our journey forward
STRATEGIC PLAN
2016-2021
**introduction**

The Strategic Plan for the International School of the Peninsula for 2016-2021 is based on an analysis of information gathered during the 2015-2016 academic year. Led by the Board of Trustees, Strategic Planning Committee, and the Head of School, the effort included focus groups with parents, faculty, staff, and students; a comprehensive parent survey; and several retreats for the Board of Trustees and Administration.

**raising the bar**

Galvanized by the school’s first 7-year accreditation, which is the highest achievable status from the Western Association of Schools and Colleges (WASC) and California Association of Independent Schools (CAIS), the International School of the Peninsula is perfectly positioned to ascend to the next level.

To help the school provide an unparalleled, academically rigorous and internationally-aware bilingual education for our students, ISTP will focus on the following areas:

- **deliver an innovative, inquiry-based bilingual program**
  Continue to evolve the educational program into one school with an aligned approach, including pursuing International Baccalaureate accreditation and recruiting and nurturing world-class educators.

- **solidify a culture of philanthropy**
  Enhance a culture of philanthropy in the school community.

- **strengthen financial core**
  Maintain socio-economic diversity and have the financial flexibility to respond to our region’s rising costs and competitive environment.

- **uphold excellence in governance + leadership**
  Provide strong board governance.

**our journey forward**

As part of this evolution, the Board has also revised the school’s mission and vision to ensure that both of them are reflective of our goals.

**our mission**
We educate students through a rigorous and dynamic bilingual program, inspiring them to develop an inquisitive and responsible international mindset.

**our vision**
We are committed to being a leader in international bilingual education while providing our students with a transformative educational journey that encourages compassion, independence, action and gratitude.
deliver an innovative, inquiry-based bilingual education

We remain deeply committed to ISTP’s success in delivering a rigorous bilingual education that allows students to think critically and develop their creativity and international mindset.

Continuing in our tradition of forward-thinking pedagogy, our objective is to strengthen the journey through an innovative, international-focused, inquiry-based approach. We aim to align the academic experience and outcomes for all students, evolving to a “one school” vision. In tandem with a larger vision, the school will study the feasibility of extending our program through high school, as a potential continuation of our students’ educational journey and the school’s path of next-level growth.

To this end, we strive to ensure that our faculty and staff are provided with engaging and enriching professional development programs that will allow them to deepen their understanding of the core of a global education.

strategies

Students will be equipped to manage an increasingly demanding world. Our rigorous bilingual curriculum will also ensure that students develop an inquisitive mindset, think creatively, and communicate effectively. We will support faculty efforts to deliver the curriculum in a manner that meets our learning standards, and includes an inquisitive and interdisciplinary approach that will allow all of our students to grow into world citizens. As such, the Board of Trustees has adopted the following strategies to be implemented over the next five years:

1. ISTP is in the process of becoming an International Baccalaureate Organization (IBO) candidate school. With the IBO process as a catalyst, we will leverage the existing strengths of the school and lead students to build strong academic skills that will help them develop an inquisitive mindset, increase their curiosity and engagement, and activate their full potential for learning.

2. We will align our two bilingual programs in order to ensure that each and every student has the ability to meet the requirements of the newly established graduate profile.

3. We will design a service program that fosters a sense of gratitude for what our students have and empathy for the needs of the less fortunate around them.

4. We will continue to hire international teachers who are experts in and are passionate about their field. Our teachers, representing a range of experience and diversity of teaching styles, will include an inquiry-based approach in their method, and will further their teaching by being actively involved in their professional development.

5. We will develop a strong professional development plan for our faculty and staff that is critical to achieving our curricular goals, including a focus on inquiry-based methods. We will design the opportunities for continued development within the school and broader community of international educators.
**solidify a culture of philanthropy**

To support and enhance the educational experience of our students while keeping tuition as affordable as possible, it is critical for parents to be generous with their time and resources to help ISTP fulfill its mission. We aim to create a robust, highly-energized community of parents who are as mission-driven as the teachers and staff of ISTP.

While we have made significant progress in building a culture of philanthropy over the last several years, over the course of the next five years, ISTP will need to significantly enhance its philanthropic efforts to fulfill the strategic objectives contained in this plan. We will seek to tap into that enthusiasm and continue to offer innovative ways for parents to provide support, through time, volunteer activities, attendance at fundraising events, and direct financial contribution.

**strategies**

1. We will continue to build a culture of giving, parent leadership and volunteering.

2. We will target to grow the endowment fund from $3.0 million to $6.0 million through direct gifts and planned giving, which will allow ISTP to begin to use fund income for key strategic objectives.

3. We will initiate innovative Annual Fund campaigns and communications materials to provide greater transparency around use of Annual Fund resources.

4. We will design and implement programs to further recognize and celebrate the financial generosity of donors, and drive and encourage recognition for the efforts of donors and volunteers by fellow parents and other members of the community.

5. We will ensure that ISTP has sufficient resources to accomplish its fundraising goals.
**strengthen our financial core**

ISTP is strategic in allocating its resources to provide the greatest return to students, faculty, and the school. We depend on careful management and oversight of our financial resources to support the School’s mission and enable planning for new initiatives. Our commitment to financial stability is reflected in the professionalism of our leadership team, the expertise of our external investment advisors, and the focus of the Board on budgeting, long-term financial planning, investment policy, and Annual Giving.

While the costs for an independent school education in the Bay Area will continue to rise, we will balance them against the need to maintain an outstanding international bilingual program, competitive faculty and staff compensation, and professional development opportunities that ensure the diversity and ongoing success of our school.

Our five-year financial plan has the capacity to support the educational and strategic endeavors outlined in this plan, and maintain the highest standards of service while fulfilling their goals and priorities while also maintaining a position of financial strength.

**strategies**

1. We will remain committed to holding future tuition increases to levels that reflect our earnest desire for an ISTP education to remain competitive with our peer group.

2. We will ensure that the availability of financial aid is more effectively communicated to all those interested in ISTP. We will carefully continue to increase our financial aid budget, and utilize our aid resources to shape a student body that is genuinely reflective of our local community.

3. We will create a reserve fund and design a policy that will allow the school to have long-term sustainability to give us the flexibility to evolve to build/ enhance programs or address other needs.
uphold excellence in governance + leadership

It is the Board of Trustees’ responsibility to ensure that the school’s mission is relevant and vital to the ISTP community. The Board tracks and monitors the school’s progress toward fulfilling its mission, and provides important fiduciary oversight for the management of the school.

The Board plans for the future of ISTP, and identifies both financial and leadership resources needed to achieve its strategic objectives. Board members do not serve to represent particular agendas or factions, nor does the Board have involvement in the day-to-day operations of the School. The Board is composed of representatives of the ISTP community and other community leaders who bring specific skills and perspectives to the deliberations involved in setting strategic policy. The Board is also responsible for selecting, supporting, and evaluating the Head of School.

The following strategies are in direct support of this Strategic Plan, the overall financial health of the school, long range goals, and also includes independent school best practices.

strategies

1. We will identify resources needed to support the goals of this plan and sources of funding.
2. We will set interim goals and ways to measure progress.
3. We will work closely with the Head and the CFO to monitor financial processes.
4. We will continue to have productive partnership with Head and Administrative Leadership Team.
5. We will continue strategic board recruitment, including adding board members from outside the ISTP community.
6. We will provide ongoing board development/education about best practices in independent school governance.
strategic planning leadership + participants

HEAD OF SCHOOL
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BOARD CHAIR
Sophie Bromberg

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PLANNING PARTICIPANTS
Parent, Faculty, Staff, and Student
Focus Groups (2015-2016)
Parent and Faculty + Staff
Survey Participants (2015-2016)