



OSLO  
INTERNATIONAL  
SCHOOL

# STRATEGIC PLAN 2022-25



*OIS*

# OUR GUIDING PRINCIPLES

## Mission

To provide a broad, stimulating, balanced international education in a diverse, dynamic and supportive school community.

## Vision

To be an international community where students develop their unique potential and become inspired global citizens.

## Values

We respect, we care, we collaborate, we innovate.

### Intercultural Learning at OIS

OIS students learn to see the world from many perspectives. Our programmes and learning experiences encourage students to engage with a diversity of worldviews. In practice, this means:

- We celebrate difference, reject intolerance, and seek shared understanding.
- We foster curiosity about other people, cultures, and the environments around us.
- We explore and engage with traditions and cultural experiences from around the world.
- We create opportunities for students to develop empathetic and inclusive habits of mind.

As a result, OIS students build meaningful relationships across cultures. They are prepared to be open-minded, ethical global citizens who value dialogue, community engagement, and learning. They gain insight into their own cultures, embrace the cultures around them, and develop curiosity about those they have not yet encountered.

# OIS OBJECTIVES 2022-25

- 1) Build and deliver a high quality, inspiring international academic programme.**
- 2) Expand and diversify the school's programmes for holistic student care, development, and inclusion.**
- 3) Strengthen community pride and engagement.**
- 4) Improve operational effectiveness and enhance financial health and transparency.**

## INTRODUCTION

Oslo International School (OIS)'s commitment to innovation and continual improvement are at the core of this plan for the years ahead. OIS's mission is to provide a broad, stimulating, balanced international education in a diverse, dynamic, supportive school community. Achieving this mission in an ever-changing world requires us to continue to learn and evolve.

The initiatives in this plan include programme developments, operational improvements, facility upgrades, curricular enhancements, and more. Some of these initiatives will be executed based on the community's deep internal expertise, while others will require us to learn from other schools and organisations.

Executing these initiatives and working toward these strategic objectives will enhance our students' experiences and opportunities. The plan builds on our tradition of providing opportunities for all students to develop their unique potential and become inspired global citizens.

## CONTEXT AND PROCESS

In February 2021, Oslo International School (OIS) published a **Strategic Plan** with four articulated objectives.

1. To build and deliver a coherent high quality international academic programme.
2. To expand and diversify the school's programmes for student holistic inclusion, development, and growth.
3. To strengthen community pride and engagement.
4. To improve operational effectiveness and maintain financial robustness.

Shortly after the publication of this plan, the school transitioned to a new leadership team, including a new Head of School. The core objectives of the February 2021 Strategic Plan remain relevant and important, and the school has made meaningful progress toward them. However, OIS's leadership transition and mindset of continual growth require an updated evaluation of the school's aims and priorities for the years ahead.

This revised plan builds from the previous plan, and it also reflects further feedback and concepts from students, staff, families, and leaders. By executing the initiatives described here, OIS will achieve the objectives of the original February 2021 plan and more.

We will aim to complete each of these strategic initiatives by the end of the 2024-25 school year.

# OIS OBJECTIVES 2022-25

## Objective 1: Build and deliver a high quality, inspiring, international academic programme.

### INITIATIVES

**A.** Design and execute regular curricular review and improvement processes, ensuring coherent, sequenced, rigorous learning experiences informed by the school's guiding principles and best practices in teaching, learning, and assessment. By aligning these with IB programme evaluation and CIS accreditation processes, we can deepen schoolwide reflection and improvement.

**B.** Perform reviews of resources, learning materials, and curricula to ensure OIS students benefit from a modern and inclusive education exploring diverse cultures and viewpoints.

**C.** Expand schoolwide expertise in technology and information literacy, increasing staffing in both areas.

**D.** Develop and execute the school's next Technology Plan.

Impactful technology plans are rooted in global best practices and the school's priorities. OIS's will develop the school's philosophy for technology, outline an educational technology action plan, and define a professional development plan. Based on these, it will define the most suitable hardware, classroom technologies, and devices to achieve our aims. It will also define an appropriate budget for these items.

**E.** Execute projects to learn about, and from, comparable schools' programmes and practices in learning support and learning English as an additional language (EAL).

**F.** Create an engaging and contextually appropriate definition of intercultural learning at OIS, and then put that definition into action across the school.

**G.** Investigate new ways to incorporate external organisations into students' academic experiences, with a particular focus on regional areas of excellence, growth, or specialisation (e.g. computer programming, renewable energy, consulting and business advisory services, sustainability and environmental stewardship).

**H.** Issue all graduates who complete OIS's academic programme an accredited diploma independent from International Baccalaureate credentials.

# OIS OBJECTIVES 2022-25

## Objective 2: Expand and diversify the school's programmes for holistic student care, development, and inclusion.

### INITIATIVES

**A.** Investigate social emotional learning programmes at schools worldwide to learn more about best practices that could better serve OIS students.

**B.** Adjust staffing structures to ensure:

- a. Both divisions have a full-time student counsellor.
- b. University counselling professional allocations are sufficient to provide all Upper Secondary students personalised support as they explore post-secondary options.
- c. The Secondary contact teacher role is clearly defined and appropriately staffed so that every student is known and has an advocate on staff.

**C.** Enhance community-wide opportunities encouraging health and wellness, including athletics and fitness, mindfulness, yoga, diet, sleep and other related activities.

**D.** Develop and implement an extracurricular outdoor education programme for Secondary students.

**E.** Increase opportunities for student-athletes to interact and compete with other schools and clubs.

**F.** Add or enhance parent education programmes in areas related to students' holistic development (mental health, raising Third Culture Kids, cultural competence, etc).

# OIS OBJECTIVES 2022-25

## Objective 3: Strengthen community pride and engagement.

### INITIATIVES

- A.** Continually celebrate students, particularly their successes, cultures and identities, ideas, and learning.
- B.** Foster a unified school culture by creating and celebrating opportunities for students and staff from different parts of the school to collaborate, interact, and learn together.
- C.** Increase attention to, and resource allocation for, maintenance and upkeep of buildings and grounds.
  - a. Add a full time Facility Manager position
  - b. Evaluate outsourced services to ensure buildings and grounds are consistently cleaned and maintained at high standards.
  - c. Plan and execute upgrades to changing rooms and shower facilities, toilets, the playground, heating, ventilation, and interior doors.
  - d. Improve schoolwide signage to eliminate makeshift solutions and ensure professional, effective, and appealing designs.
- D.** Deepen parent-school connections by
  - a. Building upon the OISPA's culture of celebration and support for special events.
  - b. Maintaining strong feedback and dialogue structures, including survey processes and the Parents Works Council, to allow parents and school leadership to communicate effectively in service of school improvement.
  - c. Expanding parent education programme (see 2F).
- E.** Enhance functions to attract, support, develop, and retain exceptional professional staff.
- F.** Improve key communication functions, with particular attention to
  - a. Develop shared protocols for hiring and onboarding rooted in best practices in international schools and organizations.
  - b. Encourage a professional culture defined by a commitment to ongoing improvement.
  - c. Prioritize training in assessment, inclusion, online teaching, and computational thinking.
  - d. Implement programmes bolstering staff health and wellness.
  - e. Execute comparative analyses to ensure staff compensation is highly competitive in the local and international markets.
- G.** Enhance the school's visual branding materials to ensure they distinguish OIS as a unique and modern community, and Norway as a unique country for an international education.
- H.** Collaboratively determine the school's official mascot.
- I.** Expand distribution and availability of OIS-branded clothing and merchandise for students and staff.

# OIS OBJECTIVES 2022-25

## Objective 4: Improve operational effectiveness and enhance financial health and transparency.

### INITIATIVES

- A.** Develop and implement internal practices to establish:
  - a. Functioning school wide calendar planning.
  - b. Clear and effective policy development, storage, and communication protocols.
  - c. Effective schoolwide budgeting practices.
- B.** Ensure digital systems are efficient and effective, and that redundancies are minimised.
  - a. Explore the implementation of a single school-wide learning platform.
  - b. Collaboratively determine which cloud productivity suite (G Suite or Office 365) best serves schoolwide needs.
- C.** Evaluate and refine admission and tuition fee structures and practices to provide sufficient revenues to provide programmatic excellence, fairness and clarity for applying families, and an ongoing commitment to the international identity of the school.
- D.** Move to digital systems for families applying to the school, leading to improved applicant experiences, more efficient application review processes, and increased data insight for enrolment management.
- E.** Execute market and regulatory research, then develop the school's strategic goals and plans for its Pre-School programme.
- F.** Expand opportunities for students, investigate feasibility of revenue streams in addition to tuition fees, including:
  - a. Rental income
  - b. Institutional advancement, fundraising and sponsorship
- G.** Explore real estate and facility opportunities and scenarios to best meet the school's long-term needs.
- H.** Review and optimise all financial relationships.
- I.** Ensure schoolwide compliance with the General Data Protection Regulation (GDPR) in the European Economic Area (EEA).
- J.** Establish a mindset where learning from other schools, professional networks, and organisations is a regular element of reflection and improvement processes.



*OIS*