

International School of Brooklyn Strategic Plan - 2013-2017



WHO WE ARE



Mission: International School of Brooklyn provides an intimate, progressive and multicultural education that is ideal for preparing our children - tomorrow's leaders - to face the challenges and opportunities of an international future.

Diversity Statement: ISB strives to create and maintain a school environment with an awareness of global and local community by actively fostering diversity in action, attitude, and structure.

ISB Vision: To be an N-12 International Baccalaureate and language immersion school.

HOW WE ORGANIZE OURSELVES



THE PURPOSE OF THE STRATEGIC PLAN: The ISB Mission, Diversity Statement and Vision provide the foundation for all decision making at the school. Since its inception in 2005, ISB has maintained its vision to become a Nursery-12th Grade International Baccalaureate and language immersion school. For ISB to thrive today and into the future, it must use its resources of time, funds and talent wisely, making strategic choices about the direction and priorities needed to bring to life the Mission, Diversity Statement and Vision and create a plan for sustainable growth.

INTRODUCTION: In order to set the course for ISB's growth, the Board of Trustees called for a planning process to be led by a Strategic Planning Committee comprised of Trustees, parents and administrators. This process involved collecting and analyzing data to produce forward-looking recommendations in key areas. These recommendations were then developed into goals and actionable objectives for a period of four years, and provide benchmarks for measuring progress. The ultimate purpose of this plan is to enhance the school's service to its students.

THE PLANNING PROCESS: In the fall of 2012, the Strategic Planning process was initiated through a day-long visioning session at ISB, where administrators, former and current parents, and members of the community came together to envision ISB's future. From there, three separate areas of research were launched during the 2012/1013 school year. First, a facilities research and planning group was formed in order to complete a space programming study and to seek out scenarios for facilities needs. Secondly, a financial consultant was engaged to work on financial modeling forecasts as they relate to ISB's projected growth. Third, fundraising consultants were engaged in order to conduct a Feasibility Study. Through this study, a representative sampling of the ISB community was confidentially interviewed in order to determine the community's capacity and support for a capital campaign. In addition, the Board of Trustees conducted outreach sessions with ISB families, researched a variety of high school models and investigated growth plans of similar schools. The resulting abundance of data was carefully reviewed by the Board of Trustees. Keeping in mind the Mission, Diversity Statement and Vision of ISB, the Board of Trustees then set to adopt this four year Strategic Plan. This plan sets forth the six goals that will support ISB's growth to fulfill its vision. Under each goal are objectives that serve as milestones toward achieving those goals.

4-YEAR STRATEGIC PLAN (2013-2017)

ISB will solidify its leadership as an N-8 International Baccalaureate and language immersion school in the community. ISB will complete the planning process for its as yet undated IB high school program launch.

WHERE WE ARE IN TIME AND PLACE



N-8 Program

To complete the development of ISB's N-8 program through which students benefit from a comprehensive, international educational experience that prepares them for high school and responsible citizenship

Objectives:

- Grow the N-8 program to full capacity
 - Preschool – 108 students
 - Elementary – 240 students
 - Middle School – 180 students
- Prepare Middle School graduates for high school studies; guide and support students and families as they research and transition to high school
- Pursue further accreditations – NYSAIS, MYP, French and Spanish governments
- Enhance core values of ISB's mission – language acquisition, critical thinking, inquiry-based learning, international mindedness – in all areas (STEM, literacy, humanities, arts, sports, extra-curricular activities, international exchange)
- Support the commitment to a diverse student body, including those with learning differences and those international students new to an English environment

High School Planning

To complete a comprehensive high school plan and establish actionable goals towards the launch of ISB's 9-12 Grade International Baccalaureate program

Objectives:

- Conduct a program planning analysis for a high school of 200-300 students
- Create a business plan for the launch of the high school, which includes start-up and ongoing operating models as well as timeframe for the hiring of the initial program staff
- Pursue high school facilities opportunities – existing buildings as well as partnerships with developers
- Develop various funding opportunities for the launch of the high school (loans, grants, investors, etc.)

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HOW WE EXPRESS OURSELVES



Faculty and Staff

To strengthen ISB's teaching and learning culture by increasing staffing and professional development capacities in order to support an internationally-minded faculty and staff

Objectives:

- Benchmark faculty and staff salaries and benefits and provide increased opportunities for professional development to ensure that we are able to attract and retain the most qualified staff
- Expand Admissions Office to include a high school placement staff member to help middle school graduates with the transition to high school
- Expand administrative support staff to meet the needs of the growing programs (Advancement, Business, Facilities, etc.)
- Provide increased specialist support for programs (MYP Coordinator, psychologist, learning specialist, etc.)

Advancement

To further advance ISB's mission and vision by developing and supporting the Board of Trustees and by communicating with and educating our constituencies on their role as partners in ISB's success as a not for profit, independent school

Objectives:

- Ensure effective communication of progress on reaching objectives of this strategic plan and fundraising activities of ISB
- Educate constituents on financial and operating structure of non-profit, independent schools
- Expand Board of Trustees' leadership in advancement initiatives
- Further expand our outreach efforts to highlight our unique program and establish our brand identity

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HOW THE WORLD WORKS



Financial Sustainability

To solidify ISB's financials in order to achieve and maintain a balanced budget and begin to build reserves

Objectives:

- Create a 4-Year Master Financial Plan that addresses start-up costs incurred over the past 8 years; reviews tuition structure as it relates to overall operating budget; and maintains commitment to socio-economic diversity through our tuition assistance program
- Grow Annual Fund to 5-7% of Annual Operating Budget
- Launch a \$1+ Million Capital Campaign in order to allow for facilities and program expansion, with a portion allocated for high school planning

Facilities

To secure space that enriches ISB's programs, supports the growth of the school and provides a vibrant learning environment

Objectives:

- Obtain additional facilities for expansion of the school to meet projected N-8 enrollment at full capacity, which provide gym space, additional classrooms, science labs, student performance space, art and music studios
- Pursue rental opportunities for school facilities during non-school times as an additional revenue stream

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HOW WE SHARE THE PLANET



The Board of Trustees would like to thank everyone who participated in the strategic planning work this year:

September 30th Strategic Planning Session participants

Facilities research and planning group

Feasibility study participants

ISB Senior Administration – Natalie Judelson, Delphine Michaud
and Carlos Martinez

ISB Board Advisor – Teresa Santamaria

George Davison and Debbie Zlotowitz of Grace Church School and Mary
McDowell, respectively, who provided much insight on school growth

Susan Wallace, Peter Heller and Dan Baker, for their guidance as our
consultants

2012-2013 Board of Trustees:

- Isabelle Jouanneau-Fertig (President), Tamara Malkin-Stuart (Vice President), Nancy Woodruff (Secretary), Jerome Barth, Susan Breton, Monica Burgos, Mike Silano, Rebecca Skinner (Head of School)