



STRATEGIC PLAN



International School of Indiana

VERSION 3

Updated April 15, 2022

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A MESSAGE FROM OUR HEAD OF SCHOOL



To the ISI Community,

Since its launch in 2019, this strategic plan has been, and remains, intended to send our special institution on a trajectory to an ever brighter future filled with intentional and needed growth and with remarkable achievements inside and outside of the classroom.

The initial work was the culmination of a year-long listening tour that served to inform our school leadership of the strengths that ISI must double down on and the opportunities that we must seize upon, knowledge that has continually been coupled with input and vision from the school's Board of Directors and longtime community supporters.

Though this plan was launched before the novel coronavirus (COVID-19) first impacted our school community, the plan was always intended to be a living and breathing document that would grow with us. This version of the plan has been updated based on the 2022 listening tour and further reflects our revised priorities.

I welcome the chance to continue this journey together and your passionate engagement through the process.

Onward,

A handwritten signature in black ink, appearing to read 'E. Head'.

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MISSION & VISION

The mission of the International School of Indiana is to provide our students with a world-class education that prepares them to be **responsible citizens and **effective leaders** in a rapidly globalizing and interdependent world.**

ISI students will

VALUE DIFFERENCES

SHOW RESPECT

TAKE RESPONSIBILITY

GIVE EFFORT

ISI students are

EFFECTIVE COMMUNICATORS

THOUGHTFUL STEWARDS

LIFE-LONG LEARNERS



THE MIDWEST'S MOST DISTINCT ACADEMICS



THE **ONLY** INDIANA SCHOOL WITH FULL LANGUAGE IMMERSION CLASSROOMS IN FRENCH, MANDARIN, AND SPANISH.

THE **ONLY** INDIANA SCHOOL OFFERING THE FULL-CONTINUUM INTERNATIONAL BACCALAUREATE CURRICULUM TO ALL STUDENTS AGE 3 TO GRADE 12.

THE **ONLY** INDIANA SCHOOL FOUNDED TO SUPPORT THE REGION'S ECONOMY BY PROMOTING INTERNATIONALISM AND SUPPORTING GLOBAL COMMERCE.



HOW LISTENING TOURS HAVE AND CONTINUE TO INFORM OUR WORK



Following a 2019 Listening Tour, the 2020-2024 ISI Strategic Plan was developed. The purpose of a strategic plan is to set clearly defined goals for the growth and success of the organization. The initial five year ISI strategic plan contained four strategic priorities: Distinct Academics, Sustainability, Engagement, and Recruitment. Related objectives were published with the initial plan, and the strategic priorities have been operationalized through individual schools, academic departments, and administrative offices with regularly adapting action items. Reporting takes place monthly through the senior leadership team to the Head of School, quarterly by the Head of School to the Board of Directors, and annually to the school community at the Open Board Meeting.

A strategic plan, no matter how carefully conceived, must remain nimble. Over the past three years, our school leaders have remained prepared to adjust ISI’s plan based on changing conditions both internally and externally. This has been especially important as the plan was first developed before the realities of 2020. In the summer of 2020 the Engagement pillar was expanded to include diversity and inclusion, and action steps have been regularly updated in each of the four pillars.

In 2022, ISI once again embarked on a Listening Tour that created a forum for parents, students, employees, alumni, and alumni families to share their thoughts on the culture at ISI.



HOW WE REAFFIRMED OUR PRIORITIES AND SELECTED A NEW ONE

More than 500 worthwhile ideas related to a broad range of topics extending far beyond culture, to area of operations, curriculum, human resources, social and extracurricular activities, financial, and more were shared throughout the listening tour. So how did we determine where to focus?

We understand that progress is not made possible by a single action, program, or innovation. Rather it is through the careful prioritization of efforts that will benefit the families we serve. In selecting priorities we must be authentic to our mission, and realistic in reflecting commitments we can keep. That requires sound reasoning and an awareness of available resources, including how they can best be allocated.

Many of the themes that emerged during the 2022 listening tour reinforce that the existing pillars of our strategic plan remain relevant. However, it also revealed a gap related to our school culture. As a strategic plan is meant to evolve, the plan will be further expanded to include an additional pillar: **Community Culture**, as well as additional objectives and action steps in our existing pillars of the plan.

RATIONALE FOR THE NEWEST PILLAR OF OUR PLAN

COMMUNITY CULTURE: SHAPING OUR CULTURE AND REFLECTING OUR VALUES AS ONE ISI

The move to ONE campus this summer will be a significant cultural shift for ISI and the fulfillment of a two-plus decades long vision for our school. When the capital campaign began an intentional decision was made to focus on creating a unified campus. Now the larger challenge is to seize this opportunity to use our unified campus as a foundation upon which we can build a unified community culture.

A single campus is intended to foster new synergy and consistency of experience, to present new learning opportunities by creating an environment better suited to mentoring and other forms of meaningful and authentic engagement between our students across grade levels and our faculty members across disciplines.

The emotional, social, ethical, and academic needs of students can be met through the unique combination of studying languages, cultures, and different perspectives. As we strive to create a school culture that gives students the tools to bridge divides, not just in our own community, but anywhere they choose to go in the world, we intend to focus on our interconnectedness, helping students reflect on their own perspective, culture and identities, as well as those of others. By engaging with diverse beliefs, values and experiences, and by learning to think and collaborate across cultures and disciplines we will create a community culture that reflects our values.



5 REVISED PILLARS OF THE STRATEGIC PLAN

COMMUNITY CULTURE:
SHAPING OUR CULTURE AND REFLECTING OUR VALUES

DISTINCT ACADEMICS:
LEVERAGING ASSETS THAT MAKE US THE REGION'S BEST ON A NEWLY UNIFIED CAMPUS

SUSTAINABILITY:
NEW FOCUS ON ADMINISTRATIVE LEADERSHIP AND FISCAL POLICY TO SECURE THE FUTURE

ENGAGEMENT:
REVITALIZING COMMUNITY INVOLVEMENT THROUGH DIVERSITY AND INCLUSION

RECRUITMENT:
REINVENTION OF ENROLLMENT PROCESSES TO BOOST RECRUITMENT AND RETENTION



PILLAR 1

COMMUNITY CULTURE

SHAPING OUR CULTURE AND REFLECTING OUR VALUES

- 1. ONE ISI:** Prioritize key initiatives that have the greatest impact on creating a cohesive school culture and a shared identity for all Gryphons.
- 2. Culture of Respect & Kindness:** Intentionally create, embrace, and promote an inclusive campus environment that reflects empathy, compassion, and respect.
- 3. Pride:** Develop a sustainable program to ignite pride, and generate excitement among internal (students, families, alumni, faculty, and staff) and external (community, prospective students) communities.





LEVERAGING ASSETS THAT MAKE US THE REGION'S BEST ON A NEWLY UNIFIED CAMPUS

1. **Commitment to IB:** The hallmark of our institutional culture and classroom experience will remain for generations to come.
2. **Language Immersion:** We were first founded as a language school, and language immersion will remain at the heart of what we do.
3. **Campus Unification:** Decades in the making, our future is ONE ISI, a unified campus on Michigan Road by 2022.





PILLAR 3

SUSTAINABILITY

NEW FOCUS ON ADMINISTRATIVE LEADERSHIP AND FISCAL POLICY TO SECURE THE FUTURE

- 1. Fiscal Accountability:** Driven by new department leadership, we will set and meet new revenue goals with a blend of new policy and more centralized management.
- 2. Culture of Philanthropy:** The successful ONE ISI capital campaign launches a new fundraising era, sustained by families, alumni, employees, and a new network of corporations and foundations.
- 3. Faculty Retention:** A renewed commitment to the satisfaction of our educators will include reimagined compensation packages and policies that enhance workplace culture.



ENGAGEMENT

REVITALIZING COMMUNITY INVOLVEMENT THROUGH DIVERSITY AND INCLUSION

- 1. Awareness and Reputation Management:** Name and impact recognition will be tracked through the identification of relevant data points and a new measurement program.
- 2. Increased Central Indiana Visibility:** The creation of an annual external-events-planning calendar will ensure leadership attends the region's most crucial cultural, developmental, and networking events.
- 3. Diversity and Inclusion:** Identify both broad and specific diversity, equity, and inclusion initiatives that leverage institutional resources to engage all students and help them thrive at ISI.





PILLAR 5

RECRUITMENT

REINVENTION OF ENROLLMENT PROCESSES TO BOOST RECRUITMENT AND RETENTION

- 1. Support Systems:** Assessment of current systems will give way to investment in new technologies that best equip our team to meet our enrollment goals.
- 2. New Partner Scholarship Network:** We will grow our prospective student pipeline thanks to new partnership agreements across the service and education sectors.
- 3. International Investment:** We will dedicate new funding to break through in the international market to bring more students from more countries to ISI.



SUMMARY OF NEW ACTION ITEMS RESULTING FROM THE 2022 LISTENING TOUR

In addition to the initial action steps committed to in January 2022 the following action steps have been added to operational plans throughout the institution.

NEW COMMUNITY CULTURE ACTION STEPS



ONE ISI ACTION STEPS:

Create a vision for a singular community culture:

- Develop a decision-making facilitation tool that generates reasonable consistency in our approach to decision making.
- Define essential ISI events and traditions and allocate budget to support them
- Define our approach to celebrations and holidays
- Create a master calendar reflective of these priorities

Establish a culture of employee collaboration that bridges schools and departments:

- Incorporate staff social events into annual planning and budget
- Incorporate shared planning and turning into approach to in-service days and regular meetings for general vision/mission topics

CULTURE OF RESPECT AND KINDNESS ACTION STEPS:

Assess needs to

- Select and Implement a tool for Student Culture Assessment
- Provide employee trainings monthly on topics of Diversity and Culture

PRIDE ACTION STEPS:

- Develop an athletics master plan that uses athletics as a cultural unifier
- Create a framework for how to engage parents in building community



SUMMARY OF NEW ACTION ITEMS RESULTING FROM THE LISTENING TOUR

NEW DISTINCT ACADEMIC ACTION STEPS

- Strengthen academic program through vertical articulation
- Strengthen inter-level integration of students
- Enhance Curriculum/Programming to align with desired culture priorities

NEW SUSTAINABILITY ACTION STEPS

Invest in personnel to support strategic pillars:

- Dean of Counseling and Culture
- Lower School Counselor
- Middle School Assistant Principal

Revise Policies and Procedures to align with our values





SUMMARY OF NEW ACTION ITEMS RESULTING FROM THE LISTENING TOUR

NEW ENGAGEMENT ACTION STEPS

Engage parent community in creating meaningful programs and services

- Affinity groups for ISI families
- Educational Programming on DEI and other topics of interest to parents
- Create a regular forum for Listening to ISI constituents with listening sessions three times per year
- Establish a DEI Advisory Group in the 2022-2023 school year led by the Dean of Counseling and Culture

NEW RECRUITMENT ACTION STEPS

Allocate \$2.5+ million dollars to financial aid for the 2022-2023 academic year to retain and recruit a diverse student body



HOW WE WILL CONTINUE TO COMMUNICATE OUR PLANS

Throughout the Listening Tour, it became apparent that ongoing discussion with stakeholders throughout our school community is needed to ensure that the strategic plan provides transparency for where we are currently focused, and how we are aligning resources to support our goals.

Though ISI has been and will continue to be intentional in the implementation and monitoring of our plan we are committing to provide more frequent communication about our progress. For the remainder of this academic year, we will publish our community culture updates on the 15th of each month as we have previously committed to do.

During the 2022-2023 School year we will move to a September, November, February, and April Strategic Plan communication schedule. We recognize our responsibility for making decisions and advancing the plan, and we are committed to a change process that includes you.

