



BAIN & COMPANY

AIS 2006-10 Strategic Plan

Town Hall Update

February 21, 2006

AIS 2006-10 Strategic Plan Development Summary

We are fortunate as a school community to now have a strong foundation in place and we have many **choices** about how we collectively decide to evolve our school over the next 5 years

A highly **inclusive process** with the AIS community (parents, faculty, staff, students, alumni, Board) has now been underway since mid-September 2005

What has emerged from the process and dialogue is a strong consensus that our **mission and values remain highly relevant**

- AIS as an International, IB school with a unique community and values

Through the planning process, we have collectively defined a set of **priorities for AIS** that will:

- strengthen our school on multiple dimensions
- enable us to continue being a highly unique school and community
- firmly position AIS as one of the leading International schools in the world

AIS 2006-10 Strategic Plan Development Summary, continued

Close-in Focus Areas (0-3 Years)

- Generally strong alignment on the broad priorities for AIS
- Six key themes have emerged
- Efforts now underway to more fully discuss each theme and to develop action plans
- **In parallel, AIS will need to develop a multi-year HR plan (faculty development, hiring/retention, assessment, etc.)**

Longer-term AIS Footprint (Campus Master Plan)

- Planning process identified infrastructure issues and opportunities that were categorized as follows:
 - Program requirements (must dos to fully deliver on our mission)
 - Wish list (optional enhancements)
 - Expansion options (e.g. 2/3 year old program) were identified and evaluated by the AIS Administration/Board
- AIS Board has evaluated the issues and options and has now adopted a long term vision for the AIS campus and footprint

AIS 2006-10 Strategic Plan Development

Perpetual Goals (originally adopted in 2001)

In addition to the six themes for the new plan, we have a series of perpetual goals that remain an important part of our school's priorities for the next 5 years

Select examples of the perpetual goals include:

- School-wide, student performance on individual IB subject exams and the IB diploma pass rate will be equal to or above AIS benchmark schools (local, national, and international).
- Students, individually and collectively, will develop and model the character traits and attitudes described by the IB Primary Years Programme and AIS core values.
- The rate at which AIS seniors are admitted to highly selective colleges, universities and programs within a college or university worldwide will be equivalent to or better than that of AIS benchmark schools.
- AIS faculty and staff salaries and benefit package will equal or exceed those of Atlanta area benchmark schools.
- Faculty attrition at AIS will be less than attrition at benchmark international schools in the United States.

The AIS Board and Administration routinely review our performance against these goals and creates action plans to address any issues.

Summary of Emerging Themes: Close-in focus areas

We have generally strong alignment on the close-in (0-3 year) focus areas and broad priorities for the AIS strategic plan:

- 1) Reaffirm our commitment to RAVA and student character development via consistency of our day-to-day actions
- 2) Strengthen the real/perceived weaknesses in our curriculum
- 3) Increase opportunities for every AIS student to reach the highest possible level of achievement for each child while maintaining strong AIS emphasis on character and joy of learning
- 4) Create the model international school community
- 5) Strengthen the AIS brand and dramatically raise awareness in Atlanta, the US and the World
- 6) Continue to selectively strengthen the operational foundation and processes of the school

1) Reaffirm our commitment to RAVA and student character via consistency of our day-to-day actions

- Clarify what RAVA means
- More fully and consistently follow RAVA for all members of the AIS community
- Clarify and update expectations for the parent/school partnership

2) Strengthen real/perceived curriculum weaknesses

AIS has a strong overall curriculum and generally excellent student outcomes, but clearly we should always strive to improve.

Longer term, facilities will likely be an important part of addressing issues in our curriculum, but there are many actions we can take that do not depend on facilities.

Priority areas for short term focus are:

- Upgrades to Science and Technology programs as our #1 priority
- Continue recent strong progress in Math program
- Identify and evaluate potential changes to our language programs, to include:
 - Dual languages more fully sustained throughout MS/US
 - Language acquisition in the primary school
- Continue significant investments in I.T. and expanded role of I.T. in curriculum
- Identify and evaluate enhancements to Middle School curriculum and student experience (e.g. tighter integration with PS/US, resolve MYP, add an exchange program, improved transitions 5-6 and 8-9)
- Enhancements to Music and PE programs

3) Increase opportunities for every AIS student to reach the highest possible level of academic achievement for each child while maintaining strong AIS emphasis on character and joy of learning

- More exposure to multiple school competitions
- Increase support for college application process, e.g. more investment in SAT Prep and expanded college placement support
- Strive to be the destination where all are supported in their efforts to be the best at what they choose to do
- Develop method to monitor longitudinal outcomes (what impact did AIS have on the child while he/she was part of AIS)
- Need to raise visibility to individual accomplishments of every one at AIS (not just academic, but service, etc.) more than we do today

4) Create the model international school community

- Aggressively recruit students, faculty and staff to create a more diverse and representative community
- Define and maintain appropriate balance between international and American culture
- Improve integration of new families into the AIS community
- Celebrate our diverse community, but maintain a common AIS identity

5) Strengthen the AIS brand and dramatically raise awareness in Atlanta, the US and the World

- Increase external appreciation for the strength of AIS graduates and the AIS education
- Need to better educate everyone that AIS is not a language school, but rather an international IB school
- Need to much better educate the parent community on AIS successes and the IB philosophy
- Create an engine for building/sustaining collaborative relationships (e.g. with consuls, Garden Hills, etc.)

6) Continue to selectively strengthen the operational foundation and processes of the school

- Need to improve communications to / from parents (parent feedback, better integration of communications, etc.)
- Next generation for key administrative processes and functions (e.g. faculty/staff appraisal and development, business office)
- Introduce new outcomes measurement (e.g. evaluation of student achievement over time, alumni outcomes, etc.)
- Next generation for key metrics (e.g. teacher retention)

Summary of Emerging Themes: Longer term footprint

Our current school sits on 9 acres that we have on a 50 year lease from Atlanta Public Schools (expires in 2049) and we recently acquired 6 acres adjacent to our campus for potential future use.

We need to define the longer term requirements needed to achieve our aspirations and then finalize a campus master plan and a capital campaign that will allow us to realize our aspirations.

In addition to our longer term vision, we need to identify and implement a series of immediate actions to improve our infrastructure while we work on the longer term.

What should be the AIS long term footprint? [1/2]

The strategic planning process to date has identified the following:

Must Do Program Requirements (must be fully addressed by master plan)

- Primary school – address inadequate square footage, other space issues
- Science – renovate existing labs, add new labs
- Visual arts – increase space and improve environment (lighting)
- Cafeteria – need to increase space
- Auditorium – need to reclaim balcony space
- Library – need to separate primary from secondary and increase space
- Faculty room – need adequate meeting space for faculty
- Parking & traffic flow – need to improve for safety, traffic flow and relationship with Garden Hills neighborhood
- Athletics – Build track to serve the sport with highest participation

Wish List Program Requirements (optional improvements)

- Playground space – expanded Primary school space
- Robotics lab
- Swimming pool

What should be the AIS long term footprint? [2/2]

In addition to the program requirements and wish list, we have also had multiple ideas raised that would broaden the AIS footprint.

Specific ideas that have been raised to date are:

- Expanded primary school – add 5th track? (language tbd)
- Invest in Mandarin Chinese? – primary school track; expanded MS/US role?
- Launch an Early Learning (2/3s) Program?
- Expand international role and influence in Atlanta (e.g. alliances with Goethe Institute, Alliance Francaise, etc.)?