

## Woodford International School Strategic Plan 2017 – 2021

### CONTEXT

The attached Strategic Plan was developed by the 2016-17 WIS Board with substantial input from the Head of School, following ‘focus group’-style market research with parents, meetings with major employer-sponsors on their priorities, as well consultation with teachers and students on the strengths, weaknesses, opportunities and threats facing WIS. Some key themes emerged across the input from all these groups, which are reflected and addressed in the plan.

The draft plan was emailed to all parents and teachers in November 2016 and several public consultations on the draft plan were subsequently held. The Board adopted the attached plan, which reflected the suggestions and comments made through the consultation process, in its final Board meeting of 2016.

### UNDERSTANDING THE DRAFT STRATEGIC PLAN

As part of the strategic planning process the Board developed a Vision and Mission Statement to guide strategic direction of the school.

The draft strategic plan includes eight strategic goals, together with strategies and targets for each goal. The strategic goals are designed as steps towards achieving the Vision.

**Column 1** of the attached table sets out the Strategic Goals. The Board aimed to draft “SMART” (Specific, Measurable, Achievable, Realistic and Timebound) goals that:

- (i) are expressed in terms of improvement in student outcomes;
- (ii) address an area needing improvement;
- (iii) are based on robust evidence (eg research, data); and
- (iv) are framed simply, briefly and precisely.

**Column 2** sets out key strategies and initiatives that will be implemented in order to achieve the goals. These strategies include key planning and research activities to ensure that decisions are based on the best available evidence before implementation.

**Column 3** sets out the targets that will be used to assess if we have achieved each strategic goal. Where possible objective benchmarks and achievable timeframes have been used.

## Vision

Globally ready learners,  
*daring to dream,*  
*confident to act,*  
*empowered to achieve.*

## Mission Statement

WIS is a community of learners that builds on each child's strengths, drawing from our diverse local context and a rich international curriculum, to develop globally ready learners equipped to shape their future and achieve their dreams.

## Values

*Our school Values are being reviewed and updated. The 2016-17 Board sought community input on the Values at community consultation sessions on the draft strategic plan. Teachers and students' views on which values best represent what Woodford International School is and should be were also sought. The revised school Values are yet to be finalized.*

Strategic Goal	Strategies and Key Initiatives	Targets and Progress Measures
<b><i>Building a Learning Community</i></b>		
<p><b>1. Develop WIS as a community of learning</b>, where learners strive for continuous development and growth</p> <ul style="list-style-type: none"> <li>- where students are encouraged and equipped to become independent, resourceful and resilient lifelong learners</li> <li>- where teachers and other WIS staff model lifelong learning, including through continually developing their own skills and knowledge and contributing to the professional development of colleagues; and</li> <li>- where parents are encouraged to model life long learning and supported to participate in their child’s learning and development.</li> </ul>	<p><b>Implement</b> a 360-degree Feedback and Reflection Framework for the Senior Leadership Team.</p> <p><b>Distribute</b> leadership and accountability through the formation of a Learning Improvement Team (LIT).</p> <p><b>Cultivate</b> a learning-focused culture of continuous improvement across the school.</p> <p><b>Investigate and implement</b> best practices in establishing, supporting and maintaining Professional Learning Communities, with ongoing training and monitoring.</p> <p><b>Develop and implement the ‘WIS Framework for Teaching’</b>, reflecting the adopted teaching and learning policy. Framework will include provision for teacher appraisal ratings.</p> <p><b>Recruit</b> fully qualified professional teachers to fill vacancies that arise.</p> <p><b>Establish</b> a loan program to support formal study for current WIS teachers.</p> <p><b>Introduce</b> a research-based tool to measure students’ attitude to learning.</p>	<p><b>Each year to 2021</b>, Woodford International School will demonstrate improvement in its culture of continuous improvement, as measured by the annual WIS Climate Survey and the WIS SLT 360 Feedback framework.</p> <p><b>By 2018</b>, all WIS Teachers will be actively engaged in a LIT-sanctioned <b>Professional Learning Community</b>.</p> <p><b>By 2019</b>, all WIS teachers will have an individual professional development plan, which will be reviewed annually with their School Principal and which will be taken into account in designing of the school’s professional development program.</p> <p><b>By 2017</b>, all WIS teachers will be appraised annually against the WIS Framework for Teaching.</p> <p><b>By 2021</b>, all WIS teachers will, within two years of commencing employment or where needed, following an eighteen month development protocol, achieve an appraisal rating of ‘Effective’ or ‘Highly Effective’ on the WIS Framework for Teaching.</p> <p><b>By 2021</b>, all WIS teachers and education leaders will be fully qualified professionals and hold a Bachelor’s degree or demonstrate equivalent competence.</p> <p><b>Each year to 2021</b>, WIS will demonstrate improvements in students’ attitude to learning.</p>

<p><b>2. Improve student learning</b> by ensuring that all WIS students, growing from each child’s strengths, are supported and challenged to reach their potential.</p>	<p><b>Map</b> Kindy-PSSC WIS learning journey assessing both horizontal and vertical curriculum elements.</p> <p><b>Develop and adopt</b> best practice ‘Learning and Teaching’ and ‘Assessment, Recording and Reporting’ policies that reflect our local context and meet international standards.</p> <p><b>Identify and implement opportunities</b> to strengthen existing literacy and numeracy programs in accordance with the adopted policies.</p> <p><b>Identify and implement opportunities</b> to strengthen engagement with information technology, in accordance with the ‘Learning and Teaching’ and ‘Assessment, Recording and Reporting’ policies.</p> <p><b>Provide</b> ongoing, focused professional development for differentiated instruction and effective strategies for EAL students.</p> <p><b>Appoint</b> Chinese (Mandarin) language teachers; develop and adopt Chinese language curriculum that complements and supports the remainder of the curriculum.</p> <p><b>Train</b> specialist teachers (including English as an Additional Language, Special Educational Needs and others) in Consultant Teacher &amp; Peer Coaching methods.</p> <p><b>Enhance</b> WIS flagship Career Guidance Program (CGP) to provide support to students in identifying their future pathways.</p>	<p><b>By 2021</b>, all WIS students<sup>1</sup> will be at or above grade-level<sup>2</sup> (as measured by the MAP assessment, benchmarked to our ‘target’ schools) in <b>Reading</b> within two years of their admission to WIS.</p> <p><b>By 2021</b>, all WIS students will be at or above grade-level (as measured by the MAP assessment, benchmarked to our ‘target’ schools) in <b>Math</b> within two years of their admission to WIS.</p> <p><b>By 2021</b>, all non-native English-speaking WIS students (<b>EAL</b>) will be at or above grade-level (as measured by the MAP assessment, benchmarked to our ‘target’ schools) in <b>Language</b> within five years of their admission to WIS.</p> <p><b>Within 2 years of the introduction of Year 12</b>, all WIS graduates will qualify for their first or second choice of post-secondary program, with long term goal-setting, planning and guidance provided throughout their High School years at WIS.</p>
--	---	---

<sup>1</sup> Note 1: Unless otherwise specified, this and other references in this document to “all WIS students” refers to all current WIS students enrolled in Woodford International School for the previous two or more consecutive years.

<sup>2</sup> Note 2: This and other references in this document to “at or above grade level” refers, in the case of students with special education needs, to each student’s grade level expectation in light of their special needs condition, irrespective of their age or current grade placement.

<i>Student engagement</i>		
<p>3. <b>Build a culture</b> of internationalism, democracy, entrepreneurship, environmentalism, adventure, leadership and service (IDEEALS), grounded in and connecting with our unique local context.</p>	<p><b>Embed</b> the IDEEALS across the WIS Curriculum, with a focus on learning experiences connected to the local context</p> <p><b>Identify, appoint and train</b> an internal Experiential Learning Coordinator as a member of the WIS LIT.</p> <p><b>Introduce</b> regular self-directed learning days for students and staff.</p> <p><b>Map</b> current opportunities for teacher and student input to operational decision-making.</p> <p><b>Develop and implement</b> a policy on teacher and student involvement in <b>operational decisions</b>.</p> <p><b>Provide</b> ongoing Professional Development in Differentiated Instruction, with a focus on differentiation by student interest.</p>	<p><b>By 2020</b>, Woodford International School will satisfy the requirements for accreditation as a member of the Round Square network of schools.<sup>3</sup></p> <p><b>By 2021</b>, Woodford International School will provide all students with a significant, <b>interdisciplinary experience</b> within the Solomon Islands each year and other regular experiential learning experiences throughout the year.</p> <p><b>By 2019</b> all WIS students and staff will have a <b>voice</b> in designated day-to-day operations of the school and responsibility for resolving conflicts and maintaining a safe &amp; orderly school environment.</p>
<p>4. Establish and maintain a <b>co-curricular program</b> that encourages students to explore, engage and develop their passions and to commit to their goals.</p>	<p><b>Develop &amp; Implement</b> a Prep-PSSC WIS Sports Arts Service' ('SAS') Framework based on IB CAS.</p> <p><b>Identify, appoint and train</b> an internal WIS SAS Coordinator as a member of the WIS LIT.</p> <p><b>Develop, resource &amp; implement</b> a balanced co-curricular program driven by student interest and student choice.</p>	<p><b>By 2018</b>, all WIS students will compile, maintain, reflect upon and share a WIS 'Sports Arts Service' ('SAS') Portfolio demonstrating curiosity, commitment, cultivation and collaboration.</p> <p><b>Each year to 2021</b> WIS Climate Survey results will demonstrate improvement in 'student engagement' and satisfaction with the co-curricular program.</p>

<sup>3</sup> This does not imply that the school will join the Round Square network in or by 2020. Rather, WIS will be in a position to opt to join the Round Square network (as a Candidate School) by 2020, should the WIS Board assess that the benefits of membership are sufficient to justify the costs, including opportunity costs, at that time.

<b>Student Wellbeing</b>		
<p>5. Provide a <b>safe and supportive environment</b> and culture that promotes positive, respectful relationships, values diversity and supports the development of students' self esteem and sense of belonging.</p>	<p><b>Develop</b> a best practice Student Wellbeing and Behaviour Policy that reflects our local context, meets international standards, and supports WIS' commitment to a bully-free school environment.</p> <p><b>Develop</b> a best practice Child Protection and Safety Policy that reflects our local context and meets international standards.</p> <p><b>Embed</b> WIS Values into all aspects of the school's operations and culture.</p> <p><b>Introduce</b> PERMA Wellbeing Survey.</p> <p><b>Introduce</b> "Middle School Advisory Program" providing each student with a teacher mentor.</p> <p><b>Introduce</b> and amplify a focus on community building, age-mixing (Buddy Breaks), cooperation, and pastoral care to the existing WIS House system.</p> <p><b>Identify, appoint and train</b> an internal House Coordinator as a member of the WIS LIT, and House Mentors for each House.</p> <p><b>Examine and, if warranted, introduce</b> a character education / personal development program / curriculum and assessment framework aligned to the IB PYP Attitudes.</p>	<p><b>By 2018</b>, WIS will adopt policies on: 'Student Wellbeing and Behaviour' and 'Child Protection and Safety'.</p> <p><b>By 2021</b>, all WIS students will display positivity, engagement, sense of belonging, school pride, and accomplishment, as measured by the annual WIS Climate Survey and the multi-dimensional PERMA <b>Wellbeing</b> Survey.</p> <p><b>By 2019</b>, Woodford International School will be a <b>bully-free environment</b>.</p>

<i>Student pathways and transitions</i>		
<p>6. Provide a well-articulated, developmentally appropriate curriculum and high quality, internationally-accredited program to <b>equip students to thrive in further school or higher education</b> internationally and within Solomon Islands</p>	<p><b>Appoint</b> a WIS PYP Steering Committee, led by the PYP Coordinator, to guide the school through the reauthorization or accreditation process.</p> <p><b>Confirm the mandate</b> of the WIS Middle Years committee, led by the Deputy Head for Learning, is to guide development of the middle school towards delivering a high quality, internationally recognised middle years program that complements the PYP and high school curriculum by 2019.</p> <p><b>Appoint</b> a High School Steering Committee, led by the Deputy Head for Learning, to examine and develop recommendations on: (i) timing for the introduction to WIS of an additional year of secondary schooling (year 12); and (ii) high quality, internationally recognized curriculum options for the high school, including year 12.</p> <p><b>Develop &amp; Maintain</b> a database of departing students, parents, graduates and employees, including systematic social media networking campaigns (Facebook, LinkedIn, etc).</p> <p><b>Conduct</b> an annual survey in July each year of recently departed students.</p>	<p><b>By 2021</b>, WIS will attain and maintain international accreditation, building on our current standing as an IB World School and authorized Cambridge program provider.</p> <p><b>By 2019</b>, WIS will attain reauthorisation for the International Baccalaureate (IB) Primary Years Programme (PYP) and retain our standing as an IB World School.</p> <p><b>By 2018</b>, WIS will deliver a high quality, internationally recognised middle years program that complements the PYP and high school curriculum.</p> <p><b>By 2021</b>, WIS will introduce a high quality, internationally recognised program (such as the Cambridge Advanced Level or International Baccalaureate programs) that can qualify graduates for university entry.</p> <p><b>By 2018</b>, WIS will systematically maintain contact with and collect data from departing students to track their success in transitioning and adjusting in their new school.</p>

Woodford International School Strategic Plan 2017 – 2021

<i>Community</i>		
<p>7. Reinforce and <b>embrace our vibrant, multicultural spirit</b> by engaging with the local, Pacific and global communities.</p>	<p><b>Re-establish</b> the WIS Parents Teachers and Friends Association (PTFA), with a mandate to encourage parents' and friends' involvement in the life of the school.</p> <p><b>Develop and implement</b> a community engagement policy to promote community involvement in the life of the school.</p> <p><b>Establish</b> connections with community groups whose interests align with those of WIS and, where appropriate, open campus for joint events.</p> <p><b>Reflect on and evaluate</b> all community events for continuous improvement.</p> <p><b>Provide</b> developmentally appropriate opportunities for students to engage with local, Pacific and global communities, to explore, grow, develop and challenge world views.</p> <p><b>Introduce</b> an induction program for new families and employees that includes elements on WIS culture and inter-cultural awareness.</p>	<p><b>By 2018</b>, Community Engagement Policy to be disseminated to staff and WIS community.</p> <p><b>Each year to 2021</b> WIS Climate Survey results will demonstrate improvement in 'community engagement'.</p> <p><b>By 2021</b>, WIS will hold at least two major events annually that celebrate our vibrant, multicultural spirit and engage with local, Pacific and/or global communities.</p>

<i>Sustainability</i>		
<p>8. Create <b>sustainability in financial and physical conditions</b> to secure the long-term future of the school and to maintain WIS's position as the leading school in Solomon Islands.</p>	<p><b>Appoint</b> a development consultant, familiar with the local context and with expertise in school planning &amp; design, to lead the Board &amp; Community through the Facilities &amp; Capital Project planning process and development of a 7-10 year Capital Development and Expenditure Plan. <b>Annually review, test and update</b> this plan.</p>	<p><b>By 2018</b>, the WIS Board will, with professional consultation, develop and implement a 7-10 year Facilities Master Plan tied to the WIS Mission, Vision &amp; Strategic Goals, that is economically, educationally and environmentally sustainable over the long term.</p>



	<p><b>Annually review</b> WIS fees to ensure school revenues meet capital and operational expenditure needs, with appropriate reserves for future development and contingencies.</p> <p><b>By 2020, review</b> WIS structure and assess benefits, costs and long-term viability of extending, limiting and maintaining existing year-level offerings.</p> <p><b>Develop &amp; implement a</b> marketing plan to attract and retain families and promote WIS.</p> <p><b>Develop and implement a</b> revised Communication Policy to strengthen understanding within the school community of key policies, procedures, decisions, events and opportunities for participation.</p> <p><b>Attract and retain</b> highly effective teachers, including by maintaining and applying a competitive, just and internally transparent compensation scale for all staff.</p> <p><b>Provide leadership-focused professional development opportunities</b> to Solomon Islands national teachers with demonstrated capacity and potential for leadership roles, to assist succession planning.</p> <p><b>Annually review and evaluate</b> WIS Board policies, processes and performance; develop and implement improvement strategies.</p>	<p><b>By 2018</b>, the WIS Board will, with professional consultation, develop and implement a 7-10 year Capital Development and Expenditures Plan tied to the WIS Strategic Mission, Vision &amp; Strategic Goals, to be reviewed, tested and updated annually.</p> <p><b>By 2018</b>, the WIS Board will, with the Head of School, develop and implement a 5-7 year Operational Budget &amp; Staffing Plan, including appropriate contingency scenarios, tied to the WIS Strategic Goals, Vision &amp; Mission and to be reviewed, tested and updated annually.</p> <p><b>By 2021</b>, Woodford International School will be fully sustainable at an optimal enrolment of 550 to 600 students.</p> <p><b>By 2018</b>, WIS will adopt a revised Communication Policy.</p> <p><b>By 2021</b>, WIS will maintain an average retention rate of Solomon Island national teachers of 85% or above, year on year.</p>
--	---	--