

2018-2023 Strategic Plan

March 2018
5th Grade Trip
to Paris



International
School
Los Angeles
Lycée
International





Strategic Plan 2018-2023

The International School of Los Angeles Board of Trustees is proud to present our 2018-2023 Strategic Plan, which aims to build on the progress made over the last five years with the implementation of the 2012-2017 Strategic Plan. Our new Strategic Plan remains rooted in the three foundational tenets of the School's mission - bilingualism, academic excellence, and a nurturing environment.

Strategic Planning Process

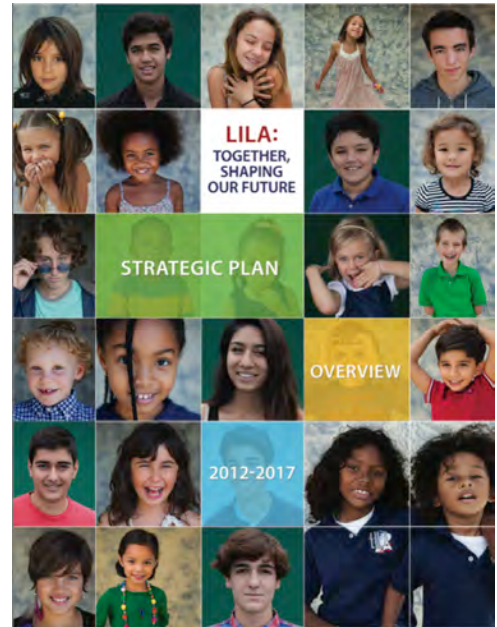
To help develop this 2018-2023 Strategic Plan, the Board engaged John Littleford, a strategic consultant with over 30 years of experience who has worked with thousands of private and international schools. In the fall of 2017, Mr. Littleford visited the School over a period of two weeks to conduct a series of focus group meetings on all five campuses with approximately 300 people, including parents, students, teachers, administrators, senior management, and Board members.

Following Mr. Littleford's visit, the Board of Trustees, the Head of School and the Leadership Team, through a series of meetings, workshops and all-day retreats, (a) reviewed and analyzed the progress made toward the goals set forth in the 2012-2017 Strategic Plan, (b) engaged in a thorough review of our school's overall financial and organizational health, and (c) analyzed the feedback received from the LILA community through the focus groups.



Review of 2012-2017 Strategic Plan

In 2010, for the first time in its history, the School’s Board of Trustees and management began the process of developing a five-year strategic roadmap to help the School fulfill its mission and vision. This culminated in the adoption and publication of the 2012-2017 Strategic Plan, with a number of specific goals and milestones. We are proud to report the following achievements:



Educational Vision and Academic Excellence:

- ▶ Maintaining our focus on personal excellence from elementary through high school, which is ultimately reflected by the fact that the *Washington Post* ranked the International School of Los Angeles as one of the top five most challenging private high schools in Los Angeles for four years running.
- ▶ Looking beyond high school by positioning our students to be welcomed to an increasing number of the Top 100 Global Universities, which culminated, in 2018, in a 78% admission rate for our students who applied to those universities (compared to 53% in 2012).



Enrollment and Facilities:

- ▶ Through the 2012 purchase of the Burbank campus, the 2015 move of the Orange County campus, and the 2017 opening of the Early Learning Center in Los Feliz, the School has been able to grow its classroom capacity to accommodate increasing demand for our programs. This has resulted in 15% enrollment growth, from 940 in 2012 to 1080 at the end of 2017-18, with graduating classes having doubled over the period.



Burbank Campus



Orange County Campus Ribbon Cutting



Los Feliz Early Learning Center

Finances:

- ▶ Enrollment growth, tuition realignment, and increased fundraising enabled us to increase teacher salaries, boost financial aid, and replenish our cash reserves.

Communication and Identity:

- ▶ The International School of Los Angeles became the first school in the United States to be accredited for the *section internationale américaine* for the full continuum from 1st through 12th grade;
- ▶ We reinforced our identity through a repositioning and rebranding of the School's name and logo, which reflect our bilingual and international mission.



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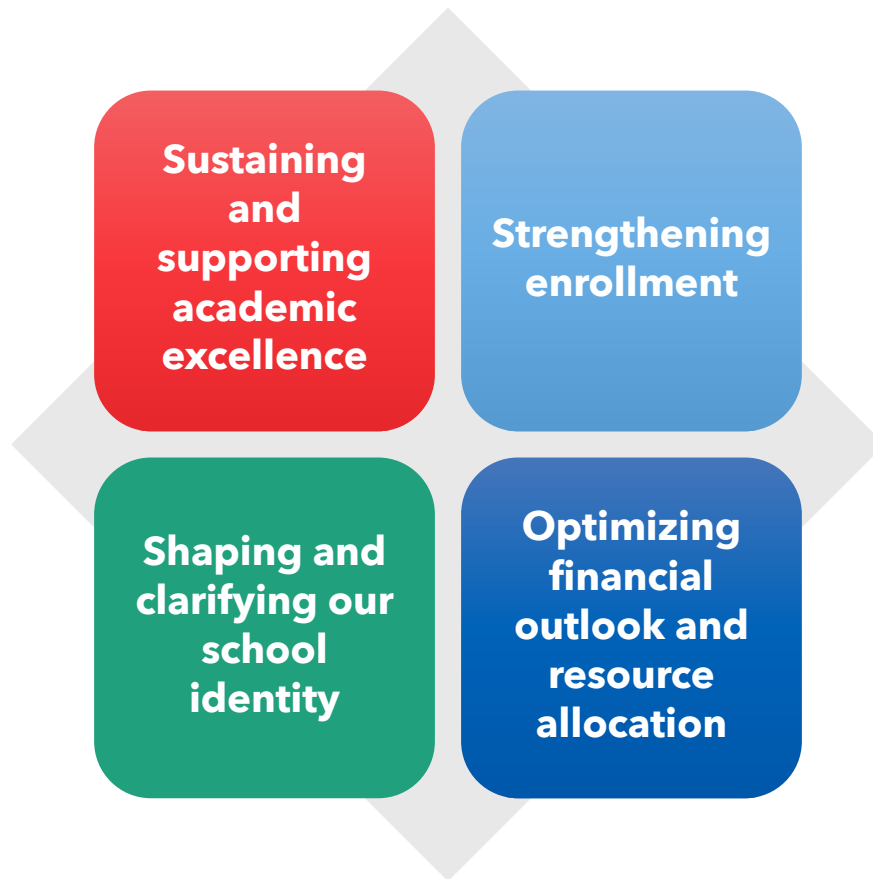
Governance and Management:

- ▶ The Board recruited our experienced, fully bilingual Head of School, Michael Maniska, through an international search conducted in 2013; and renewed his contract for a five-year term, thereby ensuring continuity of leadership through our next Strategic Plan period.



Our Goal

We acknowledge that a Strategic Plan is a living document that must be viewed in the context of our school's desire to reach educational and financial goals amid the realities of the marketplace in which we operate as an independent school. With this in mind, the Board of Trustees has developed this 2018-2023 Strategic Plan to center on the following four essential tenets:



We strongly believe that, rooted in our mission and with a clear vision always at the forefront of all decisions, success in these four areas will firmly ***solidify the School's position as a leader in bilingual education in the next five years and beyond.***

Strategic Plan 2018-2023

Our vision, mission, and values have been refreshed as part of the Strategic Planning exercise:

Our Vision

To be the premier international school in Los Angeles.

Our Mission

The International School of Los Angeles is a non-profit, independent, international school committed to **bilingual education** and **academic excellence** in a **nurturing environment**. Our mission is to develop bilingual critical thinkers who are open-minded, confident and caring, and equipped to thrive in a diverse, competitive world.

We offer a preschool through 12th grade curriculum that culminates in the **French baccalauréat** or the **International Baccalaureate®'s Diploma Programme**.

Our Values

The delivery of our vision and of our mission is anchored in the commitment of each member of the school community to uphold the values of **respect, excellence, and diversity**.



Respect



Excellence



Diversity



Our Plan

Sustaining and supporting academic excellence

excellence in learning, excellence in teaching, and excellence in post-school destinations

Objectives:

Implementation:

Increase student engagement and commitment to personal excellence

- ▶ Support student well-being and safety
- ▶ Promote and celebrate personal excellence
- ▶ Encourage and support personal student ambition and aspirations in students' post-school trajectory
- ▶ Better educate students and their families about the value of our programs

Continue to improve our academic results to become the premier international school in Los Angeles

- ▶ Continue to recruit and develop quality faculty
- ▶ Enhance the recruitment of specialized International Baccalaureate® (IB) teachers
- ▶ Continue to provide quality professional development
- ▶ Implement international track at 9th grade
- ▶ Continue to internationalize the curriculum in earlier grades

Ensure the curriculum promotes the study of languages other than English and French

- ▶ Strengthen and expand the existing offering in languages

Continue to improve our post-school destinations

- ▶ Continue outreach with top colleges and universities
- ▶ Ensure students are SAT and ACT test-ready
- ▶ Educate our community about the US college enrollment process
- ▶ Offer extracurricular activities that promote intellectual curiosity



Shaping and clarifying our school identity

building and enhancing our reputation, both internally and externally

Objectives:

Promote the school brand to reflect our positioning in the marketplace and our unique value proposition

Improve the understanding of our academic program, both internally and externally

Implementation:

- ▶ Develop a tagline that encapsulates our identity and clarify our brand attributes, so each member of the LILA community can easily and simply communicate who we are and what we do
 - ▶ Advertise the School in local communities
 - ▶ Increase the School's visibility
 - ▶ Enhance our website and our social media outreach
 - ▶ Invite outside experts for lectures on bilingualism and become a thought leader on bilingual international education
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- ▶ Continue outreach to college admission offices
 - ▶ Expand outreach to local nursery and preschools
 - ▶ Educate internal and external communities about our new 9th grade international entry point
 - ▶ Create partnerships with high-ranking educational institutions and notable educational experts
 - ▶ Create detailed literature about the value of an IB® diploma or a French *baccalauréat*

Shaping and clarifying our school identity

building and enhancing our reputation, both internally and externally

Objectives:

Implementation:

Foster and improve school spirit

- ▶ Create pride around our international heritage and the value of an International School of Los Angeles education
- ▶ Encourage student involvement in school affairs to create a sense of ownership
- ▶ Foster community engagement, including alumni and grandparents
- ▶ Increase participation in competitive events with other schools and encourage community support of such events
- ▶ Expand the system of recognition of student achievement
- ▶ Create and promote spirit wear and accessories that everyone wants to wear and display

Increase waiting lists for all classes and campuses

- ▶ Expand outreach to local nursery and preschools
- ▶ Educate internal and external communities about our new 9th grade entry point
- ▶ Target international families that are moving to Los Angeles
- ▶ Promote our alliances with the international and French communities in Los Angeles
- ▶ Continue to host significant events (such as the French elections)

SNAPSPORTS®
AJ #7
One spirit

Ramseyer
Annual Memorial Alumnae
2017 2018 2019





Strengthening enrollment:

Adding a new entry point; reducing attrition; and growing to capacity

Objectives:

**Increase our high school
graduating class to 75 students**

**Reduce attrition at the end of 5th
and 8th grade**

Maximize classroom utilization

Implementation:

- ▶ Obtain approval from City of Burbank to increase our capacity at Burbank from 350 to 450 students
- ▶ Implement 9th grade international track entry point
- ▶ Increase the number of learning spaces at Burbank
- ▶ Better communicate the value of an International School of Los Angeles education and the benefits of a preschool-12th continuum
- ▶ Implement 9th grade international track for existing students
- ▶ Increase waiting lists in earlier grades
- ▶ Reduce overall attrition
- ▶ Explore merit scholarships
- ▶ Increase and manage waiting lists





Optimizing our financial outlook and resource allocation:

Objectives:

Implementation:

Increase organizational efficiencies

- ▶ Conduct a comprehensive review and evaluation of our human resources compensation structure
- ▶ Review and renegotiate contracts with major vendors
- ▶ Reassess administrative overhead

Increase fundraising

- ▶ Foster community engagement to create a stronger sense of loyalty and financial support
- ▶ Prepare for future endowment and capital campaigns
- ▶ Target foundations for support of capital projects
- ▶ Increase school visibility in local communities

Develop a multi-campus Master Plan

- ▶ Reevaluate our multi-campus footprint
- ▶ Allocate marketing resources to Pasadena and West Valley campuses to stimulate demand at the preschool, Pre-Kindergarten, and Kindergarten levels
- ▶ Obtain approval from City of Los Angeles to renew the Los Feliz lease
- ▶ Create a roadmap for independence of the Orange County campus
- ▶ Review geographic dispersion of current and prospective families and optimal location of our campuses



The Board of Trustees, together with the Head of School and the Leadership Team, is committed to the careful and systematic implementation of this 2018-2023 Strategic Plan and engages to make every effort necessary for its success while always upholding the mission and vision of our school. Though ambitious in scope and stated goals, we believe that with the goodwill, commitment, and support of all constituencies, this Strategic Plan will enable our students to become proud ambassadors of the International School of Los Angeles:

a school that is leading the way in bilingual education.

