

2016–2019

STRATEGIC PLAN



FIS MISSION: OUR HIGHEST ASPIRATIONS

Our mission is to be the leading, culturally diverse and family-oriented international school with English as the principal language of instruction.

We inspire individuals to develop their intellect, creativity and character to become independent, adaptable, socially responsible and internationally minded citizens, by ensuring a dynamic, inquiry-driven education of the highest standard.



FIS BELIEFS: VALUES THAT GUIDE OUR RELATIONSHIPS

- Each person is unique and has equal worth.
- Education of the highest standard is a shared responsibility of students, family and school.
- Expectations that are challenging lead to higher levels of performance and allow us to reach our potential.
- All people are responsible for their actions.
- Honesty, integrity and respect are essential for building trusting relationships.
- Open-mindedness, empathy and compassion are essential for living in a diverse community.
- Leading a healthy and active lifestyle improves the quality of life.
- Commitment, enthusiasm and perseverance lead to success.
- Contributing positively to society and the environment is our shared responsibility.
- Nurturing curiosity and creativity stimulates exploration and discovery throughout life.
- Our lives and the life of our community are enriched by diversity.



WE'VE BEEN LISTENING

The Frankfurt International School Strategic Plan is a community document. It has thousands of authors because it was written with the input received from students, parents, faculty, staff and alumni.

We at FIS listen to our constituents through surveys that begin when new families arrive and continue to the year end when our departing families leave the school. Throughout the school year we are constantly seeking an answer to the question, "How can our school become even stronger?"

In addition to community surveys throughout the year, our school leadership gathers input from welcome breakfasts with new families, grade-level parent meetings and monthly meetings with faculty and staff. Our Board of Trustees, all of whom are current FIS parents, holds open meetings throughout the year for community input and delves deeply into the operations of the school through its committee meetings, which also include community members.

Additionally, the school closely scrutinizes the student performance results, including standardized testing that begins in Grade 3, IB Diploma Results and college acceptances.

The Strategic Planning Team, which is comprised of members from all constituent groups, meets twice a year to listen to presentations by the leadership team and outside educational experts to ensure the Strategic Plan is aligned with best practices in education.

We make a concerted effort to listen because our Mission Statement promises to build a "family-oriented" school with an "inquiry driven education of the highest standard." While we have one of the most diverse school communities in Europe, we remain a united FIS Family. We know that we can only achieve our ambitious goals if we listen to one another and apply what we learn to better meet the needs of our students and families.



A woman with dark hair pulled back, wearing a bright blue, sleeveless, flowing dress, is captured in a graceful dance pose. She is leaning forward with her right arm extended horizontally to the left and her left arm raised high and curved. Her eyes are closed, and she has a serene expression. The background is dark, and the floor is a light-colored wood. The lighting is dramatic, highlighting the contours of her dress and her form.

REACHING HIGHER

Our efforts to listen to our community have resulted in a common theme that resonates with our students, parents, faculty, staff and alumni. This common message is a desire for our students to be given every possible opportunity that will support their success. We believe that while FIS is already a strong school, we can reach even higher standards of excellence.

Given the school's long history there are many aspects of its programs that are well established. However, the intent of this plan is to identify areas for review that will be transformational for the school.

To evolve further as an institution means to advance the levels of excellence in our teaching and academic programs, and to expand opportunities for all community members to maximize their FIS experience. This must be achieved while also encouraging our community to lead balanced and healthy lives.

Our goal to "reach higher" is intended to take our already strong performance results further than ever before. We will ensure that FIS remains a place where learning is both challenging and enjoyable. We believe that engaging in work that may require great effort is well worth the journey because the results are both meaningful and rewarding.

THE PLAN

FIS believes that all good plans should be easy to understand, measure, and communicate to our diverse community. The summary below offers a snapshot of the areas the school will be addressing in the upcoming three-year Strategic Plan. Each of the points below is backed by detailed action plans that will guide the school toward achieving its broader goals. The Strategic Plan will bring change to the school, but these changes will be built upon a continued commitment to the International Baccalaureate ideals and learner profile.



EXCELLENCE

- *Examine our curriculum to ensure that teaching and learning are accessible, challenging, and relevant, enabling student success at FIS and beyond.*
- *Support the faculty in maximizing their teaching impact through a collaborative learning culture.*
- *Increase community understanding of learning expectations and achievement through consistent use of agreed-upon and accessible communication tools.*
- *Build, renovate and manage facilities to optimize teaching, learning, collaboration, play and safety.*
- *Research, evaluate and implement best practices in innovative teaching*



OPPORTUNITY

- *Evaluate additional diploma and course offerings to meet the needs of a wider range of students.*
- *Expand support programs for students with exceptional needs.*
- *Strengthen programs to instill students with strong values and character attributes.*
- *Develop the Alumni Association into a vibrant community that extends alumni involvement.*
- *Develop students' capacity to become self-reliant and responsive to others' needs through local and global engagement.*



BALANCE

- *Provide outstanding after-school and extracurricular learning options for students.*
- *Encourage the balanced and responsible use of technology to further enrich teaching and learning.*
- *Promote health and wellness in our community.*
- *Communicate and implement clear home learning expectations across all divisions.*
- *Provide families with engaging programs that allow them to optimize their FIS experience.*



MEASURING SUCCESS

A Strategic Plan only has value if it includes clear and measurable outcomes that are the intended results of the school's continuous improvement efforts. These results require an objective review by an independent group that is not directly responsible for the daily strategic work but remains highly invested in guiding the school toward success.

The Board of Trustees monitors the ongoing progress of the strategic initiatives through a variety of tools. One such tool is a dashboard of Key Performance Indicators that follows the growth of student achievement, faculty engagement, and successful college placements. The Board of Trustees also measures success using the survey data that is gathered from parents, students, and faculty each year to measure satisfaction on a range of areas from academic rigor and extra-curricular opportunities to the management of facilities and security issues.

The FIS Board of Trustees and its committee members have expertise in medicine, finance, law, science, education, business and other fields that are relevant to the school's operation. They hold high expectations for our school to meet its vision to be a world leader in offering the finest international education found anywhere. Ultimately, these expectations will allow our students to be successful wherever their paths may lead them after leaving FIS.

We are excited about the journey we are now embarking upon and will regularly communicate our progress as we continue to build the future of our school.



A GLIMPSE OF THE PAST AND FUTURE

The preparation work for the new 2016–2019 Strategic Plan actually began in the 2014–2015 school year, when our teachers were challenged to begin thinking “out of the box” to envision how our school could reach a higher performance plateau. This foundational work continued as our Board of Trustees and leadership team and others reviewed data, attended conferences, and met with consultants to research best practice and discuss how to put FIS on a fast-track to achieving its goals. The list below is not intended to enumerate the hundreds of individual steps involved in moving the school forward, but offers a broad glimpse of our Plan through its first year. A new timeline will be shared at the beginning of each subsequent year of the Plan.

2015 Fall

Trustees Committee reviews the parent, faculty and student surveys to identify areas for growth. The surveys may be changed to gather information linked to key areas of importance to future school plans.

2015 Winter

Strategic Planning Team meets with acclaimed international school consultant Cathryn Berger Kaye to review school mission and beliefs to ensure a strong foundation for next Strategic Plan. The Team will survey incoming families on initial impressions of the school.

2016 Spring

School leadership team spends a day of reflection on recent community surveys. Strategic Planning Team convenes to review first draft of proposed initiatives for the 2016–2019 Strategic Plan.

2016 Fall

Board of Trustees approves three-year Strategic Plan. School leadership team identifies first-year actions and goals and reviews Key Performance Indicators (KPIs) using data from student performance outcomes and survey data.

2016 Winter

The FIS Alumni Office reviews its survey results to gather data on post-FIS experiences and gather suggestions for strengthening the FIS experience. Leadership Team submits progress report to Board on first-year strategic initiatives.

2017 Spring

Community surveys will be revised to gather information on school programs as well as questions specific to progress on strategic initiatives.

2017 Fall

Team from New England Association of Schools and Colleges (NEASC) has preliminary visit to review FIS Learning Principles.

2017 Winter

Community Survey using NEASC protocols to verify alignment of FIS progress on strategic goals with the accreditation requirements.

2018 Spring

Strategic Planning Team from all constituencies meets to review and reflect upon NEASC findings and Strategic Plan progress.

2018 Fall

International Baccalaureate Organization and NEASC have combined visit to FIS to complete the accreditation review and approval. Outcome of visit shared with FIS Community and incorporated into future planning.

2015 – 16

2016 – 17

2017 – 18

2018 – 19

