

REVISED STRATEGIC PLAN
Approved by the Board, October 17, 2007

Preamble

The Board, at their retreat in September 2007 has made significant modifications to the school's Five Year Strategic Plan, currently in year 3 of its implementation. This Mid-point revision is as a result of enrollment growth beyond original projections and the completion of most of the curriculum, programme and facilities development goals ahead of the timeline originally projected. The revisions to the plan are data driven and intend to ensure that Tashkent International School continues to be a world-recognized international school of excellence for the immediate term and beyond. The plan consists of 4 strands: 1) curriculum and 2) programme development; 3) campus and facilities development and 4) legal status and recognition.

Key: Revised Five-Year Plan

Year 1 = 2007 – 2008

Year 2 = 2008 – 2009

Year 3 = 2009 – 2010

Year 4 = 2010 – 2011

Year 5 = 2011 - 2012

STRATEGIC GOALS

Strands 1 and 2: Curriculum and Programme Development

- *By 2012, Tashkent International School will provide an internationally recognized and accredited curriculum and programme to all students in grades PreK-12 that is research based and implements international best practice in educational pedagogy and teaching strategies.*

Strand 3: Campus and Facilities Development

- *By 2012, Tashkent International School will develop a world class international school facility on the current campus to serve a maximum of 560 students.*
- *By 2012, Tashkent International School will have determined the need for an additional site for an additional campus and facility and will, if so determined, have taken steps to secure and purchase this site.*

Strand 4: Legal Status and Recognition

- *By 2012, Tashkent International School will have clear legal recognition and status as a private, not-for-profit, International School in both Uzbekistan and in the United States..*
- *By 2012, Tashkent International School will have governance and policy implementation that conforms to the best of international standards.*

The action steps, estimated timeline, costs, and success outcomes follow.

Strands 1 and 2: Curriculum and Programmes**Strategic Goal:**

By 2012, Tashkent International School will provide an internationally recognized and accredited curriculum and programme to all students in grades PreK-12 that is research based and implements international best practice in educational pedagogy and teaching strategies.

Action Steps:

To provide an internationally recognized and accredited curriculum and programme to all students in grades PreK-12 the school will:

1. Continue the implementation of the International Baccalaureate (IB) Diploma Programme (IB DP) for grades 11 and 12
2. Continue the implementation of the IB Primary Years Programme for grades K-5 with a view to full authorization during the 2007-08 school year
3. Continue curriculum revision and assessment work K-12, with particular focus on the Middle Years (grades 6-10) with a view to full alignment between the Primary Years (K-5), Middle Years (6-10) and the Diploma Years (11-12) according to the standards and practices of the International Baccalaureate Organization
4. Begin the application process for the IB Middle Years Programme (MYP) with a view to becoming an IB MYP authorized school by August 2010 at the latest
5. Review and revise all special area (non core) subjects' curriculum, assessment practices and pedagogy K-12 to ensure alignment with the IB and best practices in educational pedagogy and teaching strategies
6. Use a basket of external, norm-referenced and standardized measures of student performance, such as ISA tests, Pre-SAT, SAT, ACT, TOEFL and the IB Diploma, as well as internal measures of student performance to drive curriculum review and revision
7. Reach out to the business community with a view to expanding the current merit-based scholarship programme for Uzbek nationals

To insure the implementation of best practice in educational pedagogy and teaching strategies, the school will:

1. Recruit and retain outstanding, experienced, qualified international educators to come and work at the school
2. Recruit and retain outstanding local teaching faculty and support staff from the local community
3. Develop, train and mentor teaching faculty and support staff to the highest levels of excellence as part of ongoing staff professional development and evaluation

Action Step: To provide an internationally recognized and accredited curriculum and programme to all students in grades PreK-12 the school will:	Timeframe	Estimated Costs (\$)	Successful Outcome Measured By:
1. Continue the implementation of the International Baccalaureate (IB) Diploma Programme (IB DP) for grades 11 and 12	Ongoing (1 year) 2007 – 2008 May 2008	Approx. \$1,000 per IB DP student per annum	• First IBDP exams completed by TIS Senior Class
2. Continue the implementation of the IB Primary Years Programme for grades K-5 with a view to full authorization during the 2007-08 school year	Ongoing (1 year) 2007 – 2008 June 2008	\$25,000 this year, then \$10,000 per annum	• PYP authorization granted

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3. Continue curriculum revision and assessment work K-12, with particular focus on the Middle Years (grades 6-10) with a view to full alignment between the Primary Years (K-5), Middle Years (6-10) and the Diploma Years (11-12) according to the standards and practices of the International Baccalaureate Organization	Ongoing (1 year) 2007 – 2008 June 2008	N/A	<ul style="list-style-type: none"> • New reporting and assessment system in place for grades 6-10 • Curriculum revised in grades 6-10
4. Begin the application process for the IB Middle Years Programme (MYP) with a view to becoming an IB MYP authorized school by August 2010 at the latest	Ongoing (3 years) 2007 – 2010 June 2010	\$10,000 this year, \$25,000 next, then \$10,000 per annum	<ul style="list-style-type: none"> • MYP Candidate school status awarded • MYP Authorized by 2010
5. Review and revise all special area (non core) subjects' curriculum, assessment practices and pedagogy K-12 to ensure alignment with the IB and best practices in educational pedagogy and teaching strategies	Ongoing (2 years) 2007 – 2009 June 2009	N/A	<ul style="list-style-type: none"> • Curriculum, assessment and pedagogy revised K-12
6. Use a basket of external, norm-referenced and standardized measures of student performance, such as ISA tests, Pre-SAT, SAT, ACT, TOEFL and the IB Diploma, as well as internal measures of student performance to drive curriculum review and revision	Ongoing (2 years) 2007 – 2009 June 2009	\$5,000 per annum	<ul style="list-style-type: none"> • Test results collated and analyzed annually
7. Reach out to the business community with a view to expanding the current merit-based scholarship programme for Uzbek nationals	Ongoing (5 years) 2007 – 2012 June 2012	\$15,000 per annum per student	<ul style="list-style-type: none"> • Significant funds raised and additional scholarships awarded
Action Step: To insure the implementation of best practice in educational pedagogy and teaching strategies, the school will:	Timeframe	Estimated Costs (\$)	Successful Outcome Measured By:
1. Recruit and retain outstanding, experienced, qualified international educators to come and work at the school	Ongoing (5 years) 2007 – 2011 June 2011	\$23,000 per annum	<ul style="list-style-type: none"> • Good teachers recruited • Majority of teachers retained for one or more additional contracts
2. Recruit and retain outstanding local teaching faculty and support staff from the local community	Ongoing (5 years) 2007 – 2012 June 2012	See above	<ul style="list-style-type: none"> • Good teachers/ staff recruited • Majority of staff retained for multiple contracts
3. Develop, train and mentor teaching faculty and support staff to the highest levels of excellence as part of ongoing staff professional development and evaluation	Ongoing (5 years) 2007 – 2012 June 2012	\$77,500 per annum	<ul style="list-style-type: none"> • All staff receive training annually • All staff are evaluated annually • All staff develop professional goals annually

Strand 3: Campus and Facility Development

Strategic Goals:

By 2012, Tashkent International School will develop a world class international school facility on the current campus to serve a maximum of 560 students.

By 2012, Tashkent International School will have determined the need for an additional site for an additional campus and facility and will, if so determined, have taken steps to secure and purchase this site.

Action Step:

To develop a world class international school facility on the current campus to serve a maximum of 560 students, the school will:

1. Complete ongoing facilities development and construction projects
2. Develop and implement a new campus-wide facilities master plan in line with the strategic goal
3. Ensure that new building and construction can accommodate a projected 10% increase in enrollment per year for the next five years

Action Step:

To determine the need for and, if so determined, plan for the need for an additional campus, Tashkent International School will:

1. Research the need for an additional site and make recommendation to the School Board for, or against, such a decision
2. Begin the financial planning process that would allow the school to purchase an additional site if so determined
3. Investigate any and all potential site purchases in the immediate area as and when we become aware of them
4. Investigate potential purchases in the wider Tashkent area as and when we become aware of them

Action Step: To develop a world class international school facility on the current campus to serve a maximum of 560 students, the TIS will:	Timeframe	Estimated Costs (\$)	Successful Outcome Measured By:
1. Complete ongoing facilities development and construction projects	Ongoing (1 year) 2007 – 2008 January 2008	\$189k	<ul style="list-style-type: none"> • New gym opens
2. Develop and implement new campus-wide facilities master plan in line with the strategic goal	Ongoing (1 year) 2007 – 2008 June 2008	\$1.5 million	<ul style="list-style-type: none"> • Plan complete and published • Plan implementation begins
3. Ensure that new building and construction can accommodate a projected 10% increase in enrollment per year for the next five years	Ongoing (3 years) 2007 – 2010 August	See above	<ul style="list-style-type: none"> • New building work completed as needed • Facilities remodeled as needed

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	2010		
Action Step: To determine the need for and, if so determined, plan for the need for an additional campus, TIS will:	Timeframe	Estimated Costs (\$)	Successful Outcome Measured By:
1. Research the need for an additional site and make recommendation to the School Board for, or against, such a decision	Ongoing (5 years) 2007 – 2012 June 2012	N/A	<ul style="list-style-type: none"> • Decision for, or against purchase taken
2. Begin the financial planning process that would allow the school to purchase an additional site if so determined	Ongoing (5 years) 2007 – 2012 June 2012	N/A	<ul style="list-style-type: none"> • Financial plan for purchasing the site developed
3. Investigate any and all potential site purchases in the immediate area as and when we become aware of them	Ongoing (5 years) 2007 – 2012 June 2012	N/A	<ul style="list-style-type: none"> • Potential site identified
4. Investigate potential purchases in the wider Tashkent area as and when we become aware of them	Ongoing (5 years) 2007 – 2012 June 2012	N/A	<ul style="list-style-type: none"> • Potential site identified

Strand 4: Legal Status and Recognition

Strategic Goals:

By 2012, Tashkent International School will have clear legal recognition and status as a private, not-for-profit, International School in both Uzbekistan and in the United States.

By 2012, Tashkent International School will have governance and policy implementation that conforms to the best of international standards.

Action Steps:

To clarify the legal status of the school in Uzbekistan, the Board will:

1. Continue to review all policies, procedures in Uzbekistan to ensure compliance with host country legislation
2. Seek license from the Ministry of Education and any other necessary bodies to allow the school to operate as a recognized school in Uzbekistan
3. Seek accreditation from the Ministry of Foreign Affairs as an Intergovernmental Organization
4. Define and clarify the legal relationship between Tashkent International School Uzbekistan, Tashkent International Medical Clinic and Tashkent International Education and Health Service to ensure compliance with host country legislation

To clarify the legal status of the school in the United States, the Board will:

1. Define and clarify the legal relationship between TIS Ltd. Delaware and Tashkent International School, Uzbekistan to ensure compliance with Federal and Delaware State legislation in the United States
2. Define and clarify the relationship between TIS Ltd. Delaware TIMC Ltd. Delaware and TIEHS Ltd. Delaware to ensure compliance with Federal and Delaware State legislation in the United States

To ensure good governance and oversight of school policy, the Board will:

1. Conduct a full internal audit of the implementation of Board Policy in the school in January/ February 2009
2. Continue to review and revise existing chapters of the policy manual as stated in policy

Action Step:	Timeframe	Estimated Costs (\$)	Successful Outcome Measured By:
To clarify the legal status of the school in Uzbekistan, the Board will:			
1. Continue to review all policies, procedures in Uzbekistan to ensure compliance with host country legislation	Ongoing (2 years) 2007 – 2009 August 2009	\$15,00 per annum	• Successful inspections from local authorities and ministries
2. Seek license from the Ministry of Education and any other necessary bodies to allow the school to operate as a recognized school in Uzbekistan	Ongoing (1 year) 2007 – 2008 December 2008	See above	• Operating license obtained
3. Seek accreditation from the Ministry of Foreign	Ongoing		• Accreditation

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Affairs as an Intergovernmental Organization	(2 years) 2007 – 2009 December 2009	See above	obtained or definitively refused
4. Define and clarify the legal relationship between Tashkent International School Uzbekistan, Tashkent International Medical Clinic and Tashkent International Education and Health Service to ensure compliance with host country legislation	Ongoing (1 year) 2007 – 2008 June 2008	See above	<ul style="list-style-type: none"> • Legal relationship clearly defined • Full local legal audit conducted
Action Step: To clarify the legal status of the school in the United States, the Board will:	Timeframe	Estimated Costs (\$)	Successful Outcome Measured By:
1. Define and clarify the legal relationship between TIS Ltd. Delaware and Tashkent International School, Uzbekistan to ensure compliance with Federal and Delaware State legislation in the United States.	Ongoing (1 year) 2007 – 2008 December 2008	See above	<ul style="list-style-type: none"> • Legal relationship clearly defined • Full legal audit conducted
2. Define and Clarify the relationship between TIS Ltd. Delaware TIMC Ltd. Delaware and TIEHS Ltd. Delaware to ensure compliance with Federal and Delaware State legislation in the United States	Ongoing (1 year) 2007 – 2008 December 2008	See above	<ul style="list-style-type: none"> • Legal relationship clearly defined • Full legal audit conducted
Action Step: To ensure good governance and oversight of school policy, the Board will:	Timeframe	Estimated Costs (\$)	Successful Outcome Measured By:
1. Conduct a full internal audit of the implementation of Board Policy in the school in January/ February 2009	Ongoing (2 years) 2007 – 2009 February 2009	N/A	<ul style="list-style-type: none"> • Audit conducted
2. Continue to review and revise existing chapters of the policy manual as stated in policy	Ongoing (1 year) 2007 – 2008 June 2008	N/A	<ul style="list-style-type: none"> • Policies reviewed and amended as needed