

# **STRATEGIC PLAN 2025 - 2030**



November 2024

# INTRODUCTORY MESSAGE

International School Nadi has a proud history of providing high quality, cutting edge, globally focussed education to local and international families in western Fiji. The School was established in 1992 upon a set of founding principles which remain as relevant and valid today as they were when the School began:

- To deliver a world class international education through a dynamic learning environment that encourages and fosters the intellectual, social and physical development of our students.
- To cultivate an inclusive community which celebrates diversity and is dedicated to each individual's achievement of their highest-level of academic and personal success.
- To develop our students into resilient, empathetic and inquisitive individuals who think critically and creatively, with the courage and conviction to take positive action locally and globally.

This Strategic Plan is designed to advance International School Nadi's founding principles by applying these timeless ideas to the needs and realities of our globalised 21<sup>st</sup>-century society – the rapidly changing world that our students will help to shape as innovators and leaders in the decades to come.

This Strategic Plan is the result of a wide consultative process that included interviews with 55 parents, teachers and students (many of whom had undertaken their own extensive consultations prior to the formal interviews), workshops with the Board and Senior Leadership, and input from an accredited consultant with globally recognised expertise in international education and wide experience in strategic thinking.

Our strategic vision will focus on five priority areas – students; staff; culture and community; infrastructure; and finance and governance. The first and most significant priority is our focus on our students and their needs, developing and providing excellent learning opportunities for every student entrusted to the School's care. We will initiate reforms to ensure that all facets of leadership and governance are consistent with best practice and that we nurture leadership and excellence in all our staff. The inclusion of financial sustainability reflects our commitment to ensuring that International School Nadi has the means to provide an exceptional education to future generations of families who value excellence in international education.

This Strategic Plan provides an ambitious yet achievable pathway for expanding opportunities for students to broaden their horizons so they can engage in global as well as local society – arguably the most important reason that parents choose to send their children to International School Nadi. We believe this Strategic Plan will enhance the School's long-held, well-deserved, pre-eminent position as Western Fiji's premier international school.

We acknowledge with deep gratitude the support provided by Dr Stephen Codrington from Optimal School Governance ([optimalschool.com](http://optimalschool.com)) in assisting with the development of this Strategic Plan.



## OUR MISSION

*The Mission is the enduring purpose of the School.*

International School Nadi's mission is:

**to educate, nurture and empower local and international students in western Fiji to be well-rounded enquiring individuals able to reach their full potential and contribute as global citizens.**

## OUR VISION

*The Vision flows from the Mission, and it defines the ways in which the Mission shall be enhanced during the period of this Strategic Plan. It is designed to be ambitious and challenging while still being achievable, and should contain criteria for determining success.*

International School Nadi's strategic vision is:

**to strengthen ISN's position as the premier school of choice in western Fiji<sup>a</sup> for local and international families<sup>b</sup> who desire high quality<sup>c</sup> global education<sup>d</sup>.**

Specific criteria for determining success arise from each component of this strategic vision:

- a. An increase in enrolments.
- b. An increase in the diversity of backgrounds among staff and students from local and international families.
- c. A demonstrable statistical improvement in students' academic performance, staff morale, quality of infrastructure, governance/leadership, and financial sustainability.
- d. Maintaining International Baccalaureate (IB) authorisation and exploring membership and/or accreditation with an organisation that supports top quality international education such as CIS (Council of International Schools).



# OUR FIVE FOCUS STRATEGIES

This five-year strategic vision will be achieved through a focus on five closely inter-related priority areas:

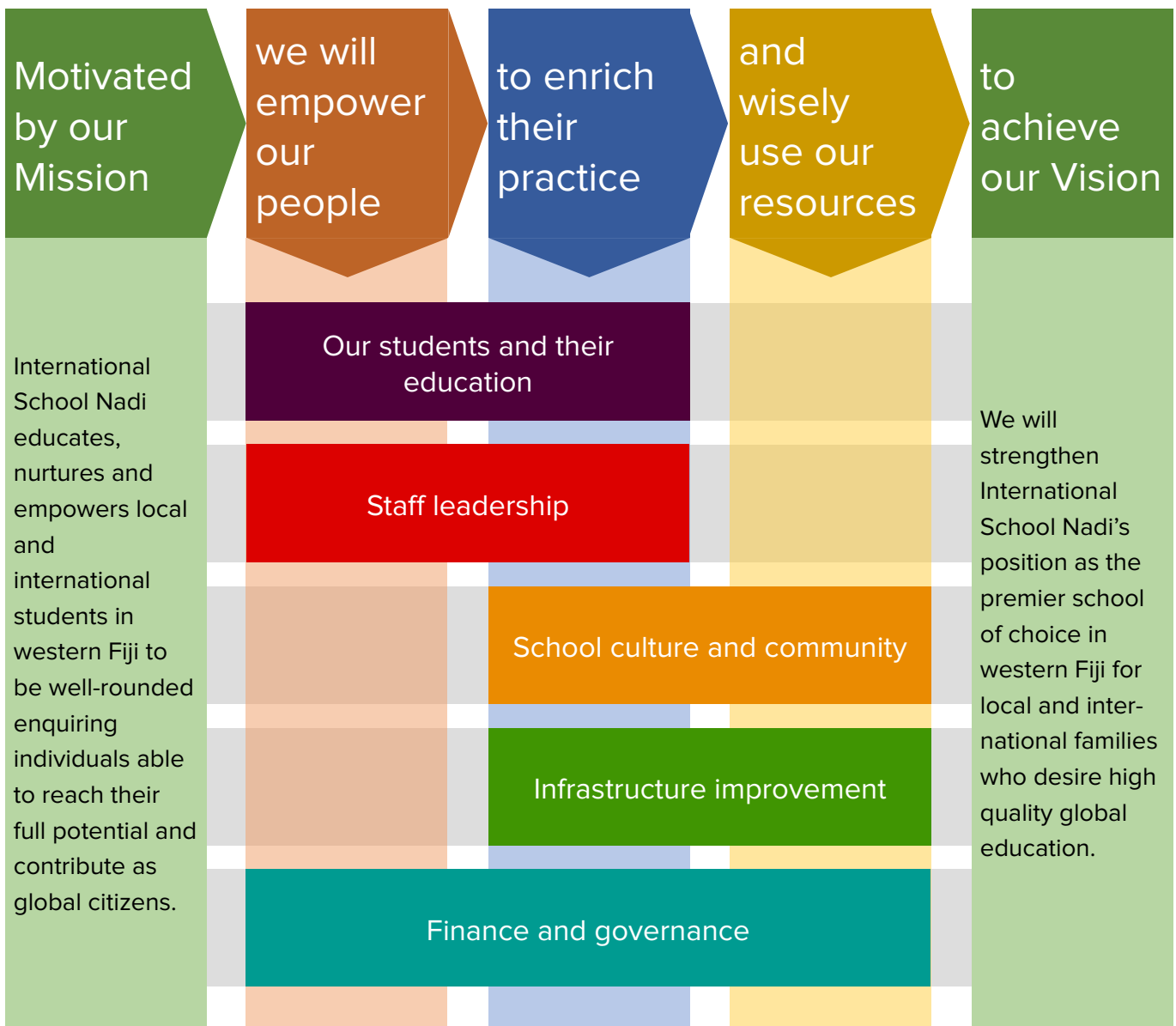
1. **Our students and their education** – Focus constantly on developing and providing exemplary learning opportunities for all our students.
2. **Staff leadership** – Facilitate leadership and excellence at every level of the School's executive, teaching and non-teaching staff.
3. **School culture and community** – Protect and enhance the School's inclusive global identity, building upon the richness of Fiji's cultural heritage to create an intentional culture of excellence.
4. **Infrastructure improvement** – Ensure the School's physical environment and infrastructure facilities are developed to enhance present and future educational needs.
5. **Finance and governance** – Harmonise governance and finance to achieve sustainable capacity to meet identified needs while ensuring education is both excellent and affordable.





## STRATEGY MAP

The Strategy Map identifies the role performed by each of the Five Focus Strategies as they reinforce each other to achieve the priorities of the next few years (the Vision) in support of the enduring purpose of the School (the Mission) by (a) empowering the School community, (b) enriching practices, and (c) guiding wise use of resources:









# Strategy 1

## Our students and their education



**Focus constantly on developing and providing exemplary learning opportunities for all our students.**

- 1.1 All staff will partner with parents through regular, frequent, open, transparent **communication** to help **every student achieve personal excellence**.
- 1.2 The School will commit to **encouraging high levels of student effort**, academic results and overall outcomes, including commitment to service and care for others.
- 1.3 The School will ensure that every student has access to develop the full range of **IB Learner Profile outcomes** and the **physical resources** they require for effective **research-informed learning**.
- 1.4 The **range of subjects** offered will expand, especially in the area of Languages, and a feasibility study of the introduction of the **IBCP** (International Baccalaureate Career-related Program) will be undertaken.
- 1.5 The School will **expand the range of well organised, structured sports and other co-curricular activities**, especially in areas that help develop **global awareness** and/or which use the School's **unique marine surroundings** (such as Coral Monitoring, diving, etc), to ensure students have opportunities to develop a wide range of talents, skills and abilities as preparation for a life-long balanced lifestyle.
- 1.6 As a consequence of the School's educational quality and reputation, **enrolment numbers shall increase** until capacity is achieved.



## Strategy 2

### Staff leadership



**Facilitate leadership and excellence at every level of the School's executive, teaching and non-teaching staff.**

- 2.1 The School will strive to **attract and retain** top quality leadership, teaching and non-teaching staff from **diverse backgrounds** through a **transparent process** that includes widespread advertising and selection on the basis of merit and values alignment.
- 2.2 The Principal shall co-ordinate a consultative review of **possible staffing deficits** (and excesses) within the context of the School's commitment to achieving the goals of this Strategic Plan, with the findings being shared with the Board.
- 2.3 The School will ensure fairness, transparency, and equity in staff **workloads, benefits and opportunities**.
- 2.4 **Clear job descriptions** will be developed and published for every teaching and non-teaching position, to be kept up-to-date with clear lines of accountability and published as a revised **organogram**, and included on an individual basis in every staff contract.
- 2.5 A **code of conduct** will be developed to clarify expectations of staff and guide their practice, and this will be agreed to annually by all employees.
- 2.6 The School will **build staff capacity** through a process of regular **goal setting** and **performance appraisal** to encourage professional self-improvement, thus ensuring levels of performance and teaching quality are consistently high and caring, innovation is encouraged, and ethical conduct is consistently modelled.
- 2.7 **Communication** and other factors affecting engagement will be monitored and enhanced where gaps are identified.
- 2.8 The School will identify the potential of its teachers and non-teaching staff, and **nurture and lift their skills** through provision of internal and external Professional Development opportunities, including expanding the teachers' capacity to support student achievement in all the IB's **Approaches to Learning (ATL)\*** and discernment in the use of **Artificial Intelligence**.

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\* To achieve the IB ATL (Approaches to Learning), students actively need to develop skills across five key areas: Thinking, Communication, Social, Research, and Self-Management by consistently applying these skills in various subjects, reflecting on their learning process, and actively seeking opportunities to practice and improve them through intentional teaching strategies implemented by educators; essentially, "learning how to learn" in a self-regulated manner across all disciplines, using a range of teaching styles in whichever location or setting is most effective for achieving the required educational outcomes.



## Strategy 3

### School culture and community



**Protect and enhance the School's inclusive global identity, building upon the richness of Fiji's cultural heritage to create an intentional culture of excellence.**

- 3.1 Every program, activity, initiative and capital development project must satisfy the criterion that it helps to serve development of the School's international character as identified in the **Mission Statement**.
- 3.2 Every staff member and volunteer who serves the School is expected to support and uphold the School's **culture and identity**.
- 3.3 The School will take every step to provide a **healthy, safe and secure environment** that protects and enhances the students' wellbeing, including ensuring that the School's reputation for "**no bullying**" is meticulously maintained.
- 3.4 Internal and external processes will be reviewed regularly to ensure that the **School's culture is intentional**, effective, understood and communicated.
- 3.5 The School shall co-ordinate a **consultative review of all School policies** and implement agreed changes. The review will begin by identifying any significant gaps in the current list of policies and re-examining current policies that have health/safety considerations and/or which seem to be contentious or require updating.
- 3.6 Ongoing **contact and relationships with alumni and other stakeholders** will be strengthened, including establishment of an **Alumni Support Group**.
- 3.7 A feasibility study will be undertaken into ways of expanding the size and drawing area of the School's community, including the potential of **homestays** and/or **boarding** accommodation, and the viability of providing **distance/online education**, for students living in remote locations,.
- 3.8 To ensure and validate the School's high standards of international education, **external accreditation and membership** of relevant international education agencies such as IB and CIS shall be maintained and expanded based on affordability.

## Strategy 4

### Infrastructure improvement



**Ensure the School's physical environment and infrastructure facilities are developed to enhance present and future educational needs.**

- 4.1 Regular thorough **health and safety audits** of the campus will be undertaken followed by prompt action to address maintenance or other needs that pose risks to health or safety. The Board will monitor these audits and their outcomes.
- 4.2 An audit of quality of the School's **physical resources and facilities** will be undertaken in the context of the Master Plan to identify and then address areas that may be bottlenecks to growth or achieving educational priorities through 'best practice'. Priority will be given to addressing perceived shortcomings, including but not limited to the following areas:
  - 4.2.1. flexible learning spaces
  - 4.2.2. multipurpose hall
  - 4.2.3. library
  - 4.2.4. creative arts facilities (visual arts, music, performing arts)
  - 4.2.5. sports fields and facilities
  - 4.2.6. science laboratories
  - 4.2.7. disabled access
  - 4.2.8. external fencing
- 4.3 **Environmentally sustainable** principles and practices, including solar energy, will be adopted wherever physically and financially possible in accordance with the United Nations SDG12.
- 4.4 The School will provide appropriate, up-to-date **information technology resources** with sufficient speed and reliability to optimise the quality of students' learning.
- 4.5 **School management systems and procedures** will be critically examined and updated as required to ensure excellence in the School's service to its community, including admissions, accounts, human resources management, auditing and student record-keeping.
- 4.5 Robust systems for **backing up records** will be used, including off-site and cloud storage.
- 4.6 The **Master Plan** will be implemented at the earliest opportunity to orchestrate the development of buildings and grounds based upon identified current and future needs and to facilitate future expansion that enables **enrolment growth**.

## Strategy 5

### Finance and governance



**Harmonise governance and finance to achieve sustainable capacity to meet identified needs while ensuring education is both excellent and affordable.**

- 5.1 **Fees and fee structures** will be set at a market competitive level while ensuring sufficient funding is available to finance best practice educational provision (personnel and physical resources) with all necessary capital development and maintenance. In other words, fees will be seen to provide good value. In general, this implies an annual increase in fees that will exceed inflation by at least 2.5%.
- 5.2 The Board and senior leadership will explore **alternative diverse sources of income** (including but not limited to corporate and small business support, government funding, naming rights, international philanthropic fundraising, advocating a pivotal role in national development strategy, tapping into the global Alumni network, United Nations agency funding, fundraising events such as dinners and auctions, capital appeals, etc) to reduce reliance on tuition fees and enhance financial sustainability.
- 5.3 The Board will establish a limited timeframe committee to investigate and report on ways of improving the **effectiveness and efficiency of governance** with terms of reference that include (a) ensuring the governance-management relationship between the Board and the School's operational leadership conforms to 'best practice', (b) clarifying and enhancing the Board-Trustee relationship, (c) constitutional review and reform, (d) engaging in regular professional development in governance, (e) adhering to a written code of conduct and ethics, a Related Parties Transactions Policy, and a Conflicts of Interest Policy, (f) reviewing structure and performance of board committees, and (g) undertaking regular reviews of Board Policies and practices .
- 5.4 The Board will engage in regular, independently conducted **Board performance reviews** and **Principal's appraisals** to ensure a high standard of effective governance and school leadership.
- 5.5 The Board will fortify mechanisms to facilitate orderly **succession planning** for the Board, the Principal and the Bursar to ensure strong and sustainable governance and operational leadership of the School into the future.
- 5.6 Appropriate positive **engagement and communication** will be strengthened between the Board and other elements of the School community, including the PTA and elected Staff Representatives.



5.7 The School will explore and, if appropriate, implement innovative and effective **marketing strategies** to promote the School to its key demographics and beyond.

## TRANSLATING STRATEGIES INTO ACTION

The strategies outlined in this document will be prioritised and implemented through annual Operational Plans by the School's Board, executive, teachers and staff. At the end of each year, progress on meeting targets will be evaluated, re-assessed if appropriate, and used for setting the following year's Operational Plan.

The School will report periodically to the School community of progress made towards achieving the goals of this Strategic Vision.



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