

INTERNATIONAL SCHOOL OF ZANZIBAR

STRATEGIC ACTION PLAN 2019-22



Strategic Pillar 1: All About Learning

Strategic Target: *To empower students to reach their full potential by making learning personalized and valuing the voice of students in the school.*

Goal 1: Differentiate instruction so that each child reaches his/her full potential

<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Indicator of Success</u>	<u>Comments</u>
1.1.a Create a Staff Development Plan that focuses on Differentiation	Admin Team	Teacher input, time	Jan-June 2019	Plan in place that covers PD activities for the year	Focus on differentiation; reviewed annually for needs
1.1.b Encourage staff to use student-centered learning activities	Admin Team, Staff	PD, classroom materials & resources	Aug-Dec 2018, ongoing	PD on differentiation; teachers use student feedback to inform instruction; observable efforts by teachers	
1.1.c Introduce Peer Observations with a focus on differentiation	Admin Team	Time, flexibility	Aug-Dec 2018, ongoing	Teachers regularly observe and are observed	
1.1.d Provide support for students & teachers through	SST	Time, information/data	Aug-Dec 2018, ongoing	Data gathering, regular meetings, reporting of	

the Student Support Service Team				student progress, interventions	
1.1.e Identify, gather and distribute resources that support differentiation	Staff (Admin Team)	Google Drive & physical space, time (PD, staff meetings, teacher planning)	Aug-Dec 2018, ongoing		
1.1.f Create pre-assessment test bank that provides teachers with relevant information	Admin Team, SST	Google Drive & physical space, time	Jan-June 2019	Teachers use pre-assessment data to inform instruction & learning & make individual learning goals	
1.1.g Introduce academic support time	Admin Team	Time, space	November 2018, ongoing	Students meet 2-3 times per week during activity in level appropriate groups	
1.1.h Benchmark and measure learning through ISA testing or other international school standardized testing	Admin Team, Staff	Finances, time	Earliest in Aug-Dec of 2019	Students take standardized test 2-3 times per year; teachers use data to plan curriculum & interventions	

Goal 2: Personalize learning by providing opportunities for students to take an active role in designing and evaluating the learning process

<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Indicator of Success</u>	<u>Comments</u>
1.2.a Monitor student academic, social and emotional needs	Staff, SST	PSHE curriculum, student surveys; feedback mechanisms	Aug-Dec 2019	Homeroom time is used for PSHE; regular collection of student data (such as surveys) & interventions/follow up through SST	
1.2.b Provide students with opportunities to complete self-directed, inquiry-based projects in their own areas of interest to give their curiosity purpose and direction	Staff with support from Admin, Students	Curriculum guides, PD, time, support materials & resources	Aug-Dec 2019	Students regularly complete projects in every subject	
1.2.c Introduce student-led conferences across Early Years, Primary and Secondary programs	Admin Team, Staff, Students	PD, Classroom Monitor, time	Aug-Dec 2019	During P/T conferences, students play an active role leading the discussion of learning	

1.2.d Include student representatives on any committees in charge of curriculum selection	Admin Team, Staff, Students	Commitment	Jan-June 2019, ongoing		
1.2.e Students select and run extra-curricular activities based on their interests	Students, Staff		Aug-Dec 2018	Students choose and run ASAs	
1.2.f Provide students with opportunities to self-reflect after lessons/units of learning	Staff, Students	PD	Aug-Dec 2019	Teachers give students time to self-reflect on progress at the end of each unit & BEFORE summative evaluations; provide opportunities to retake a test	
1.2.g Provide students with opportunities to take charge of their own learning	Students, Staff, Admin Team	PD	Aug-Dec 2019	Teachers evaluate data and build in opportunities for students to choose topics, assessments, projects, etc	

				based in interest and ability	
Goal 3: Offer balance in the educational program to develop the whole child					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Indicator of Success</u>	<u>Comments</u>
1.3.a Introduce a proper ELL program	Board, HoS	Finances	Aug-Dec 2019	Non-native English speakers receive special ELL classes	
1.3.b Extend the school's Fine Arts program	Board, HoS	Finances	When Finances permit	Music and Drama programs in place	
1.3.c Extend the school's Foreign Languages program	Board, HoS	Finances	When Finances Permit	More language learning options	
1.3.d Extend the school's ICT program	Board, HoS	Finances	When Finances permit	Robotics, maker space, programming course	
1.3.e Extend the school's Extra-curricular program	Admin Team, Staff	Enthusiasm & commitment	When Finances permit	Regular activities offered M-F from 15:00-16:00	
1.3.f Promote		time, planning	Jan-June 2019		

events/activities that span age groups	Admin Team, Staff			Activities like reading buddies, house competitions	
1.3.g Balance practical vs. theoretical learning within the classroom	Staff, Students	PD, time, opportunities	Aug-Dec 2019	Project based learning, field trips, service learning activities, experiments, entrepreneurial experiences, etc.	
1.3.h Make use of outside resources (parents, community members, visitors)	Admin Team, Staff, Parents & Community Members	information & opportunities	Aug-Dec 2019	Students regularly engage in activities with persons outside of the school staff	
1.3.i Integrate Mindfulness/Awareness promotion into daily activities	Staff, Students	PD, time	ongoing	Reflection activities, quiet time built into the school day	
Goal 4: Provide innovative approaches to learning					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Indicator of Success</u>	<u>Comments</u>
1.4.a Promote entrepreneurialism across the curriculum	Admin Team, Staff	Finances, Imagination, curriculum support, PD	Jan-June 2019	School develops curriculum/activities as well as facilities like workshops, maker	

				spaces, gardens, etc.	
1.4.b Explore reporting systems which favour formative assessment and reports over standardized letter grades	Admin Team, Staff	Know how, PD, time	Finances permitting (Aug-Dec 2019, ongoing)	Extensive use of Classroom Monitor adapted to our needs; additional mid-term reporting using various CM tools	
1.4.c Place students by ability in subject levels rather than by age/year group	Admin Team, Staff, Board	Research, philosophy & practice of personalized learning, PD	Aug-Dec 2019	Learning spaces & schedules/timetables structured to accommodate students in new learning environments & groupings	
1.4.d Promote collaboration between grade levels	Admin Team, Staff	Time, space, ideas	Aug-Dec 2019, ongoing	Students increasingly interact academically across age groups	
1.4.e Implement platform for electronic portfolios & home communications	Admin Team, Staff	PD, time	Aug-Dec 2019	Classroom Monitor is used for grade reporting & home communications	

				several times per term	
1.4.f The physical environment of the school is consciously designed to promote student inquiry and exploration into the natural world	Facilities Committee, Students	Resources, ideas, inspiration	Resources permitting	Additional resources are available across the school (classrooms, playground, creative spaces, library)	
1.4.g Explore learning opportunities with the greater community	All Staff, parents, students, community members	Connections, time	Jan-June 2019	School establishes partnerships with select community members/organizations to promote student learning & growth	

Strategic Pillar 2: Creating Global Citizens

Strategic Target: To educate children to become positive members of local societies and the world.

Goal 1: Promote school-wide personal goals to develop soft skills and social competencies

<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
2.1.a Promote					The Cambridge <i>Habits of Learning</i> - being confident, responsible,

Awareness of IPC Personal Goals at school and at home as a means of becoming a global citizen	Admin Team, Staff, Parents	Time, materials (images, posters, etc.)	Aug-Dec 2019, ongoing	Everyone at school is familiar with Personal Goals and can describe what they are; section in Family Handbook	reflective, innovative and engaged - are largely reflected in the IPC goals
2.1.b Integrate IPC Personal Goals into curriculum learning outcomes	Admin Team, Staff	Time, PD	Aug-Dec 2019	Teachers create learning opportunities (e.g. discussion of values in biographical studies, etc.)	Do this in conjunction with PSHE curriculum; behavior assessment uses PG
2.1. c Apply IPC Personal Goals to all aspects of life at school	Admin Team, Staff	Shared philosophy	Aug-Dec 2019	Discipline Policy, behavior assessment, playground expectations etc. reflect PG	
2.1.d Celebrate student demonstration of Personal Goals	Staff, Parents	Schedule of events	Aug-Dec 2019	PG assemblies and awards, PG of the month awareness	
2.1. e Create an ISZ Graduate Profile which reflects the values of a global citizen	Admin, Staff		Jan-June 2019	PG are reflected in the graduate profile	

2.1 f Create a safe and positive environment inside and outside of the classroom that promotes respect for self and others	All ISZ community	Commitment to shared values	Aug-Dec 2019, ongoing	Global Citizenship awareness & support is high amongst all stakeholders of the community	
Goal 2: Foster service learning to develop communication, collaboration, and leadership capacity					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
2.2.a Student Council is offered and supported and its members are voted upon by their peers	Staff	SC leader	Aug-Dec 2018	An active Student Council that supports and initiates school activities	
2.2.b Introduce Community Service activities across all age groups	Admin, Staff, Parents	Person, Organizations, Connections, Commitments	Aug-Dec 2019	Partnerships with local organizations; regular interactions/activities with our students	
2.2.c Initiate peer mentoring and support programs for new students	Staff	Time	Aug-Dec 2018	Student ambassadors are assigned to new students	

2.2.d Develop graduation criteria that include service learning hours	Admin Team, Staff		Jan-June 2019	Completed graduation requirements document	
Goal 3: Commit to globally-minded curriculum and international accreditation					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
2.3.a Conduct annual self-review of current implementation of various curricula (IPC and IMYC, IGCSE & A levels)	Admin Team, Strategic Plan Committee		Aug-Dec 2019	Reports on status of various curricula	
2.3.b Make use of available curriculum training opportunities	Admin Team		Jan-June 2019	Staff use Fieldwork and CM resources like blogs or workshops	
2.3.c School leadership & community commit to full accreditation process	Board, Admin Team, Staff, Parents		Jan-June 2019	Begin MSA candidate status	

2.3.d Develop & implement accreditation growth plan that is globally minded	Whole School Community		Jan-June 2019, ongoing	ISZ community is engaged in MSA accreditation protocol	
Goal 4: Act and promote the values of a diverse and inclusive school					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
2.4.a To continue to implement the values of "Next Frontier Inclusion"	Admin Team, SST, Staff		Aug-Dec 2018, ongoing	Processes in place to determine student needs & actions	
2.4.b Work towards establishing a scholarship program for underprivileged local student	Bard, Scholarship Committee		Aug-Dec 2019	School secures sponsors and conducts process for applicants; selects qualified student	
2.4.c Consider diversity in teacher recruitment	Admin Team, HoS	Contacts, wide-ranging advertising	Jan-June 2019, ongoing	School secures a wide range of applicants through sound teacher recruitment practices	

2.4.d Celebrate diversity at school as well as local Zanzibari customs & culture	All school community		Aug-Dec 2019	Several events throughout the year	

Strategic Pillar 3: Shaping a Sustainable Future

Strategic Target: To develop physical and human resources to provide the best possible learning environment.

Goal 1: Provide human & physical resources to an international standard

<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
3.1.a Engage international teacher recruitment services to ensure top quality staff is hired	HoS	Finances	Aug-Dec 2018	ISZ has formal relations with select teacher recruitment agencies	
3.1.b Work on compensation package to attract & retain top	HoS, Board		Jan-June 2019	Board approves new pay and compensations	

quality staff				scheme and teacher contracts	
3.1.c Create a Facilities Plan outlining “needs and dreams”	Facilities Committee	Time	Jan-June 2019	Working plan with criteria and priorities	
3.1.d Investigate how to reduce the school’s carbon footprint	Whole school community	Information, commitment to low carbon school life	Jan-June 2019, ongoing	School implements ways to reduce waste, electricity and other resources	
3.1.e Investigate introducing a school canteen/cafeteria	Board, HoS	Time	Aug-Dec 2019	Decide if cafeteria is feasible, if yes, then healthy & nutritious school lunch is served	
3.1.f Investigate introducing a school bus service	Board, HoS	Research & data	Aug-Dec 2019	Decide if bus service is economically feasible	
Goal 2: Develop a marketing strategy & plan to secure enrollment					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
3.2.a Leverage social media	Staff, Parents	Time	Aug-Dec 2018, ongoing	Regularly update Facebook &	

				online groups with school info	
3.2.b Develop targeted ads to groups that fit the ISZ demographic in this order: 1) Zanzibar, 2) Tanzania, 3) Kenya, 4) South Africa, 5) Digital Nomads	Marketing Committee	Finances	Jan-June 2019, ongoing	Strategically placed advertisements	
3.2.c Develop a "Welcome to ISZ" series of emails and documents for new or inquiring families	HoS, OM		Jan-June 2019	Information package, communications	
3.2.d Increase the usability and necessity of the school website by adding content and promotions of events	HoS, Staff	Time, ideas & input	Jan-June 2019, ongoing	Website to include more details for parents and prospective parents	
3.2.e Search for and recruit external consultant/firm or an employee or volunteer that will	Marketing Committee	Information	Finances permitting	ISZ will have a comprehensive marketing strategy	

handle marketing for ISZ (photography, videography, website, social media, promotion, content creation, etc.)					
Goal 3: Develop a competitive boarding school program					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
3.3.a Do market research and viability study	Board, HoS	Resources, information	Finances permitting	Viability study	
3.3.b Identify specific target groups & start marketing	Marketing Committee	Marketing materials, resources finances	Depends on 3.3.a	List of target groups	
3.3.c Develop strong after school activities & pastoral program	Admin Team, Staff		Aug-Dec 2019	Staff & outsiders offer more choices between 15:00 and 16:00	
3.3.d Identify local resources that enhance the quality of a boarding program	Marketing Committee	information & connections	Aug-Dec 2019	catalogue of activities of affordable activities on the island	

3.3.e Develop an implementation & growth plan for the boarding program	Board, Marketing Committee	Information	Following the feasibility study	5 year growth plan	

Strategic Pillar 4: Providing Efficient Finances

Strategic Target: To provide responsible and sustainable management of resources that enables the school to implement its mission & vision.

Goal 1: Benchmark ISZ finance against best practice in other international schools in the Africa region

<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
4.1.a Research AISA school finance documents & practice. Identify, analyze, suggest & adopt standard finance practices and structures	Board	Information, AISA sample documents	Aug-Dec 2019	ISZ Finance Handbook is adopted	
4.1.b Determine effective means to communicate	Board, Finance Committee		Jan-June 2019	Communications strategies, regular	

financial information to the school community				communications, feedback	
4.1.c Create standing Finance Committee to enhance fiscal oversight	Board		Immediate	Finance Committee headed by Board Treasurer, including HoS and Operations manager	
Goal 2: Develop a school growth plan that anticipates needs and diminishes risks					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
4.2.a Enforce Board budget oversight to check spending	Board, Finance Committee		Immediate	Regular Finance Committee meetings, budget reports at Board meetings	
4.2.b Engage in long term financial planning and risk assessment	Finance Committee, HoS, Operations Manager		Jan-June 2019, ongoing	5 year plan, contingency planning document	
4.2.c Define stressors for the school and run stress tests	Finance Committee		Jan-June 2019	List of stressors identified	
4.2.d Investigate ways			Jan-June 2019		

and means to fill the "summer gap"	Finance Committee, HoS, OM			Measures to generate funds over the summer/cut costs or delay payments	
4.2.e Build reserves to cover school expenses to cover at least 3-6 months	HoS, Board		Jan-June, 2019, ongoing	Plan how to deal with future surpluses (other than bank deposits)	
4.2.f Provide long term student enrollment projections	HoS		Jan-June 2019	5 year plan	
4.2.g Conduct school wide inventory of assets & develop plans (facilities, technology, etc.) as a basis for future planning	HoS, OM, Board		Jan-June 2019	Facilities plan with priorities & feasibilities (see 3.1c)	
Goal 3: Explore alternate sources of revenue to supplement tuition income					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
4.3.a Establish holiday camps in December & June/July/August	Admin Team, Staff		Summer 2019	The school will host a 4 week summer camp	

				program open to the greater public	
4.3.b The school will charge fees from anyone using school facilities for personal activities & profit.	OM		December 2019	Revenue collected monthly	
4.3.c Explore grants from private companies	Finance Committee	Data	Aug-Dec 2019, ongoing		
4.3.d Explore Fundraising Activities	Finance Committee, PTA		Jan-June 2019	School conducts events	

Strategic Pillar 5: Delivering Accountable Governance					
<i>Strategic Target: To deliver effective, accountable, and consistent governance that is based on community spirit and trust.</i>					
Goal 1: Benchmark ISZ governance against best practice in other international schools in the Africa region					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
5.1.a					

Rewrite Constitution	Board	Input from Registrar's office	Jan-June 2019	New constitution as an NGO is adopted	
5.1.b Research AISA school governance documents & practice. Identify, analyze, suggest & adopt standard governance practices and structures	Board	Information, AISA sample documents	Aug-Dec 2019	Governance Handbook is adopted	
5.1.c Annually review all pertinent governance documents and make any necessary changes	Board	Time, consultation	Annual, ongoing	Report of review published	
5.1.d Ensure compliance with all local laws and regulations	Board	Consultation with outside sources (registrar, lawyers, accountants)	Annual, ongoing	Reports of consultations published	
5.1.e Nurture and ensure transparency	Board	Feedback from community members (see 5.1.f)	Jan-June 2019, ongoing	Communications strategy	

through effective communications					
5.1.f Implement community feedback mechanisms to foster accountability	Board	Online platform to conduct surveys	Jan-June 2019	Surveys & data analysis inform communications strategy	
Goal 2: Promote continuous improvement for the board and the school's administrative team to drive innovative leadership and sustainable governance.					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
5.2.a Devise Board training based on needs and areas of improvement	Board, HoS	Resources (AISA)	Aug-Dec 2019, ongoing	Board members take advantage of and participate in training sessions	
5.2.b Hold annual Board retreat for team building and setting annual goals	Board, HoS	Time	Jan-June 2019, ongoing	Board members meet and set annual goals	
5.2.c Improve Board oversight and performance through standing committees	Board		Jan-June 2019	Various committees are created and start meeting regularly (Finance & Facilities, Strategic Planning, other)	

5.2.d Consult with school leadership on best practice, innovation and professional development needs	Board, Admin Team		Jan-June 2019	Admin team answers to specific questions generated by the Board	
5.2.e Take advantage of AISA connections & training opportunities	Board	AISA membership, information	Aug-Dec 2019	Participation in AISA training	
Goal 3: Develop political advocacy for the school with local institutions to support the school's development.					
<u>Action Steps</u>	<u>Person(s) in Charge</u>	<u>Resources Needed</u>	<u>Time Frame</u>	<u>Criteria for Success</u>	<u>Comments</u>
5.3a Seek out key government contacts and explain school's mission	Board, Community Members, HoS	Connections, Information	Jan-June 2019	Board members, HoS, OM visit key members of the establishment	
5.3.b Establish partnerships with local schools and engage in PD activities for them	Admin Team, Staff, Community members	Connections, (Finances/)	Aug-Dec 2019	School staff & parents regularly engage with local school	
5.3.c Identify third			Jan-June 2019		

parties (private & public) that share values and support the school's mission	Board, Community Members, HoS	Connections, Information		Board members, HoS, OM visit key members of the community	