services, service learning, athletic opportunities and after school activities.	Executive Committee	8/2015	8/2020	4. A sustainable program of offerings that is aligned with the ISP philosophy.



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INSTRUCTION

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Define and deliver a cohesive instructional approach that balances traditional and constructivist approaches across ISP.	1. Establish a clear and compelling vision for instruction at ISP.	Director of Teaching & Learning	Now	8/2016	1. Documentation of ISP Instructional Philosophy (2 - 3 pages)
	2. Outline plan to achieve philosophy outlined in #1. Include requirements re: structural and staffing changes, funding and PD implications, recruiting/hiring implications, and expected outcomes.		8/2016	8/2017	2. Detailed action plan (8 - 10 pages)
	3. Implement action plan outlined in #2		8/2017	8/2020	3. Achieve outcomes outlined in action plan (see #2)
	4. Ensure all aspects of the instructional vision are institutionalized into operations, policies, procedures, and practices		8/2019	8/2020	4. All relevant operations, policies, procedures, and practices aligned to support & maintain instructional vision



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ASSESSMENT

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Define learning outcomes and assessment philosophy and imbed these into assessment and grading practices.	1. Ensure that we have clearly defined what it is we are assessing across all aspects of the ISP curriculum. Review learning goals across all of ISP, ensure that all are appropriate and clearly articulated, and make revise as necessary.	Director of Teaching & Learning	Now	8/2019	1. Appropriate and clearly defined learning goals established across all of ISP.
	2. Review of all assessments and refinements/ strengthening as necessary -ensuring that all learning goals are assessed, assessed multiple times in various ways, and assessed with validly and reliability.		Now	8/2019	2. A full and comprehensive slate of appropriate, sound, valid, and reliable assessments aligned with teaching goals.
	3. Review of ES, MS, HS, and ISP grading/reporting systems. What are the purposes of our ES, MS, HS, and ISP grading/ reporting systems? Are we achieving these purposes? If not, how can our system better serve these purposes?		8/2016	8/2017	3. A decision about grading/reporting
	4. Development of and agreement on all ES, MS, HS, and ISP grading/ reporting system policies, procedures, and practices -- in line with the decisions/ purposes related to the Action Step #3 deliverables.		8/2016	8/2018	4. Clearly written, approved, documented, communicated, and warehoused ES, MS, HS, and ISP grading/ reporting system policies, procedures, and practices.
	5. Implementation plan for (and full implementation of) the deliverables of Action Step 3 and Action Step 4 (i.e., the grading/reporting system we are aiming for -- and all related policies, procedures, and practices).		8/2018	8/2020	5. A powerful grading and assessment system that keeps students, teachers, and the overall community focused on learning and growth.



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INNOVATION

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Introduce programming and curriculum that fosters innovation and 21st century learning skills.	1. Develop and offer a rigorous new program centered on innovation, entrepreneurship and communication for students not pursuing the full IB Diploma.	HS Principal	Now	8/2017	1. Alternative program available to students
	2. Articulate and implement a vision for STEM programming across ISP.	Director of Teaching and Learning	8/2015	8/2020	2. Program offerings expanded
	3. Articulate and implement a vision for Visual and Performing Arts programming across ISP.	VAPA Director	8/2015	8/2018	3. Program offerings refined and expanded
	4. Foster a teaching and learning environment that uses technology for innovation.	Director of Teaching and Learning	Now	8/2020	4. Technology Integration used for modification and redefinition instead of substitution and augmentation. (SAMR Model)



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ORGANIZATIONAL LEADERSHIP

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Develop and implement a leadership structure that increases capacity for the teaching and learning initiatives outlined in the strategic plan.	1. Create Office of Teaching and Learning and ensure it is adequately staffed such that vision, philosophy, and approach to curriculum, instruction, and assessment is cohesive and sustainable	Director	8/2016	8/2018	1. Office of Teaching and Learning in place, existing positions restructured to fit into this office.
	2. Evaluate and revise (if necessary) department of student services structure, staffing, and delivery methods	Director of Teaching & Learning	8/2016	8/2020	2. Improved survey results (clarity on who we serve and clarity on how we serve them).
	3. Evaluate and revise (if necessary) teacher leadership structure necessary to implement vision, philosophy, and approach to curriculum, instruction, and assessment.	Director of Teaching & Learning	8/2016	8/2020	3. Improved survey results (clarity of vision, clarity of roles, quality and clarity of leadership)



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TEACHER SUPPORT

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Provide the support and feedback necessary for all staff to implement the curriculum, instruction, and assessment vision, philosophy, and approach.	1. Provide mentoring, training and coaching to all staff such that they have the resources, knowledge and support needed to meet ISP expectations for quality performance.	Director of Human Resources	8/2015	Ongoing	1. Wed PD evaluation moderation sessions and discussion, training videos, and increases in teacher satisfaction surveys about mentoring and evaluation
	2. Consistent implementation of evaluation process across divisions.	Director	8/2015	Ongoing	2. Observation logs and feedback notes
	3. Continue data team structures in ES and MS. Look at options for incorporating data work in HS	Director of Teaching & Learning	8/2015 (ES & HS) 8/2016 (HS)	8/2017	3. Schedule data meetings built into regular schedule
	4. Identify and deliver ongoing professional development options to train teachers in the ISP approach	Director of Teaching & Learning	8/2015	Ongoing	4. PD allocation records indicate opportunities for all staff members each year. Participation rates steadily increase over five-year period.

✓ ORGANIZATIONAL HEALTH

► STRATEGIC GOAL

Create an environment that attracts, supports and maintains a highly motivated, expert and professional staff

► MEASURES

1. Enhance diversity of faculty to reflect ISP's multicultural heritage
2. Average tenure of overseas staff increases from 2-3 years to 4-5 years
3. Annual local staff turn-over rate under 5%
4. Staff satisfaction survey results improve year to year

STAFF 1

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Complete a comprehensive competitive assessment that will allow us to identify our strengths and weaknesses and will help guide decisions on how to position ISP as an attractive employer when compared to leading international schools around the world.	1. Conduct a study to determine ISP's position in the international schools world. This study will consider important components related to staff needs and well-being.	Director of Human Resources	8/2015	8/2016	Be recognized as a competitive employer that promotes a supportive working environment in which our staff feels appreciated and recognized. Be recognized as a school and community that fosters and promotes faculty excellence and ensures the needs of our staff are considered and properly addressed.

STAFF 2

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Develop and implement policies and procedures to retain highly motivated and valued staff by ensuring their intellectual growth and providing the resources to achieve their professional goals.	1. Develop, document and formalize effective retention practices at ISP. Gather information by conducting focus groups with staff members (teaching and non-teaching staff)	Director of Human Resources	8/2016	8/2020	Written procedures and policies that clearly define ISP's retention strategies to include (but not limited to): recognition, employee engagement, health and safety, communication, workplace diversity, inclusion and employee professional development, succession plan, mentorship program, among other strategies and practices.

STAFF 3

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Continue to enrich the diversity of our faculty promoting an environment of inclusiveness that celebrates the opportunities this offers.	1. Define the ISP Teacher Professional Profile including qualifications, language, and multicultural exposure.	Director of Human Resources	8/2015	12/2015	Identify specific strategies to enhance the diversity of the faculty so it reflects the multicultural heritage of the community.

✓ ORGANIZATIONAL HEALTH

► STRATEGIC GOAL

Build a sustainable financial model that ensures the long-term economic success of ISP

Have a board approved realistic five year financial plan that incorporates proposed strategic initiatives in academic, non-academic and compensation areas, together with clearly identified funding sources to generate the revenue required to meet the plan goals.

► MEASURES

1. Board approved five year financial plan
2. Deficit free annual budgets
3. Debt to equity ratio
4. Healthy external financial audit

FINANCE 1

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Complete a study to assess ISP competitive advantages, weaknesses and opportunities in the context of the international school education market of Panama and the Panamanian economy over the next 5-10 years.	<ol style="list-style-type: none"> 1. Examine Panama's growth prospects in the next 5 - 10 years to estimate the demand for an international school type education. • Analyze the current competitive scenario with projections for the future. 	Director Director of Finance and Operations	8/2015	12/2016	Have an agreed blueprint for the 2016-2025 period, to include all elements considered in the study (financial, facilities, etc.) approved by all relevant stakeholders of ISP with specific steps required to achieve it.

FINANCE 2

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Build a financial plan that incorporates all the strategic plan initiatives including making ISP a globally attractive place to work. .	<ol style="list-style-type: none"> 1. Assess all possible scenarios including the financial model for each one (capital or operational) and their implications. 2. Establish in phases the financial impact 	Director of Finance & Operations	8/2015	2/2016	Have ready an annual SY 2017 – 2026 projected financial model, including all revenue and cost lines, to help guide key decisions during this period.

FINANCE 3

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Evaluate alternative income opportunities	<ol style="list-style-type: none"> 1. Assess community support for these initiatives including fund raising 2. Evaluate the legal/fiscal aspects for getting into the new business opportunities. 	Director of Finance & Operations	8/2015	12/2016	A plan that sustainably supplements by 10% ISP's annual operations budget.



CLIMATE & CULTURE

► STRATEGIC GOAL

To increase, as measured annually, a sense of community, belonging, and school spirit among all students, staff, parents, and alumni.

► MEASURES

1. Staff attendance at social events increases by at least 5% each year.
2. All students (100%) participate in at least one service project each year, as reflected in a school-wide database
3. Each month the different divisions organize an activity that focuses on either a Core Belief or IB Learner Profile.
4. Each quarter, highlights on school-wide initiatives in which at least 2 divisions participated are reflected in the Dolphin Dispatch (or other newsletter).
5. On the annual survey, 80% of stakeholders report an awareness of PTA's roles, responsibilities, and goals.
6. On the annual survey, 80% of families report participation in a school event.
7. Increase of 5% each year on our annual parent survey, moving from a 50% to 75% participation rate.
8. Maintain a staff and student survey participation rate consistently 90% or higher on the annual survey

STAFF

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Strengthen the sense of unity and affinity staff has towards ISP and one another.	1. Align school wide practice and pedagogy with ISP Core Beliefs and the IB learner profile.	Director of Teaching & Learning	8/1/2015	ongoing	1. Staff incorporates the school Core Beliefs and IB learner profile in lessons and interactions with students and peers.
	2. Formalize service opportunities division and school wide to align with ISP Core Beliefs and IB Learner Profile	Director of Teaching & Learning	8/1/2015	6/1/2016	2. Creation of a document that outlines service projects and the direct relation to ISP Core Beliefs and/or the IB Learner Profile, timeline for projects and delegates responsibility for each project. Establish a school wide service group composed of division counselors.
Be recognized as an employer of choice for local and expats; promoting an inclusive, engaging, and positive culture that drives continuous improvement in all areas (e.g. academic, non-academic, social, and professional.)	3. Formalize methods and funds to increase opportunities for staff (local and overseas) to build community with one another.	Director of Human Resources	8/1/2015	6/1/2016	3. A committee, headed by HR, which organizes quarterly social mixer events and a plan for promoting all staff events
	4. Divisions coordinate opportunities for peer-to-peer interactions-staff and students	Director of Human Resources	8/1/2015	6/1/2016	4. Staff and students in different divisions interact with greater frequency. Staff and students initiate inner or intra-division collaborations. Creation of a calendar of joint activities that occur throughout the year.



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COMMUNICATION

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
ISP will enhance communications and access to information that encourages greater collaboration among constituents.	1. Examine current communication plan and determine new methods or venues for sharing information.	Marketing & Communications Manager	8/1/2015	Yearly Review	1. Communication flow chart that includes the venues and methods in which information is shared and the intended audience.
	2. Establish standards and routes of communication, including an emphasis on school branding.		8/1/2015	11/1/15	2. Communication flow chart of who is responsible for sharing information and agreements on the way information is shared.

PTA

STRATEGY	ACTION STEPS	RESPONSIBLE	START	END	OUTCOME
Increase parental/family participation in school events by coordinating and growing PTA and ISP initiatives and support.	1. ISP Executive Committee meets to discuss the scope for PTA and determines role and selection of school representatives on PTA.	Director	9/1/2015	12/31/15	1. Document outlining short and long-term PTA role and goals, including delegated support staff as needed (specifically a PTA rep) and scheduled meetings between director and PTA