

Tashkent International School
Five-Year Strategic Plan—A Vision For TIS
Developed by the Tashkent International School Board, August through November, 2004

Dear TIS Community,

On October 27th, 2004 Tashkent International School moved from its old campus to the new one. This brought to a close the Strategic Plan of the previous few years. This plan successfully steered TIS through the entire accreditation process with the European Council of International Schools and the New England Association of Colleges and Schools. The old plan also guided the school through the financing, planning and construction of the new facility on our new campus.

Organizations, in order to not just survive, but thrive in today's rapidly changing global society need to plan for the future in an organized and articulated manner. It is for this reason that the TIS School Board has been working on the next five year Strategic Plan for TIS. The plan aligns school financial planning, curriculum program and facilities development into a cohesive vision for the future of TIS in line with our core mission and beliefs. The Board wants to make TIS not just the best school in the region, but one of the best international schools that one can find anywhere.

The strategic plan deals with large 'capital' projects and the 'big picture' if you like. The day-to-day operations of the school and routine development of curriculum and facilities will continue as normal. As part of these routine developments and improvements, for example, the Board has approved the position of a school principal for August of 2005 and charged the Director with the task of finding and appointing the best person possible for this position for TIS.

The Tashkent International School Board developed the plan outlined below during the months of August through to November. The plan has three main strands:

- 1) Curriculum Development
 - 2) Program Development
 - 3) Facilities Development
- Note: (1) and (2) are considered together

The school's mission statement and core beliefs were central to the planning process, and all aspects of the plan were considered in terms of the school's mission and beliefs.

The planning process undertaken by the board was a databased planning process. The TIS Director surveyed and interviewed a cross-section of the TIS community in the months of July through to November 2004 as part of an **Entry Level Plan**. The findings are available from the School Office and are also published on the TIS web site. In addition, findings from **SWOT** analyses (Strengths, Weaknesses, Opportunities, Strengths) and the school's **LTFP** (Long Term Financial Plan) were considered. **The LTFP was used to provide estimates of projected available funds for curriculum, program and facilities development. This LTFP was based upon zero growth in enrollment and freezing tuition at current levels for the next three years.** Thus we have kept projected income levels at minimum estimates, while projecting expenses at the high end of our estimates. This means that we have been very conservative in our financial projections of available funds.

Tashkent International School Board now invites written comments, ideas, suggestions and discussion on all aspects of this plan from all members of the TIS community (parents, students and teachers). The Tashkent International School Board and the Director will be providing additional information and briefing documents over the months of November through to January. The TIS Faculty will be meeting to go over the proposals and to discuss them during regular meetings scheduled in November and December. Students will also be consulted during this period. In addition, parents are invited to make an appointment with the Director to discuss any aspects of the proposals at their convenience. In order for our school to be the best it possibly can be, we all must be involved in planning its future now. Please share your thoughts with us.

Best regards,
The Tashkent International School Board and Director

Timeline for Plan Adoption

The School Board will, at their December Meeting, formalize the proposal to adopt the Strategic Plan. This will then be presented for approval at an Extraordinary General Meeting of the Parent Community in January 2005. This General Meeting will also elect and vote for the Executive Board of the PTA.

Key: Five-Year Plan

- Year 0 = 2004 – 2005 (Preparation Year)
- Year 1 = 2005 – 2006 (Formal Launch of Plan)
- Year 2 = 2006 – 2007
- Year 3 = 2007 – 2008
- Year 4 = 2008 – 2009
- Year 5 = 2009 – 2010
- Beyond Year 5

SECTIONS 1 AND 2: CURRICULUM AND PROGRAM DEVELOPMENT

Notes:

- Several programs have already been initiated as part of a general curriculum upgrade and review of assessment
- Some programs and curriculum development can be covered from the existing operational budget
- The LTFP projections allow all programs and curriculum upgrades to be initiated and completed in the time-frame indicated (give no significant decrease in enrollment)
- The proposals for expansion of secondary academic elective courses including AP, IB and regular courses will mean that each student will be able to take the balance of courses that best suit their strengths

Curriculum/ Program (In order of priority)	Year of Plan	Estimated Costs	Explanatory Notes
Upgrade secondary core courses and expand academic electives, introduce the AP program	Year 0 Year 1	\$100,000 Per annum	Target Launch Date = August 2004 First AP Exams Offered = May 2005 This process began this year and will be structurally complete with the addition of two staff members to the secondary faculty by August 2005. This brings TIS in line with many private college preparatory schools in the US and internationally.
Introduce the IB Diploma Program to grades 11 and 12	Year 0 Year 1 Year 2	\$50,000 Per annum	Target Launch Date = August 2006 First IB Exams Offered = May 2008 This will ensure the TIS secondary school program is equivalent to the best international and private schools worldwide, providing the best possible college preparatory education for our students in line with the TIS Mission. Adding academic elective choices to secondary school will require the equivalent of two additional full time secondary faculty (as described above).

Curriculum/ Program (In order of priority)	Year of Plan	Estimated Costs	Explanatory Notes
Introduce the PYP Program to Elementary	Year 2 Year 3 Year 4	\$20,000pa	Target Launch Date = August 2007 This will ensure the TIS elementary school program is equivalent to the best international and private schools worldwide, providing the best possible preparatory education for secondary school for our students in line with the TIS Mission. This will require the equivalent of one additional part-time elementary faculty.
Upgrade admissions and diagnostic testing, systems and procedures	Year 0 Year 1	Covered by existing budget	This process has already begun. We will begin new admissions testing procedures next semester and will refine the system during Year 1 of the plan. Rationale = we need to be better at identifying and serving the needs of our students and families.
Establish ESOL admissions, testing and exit policies and procedures K-12	Year 0 Year 1	Covered by existing budget	This process has already begun. We will begin new admissions testing procedures next semester and will refine the system during Year 1 of the plan. Rationale = we need to be better at identifying and serving the needs of our students and families.

Appendix: The International Baccalaureate Organization

IB = International Diploma Program (Grades 11 and 12). This is a comprehensive, process and skills based internationally recognized program that promotes whole person education, critical thinking and the concept of global citizenship. It requires a comprehensive after-school program involving sports, activities and community service. It is designed specifically for international college preparatory schools with professional international families and is recognized to be the leading university preparatory program worldwide. All major universities globally recognize and give credit to students with good passes in the IB Diploma.

PYP = The International Baccalaureate Primary Years Program. This is a vertically and horizontally articulated skills and process based program that uses a thematic approach to develop the whole child. Again—this is rated to be one of the best feeder programs for competitive middle and high schools worldwide. The philosophy, mission statement and beliefs of the IB (both the Diploma Program and the PYP) are in line with TIS' current Mission Statement and Beliefs.

If, five years from now, TIS offered both programs, we could be assured that our students would have the best of what is internationally available. They would have no problems transferring to other IB schools, US, Canadian, or UK curriculum schools.

The IB stimulates young minds to think and how to apply knowledge in critical and creative ways. It has a whole person ethical component built in as an integral part of the curriculum 'package'.

Reference: www.ibo.org

SECTION 3: FACILITIES DEVELOPMENT

Notes:

- This section details capital planning projects only and does not deal with the continued development of existing facilities and grounds as part of the schools' regular operational budget
- The proposed capital projects listed below arose from suggestions made by staff, students and parents past and present. The priority list was drawn in response to survey data and projected available funds as estimated by the school's LTFP
- The costs for each capital project have been estimated in consultation with the school's building contractors and given the experience gained during the construction of the new campus over the past 18 months. Costs could be either higher, or lower than those outlined. Cost cutting measures and ideas to speed the facilities development process are being researched
- Funds required for future construction are over and above operational costs and are enrollment dependant. We need our whole community to help s recruit more families and students to TIS

Name of Facility	Year of Plan	Estimated Costs	Explanatory Notes
Re-modeling existing old building on campus PHASE I	Year 0	\$120,000	This 700 square meter building requires earthquake proofing, a new roof and a new floor to make it safe and to prepare it for use by the school. Work will begin in March 2005
Finishing existing building PHASE II Pre-School	Year 0 Year 1	\$80,000 - \$100,000	Available funds will determine when this project can begin. Earliest projected opening of the TIS Pre-School would be August 2005. Would be a feeder program for our Kindergarten Would be a revenue generator in the long term TIS families want all of their children at the same campus There is a market and perceived need in the international community
Sport Centre and Cafeteria*	Year 1 – Year 5	\$550,000	Available funds will determine when this project can begin.
Fine Arts Centre	Year 1 – Year 5	\$500,000	Available funds will determine when this project can begin.

*Note: The construction of the Sport Centre would free up the existing indoor gymnasium and allow that section of the building to be converted into a cafeteria.