



Strategic Plan
International School of Curaçao
(ISC)
August 2019 – August 2024

“An international education today for the global citizens of tomorrow”.

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1. Principles, Ethos, Vision, Mission Statement and Beliefs

The International School of Curaçao (ISC) is a K-12, accredited, private, non-profit, coeducational day school recognized by the local government of Curaçao that provides instruction in English. ISC was founded in 1968 and offers a rigorous academic program in order to prepare students who plan to pursue higher learning at colleges and universities around the world. The school year extends from mid-August to mid-June.

The International School of Curaçao's Strategic Plan outlines the essential steps to achieve the goals and objectives embodied in the Mission, Vision and Principles of the School.

Hallmarks of the Strategic Plan are inclusion, accountability and on-going self-assessment designed to ensure that ISC is proactive and responsive to an ever-changing world.

Ensuring inclusion of all stakeholders begins with communicating the school's guiding Principles against which all choices can be evaluated, as these core Principles are fully understood, internalized and appreciated the broader community of students, parents, administration, faculty, staff and Board members can better choose the course and direction of ISC.

Accountability and self-assessment provide quantifiable benchmarks against which ISC can measure its continued success in improving the School's execution of and adherence to the core Principles designed to provide the best possible education to the members of its community.

The heart of the Strategic Plan is ISC's underlying values and through annual assessments, the plan's goals, objectives, actions and outcomes will be monitored.

1.1 Principles of the Strategic Planning for ISC

The Strategic Plan is guided by a framework of principles through which the School will achieve the successful delivery of its Mission. The principles are built upon the School's history, ethos, policies and unique place in Curaçao's community as the leading academic institution.

Principle 1:

ISC will make every decision with the best interest of the students' academic and personal well-being in mind.

Principle 2:

ISC will build on its existing strengths and work on developing its areas of improvement.

Principle 3:

ISC will use its traditions and culture to strengthen and maintain its vision and mission.

Principle 4:

ISC will continually innovate without losing sight of demographics, technological, economic, and political developments in the Curaçao society, and the broader world.

Principle 5:

ISC will consult representatives of the school's stakeholders in order to formulate its strategic planning.

Principle 6:

ISC will make responsible decisions to manage the pattern and amount of growth necessary to sustain a healthy academic environment and financial foundation for the school.

Principle 7:

ISC will maintain and enhance its facilities and upgrade and integrate technology to support its academic programs.

Principle 8:

ISC will continually strive to maintain affordability for the broadest possible segment of students from various socio-economic backgrounds and seek alternatives to offer its education to students unable to afford it.

Principle 9:

ISC will provide a learning environment with an internationally aligned curriculum that meets the needs of all 21st century students in making annual learning progress.

Principle 10:

ISC will inspire and support students to work toward academic excellence and community stewardship, both locally and globally.

Principle 11:

ISC will recruit, develop and retain the highest quality of educators and support staff to realize the mission of the school.

1.2 Ethos of The International School of Curaçao

The collective belief of the members of the ISC community is that the minimum obligation every parent, teacher, administrator, Board member and society has is to ensure that every child is given the opportunity to develop all the skills necessary to succeed in life.

The International School of Curaçao aims to be an example of educational excellence on the island of Curaçao and in the region providing the best available educational programs and facilities for students. The School aims to be a model educational institution involved locally and internationally. The School is committed to the community of Curaçao and to maintaining contact with local schools at all levels to further develop quality education on the island.

1.3 Our Vision

“An international education today for the global citizens of tomorrow”.

1.4 Our Mission Statement

The International School of Curaçao (ISC) educates students from diverse backgrounds to develop the skills to think creatively, communicate effectively, reason critically, and act compassionately. ISC has pledged to achieve this by providing a high quality, student centered and technology based, English medium education using United States and internationally recognized standards.

1.5 Our Beliefs

In order to bring the Vision and Mission of ISC to life, we aim to develop future citizens as individuals who are collaborative, involved, respectful, and responsible.

Individuality:

Students receive instruction that meets their learning needs.

Collaboration:

Collaboration and open communication among teachers, students, parents, and Administrators is essential for developing confident, self-directed, life-long learners.

Involvement:

Students learn best when they are actively involved in the learning process and reflect on their learning experiences.

Respect:

Student performance is enhanced by mutual respect and cultural sensitivity within the ISC community.

Responsibility:

Learning in a physically and emotionally secure environment provides students with the skills and knowledge to become globally responsible citizens.

2. The ISC Student Profile

To put in context the academic knowledge, life skills, and societal attitudes instilled in students as they journey through K-12, the following 7 outcomes personify an ideal ISC student. These outcomes align with our vision, mission, beliefs, as well as with the 21st century skills and the IB (International Baccalaureate) learner profile.

An ISC Student:

- Achieves academic and technological excellence continually through an international curriculum with a sustained joy for learning.
- Communicates and collaborates with a tolerant, analytical and reflective mind-set.
- Exhibits creativity, initiative and responsibility in every task (s)he undertakes.
- Develops critical thinking and problem solving skills to serve local and global communities.
- Cherishes international-mindedness in a multilingual and multicultural environment.
- Demonstrates respect for and commitment towards people and resources and accountability for the planet and its future.
- Leads an ethical, balanced and healthy life.

3. The ISC Team

School Board 2018-2019

President	Board members
Richeline Martina-Joe	Vinod Daswani Ghatim Kabbara Desiree Alberto Jeroen de Baar Priscilla Lotman Baron Smith Marta Dijkhoff Jeffrey Hanley (ex-officio) Douglas Vaughan (ex-officio)

School Management 2018-2019

Director	Douglas Vaughan MAEd
High School Principal	Ulises Franco, MA
Middle School Principal	Jennifer van Grieken, MA
Elementary School Principal	Alexandra Querales, MEd

Administrative (Admin.) Team 2018-2019

School Management	Douglas Vaughan, MAEd Ulises Franco, MA Jennifer van Grieken, MA Alexandra Querales, MEd
Director ITC	Angelica Galicia, MS
Director Admissions and Student Support Services	Monique Da Costa Gomez, MEd
IBDP Coordinator	Sini Murali, MS, MA
MYP Coordinator	Daniel Cwik, MA
Curriculum Coordinator	Beatriz Santaella Spc

Parent Teacher Association (PTA) 2018-2019

President	Faculty staff participants	Parent participants
Charlotte Taylor	Douglas Vaughan	Sandra Euceda-Pronk Johanna Vos van t Hoog Christina Lionarons Murry Brooks

Strategic Planning Committee 2018-2019

Board of Directors	Faculty staff	Parent participants
Richeline Martina-Joe Jeroen de Baar Marta Dijkhoff Baron Smith	Nathalie Beaujon Betsaida Castillo Ulises Franco Jennifer van Grieken Alexandra Querales Douglas Vaughan	Dan Taylor Ingenie Dammers Crystal van Hesteren Christopher Knowles

Development / Marketing Committee 2018-2019

Board of Directors	Faculty staff	Parent participants
Vinod Daswani Ghatim Kabbara Jeffrey Hanley	Douglas Vaughan Emma Croes	Sandra Euceda-Pronk

Finance Committee 2018-2019

Board of Directors	Faculty staff	Parent participants	Students participants
Desiree Alberto Ghatim Kabbara Jeroen de Baar Vinod Daswani	Douglas Vaughan Golid Ayoubi	Albert van Nijen	Not applicable

Governance Committee 2018-2019

Board of Directors	Faculty staff	Parent participants	Students participants
Richeline Martina-Joe Jeroen de Baar Marta Dijkhof Priscilla Lotman Baron Smith	Douglas Vaughan	Not applicable	Not applicable

Faculty and Staff Committees 2018-2019:

Name of the Committee	Chair
Assessment and Curriculum	Beatriz Santaella
Health and Safety Committee	Emma Croes
Social Committee	Ulises Franco
Calendar Committee	Thomas Nagel

Other groups active within ISC, 2018-2019:

	Student participants	Advisor
NHS Kayena Chapter	34	Sandra Guerrero
National Junior Honor Society, Kayena Chapter	7	Nicole Coulson
GIN (Global Issues Network)	30	Kavita Chugani
High School Student Council	22	Sabina Evertsz/Jennifer Lenz
Middle School Student Council	10	Cynthia Webb/Kathelijne Mathoera
MUN (Model United Nations High School)	50	Dan Cwik
Varsity Sports	62	Sabina Evertsz

Memberships by ISC, 2018-2019:

AASSA	Association of American Schools in South America
AISH	The Academy for International School Heads
SAT/PSAT	College Board
IBO	International Baccalaureate Organization
TIE	The International Educator
AAIE	Association for the Advancement of International Education
CASE	Council for Advancement and Support of Education

4. Achievements and Statistics of 2017-2018

General	
<p>ISC offers a combination of U.S. and international curriculum to serve our diverse and globally mobile population. Grade levels K3 - 12 (15 grade levels). Teachers use proven best practices, research based strategies, and U.S. educational resources and textbooks as well as iPads and other technological resources. The language of instruction is English. An after-school activities program provides opportunities for students to explore other interests. ISC is accredited by the New England Association of Schools and Colleges (NEASC), the Council of International Schools (CIS), and authorized by the International Baccalaureate Organization (IB) to offer the Diploma Program. ISC has earned candidacy status for the IB Middle Years Program (MYP). The security and safety measures that ISC currently has in place are:</p> <ul style="list-style-type: none"> • Security guards who help secure the gates, escort visitors, and ensure that procedures are followed. • Drop-off and pick-up procedures. • Sign-in and sign-out procedures for visitors. • Sign-out procedures for teachers. • Crisis handbook with action plans for emergency situations. • Fire-drills and lock-downs are practiced regularly. • A school counselor and a nurse are available at all times to assist students and staff. • Emergency phone trees are available for each grade level as well as for faculty and staff. 	

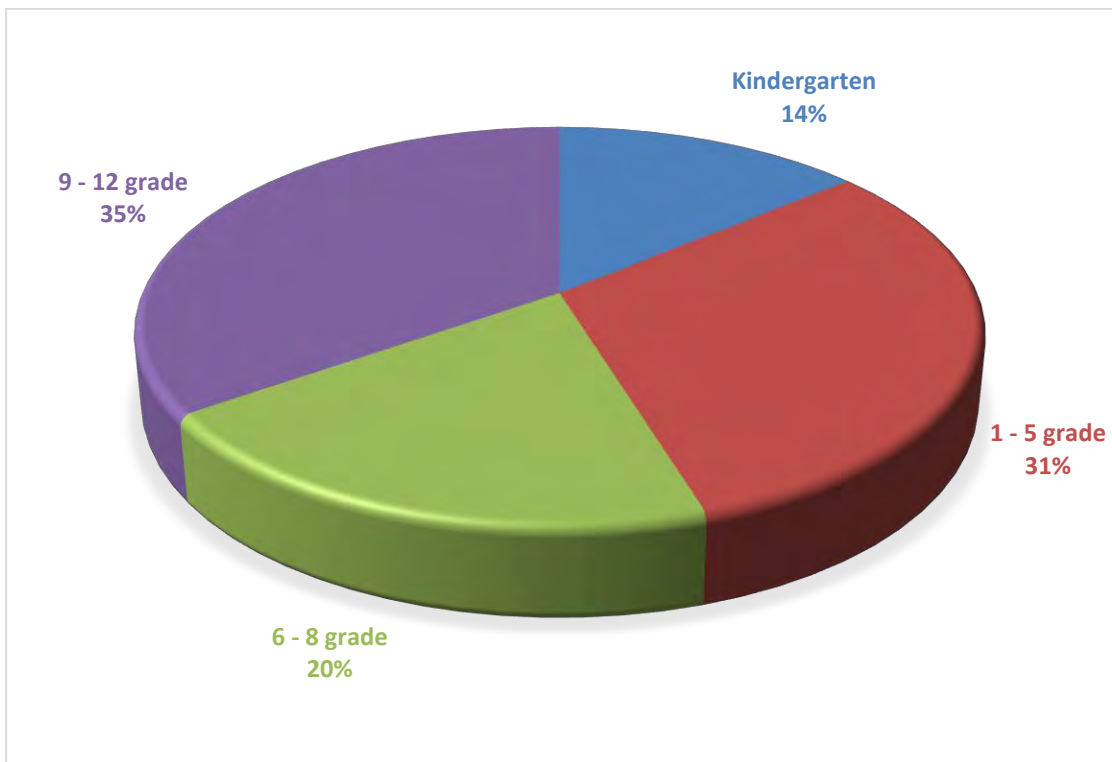
Faculty members (teachers)			
	2016-2017	2017-2018	2018-2019
Fulltime	37	37	38
Part time	5	3	3
TOTAL	42	40	41

Administrative and Support Staff (= all staff excluding teachers)			
	2016-2017	2017-2018	2018-2019
Fulltime	19	20	20
Part time	4	4	1
TOTAL	23	24	21

Enrollment: number of total students

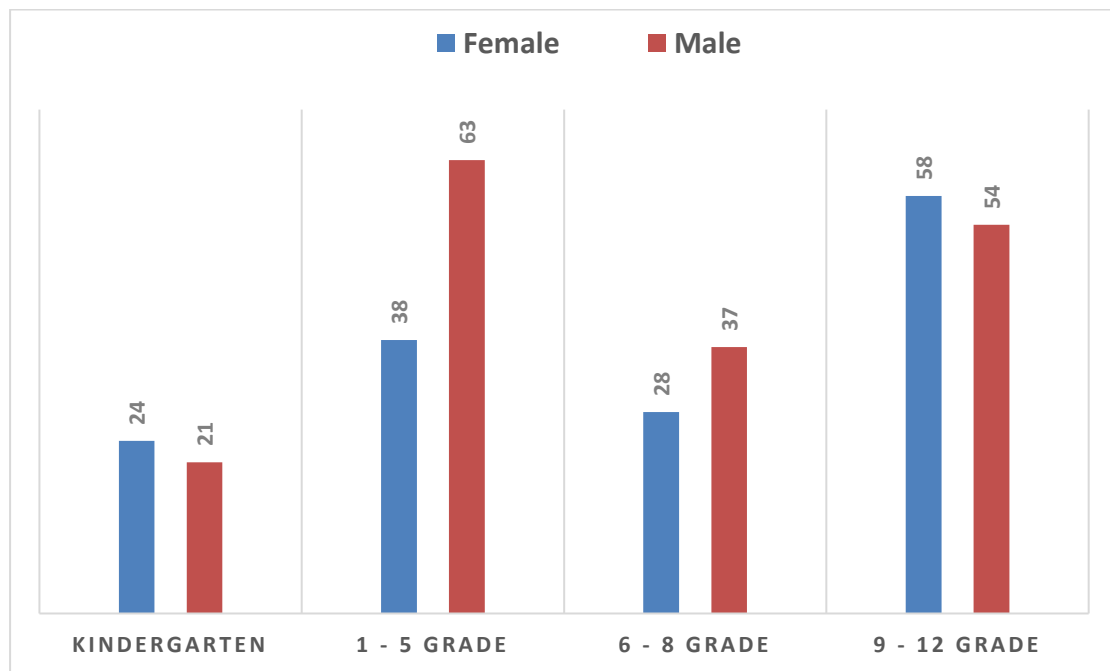
Level	2016-2017	2017-2018	2018-2019
First Steps	20	13	N/A
Kindergarten	54	51	45
1 - 5 grade	104	95	101
6 - 8 grade	76	68	65
9 - 12 grade	120	122	112
TOTAL	374	349	323

Enrollment 2018-2019



Gender of students

	2016-2017		2017-2018		2018-2019	
Level	Female	Male	Female	Male	Female	Male
First Steps	13	7	9	4	-	-
Kindergarten	22	32	21	30	24	21
1 - 5 grade	41	63	43	52	38	63
6 - 8 grade	33	43	26	42	28	37
9 - 12 grade	64	56	67	55	58	54
TOTAL	173	201	166	183	148	175

Gender of students (in numbers of students, School year 2018-2019)

Number of sections per grade level, 2018-2019	
Kindergarten	One section for K3, K4, and K5.
1 – 5 grades	Two sections for the 1 st , 3 rd , and 5 th grade classes with an average of 12 students per section in 2018-2019. One section for the 2 nd and 4 th grade classes with an average of 17 students per grade in 2018-2019.
6 – 8 grades	One section in grade 6, two sections in grades seven and eight with an average of 13 students per section.
9 – 10	Two sections per class with an average of 14 students per section.
11-12	Students have varied schedules for IB and are not explicitly enrolled within one core section.

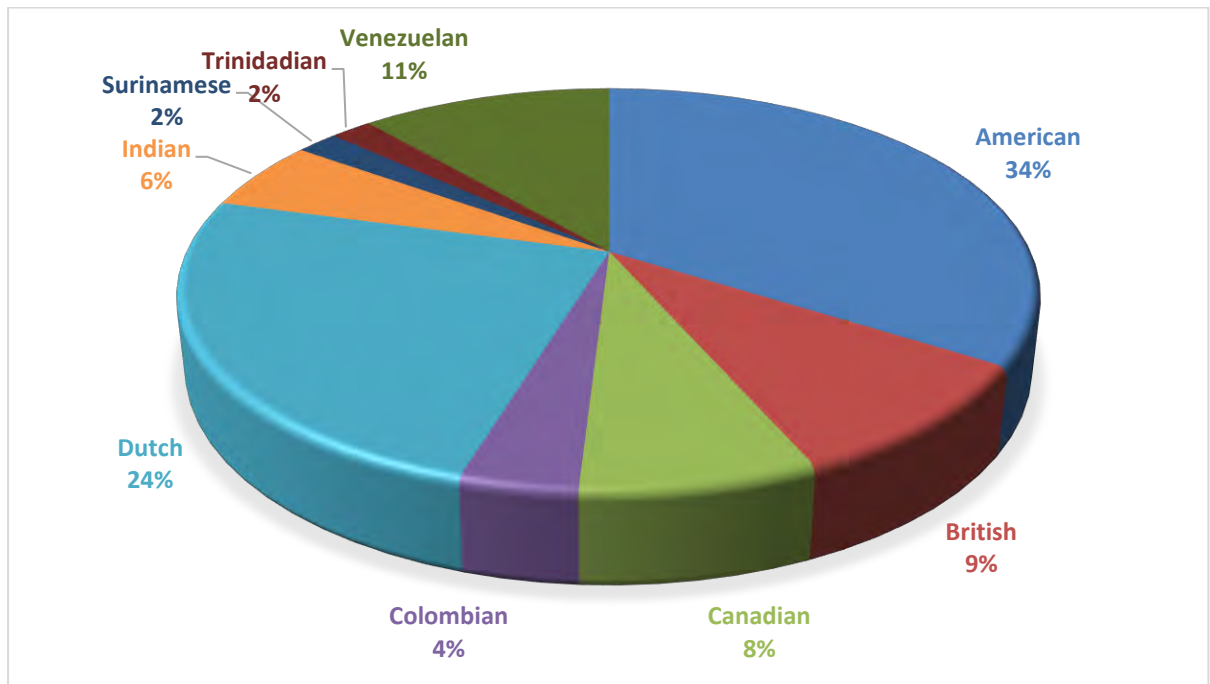
Facilities, 2018-2019	
General	ISC has a typical Caribbean architecture with one story buildings and open spaces. The school campus now includes 45 classrooms, a library, two computer labs, and a gym/auditorium.
Kindergarten	The 3 spacious kindergarten rooms are situated in 1 building and have their own playground and bathrooms. The buildings on the west accommodate the kindergarten, elementary and middle school. The high school is on the east side of the street that separates both campuses.
Elementary and middle schools	A total of 28 rooms which includes a science lab, 2 music rooms, 2 ESL rooms, 3 learning resource rooms, and an art room. There is also a locker room facility for middle school students. <i>The library</i> includes a kindergarten/elementary section. A modern computer room, which is located in the library building, also forms part of the classrooms complex on the west side of campus. <i>The play areas</i> for the elementary and middle school are separate and include a basketball court. A Maker Space room was developed to encourage student creativity.
High School	15 rooms which includes 2 science labs, 2 art rooms, and a computer lab. There is also a gymnasium/auditorium with a court for various sports, a stage, and acoustic panels for the school band/choir/orchestra performances.

The school's facilities are geared towards accommodating the student population. Continuous improvement of facilities is required in order to optimally support the educational programs of the school. The physical environment is conducive to learning and its attractiveness ensures comfort that benefits learning. The physical environment is connected to safety which is an important factor for both parents and faculty.

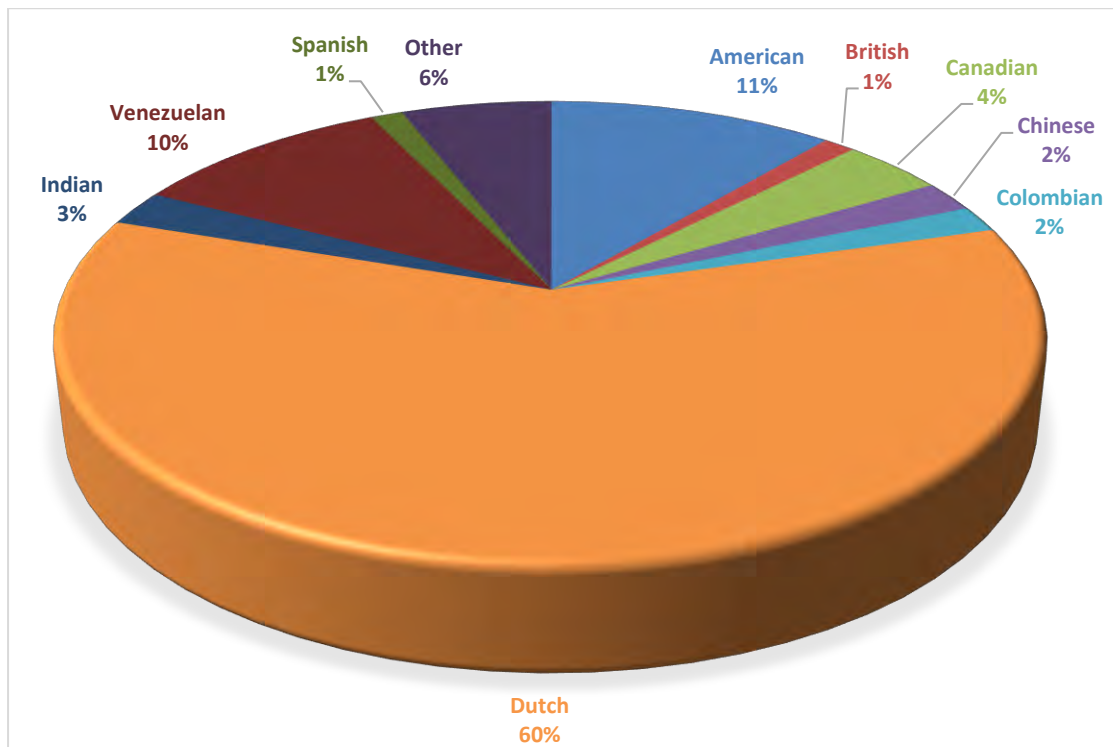
Subjects offered in the Elementary, Middle and High School, 2018-2019			
	Elementary	Middle School	High School
English	x	x	x
English as a Second Language (ESL)	x	x	x
Math	x	x	x
Social Studies	x	x	x
Science	x	x	x
Spanish	x	x	x
Dutch	x	x	x
French			x
Library	x		
Physical Education	x	x	x
Computer	x		x
Fitness		x	x
Art	x	x	x
Drama		x	x
Music/Band/Choir	x	x	x
Model United Nations			x
Business Management			x

- Dutch and Spanish languages are taught at beginner, intermediate and advanced levels to native and non-natives speakers.
- Music for elementary school includes violin classes using the Suzuki Method for 4 and 5 years old students.
- Learning Center services are offered at all levels. Student Services offered are: ESL, Reading, Highly Able, and Learning Resource.
- The International Baccalaureate Diploma Program is offered to eligible grade 11 and 12 students.

Nationalities of Staff



Nationalities of students



Highlights of the school year 2017-2018

Maintain and strengthen ISC's position as the premier educational institution on the island of Curaçao, and strengthening ISC's relationship with Curaçao and the community:

- The main highlight of this year, was ISC's 50th anniversary. A Committee prepared a variety of events to celebrate this milestone.
- ISC supported the new school for special needs students Unique Learning Center (ULC), all proceeds collected from the ISC's 50 Years Strong Walk organized in December went to this organization. Students were invited to visit during the Elementary assembly for Sinterklaas. They had a time to take pictures with him and his Piets and were very excited and grateful for the opportunity.
- The 50th Celebration was a huge success, sharing the history of the school with a special exhibit, "Then and Now". Special guests including alumni and retired teachers, dignitaries, and former board members were invited.
- ISC's Statement of Internationalism was developed by a committee of staff members and shared with the community.
- ISC's student organizations (NHS/NJHS/GIN/MSSTUCO/HSSTUCO) continued to be active within the community. Their yearly highlights were the adoption of a turtle nest with Curaçao's Sea Turtle Conservation, Clothing Drive, making ISC plastic and styrofoam free, Talent Show, Holiday food drive, visiting elderly homes, international short film festival and conducting several fundraising activities.
- After Hurricane Irma hit St. Maarten in September 2017, the ISC community collected food and other goods which were taken to the Curaçao Red Cross to be transported and distributed there.
- ISC offered temporary placement to over 15 students from St. Maarten and the British Virgin Islands after Hurricane Irma in September 2018.
- The I AM ISC code of conduct continues to be a strong part of our school life. Class visits take place in Elementary to remind and encourage students to be ISC and live it day in and day out. It is included on daily announcements and school communication.
- Annual events continue being a strong part of ISC's life and learning. UN Day's school-wide celebration, ISC and its community celebrates culture, language, ethnicity, and diversity. In conjunction with the 50th anniversary, ISC invited special guests to this celebration.
- First school wide Thanksgiving feast was held in the gym, it was a great way to come together as a community with everyone helping out whether by making food contributions to serving and cleaning up.
- In the month of March, the Art Show for Elementary students with the theme of "This is Not A..." inspired by the book Not a Stick by Antoinette Portis was a huge success.
- A PEP-Rally was held in November to increase school spirit and get everyone involved in our sports program. This year's annual ISC Athletic Banquet was held at ISC's Gym/Auditorium. This occasion is also to thank the athletes for their commitment to ISC varsity sports as well as to put the spotlight on those athletes who excelled. Guest Speaker: Caimin Douglas

- The Basketball 3 on 3 Tournament was held inviting local schools to participate. Student groups supported the event. The HS Dance Battles as part of the health curriculum are also a highlight.
- Various concerts showcased our students' talents. Elementary students performed at another level in the Musical Rats. The MS/HS Spring Concert held at Parokia Brievengat was equally impressive. MS and HS music class students participated in a Battle of the Bands in collaboration with another English speaking school.
- Caracasbaai Cleanup, helping the environment and community outreach. UN Day and Siman di Kultura, both celebrating our school's and island's cultural heritage, aligning with Elementary's Social Studies curriculum. Sinterklaas continues to be celebrated, this year with a change in order to follow recommendations by the UN, yet continue with this tradition and celebration in Elementary with HS students performing as Pieten. The collection of funds for Prinses Wilhelmina Fonds (PWF), both at local grocery stores as well as a school wide bake sale. An additional local charity that is supported annually is the Ronald McDonald House Foundation.
- The annual Animal Awareness Week was supported this year by the 5th grade students. They took on a leadership role in organizing activities and following through. The end result was a visit to the animal shelter to present food donations. This served as an introduction to the community service program in Middle School. Odette Doest visited the HS in the framework of AAW to present Bob the Flamingo to the Curacao History Class.
- Visit of ISC alumni as special guests in High School: Rebecca Paz, of Beck Jewels, Gina van de Laar and Priscilla Lotman of Boss + Co, which is a foundation that works with aspiring female entrepreneurs. French honorary Consul and ISC alumni Paul Pradin visited the IB French classes during their Francophone countries presentations. Tshepo Pieters visited the HS Curacao History class to speak about music history and traditions in Curacao.
- Drugs and addiction awareness activities are organized by the School Counselor with speakers from FMA (Foundation for management of addictions) presenting to Middle and High School in January 2017 and for grades 7 and 8 in January 2018. Students in High School prepared sketches in their drama class and shared with the school community through videos as an interdisciplinary unit.
- During April, awareness activities were organized by the School counselor for Child Abuse Prevention Month - School Counselor visited classrooms to create awareness about the topic and make pinwheels with elementary students representing a happy childhood; staff wear blue ribbons all month; fundraiser Wear Blue Jeans Day (donations to Child Protection Foundation); Pinwheel exhibition. The High School GIN students organized a parent conference Start a Dialogue about Child Abuse.
- Teener Parade: MS and HS students participated in this event for the third year. The theme was "Shake, Rattle and Roll with ISC's 50th year". Participating crew took third place in Back to Basics costume and they had the chance to appear in many TV and radio interviews.
- Implementation of the IB French class in 2016 (French *ab initio*). School year 2017-18 marked the first cohort to successfully take their IB examination.

- In June 2018, the Highly Able teacher organized a Highly Able Showcase where students displayed and presented some of their projects.
- The dismissal was changed by using a synchronized app instead of short frequency radios which helped speed up the process.
- In the month of June ISC held a used book giveaway, students and teachers cleared out classrooms of unused materials that could be used elsewhere. Members of the community were invited and were appreciative for these donations. The ULC was contacted directly, as well as the bilingual school, SKAIH.
- There were new iPads purchased for 1st and 2nd grade, in addition the Elementary computer lab was rearranged to allow flexible seating for students.

2. Maintain a multi-year emphasis on financial sustainability.

- ISC further optimized its financial performance and cash flow.
- ISC's Board of Directors Finance Committee and the School administration improved financial analysis through the use of monthly dashboards.
- The School administration opened a U.S. bank account to facilitate payments to third parties and receive donations.
- ISC's Development Committee hosted its annual fundraiser, Wine and Bubbles to raise funds to purchase materials and furniture for the Makerspace.
- Visit by State Department Office of Overseas Schools Regional Officer, Christine Brown, who reinforced a commitment and continued support to ISC.
- The Principals monitor the ordering process closely and thoroughly in order to make responsible purchases without jeopardizing ISC's level of excellence.
- Eco-Friendly copy machines were implemented to replace older, less efficient models.
- First Steps (program for two-year olds) was closed at the end of the year as it was not financially sustainable for it to remain open.
- A new set up for projector and screen was purchased to be used for assemblies in the covered area. A new sound system was also purchased providing quality sound during school wide events while reducing rental fees.

3. Optimize student academic performance on an ongoing basis.

- ISC was granted candidacy status for Middle Years Programme (MYP).
- We had an initial accreditation visit in September by New England Association of Schools and Colleges (NEASC) as ISC was looking to merge accreditation cycles- NEASC and CIS, moving away from AdvancED. ISC was granted accreditation shortly thereafter.
- Dr. Michael Thompson visited ISC holding sessions for students, parents and teachers. The evening event was also open to the island community. The topic was how to understand and teach boys. This came about after ISC's data consultant Cameo Analytics findings, identified a noticeable difference in performance between male and female students.

- The ISC Admin Team continues to use their services for data mining. There are meetings with the Admin Team as well as the entire staff meant to present data from standardized assessments, as well as IB and grades. This is used to monitor students' progress in individual classes as well as school wide. This information is shared to celebrate success and conduct interventions whenever necessary.
- The School Wide Academic Committee (SWAC) Committee was created with the aim of providing leadership opportunities to staff at different levels and ensure each division of the school was well represented.
- Students continue to participate in various activities to support their overall learning in and outside the classroom. The 2nd grade class held a market selling goods in correlation to a social studies unit. Elementary and High School classes explored computer coding and programming using various platforms such as Kodable and Arduino. The art class held Makerfication sessions to expand on students' ability to create and problem solve. The 5th grade class presented their poetry projects at a local coffee shop. A Shark week was organized to raise awareness about reducing plastic in our oceans.
- The High School THIMUN/PANAMUN/ISCMUN groups continued preparing students for debates with a high level of expectations both locally and internationally. Their trips are a great experience to participating students, as a learning opportunity to network and learn to be global citizens.
- Additional field trips, add to the learning experience both locally and internationally. A Paris trip organized by our history teacher to visit Napoleon's Tomb and many museums as well as touristic attractions. Twenty-one 9th grade students went on this trip with great success.
- Forty-four students from the Business classes visited the Curacao Port Authority to understand trade and merchandise distribution in the island. The field trip included a talk and a boat tour of the port facilities.
- The annual Science Fair was a successful school wide event which is open to the broader community.
- The HS Dive Club continues to work on the coral restoration project along with a local organization in charge of this project. Students also get SCUBA certified.
- The school nurse continues to help in ensuring a healthy student body by conducting class visits that cover healthy habits, nutrition, among other health related topics. In addition, she worked closely with the health department (GGD) to organize the vaccination process as well as the American Heart Association to provide a CPR course to the senior class.
- The English as Second Language classrooms were relocated to provide them with an optimal work area. The space was to be reused as a Makerspace which was planned and funded to be implemented in the school year 2018 - 2019.

4. Maintain effective professional development with best practices and educational research to maintain and further optimize the current situation.

- Judy Fenton curriculum consultant, visited ISC for a second time. On this occasion she worked with ISC teachers during orientation to prepare unit plans as new standards were being adopted at different levels. This was an opportunity to work on team building, curriculum alignment and set the tone to what turned out to be an excellent school year.

- A cohort of six staff members from different grade levels attended the conference, Shift in Edu in Miami, Florida. This is done in order to stay current with latest educational mobile learning practices and technologies.
- Since the implementation of AERO Standards, two teams of teachers have been sent to the training sponsored by the State Department. They returned as lead teachers in the area of Math, and ELA passing on the knowledge and leading the rest of the ES teachers with these standards.
- In the spring, the Athletic Director and P.E. teacher attended the AASSA Conference in Ecuador, taking advantage of the opportunity of subject specific training was being offered.
- One of our high school teachers attended JOSTI in Washington DC, which is also sponsored by the US State Department.
- A cohort of five staff members attended Association of Advancement of International Education (AAIE) Level 1 certification for Child Protection. This training took place over the summer in Fort Lauderdale. New Child Protection standards are being implemented by accreditation agencies.
- Three admin members attended MYP training in the month of October in order to launch year two of its implementation. Two of the same group attended the second session of training in April.
- Teachers/staff who attend professional development overseas, share with the rest of the staff in forms of Professional Learning Communities (PLCs)
- ISC held two PLCs, this school year. Two additional days were established as early dismissals for departmental meetings to continue the work started during orientation.
- A working day was added to the calendar at the end of the holiday break to provide teachers with time to plan and prepare for the second semester. The school wide schedules were adjusted to build in collaboration time for teachers across levels and disciplines.
- A HS staff member was appointed as Community and Activity Coordinator (CAS) and Pamoja Coordinator to oversee student CAS requirements for both HS graduation and IB Diploma. Projects ranged from organizing intramural sport events to teaching students to write proper essays in Spanish. A highlight of this year was the support of a TEDEX Conference offered locally.
- Board members attended AASSA's Governance Conference for Board training.

5. Optimize channels of communication and collaboration between ISC and its stakeholder groups, taking the ISC governance principles into account.

- The ISC Weekly since its launch in 2015, continues to be the main source of communication with ISC families. This newsletter is created by the Director and sent to all members of the community using the school's communication portal. All issues are sent on Wednesday to be shared with the parents, and staff via email. It is shortly thereafter available on our school's website and archived.
- The ISC's Administrative Team continues to develop a calendar of events for the community. This calendar of events for the school year was shared with the staff members via email and the community through the newsletter and ISC website.

- ISC showcased school events, students' successes in the community by showing them on bulletin boards, high school/library TV, website, local newspapers, radio, TV and social media.
- ISC has been using social media, particularly Facebook and Instagram in order to connect with a wider range of readers. A significant number of teachers have professional accounts in which they showcase student work, events, and also share reminders with parents in their class.
- The island newspapers are invited to most school-wide events and activities (Halloween Carnival, UN Day, Science Fair, school concerts, art shows, Siman di Kultura). This showcases our events to the community.
- In August, ISC shared its premises for the US Consul General to host a town hall for US citizens.
- In January, ISC's Board of Directors, hosted the second Town Hall in which they presented finances and future plans to members of the ISC community.
- ISC continues to host informational events to keep parents informed such as, International Baccalaureate (IB) Night, New Parent Evening/Back to School Night, US Consulate Visa Information Night.
- ISC continues to offer a yearly Open House Day in the spring to the island community offering tours of the school and providing information about our programs. This is publicized in the newspapers and on social media.
- The school calendar is voted on by staff members after initial draft is prepared by the committee based on government dates and then sent to the Board for formal approval.
- Parents were surveyed about their interest of an ISC bus to determine if this would be a viable possibility for our school in areas where high traffic is a major concern.
- The Parent Teacher Association (PTA) continues to bring our community together. This year they hosted two Family Days and the annual Halloween Carnival which is open to the public keeps on being their biggest fundraiser. PTA's fund go directly to support school initiatives.
- In June, there was an MYP information night for all 2018-2019 MS parents where a presentation by the MYP Coordinator was given informing of what the implementation will entail.
- ISC's Director held the third annual staff end-of-year meeting in June, as part of improving communication he shared stats, finances and the overall status of ISC.

5. Competitor Analysis

The local school system is modeled after the Dutch educational system.

Curaçao has six secondary public schools in Dutch and one in Papiamentu. Students finishing the highest two levels of High School; Hoger Algemeen Vormend Onderwijs (HAVO) and Voorbereidend Wetenschappelijk Onderwijs (VWO) are eligible to apply to college or university, either locally or abroad.

Private schools on the island consist of:

- One international English-speaking school, grades First Steps - 12: The International School of Curaçao (ISC).
- One American English-speaking school, grades K – 8: Curaçao American Preparatory School (CAPS).
- Six Dutch-speaking private schools, which offer either primary or secondary education: Schröder School, Klein College, Pipita Basis school, Omega College, Vespucci College, Abel Tasman College.
- Recently, other schools have begun to introduce English into the curriculum as a language of instruction.

School	Language	Number of students (approx.)	Tuition fee (in ANG) per year (School year 2018-2019)
ISC	English	320	Between 13,700 (K3) and 30,500 (Grade 12)
CAPS	English	210	Between 8,280 (K4) and 20,015 (Grade 12)
Schröder	Dutch	245	(K4 to Grade 6) 12,781
Klein College	Dutch	275	Between 10,500 (K4) and 12,348 (Grade 6)
Pipita	Dutch	84	Between 8,400 (K4) and 9,600 (Grade 6)
Omega	Dutch	70	7,000 (Grades 7 to 12), 7,500 Exams Class HAVO/VWO
Vespucci	Dutch	160	Between 18,400 (Class 1) and 22,700 (Class 5)
Abel Tasman	Dutch	35	Between 19,750 (Grade 7) and 29,750 (Grade 12)
Montessori	English	NA	12,000 (K4-1)

Reference is made to the SWOT Analysis (Chapter 5) showing the strengths of the ISC. Most of these strengths are not encountered at the other institutions.

Parents normally choose to enroll their children at the International School of Curaçao because the school's structure and education is based on the American system with an international component, being student centered and more flexible.

The International School of Curaçao's enrollment is affected by the local economic situation. Enrollment numbers continue to decline, particularly the number of expatriate students.

ISC's strongest marketing tool continues to be the families and their children who have positive, happy experiences as members of the ISC community. Since having a strong base of local students is important to the school, we need to look for ways to attract local students. Strategies such as opening the school to the community during afternoon activities, open houses, and other public activities have been instrumental in this respect. ISC will continue with its efforts to further optimize its image in community.

6. SWOT Analysis

Strengths	What can be done to enhance these strengths?
ISC is accredited by the New England Association of Schools and Colleges (NEASC) the Council of International Schools (CIS) and the International Baccalaureate (IB).	Continue to maintain the high standards of ISC.
ISC offers an American and International curriculum with English as a language of instruction.	Continue to maintain the high standards of ISC.
ISC adds value to the economy of Curaçao. Expatriates coming to the island with their families and children view the presence of the ISC as an asset as without ISC they could not relocate to Curacao with their families.	Continue to create awareness of government and local community on the importance of ISC for the economic development of Curacao.
ISC serves as an educational center and offers a variety of educational services to expatriate and local families.	Ongoing marketing campaigns capitalizing on the uniqueness of ISC, constantly working towards excellence and exceeding expectations.
Stable and consistent leadership and school governance. Well-qualified and motivated teachers and staff. Teachers with advanced university degrees.	Maintaining the recruitment policies which are currently in place and amending them whenever applicable.
Strong Fine and Performing Arts and extracurricular activities.	Continue to maintain the high standards of ISC.
Inclusive school: differentiated instruction and support programs for mainstream students, highly able students and students with learning difficulties, resulting in self-assured young adults.	Continue to maintain the high standards of ISC.
Reasonable size of the school and class size with low student-teacher ratio	Continual assessment of class sizes to assure maximum class size is maintained at 18 students with a flexible option to go up to 20.
Robust and dedicated staff development budget for teachers and administrators.	Monitor staff development needs and prioritize with new school programs/initiatives.
Comprehensive technology systems for educational and administrative purposes as well as flexible spaces for teachers and students to use to enhance learning.	Incorporate in-coming new technologies and platforms as they develop. Assess use and functionality of existing technology and spaces to gauge effectiveness over time.
Orientation programs for new students/families	Receive feedback annually from new stakeholders to assess the effectiveness of the program and make changes as needed.

<p>The all-inclusiveness of ISC: ISC can accommodate students with different learning styles and capabilities. Most local private (Dutch) schools are not offering differentiated instruction or special education programs.</p> <p>ISC is an IB diploma and IB certificate school.</p> <p>Promote the connection between tuition and the value added by ISC.</p>	<p>Ongoing marketing campaigns highlighting the unique features of ISC in a variety of ways.</p>
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Weaknesses	What can be done to mitigate these weaknesses?
Aging buildings/campus detracts from the educational experience and impacts the budget due to maintenance costs.	Develop a feasibility study to determine the possibility of renovating the existing campus or develop a new purpose-built campus.
High costs of hiring expatriate teachers.	Maintaining the recruitment policies which are currently in place. The high quality of the teachers is one of the unique selling points of ISC.
Remuneration for expatriate faculty and administrators is not equivalent to other regional and global international schools.	Maintaining attractive salary range and fringe benefits to attract and retain quality teachers.
Inadequate marketing of ISC	<p>Install a Marketing Committee to deploy structured, strong, consistent marketing campaigns.</p> <p>Realize alliances with locally established internationally oriented companies and entities.</p>

Opportunities	How can we take advantage of these opportunities?
<p>Catapulting the fundraising campaigns to the next level.</p> <p>Grants of international / foreign foundations that would fit ISC as a potential grantee.</p>	<p>Incorporation of marketing activities in the Development Committee and create a Development Officer position.</p> <p>Seek tight cooperation with these foundations and approach them with well- defined project proposals.</p>

Constraints of the local education system are reflected in an increased desire of (local) parents to place their children in a private school	Ongoing marketing campaigns highlighting the unique features of ISC in a variety of ways. Annual scholarship program.
There is room to elevate school pride within the community.	Provide opportunities and avenues for students teachers and parents to share their pride in ISC; both in and out of school.
ISC aims to be a “green” school which will benefit the school and the community as a whole	Re-visit energy alternatives for cost reduction; i.e. installation of solar panels.
Attract boarding or home stay students from regional countries and develop summer programs.	Research and develop a boarding/home stay program. Once developed, begin advertising in targeted foreign communities.
Abundance of short-term stay expatriate Dutch families with children.	Develop a Dutch program track to have a dual education system.

Threats	How can we mitigate these threats and convert them into opportunities?
Potential shrinking of the local middle class due to the increased cost of living, (increased healthcare expenses, costs for small business, government measures etc.)	School facilities will be adjusted depending on the needs.
Possible migration of younger families with children and higher income families.	School facilities will be adjusted depending on the needs.
Unpredictable influx of new students from the expatriate community. Decreased number of (international and local) students.	School facilities will be adjusted depending on the needs.
Economic and political changes could affect the ISC school fee structure and as a consequence increase the number of parents no longer able to pay the school fees.	School facilities will be adjusted depending on the needs. The school fee structures will continue to reflect the high standards of the ISC school program. Annual scholarship program.
More alternatives for private schooling in Curaçao. Private schools using Dutch as the language of instruction attract students who want to pursue higher education in the Netherlands and in addition they offer their programs at lower costs.	Ongoing marketing campaigns. Be good and let others tell it. Ensure that Dutch taught at ISC is at least of the same level as Dutch taught on the other local schools.

Schools are now offering English as a language of instruction. Parents tend to evaluate school options for their children based on a cost vs benefits analysis.	Ongoing marketing campaigns highlighting the unique features of ISC in a variety of ways.
Perception others have from ISC as an “elite” school.	Ongoing marketing campaigns highlighting the unique features of ISC in a variety of ways.
Increased instability in the region, specifically Venezuela.	Maintain communication with the government and U.S. Consulate.

7. Key issues and goals 2019-2024

1. Continue to strengthen ISC’s position as the premier educational institution on the island of Curaçao and the broader region.
2. Optimize student academic performance on an ongoing basis.
3. Enhance professional development opportunities for faculty and foster ongoing educational support programs for families.
4. Maintain a multi-year emphasis on financial sustainability.

8. Action plan 2019-2024

8.1	Continue to strengthen ISC's position as the premier educational institution on the island of Curaçao and the broader region.		
	<u>Actions</u>	<u>Responsibility</u>	<u>Time Frame of Tasks/Actions</u>
1	Establish partnership with similar educational institutions to open avenues of cooperation and establish ISC's reputation within the region.	Director, level principals, with input from teachers.	On-going.
2	Promote current and past students' accomplishments to highlight ISC's influence in their successes.	Director, Principals, Development Officer	On-going.
3	Actively promote ISC's unique learning experiences by using various media outlets including social media.	Administration and IT Department	On-going.
4	Maintain current accreditations and continue to work toward becoming an IB World School.	Administration	On-going.
5	Explore options to develop a purpose-built campus	Director	2019

8.2	Optimize student academic performance on an ongoing basis.		
	<u>Actions</u>	<u>Responsibility</u>	<u>Time Frame of Tasks/Actions</u>
1	Assess and address classroom spaces to continually improve upon effective teaching and learning environments.	Director, Principals, Teachers, Facilities Manager.	On-going.
2	Analyze school schedules and programs to determine best practices for effective learning.	Administration, Director of ICT.	Fall 2019
3	Assess the school's technology programs to determine effectiveness and make changes as needed.	Director of ICT, Administration, Faculty.	School year 2019-2020 and on an annual basis thereafter.

8.3	Enhance professional development opportunities for faculty and foster ongoing educational support programs for families.		
	<u>Actions</u>	<u>Responsibility</u>	<u>Time Frame of Tasks/Actions</u>
1	Host professional development events for local and regional educational institutions.	Administration	Ongoing
2	Integrate models of best practices into the professional development experiences for teachers.	Administration, Faculty	Ongoing
3	Continue to include local professionals in the area of child development, support and protection in school's professional learning communities.	Administration, Faculty.	Ongoing
4	Continue to increase staff development budget with the goal of reaching 2% of operating budget.	Director, Finance Committee	Ongoing until target met.

8.4	Maintain a multi-year emphasis on financial sustainability.		
	<u>Actions</u>	<u>Responsibility</u>	<u>Time Frame of Tasks/Actions</u>
1	Create a Development Officer position to drive new sources of revenue, i.e. fundraising and grants, and build relationships with local companies.	Director, Human Resources	Fall, 2019
2	Build reserves to ensure continuance of operations.	Finance Committee	Annually
3	Regularly assess third party providers to minimize expenses and maximize quality of service.	Administration	Annually

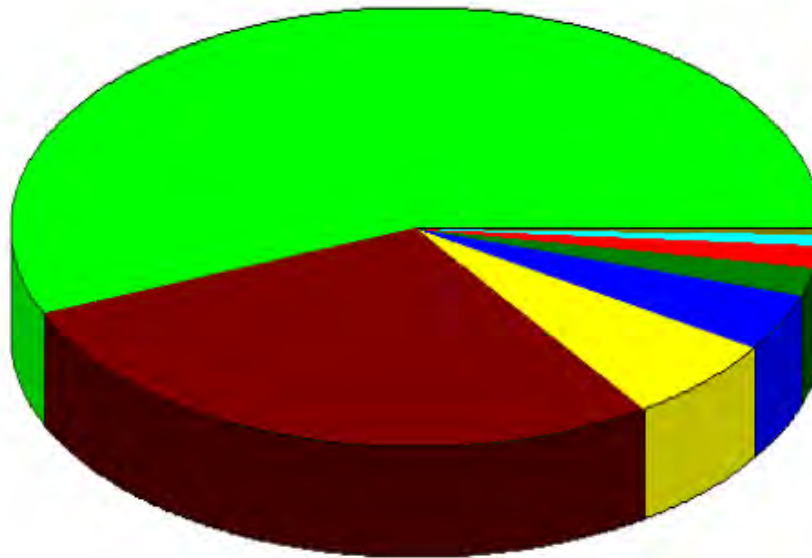
9. Financial plan 2019-2024

The island's poor economy continues to have a direct impact on the school's population and operations. The ISC Administration has made necessary changes without compromising the school's curriculum. The trend of decreasing enrollment numbers has been taken into consideration for projecting the budget for the next three years, as seen in the charts below. The Administration will continue to make responsible decisions as needed to assure ISC remains as a high quality educational institution within budget.

10. Budget Forecasts 2019 – 2022

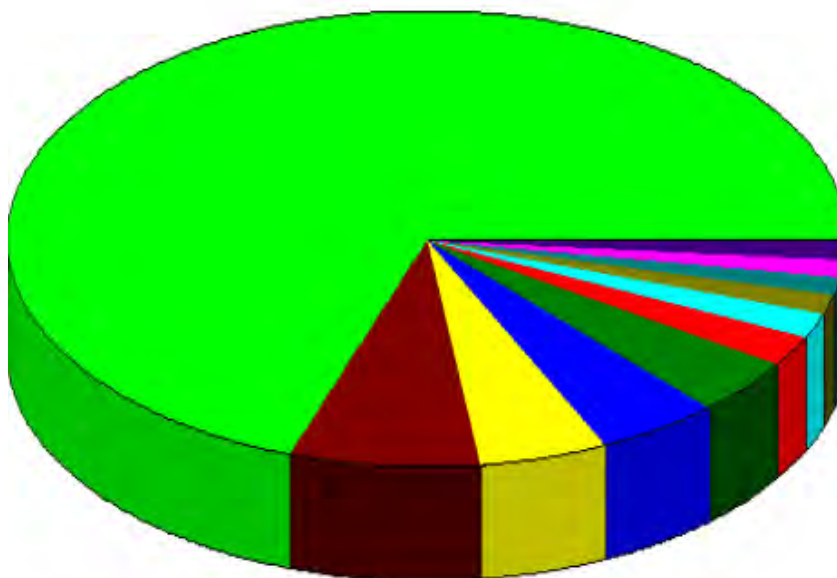
	Budget school year 19-20 (270 students) 3% Increase/ BL 5,000,-/ 3.000/ 2.000	Budget school year 20-21 (260 students) 3%	Budget school year 21-22 (250 students) 3%
<i>Amounts in ANG</i>			
INCOME			
Total 40 · Registration fees	472,500.00	450,000.00	445,500.00
Total 41 · Tuition K3-4 (KG)	355,224	338,308	334,925
Total 42 · Tuition K5-G5 (ES)	2,430,963	2,315,202	2,292,050
Total 43 · Tuition G6-8 (MS)	1,902,600	1,812,000	1,793,880
Total 44 · Tuition G6-12 (MS & HS)	2,800,089	2,800,091	2,772,088
Total 45 · Building levy & CLC	195,300.00	186,000.00	184,000.00
Total 46 · ESL, learn. res./plus & varsity	-	-	-
Total 48 · Donations, NTC & grants	100,000	100,000	100,000
Total 4315 · Financial Aid	(50,000)	(50,000)	(50,000)
Total 49 · Other fees	150,000	150,000	150,000
Total Income	8,356,676	8,101,601	8,022,444
EXPENSES			
Total 51 · Employee expenditures	5,994,602	5,764,040	5,709,884
Total 52 · Staff services	145,000	145,000	145,000
Total 53 · School services	297,939	297,939	297,939
Total 54 · Cleaning, security & maint.	355,000	355,000	355,000
Total 55 · Office & computer supplies	150,000	150,000	150,000
Total 56 · Communications & utilities	305,000	305,000	305,000
5603 · Services			
Total 57 · Professional fees	177,622	177,622	177,622
Total 58 · Other areas	112,000	112,000	112,000
Total 59 · Bank charges	45,000	45,000	45,000
Total 60 · Depreciation	600,000	600,000	600,000
Total Expense	8,182,162	7,951,601	7,897,444
5869 · ORCO School Bus Loan 109691			
Total 61 · Interest income & expense	174,513	150,000	125,000
TOTAL SURPLUS/DEFICIT	0	0	0

Income Summary
August 2017 through July 2018



44 - Tuition G6-12 (MS & HS)	56.55%
42 - Tuition K5-G5 (ES)	28.02
40 - Registration fees	6.23
41 - Tuition K3-4(KG)	4.43
45 - Building levy & CLC	2.17
49 - Other fees	1.69
48 - Donations, NTC & grants	0.85
46 - ESL, learn. res./plus & varsity	0.06
Total	9,127,373.15

Expense Summary
August 2017 through July 2018



51 - Employee expenditures	69.76%
60 - Depreciation	7.33
53 - School services	5.08
54 - Cleaning, security & maint.	4.93
56 - Communications & utilities	4.08
55 - Office & computer supplies	2.31
61 - Interest income & expense	1.89
57 - Professional fees	1.57
52 - Staff services	1.36
58 - Other areas	1.19
59 - Bank charges	0.51
Total	8,670,069.39

All amounts in ANG