



International
School Moshi

INTERNATIONAL SCHOOL MOSHI STRATEGIC DIRECTION 2014 - 2019



**WHO WE ARE AND
WHERE WE'RE GOING.
WE INVITE YOU TO JOIN US.**

“ISM is one in a million, and I could go on about how ISM is so great but I just wanted to let you know that I am grateful for being in a school like ISM. Thank you for everything. ISM will always be in my heart no matter where I am. ISM made me the person I am today.”

ISM Ex-student



INSPIRATIONALISM

As the first International Baccalaureate School in Africa, International School Moshi has a rich heritage of high caliber International education. At ISM our primary focus is to encourage and cultivate students' desires to learn with the goal of personal excellence at the highest level for every student.

We are a school with two campuses both of which lie at the base of a spectacular mountain. The mountains inspire awe and wonder as well as serving as a reminder of the heights great education can lead a child to reach.

And so much of what we offer as a school is echoed through the image and concept of scaling great heights. Through our innovative internationally recognized and accredited curriculum, children and young adults learn to think deeply and act wisely. And they do so in an outstanding school environment.

Time and time again over the last 45 years our parents remark about how enthusiastic their children are to go to school, and graduates are keen to tell us how the encouragement and academic guidance they received at ISM has prepared them for life and work in the 21st century.

To ensure that we continue to provide all this and grow as a school this strategic direction document presents our eight big goals that we aim to achieve over the next five years. We believe these goals will guide us in our endeavors to continue to provide outstanding academic programmes and above all protect and nurture everything that is special about ISM.

ISM Board of Directors and Senior Management Team

THE GUIDING PRINCIPLES THAT DEFINE THE ISM SPIRIT AND KEEP US ON TRACK.

MISSION

International School Moshi provides a world-class education through a challenging international curriculum in a dynamic environment. We are committed to developing balanced global citizens who are empowered to act responsibly in a complex world.

VISION

International School Moshi, Tanzania will be globally recognized as the finest international school in East Africa, enabling our students to be successful people.

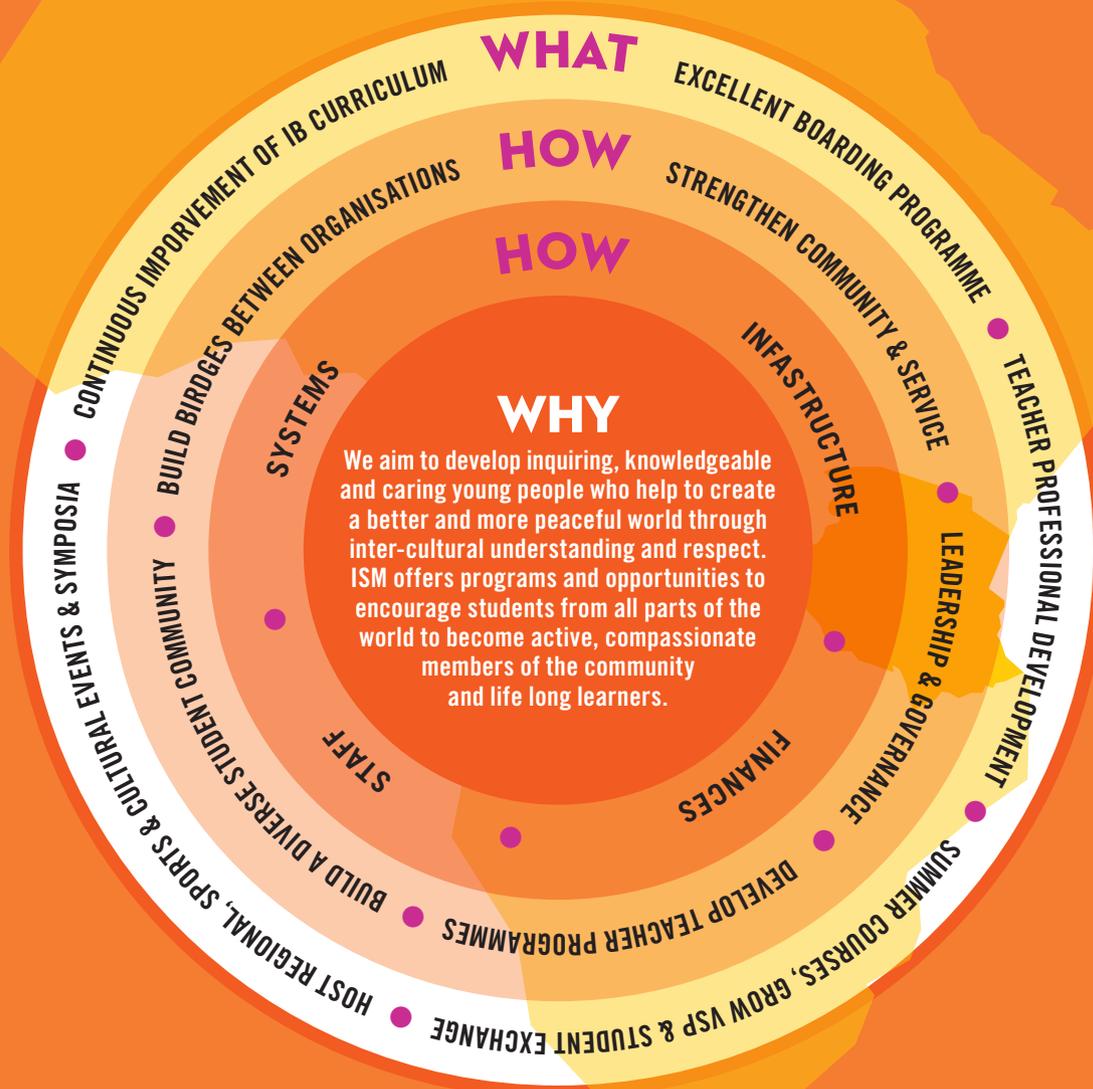
BELIEFS

We believe that the following statements define and promote personal excellence in all facets of education, the pursuit of which is the expectation for all.

- Learning takes place in a safe, collaborative and caring environment.
- An education that is inspirational in nature emphasizes inquiry, relevance, creativity, and reflection.
- Holistic learning encompasses the development of social, emotional, cognitive and physical dispositions.
- Holistic learning explores the links between different subjects and connects experiences within and outside the classroom.
- Education in a global context promotes an appreciation and understanding of multiple perspectives and interdependence of individuals, societies and environments.
- Being responsible involves having attitudes and undertaking actions that are socially and ethically sound.
- Being responsible entails prudent use of resources, and mindful application of knowledge.

ISM AMBITION PROFILE

The ISM ambition profile has been created by all the different stakeholders that participated in our transformative scenario planning process. It represents all the common themes and ideas that emerged from this process and therefore our dream of what we would like to achieve by 2030. For the short term, (the next five years) we have collapsed it into eight strategic goals which are outlined in this document and which will guide our strategic direction ensuring that we provide you and your child with a world-class education.





OUR EDUCATION

We offer an, holistic, inclusive and innovative International Baccalaureate (IB) education.

ACTION TO ACHIEVE THIS:

- Collect and analyse externally-validated assessment data such as ISA, MYP and DP and combine this with internal data of student achievement & progress, and perceptions of students/teachers/parents through surveys to inform our action.
- Analyse teaching ratios, review allocation of resources and facilities and professional development together with the level of engagement of students in CAS.
- Develop proposals, including budgetary implications, based on the outcomes of the analysis. Concurrently investigate ways in which online education can enhance teaching and learning and review the school's provision for inclusive education.
- Develop appropriate structures to support the pastoral care of boarding students, and ensure that structures to support the pastoral care of day students are further developed together with an active and interesting weekend boarding programme.

OUR STAFF

We are known for our qualified, experienced, dynamic, and caring staff and we are perceived as an attractive employer.

ACTION TO ACHIEVE THIS:

- Offer a competitive recruitment package for professional, support and ancillary staff that includes a newly improved professional development programme.
- Review and develop appraisal for professional, support and ancillary staff (performance management system, where focus is not so much on appraisal but on increasing performance levels).
- Collect and analyse data on staff satisfaction and culture, and develop a strategy for optimal staff motivation.

OUR FINANCES

Our financial situation is secure.

ACTION TO ACHIEVE THIS:

- The immediate development of strategies to raise and ensure alternative sources of income allowing investment for increased enrolment for income generation
- The analysis of all fee and cost structures together with marketing for increased enrolment.

OUR GOVERNANCE

The governance and management support the needs of the school.

ACTION TO ACHIEVE THIS:

- A complete review and analysis of the school's governance, management and financial structures is carried out.
- Accordingly recommended proposals ensuing from the review and analysis of the structures of the school is acted upon.
- The full clarification to the school community of what it means to be one school, two campuses.



OUR IDEAL

We further the United World College (UWC) movement and its mission and values in East Africa.

ACTION TO ACHIEVE THIS:

- Create a taskforce, led by the Director, to pursue membership of UWC; visit other UWC schools with the aim of solidifying commitment or otherwise; invite UWC representatives to ISM, create a final proposal to Board and review whether to pursue UWC membership candidate status.
- Dependent on the first action point, develop a funding plan for additional partial/full scholarships and devise an integrating marketing communications strategy to inform the community and generate enthusiasm for UWC.
- Review the school's Guiding Statements and make changes if required accordingly through an inclusive process within the community.

OUR COMMUNICATION

ISM is seen as a bridge-builder between different stakeholders in Tanzania.

ACTION TO ACHIEVE THIS:

- Establish a shareholder retreat to discuss the enhancement of the partnership between the school and shareholder organisations.
- Create a list of responsibilities to optimise links between ISM and the wider community by allocating responsibility for external relations and liaison and developing productive links with local community organisations and schools.
- Continue to play an active role in TISA as a national force.





OUR HERITAGE

ISM Alumni are engaged with the school and its aspirations.

ACTION TO ACHIEVE THIS:

- Create a comprehensive database of ISM alumni including information on their achievements and where they reside in order to forge links and interaction between alumni through social media.
- Through social media channels, and the organisation and attendance of regular alumni reunions that generate engagement with the school. This leads to a relationship enabling us to ask for financial commitment.
- Assign personnel responsibilities for engaging alumni.



OUR COMMUNITY

ISM's rich cultural diversity is appreciated and celebrated.

ACTION TO ACHIEVE THIS:

- Develop practices that encourage diversity in the student body and professional staff, such as recruiting diverse staff by attending specific local job fairs enabling us to explore the viability of training Tanzanian/ EAC teachers.
- Explore the viability of student-exchange programmes: mostly MYP, DP & PYP visits.
- Identify and develop symposia and events with local, national and international communities to target specific marketing to specific communities.

IDEALISM

For young people, there seems to be an unending list of things to learn about. They're right. Yet, success in school takes many forms. For some, they reach extraordinary heights in their academic learning. For others, it's their outstanding involvement in the ISM and local communities that mark their success. Some become sports star, other noted artists and performers, some become medical professionals and some excel in debate and public speaking. All the more important then that we provide multiple and varied opportunities for young people to learn a diverse range of skills and to enable them to excel.

At ISM it is our great privilege to be able to deliver the most extraordinary educational experience to each and every child who passes through our gates. It is with a delighted and satisfied heart that we send off our many graduates to the greatest Universities in the world, and it is with hope that we are sure our past and present community will remember us well.

Combine this and a balanced approach to learning with our unique location; connect the energetic dedication of staff and the dynamic energy of our parent community; merge a caring, supportive environment and our high academic standards. It all together makes for quite an experience. No wonder we think life at ISM is ideal.

And no wonder we're determined to ensure that the next 45 years are as successful as the last. We hope you will join us to help make this happen!



Since 1969 a board of volunteers that receive no financial remuneration for their work have put time and effort into the governance of International School Moshi. We wish to thank all the individuals who, over the years, have contributed their time and effort to the task of guiding our school. In particular we wish to thank the current governing board that have done so much and dedicated so much time to the important transformative scenario planning process and strategic vision we now present to you.



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