

STRATEGIC PLAN



Seeding the Future of FIS

FIS MISSION AND BELIEFS

Our mission is to be the leading, culturally diverse and family-oriented international school with English as the principal language of instruction.

We inspire individuals to develop their intellect, creativity and character to become independent, adaptable, socially responsible and internationally minded citizens, by ensuring a dynamic, inquiry-driven education of the highest standard.

We believe

- Each person is unique and has equal worth.
- Education of the highest standard is a shared responsibility of students, family and school.
- Expectations that are challenging lead to higher levels of performance and allow us to reach our potential.
- All people are responsible for their actions.
- Honesty, integrity and respect are essential for building trusting relationships.
- Open-mindedness, empathy and compassion are essential for living in a diverse community.
- Leading a healthy and active lifestyle improves the quality of life.
- Commitment, enthusiasm and perseverance lead to success.
- Contributing positively to society and the environment is our shared responsibility.
- Nurturing curiosity and creativity stimulates exploration and discovery throughout life.
- Our lives and the life of our community are enriched by diversity.





Our FIS Strategic Plan is designed to deliver on the goals contained in our aspirational Mission Statement. This blueprint for the school's future calls us to inspire students to "develop their intellect, creativity and character to become independent, adaptable, socially responsible and internationally minded citizens." In short, while FIS is committed to providing a program that transforms its students, we also want those students to accept their responsibility to transform the world.

Our Strategic Plan began with the implementation of "accelerators," or innovations that propelled FIS toward reaching its ambitious goals. These accelerators included the addition of teachers, staff, learning coaches and counselors across the school. They also included new programs and facilities, such as the addition of after-school academies, outdoor learning and the extensive facility expansion of the FISW campus.

With the successful implementation of our accelerators, we are moving through the implementation phase to measuring the impact of our actions. It is not enough to have the people, programs and facilities in place, they also have to produce the intended outcomes in student learning. Our Strategic Plan is a dynamic document, with aspirational new initiatives being added as we complete and integrate other components of the original plan. As we approach our school's Self-Study Review in 2022, the two key areas that have added to and enriched our Strategic Plan are Global Awareness and Transforming Teaching and Learning.

GLOBAL AWARENESS

As an International School, diversity and global awareness are inherent to the FIS community. To build upon our commitment to help students better understand the critical role they must play in building a better world, we have added the following new strategy:

“Through specific actions in diversity, equity, and inclusion, FIS will develop community understanding of the impact of real or perceived stereotypes relating to gender, race, religion, sexual orientation, nationality, and economic diversity. We will provide opportunities for students to explore their personal and cultural identities and take action to address social justice issues more explicitly.”



Although some institutions might try to avoid the tension inherent to this ambitious strategy, at FIS we see this complex time in our world as a learning opportunity for our students. FIS will engage in the current dialogue involving justice, equality, and race that is now spreading in communities across the globe. Our goal will not be to take sides on an issue, but to help students seek first to understand and then to

formulate their own opinions. We intend to create forums that teach students the importance of finding and sharing their voice on important issues. Our focus will be to seek to examine the impact of actions taken by individuals, groups and societies, and we will be inviting our entire community to share this journey with our students.







In the midst and aftermath of the Covid-19 quarantines instituted around the world in the spring of 2020, FIS saw a transformational opportunity. Many schools will understandably begin the new academic year by focusing on potential gaps in student learning that may have resulted from this crisis. While FIS will also be taking this necessary step, we are going beyond to leverage what students and teachers learned about themselves and their new capacities. We will be offering more flexible scheduling to students who are strong independent learners and more latitude to faculty who have found new ways to use technology as a tool to enhance learning. It is said that “necessity is the mother of invention,” and this is also true in education. The pandemic has required all of us to respond in innovative ways, and this has translated into new learning attributes we can use as catalyst for building our future.

Our Strategic Plan is a dynamic document of “student “impact,” incorporating current global realities while activating futuristic innovations in education.

- Dr. Paul Fochtman, Head of School

THREE KEYS TO SUCCESS

Excellence, Opportunity and Balance represent the three overarching themes of the FIS Strategic Plan. In each of these areas below you will find ambitious plans that are responding to both our students immediate needs and are also reflective of the issues and challenges they will face beyond our school. These key strategies will not only place FIS students at the forefront of international education, they will provide them with the skills to become valued leaders in a rapidly changing world.

It is an exciting journey we are on as a school, and all of our stakeholders have an important role to play.

- Dr. James Beaty, Chair Board of Trustees

Excellence

- Accelerate STEM opportunities for students through new classes, outdoor learning, future-focused programs including artificial intelligence, and the integration of computational thinking models throughout the school.
- Transform student assessment to incorporate broader approaches to learning that allows students to have a continuous and personalized understanding of their needs and achievements.
- Build a dynamic culture of coaching and collaboration that enriches learning for students, faculty and staff through meaningful feedback and engagement with experienced mentors.

Opportunity

- Leverage lessons learned from the pandemic to transform teaching and learning in the contexts of on-campus, hybrid and distance learning.
- Personalize student learning programs by offering expanded choices during and outside of the school day to expand the pathways for each individual to realize his/her potential and goals.
- Formulate personalized language learning opportunities for students as they progress through FIS and update assessment practices and placement criteria to best meet the needs of our learning community.

Balance

- Promote social, emotional and physical wellness by providing new personal growth opportunities while also ensuring technology is used in a balanced and appropriate manner.
- Develop community understanding of the impact of real or perceived stereotypes relating to gender, race, religion, sexual orientation, nationality, disability and economic diversity and their relationship to social justice issues.
- Expand awareness of social and environmental stewardship among all community members and help students to develop the values and character attributes of the IB Learner Profile and United Nations Sustainable Development Goals.



A UNITED EFFORT

The implementation of this Strategic Plan is not only the responsibility of the school administration. It was developed and sanctioned by our entire community and it therefore must be owned and implemented by our community as well. The parent representatives on the FIS Board of Trustees regularly monitor the progress of this plan as we move toward

the Self Study Review in 2022. In addition, students, faculty, staff and parents on both campuses are actively involved through offering input during town hall meetings, “data dives,” and community surveys. The only way we can reach the heights we are aiming for is if our entire community of adults and students comes together to usher in a new era for our school.



To read more about the FIS Strategic Plan, you are invited to review the FIS Strategic Direction document using [this link](#).

