

SCHOOL IMPROVEMENT PLAN 2009/10

Tactical Plans / Specific Results and Action Steps

October 1, 2009

Reviewed and Edited: September 28, 2009

American School of Paris School Improvement Plan: 2009-2010

Tactical Plan #1					
CURRICULUM: We will continue to develop, communicate and implement an articulated curriculum that is benchmarked against worldwide standards for each subject area.					
<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
1.1	Middle and Upper School: Complete review of the grade 6-12 mathematics curriculum, with attendant common assessments and needed resources that would strengthen both teaching and student learner outcomes.	<ol style="list-style-type: none"> 1. STANDARDS: Review NCTM standards (USA), National Standards for England, IB diploma/AP math expectations and other relevant resources 2. COHERENCE: Curriculum standards are aligned across grade levels and “backwards designed” against IB and AP program expectations. 3. EXTERNAL: Review other school’s sequencing models. 4. REFLECTION AND CHANGE: Recommended curriculum changes within and across grade levels will be made and recorded on the Atlas Rubicon database. Specific changes, based on research and current practice, will be collated for full math faculty review and reporting to Education Committee 5. BUDGET IMPACT: Develop budget for renewal of mathematics text/online/materials teaching resources 6. ADOPTION: Ensure that the curriculum database is completely updated with curriculum/course changes. Budget approved. 	<p>Mathematics department team led by coordinators</p> <p>Cross-divisional team of teachers and principals (to ensure alignment of curriculum)</p>	<p>Aaron Hubbard Jim Ferguson</p>	<p>Action Team Recommendations: April 2010</p> <p>Math Department Review and consultation with Lower School: May 2010</p> <p>Report to Board Education Committee May 2010</p>

Tactical Plan #1

CURRICULUM: We will continue to develop, communicate and implement an articulated curriculum that is benchmarked against worldwide standards for each subject area.

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
1.2	Lower School: Complete review of lower school <i>English language arts</i> and <i>mathematics</i> curriculum and identify needed resources that will strengthen both teaching opportunity and student learner outcomes.	<ol style="list-style-type: none"> 1. INTERNAL: Conduct an analysis of in-house student learning results and define both strengths and weaknesses of the current curriculum at each grade level. 2. EXTERNAL: Continue review current research and practice in teaching and learning of English language arts (e.g. TCRWP and Bonnie Hill programs) and mathematics. 3. STANDARDS: Review AERO standards for Language Arts and NCTM and other relative resources. 4. COHERENCE: Ensure decided upon curriculum standards are aligned across grade levels with MS program. 5. REFLECTION AND CHANGE: Recommended curriculum changes within and across grade levels will be recorded on the Atlas Rubicon database. Specific changes, based on research and current practice will be collated from LS faculty and reported to Education Committee. 6. BUDGET IMPACT: Develop budget for renewal of mathematics text/online/materials teaching resources 7. ADOPTION: Ensure that the curriculum database is completely updated with curriculum/course changes. Budget approved. 	LS team of teachers and Director to ensure alignment of curriculum	Margaret Coleman	<p>Report to Board of Trustees most recent updates in parent communication for language arts: February 2010</p> <p>Action Team Recommendations: April 2010</p> <p>LS Faculty Review and commitment: May 2010</p> <p>Math report to Education Committee: June 2010</p>

Tactical Plan #1

CURRICULUM: We will continue to develop, communicate and implement an articulated curriculum that is benchmarked against worldwide standards for each subject area.

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
1.3	Continuous improvement of the written curriculum (using the Rubicon/Atlas database) across subject areas, responding to changing learning expectations, and ensuring skill development aligned across grade levels and courses.	<p>1.CURRICULUM CATEGORIES: Conduct review to assess whether all curriculum categories are completed within and across grade levels; assess whether or not that standards of quality control are in place for the content of Rubicon Atlas.</p> <p>2.PLAN: Create curriculum documentation action plan for 2010-2011</p>	All faculty	Subject Area Coordinators and Directors	On-going reports made to Division Heads and teachers

Tactical Plan #2

LEARNING SUPPORT SERVICES: We will conduct a program and market study with resulting recommendations on the need and/or feasibility of expanding learning support services to current and prospective ASP students and their families.

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
2.1	Complete a specific learning support assessment that addresses student needs at the American School of Paris and explore whether or not SPRINT can be critical partner for this ASP	<ol style="list-style-type: none"> 1. SURVEY: Conduct a needs assessment survey and/or focus group research throughout the school. 2. PROBLEM SOLVING PROCESS: Implement a problem solving process that clearly defines what needs to be solved/addressed for both current students and the school. Ensure that factors that may influence solving the problem or influence the school are reviewed. 3. RESEARCH: Research special education practices in major international schools. Define key factors that predict whether or not a school offers various levels of special education service; gather more information about the SPRINT (http://sprint.france.free.fr) partnership for this specific result. 4. RECOMMENDATIONS: Complete a set of recommendations and cost-benefit analysis specific to any recommended changes in the ASP program. 5. COMMUNICATION AND PROFESSIONAL DEVELOPMENT: Explore potential program changes for faculty professional development. 6. BUDGET-FEE STRUCTURE: Formulate proposed budget, defining any changes in special services fee structure for ASP 	Learning Support Teachers, Counselors, Directors and the Chair for the Board Education Committee.	Board Education Committee Chair and Head of School	<p>Final report and budget proposal to Education Committee: December 2009</p> <p>Final proposal to Board of Trustees: February 2010</p>

Tactical Plan #3

PROFESSIONAL DEVELOPMENT: We will ensure a professional development program that is aligned with school improvement initiatives and that is focused on student achievement and continuous improvement of teaching and learning at the school.

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
3.1	Successful implementation of the 2009-2010 professional development schedule where activities and budget are aligned with student learning initiatives and/or professional improvement.	<ol style="list-style-type: none"> 1. REVIEW: Review 2008/09 all teacher/administrator professional development/workshop/training activity to assess alignment gaps, if any, with student achievement and the continuous improvement of teaching and learning. 2. IDENTIFY: Identify focused areas where staff development professional development/workshop/training activities need to be strengthen in order to meet the goal of alignment with student learning initiatives and/or professional improvement. 3. PROCEDURES: Amend current professional development procedures and related documentation in order to clarify that successful implementation of a program for professional development program takes into consideration that the end product improves student learning and/or professional skills. 4. EXPENDITURES: Review, clarify or amend guidelines in order to optimize use of the two existing budgets that support professional development activity—<i>“Formation Professionnelle”</i> and <i>“Professional Development.”</i> 5. REPORTING: Review existing procedures to ensure that for faculty and staff are encouraged to share their professional development experiences. 	Professional Development Committee	Head of School	<p>The Review shall be completed by November 10</p> <p>Agreement for professional development sharing procedures by March 1</p>

Tactical Plan #4

LANGUAGE LEARNING: We will ensure high quality language learning opportunities across all grade levels.

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
4.1	Explore whether the American School of Paris is able to optimize all its resources and opportunities for learning languages other than English.	<ol style="list-style-type: none"> 1. CLARIFICATION: An appointed committee, including language coordinators, Division Directors and the Director of the Extension Program, will seek to clarify opportunities and available resources for learning languages other than English. 2. READINESS: Preparations completed in language departments across the school in order to establish readiness for a consultant’s visitation to ASP during the second semester. 3. CONSULTANT’S VISITATION: An external consultant will be invited to review and offer recommendations for the school’s language program. 4. REVIEW CONSULTANT’S REPORT: A review of findings, with such review taking into consideration the school’ mission. 5. IMPLEMENTATION AND BUDGETING: For those recommendations consistent with the school’s mission and consistent with the constraints of scheduling, staffing, etc. Potential improvements will receive budget consideration. 	Languages Committee	Head of School	<p>Consultant’s visit to take place second semester</p> <p>Final Committee Report to be presented to the Board’s Education Committee by March 10.</p>

Tactical Plan #5

INTEGRATION OF TECHNOLOGY: We will implement a school-wide, integrated technology program that will enrich student learning and develop organizational efficiency across the school.

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
5.1	Research school-wide needs that enable the American School of Paris to take steps toward implementing a technology program that reaches forward to the highest standard; complete selection process for employing a Director of Technology for the school	<ol style="list-style-type: none"> 1. SURVEY AND RESEARCH: Survey other schools to learn more about successful technology programs; research Internet resources to identify teaching strategies and prepare students for an expanding world of media and technology; to research available integrated business programs that optimizes the efficient use of technology in all business practices. 2. LEADERSHIP TRAITS AND SKILLS: Identify the desired skills, personal traits and communication qualifications required of a person who is expected to give leadership to a state-of-the-art, high standard school technology program. 3. JOB DESCRIPTION: Complete a job description draft that captures the desired qualifications of a school Director of Technology Services. 4. COMPENSATION: Research a school sampling of compensation packages that are appropriate to the job description; make recommendations to the Board's Finance Committee. 5. SEARCH PROCEDURE AND TIMELINE: Offer recommendations on a search procedure that will ensure opportunity to select the best person to match the job description. 	Search Committee	Head of School	Progress report to Board of Trustees by November 10

Tactical Plan #5

INTEGRATION OF TECHNOLOGY: We will implement a school-wide, integrated technology program that will enrich student learning and develop organizational efficiency across the school.

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
5.2	Teachers across all grade levels will become trained to gain maximum skill and self-confidence in using Poodle virtual school programs and similar related activities.	<ol style="list-style-type: none"> 1 COMMUNICATION: A description of Poodle will be sent to new teachers before school starts. A presentation of Poodle will be given to all PreK-12 teachers when and where necessary. 2 TRAINING: First training for Poodle virtual training will be organized at each school level in September. Additional training will be given upon teachers' availability. 3 TESTING TRAINING RESULTS: School Divisions will complete periodic tests ensure readiness of teachers to effectively use POODLE during an emergency school closure 4 DOCUMENTATION: Online documentation as well as books will be available for all Poodle users 5 SUPPORT: Support will be given to teachers by Poodle administrators. Advanced users could be invited to help their colleagues. 6 INCREASED USE OF POODLE: Once basic POODLE training has been ensured, continued training support and encouragement will move teachers forward in developing confidence in continued use of POODLE virtual learning resources. 	Information Technology Committee and invited others	Head of School	<p>Completion of training/retraining program and provide ALL teachers with the basics of using Poodle for virtual learning during emergency school closure: Completed by October 1.</p> <p>Additional Poodle training and testing will take place throughout the year.</p> <p>Report made to the Board of Trustees by April 2010</p>

Tactical Plan #6

MARKETING: We will implement marketing strategies that will sustain maximum enrollment, firmly establish the American School of Paris' position as the school of choice in Europe and enhance the school's reputation "At the Forefront of International Education."

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
6.1	Ensure an understanding of the strategic importance of marketing at ASP	<ol style="list-style-type: none"> 1. REVIEW/ANALYSIS: Review and assess current marketing activity at the school; review recommendations contained in the 2008/09 Enrollment Task Force Committee report; review ranking priorities for marketing activities; assess current enrollment to determine the need for "wait lists" at selected grade levels; continue to seek information and impact analysis for school marketing. 2. RESEARCH: Research marketing activities being implemented by peer schools; undertake benchmarking for such activities; research successful practices for conducting and communicating school surveys/interviewing within different school communities; conduct site visits with local corporate/organization HR personnel and relocation people to solicit feedback on ideas how ASP might strengthen its market position in the local community. 3. COMMUNICATION AND DISCUSSION: Tailor personalized/targeted invitations and activities to key community clients who need to learn more about ASP; discuss ways to broaden ASP's outreach by establishing links and partners, online resources, printed publications and events. 4. RECOMMENDATIONS AND COST-BENEFIT ANALYSIS: Draft and prioritize recommendations that will establish and sustain an understanding of the strategic importance of marketing at ASP; complete a discussion on tangible costs and tangible benefits for each recommendation along with a list of intangible costs and benefits. 	Marketing Committee	Head of School	<p>Review completed by October 10;</p> <p>Research completed by November 10</p> <p>Recommendations and Cost-Benefit analyses completed by December 10</p> <p>Marketing Committee Report submitted to appropriate Board Committee by March 10</p> <p>Communication and Discussion will be on-going throughout the year.</p>

Tactical Plan #7

FUND RAISING: We will successfully implement a fundraising program that actively and enthusiastically engages key constituencies within and beyond the ASP community toward meeting annual school program and capital improvement goals.

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
7.1	<p>To successfully launch the Excellence Fund as a vehicle to bring greater fundraising results to ASP and to increase the flexibility of fundraising opportunities and fundraising for earmarked purposes; to explore the need for a full-time, experienced fundraising specialist; to establish a culture of philanthropy that is absolutely necessary for ASP to move toward its “preferred future.”</p> <p>6. JOB DESCRIPTION:</p> <p>Draft a job description that guides discussion of the tasks and responsibilities that are standard for a successful fundraising director; conduct a cost/benefit analysis for such a position.</p>	<ol style="list-style-type: none"> 1. ORIENTATION: Use the Fundraising Manual to train all internal fundraising staff and external volunteers the basics of fundraising and how it is applied at ASP. Prepare staff and volunteers for gift requests with materials and role plays. 2. PLANNING: Use the Excellence Fund Launch Plan and Excellence Fund 09-10 Calendar to manage activity. Identify and track prospects using formal systems and processes to remain organized and professional. 3. LEADERSHIP: Add 2-3 additional members to the Excellence Fund Committee to extend the reach of the volunteer leadership and secure major gifts. Secure additional leadership donors to build a foundation of gifts and inspire others to give. 4. GOAL-SETTING: Set monthly benchmarks for gift requests, gift totals, and participation rates to measure success and motivate volunteers. 5. COMMUNICATION: Increase communication about fundraising (activities, totals, participation rates) through regular updates in the ASPect, reports to the BoT and Admin Team, and enewsletters to alumni. Utilize events to show the Excellence Fund presentation and inform the ASP community about the impact of philanthropy at the School. All communication efforts will be ongoing. Events should be organized and followed according to the Excellence Fund 09-10 Calendar 	<p>Excellence Fund Co-Chairs: Betsy Blackwell and Hege Nolop</p>	<p>Head of School</p>	<p>Orientation: All training will be completed before gift request begin in early to mid September; Planning:</p> <p>Prospects will be identified, researched and organized before September 1 Leadership:</p> <p>Additional members of the Excellence Fund Committee will be added before the end of September.</p> <p>Job description for a fundraising director drafted by the end of February.</p>

Tactical Plan #8

FACILITIES AND LANDSCAPE: We will ensure that a master plan is developed, approved and funded for overall facility and campus improvement.

<i>Action Plan No.</i>	<i>Specific Result</i>	<i>Action Steps</i>	<i>Action Team</i>	<i>Champion – to ensure alignment and completion</i>	<i>Timeline</i>
8.1	There will be resolution of the land lease issue and/or decisions made about determining a long term solution for implementing a facilities and landscaping master plan.	<ol style="list-style-type: none"> 1. LAND LEASE ISSUE: The BOT and administration will continue discussion and or pursue options that will settle the future of the present campus site and/or decide other options that might be available. 2. MASTER PLAN REVIEW: Site master plans, completed in the past (i.e. H2L2 in 2002) will be reviewed for content and relevancy. 3. CURRENT MAINTENANCE INIATIVES: Projects, that encompass improvement of interior/exterior facilities and campus beautification, are identified, with input by senior administers and others (CARP 4 Capital plus revenue items); 4. IMPROVEMENT PLAN: Consultants, when being used and others, will offer recommendations for interior / exterior facilities and for beautifying the campus landscape; a facilities/landscaping plan will be drafted for budget consideration and implementation scheduling. 5. MAINTENANCE IMPLICATIONS: Discussion and consideration for maintaining a “beautified” present-site campus will be finalized 6. COST ANALYSIS: Costs related to implementing a present-site improvement plan will be determined and scheduled over multiple years. Revenue cost to be approved for inclusion in annual maintenance budget. 7. BUDGETING: Budget allocation for 2010/11 to be determined. 8. FUNDRAISING CONSIDERATIONS: Discussion will take place on how to link “short term” approved implementation schedule with the on-going Excellence Fund program. 	The Board of Trustees, and the Facilities and Ground Committee—Joyce Kearney, Mike Breen, Aaron Hubbard, Jim Ferguson, Margaret Coleman, with the involvement of local consultants and others when and where appropriate.	Head of School	<p>Complete resolution of the land lease issue and/or decisions that will bring sharper focus to deciding the site facilities future for ASP: Decisions made by January 15.</p> <p>Complete master plans review by November 10</p> <p>Complete list and costing of maintenance and improvement initiatives by February 10</p>