

French American International School

The programs of the French American International School (FAIS) are known as the French American Lower School for preschool through grade five and the Gilkey International Middle School for grades six through eight.

Strategic Plan 2014 – 2019

**ADOPTED
June 2014**

Mission Statement

The French American International School cultivates intellect and character through rigorous multilingual academic programs in an environment that promotes appreciation of diverse cultures and experiences.

Vision Statement

We believe the future starts here. As educators, we develop internationally minded and actively engaged citizens who help create a better and more peaceful world.

Core Values

In living the mission of FAIS, the community shares a vibrant school culture that is defined by our core values. These values guide our community's interactions, our beliefs, and our behaviors.

At FAIS we are committed to working in accordance with the following values:

- **International Mindedness.** We value the world as the broadest context for learning, appreciating our own cultures and personal histories as well as the values and traditions of others. We seek opportunities to inquire, act, reflect and grow from the experience.
- **Open-Mindedness.** We are receptive to new and different ideas or opinions of others, respectfully recognizing the value of others' knowledge. We are open to change and committed to ongoing growth.
- **Integrity.** We hold a steadfast commitment to respect, fairness, empathy and truthfulness in our actions and communications.
- **Collaborative Community.** We share the belief that to build community, we need collaboration, trust, inclusiveness, courtesy, responsibility, and a shared framework of expectations.
- **Creative Inquiry.** We strive to create a community of engaged, active learners eager to explore the questions that move them most and inspire action. We nurture this natural curiosity to foster the joy of learning throughout life.

Strategic Initiatives

I. FACILITIES

GOAL:

FAIS will have a prioritized roadmap for campus improvement, including property and building plans, based on reasonable financial & school enrollment forecasts, as well as program goals.

STRATEGIES:

1. Refresh and align the FAIS site plan with enrollment forecasts and program goals, including priorities of building improvement & replacement, and overall goal for the campus footprint.
2. Based on the outcome of site planning exercises, explore appropriate acquisition of adjacent property, repurposing of current property, construction of new buildings, and/or renovation of existing buildings in order to thoughtfully enhance FAIS's facilities and community experience.
3. Define school goals for environmental stewardship, and create a consistent framework of good stewardship and community leadership within which to make decisions on new projects.
4. Develop robust contract standards and procedures to guide future legal engagements.
5. Establish a clear methodology for executing improvement projects with clear roles and responsibilities defined between the BOT and Administration, Outline financial checkpoints & management processes, and establish a framework for success criteria.

II. FINANCE

GOAL:

FAIS, consistent with its curriculum and program goals, will (1) adhere to a financial strategy that is sustainable for the long term and (2) develop and maintain financial capacity sufficient for desired growth and required investment.

STRATEGIES:

1. Create clear plans and tactics to fund the school's desired growth via:
 - Timely and accurate budgets that are linked to the long-term model.
 - Creative and low-cost financing plans for new projects.
 - Managing our capital structure for maximum efficiency.
2. Establish guardrails for the Board of Trustees and Administration to ensure the longevity of the school via:
 - Developing guidelines for the efficient management of receivables and bad debts.
 - Making thoughtful recommendations regarding the allocation of excess liquidity and the size, scope, and timing of capital projects.
 - Creating a revised and improved investment policy statement for the benefit of the endowment and other investment accounts.
3. Assist in the creation of comprehensive, useful and accurate financial data to include and/or result in:
 - High quality monthly-reporting packs.
 - Creation of a robust long-term financial model.
 - Being able to efficiently answer "what-if" financial questions posed by the Board of Trustees, parents, and other constituents.
 - Accurate and timely financial audits.

III. STUDENTS & ENROLLMENT

GOAL:

FAIS will be the first choice for families looking for immersion education and high quality academics in a multicultural environment. Programs and practices will ensure capacity enrollment (for both LS & MS entry points) by the April preceding each new Academic Year.

STRATEGIES:

1. Develop robust Communications Plans to drive FAIS awareness and drive attendance to Open House events (on-line and traditional media).
2. Extend FAIS brand messaging across all components of the marketing mix.
3. Build and deliver comprehensive, market-wide Event Marketing programs with parent/student staffing plan.
4. Generate Word-of-Mouth (WOM) buzz in Portland Metro Area by leveraging innovative marketing tactics.
5. Continuously highlight the exceptional achievement of our current/former students.
6. Prioritize and elevate the importance of on-line messaging in all marketing communications (SEO, SEM, PPC & Social).

IV. PROGRAM

GOAL:

FAIS will provide each student an academically challenging, multicultural, and internationally recognized curriculum that develops the skills, knowledge, and dispositions to be thoughtful, engaged, and effective citizens.

STRATEGIES:

1. Ensure the school continues to offer a robust professional development program that will keep teachers current on best practices in teaching, enhance differentiation in the classroom, and focus on how students and teachers learn in a rapidly changing world.
2. Incorporate Computational Thinking into the problem-solving process throughout the curriculum.
3. Ensure that faculty, staff and students have equitable access to the technologies they need to support high student achievement and the school's mission, goals and programs.
4. Enhance communication and collaboration across all disciplines and divisions.
5. Ensure appropriate focus on evaluation and maintenance of school accreditation.

V. ENDOWMENT

GOAL:

The FAIS Endowment will increase the principle in all three endowment accounts to the point where they will generate sufficient interest to support critical programs. The existence and status of current endowment accounts will be communicated to the FAIS community.

STRATEGIES:

1. Engage current FAIS families in contributing to the FAIS Endowment.
 - Work with existing fund-raising efforts to encourage a percentage of all funds raised accruing to the Endowment.
2. Engage the FAIS alumni and their families to re-invest in the school through Endowment contributions.
 - Reconnect to alumni and family through events and direct communications with the Director of Development.
3. Identify one or more major gift candidates who can contribute in excess of \$100K.
4. Engage the Director of Development in creating materials and methods to better communicate endowment opportunities with the FAIS community.
5. Clarify documentation for the three endowment accounts and provide appropriate documentation for any new accounts that may be established.