

[STRATEGIC PLAN 2017]



Whole School Strategic Plan

Vision Statement

Canadian International School strives to be recognized as one of the finest educational institutions in East Asia.

Mission Statement

CIS is a culturally-rich mosaic serving each student by providing a world-class international education, nurturing potential, developing life-long skills, and preparing students for an ever-changing global community.

Our Motto

Shaping the future...Together! Today!

Core Values

1. Integrity

- Integrity in academics
- Integrity in relationships
- Integrity in decision-making

We strive to be guided by strong moral principles in all that we do.

2. Inspiration

- Inspiring each other
- Inspiring the love of learning
- Inspiring confidence
- Inspiring to be the change

We strive to unlock the unlimited potential of the entire CIS community.

3. Respect

- Respect for individuality
- Respect for community
- Respect for diversity
- Respect for our environment

We strive to create a community in which each individual is treated with dignity, compassion, and fairness.

4. Caring

- Caring for self
- Caring for each other
- Caring for the social, emotional, and academic needs of all students
- Caring for the global community

We strive to act with empathy and kindness towards each other and the changing world around us.

5. Joy

- Joy of learning
 - Joy of teaching
 - Joy of discovering,
 - Joy of connecting with our school, our community and the world around us.
- We strive to harmonize hard work, achievement and fun!

Structure of the Strategic Plan

The strategic plan is divided into five *Strategic Directions*. Each strategic direction will have its own *Outcomes* accompanied by *Strategies* designed to achieve those Outcomes. Achievements indicate tangible items already embedded in CIS' operations that arose from the Strategic Plan Outcomes and were achieved through the Strategies indicated in the Strategic Plan.

Strategic Direction 1

Quality Learning and Teaching to Improve Student Learning Outcomes

Link to Mission Statement: 'serving each student'; 'providing a world-class international education'

KEY RESULT AREAS (Outcomes) – Items CIS must continue to pursue and achieve:

- Having teachers familiar with and responsive to the learning styles of their students
- Having a school environment where purposeful inquiry, and creative and critical thinking are the norm
- Having an articulated CIS curriculum with school-wide continuity and progression, scope and sequence
- Having a differentiated and diverse CIS curriculum based on internationally-recognized programs that meets the needs, skill and interests of our students
- Having further developed Professional Development so that all members of CIS staff grow professionally
- Having a connected CIS curriculum with students and teachers able to make links between learning, links between teaching and links between school and the worldoutside
- Having a thorough Mother Tongue Program to help meet the needs of all applicable students
- Having the ESL Co-teaching Model become embedded into the CIS teaching ethos

KEY PERFORMANCE INDICATORS (Strategies) – By the end of June 2020 CIS will:

(KPIs will move from KPI to Achieved on an ongoing basis)

- Expand on PLCs
- Expand upon the Co-teaching Model into the ES and in support of ESL
- Fully explore the French School model on the CIS campus

ACHIEVEMENTS – tangible items already embedded in CIS' operations

- continue to look at students through Multiple Intelligences (Individual Learning Styles);
- continue to seek Cambridge Primary authorization.
- expand opportunities for High Achievers (leadership) and be open to what programs and activities are on offer for these students (Bangalore and beyond);
- allow G5/6 teachers time together to meet/plan, also G8/9 teachers to meet together for continuity of program and advancement through Sections;
- build upon its experiential learning program (CL) - transfer of knowledge throughout the curriculum

- continue to look for avenues whereby students can gain valuable experiences outside the mainstream curriculum and areas of study during the school day (sport, activities, events...);
- A range of language programs to meet the needs of our students and consistent with the values of an international school
- A CIS Learner profile
- A Dean of Studies position
- Curriculum adapted to reflect local and regional content replacing 'Canadian' content
- A curriculum-led timetable replacing the timetable-led curriculum
- All domains of learning are valued and important
- A middle school (G6-8) structure to accommodate specific learning, social and developmental needs
- A first-language/mother-tongue program
- Have a professional community of teachers committed to school improvement, professional growth and collaboration
- Have suitable and sufficient services and resources to support student learning and well-being
- Have students and staff who understand and model the attributes of the IB Learner Profile
- Develop school wide Pastoral Care
- Ensure vertical and horizontal alignment of curriculum throughout the school
- Initiate a school-wide discourse and development training regarding Differentiation
- Encourage and enable teachers to visit and observe other teachers in their classrooms
- Have displays of student work in all classrooms and hallways
- Map its curriculum in order to identify connections and similarities
- Have a well-articulated Learning Support Program
- Introduce standardized tests for admissions as well as a yearly standardized test for existing students in Grades 2 to 8

Strategic Direction 2

Leading School in the Local, Regional and International Education Communities

Link to Mission Statement: 'serving each student'; 'providing a world-class international education'

KEY RESULT AREAS (Outcomes) – Items CIS must continue to pursue and achieve:

- Attracting, developing and retaining the best qualified international, regional and local educators, who consistently support, promote and apply the mission of the school;
- Embedding of the Apple Distinguished School ethos into daily practice and stakeholder mindset
- Maintaining the balance between Foreign and Local hired teachers
- Being a professional community that understands the value of, and is able to, continually reflect on best practice, and engage in cutting-edge, research-based educational discourse;
- Being a school of excellence by allowing itself to be open to regular internal and external review, accreditation and inspection processes (CIS/NEASC; IBO; Cambridge);
- Being guided by transparent, articulated and understood policies;
- Being a school that actively identifies, develops, promotes and shares innovative practice;
- Building capacity within the support staff and faculty;
- Fostering good student, teacher and family interaction;

- Enhancing its professional mentor program to develop outstanding young teachers.

KEY PERFORMANCE INDICATORS (Strategies) – By the end of June 2020 CIS will:

(KPIs will move from KPI to Achieved on an ongoing basis)

- Continue to work toward 50/50 teaching split (Foreign/Local)
- The TA Intern program to develop beyond Kindergarten
- Look to bring in Vice Principals in ES and MS/HS
- Embed the CL Intern program (Michigan and others) to further support Contextual Learning and MS education
- Expand PD offerings and opportunities to extended staff

ACHIEVEMENTS – tangible items already embedded in CIS' operations

- seek out additional opportunities whereby our students will gain valuable experience and compete regionally and internationally (India Int'l Video Competition, Coding, Science and Math Olympiads, etc);
- have in place a technology plan for moving forward with respect to cutting edge curricular developments and trends ex. coding (including examining the hardware implications school-wide);
- enhance PD opportunities and skills development for Local Staff (Security, Safety, First Aid...with certificates for levels of accomplishments);
- continue its development of ADEs, APDs from within its teaching faculty;
- continue to build upon its well-developed student and families orientation program;
- continue to build upon its well-developed teacher induction program;
- continue to seek avenues for interns and student teachers (both locally and Internationally) to develop and gain valuable experience in their given fields of expertise;
- have in place a program catering to the specific needs of high-achieving students.
- Implement a buddy system for new teachers and students
- Ensure that every teacher sent on professional development outside delivers in-service sessions for staff on campus so as to share their learning/experiences
- Add a reflection and learning log to Professional Development goals
- All professional development received is documented and available to the school over time
- A wide-ranging, inclusive recruitment process
- Clearly defined role descriptions
- A salaries and benefits package comparable to international schools in the region
- A professional development budget that covers school-wide in-service training and personal professional development opportunities
- Structures which allow for democratic decision-making
- Create alliances with similar international schools around the world for student exchange (semester abroad) programs, visiting teachers program and to build a feeder population
- Create a CIS Venture Club to provide exposure for students to Business plans and Entrepreneurship projects
- Extend professional development opportunities to administrative support staff
- Showcase CIS in the media with PR activities highlighting key areas of excellence and innovative practice
- Introduce CIS TED Talks as a platform for presenting/sharing new ideas and pedagogy
- Establish and Promote CIS as a Centre for Excellence in Technology, Robotics, Green Idea, ESL and a few key areas
- CIS' work with NGOs (ProVision Asia, Forty K, UNESCO, Daily Dump, BPAC, Bangalore Needs You...), promotion partners (Toyota, HSBC, Prestige Golfshire, etc) has assisted with brand recognition.

Strategic Direction 3

The CIS Fit – Ethos, School Culture, our Environment and Community

Link to Mission Statement: 'CIS is a culturally-rich mosaic'; 'developing life-long skills'; 'preparing students for an ever-changing global community'

KEY RESULT AREAS (Outcomes) – Items CIS must continue to pursue and achieve:

- Maintaining strong ties with Alumni
- Supporting the innovative iPad/Technology program (infrastructure and pedagogy)
- Reaching (Contribute, collaborate, engage...) out more into the greater Bangalore Community (look for better way to say this)
- Enhancing the school infrastructure to improve learning
- Strengthening safety protocols
- Continuing to pursue all potential green (sustainability) initiatives to safeguard our environment and set an example for CIS stakeholders

KEY PERFORMANCE INDICATORS (Strategies) - By the end of June 2020 CIS will:

(KPIs will move from KPI to Achieved on an ongoing basis)

- Expand budgets to better reach the community...visiting NGOs and such
- Achieve a purposeful enrolment based on strategic planning around demographics
- Amend Family and New Staff Orientations to meet the needs of all as best as possible, but maintaining the CIS ethos
- Fully explore the Alumni and Facebook page options, such as E--Newsletter for Alumni (Term)
- Maintain Yearly Alumni gathering, Grad speakers, Orientation, Ex in the WK
- Develop the Maker Space into a complete working/tech area, equipped for the 21st century and beyond
- Connect CIS to the community via something like InterNations, Five Oceans
- Announce at all times that visitors on campus know safety routines and muster points, at concerts and assemblies, no mock drills, if you hear it, it is real
- Develop solar charging stations around campus at convenient locations for student usage

ACHIEVEMENTS – tangible items already embedded in CIS' operations

- TechConX Conference, expand on the success of Yr1
- Child Safeguarding curricular implementation into ES, MS and HS
- Solar Power – tie together the whole initiative
- Successfully track students of CIS for future networking and collaboration
- Continue to conduct fire drills, lockdowns and safety drills
- Pursue an established *Alumni* program and network
- Continue to build upon PD, Strategies for Success (ties into Dig Cit), Common Sense Media
- Support the composting and bio gas initiatives
- Continue to build upon existing CAS and CL initiatives
- Continue to support Student Councils' efforts to reach out further into the greater community in the local Bangalore area.
- Provide additional sun shelters are provided on the grounds, at the swimming-pool and for the buses
- A C units installed and operational in all classrooms and offices on campus

- train staff and create an improved Advisory Program
- enhance the opportunities Boarding Parents have for PD activities and other whole school events (meetings)
- develop students to take a proactive and responsible role in leadership
- develop stronger academic support for Boarding students
- develop pastoral care and leadership qualities in our staff to positively impact the students
- develop programs of sports, activities and further affiliations
- Have a more active and representative Student Council at Elementary and Secondary levels
- Introduce House Leaders
- Develop, run and participate in inter-school and intra-school sports, arts, science and debate activities
- Enlist the services of external coaches and specialists
- Organize regular social/bonding events in Boarding
- Continue to develop student-led community service projects
- Develop more student leadership training and opportunities (students leading clubs)
- Encourage students to develop their own paths and follow their own passions
- Continue to build upon the Boarding Clubs and Extra-curricular activities (balance)
- Continue to seek opportunities more than just MUN (flat classroom, speech and debate, non-sport...)
- Continue to work at creating a schedule/timetable that affords a balance

Strategic Direction 5

CIS The Growing School: Marketing, Development, Admissions and Enrolment

Link to Mission Statement: 'providing a world-class international education'

KEY RESULT AREAS (Outcomes) – Items CIS must continue to pursue and achieve

- Having a marketing plan which ensures the school is well-known, is the school of choice and is supportive of internal and external stakeholders
- Having clearly defined strategies for maintaining diversity of student population
- Ensuring that Management of Growth is understood and articulated
- Implementing of French Section at CIS (Consulate)
- Marketing opportunities as they are recognized and put forward
- Having a fully documented Admissions structure and plan
- Managing Public Relations opportunities as they are put forward and recognized

KEY PERFORMANCE INDICATORS (Strategies) - By the end of June 2020 CIS will:

(KPIs will move from KPI to Achieved on an ongoing basis)

- Have complete compliance for Admissions with respect to all submitted documents prior to starting at CIS (Reports, Consents, etc)
- Have an Admissions Policy that actively supports the mission statement
- Maintain purposeful enrolment based on strategic planning around demographics
- Enhance Website and marketing materials
- Achieve the goal of having CIS more Google Search friendly
- Optimize Social Media
- Extend outreach (OWC, Consulates, Bluefoot, Relocations, Corporates, Agents, etc)
- Add additional staffing to meet future needs and growth of program
- Expand Client Servicing – first contact is crucial, the customer experience

- Improve and enhance Boarding as it relates to marketing and admissions and first impressions (Agents, Fairs, hoardings, etc)
- Support the MS expansion, numbers, growth, capacity, classrooms, demographics
- Continue to research firms on Bangalore's growth and change

ACHIEVEMENTS – tangible items already embedded in CIS' operations

- Marketing opportunities – Golf tourney, Scholarships, TechConX
- Revamp and redesign Office and Facilities
- Admissions Software to organize the entire system of Admissions, implement electronic tracking system for Admissions pipeline
- Additional staffing to meet future needs and growth of program for MS expansion
- create and tap alumni network and use them as case studies of success
- list of Initiatives from CIS that creates awareness of CIS in the market
- expand its use of existing clientele for parent referrals;
- further enhance the following areas, with respect to marketing at CIS; Facebook, Twitter (Social Media in general), Alumni, Hoardings, Marquee events, Agents for Student Intake, Transportation North of CIS (Devenahalli area), Facilities Usage, Alumni Days;
- explore avenues to publicize and advertise CIS' college placements and college guidance program – our students have gained admission into some great universities;
- explore avenues to further publicize academic rigor;
- create a central theme for marketing but tailor it for the different audiences;
- have a Performing Arts Centre completed and in use;
- have 8 additional classrooms, including 2 additional Science Labs;
- explore opportunities for feeder schools at the KG levels.
- Execute marketing plan by conducting the following activities:-
 - Hoardings around the city
 - Presentations in large housing communities – family fun events
 - Presentations to HR heads of various large corporates – look for a long term association, offer discounts
 - Presentations at consulates of various countries in Bangalore – Japan, UK, Germany, Canada, France etc.
- Introduced standardized admission testing
- Re-look at cafeteria operations and damage control as necessary
- Analyze, revamp and outline an Admissions policy
- Seatbelts on buses, a/c's installed, protocol implemented
- Have a clear admissions policy and procedure that develops school enrolment to 650 students, in average class sizes of 24, appropriately distributed over grades K-12
- Maintain facilities to be appropriate to the school's programs, projected enrolment, class sizes, meet current standards for space, light, access, safety and security
- Ensure its cafeteria service provides value for money, healthy eating choices for all its students
- Ensure its transportation service is safe, reliable and efficient
- Break away from opinions of CIS being "to far" or "too expensive" or "only for expat children"
- Use technology initiative as a marketing opportunity – 1:1 iPad integrated learning
- Actively pursue international networks to push our school – Search Associates, international schools, reciprocal arrangements
- Create a plan to target Indian families so as to enhance the population of Indian students in CIS to 30% of the total population – this will lend stability to the system

