



International School of Indiana

2023 STRATEGIC PLANNING UPDATE

December 2023 Update

<https://www.isind.org/about/plan>

WHERE WE ARE NOW

An update on our strategic planning process

In 2024 ISI will celebrate its 30th year and launch its next strategic plan. As the school concludes the final year of the current five-year plan, planning for the future involving the school's stakeholders begins.

The current strategic plan goals derive from five pillars: Community Culture, Distinct Academics, Sustainability, Engagement, Recruitment and Retention. The pillars were formed from input gathered from the school community and external stakeholders during the 2019 and 2022 listening tours, and goals were selected for each pillar.

The school's leaders, believing the five pillars continue to be integral to future success, are committed to the current pillars as foundational elements of the Strategic Framework for the next iteration of the Strategic Plan.

Each pillar has shared characteristics:

- Aligning with the school's mission,
- Reflecting important commitments to our families, employees, and community as a whole,
- Recognizing our responsibility to carefully steward all of the school's assets and resources,
- Representing current areas of strength or desired areas of strength.

The Strategic framework is being vetted via online survey to be administered in the Spring of 2024, and a series of focus group meetings held from September through November 2023.



FOCUS GROUP STATISTICS

ISI constituents were invited to join Focus Group Discussions to offer suggestions and comments to help inform the Strategic Framework.

25

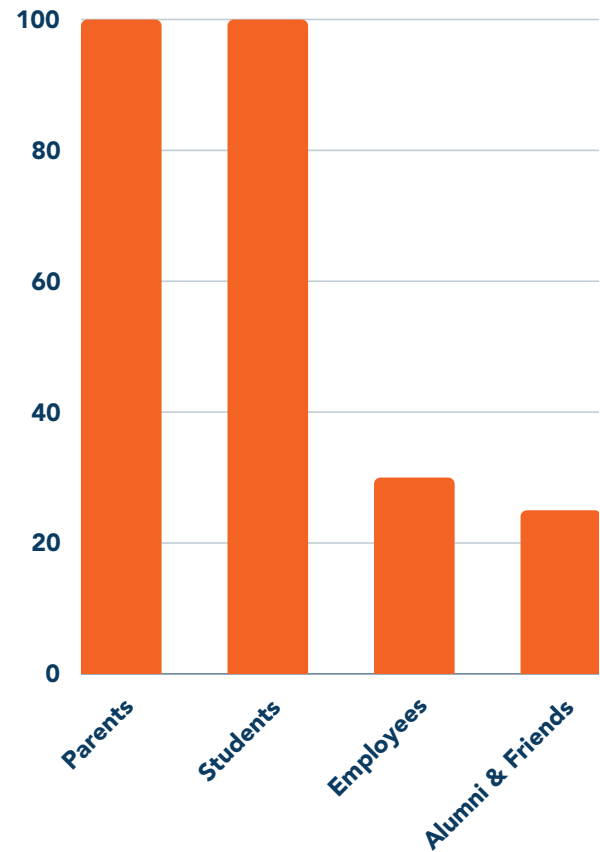
FOCUS GROUP SESSIONS

200+ Individuals

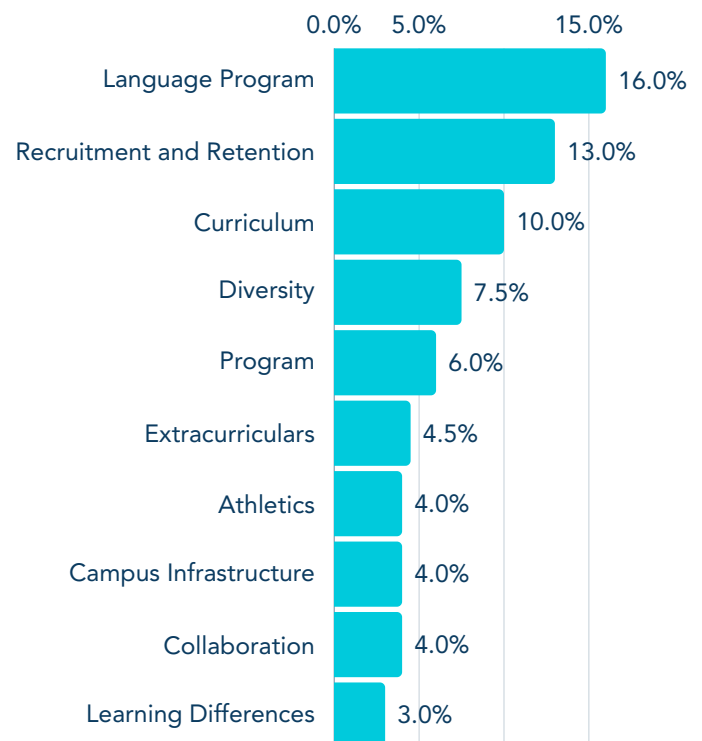
600+

IDEAS SHARED

So that the strategic plan reflects a broad range of perspectives, individuals are asked to participate in just one focus group meeting.



MOST POPULAR TOPICS OF DISCUSSION



EMERGING THEMES

ATHLETICS

The Athletics program is largely viewed as an opportunity for improvement. For the High School in particular, the program as it is currently structured is viewed as a hindrance to recruitment and retention efforts. Priorities differ greatly depending on the constituent group, highlighting the need for a vision and clear objectives for the overall program.



ISI CONSTITUENTS WERE INVITED TO JOIN FOCUS GROUP DISCUSSIONS TO OFFER SUGGESTIONS AND COMMENTS TO HELP INFORM THE STRATEGIC FRAMEWORK. THE FOLLOWING IS A SUMMARY OF WHAT THEY SHARED.



CAMPUS PLAN

The School's facilities and grounds are a significant asset but there is uncertainty about how it will be cared for based on the current financial model, and also what opportunities for future growth will be prioritized.

DIVERSITY

Community members tout the school's diversity as one of its greatest assets and an aspect of the community they value. ISI constituents are encouraged by the intentional approach to fostering a diverse, equitable, and inclusive school; they want those efforts to remain a priority.



COLLABORATION

The recent unification of the school on a single campus has provided a foundation for a more collaborative culture to grow. However, intentional plans are desired and viewed as essential to creating collaborative approaches across grade levels, language tracks, buildings, and departments. The unique mission of ISI offers a natural connection with many outside community organizations and companies. This is viewed as an opportunity to establish new partnerships and strengthen existing ones, ensuring collaboration includes external opportunities, too.



COMMUNICATION

Depending on the audience, communication from ISI is either too much or not enough, highlighting that what families want more is to be able to customize/curate communication based on their preferences, as they do in other aspects of their lives. Transparency from school leaders is valued, and where additional transparency can be offered, it is appreciated, especially from students.

COMMUNITY

Our school community is viewed as one of our greatest assets, a reason many families selected ISI, and a reason that many stay. Families and employees alike value the global community, diversity, languages and cultures reflected at ISI.



CURRICULUM

ISI families value both the language and IB programs, which are key differentiators and the reason many families select the school. Students and parents value the exchange trips and see them as important curriculum elements. STEM is viewed as a continued opportunity for growth within the curriculum, and increased support for learners with different abilities and social-emotional needs remains a priority for parents, students, and employees alike. As an independent school, ISI needs to assess how it can preserve its autonomy in crafting curricula and academic programs. This involves carefully considering the extent to which any influence from federal or state programs (for example Indiana's Choice Scholarship Program) is deemed suitable.

LANGUAGE PROGRAM

The language program is a significant reason that families have selected ISI, yet there is a desire to see it strengthened. Particularly in the Lower School there is a desire to see the Mandarin Program strengthened, and in the Upper School, students have an interest in learning a third language. Families in general have an interest in seeing the English program strengthened.

IB PROGRAM

ISI families value the IB and see it unanimously as a strength. Especially for the alumni and parents of alumni, there is a great appreciation for the college readiness the program provides.

EXTRACURRICULARS & STUDENT LIFE

Though the accessibility of different activities, from arts, to sports, and clubs are viewed as a strength, there is a desire to build upon that strength. In the upper school, where the activities can improve the overall student experience and satisfaction, creative solutions to enhance the student experience are desired.

RECRUITMENT & RETENTION

Recruitment and Retention efforts are a shared priority to all constituent groups. While the smaller size and unique program offerings are assets in Lower School recruitment efforts, they pose challenges for Upper School efforts.

FINANCIAL AID/ACCESS

Essential to recruitment and retention efforts is a competitive financial aid program. As a school without an endowment, meeting the current financial aid demands, especially for High School, is untenable, requiring a strategic solution.

BRAND POSITION/ MARKETING

Families feel that ISI does not have a well-defined value proposition, is poorly understood, or is not easily articulated. Resources allocated to external marketing efforts are inadequate to support community expectations or recruitment goals.

EDUCATION & AWARENESS

Constituents see a need to deepen parents' and prospective parents' understanding of ISI and the programs offered at the school.

NEXT STEPS

Tentative Strategic Plan Timeline

Originally published August 2023

September - October 2023

- Beginning in September, ten to twelve-person Focus Group meetings will be held on topics related to the pillars. Stakeholders may participate in one focus group, but not more than one, so that the perspectives reflect input from as many different individuals as possible.

November 2023

- A community survey will be conducted, which will allow stakeholders to comment on topics specific to all of the strategic plan pillars and more.

December 2023 - January 2024

- The Strategic Plan committee will conduct a qualitative analysis of information gathered from stakeholders, including the summary of all focus group input and survey data.
- The information will be organized into themes of related items, and themes will be named in a way that captures their essence, which will help to refine and enhance understanding of the goals that should be adopted.

February - March 2024

- An Executive Summary will be presented to faculty and staff, and each department will provide further feedback on the emerging themes and proposed goals.

April 2024

- The Strategic Plan framework will be presented to and endorsed by the Board of Directors.

May 2024

- The strategic plan will be announced to the school community, and work will begin to allocate budget dollars for strategic priorities and to integrate the plan into division and department-level operational plans.





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