

# INTERNATIONAL SCHOOL OF ZANZIBAR STRATEGIC PLAN

**2019-22**

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## **Introduction**

In 2018, ISZ completed an in-depth SWOT (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats) review and established a strategic plan through a highly consultative process involving all members of the ISZ community. The result is an ambitious plan which complements our mission statement, teaching and learning philosophy, as well as our approach to global mindedness and sustainability. It reaffirms our commitment to serve the needs of our community. Through this Strategic Plan, we strengthen our goal to be the best school we can be. We believe in order to be successful, a strategic plan must be flexible as well as dynamic. As we work towards the challenging goals that we have set, we will take the time to reflect on our progress and ensure that momentum is maintained.

ISZ is growing to meet the needs of an ever-changing future. As we prepare our students to recognize and respond to the challenges and uncertainties of a complex world, we adapt, evolve, and innovate to remain relevant and authentic in the context of a highly interconnected world. The Strategic Plan focuses on student learning, global citizenship, good governance & finance management, and a sustainable future, and is intended as a road map for development for the next 3 years.

It is our inherent belief that we can achieve the goals set out in the Strategic Plan by working together as a Professional Learning Community.

## **Our Strategic Pillars**

1. *All About Learning* - To empower students to reach their full potential by making learning student centered and valuing the voice of students in the school.
2. *Creating Global Citizens* - To educate children to become positive members of local societies and the world.
3. *Shaping A Sustainable Future* - To develop physical and human resources to provide the best possible learning environment.
4. *Providing Efficient Finances* - To provide responsible and sustainable management of resources that enables the school to implement its mission & vision.
5. *Delivering Transparent Governance* - To deliver effective, accountable, and consistent governance that is based on community spirit and trust.

## **Mission, Core Beliefs & Values**

At ISZ, a community of learners strives to offer the best possible educational services to our children. We serve the needs of the expatriate and local communities of Zanzibar. We recognize that our families have diverse backgrounds, and we are committed to providing an international education that empowers our students to continue their studies throughout the world. To best serve the needs of our community, we ask guiding questions about the world our students will

live in, what skills they will need to be successful, and how best to communicate those skills in and out of the classroom.

### **Our Mission Statement**

*To provide a balanced and innovative international education that enables students to achieve their individual potential, while preparing them to be successful citizens who make positive contributions to society and the world.*

We aim to ensure that all families and staff understand our school mission and our educational philosophy.

### **ISZ School Wide Expectations**

We Expect Our Board of Trustees To:

- to uphold the well being of all students, faculty, and staff as its top priority;
- to set policy that has at its center student learning;
- to initiate and approve school wide plans and initiatives that ensure that ISZ remains at the forefront of learning;
- foster a climate of global citizenship and local responsibility at the school;

We Expect Our Administrators to:

- place the security of students and faculty above all else;
- place a major focus on the teaching-learning processes;
- be flexible, helpful, and supportive;
- be willing and able to meet with students, teachers, and parents about any school-related issue, problem, or concern;
- develop activities and functions that meet student needs and interests;
- provide helpful feedback in the classrooms as needed;
- model ISZ values.

We Expect Our Teachers To:

- be dedicated and caring professionals who are well planned and prepared to teach;
- address a variety of learning styles in their teaching;
- be flexible, responsible, cooperative, and supportive while working towards a common goal;
- take on responsibilities beyond the classroom in support of extra-curricular and school-wide initiatives, considering them as integral to the success of the school;
- respect colleagues and everyone within the ISZ community;
- follow proper channels when communicating;
- model ISZ values.

We Expect Our Students To:

- be respectful of teachers, all school staff, and each other;

- have a positive attitude towards learning;
- be inquisitive and ask questions;
- be cooperative and supportive with others;
- be responsible for their own behavior;
- give their attention to the required task;
- adhere to the values and codes of conduct of ISZ.

We Expect Our Parents To:

- be responsible, cooperative, and supportive of the school's mission;
- be respectful of all members of the greater school community;
- follow proper channels of communication;
- help their child(ren) with the daily routines of the school;
- follow the school's procedures as outlined in the Parent Handbook.

### **Indicators of Success & the Strategic Plan Review Process**

Our strategic goals are measurable and have clear indicators for success. We recognize that certain goal areas are easier to measure than others, but we strive to produce data and evidence to inform decision making and operations of the school.

Strategic Planning is cyclical and includes a series of processes which we commit to:

- Doing a realistic and comprehensive assessment of the school's strengths and limitations;
- Having an inclusive planning approach;
- Involving all leadership levels and sharing responsibility;
- Having clear priorities and implementation plan;
- Collecting and interpreting data;
- Reviewing progress and adapting actions accordingly;
- Communicating progress and creating opportunities for feedback;
- Committing to innovation & change.

## **ISZ STRATEGIC PLAN OVERVIEW**

### **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.

#### **Strategic Goals:**

1. Differentiate instruction so that each child reaches his/her full potential;
2. Personalize learning by providing opportunities for students to take an active role in designing and evaluating the learning process;
3. Offer balance in the educational program to develop the whole child;
4. Provide innovative approaches to learning.

### **Strategic Pillar 2: Creating Global Citizens**

#### **Strategic Target:**

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

#### **Strategic Goals:**

1. Promote school-wide personal goals to develop soft skills and social competencies;
2. Foster service learning to develop communication, collaboration, and leadership capacity;
3. Commit to globally-minded curriculum and international accreditation;
4. Act and promote the values of a diverse and inclusive school.

### **Strategic Pillar 3: Shaping a Sustainable Future**

#### **Strategic Target:**

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

#### **Strategic Goals:**

1. Provide human & physical resources to an international standard;
2. Develop a marketing strategy & plan to secure enrollment;
3. Develop a competitive boarding school program.

### **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.

**Strategic Goals:**

1. Benchmark ISZ finance against best practice in other international schools in the Africa region;
2. Develop a school growth plan that anticipates needs and diminishes risks; (see MSA plan)
3. Explore alternate sources of revenue to supplement tuition income.

**Strategic Pillar 5: Delivering Accountable Governance****Strategic Target:**

To deliver effective, accountable, and consistent governance that is based on community spirit and trust.

**Strategic Goals:**

1. Benchmark ISZ governance against best practice in other international schools in the Africa region;
2. Promote continuous improvement for the board and the school's administrative team to drive innovative leadership and sustainable governance;
3. Develop political advocacy for the school with local institutions to support the school's development.