



International School of Indiana

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# STRATEGIC PLAN

Quarterly Status Report  
December 2022

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# A MESSAGE FROM OUR HEAD OF SCHOOL



Long before my arrival at ISI, members of our school community both new and old envisioned what could be achieved on a unified campus. As we conclude the final school days of 2022, let's take a moment to celebrate our first semester as ONE ISI!

This tremendous semester of learning, growing, and collaborating as students, educators, and a community was a goal achieved by working together toward a shared vision for growth. Since its conception in 2019, the International School of Indiana's Strategic Plan has provided a roadmap for the future we wish to see. As ISI constituents, we have collective aspirations and commitments to strengthening our exceptional institution, and the Plan's five pillars have and continue to reflect that.

Because of our dedication and commitment to the plan, we have experienced measurable progress in our culture, academics, sustainability, engagement, and recruitment, which ultimately results in better overall experiences and outcomes for the community we serve.

I am pleased that this year, we have been able to provide our community with a window into our work through the ongoing quarterly Strategic Plan updates. This has been an important step in providing our full community - both current and alumni families - with the opportunity to remain engaged not only in our Plan but in shaping our future. This quarterly report does not reflect all that has been undertaken to advance our strategic priorities, but rather, it provides a summary of achievements, challenges, and opportunities as well as ongoing goals.

Just as we have over the past four years, we continue to review our progress, reflect on outcomes, and, importantly, modify and add to our Plan to ensure we continue advancing toward our community's desired future. As we say goodbye to 2022, my sincere best wishes to you and your family. I look forward to welcoming you back to campus for an even brighter 2023.

# 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:

- Annually, each language track hosts a celebration of its culture, history, and achievements. For the first time, the Lower School Hispanic Heritage Assembly was hosted in the Daneri Family Gymnasium. Upper School students, faculty, and staff also hosted an engaging Hispanic Heritage Assembly.
- This fall, varsity athletics began utilizing the Daneri Family Gymnasium, in addition to the Blackwell Gymnasium. The Girl's Volleyball Team played its first competitive game in the new gym and the Boy's Basketball Team began practicing and hosting games in the facility, too.
- The Upper School Timmy Club gives students a chance to make a difference on campus, and learn more about global health. The club's activities support the nonprofit, Timmy Global Health. This fall the club hosted a Spirit Week and two charitable games: a staff versus middle school students soccer game and a staff versus varsity girls volleyball game.
- As ISI works with the DEI Advisory Council to introduce an approach to Holidays and Celebrations, interim events, including the Lower School Gratitude Gathering, were introduced.
- Employees continued their participation in continuous education, with a focus on implicit bias training.

## CULTURE OF RESPECT AND KINDNESS ACTION STEPS:

- Upper School students participated in the following community programs and activities intended to give students opportunities to be more caring, open-minded, and reflective.
  - Indiana Latino Expo
  - Black Student Union field trip to the Emmett Till exhibit at the Children's Museum of Indianapolis
  - Timmy Club volunteer aid station at the Monumental Marathon

## PRIDE ACTION STEPS:

- ISI recognizes the benefits of Athletic programs to the student body and the school community as a whole.
  - To create school unity, spirit, and camaraderie, and with philanthropic support from donors, investments have been made in the Drill and Dance teams. Formal uniforms arrived in December, and the teams are practicing once a week in the morning in addition to X Block practices.
  - ISI teams and individual student-athletes have experienced success this fall.
    - The Boy's Varsity soccer team finished third in the Pioneer Athletic Association Conference.
    - All conference soccer nominations - Patrick Machado (Grade 12) and Philip Randolph (Grade 11) were nominated to 2nd XI. Evan Johnson (Grade 10) was an honorable mention.
    - All conference volleyball nomination - Melanie Kreutz was an honorable mention.
    - Runner-up in middle school soccer tournament comprising 8 schools
- Leaders of the Parent Association continue their collaboration with the school's Board of Directors to evaluate how the PA can improve parent engagement with healthy governance, structure, and expectations that promote positive parent experience and meaningful involvement in school life and community.





## 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

- ISI students from grades 2 to 10 participated in NWEA MAP® Growth™ tests this fall. Results from Lower School students grades 2 to 5 indicate a healthy and normal range of scores. As ISI accepts students with diverse learning styles and skill levels, we expect to see a few students in the low/low average range, most students in the average range, and a few students in the high average and high range. ISI results actually had more students in the high average/high range than we would expect to see on a traditional bell curve. Consistently across grades 2 to 5, 80% or more of our students are reading at or above grade level. 40% of our students scored above the 80th percentile in math, and more than 50% of our students scored in the high average - high level in language usage. The data has also given us areas to improve on both for individual classrooms, grade levels, and individual students, as well as school-wide.
- The Global Seal of Biliteracy™ is a credential that certifies language proficiency in two or more languages. 52 Upper School students from grades 8 to 12 achieved the Global Seal of Biliteracy.
- The Indiana Certificate of Multilingual Proficiency is an award designated on a student's transcript that shows that the student has attained a high level of proficiency, sufficient for meaningful use in college and a career in one or more languages in addition to English. Of those students eligible, 100% of the ISI Class of 2022 achieved the Indiana Certificate of Multilingual Proficiency.

### CAMPUS UNIFICATION

- Efforts are still underway to complete campus unification projects. The main gate now functions and is operational during school hours and construction is nearing completion on the modular behind the Daneri Family Gymnasium. The modular, previously utilized at the 49th Street Building will be used as office space for Lower School employees as well as locker rooms for the new gym.
- During the teacher in service day, Lower School faculty explored campus, participating in a nature walk, and discovering all the ways they could use the grounds with their students. Lower School teachers and students have been spending time in nature at least once a week.





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

- As part of its commitment to remain accessible and affordable to more families, ISI announced tuition will remain frozen at current rates through the 2023-2024 school year.
- Beginning in fall 2023, new and continuing ISI High School students can take advantage of an ISI High School Tuition Lock. For those who opt-in, the program will offer to lock in High School tuition rates for all new and continuing High School students at the current rate for each subsequent term.
- The Finance Department announced new policies to ensure fiscal responsibility for families. The Non-Sufficient Funds Policy will charge individuals \$25 for any payment returned as non-sufficient funds. Beginning January 1, the Auto Pay Policy goes into effect, requiring those who utilize a monthly payment plan to enroll in AutoPay via Invoiced.
- Inter-departmental analysis of Tuition and Fees and debt refinancing continues as well as discussion on adjusting the Financial Aid timeline.

## CULTURE OF PHILANTHROPY

- The Annual Fundraising Series was launched during the fall semester with two successful events, ISI Trivia Night and Night at the Zoo, generating Annual Fund revenue and creating community events.
- At the request of donors, a stronger description of the impact of the Annual Fund was prepared and has been published on the website.

## FACULTY RETENTION

- Earlier this year, ISI invited educators from around the world to apply for the position of Lower School Principal. After reviewing over 30 applications, and inviting 12 candidates to participate in an extensive interview process, two finalists have been selected to visit campus the week of January 2, 2023. Though each finalist has a unique set of attributes, skills, and experiences, they share an essential set of qualifications including post-graduate degrees in educational leadership, prior positions at International Schools in multiple countries: including multiple years of Lower School leadership experience, and prior experience as both PYP Coordinator and teacher. The Head of School anticipates an announcement of the new principal to the community during the month of January.
- ASCD Activate®, a digital and collaborative research-backed learning library that helps educators, schools, and districts learn, teach, and lead was purchased for use by all ISI faculty.

# 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

- ISI has introduced Open Shadow Days, in place of an Upper School Open House, as a revised strategy to improve Upper School awareness. Students from schools around Indianapolis were invited and attended Open Shadow Days where they were paired with a student to experience a full school day as an ISI Gryphon.

## INCREASED CENTRAL INDIANA VISIBILITY

- A strategic partnership with the Children's Museum of Indianapolis has allowed ISI to participate in Children's Museum Member Mornings.

## DIVERSITY AND INCLUSION

- The DEI Advisory Council continues to make headway on the School's official approach to celebrations and holidays during regular meetings.
- Head of School Listening Tour Sessions were held in October. Key themes that emerged in the sessions were:
  - Lower School families would appreciate more frequent and in-depth testing and progress reports
  - Lower School families identified the need for more effective communication from teachers with a minimum of 2-week notice for events and requests
  - Upper School families requested more policies and procedures around Diversity and Inclusion Efforts – for example, gender changes, microaggression reporting, standard procedures for students with learning needs
  - Families expressed a desire for more clarity around fundraising priorities and the distribution of raised funds
  - Families inquired about retention and recruitment efforts
- The interview process for a new Dean of Culture and Community was launched in November following the departure of Rob Love, who is now the Chief Diversity Officer for the Indiana Supreme Court. There were more than 40 applicants for the role, and ISI is in the final stages of the interview process, with plans to announce a new Dean at the start of second semester.



## 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

- Nick Hainsworth, formerly the Director of Child Care and Enrichment, has been promoted to Director of Upper School and International Admissions, rounding out the Admissions team. His transition to the new role was effective November 14. Nick came to ISI by way of Indiana University, where he worked with a university program that taught languages to children. Nick's passion for education and internationalism will make him a valuable asset to the Admissions team.
- In 2021 ISI migrated to an Evergreen Enrollment program. Furthering those efforts in the fall of 2022, ISI modified enrollment and financial aid timelines, and deadlines to strengthen the program.
- Typically, ISI announces tuition rates in January of each year, with annual tuition increases ranging from three to five percent. However, the school's Board of Directors approved a tuition freeze at its November meeting and announced tuition will remain frozen at current rates through the 2023-2024 academic year.
- ISI launched a new program, a High School Tuition Lock. In its first year, the new program will offer to lock in High School tuition rates for all new and continuing High School students at the current rate for each subsequent term, providing families meet the criteria and enroll in the program by the deadline of March 1, 2023. After the inaugural year, the program will be limited to new and continuing grade 9 students, and transfer students in grades 10 and 11.

## NEW PARTNER SCHOLARSHIP NETWORK

- ISI Admissions and Marketing teams have begun work to adjust timelines and streamline processes to facilitate ease of application steps for families applying for financial aid.
- The ISI Advancement team has begun preliminary research to support the establishment of a merit-based scholarship program.

## INTERNATIONAL INVESTMENT

- ISI has established a partnership with an international student recruitment agency to reestablish the pipeline of prospective international students, supporting upper school growth strategies.



# UPCOMING LISTENING SESSIONS

Head of School Elizabeth Head hosts listening sessions three times a year. The sessions are intended to provide parents with a brief overview of strategic initiatives, and to create forums for parents to ask questions, share ideas, and provide input.



## **Wednesday, February 8, 2023**

8:30-9:30 a.m.

Lower School families

In-Person in the Chen Building Library



## **Wednesday, February 8, 2023**

12:00-1:00 p.m.

All families

Via Zoom



## **Thursday, February 9, 2023**

8:30-9:30 a.m.

Upper School families

In-Person in the Taurel Building Library

**RSVP to attend at:**

[www.isind.org/listening-tour-rsvp](http://www.isind.org/listening-tour-rsvp)

