

## Strategic Goals 2012-16: Coming of Age

Overall	<b>Complete the growth phase of the school and establish the structures of a mature organisation.</b>
1	<b>Complete the growth phase of the school</b>  <i>By 2016, the school will have reached its final size. Over the period we need to complete the programme of investment in the premises and facilities typically associated with first-rate International Schools.</i>  <ul style="list-style-type: none"><li>a. Grow the school to its final size (around 950 children and students)</li><li>b. Complete the building and facilities investment programme (Early Childhood Centre, additional floor on multi-purpose hall, sports fields)</li><li>c. Equip the school with the necessary resources, especially<ul style="list-style-type: none"><li>i. Information technology</li><li>ii. Laboratories</li><li>iii. Expand the library into a resource centre at the heart of the school</li><li>iv. Arts facilities (music, performance, visual arts)</li></ul></li></ul>

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2	<p><b>Create an organisation strong enough to withstand fluctuations in personnel or the economic environment</b></p> <p><i>For the past ten years we have enjoyed a favourable economic development in the region and have benefited from consistent personal leadership at Board and Management level. We now need to create structures that ensure the school continues to flourish even if there are changes at Board and school management level and even if there is an economic downturn.</i></p>
	<ul style="list-style-type: none"><li>a. Establish a strong educational management structure, so that changes at leadership level do not impair the continuity of the school.</li><li>b. Prepare for a change in the chairmanship by 2016 by recruiting new Board membership with the capacity to take over the role.</li><li>c. Move to a constitutional model which a) enables the accumulation of financial reserves which will protect the school against future economic downturns, and b) ensures continuity of governance.</li><li>d. Put LIS on a financial footing strong enough to withstand short-term downturns in economic climate.</li><li>e. Ensure that staff, students, and parents are aware of the procedures for giving input into decision-making at the relevant level on matters which concern them.</li></ul>

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<b>3</b>	<b>Implement the recommendations resulting from the accreditation process</b>  <i>The accreditation process has surfaced and will surface a number of recommendations for improving the quality of the school and its operations. As part of that process, the core objectives and values of the school were reformulated. The recommendations now need to be implemented, and the school's statement of principles needs to permeate all aspects of the school and its operations.</i>
	<ul style="list-style-type: none"><li>a. Maintain our commitment to admitting students from different financial backgrounds even against a background of possibly increasing tuition fees.</li><li>b. Formalise the admissions process to ensure that prospective students fulfil the admission criteria and to ensure that the school can meet the students' needs</li><li>c. Devise metrics and reporting thereon to assess the degree to which our core objectives and values are pervading the school and its operations.</li><li>d. Put in place a monitoring system to oversee the implementation of accreditation recommendations.</li></ul>

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4	<p><b>Improve the quality of the educational offering to a level which renders LIS a school of choice for parents and students</b></p> <p><i>Many of our results on international benchmark tests and international examinations are already very good. We now want to further strengthen the quality of the educational programme by achieving a clearly articulated international curriculum, unified by the IB Learner Profile at all levels, and delivered through a common approach in line with our Statement of Principles. We want to expand curriculum offerings to cater for a broader range of student needs. We want to expand our non-classroom educational offerings.</i></p>
	<ol style="list-style-type: none"><li>a. Adopt the IB Learner Profile as the framework for all teaching, learning and assessment at LIS.</li><li>b. Formalise and document the curriculum in terms of learning outcomes, and introduce a system to ensure that the same content is delivered at the same grade, irrespective of the teacher from time to time.</li><li>c. Introduce the IB Career-Related Certificate for the more vocationally talented students.</li><li>d. Introduce further foreign language options.</li><li>e. Support every student's mother tongue development.</li><li>f. Expand offerings in the Arts subjects.</li><li>g. Articulate the developmental curriculum for the Early Childhood Centre.</li><li>h. Significantly increase the quality and quantity of the international and intercultural experiences for students.</li><li>i. Establish partnerships with local institutions to enrich student learning beyond the classroom</li><li>j. Place stronger emphasis on the development of personal skills.</li></ol>

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5	<p><b>Become an employer of choice for teaching professionals</b></p> <p><i>We want to make LIS an employer of choice for teaching professionals who are motivated by more than just money. While the salaries offered need to be competitive, the really unique selling points for this school need to be the other aspects of job satisfaction: the atmosphere, the quality of the working environment, as well as room for personal growth and professional development. We want to become a professional learning community where working conditions are such that all members of staff can develop their creativity and professionalism.</i></p>
	<ul style="list-style-type: none"><li>a. Maintain sufficiently competitive salary levels.</li><li>b. Improve the other working conditions for the faculty (IT support, administrative support, office space, storage space, teaching space, preparation time, professional development) to a level which is demonstrably above average for international schools.</li><li>c. Significantly increase the release time for positions of responsibility.</li><li>d. Implement a staff appraisal procedure focused on quality as well as on personal and professional development.</li></ul>

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6	<p><b>Grow the provision of Student Support Services</b></p> <p><i>At the heart of our mission is our openness to students of varying academic, linguistic and financial backgrounds. We wish to increase the opportunities for all students to access teaching and learning at LIS. At the same time we need to adjust the admissions process to ensure all students can profit from the educational offerings and that no students are disadvantaged, either by not having their own needs met, or by other students not having their needs met.</i></p>
	<ul style="list-style-type: none"><li>a. Maintain an inclusive admissions policy.</li><li>b. Test extensively for students' needs before and upon admission.</li><li>c. Extend ESL provision both before and after admission.</li><li>d. Extend the provision of Student Support Services, in particular in the area of Learning Support.</li><li>e. Implement effective practices in each subject area to address the needs of students of exceptionally high ability, achievement and/or talent in that domain.</li></ul>

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7	<b>Improve our interaction with the regional community</b>  <i>Supporting the regional community is an integral part of our mission. We now want to strengthen our partnerships for learning with parents, with alumni and with the local community.</i>
	<ul style="list-style-type: none"><li>a. Strengthen parent participation in their children’s education.</li><li>b. Reach out to the local community to explain our principles and the way in which we put them into practice.</li><li>c. Establish the school as a centre for intercultural understanding for the City and the region.</li><li>d. Establish strong relationships with local opinion-leaders and stakeholders.</li><li>e. Establish a functioning alumni organisation.</li><li>f. Upgrade the website to state-of-the art.</li></ul>