



International School of Indiana

STRATEGIC PLAN

Quarterly Status Report
September 2022

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A MESSAGE FROM OUR HEAD OF SCHOOL



The new school year is successfully underway as is the fourth year of our strategic plan. A tangible example of the benefit of remaining dedicated to our strategic priorities is that we begin this year on a unified campus, as ONE ISI! Our progress in advancing our institutional priorities, as you know, is in addition to our responsibility to ensure our fundamental mission is fulfilled. It would not be possible to continually improve and excel if it were not for the shared purpose and collective contributions of our school community. I want to express my gratitude for your participation and support of our efforts.

As we remain intentional in the implementation and monitoring of our plan we also remain committed to providing frequent communication about our progress. Last year we committed to providing quarterly strategic plan updates beginning this September, and continuing in November, February, and April. This first update highlights the action and progress made this summer and in the early months of the school year. Information is provided for each pillar of our strategic plan and underscores how the plan is strengthening the International School of Indiana.

Key to maintaining its relevance, our strategic plan is regularly assessed through data analysis as well as anecdotal feedback from our constituency groups. This year we've created regular forums to invite you to remain engaged and connected with our leadership team. I encourage you to participate in an upcoming listening session, as these important discussions are an opportunity to both share your own experiences and to take an active role in shaping how we continue to grow and evolve.

As our beautiful new surroundings and unified campus community demonstrate, I know that together we can continue to advance our institution and achieve our aspirations.

5 PILLARS OF THE STRATEGIC PLAN

The pillars of the ISI strategic plan connect our institution's mission and its long-term vision to established goals intended to effectively allocate resources and prioritize work that advances ISI towards its desired future.

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

COMMUNITY CULTURE

our priorities

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.



COMMUNITY CULTURE ACTION & PROGRESS

ONE ISI ACTION STEPS:

- With unification on a single campus, ISI is pleased to expand four events to All Community events, which help to create a more cohesive community, where families and employees across schools can meet, socialize, and connect with one another throughout the school year. Two of the four events, Bell Ringing and International Week - Homecoming, International Parade and Festival were successfully held in the first two months of the school year. In addition, a number of Back-to-School events enhanced the start of the new year including New Family Playdate, Meet the Teacher, and Back to School Nights with Wine & Cheese.
- To establish a culture of employee collaboration that bridges schools (Lower and Upper) and departments (academic and administrative) ISI has incorporated staff social events and a collaborative approach to in-service and staff training into the school calendar and budget. A successful luncheon event was hosted for employees during orientation week in August and a Gratitude Gathering is planned for employees and their families in October. Shared training opportunities have been incorporated into regular employee meetings and in-service days.

CULTURE OF RESPECT AND KINDNESS ACTION STEPS:

- A student culture assessment tool is in development and will be administered in the first semester.
- Beginning at orientation and continuing through regular meetings and in-service days the Dean of Counseling and Culture has introduced regular Diversity and Culture training for employees, childcare staff, and students.



COMMUNITY CULTURE ACTION & PROGRESS CONTINUED

PRIDE ACTION STEPS:

- Developing an athletics master plan that uses athletics as a cultural unifier is a priority to ISI. On the newly unified campus, ISI has been able to reintroduce programming for our Elementary and Middle School Athletes, and over 50% of our Upper School students are involved in a Fall Sport.
- Programs are being strengthened where possible, for example, the Drill Team. Thanks to generous donor support the Drill Team will receive new uniforms this semester, and we look forward to the team performing at more events this year.
- To ensure that the full school community has opportunities to engage in and support athletics, the following communications and marketing strategies have been adopted this school year:
 - Weekly Score Reporting: Every week on Monday, the score of the games and a game recap are posted on our website and parents are notified via Daily News.
 - Student Athlete of the Week: Along with the score reporting, Student Athlete of the Week is posted weekly on Monday to promote the hard work of our athletes.
 - Special Game Promotion: The communications team is promoting certain games (agreed upon with Athletics and the US) throughout the season through our website, social media, and email newsletters - e.g. the Homecoming Games during International Week and the Senior Night Games.
 - Athletics Spirit Shop: Provides athletes and families a new way to order customized items to support their team(s).
- ISI is working to create a framework to engage parents in building community. ISI is committed to utilizing the Parent Association and its valuable network of parent volunteers to achieve this goal, and the school's advancement department to engage families through advancement activities.
 - Beginning in September representatives from the school's Board of Directors began collaborating with PA leaders to evaluate how the PA could improve parent engagement with healthy governance, structure, and expectations that promote positive parent experience and meaningful involvement in school life and community.
 - The school's Development Committee is also being restructured to provide more opportunities for ISI constituents to engage in events and activities that generate philanthropic support and engagement.



our priorities

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.





DISTINCT ACADEMICS ACTION & PROGRESS

COMMITMENT TO IB & LANGUAGE IMMERSION

Students in Grades 2 through 10 participated in NWEA MAP testing in September. The results will ensure that our team is aware of each student's individual learning needs, and will inform the academic leadership team's work to strengthen the academic program through vertical articulation.

The start of the school year has provided a number of opportunities to strengthen the inter-level integration of students. Older students worked with younger students during the International Parade and Festival, both in participating in the parade and also through the booths at the festival. Students from the Lower School have visited the Taurel and Blackwell Buildings as part of their units of inquiry. Grade 5 (and some Grade 4) students have been able to join middle school athletics teams.

As ISI works to enhance curriculum/programming to align with desired cultural priorities the Upper School House System has resumed and participation in Penny Wars was a huge success with a record amount of money raised to support Timmy Global Health. The Upper School community meetings and specific middle and high school community meetings enable a connection between middle and high school but also allow each school section to develop its own identity. Strategic partnerships are providing opportunities for ISI students to engage in programs such as The Children's Museum Emmett Till exhibition & Indiana Latino Institute College Fair & Education Expo.

CAMPUS UNIFICATION

We are enjoying the initial benefits of teachers, students, and families working together on one campus.



PILLAR 3

SUSTAINABILITY

our priorities

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.





SUSTAINABILITY ACTION & PROGRESS

FISCAL ACCOUNTABILITY

A revised employee structure was announced for the 2022-2023 academic year. The Admissions, Advancement, and Business Office teams have been restructured to reallocate financial resources to Academic and Student Support Service areas. A Dean of Counseling and Culture, Lower School Counselor, and Middle School Assistant Principal have been added as a result.

Additionally, always seeking to improve the school's financial position, ISI is in the process of consolidating and refinancing its debt.

CULTURE OF PHILANTHROPY

Our newly unified campus has ushered in a new opportunity to envision the future of ISI. A Feasibility Study is currently underway to analyze how further investments to protect and preserve our facilities, people, and experiences are best made possible.

An annual development plan has been created to aid the school in achieving (or surpassing) its annual fundraising goal of \$375,000.

FACULTY RETENTION

90% of our faculty are returning employees to ISI this school year. A total of 12 new faculty were welcomed to ISI this school year, and an effective staff orientation week was utilized to build our team.

As talent management is extremely important to our school's strength and stability, careful preparation is underway to ensure the effective transition of Lower School leadership for the 2023-2024 school year. The Lower School Principal Search was formally launched in September and the new Principal is expected to be announced in February.

ENGAGEMENT

our priorities

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.





ENGAGEMENT ACTION & PROGRESS

AWARENESS AND REPUTATION MANAGEMENT

Advertising and marketing initiatives are essential to generate suitable demand to achieve enrollment goals. Beginning this fall, ISI has introduced Shadow Days, in place of an Upper School Open House as a revised strategy to improve Upper School awareness.

INCREASED CENTRAL INDIANA VISIBILITY

ISI is utilizing a multiprong approach of paid, owned, and earned media to increase visibility in Central Indiana and beyond. The completion of the Chen Family Lower School and Daneri Family Gymnasium has been helpful in securing earned media opportunities with local publications such as the North Indy Magazine, but also national interest specifically related to architecture and design in educational spaces.

DIVERSITY AND INCLUSION

A newly formed DEI Advisory Council is helping to define our approach to celebrations and holidays so that the practices will be reflective of the diverse perspectives and priorities in our school community.

To engage the parent community in regular and meaningful discussions throughout the school year, the Head of School listening tour continues, with regularly scheduled forums. The first of three forums will take place in October.

A photograph showing a group of children and an adult. In the foreground, a young boy in a light blue shirt and a backpack is holding a small bell. Next to him, another boy is wearing a face mask. An adult with long blonde hair is on the right, looking towards the children. The background is slightly blurred, showing other people and a blue wall.

PILLAR 5

RECRUITMENT

our priorities

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.





RECRUITMENT ACTION & PROGRESS

SUPPORT SYSTEMS

In August, 90 new students were welcomed to ISI for the 2022-2023 school year.

Last year ISI successfully completed its migration to SchoolAdmin. This year the new enrollment management system will be used for the entire admissions process. The system improves the gathering of information that contributes to the recruitment process and improves our ability to track admissions data throughout all stages of the enrollment cycle.

In September the admissions office was restructured and returned to a model used in 2019, with two Directors, and the Enrollment Coordinator/Registrar. The restructuring is in alignment with the sustainability objectives outlined in Pillar 3.

NEW PARTNER SCHOLARSHIP NETWORK

To grow our prospective student pipeline, ISI continues to allocate significant resources to provide access to families with socioeconomic diversity. \$2.75+ million dollars of financial aid has been allocated to ISI students for the 2022-2023 academic year.

Partnerships with public and private networks are being utilized to attract new students, specifically High School students, to ISI. In September ISI participated in the High School Information Evening for St Richards, Sycamore, and Orchard, and the Center for Leadership Development High School Workshop webinar for grade 8 students.

INTERNATIONAL INVESTMENT

With global mobility improving we are reestablishing connections with International Partners for International student recruitment



UPCOMING LISTENING SESSIONS

Mark your calendar and join us in shaping how we continue to grow and evolve. The first in a series of listening sessions will be held this October. Head of School Elizabeth Head will discuss the strategic priorities and welcome your input.



October 25

Lower School families (virtual)



October 26

All families (in person)



October 27

Upper School families (virtual)

RSVP to attend at:

isind.org/listening-tour-rsvp

