

5-Year Strategic Plan

2010-2011 through 2014-2015

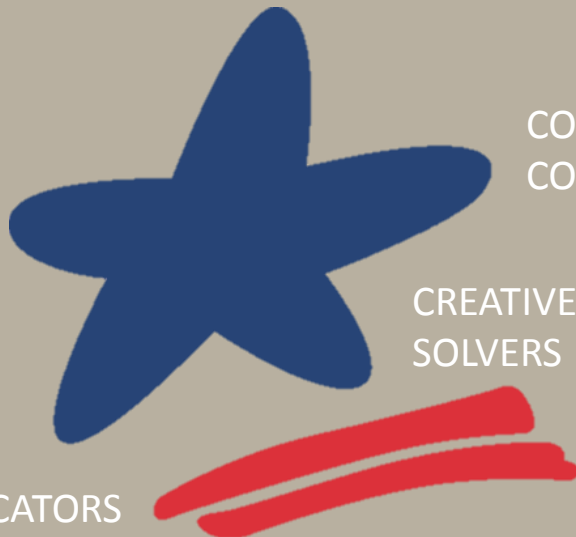
PRINCIPLED
INDIVIDUALS

LIFE-LONG
LEARNERS

CONSCIENTIOUS
CONTRIBUTORS

CREATIVE PROBLEM
SOLVERS

EFFECTIVE
COMMUNICATORS



What is the Core Value of CAISL?

CAISL is a student-centered educational community in which we challenge ourselves and each other to do our best and to make positive contributions to our diverse and ever-changing world.

To what other Values is CAISL committed?

Providing an enriching, varied and effective program of academics, arts, and athletics that inspires learners to strive for individual and collective excellence.

Promoting life-long learning in a meaningful context through active inquiry, collaboration, creativity, critical thinking, and problem-solving.

Providing a caring and safe environment that supports diverse learner needs.

Promoting active, responsible local and global citizenship.



What does each CAISL Learner strive to become?

The CAISL community includes everyone who shares an interest in the success of our learners. All members of the community strive to help our learners become

Life-Long Learners who reflect upon their experiences and actively seek the knowledge and skills necessary for continuous personal growth.

Creative Problem Solvers who use a wide variety of resources and strategies to meet life's challenges.

Effective Communicators who express and interpret ideas using appropriate means.

Conscientious Contributors who are committed to service, show empathy, and act to make a positive impact on the lives of others.

Principled Individuals who take responsibility for their choices, act with integrity, and demonstrate respect for themselves, others, and the environment.



CAISL will strive to achieve each of the following Goals and will develop strategies and plans to focus our efforts to do so.

ACADEMIC GOAL: CAISL will provide superior academic programs that teach basic and extended skills, critical thinking, and effective communicating, and that instill a love of learning and pride in individual and collective accomplishments.

STUDENT LIFE GOAL: CAISL will provide extracurricular opportunities that foster school and community service, encourage interest in the fine arts, enhance physical development, promote concern for others, develop moral character, and provide leadership training.

SCHOOL CLIMATE GOAL: CAISL will ensure a school climate which is collaborative, positive and respectful and which provides personal, academic, and medical monitoring and support.

STAFFING GOAL: CAISL will attract, support, supervise, and retain outstanding educators who will both teach and be role models for students and support personnel who will be both professional and personal assets to CAISL.

PHYSICAL RESOURCES GOAL: CAISL will ensure that the physical facilities and resources support the academic and extracurricular program effectively and efficiently.

COMMUNITY RELATIONS GOAL: CAISL will ensure that the school is well presented to prospective families, to the current parent community, and to the local and international communities.

FINANCIAL GOAL: CAISL will ensure that the business, financial, and ancillary operations support the academic and extracurricular program of the school effectively and efficiently.



During the 2009/2010 year, the Board of Trustees and the Senior Management Team, in conjunction with the CAISL Community, developed a 5-year Strategic Plan to ensure progress on each of the above Standards. This Strategic Plan has three Goals:

These three Goals are:

Goal #1

Design and implement an interdisciplinary curriculum which includes skills and content, both in the “standard” disciplines and in broader areas of CAISL’s mission, as required for the 21st century.

Goal #2

Construct, adapt to, and staff new facilities to ensure optimal support of programs.

Goal #3

Develop and put in place structures which ensure the long-term financial sustainability of CAISL



Goal #1

Design and implement an interdisciplinary curriculum which includes skills and content, both in the “standard” disciplines and in broader areas of CAISL’s mission, as required for the 21st century.

A curriculum which meets the needs of students growing up in the 21st century has the following essential elements:

WHAT WE TEACH

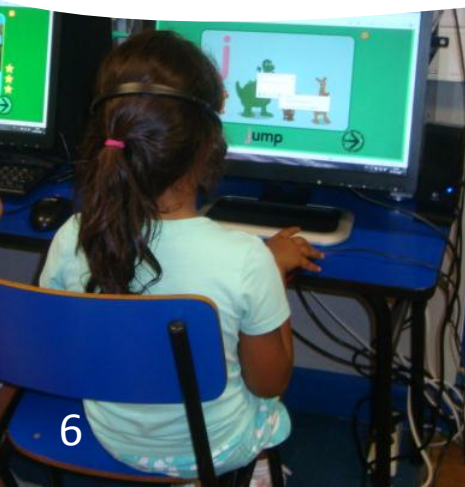
Foundational Knowledge and Skills
Analysis
Creativity
Independent Learning
Skills of Human Interaction and Participation in Society

HOW WE TEACH IT

Interdisciplinary, Project-Based Approach
Blended Instruction
Individualized Curriculum, Assessment, Progress

WHO TEACHES IT

Individuals on-site and off-site who have expertise with
Blended Learning
Mixed-Age Groupings
Multi-Disciplinary Content, Skills, and Methodologies



Step #1: Implement the most appropriate configuration of the School Day and School Year to optimize learning time

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Reconfigure the School Day	R	P/C	I			
Reconfigure the School Year			R	P/C	Ptl	

Planning Code: R=Research; P=Plan; C=Communicate; Ptl=Partially Implement; I=Fully Implement



Step #2: Develop and Implement Thematic Approaches to Learning.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Assess current Core Disciplines via Accreditation Self-Study Analysis of Vertical and Horizontal Curriculum		Jan 2011-Dec 2011 analysis and planning		Ptl	Ptl	Ptl
Assess the Organization of Disciplines			R	R	Ptl	Ptl
Increase Cross-Curricular and Multidisciplinary Structures/Approaches	Ptl	Ptl	Ptl	Ptl	Ptl	Ptl
Design and Implement a Global Literacy Curriculum	Ptl (6-10)	I 6-12	M 6-10 P 11-12 & EC3-5	M 6-10 I EC3-5 & 11-12	M EC3 - 12	
Design and Implement a Research Skills Curriculum	R/P/C	Ptl 1-10	I 1-10	M		
Design and Implement a Thinking Skills Curriculum	R/P/C	Ptl 1-10	I 1-10	M		
Design and Implement a Career and College Skills Program for Secondary Students		R/P/C 9-12	Ptl 9-12	I 9-12 R/P/C 6-8	I 6-12	
Evaluate and as needed redesign the PSHE Program		Ptl 1-10 R/P/C 11-12	Ptl 1-12	I 1-12	M	
Evaluate need for and Determine Further Thematic Curriculums			R	P/C	Ptl	Ptl

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Goal #1: 21st Century Curriculum



Step #3: Evaluate and re-Design Instructional Delivery using contextual methods, including eLearning opportunities.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Ensure Access to Learning for CAISL students, focusing on Differentiation Techniques and eLearning opportunities for						
<i>Special Educational Needs</i>	Ptl		R/P	I	M	M
<i>High Ability</i>		P/C	Ptl	Ptl	Pti	M
<i>Languages not offered at CAISL</i>			R/P/C	Pti	Pti	I
<i>IB and High School Courses not offered at CAISL</i>			R/P/C	Ptl	Ptl	Ptl
Enhance and at times replace Traditional Methods with eLearning	R/P/C	Ptl	Ptl	Ptl	Ptl	Ptl

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Step #4: Ensure both formative and summative continuous Assessment for and of Learning.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Institutionalize use of MAP	Ptl	Ptl	I	M		
Enhance and at times replace Traditional Assessment with eLearning	R/P	Ptl 5 – 12	Ptl	Ptl	Ptl	Ptl
Evaluate and where needed develop Standards, Benchmarks, and Performance Indicators to determine those which are essential for progression to the next level		R/P	P/C	Ptl		
Implement methods of assessment, feedback, and reporting that are standards-based		R/P	P/C	Ptl		
Implement methods of reporting on citizenship and personal responsibility which do not impact on the academic grade		R/P	P/C	Ptl		

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Step #5: Adapt the Learning Environment to ensure effective use of electronic communication and assessment of learning.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Evaluate and Determine the most appropriate way to group students for maximum learning			R	P/C	Ptl	Ptl
Enhance further social/emotional/familial support			R	P/C	Ptl	Ptl
Improve/Enhance eCommunication concerning student progress with parents		R/P/C	P/C	Ptl	Ptl	Ptl

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Step #6: Adapt the Human Resources Staffing Plan to ensure effective use of Faculty and Support Personnel.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Design and implement a Professional Development plan to support the above initiatives		R	P/Ptl	Ptl	I	I
Review and Adapt Staffing Parameters in the following areas:						
Faculty Structure/Assignments			R	P/C	Ptl	Ptl
Leadership/Coordinator Structure/Assignments			R	P/C	Ptl	Ptl
Educational Support Staff and Clerical Staff Structure/Assignments		R	P/C/Ptl	Ptl	Ptl	

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Goal #2

Construct and adapt to new facilities and ensure efficient and effective staffing in non-educational support areas.

When the Fundação Escola Americana de Lisboa (FEAL) assumed governance of the American International School in 1995, its first priority was to combine the Early Childhood, the Elementary, and the Secondary Divisions onto one campus in facilities appropriate for the educational program. With the support of the Sintra Câmara, which provided the land in Linhó on a long-term lease arrangement, the Board of Trustees put in place an ambitious plan of design and construction of purpose-built facilities to house all of the students on one campus.

In the fall of 1998, Grades 3 through 12 moved to the campus in Linhó and then in the 2000-2001 school year the youngest students joined the older ones, uniting everyone on one site in outstanding Academic Buildings and Library Media-Center but still without appropriate sports or fine arts facilities or sufficient kitchen or dining areas.

The long-awaited construction project to complete the campus finally began on 4 January 2010 after delays to ensure a solid financial base and then further delays with licensing bureaucracy.

Goal #2 of this Strategic Plan is designed to guide us through completing and transitioning into our new facilities.



Step #1: Construct the Gym, Fine Arts Center, Cafeteria, Snack Bar, Shower/Locker Rooms, Business Office, Playing Fields, Parking Lot.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Do the Auto de Receção		Spring				
Ensure the building project is on budget	I	I				
Ensure the building as constructed is adapted to current educational needs	I	I				
Request Ministry of Education Inspection of new facilities and rewriting of License			Fall			
Apply for Usage License from Câmara			Fall			

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Step #2: Plan and Implement 2-phase move into New Facilities and reconfigure use of Current Facilities.

YEARS					
0	1	2	3	4	5
2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015

Determine the furnishing/equipment for transitional move from containers into GRT	R/P	I				
Coordinate transitional use of new facility for areas being taken down by builders		I				
Move from current facilities fully into new facilities		I (summer)				
Determine use of and budget for obras/furnishing/equipment for new use of spaces in current facilities to be vacated in ABC as well as reconfiguration of EC playground and implement changes	R	P/C	I			
Analyze new cafeteria use and determine feasibility of EC eating there and using current EC lunchroom for EC library; determine cost implication and timeline		P/C	I			

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Goal #2: Construct, adapt to, and staff new facilities



Step #3: Determine and budget for non-educational personnel needs (security, IT, cleaning, maintenance, kitchen, grounds, health services) for full and efficient organization and optimal program support.

YEARS					
0	1	2	3	4	5
2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
	R	R/P/C	Ptl	I	M

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Goal #3

Develop and put in place structures which ensure the long-term financial sustainability of CAISL.

As part of the planning for the construction of new facilities and tied into the development of the Strategic Plan (SP), a 5-year Strategic Financial Plan (SFP) was developed. This SFP projects expenditures and incorporates enhancements shown in this Strategic Plan.

Goal #3 focuses on long-term financial sustainability to provide the resources to support a superior educational program, enhance compensation packages, and at the same time maintain a competitive fee structure.



Step #1: Structure Marketing to ensure financial stability.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Structure marketing-related fund-raising to coincide with conclusion of construction (such as “Reach for the Stars” campaign)	R	R/P/C	I	M	R/P/C	I
Structure marketing department accountabilities to ensure full and expert coverage of all required functions (enrollment, admissions-marketing, public relations, events and activities coordination, fund-raising)	R	R	P/C	Ptl	Ptl	I
Establish marketing strategies to ensure student enrollment and moderate growth	R	P/C & Ptl	I/M	M		

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Step #2: Redesign IT Services to support 21st Century curricular needs and integration of new facilities.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Provide for a 1:1 laptop program as designed by educational staff	R	P/C	Ptl	Ptl	I	M
Staff to account for needs in new facilities including Theater Tech	R	P/C	Ptl	I	M	P/C
Determine most effective staffing for IT Educational Leadership	P/C	Ptl & M	Ptl	I	M	

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Step #3: Expand the service portfolio to ensure other sources of income.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Provide full-day and before and after school snack services	R	P/C	Ptl	Ptl	I	M
Provide enhanced lunch service	R	P/C	Ptl	I	M	
Expand community-sponsored extracurricular program for students		R	P/C	Ptl	I	M
Plan and implement a community-sponsored extracurricular program for adults			R	Ptl	Ptl	I
Establish the framework for the implementation of a school store		R	P/C	Ptl	I	M
Implement an extended day program for Early Childhood students		R	P/C/Ptl	Ptl	I	M
Implement summer school program for CAISL students and the wider community		R	PtL	Ptl	Ptl	I
Implement the rental of CAISL facilities.		R	Ptl	Ptl	Ptl	I

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Goal # 3: Long-term Financial Sustainability



Step #4: Revise Compensation Packages to be competitive in recruiting and retention both locally and internationally, to reward outstanding performance, and to penalize poor performance.

	YEARS					
	0	1	2	3	4	5
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
	R	R	P/C	Ptl	Ptl	I

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Adopted: June 2009
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June 2011

