



International School of Indiana

STRATEGIC PLAN

Quarterly Status Report
April 2023



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A MESSAGE FROM OUR HEAD OF SCHOOL



Since the launch of our Strategic Plan, individuals, departments, school leaders, and the Board of Directors have concentrated resources and energy to advance our plan. This year, highlights of these achievements have been captured quarterly in progress reports shared with the full International School of Indiana community. While the reports do not attempt to detail everything undertaken to advance our strategic goals, they highlight the events, activities, and initiatives that are advancing us forward.

Each day community members share their ideas for how we can strengthen ISI. Though there are more ideas shared than we can act on or successfully implement, I remain appreciative of the shared ideas and our community's continual commitment to helping us mature and grow.

It is important to underscore that our strategic priorities represent institutional change intended to produce a continuous and lasting impact on ISI, and the community we serve. We often forget that ISI is just now approaching its 30th Anniversary. What we have accomplished in less than three decades is impressive. The collective desire and drive to build our school so that it serves not only our current students and families but future generations and the Central Indiana community as a whole inspires us to continually press forward with hope and enthusiasm for our future.

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

- Annually, each language track hosts a celebration of its culture, history, and achievements. A Lunar New Year assembly and a Francophonie assembly were hosted in both the Upper and Lower Schools since our last report. Students and faculty from Mandarin and French language tracks and culture clubs showcased the languages' culture in various ways, including song and dance, trivia, instrumental performances, skits, and a fashion show.
- Increased opportunities for Lower and Upper School students to interact with Upper School Music students, and the Upper School Choir worked with Lower School students.
- A Dance Team event - Little Gryphon Dancers - invited Lower School students to join the Upper School Dance Team during their halftime performance at the Boys Varsity Basketball game. Students stayed after school for a one-day dance camp, where they were grouped with Upper School dancers and staff to learn the routine.
- A Grade 5 Shadow Day was hosted at the Blackwell Building, giving students a look into what Middle School at ISI is like as they prepare to conclude the Primary Years Programme.
- Lameese Hasan was welcomed as the new Dean of Community and Culture. With a clear and long-standing passion for diversity, equity, and inclusion, Lameese, a Hoosier transplant since 2009, enthusiastically joined the ISI community to contribute to continued efforts and progress. Before joining ISI, Lameese worked with high school foreign exchange students living in the U.S. for one year by supporting them through emergency situations such as mental health-related crises, allegations of abuse, and mistreatment or discrimination. She was also an international student herself, having attended Middle School in Ramallah, West Bank, for three years.
- Employees continued their participation in continuous education, focusing on implicit bias training.

CULTURE OF RESPECT AND KINDNESS ACTION STEPS:

- Recess Problem Solvers was launched in January with Lower School students grades 1 to 5. The Lower School Counselor works with student Recess Problem Solvers who have been trained to support collaborative and positive interactions with the students on the playground during recess.
- The Upper School "Can You Share the Love" Service Through Donations house competition kicked off for the month of February, encouraging Upper School students to collect goods for donation to local charities.
- A Religious Observances Calendar that displays the observances of our community members is now published monthly on the ISI Community Culture webpage. ISI is a secular school; therefore, the calendar is provided with the intent of creating awareness, understanding, and respect among diverse cultural, spiritual, and religious groups and providing guidance for special considerations when applicable. The calendar, prepared by the DEI Advisory Council, is regularly updated by the council, and families, students, and employees are encouraged to submit information for inclusion in the calendar if their significant religious observances are not currently reflected.

COMMUNITY CULTURE ACTION & PROGRESS

PRIDE ACTION STEPS:

- Annually, the Timmy Spirit Week and the Timmy Teachers vs. Student Basketball Game, a fundraising event for Timmy Global Health, bring Upper School families and the alum community together. This Spring, the event was hosted in the Daneri Family Gym, showcasing the new space to current and alum families and strengthening the community.
- Specialty spirit orders have continued for Athletics teams and Cultural Events, giving students and families more opportunities to display their ISI Pride outwardly.
- The Dance Team has continued to perform through Basketball and now Volleyball seasons. Parents, employees, and Lower School students have joined the team's performances at special events throughout the school year.
- The Upper School musical was performed for the first time in the Chen Building on the Weems Family Stage, and the Diploma Program Arts Exhibit was displayed in the Daneri Family Gymnasium.



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 has resumed many essential programs that complement classroom instruction that were paused at the pandemic's start. Grades 11 and 12 students participated in the University of Chicago 35th Model United Nations Conference, challenging themselves intellectually and creatively and expanding their understanding of issues of global and historical significance.
- Grade 5 students took a trip to Washington, D.C., for the first time since 2019. Students spent the week learning about our nation's history, visiting many museums and monuments, including the Smithsonian Museums, the Martin Luther King Jr Memorial, the Korean War Memorial, the Arlington National Cemetery, and a tour of the White House. Thanks to partnerships with Explorica by WorldStrides and Envoys, educational travel is resuming for ISI students.
- Grades 6 to 12 students are registered to participate in Language and Culture Trips for Spanish, French, and Mandarin language tracks. In addition, there is a Grade 11 and 12 Arts Trip to New York and a Timmy Club Trip to the Dominican Republic in coordination with Timmy Global Health.
- To ensure that ISI has valuable data points to reflect on its curriculum and instruction, grades 2 to 5 and grades 6 to 10 students participated in NWEA MAP® Growth™ tests. As of the 2022-2023 academic year, MAP® Growth™ tests are now taken in both the fall and the spring. After tests, families receive their student's MAP® Growth™ Family Report. The data gives ISI areas to improve on in individual classrooms, grade levels, school-wide, and with individual students.
- A 2023-2024 Course Selection Handbook was published, and an information evening for families regarding the High School curriculum and subject choices was held for Grades 8 to 11 families.

CAMPUS UNIFICATION

- With our Upper School and Lower School unified on a single campus, we have implemented a series of proactive measures to assist with safety and security on campus, including installing the security fence. Security gates have been added and are now fully operational.
- Smaller construction projects to aid unification have taken place, including installing stairs, ramps, and plumbing to the modular behind the Chen Building, making the space useable. New signage, including the school's formal logo, has been added to the Daneri Family Gym.
- In an effort to improve service and efficiency, all custodial and maintenance staff are now ISI employees and are no longer contracted to a third-party company.



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

- The Enrollment Refresh, Tuition Deposit, and Financial Aid timelines were restructured to align the processes and associated procedures so that efforts are complementary.
- Retention strategies such as the Tuition Freeze and High School Tuition Lock were announced and utilized for the first time during the Enrollment Refresh Period.
- A Task Force has made meaningful progress on new Financial Aid policies, criteria, and models to be launched and utilized in the 2023-2024 academic year.
- A new collection strategy was implemented to improve debt collection and recovery essential to the school's financial stability, requiring participants in the Monthly Payment Plan to enroll in AutoPay. In addition, all accounts must be in good standing at the end of a session for families to return at the start of the next session.
- Evaluation of debt refinancing options continues with board members and school leaders seeking more favorable terms and conditions that can lower the school's debt-related expenses.

CULTURE OF PHILANTHROPY

- The Annual Fundraising Series continued with the International Gala held on March 11, 2023. Proceeds for this year's event totaled \$227,518. The final event of the year, Slide-A-Thon, is currently being planned. Slide-A-Thon is intended to encourage families to talk about charitable giving to ISI and to plant seeds that increase the likelihood that students will give to ISI as alumni.
- A feasibility study to determine the school's next philanthropic priorities was completed and presented to the school's Board of Directors. The top priorities of participants were summarized, and action steps were determined to move forward with planning for the next capital campaign.

FACULTY RETENTION

- Following a comprehensive and extensive search process involving more than 30 international candidates, ISI announced that Timothy Stroh, M.Sc, was selected by Head of School Elizabeth Head to serve as the Lower School Principal, effective July 1, 2023. Stroh, a native of Indiana, will return to the state with extensive teaching and leadership experience in independent and international schools. He currently serves as Vice Principal - Academic Achievement and Wellbeing at Berlin Metropolitan School (BMS) in Berlin, Germany. To ensure a smooth transition, Tim will visit ISI in May to begin the transition and meet with various constituents of the ISI community.
- Contracts, including teacher salary raises, were administered in January and reflect substantial retention numbers for the school.

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 Day events, held in place of the Upper School Open House, as a revised strategy to improve Upper School awareness. ISI has welcomed groups of students this Spring from prospective feeder schools.

INCREASED CENTRAL INDIANA VISIBILITY

- A strategic partnership with The Children's Museum of Indianapolis allowed ISI to participate in museum events, including their New Year's Eve celebration, Membership Mornings, and STEM days.
- In the Upper School, the student-led "Can You Share the Love" charity drive allowed students to work with local nonprofits in central Indiana. In the High School, House-chosen beneficiaries included Pioneers collecting pop tabs for Ronald McDonald House, Bisons collecting canned goods for Mid North Food Pantry, Limestones collecting writing utensils for Teacher's Treasures, and Cardinals collecting new and gently used books for Indy Book Project. In the Middle School, students collected previously worn and new shoes for Changing Footprints. Separately, in the Lower School, Grade 3 students, in coordination with their classroom unit, hosted a Jeans Day to collect money to buy food for a local food pantry.
- Visits to community partners and leaders have resumed with the Head of School and VP of Development and External Relations representing ISI.

DIVERSITY AND INCLUSION

- The DEI Advisory Council finalized an approach to celebrations and holidays, including monthly themes and focus areas, with related events and activities being hosted. The DEI Advisory Council also worked to create and publish a Religious Observances Calendar.
- The Head of School Listening Tour sessions have continued throughout the year, creating forums for parents to engage directly with the Head of School, learn about progress on the school's strategic priorities, and share their perspectives.



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

- This was the second school year of ISI utilizing Evergreen Enrollment, a simplified approach to enrollment that eliminates an annual re-enrollment contract and limits the enrollment actions required by families annually. The new approach has many benefits. This Spring, the process allowed ISI to confirm available spots for the new year so that the Office of Admissions can welcome new families more efficiently and effectively.
- Several activities to support Grade 8 retention efforts, including Grade 8 retention meetings with students and parents of Grade 8 students, and a January Grade 9 Course Information Evening for current Grade 8 families occurred.
- Merit scholarships were offered to Grade 8 students who met high standards.

NEW PARTNER SCHOLARSHIP NETWORK

- The Financial Aid process has been under review, emphasizing aligning timelines with enrollment timelines and providing more transparency about the financial aid available to prospective families.
- Partnership efforts have been established with external organizations like the Center for Leadership Development.

INTERNATIONAL INVESTMENT

- In addition to the recently established partnership with an international student recruitment agency, ISI has identified prospective countries for international student recruitment to establish multiple pipelines of prospective international students, an essential strategy for Upper School growth and financial sustainability.

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.



Tuesday, May 9, 2023

12:00 - 1:00 p.m.

Upper School families

Via Zoom



Wednesday, May 10, 2023

8:30-9:30 a.m.

Lower School families

In-Person in the Chen Building Library

RSVP to attend at:

www.isind.org/listening-tour-rsvp

Please note that while sessions may be Lower or Upper School focused, parents/caretakers of any grade level are welcome to attend either session.

