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Leading for 25 years!

International School of Estonia Strategic Plan

International School of Estonia. Vision, Mission & Values

Vision

A globally minded community of diverse learners, empowered as agents of positive change

Mission

- Support a safe, caring, respectful environment that values creativity and inclusivity
- Develop self-aware learners with the tools for fulfilment in their world and beyond
- Empower individuals to set and reach high standards through best educational practice
- Encourage students to think globally and act locally

Values

- Agency
- Belonging
- Excellence
- Contribution

I.B. Learner Profile

The core of International Baccalaureate programs is the IB Learner Profile and the International School of Estonia celebrates the promotion of these student attributes:

- Inquirer: Acquires skills for purposeful, constructive research
- Thinker: Applies thinking skills critically and creatively to solve complex problems
- Communicator: Receives and expresses ideas in more than one language including the language of mathematical symbols
- Risk-taker/Courageous: Approaches unfamiliar situations with confidence
- Knowledgeable: Explores themes which have global relevance and importance
- Principled: Displays integrity, honesty and a sense of fairness and justice
- Caring: Develops a sense of personal commitment to action and service
- Open-minded: Respects the views, values and traditions of other individuals and cultures and is accustomed to seeking and considering a range of points of view
- Balanced: Understands physical, mental and personal well-being
- Reflective: Analyzes own strengths and weaknesses

Introduction

In October 2013, the ISE Management Board launched a Strategic Planning framework and timeline to ensure that ISE proactively plans for the future. To this end, the Board initiated actions to ensure that the community and its voice would be heard through focus groups and other advisory meetings.

During the 2019/20 academic year the school community undertook a review of the school Vision, Mission and Values and produced a new set which were subsequently ratified by the School Board at a retreat day in February 2020. At that same retreat, the board established a set of strategic goals for the future success and sustainability of the school.

ISE Defined

The International School of Estonia (ISE) was founded in September of 1995. ISE consists of two schools, the International Preschool of Estonia and the International School of Estonia. The schools are owned and operated by MTÜ IEAE (International Educational Association of Estonia), a non-profit organization composed of the parents of ISE students. ISE is recognized by the Ministry of Education of the Republic of Estonia and is fully accredited by the Council of International Schools (CIS) and the New England Association of Schools and Colleges (NEASC). It is authorized by the International Baccalaureate to teach the PYP, MYP and Diploma programs. It is an independent private day school serving children aged 3-19.

Strategic Initiatives

This plan covers the immediate future of the school and will be reviewed and updated regularly. During this time the school will strengthen student learning through the focused development of five strategic initiatives.

- 1) Show through our actions that we understand who we are
- 2) Through contribution, develop a sense of belonging
- 3) Grow, diversify and include
- 4) Secure a sustainable future for the school
- 5) Develop a facility and resources that support agency, inquiry and wellbeing

Strategic Initiative 1: Show through our actions that we understand who we are

Strategic Goals	Actions
Unite as a community around our vision, mission and values so that they guide all that we do	<ul style="list-style-type: none"> ● Work with stakeholders to understand what it means to be ISE. (Institutional Self awareness) ● Embed Vision, Mission & Core Values into decision making at all levels of the organisation ● Ongoing communication and explanation of the schools actions in relation to its identity ● Review and revise staff and school documents to incorporate the revised ethos
Incorporate key identity elements into what we teach and what we do	<ul style="list-style-type: none"> ● Assess, review and implement changes to ISE teaching and learning to reflect new ethos ● School leaders account for the ways that the school ethos has been embedded into the explicit teaching of the school ● Director of school to account for the ways that they have been included into the school's organizational operation ● Board to review its operations and incorporate any necessary changes in light of the new plan

Strategic Initiative 2: Through contribution, develop a sense of belonging.

Strategic Goals	Actions
Agency in how we learn	<ul style="list-style-type: none"> ● Improve avenues for student voice and consultation ● Develop a culture of inquiry and creativity ● Share our learning targets and experiences ● Make feedback the centre of what we do
Learning options and choices	<ul style="list-style-type: none"> ● Grow individualisation and differentiation of learning ● Plan and develop non-traditional pathways for students to learn and graduate
Learn Together	<ul style="list-style-type: none"> ● Plan and incorporate cross-school student learning opportunities ● Develop cross school opportunities for teachers to collaboratively plan and share their teaching ● Clarify different roles and support personnel who work cross-school or collaboratively
Local & Global Engagement	<ul style="list-style-type: none"> ● Improve avenues for community voice and consultation on their views ● Identify local individuals and organisations that are agents of positive change and look to partner with them
	<ul style="list-style-type: none"> ● Maintain I.B. World School Status and CIS/NEASC membership. ● Further develop partnership relationships with CEESA schools ● Develop links to a diverse set of like-minded global organisations

Contribution	<ul style="list-style-type: none"> ● Develop an understanding of, and practices that support, the definition of learning at ISE. ● Make learning an active process and that involves taking action to show we understand. ● Establish in our curriculum and practices pathways through which we can all make a contribution.
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Strategic Initiative 3: Grow, diversify and include	
Strategic Goals	Actions
Celebrate that it is our individual differences that make us who we are	<ul style="list-style-type: none"> ● Continue to define and develop an inclusive, diverse learning environment/culture ● Identify and celebrate the many differences we have ● Include positive diversity in more than just our calendar of celebrations and observances
Strive for Excellence	<ul style="list-style-type: none"> ● Develop an open and generous understanding of what excellence looks like in theory and practice ● As a community, enact/implement/embrace practices that empower all of us to be individually and collectively excellent. ● Acknowledge that in order to excel, we all have a responsibility to reach our personal or collective full potential
Promote intercultural understanding and respect	<ul style="list-style-type: none"> ● Assess and develop our curriculum so that in addition to a global perspective, Estonia and the Baltic region become a major resource for learning ● Partner with local businesses and organisations to celebrate important community/cultural days. ● Use culturally responsive teaching practices to support underrepresented groups and cultures to become a part of the school

Strategic Initiative 4: Secure a sustainable future for the school	
Strategic Goals	Actions
Create an efficient financial model that supports the school's vision, mission and values	<ul style="list-style-type: none"> ● Describe accurately the current financial model, its benefits and its challenges ● Seek external expertise on the school's current model, consider and make adjustments ● Consider the benefits of alternative financial models
Maintain and increase enrollment	<ul style="list-style-type: none"> ● Engage with current customers to assess levels of satisfaction, make changes and improvements to increase levels of customer support ● Conduct analysis of the size, status and dynamics of International education market in Tallinn ● Complete work to develop the ISE Brand ● Review, update and execute ISE Marketing plan ● Consider accessing private marketing expertise

Consolidate and grow school financial resources	<ul style="list-style-type: none"> ● Conduct thorough analysis of school's current financial situation ● Explore and if possible access alternative sources of income
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Strategic Initiative 5: Develop a facility and resources that supports agency, inquiry and wellbeing.

Strategic Goals	Actions
Maximize the extent to which our current campus can meet our teaching and learning needs	<ul style="list-style-type: none"> ● Consult with stakeholders about small ways that we can improve the facility and make immediate changes ● Develop, launch and execute campus refreshment project
Engage in consultation about the suitability and sustainability of the school campus to meet the future needs of the organisation	<ul style="list-style-type: none"> ● Analysis of current campus, its strengths and challenges ● Engage our community in discussions about what kind of a learning environment they see as the long term future for the school ● Complete technology audit and include tech development in planning ● Create a campus maintenance and development plan that plots an attainable future. (Link to Marketing)
Best practice, highly effective administrative and educational resources	<ul style="list-style-type: none"> ● Review and agree on a core set of organizational and educational platforms to support learning and school administration ● Staff and community training to a high level on the use of these platforms ● Develop engagement with best practice organisations in this field
Attract, develop and retain a diverse group of staff	<ul style="list-style-type: none"> ● Employ talented, qualified, passionate staff, orientate them thoroughly and work to raise their capacity ● Publicise the school internationally along with the desirability of living and working in Estonia ● Improve and diversify opportunities for leadership within the organization ● Individualized professional development plans for staff that blends self-directed learner programme with school professional development needs
Wellbeing	<ul style="list-style-type: none"> ● Review the "Pandemic experience" and incorporate what we've learned about the importance of wellbeing ● Make sure we are future prepared for the effects of Post Pandemic Trauma on our community ● Review effectiveness of support services for school and community. Develop updated plans and execute ● Child safeguarding that is obvious, up to date and integrated into all that we do