



Australian International School

A Strategic Vision

2012 - 2014

Globally focused, distinctly Australian





Dear AIS community members

Our school has a vision to be known internationally as an institution which represents educational excellence in all aspects of its operation. Our school philosophy commits us fully to the notion of a holistic, rounded education, which cherishes the arts and sports as well as academics as essential dimensions of each student's education. We are equally committed to the notion of our students becoming adults who have a moral commitment to making our world a better place as reflective, caring, knowledgeable and principled people. Each child is special, each is important. We remain non-selective in our admissions policy, confident that it is not intellectual ability alone that determines an individual's worth or contribution to the betterment of our world.

Early in 2012, when I took up the role of Principal, I undertook a full review of the School's areas of strength and weakness. I used a range of methods including: focus groups drawn from our staff, student and parent communities, questionnaires, exit interviews, analysis of examination results and meetings with all staff either individually or in teams. I also commissioned a report from two 'Critical Friends' – Archie Mc Glynn, the former Chief Inspector of Schools for Scotland, and David Coles, formerly Chief Education Officer (Primary) for the English Schools Foundation in Hong Kong.

The data produced from this extensive review showed us to be a school with many strengths, including an outstanding sense of community, and an unusually strong level of commitment and involvement from our parent body. The data also revealed that, following a time of very rapid expansion in school numbers, it was now time to focus more strongly on quality issues, particularly pertaining to the strength of the academic and sports programs.

In the pages of this document you will see many strategies and goals that we have set ourselves in the realisation of our vision. I have absolutely no doubt that we shall achieve our goal, and will be able to demonstrate to ourselves and the public through objective data that AIS has moved to another level of quality and achievement by the time that this Strategic Plan has been fully implemented.

I am grateful to the many staff, students and parents who had either direct or indirect input into the creation of this plan. I am pleased that we are already making rapid progress in the achievement of our goals.

The students themselves must remain at the centre of our vision, with the understanding that our schools exist for one single purpose; to enable each student to achieve their best possible future.

I invite and welcome the input, energy and passion of all our stakeholders in the realisation of our 'Strategic Vision 2012 -14'.



Sincerely,

Dr Nick Miller



Mission, Vision & Values

Values: **RESPECT - OPPORTUNITY - ACHIEVEMENT**

Mission: To enable our students to realise their potential through exceptional opportunities, within a nurturing community which equips them to flourish in life and to make a difference for good.

Vision: AIS strives to be a globally recognised centre of educational excellence whose students consistently exceed expectations and are committed to addressing the needs of our world.

‘Globally focused, distinctly Australian’

Our Values

Respect

We Value:

- Integrity and responsibility
- Acceptance and appreciation of differences
- Care for self, each other, the community and the environment

Therefore we:

- Develop positive attitudes and a sense of personal and social responsibility
- Build relationships within communities based on mutual respect, trust, acceptance and care
- Foster a community of learners who take responsibility for their choices and actions
- Maximise the learning opportunities for all students through the differentiation of programs and practices
- Embrace and celebrate diversity

Opportunity

We Value:

- Confidence
- Creativity and innovation
- Leadership and initiative
- A balanced and well -rounded education

Therefore we:

- Provide a broad range of opportunities for the development of well-rounded learners who can make links across curricula, across cultures and across languages
- Develop individuals who have the capacity and aspiration to make a positive contribution to the local and international community



- Provide opportunities for all members of the community to exercise initiative and leadership
- Capitalise on innovation to enrich our programs and practices
- Motivate our students in all endeavours and encourage curiosity in their learning

Achievement

We Value:

- The pursuit of individual interests and passions
- Commitment to learning
- Personal Excellence
- Perseverance and resilience

Therefore we:

- Encourage a passion for learning and a spirit of inquiry
- Celebrate success and achievement across all endeavours
- Support and challenge the members of our community to reach their full potential
- Encourage a culture which rewards initiative, continuous learning and teamwork
- Nurture the capabilities of each individual to strive for personal excellence
- Developing a Centre of Excellence and Innovation in education, focusing on evaluation, reflection and professional development





LACHI

‘We are a Centre of Educational Excellence’

Our Goal at AIS is to strive for excellence in all the work that we do, with the aim of enabling our students to develop as rounded individuals who can thrive in an increasingly complex and uncertain world.

Our core focus is delivering high quality academic programs that will enable students to achieve their intellectual potential and have greater choice in their lives beyond school, including access to the best universities both in Australia and internationally.

Our Approaches

International Professional Development: Providing our staff with access to internal and external training opportunities and programs enables us to develop their skills, always keeping abreast of new teaching tools, learning options and pedagogy. By actively reviewing staff performance and providing detailed goal plans, we can mentor our staff and ensure they are able to work to their full potential.

We are committed to:

- Continuing to serve as a centre of exemplary practice by hosting and providing training for IB conferences and workshops
- Piloting and subsequently implementing a dynamic and responsive Teacher Review and Development system including teacher observation and goal setting for all staff
- Implementing Teacher Inquiry Groups (TIGs) for all staff which will enable collaboration and sharing of best practice
- Introducing ‘IT Essentials’; a proficiency program for all staff to ensure standards of competence.

International Teacher Recruitment: An international school made up of a student body drawn from over 50 nationalities needs an internationally minded staff. The curriculum options available at AIS are diverse and as such, we must ensure that both these programs and the backgrounds of our community are reflected in those staff who are leading our students’ development.

We are committed to:

- Continuing to internationalise teacher recruitment practices, seeking to recruit only high quality staff who are fully qualified, who have a passion for teaching and who are committed to the life of the School

School Structures: A school’s administrative and organisational structures underpin the learning that takes place in the classroom; however tried and tested, they should be regularly reviewed. By developing these structures and adapting our processes, our school will continue to strengthen and grow.

We are committed to:

- Implementing and evaluating a new Secondary School structure – adjusting as necessary the Leadership team, the welfare structure and the departmental structure
- Reviewing the Elementary School structure and modifying as necessary
- Reviewing and developing school timetable structures and processes to maximise effectiveness of curriculum delivery, and appropriate deployment of staff relevant to experience and qualifications

Quality Assurance: This is vital to the development of the School as through applying standards and high expectations, we can ensure the best possible outcomes for our students. Supporting teachers through well thought-out professional development programs and enabling the sharing of best practice and knowledge raises standards and provides a basis



for consistency. The use of data allows us to analyse areas of strength and weakness in our instructional programs, and adjust accordingly.

We are committed to:

- Developing the charter of the Learning and Teaching Committee to include: quality assurance including internal and external evaluation, curriculum development, assessment and staff professional development, including a review committee composition
- Establishing the post of Director of Data and Development in both the Elementary and Secondary Schools to include: the administration and analysis of benchmark data tests and advise on development of teachers' practice, organise Professional Development programs and administer the Teacher Review and Development system
- Developing Teaching and Learning Coaching in the Elementary and Secondary Schools; explore the creation of mentoring/ coaching positions
- Increasing the focus on development of learning and teaching through exploration and sharing of classroom practice through appropriate mechanisms e.g. peer observations, collaborative lesson planning, mentoring and coaching
- Introducing Roles and Goals (KPIs) review for all middle and senior managers

Developing Academic Standards needs to be at the core of any organisation involved in the teaching of children. At AIS, we are accredited to deliver a range of highly regarded international curriculum programs through the International Baccalaureate, the Cambridge Examinations Board and the New South Wales Board of Studies. These provide our students with a challenging education system which encourages them to always strive for their personal best and ensure that our curriculum is benchmarked to international standards.

We are committed to:

- Developing and implementing Elementary and Secondary Improvement Plans, informed by the School's 3-5 Year Strategic Plan. Ensure that Departmental Improvement Plans and individual teacher goals align with relevant School Improvement Plans
- Piloting and introducing standards based student benchmark testing in literacy and numeracy (with projected achievement) for all students Years 1-10
- Introducing examinations for all students in Years 7-12
- Ensuring that the curriculum is linked to standards of the Australian National Curriculum (where agreed by the Australian States), IB requirements and the School's preferred benchmark tests, including entering overview into ATLAS Rubicon software
- Backwards mapping the curriculum from IB Diploma and HSC ensuring students have the pre-requisite skills, knowledge and understanding to succeed in these courses
- Continuing to develop ICT, differentiation and critical thinking skills as areas of focus
- Continuing to focus on the improvement in articulation and quality of Language B provision, and to increase curriculum time as required
- Reviewing and re-engineering the school timetable in line with program requirements, maximising staffing efficiency and ensuring that students are taught by appropriately trained specialists

Virtual Learning Environment (VLE): We believe the partnership between home, school and the student is key to a child's academic success – when all three work together the best outcomes can be achieved. The creation of a comprehensive VLE will provide parents with direct access to their child's learning, ensuring they have access to the information they need to support their child and the School.

We are committed to:

- Developing a VLE for parents to support academic achievement (homework, assessment, and communication)



‘We Provide Exceptional Opportunities’

Our Goal at AIS is to give students the chance to discover their talents and experience success. When a student experiences success in the Arts or in Sports, this enhances self-esteem and supports achievements in other areas. This is best achieved in surroundings that are modern and fit for purpose, adding to and not hindering the creative and learning process.

Our Approaches

Sport at AIS is designed to allow each student the opportunity to develop skills, fitness, correct behaviour and attitudes of fair play, and is a vital part of the learning and development process of our students. The Sport Program operates at representative and participative levels, providing a choice of sports run by skilled and enthusiastic coaches.

We are committed to:

- Developing a Sports Program which provides opportunities for both participation and achievement of excellence including: competition against local and international Singapore schools, international sports conferences and house competitions
- Introduce and develop a sports network of regional Australian International Schools
- Redesign PE and Representative Sports team uniforms consistent with new identity
- Upgrade gym area, trophy display and flooring to reflect commitment to a high quality sports program

The Arts: Music, Drama and Visual Arts are three of the main specialist curricular areas at AIS. Students are exposed to all of these disciplines from Preschool and continue their studies as part of the main curriculum until Year 8, and beyond as an elective. These needs are catered for by experienced specialist teachers in dedicated rooms and areas in the Junior, Primary and Secondary School buildings using the latest equipment and innovative teaching techniques.

Students at AIS can pursue or further their love of these arts in a supportive and nurturing environment, whether that be through one of our many musical ensembles or choirs, our Primary and Senior Drama productions or exhibiting their art at our annual art exhibition.

We are committed to:

- Continuing to develop opportunities for students to excel in the Arts

Buildings: AIS’ main campus was purpose built for the School in 2003, with the Junior wing added in 2008 and the Senior Building opening in 2010. Our modern, bright and airy school campus encompasses many areas for specialist study, such as technology, art and music, as well as two synthetic sports pitches, three indoor gym areas, a swimming pool and a 270-seater theatre.

We are committed to:

- Reviewing and making recommendations to the Board for the improvement or development of school facilities to improve the learning opportunities for students
- Reviewing the acoustics of MPH/Gym and upgrading as necessary
- Reviewing security arrangements and upgrading level of security provided







‘We are Globally Recognised’

Our Goal for AIS is to be an internationally recognised centre for excellence, known throughout South East Asia for the quality of our programs and for the exceptional students we teach.

Our Approaches

Identity positioning: An identity is a promise of an experience; as a school that experience is multi-faceted and in many cases, ever changing. More than with most other types of business, the stakeholders of a school are the identity; the students, the staff, the parent community.

Consultation and consideration of these stakeholders is vital in developing and maintaining the positioning of the School in the market.

We are committed to:

- Renewing school Mission, Vision and Values statements involving all stakeholders (last revisited 2004)
- Renewing school identity with stakeholder input
- Refreshing and upgrading Phase 1 reception and entrance corridor
- Renewing school prospectus, handbooks and curriculum publications
- Renewing school website consistent with new identity
- Developing corporate communications and relationships with Chambers of Commerce, Embassies and relocation agencies
- Obtaining sponsorship to help support new identity

Accreditation: Confidence in our product can be enhanced by the endorsement of organisations who are valued by our stakeholders. As an international school with a multi-national community of learners, these accreditations should not be restricted to those from one particular curriculum board or continent.

We are committed to:

- Obtaining Council of International Schools membership/accreditation
- Obtaining Association of Independent Schools (NSW) membership
- Maintaining EduTrust, Board of Studies and IB accreditation
- Exploring American High School Diploma accreditation

‘We Provide a Nurturing Community’

Our Goal is to provide an environment where our students feel safe and their emotional needs are recognised and met. By doing so, they will be in the best place to access the opportunities we provide for learning and personal growth. Our responsibility also extends to our wider community, and so we encourage strong links between school and home, building a positive working relationship with all our stakeholders.

Our Approaches

Welfare: At AIS we are committed to providing a caring, friendly and safe environment for all our students so that they can learn in a relaxed and secure manner.

We value differences in people and take delight in the varied backgrounds of our students. We expect students to show tolerance, understanding and courtesy to all with whom they come into contact: fellow students, teachers, parents and members of the public. We also strongly encourage them to be proud of their school and what it means to be an AIS student.

We are committed to:

- Developing and publishing clear behaviour management/consequences policies for students
- Designing new uniform consultation process and creating and implementing new uniforms consistent with the new identity

Parent Communications: The relationship between the home and the School plays a very important part in a child’s education. Parents play a critical role in successful learning; they contribute much to their child’s development and are among the most important influences on the way in which the child approaches learning. Two-way communication is a critical factor in the partnership between parents and the School. Where a partnership exists, it is easier for parents to solve problems and to feel confident about the teaching and learning taking place in the classroom.

We are committed to:

- Developing additional opportunities for parents to be engaged with the education of their children in partnership with the school
- Initiating monthly ‘Coffee Confidential’ – theme based meetings
- Initiating weekly meetings between Principal and PA Executive
- Consulting parents as appropriate in recruitment processes for school senior leadership positions
- Consulting parents as appropriate on school development issues
- Soliciting regular parental feedback via questionnaires, discussion groups and surveys
- Developing Parents’ access to the new Virtual Learning Environment and enabling parents to track (e.g assessment module) and support (e.g Homework information) their children’s education
- Reviewing and developing admissions procedures and induction of new students and families



‘We Make a Positive Difference’

Our Goal is to give our students the chance to discover their talents and experience success. When a student experiences success in the arts or in sports, this enhances self-esteem and supports their achievements in other areas. Therefore, the School offers a wide range of cocurricular activities as well as an international camp program which challenges our students and exposes them to new experiences, environments and cultures.

Our Approaches

Community and Service of others has always been something which students at AIS have embraced. Organisations close to home in Singapore that we have regularly supported include Food from the Heart which provides non-perishable food items to low income families and Riding for the Disabled, which gives a short period of physical freedom to non-able bodied youngsters through riding horses at a local stable. Organisations further field in South East Asia which are also supported by the efforts of our students include house-building projects and an orphanage in Cambodia, children’s homes and schools in Vietnam and schools and their surrounding communities in Nepal. The AIS student body also responds with gusto to crisis situations, with previous examples being the Japanese earthquake and resulting tsunami and the Christchurch earthquakes.

We are committed to:

- Reviewing and extending service opportunities for students domestically and internationally

Our Student leadership program is one of the means by which we encourage our students to serve their more immediate community; their school. This begins at a class level from Year 3 and culminates in the roles of School Captain in Year 12, all the time supported by a team of teaching staff who have a particular focus on the welfare of the student body.

We are committed to:

- Developing student voice opportunities and engaging student leaders in the smooth running of the school





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