



Strategic Plan

2010-2015



Table of Contents

Introduction.....	3
Vision	4
Purpose	4
Beliefs	4
Target Area 1: Vision and Purpose	5
<i>Improvement Goal</i>	5
Critical Actions.....	5
Target Area 2: Governance and Leadership	6
<i>Improvement Goal</i>	6
Critical Actions.....	6
Target Area 3: Teaching and Learning	7
<i>Improvement Goal</i>	7
Critical Actions.....	7
Target Area 4: Documenting and Using Results	8
<i>Improvement Goal</i>	8
Critical Actions.....	8
Target Area 5: Resources and Support Systems	9
<i>Improvement Goal</i>	9
Critical Actions.....	9
Target Area 6: Stakeholder Communications and Relationships.....	11
<i>Improvement Goal</i>	11
Critical Actions.....	11
Target Area 7: Commitment to Continuous Improvement	12
<i>Improvement Goal</i>	12
Critical Actions.....	12



INTRODUCTION

Building on the foundation of forty-five years of success, the Strategic Plan of the Colegio Panamericano sets forth our vision, purpose, and beliefs for continuous school improvement spanning the next five years (2010-2015). This plan is the result of careful reflection, discussion, and planning by key stakeholders of the school. Critical actions were identified and developed for each of the following seven target areas in alignment with AdvancED standards:

- Vision and Purpose
- Governance and Leadership
- Teaching and Learning
- Documenting and Using Results
- Resources and Support Systems
- Stakeholder Communications and Relationships
- Commitment to Continuous Improvement

The role of the Leadership Team and the Board of Directors is to ensure the allocation of needed resources to successfully execute the plan and for making every effort to implement critical actions to achieve proposed improvement goals. Their role is to also champion the Strategic Plan as a tool to help sustain momentum in the ongoing process of continuous improvement. The critical actions outlined will act as a road map for furthering the School Vision and focusing new initiatives on improving student performance and school effectiveness. Additionally, they are responsible for the systematic review, evaluation, and modifications of the Strategic Plan on an annual basis and for reporting annual progress to the General Assembly of Parents in March/April of each school year.

Students, parents, teachers, and staff are encouraged to partner together in pursuing the critical actions within the seven target areas of the Strategic Plan; for while tasks loom large for a single individual to achieve, working together we can create greater capacity to support ever-increasing student performance and organizational effectiveness.



VISION

We envision our graduates as socially responsible, adaptable, life-long learners and leaders capable of passionately pursuing their dreams.

PURPOSE

Colegio Panamericano is a progressive, non-profit educational community with a global perspective offering both Colombian and U.S. diplomas. Our rigorous curriculum and exemplary faculty empower students to develop their intellectual, physical, and ethical potentials in preparation for a quality university education and a successful life.

BELIEFS

At the Colegio Panamericano, we believe that:

- Each student is capable of learning.
- Each student is unique intellectually, physically, socially, and emotionally.
- Students learn in different ways and should be provided with a variety of instructional approaches to support their learning.
- The educational program we offer helps students to develop their full potential to be leaders in and beyond our community
- All stakeholders (teachers, staff, administrators, parents, students, and community members) share the responsibility of providing a quality-learning atmosphere.
- Assessment of students' learning allows them the opportunity to demonstrate what they have learned.
- In our school, respect is a core value.



Target Area 1: Vision and Purpose

Improvement Goal: Establish and communicate a shared purpose and direction for improving the performance of students and the effectiveness of the school.

Critical Actions:

1. Maintain an annual School Profile including student performance data, academic and athletic programs, facilities, enrollment, and contact information
2. Review Vision and Purpose systematically
3. Establish programs and practices that support and promote our Vision and Purpose
4. Further develop the notions of student leadership and service to the community
5. Review and update Colegio Panamericano Belief statements
6. Communicate progress towards meeting our Vision and Purpose
7. Identify indicators to measure attainment of Vision by defining the key terms to ensure that a common vocabulary is being used by all members of the school community.
8. Develop clear systems and processes, which will ensure that the school's Vision and Purpose are reflected in teacher planning and thus guide the teaching and learning process.
9. Ensure that alumni are included in any future revision of the Vision and Purpose.

Revised by Board sub-committee on June 17th, 2009

Revised by Leadership Team on September 3rd, 2009



Target Area 2: Governance and Leadership

Improvement Goal: Provide governance and leadership that promotes student performance and school effectiveness.

Critical Actions:

1. Create and maintain a Board Policy Manual
2. Update 'New Board Member Orientation Manual'
3. Review and update 'Go to Binder' (Staff Handbook) on an annual basis
4. Maintain and systematically review 'Manual de Convivencia' and 'Proyecto Educativo Institucional' and ensure accessibility via our school webpage
5. Foster teacher leadership opportunities
6. Establish a 'Consejo de Padres' and define their roles and expectations in compliance with Colombian Ministry of Education laws and regulations regarding parent governance and participation
7. Systematically review 2009-2014 Strategic Plan by the Board and Leadership Team
8. Create and maintain an organizational chart that is published on the school webpage. Revise organizational chart and guarantee that each position has an updated job description.
9. Review the role and functions of the Fundación Colegio Panamericano
10. Complete the legal creation of the Club Deportivo
11. Review and update school statutes
 - Study the possibility of modifying procedures related to the second calling of the General Assembly
 - Review Board of Directors election procedures

Revised by Board sub-committee on June 18th, 2009

Revised by Leadership Team on May 15th, 2009



Target Area 3: Teaching and Learning

Improvement Goal: Provide research-based curriculum and instructional methods that facilitate achievement for all students.

Critical Actions:

1. Systematically review, evaluate, and make appropriate modifications to a three year School Improvement Plan (2009-2012)
2. Integrate the use of technology in the classroom and ensure that all staff members have regular and ready access to instructional technology via the 2009-2012 Technology Plan
 - Facilitate use and access to technology for students and campus visitors
3. Align curriculum through the revision of standards & benchmarks and scope & sequence to ensure smooth transitions and consistency across all grade levels
 - Ensure that curriculum posted on the school webpage is accurate and up-to-date
4. Revise the curriculum from a backwards design perspective
5. Emphasize English at earlier ages (bilingual teachers in K4 and K5)
6. Assess the status of our current information and media services that support curricular and instructional programs, and create a report that list recommendations
7. Empower the Academic Council in taking an active role in teacher leadership and policy and procedure development proposals
8. Continue to strengthen learning support for all students
 - Expand Learning Center services
 - Promote the growth of enrichment programs (Club de Mundos y Letras, DI, Pre-AP, AP)
 - Recognition of AP credits at Universidad Industrial de Santander (UIS)
 - Train and encourage a variety of teaching and learning strategies and the use of different methods of assessment
9. Review instructional planning to ensure that differentiation and other initiatives such as balanced literacy are addressed
10. Provide professional development on differentiated instruction
11. Develop individual education plans (IEP's) for each of the students identified with special needs and ensure that these are shared with teachers in order to facilitate differentiated planning and instructional strategies
12. Consider Inclusion as an alternative instructional strategy available to students when appropriate
13. Promote and facilitate students exchanges with other schools both in Colombia (AdvancED/SACS) and abroad
14. Solicit Alumni feedback regarding academic achievement and level of preparedness for university studies

Revised by Leadership Team on May 4th, 2009

Revised by Board sub-committee on September 14th, 2009



Target Area 4: Documenting and Using Results

Improvement Goal: Enact a comprehensive assessment system that monitors and documents performance and uses these results to improve student performance and school effectiveness.

Critical Actions:

1. Acquire a web-based student record and management system and train personnel to effectively use it
2. Provide students and parents access to on-line grades
3. Formalize mechanisms for the collection, analysis, utilization and dissemination of student performance data
4. Continue providing professional development for NWEA MAP testing
5. Ensure that NWEA's MAP test is aligned to the school's standards and benchmarks
6. Share MAP, SAT, PSAT, AP, ICFES results with community via school newspaper and webpage
7. Systematically analyze student data and make appropriate modifications to curriculum planning
8. Create framework to support students in establishing goals and actions steps based on academic and behavioral performance, MAP results, and Vision
9. Encourage teachers to provide students with constructive feedback and strategies for improvement when reporting progress
10. Provide in-house training on enhancing report card feedback and recommendations from teachers
11. Explore the possibility of changing from trimester to semesters
12. Consider options for standardized testing in Science and Spanish for Grades 3-10 and for extending Math, Reading, and Language Usage to Grade 2
13. Provide professional development in data analysis
14. Promote greater teacher involvement in school-wide data analysis
15. Promote differentiation based on data analysis
16. Develop systems to ensure greater consistency in grading practices among teachers and alignment of formative and summative assessments with learning objectives

Revised by Leadership Team on August 27th, 2009

Revised by Board sub-committee on September 14th, 2009



Target Area 5: Resources and Support Systems

Improvement Goal: Provide the resources and services necessary to support our vision and purpose and to ensure achievement for all students.

Critical Actions:

1. Develop an annual Professional Development Plan (PDP) based on needs identified in the School Improvement Plan and increase annual budget allocations to the PDP by 5% (on top of inflation) for the next 5 years.
2. Measure the effectiveness of in-service activities based on faculty/staff feedback and the goals of the strategic plan. Ensure knowledge is shared and training is incorporated into practice.
3. Link the school's budgeting process to strategic plan initiatives.
4. Establish a university partnership for a Masters in Education program for staff
5. Strengthen resources for college guidance and career planning
6. Create a financial operating reserve to be used as a contingency fund. This will be accomplished by allocating 1% of the 2010-11 annual budget, 2% of 2011-12, 3% of 2012-13, and 4% of 2013-14. The long term goal is for the fund balance reserve to equal three month's operating cost.
7. Systematically review health, security and crisis management plan and provide appropriate training for all stakeholders such as annual teacher and staff first-aid and emergency training
8. Ensure appropriate and timely access to accurate accounting information
9. General Services and section secretaries to maintain a copy of all classroom, furniture, and facility keys
10. Establish method to facilitate on-line payment for parents
11. Review matriculation procedure and streamline the process through on-line registration
12. Create an Administrative Staff Pay Scale (librarians, counselors, therapists, admissions)
13. Create a Secretarial Staff Pay Scale (secretaries, admin assistants)
14. Review on an annual basis the Teacher Pay Scale's effectiveness for retaining quality teachers
15. Pursue ISO 9001 Certification in the areas of Transportation, Purchasing, Finance/Accounting, Health, Admissions, and Maintenance
16. Explore the possibility of purchasing a school bus or fleet of buses
17. Create and implement a Master Facilities Plan that advances student learning and future growth
 - Create Pre-school facilities that mirror the Reggio Emilia philosophy and increase the number of overall classrooms
 - Expand student and teacher work spaces
 - Continue to pursue opportunities to separate HS facilities from PS
 - Create a new front entrance that is attractive and inviting
 - Expand parking facilities
 - Provide adequate facility for collaborative decision making (i.e. Board Room, Multi-Purpose Room)
 - Separate bus and car exit points



- Provide rain protection from parking lot to front entrance
 - Continue to inquire and actively pursue the acquisition of the lot adjacent to the South side of campus
 - Remodel and renovate the school Snack Shack
 - Create and manage a school store
 - Provide appropriate space for a Guided Reading Library
 - Upgrade the North-side sport courts with a synthetic surface
 - Upgrade coliseum flooring
 - Preserve limited green space
 - Relocate and upgrade playground facilities
 - Create an appropriate office facility for Athletics and Extra-Curricular Activities
 - Create a central supplies warehouse to house common teaching materials and office supplies
 - Create improved outdoor seating facilities between Snack Shack and the blue courts
 - Beautify school grounds
 - Consider expansion of coliseum seating
18. Identify current facilities where modification or refurbishment would significantly enhance the teaching and learning environment
 19. Ensure that our existing facilities are kept to a high standard by ensuring quality maintenance, upkeep, and cleaning.
 20. Formalizing and growing co-curricular sporting programs and opportunities
 21. Expanding classroom technology (media in every room, educational software, access to student data). Technology Plan 2009-2012
 22. Expanding the range of services and resources provided by the school library for curricular instructional support
 23. Conduct a financial analysis on the possibility of no longer out-sourcing cafeteria services
 24. Commence in-house service of photocopies and scanning
 25. Develop and publish an annual School Calendar
 26. Review policies and procedures regarding personal references in the admissions process
 27. Create and enforce an Admission and Matriculation timeline
 28. Maintain adequate tuition and fee schedule to support vision and purpose
 29. Revise tuition affiliation system
 30. Improve the overall quality of our transportation service
 31. Standardize Human Resource procedures for interviews and screening of personnel candidates
 32. Consider strategies to improve the retention of Colombian & Foreign-hired teaching staff

Revised by Board sub-committee on June 12th, 2009

Revised by Leadership Team on September 10th, 2009



Target Area 6: Stakeholder Communications and Relationships

Improvement Goal: Foster effective communications and relationships with and among stakeholders

Critical Actions:

1. Provide on-line access to grades for students, parents, and teachers.
2. Revamp the school webpage and ensure that it is an effective marketing and communication tool
3. Develop stronger networks with other schools and 'jardines' in Bucaramanga
4. Develop and implement a parent survey to assess current satisfaction levels
5. Continue to clarify established channels of communication at the school and ensure that they are being followed consistently.
6. Continue supporting the annual Colegio Panamericano Golf Tournament
7. Establish and promote means for parent participation
 - Revive Boosters,
 - Establish Consejo de Padres
 - Create and communicate a list of parent participation opportunities
8. Create methods for greater involvement and representation of students in planning and policy development
9. Plan, develop and implement an alumni association for Colegio Panamericano that will encourage participation and involvement of former students and friends of the school.

Revised by Board sub-committee on June 17th, 2009

Revised by Leadership Team on September 17th, 2009



Target Area 7: Commitment to Continuous Improvement

Improvement Goal: Establishes, implement, and monitor a continuous process of improvement that focuses on student performance

Critical Actions:

1. Systematically review the school's Strategic Plan to document progress, improve school performance, and make decisions.
2. Implement the strategic plan by fully identifying the roles and responsibilities of board, administration, faculty and staff and other members within the community.
3. Systematically collect, interpret, and use data to drive our instructional programs, monitor progress on our SIP action plan, and further our school Vision
4. Ensure that continuous improvement efforts and programs are sustainable and not adversely impacted by staff turnover.
5. Maintain accreditation from SACS by demonstrating adherence and systematically reviewing the seven AdvancED standards which describe the quality practices and conditions that research and best practice indicate are necessary for schools to achieve quality student performance and organizational effectiveness.
6. Submit the Accreditation Progress Report to AdvancED in Spring 2011 to maintain current Accreditation
7. Prepare a Standards Assessment Report (SAR) in 2013 in preparation for our 2014 Accreditation visit

Revised by Board sub-committee on September 14th, 2009

Revised by Leadership Team on September 17th, 2009