## 6:00-6:05 1. OPEN SESSION

<table>
<thead>
<tr>
<th>6:00</th>
<th>1.1. Call to order, roll call, establishment of quorum</th>
</tr>
</thead>
</table>

| 6:05 | 1.2. Public comments on closed session items |

The public may comment on closed session agenda items listed. The Board may not respond except to ask clarifying questions. The length of comments shall be limited to 3 minutes by the Chair, and total time allotted to closed agenda items shall be 10 minutes.

None.

## 6:15-6:45 2. RECESS TO CLOSED SESSION

In accordance with Government Code, Sections 54950 - 54962, the Board must disclose the items to be discussed in closed session. This may be done by referring to the closed session agenda items as listed on the closed session agenda or by number on the agenda. After closed session, the Board shall report out actions taken in closed session as required by law, including members' vote and abstention.

| 6:15 | 2.1. Public appointment—International School of Monterey Board of Trustees |

| 6:30 | 2.2. Public employment—2009-2010 staff |

## 6:45-8:00 3. RECONVENE TO OPEN SESSION AND REPORT ACTION TAKEN DURING CLOSED SESSION, IF ANY

| 6:45 | 3.1. Report of action taken in closed session |

Unanimously approved contract for Angelo White as part-time custodian.

| 6:50 | 3.2. Hearings and petitions |

The public may comment on items within the Board's jurisdiction but not on the agenda. The Board may not respond except to ask clarifying questions. The length of comments may be limited to 3 minutes by the Chair and total time allotted to non-agenda items will be 10 minutes.

The public may comment on agenda items at the time each item is considered by the Board with 10 minutes allotted per item.

| 7:00 | 3.3. Consent |

| 3.3.1. Approval of minutes from September 14 meeting |

Tabled

| 7:05 | 3.4. Correspondence |

None

| 7:10 | 3.5. Discussion & Action items |

| 3.5.1. Discuss and adopt Volunteer Driver Policy |

SM explained the background behind development of the policy. CR asked for confirmation that fieldtrips are covered, and recommended that we add verbiage on confidentiality. BI recommended adding a requirement for proper documents in hand at the time of driving. AR asked if we have done an analysis on the impact on available drivers. SM explained that there has been no formal analysis, and that there likely will be impact due to exclusion of drivers who choose not to complete the information or do not accept the terms (i.e. driver’s insurance as primary). JT requested that employee manuals emphasize the need for confidentiality. SM indicated that the format of this policy will serve as a template for other policies. AR suggested adding a financial impact section to the policy template.

Motion tabled.

| 7:40 | 3.6. Information/discussion items |

| 3.7.1. Administration report |

Sean Madden (SM) walked through report attached. AR suggested adding Special Education as a retreat topic.

| 3.7.2. Budget & Finance report |

SM and Lorraine Morales (LM) distributed a cash flow analysis report. JT recommended that it be changed to align with the budget year rather than looking 3 months back and 6 forward. LM agreed to make that change. The group discussed the current line of credit balance at First National Bank, and agreed that no further paydown should be made at this time to ensure the cushion needed to ensure a positive cash position throughout the year.
<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00</td>
<td>3.7. New business</td>
<td>CR asked if there has been consideration for allowing classes that have raised the full Family Share amount to be able to raise money for fieldtrips that may be more expensive than the current fieldtrip policy allows. SM promised to provide information on the current fieldtrip procedures at the November board meeting.</td>
</tr>
<tr>
<td>8:00</td>
<td>4. POSSIBLE CLOSED SESSION</td>
<td>None.</td>
</tr>
<tr>
<td>8:28</td>
<td>5. ADJOURNMENT—NEXT REGULAR MEETING: NOVEMBER 9, 2009</td>
<td>Moved JT. Approved unanimously.</td>
</tr>
</tbody>
</table>

ISM works to make information and events accessible to all. Please direct requests for disability-related accommodation, including auxiliary aids or services, to info@ismonterey.org, 831-583-2165, or the school office.
Board Meeting

October 19, 2009
Action Items
3.5.1. Volunteer Driver Policy

- Discuss and adopt Volunteer Driver Policy
  - Draft policy built from template provided by JPA
    - Reflects Volunteer Driver Application and Pledge process put in place this fall
    - Adds one-time criminal background check requirement

See...
DriverPolicy.pdf
Employee & Volunteer Driver Policy

1. Purpose

1.1. ISM makes every possible effort to guarantee the safety of students. This includes ensuring safe transportation of students.

1.2. Though it is not the intent of the International School of Monterey to police operators of vehicles or to invade privacy of employees and volunteers, it is necessary to establish a basis for determining safe operating standards for drivers. Thus, this policy applies to all persons operating vehicles, either their own or those owned by ISM, to transport ISM students for any reason during hours of attendance and for ISM business.

2. Requirements for transportation of students during attendance hours

2.1. Each employee and volunteer must have a valid driver’s license at all times when operating a vehicle for student transportation or school business.

2.2. Each employee and volunteer who drives a personal vehicle for student transportation or school business must ensure current registration of that vehicle.

2.3. Each employee and volunteer who drives a personal vehicle for student transportation or school business must maintain vehicle insurance that meets the California state minimum limits for insurance amounts and coverage.

2.3.1. In the event of an accident, the employee’s or volunteer’s insurance coverage acts as the primary insurance coverage for damages.

2.4. Each employee and volunteer driver must complete and receive clearance through criminal background and sex offender registry checks authorized by ISM before being authorized to transport students for the first time.

2.4.1. ISM receives reports from the California Department of Justice regarding any future criminal activity.

2.4.2. ISM may recheck for sex offender registration at any time.

2.4.3. Immediate or future notification or discovery of any criminal record serves as cause for the ISM administration to review and deny an employee or volunteer application to drive.

2.4.4. Immediate or future notification or discovery of sex offender registration will cause the ISM administration to immediately deny an employee or volunteer application to drive.

2.5. Each employee and volunteer driver must submit a Volunteer Driver Application & Pledge as well as copies of their current driver’s license, vehicle registration, and proof of insurance each school year before being authorized to transport students during that year.
2.5.1. The ISM administration annually revises and sets the Volunteer Driver Application & Pledge.

2.5.2. At minimum, the Volunteer Driver Pledge shall require that drivers promise to:

2.5.2.1. Follow all ISM policies and procedures and any directions provided by school staff members and lead volunteers.

2.5.2.2. Comply with all laws and regulations concerning driving, including laws pertaining to the use of seat belts, child safety seats, and cell phones.

2.5.2.3. Drive no faster than the speed limit when transporting students during attendance hours.

2.5.2.4. Promptly notify the fieldtrip supervisor of any physical conditions, vehicle defects, or road conditions that might affect safety.

2.5.2.5. Notify the school administration of any new vehicle accidents and convictions.

2.5.2.6. Complete an Accident Report provided by ISM if involved in an accident while transporting students, and cooperate with the police, the school administration, and ISM's insurer, insurance adjusters, and attorneys.

2.5.2.7. Maintain a smoke-free vehicle that is kept safe through regular maintenance and safety checks, including replacement of tires to ensure tread depth greater than the legal minimum.

2.5.2.8. Make a visual inspection of the vehicle before leaving on each trip, including a check for proper tire inflation.

2.5.2.9. Always have valid driver's license, vehicle registration, and insurance.

2.5.2.10. Ensure that the music and conversation inside the vehicle is free of profanity and subject matter inappropriate to the age of the students or to a public school setting (e.g. religious music or conversation).

2.5.3. ISM relies on the Driver Application & Pledge as a self report that serves as the most important first step in the driver screening process, and applicants must provide complete and accurate information.

2.5.4. The ISM administration maintains registration with the California Department of Motor Vehicles and third-party vendors in order to request and check Motor Vehicle Records (MVR).

2.5.5. Any substantive discrepancy between a driver's self report and MVR may result in denial or removal of authorization to drive by the ISM administration.

2.5.6. Each employee and volunteer must immediately notify the ISM administration if license, vehicle registration, or insurance is cancelled, nonrenewed, or otherwise lapses.

2.6. Upon completion of criminal background and sex offender registry checks, and submission of the annual Volunteer Driver Application & Pledge and copies of current driver's license, vehicle registration, and proof of insurance, the ISM administration determines authorization to drive as follows.

2.6.1. Any applicant appearing in a sex offender registry is denied authorization.
2.6.2. Any applicant with a criminal history is subject to administrative review and denial of authorization.

2.6.3. Any applicant with a major violation in the past 10 years is denied authorization.

2.6.3.1. Major violations include driving under the influence of drugs or alcohol (DUI); failure to stop for an accident; homicide, manslaughter, or assault arising out of the operation of a motor vehicle; driving with a revoked or suspended license; possession of an opened container of alcohol in a vehicle; speed contest; drag or highway racing; attempting to elude a police officer; hit and run; and reckless driving.

2.6.4. Any applicant with more than one at-fault accident in the past 5 years, one at-fault accident and more than one minor violation in the past 5 years, or more than two minor violations in the past 5 years is denied authorization.

2.6.4.1. Minor violations include all moving violations, seatbelt and child-restraint violations, and any other violation not classified as major.

2.6.4.2. The ISM administration may give applicants denied under this section the option of authorization through completion of a defensive driving course.

2.6.5. All other applicants are given initial authorization to drive.

2.7. ISM reserves the right to withdraw volunteer driver authorization at any time based on any factor or combination of factors that causes the school administration to believe that student safety is at risk.

2.7.1. ISM employees are required to report concerns about volunteer drivers, including failure to honor the Volunteer Driver Pledge, to the ISM administration, and the administration may review and withdraw driver authorization based on these reports.

2.7.2. In all cases where ISM declines or withdraws authorization to drive, the ISM administration provides an explanation to the applicant and allows the applicant opportunity to provide corrected or additional information.

3. Requirements regarding child restraints and seats

3.1. Drivers may not transport students under the age of 6 in the front seat of any vehicle, and may not transport students under the age of 10 in the front seat of any vehicle unless the student’s parent/guardian has signed a release of liability.

3.2. Drivers must ensure that any student under age 6 is properly restrained in a child passenger seat meeting applicable federal motor vehicle safety standards unless the student’s parent/guardian has provided a signed release of liability indicating that the student weighs at least 60 pounds, and must ensure that, regardless of age or weight, a student is properly restrained in a child seat expressly provided by the student’s parent/guardian for transportation during attendance hours.

3.3. Parents/guardians may provide a child passenger seat meeting applicable federal motor vehicle safety standards for any student, and must provide such a seat for any child under age 6 or sign a release of liability indicating that the student weighs at least 60 pounds.
4. **Requirements for operation of ISM vehicles**

4.1. Only authorized employees are allowed to operate ISM vehicles and they are for ISM business use only unless prior verbal approval has been granted by the ISM administration.

4.2. Carrying nonemployee passengers in ISM vehicles either during or after normal business hours can be a major liability to ISM. Therefore, ISM employees are not allowed to transport nonemployees in any ISM vehicle unless prior approval has been granted by the ISM administration.

5. **Adoption and renewal**

5.1. This policy was written by the ISM administration and adopted by the ISM Board of Trustees.

5.2. This policy shall become effective: October 19, 2009

5.3. This policy shall be assessed three years from its effective date to determine its effectiveness and appropriateness. This policy may be assessed before that time as necessary.
Human Resources

● Comprehensive review
  ○ Human Resources Review Team [Team List]
  ○ Reviewing health and welfare benefits, time off programs, retirement systems, compensation structures, and other employment practices and policies

● Custodial staff
  ○ Glen Baker out for knee surgery
  ○ Angelo White hired as part-time (15 hour) custodian
    ■ Working additional hours while Glen is out
Strategic Planning

● 2009 priorities status reports completed
● 2009-2010 admin team goals embedded into plan
● Comprehensive signposting added to 2009-2013 version
● 2010 update process
  o Strategic Advisory Team Team List
    ■ Call for volunteers 9/1
    ■ First meeting 10/8
    ■ Next meeting 10/29
  o Will include thorough review of indicators
  o Will carry over some 2009 priorities
  o Will create new 2010 priorities
  o May include a longer list of possible future priorities

See...
StratPlanGoalsStatus091016.pdf
Outreach & Partnerships

- Fort Ord land exploration
  - Plasha and Sean met with Supervisor Jane Parker and Jim Davis
  - Sean discussed with Sam Farr
- Grandparents & Grandfriends Day
  - 93 grandparents and grandfriends attended
  - MPUSD Trustee Curt Parker also attended
  - Followup letter going out from Foundation this week
- Early reading prevention program being discussed with Chartwell School
  - Will include exploration of funding through dedicated grant monies
Grants & Gifts

● Grant Winners [Grant Winners]
  o First meeting September 25
  o Role-based operations: research, program development, writing, stewardship

● 2009-2010 goal
  o Budget: $35,000
  o Stretch: $100,000

● Current totals [ISM Grants & Gifts]
  o Requested: $28,836
  o Not decided: $19,340
  o Committed: $9,496
  o Received: $2,500

● Recent awards
  o $2,500 from Gilbert M. Neill Math Fund of the Community Foundation for Monterey County for math engagement
  o $5,996 from Ocean Guardian School program of the National Marine Sanctuary Foundation for ocean literacy activities
Enrollment & Student Information

- Total enrollment: 416
  - Two spots open in grade 8; one student left recently; one possible transfer from Fitch visiting this week
- Attendance
  - ADA rate: 97.14%
  - Tardies: averaging 11.9 per day over most recent two weeks

See...
091009 Attendance Cum.pdf
## Attendance 8/17/09 - 10/9/09

<table>
<thead>
<tr>
<th>Grade</th>
<th>Absent</th>
<th>Present</th>
<th>Total</th>
<th>ADA%</th>
</tr>
</thead>
<tbody>
<tr>
<td>K</td>
<td>6</td>
<td>1513</td>
<td>1519</td>
<td>99.61%</td>
</tr>
<tr>
<td>1</td>
<td>47</td>
<td>1473</td>
<td>1520</td>
<td>96.91%</td>
</tr>
<tr>
<td>2</td>
<td>51</td>
<td>1618</td>
<td>1669</td>
<td>96.94%</td>
</tr>
<tr>
<td>3</td>
<td>18</td>
<td>1654</td>
<td>1672</td>
<td>98.92%</td>
</tr>
<tr>
<td>4</td>
<td>30</td>
<td>1865</td>
<td>1895</td>
<td>98.42%</td>
</tr>
<tr>
<td>5</td>
<td>64</td>
<td>1836</td>
<td>1900</td>
<td>96.63%</td>
</tr>
<tr>
<td>6</td>
<td>72</td>
<td>1823</td>
<td>1895</td>
<td>96.20%</td>
</tr>
<tr>
<td>7</td>
<td>77</td>
<td>1823</td>
<td>1900</td>
<td>95.95%</td>
</tr>
<tr>
<td>8</td>
<td>88</td>
<td>1759</td>
<td>1847</td>
<td>95.24%</td>
</tr>
<tr>
<td>Total</td>
<td>453</td>
<td>15364</td>
<td>15817</td>
<td>97.14%</td>
</tr>
</tbody>
</table>
Special Education

- CDE compliance case
  - ISM corrections completed and submitted
  - MPUSD training for ISM scheduled 10/26
  - MCOE training for ISM scheduled 10/26
- District charges
  - Bill received for 2007-2008, 2008-2009, 2009-2010 encroachment totaling approximately $550,000
  - Provided copy of MOU Addendum proving override of encroachment formula with per-service charges
    - District acknowledged and will bill accordingly
    - Charges of $75K per year estimated
      - Already paid 2007-2008
      - Auditors notified for 2008-2009
      - Budgeted for 2009-2010
- Future options being explored
  - ISM becoming an LEA of the Monterey County SELPA
  - ISM becoming an LEA of a charter SELPA

Updated by Sean Madden on October 17, 2009
Facilities

● Improvements
  o Room 1 carpet replaced with new tile during fall break

● Status of Safety concerns communicated to district
  o Removal of P7 from campus (completed 9/4)
  o Ramp and rail safety (work scoped)
  o Fire doors and ceiling in North Pod hallways (no action)
  o Kindergarten playground surface (no action)
  o Playground sand replenishment to ensure required depth (sand checked; meets requirements)
  o Moldy smell in P1 (vents to be cleaned next site workday)
  o Grounds leveling and erosion control (no action)
  o All call system through Cisco IP phones (no action)

● Status of furnishings requests communicated to district
  o Lower playground equipment (no action)
  o White boards (no action)
  o Projector screens (no action)
  o Master clock and bell system (current equipment not adequate; no update offered)
Audit of 2008-2009 Financials

• Schedule
  o 9/15 Items requested by Bianchi, Kasavan, and Pope
  o 10/16 All items provided by ISM
  o 11/2-13 Primary BKP work period
  o 11/16-23 BKP-ISM final exchange
  o 12/7 Draft audit report distributed for review
  o 12/14 Audit report to ISM Board
  o 12/15 Submission to MPUSD, MCOE, and CDE

See...
BKP Items Request.pdf
1. Copy of the QuickBooks file for year ended June 30, 2009
2. A complete general ledger for July 1, 2008 – June 30, 2009 sorted by object
3. A complete general ledger for July 1, 2008 – June 30, 2009 sorted by resource
4. A complete general ledger for July 1, 2009 – current sorted by object
5. A complete general ledger for July 1, 2009 – current sorted by resource
6. List of bank accounts
7. Bank reconciliation for month ended 6/30/09
8. Bank statements for July 2008 through August 2009
9. List of Board of Trustees
10. List of Audit Committee Members
11. List of officer’ salaries (our board members are no compensated for their service)
12. List of office staff showing name title, responsibilities, and telephone numbers,
13. List of all employees and their contract salary amount or their hourly rate,
14. There were no business transactions between the School and any Board member
to report, and
15. Copies of minutes of Board meetings from July 1, 2008 through most recent
meeting.
16. Copies of the Board approved 2008-2009 and 2009-2010 budgets,
17. Copies of Lease Agreements for both operating and capital leases, new in 2008-
2009
19. Analysis of Prepaid Insurance for Auditors 9/25
20. Property Summary including copies of invoices of sales agreements
21. Depreciation Schedule Analysis
22. Accounts Payable Detail
23. Deferred Revenue Detail
24. Notes Payable/Line of Credit Detail
25. PTO Balances
26. Government Contracts
27. Copies of reports on government contracts
28. Grants & Contracts Income Analysis
29. Donations/Contributions Analysis
30. List of Major Fundraising Activities
31. Remittance Advices and Supporting Docs for Revenue Received
32. Interest Income Analysis
33. Other Local Revenue Analysis
34. Rent Expense Analysis
35. Professional Fees Expense Analysis
36. Reconciliation of salaries to 941’s
37. Analysis of Administrative and Oversight Fees
38. Analysis of Repair and Maintenance Expense
39. Analysis of Interest Expense
40. Analysis of Miscellaneous/Other Expense
41. Copies of P-1, P-2 and Annual ADA reports
42. Copies of monthly summaries used to prepare the P-1, P-2 and Annual ADA reports
43. Copy of J-7 CSR for 2008-2009
44. Copy of the 2008-2009 school calendar
45. Copy of the 2008-2009 class schedules for all grades
46. Update procedures for cash receipts, cash disbursements and payroll
2009-2013 Strategic Plan
Commitments, Outcomes, and Priorities
with Priority Status and Admin Goals

Commitment 1. Comprehensive, International Educational Program

ISM commits to delivering a comprehensive, international educational program—characterized by highly effective teaching and learning—that produces students who are conscientious, compassionate, and responsible citizens of the world; who are confident, free-thinking, motivated, multilingual, and ethical individuals; and who see multiple perspectives and have lifelong learning habits.

Indicators:

1.a. ISM students score well above district, county, and state averages on state tests

1.b. ISM students score favorably in comparison to other international school students on international tests. (Still applicable?)

1.c. ISM alums rate themselves strongly for the traits listed above when completing self-evaluations during their 9th grade year.

1.d. ISM alums score strongly for the traits listed above when rated by their 9th grade teachers.

Current Admin Goals:

SM: By November 1, establish a process for securing self-evaluations by our alums during their 9-12 years, and evaluations by their 9th grade teachers.


1.e. ISM receives and maintains accreditation by the Western Association of Schools and Colleges and the Council of International Schools.

Current Admin Goals:

SM/EP: By CIS-defined deadlines, complete the CIS First Report and any required followups so as to ensure continued CIS accreditation.
1.f. Other third-party validators rate ISM’s curriculum, teaching, and learning highly.

   **Current Admin Goals:**

   **SM/EP:** By the end of the school year, establish a third-party validator for each curricular area, define a process for evaluation, and secure an initial evaluation.

1.g. Annually, all stakeholder groups rate performance on each outcome under this commitment as adequate or above (school report card).

   **SM:** By the end of the first trimester, work with the School Site Committee to refine, test, and administer a School Report Card survey to be administered at the end of each trimester, and ensure that this survey effectively measures all outcomes in the ISM Strategic Plan.

**Outcome 1.1. ISM fosters internationalism throughout the curriculum.**

**2009 Priorities**

1.1.1. Ensure that internationalism has been integrated and enacted across the curriculum.

   **Oversight:**

   Director

   **Indicators:**

   1.1.1.a. Standards-based learning outcomes as defined in the shared definition are explicitly referenced in academic units.

   **Current Admin Goals:**

   **SM/EP:** By the end of the first trimester, ensure that internationalism has been integrated and enacted across the curriculum as evidenced by standards-based learning outcomes being referenced in 80 percent of a random sampling of academic units reviewed. STRETCH GOAL ...100 percent...

   **LGB/KK:** By the end of the second trimester, ensure that 75 percent of Schoolwide Enrichment Model (SEM) classes being offered by staff, parent volunteers, and outside community providers reflect a well articulated degree of internationalism, from both the overall class perspective to the weekly implementation perspective. STRETCH GOAL: ...100 percent..
Priority 1.1.1. Status Report

Updated

- October 12, 2009

Accomplishments to Date

- 8/09 Emphasized integration of internationalism elements into the curriculum during staff orientation
- 8/09 Posted standardized definition of Internationalism on every classroom door
- 9/09 Continued to emphasize internationalism in staff meetings

Next Steps with Timeline

- 10/09 Email reminder regarding integration of internationalism into units to faculty
- 11/09 Sample academic units randomly to assess integration of internationalism

Projections & Recommendations

- 100% completion in 2009
- Include new goal related to internationalism in 2010

Reference Documents and Sites (Location)

- Standards-Based Definition of Internationalism (Official Documents)
- Instructional units (available from teachers & Principal)

1.1.2. Conduct a cost-benefit analysis of certification associated with alternative curriculum models.

Oversight:

Director

Indicators:

1.1.2.a. Report and recommendation to the Board.

1.1.2.b. The Board selects (or not) a certification program.

Current Admin Goals:

SM/EP: By January 31, conduct a cost-benefit analysis of certification associated with alternative curriculum models, and deliver a report and recommendation to the board; ensure that the board makes a decision regarding any curriculum model adoption before adoption of a 2010-2011 budget that reflects that decision.
Priority 1.1.2. Status Report

Updated

• October 14, 2009

Accomplishments to Date

• 9/09 Acquired IB (PYP and MYP) membership information and materials
• 9/09 Acquired IPC membership information and materials

Next Steps with Timeline

• 10/09 Breakdown full costs and benefits of IPC membership
• 11/09 Breakdown full costs and benefits of IB (PYP and MYP) membership
• 11/09 Breakdown full costs and benefits of homegrown alternatives
• 12/09 Articulate the basis for comparison and development of a recommendation
• 1/10 Invite broad stakeholder input via Decision Central
• 1/10 Complete recommendation for internal review
• 2/10 Present to board for decision

Projections & Recommendations

• 75% complete in 2009
• Expand priority for 2010 to include board adoption and school implementation of a model (IB, IPC, homegrown, or other)

Reference Documents & Sites (Location)

• IBO.org
• internationalprimarycurriculum.com

Possible Future Priorities

1.1.x. Fully implement the curriculum programs adopted by ISM in 2008.
Outcome 1.2. ISM incorporates character development into the curriculum.

**Current Admin Goals:**

EP: By the end of the third trimester, ensure that character development has been integrated and enacted across the curriculum as evidenced by standards-based learning outcomes being referenced in 80 percent of a random sampling of academic units reviewed. STRETCH GOAL...100 percent...

Outcome 1.3. The ISM curriculum aligns with state standards.

Possible Future Priorities

1.3.x. After making a long-term commitment to one or more international curriculum models, specifically integrate all California state standards into that model.

**Current Admin Goals:**

EP: By the end of the third trimester, ensure that ISM curriculum aligns with state standards as evidenced by 80 percent of a random sampling of academic units reviewed. STRETCH GOAL...100 percent...

Outcome 1.4. The ISM educational program includes regular, quality instruction in the arts, language arts, math, physical education, science, second/foreign language, and social studies, with technology instruction integrated across all subjects.

2009 Priorities

1.4.1. Strengthen the Spanish program.

**Oversight:**

Principal

**Indicators:**

1.4.1.a. Ongoing assessments document gains in both inputs (i.e. curriculum and materials) and outputs (i.e. student performance).

1.4.1.b. Student and parent surveys show 70 percent satisfaction with the Spanish program.

**Current Admin Goals:**

EP: Provide upgraded K-8 materials for Spanish instruction beginning in August of 2009. Provide ongoing support for the creation and expansion of web based Spanish support for students. Provide in-service in differentiated instruction in the fall of 2009. Provide a structured framework to be used to develop an ISM Spanish curriculum that is outlined by grade level, with
a scope and sequence that defines measurable differentiated grade level outcomes, to be completed by the end of the third trimester.

Priority 1.4.1. Status Report

Updated

- October 12, 2009

Accomplishments to Date

- 8/09 Began using upgraded K-8 Spanish materials
- 8/09 Expanded web-based support for students
- 9/09 Provided a structured framework to be used to develop the Spanish curriculum by grade level, with scope and sequence that defines measurable differentiated grade level outcomes

Next Steps with Timeline

- 10/09 Provide in-service on differentiated instruction
- 10/09 - 5/10 Continue integration and articulation of the Spanish curriculum within the structured framework provided in 9/09
- 1/10 Articulate a plan for using student assessments to document gains in student performance in Spanish and guide further curriculum refinement
- 5/10 Survey parents and students regarding the Spanish program as part of the School Report Card assessment
- 6/10 Publish the fully articulated Spanish curriculum

Projections & Recommendations

- No basis for determining completion
- Replace with more specific priorities for 2010

Reference Documents & Sites (Location)

- Curriculum Writing: K-8 Spanish (Google Docs)
- Spanish Textbooks and Materials (Curriculum Library)
- Spanish Class Websites (ISMonterey.org/class_websites.html)

1.4.2. Strengthen the science program.

Oversight:

Principal

Indicators:

1.4.2.a. Ongoing assessments document gains in both inputs (i.e. curriculum and materials) and outputs (i.e. student performance).
1.4.2.b. Student and parent surveys show 70 percent satisfaction with the science program.

Current Admin Goals:

EP: Provide in-service in differentiated instruction in the fall of 2009. Provide a structured framework to be used to develop an ISM science curriculum that is outlined by grade level, with a scope and sequence that defines measurable grade level outcomes, to be completed by the end of the third trimester.
Priority 1.4.2. Status Report

Updated

• October 14, 2009

Accomplishments to Date

• 6/09 Designated former art room as a science lab, in keeping with its original use
• 7/09 Ordered new science materials and supplies
• 8/09 Cleaned and painted lab; began moving lab stations and materials into place
• 9/09 Provided a structured framework to be used to develop the Science curriculum by grade level, with scope and sequence that defines measurable differentiated grade level outcomes
• 10/9 Received an Ocean Guardian School grant for $5,996 to support K-8 science curriculum and fieldtrip elements tied to Ocean Literacy Principles

Next Steps with Timeline

• 10/09 Provide in-service on differentiated instruction
• 10/09 - 5/10 Continue integration and articulation of the science curriculum within the structured framework provided in 9/09
• 1/10 Articulate a plan for using student assessments to document gains in student performance in science and guide further curriculum refinement
• 5/10 Survey parents and students regarding the science program as part of the School Report Card assessment
• 6/10 Publish the fully articulated science curriculum

Projections & Recommendations

• No basis for determining completion
• Replace with more specific priorities for 2010

Reference Documents & Sites (Location)

• Curriculum Writing: K-8 Science (Google Docs)
• Ocean Guardian Schools website (sanctuaries.noaa.gov/education/ocean.guardian/)
• Ocean Guardian grant application (Interim Director)
• Science Lab (off the MUR)
• Science Textbooks and Materials (Curriculum Library)
• 6-8 Science Website (ISMonterey.org/class_websites.html)

1.4.3. Strengthen the English and Language Arts program.

Oversight:

Principal

Indicators:
1.4.3.a. Ongoing assessments document gains in both inputs (i.e. curriculum and materials) and outputs (i.e. student performance).

1.4.3.b. Student and parent surveys show 70 percent satisfaction with the reading program.

Current Admin Goals:

EP: Provide in-service in differentiated instruction in the fall of 2009. Provide a structured framework to be used to develop an ISM English Language Arts curriculum that is outlined by grade level, with a scope and sequence that defines measurable grade level outcomes, to be completed by the end of the third trimester.

Priority 1.4.3. Status Report

Updated

- October 14, 2009

Accomplishments to Date

- 7/09 Ordered additional English Language Arts materials
- 8/09 Ensured block scheduling for English Language Arts instruction in grades 6-8
- 9/09 Provided a structured framework to be used to develop the English Language Arts curriculum by grade level, with scope and sequence that defines measurable differentiated grade level outcomes

Next Steps with Timeline

- 10/09 Provide in-service on differentiated instruction
- 10/09 - 5/10 Continue integration and articulation of the English Language Arts curriculum within the structured framework provided in 9/09
- 1/10 Articulate a plan for using student assessments to document gains in student performance in English Language Arts and guide further curriculum refinement
- 5/10 Survey parents and students regarding the English Language Arts program as part of the School Report Card assessment
- 6/10 Publish the fully articulated English Language Arts curriculum

Projections & Recommendations

- No basis for determining completion
- Replace with more specific priorities for 2010

Reference Documents & Sites (Location)

- Curriculum Writing: K-8 English Language Arts (Google Docs)
- English Language Arts Textbooks and Materials (Curriculum Library)
- Class Websites (ISMonterey.org/class_websites.html)

1.4.4. Integrate the arts throughout the curriculum.
Oversight:

Principal

Indicators:

1.4.4.a. Ongoing assessments document gains in both inputs (i.e. curriculum and materials) and outputs (i.e. student performance).

1.4.4.b. Student and parent surveys show 70 percent satisfaction with the arts program.

Current Admin Goals:

EP: Provide a structured framework to be used to develop an integrated arts curriculum that is outlined by grade level, with a scope and sequence that defines measurable grade level outcomes, to be completed by the end of the third trimester.
Priority 1.4.4. Status Report

Updated

• October 14, 2009

Accomplishments to Date

• 6/09 Designated full-size classrooms for art, music, and drama
• 8/09 Cleaned, built walls, painted, and moved materials to prepare classrooms
• 9/09 Provided a structured framework to be used to develop the arts curriculum by grade level, with scope and sequence that defines measurable differentiated grade level outcomes

Next Steps with Timeline

• 10/09 Provide in-service on differentiated instruction
• 10/09 - 5/10 Continue integration of the arts curriculum within the structured framework provided in 9/09
• 1/10 Articulate a plan for using student assessments to document gains in student performance in the arts
• 5/10 Survey parents and students regarding the arts program as part of the School Report Card assessment
• 6/10 Publish the fully articulated arts curriculum

Projections & Recommendations

• No basis for determining completion
• Replace with more specific priorities for 2010

Reference Documents & Sites (Location)

• Curriculum Writing: K-8 Arts (Google Docs)
• Arts Textbooks and Materials (Curriculum Library)
• Art, drama, and music classrooms (North Pod)

Possible Future Priorities

• 1.4.x. Integrate technology throughout the curriculum with a documented scope and sequence for technology skills from K through 8.

Outcome 1.5. The ISM curriculum works cohesively both within and across grade levels.

2009 Priorities

1.5.1. Document a K-8 curriculum that integrates and articulates all subjects (language arts, mathematics, science, social studies, Spanish, the arts, and technology).
Oversight:

Principal

Indicators:

1.5.1.a. The administration has delivered fully developed curriculum documents to the Board, and these have been posted online and on site.

Current Admin Goals:

EP: Provide a structured framework to be used to develop curriculum that integrates and articulates all subjects that is outlined by grade level, with a scope and sequence that defines measurable grade level outcomes, to be completed by the end of the third trimester.

<table>
<thead>
<tr>
<th>Priority 1.5.1. Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Updated</td>
</tr>
<tr>
<td>• October 15, 2009</td>
</tr>
</tbody>
</table>

Accomplishments to Date

• 9/09 Provided a structured framework to be used to develop all strands of the curriculum by grade level, with scope and sequence that defines measurable differentiated grade level outcomes

Next Steps with Timeline

• 10/09 Provide in-service on differentiated instruction
• 10/09 - 5/10 Continue integration and articulation of all strands of the curriculum within the structured framework provided in 9/09
• 6/10 Publish the fully integrated and articulated curriculum

Projections & Recommendations

• 50% complete in 2009
• Continue unchanged for 2010

Reference Documents & Sites (Location)

• Curriculum Writing: K-8... (Google Docs)

Possible Future Priorities

1.5.x. Integrate instruction for all subjects within each class to ensure coordination of project assignments and a steady, appropriate homework load.
Outcome 1.6. ISM achieves best practices through inquiry-driven instruction and focus on understanding.

   Current Admin Goals:

   EP: Provide a structured framework for teachers to continue the review and revision of ISM inquiry based units which began in 2008-09. Review and revision is an ongoing practice. Each unit developed and/or taught during 2009-10 will include a completed outline that defines integration of curriculum, internationalism, and character development.

Outcome 1.7. Teachers differentiate instruction to meet the individual needs of students.

2009 Priorities

1.7.1. Identify and document strategies and professional development needs to enable the delivery of differentiated instruction with phased introduction by grade.

   Oversight:

   Principal

   Indicators:

   1.7.1.a. Documented strategies outlined in a plan with phased introduction by grades and training needs incorporated within the overall professional development plan.

   Current Admin Goals:

   EP: Provide in-service in differentiated instruction in the fall of 2009. Include the goal of differentiating classroom instruction in teachers’ Professional Development goals and include discussions focused on differentiated instruction in all pre and post observation conferences. Working with team leaders, define professional development needs based on input from grade level teams and implement a professional development strategy based on those during the 2009-10 school year.
# Priority 1.7.1. Status Report

**Updated**

- October 15, 2009

**Accomplishments to Date**

- 9/09 Began including goals for differentiating instruction in teachers' professional development plans
- 9/09 Started working with team leaders to define professional development needs based on input from grade level teams

**Next Steps with Timeline**

- 10/09 Provide in-service on differentiated instruction
- 10/09 - 5/10 Continue addressing the goal of differentiating classroom instruction in pre- and post-observation conferences with teachers
- 11/09 - 5/10 Continue to implement a professional development program based on team input
- 5/10 Survey parents and students regarding effective differentiation of instruction as part of the School Report Card assessment
- 6/10 Finalize a plan for ongoing emphasis on differentiation of instruction

**Projections & Recommendations**

- 50% completion in 2009
- Continue unchanged for 2010, with completion targeted for June

**Reference Documents & Sites (Location)**

- In-Service Schedule and Materials (Principal)
- Teacher Professional Development Plans (Principal)

---

**Outcome 1.8. ISM uses rigorous, well-defined assessment practices in all subject areas as the basis for academic program decisions.**

**Possible Future Priorities**

1.8.x. Develop a comprehensive student assessment plan, then use it to guide changes in the curriculum and to inform professional development plans.

**Current Admin Goals:**

EP: Provide a structured framework to be used to develop curriculum that integrates and articulates all subjects that is outlined by grade level, with a scope and sequence that defines measurable grade level outcomes. Teachers will be asked to determine or to develop appropriate assessments to measure students' level of mastery. To be piloted at the end of the third trimester.
Outcome 1.9. The educational program includes cocurricular and extracurricular activities that fit with the school’s identity.

Possible Future Priorities

1.9.x. Survey families to determine interest in all possible cocurricular activities, then develop a comprehensive plan for the development of the most appropriate cocurricular activities based on the school’s identity and student interest. Noted that middle school has co-curricular sports activities in response to parental demand

Commitment 2. Efficient Development and Management of Resources

ISM commits to achieving efficient development and management of its fiscal, physical, and human resources.

Indicators:

2.a. ISM receives a clean audit report each year.

Current Admin Goals:


2.b. Year-over-year fundraising totals document steady increase in revenues.

Current Admin Goals:

SM: By the end of the fiscal year, establish a standardized format for reporting year-over-year fundraising totals including all local funding streams.

LM: Move Quickbooks to new server by end of fiscal year.

SM/LM: Evaluate possibility of moving back to Quickbooks (once moved to new server) as primary accounting system by end of fiscal year.

2.c. Year to year staff retention remains above 80 percent.

Current Admin Goals:

SM/LGB: By the end of the school year, establish a standardized format for reporting year-over-year staff retention including reasons for departure.

2.d. ISM receives and maintains accreditation by the Western Association of Schools and Colleges and the Council of International Schools.
Current Admin Goals:

SM: See goal stated under Commitment 1.

LM: See goal stated under Commitment 1.

2.e. Annually, all stakeholder groups rate performance on each outcome under this commitment as adequate or above (school report card).

Current Admin Goals:

SM: See goal stated under Commitment 1.

Outcome 2.1. ISM is financially solvent and follows a sustainable budget model.

2009 Priorities

2.1.1. Create a clear, inclusive budget process that allows input from all levels of staff and aligns with the curriculum and strategic plan.

Oversight:

Director

Indicators:

2.1.1.a. A written budget development process has been adopted by the Board.

2.1.1.b. The 2009 budget development records document input from staff.

Current Admin Goals:

SM: By January 31, create and secure board approval of a clear, inclusive budget process that allows input from all levels of staff and aligns with the curriculum and Strategic Plan.

SM: Through the end of the fiscal year, ensure that the board-adopted budget process is followed as the 2010-2011 budget is developed and approved.

LM: Throughout the 2010-2011 budget development process, develop a timeline that identifies clear deadlines for completing various components of the budget.
2.1.2. Develop a budget plan that uses ADA as a base and develop alternative models for presenting this budget.

Oversight:

Director

Indicators:

2.1.2.a. The Board has adopted a revised budget presentation.

2.1.2.b. The budget has been posted online and on site.

Current Admin Goals:

SM: By January 31, develop a budget plan that uses ADA as a base, recommend a model for presenting this budget, secure board approval for the plan and its presentation, and prominently post the presentation online and on site.
LM: By January 31, develop a list of key components to the budget that should be part of the budget development timeline for budget committee review.

<table>
<thead>
<tr>
<th>Priority 2.1.2. Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Updated</td>
</tr>
<tr>
<td>• October 15, 2009</td>
</tr>
</tbody>
</table>

Accomplishments to Date

• 5/09 Built a model budget framework using 2009-2010 budget information, translating most budget lines into an ADA-based figures, and dividing out income and expenses by program (e.g. core programs, Spanish)

Next Steps with Timeline

• 10/09 - 12/09 Explore history and engage end users to quantify ideal revenues and expenses for each program, basing these on ADA where appropriate
• 12/09 Recommend and secure board approval for the budget model and its presentation
• 1/10 Post the budget model presentation online and on site
• 1/10 - 5/10 Develop the 2010-2011 budget within the model framework

Projections & Recommendations

• 100% completion of model in 2009
• 0% completion of developing a budget using the model
• Replace with a 2010 priority limited to applying the model

Reference Documents & Sites (Location)

• ISM Model Budget v3 (Interim Director)

Outcome 2.2. ISM clearly articulates fundraising strategies and programs, including ISM Foundation, grant writing, matching funds, community collaborations, and direct donations.

2009 Priorities

2.2.1. Develop a comprehensive fundraising plan.

Oversight:

Director

Indicators:

2.2.1.a. The ISM Board has a written fundraising plan with clearly delineated roles for the ISM Foundation, parent association, classroom teachers, administration, and Board.
Current Admin Goals:

SM: By December 15, develop and secure board approval of a comprehensive fundraising plan that includes clearly delineated roles for the ISM Foundation, Family Association, classroom teachers, administration, and Board of Trustees.

SM/LGB: Throughout the rest of the year, work to ensure that all stakeholders refer to and follow the comprehensive fundraising plan.

SM: By the end of the fiscal year, work to guide, support, and coordinate the efforts of the Foundation, the Family Association, the board, and the staff so that we collectively achieve the budgeted goal of $380,000 in total local revenues. STRETCH GOAL ...$450,000...

### Priority 2.2.1. Status Report

**Updated**

- October 15, 2009

**Accomplishments to Date**

- 1/09 Foundation handed off draft fundraising policy
- 7/09 Foundation handed off draft fundraising plan

**Next Steps with Timeline**

- 11/09 Expand scope of plan draft to cover all aspects of fundraising and all stakeholder groups
- 11/09 Distribute draft plan to Foundation, Family Association, teachers, admin team, and board for review and input
- 11/09 Determine whether or not a fundraising policy is appropriate, and draft and distribute along with the plan if so
- 12/09 Get board approval at 12/14 meeting, then distribute
- 1/10 - 5/10 Work with stakeholders to ensure understanding and compliance, as well as success in fundraising efforts

**Projections & Recommendations**

- 100% completion of plan in 2009
- Replace with new priority focused on compliance and success

**Reference Documents & Sites (Location)**

- Draft Fundraising Policy (Interim Director)
- Draft Fundraising Plan (Interim Director)

2.2.2. Develop a grant-solicitation plan that details roles and responsibilities, and an annual timeline.
Oversight:

Director

Indicators:

2.2.2.a. The administration has a written grant-solicitation plan, and has delivered that plan to the ISM Board.

Current Admin Goals:

SM: By November 15, develop and secure board approval of a grant-solicitation plan that details roles and responsibilities, and an annual timeline.

SM: Throughout the rest of the year, ensure that at least 12 grant applications and 12 simple fund solicitations are submitted according to the plan. STRETCH GOAL ...24 grant applications...

SM: By the end of the fiscal year, secure at least $35,000 in revenues from grants and other contributions from solicited Foundations and organizations. STRETCH GOAL ...$100,000 in revenues...
### Priority 2.2.2. Status Report

Updated

- October 15, 2009

**Accomplishments to Date**

- 1/09 - 10/09 Compiled list of possible grants
- 8/09 Created comprehensive Grants & Gifts spreadsheet
- 8/09 Submitted four requests
- 9/09 Created and kicked off the Grant Winners Oversight team, deciding on the operational process for the Grant Winners Workgroup
- 9/09 Created the Grant Winners Workgroup

**Next Steps with Timeline**

- 10/09 Draft operational process for the Grant Winners Workgroup
- 10/09 Assign Grant Winners Workgroup members to various roles in the process
- 11/09 Begin grant research blitz to build list of resources for identifying grant opportunities, evaluate identified opportunities, and refine and add to the existing Grants & Gifts spreadsheet
- 11/09 Compile all of the practices noted into a written grant solicitation plan, distribute for review, and secure board approval
- 11/09 - 5/10 Solicit grants according to the approved plan

**Projections & Recommendations**

- 100% completion of the grant-solicitation plan in 2009
- Replace with an implementation and success priority in 2010

**Reference Documents & Sites (Location)**

- Grant Winners team list (Google docs)
- Grants & Gifts spreadsheet (Google docs)

---

**Outcome 2.3. ISM provides the instructional books, materials, supplies, and technologies necessary to achieve adopted curriculum goals.**

**2009 Priorities**

2.3.1. Prioritize allocation for books and instructional materials, maximizing federal subsidies.

**Oversight:**

Principal
Indicators:

2.3.1.a. Funds are allocated to books and materials in the approved 2009-2010 school year budget

Priority 2.3.1. Status Report

Updated

- October 15, 2009

Accomplishments to Date

- 5/09 Included $28,000 line for books and study materials in the 2009-2010 budget
- 6/09 - 7/09 Purchased new Spanish materials, replacement consumables, and other textbooks needed to ensure a full supply for all students for all subjects

Next Steps with Timeline

- 10/09 -12/09 Research federal subsidies available

Projections & Recommendations

- 100% complete in 2009, except for federal subsidy component
- Carry over federal subsidy component if meaningful and understood

Reference Documents (Location)

- Textbooks and Materials (Curriculum Library)
- Purchase Orders and Bills (Business Manager)

2.3.2. Rewrite the ISM technology plan.

Oversight:

Director

Indicators:

2.3.2.a. A written plan details technology priorities for the next three to five years.

Current Admin Goals:

LGB/KK: By November 15, lay critical groundwork in establishing a CA Department of Education (CDE) approved Education Technology Plan by consulting with CA Technology Assistance coordinators (CTAP) regarding Technology Plan requirements, development, approval, and implementation.
SM/LGB/KK: By April 15, working with the Tech Committee, rewrite the ISM Technology Plan to map priorities for software and hardware acquisition and implementation over the next 3-5 years that aligns with commitments, outcomes, and priorities articulate in the ISM Strategic Plan.

**Priority 2.3.2. Status Report**

**Updated**

- October 15, 2009

**Accomplishments to Date**

- 5/09 - 8/09 Implemented server upgrade
- 7/09 - 8/09 Implemented multiple software upgrades including PowerSchool, Google Apps, Mac OSX Leopard
- 8/09 Acquired new hardware to ensure laptops for all staff members
- 8/09 - 10/09 Provided staff training for new systems
- 8/09 - 10/09 Leveraged Google apps to expand online communications and tools
- 10/09 Built an online technology ticket system for staff to submit work orders
- 5/09 - 9/10 Effectively set technology priorities on the fly through the actions noted above

**Next Steps with Timeline**

- 10/09 Deploy new hosted library software
- 10/09 - 12/09 Continue to implement changes already in the pipeline
- 1/10 - 5/10 Benchmark current technology practices, and map future directions in a written technology plan covering 3-5 years

**Projections & Recommendations**

- 0% completion of written plan in 2009
- Carry over unchanged priority for 2010

**Reference Documents (Location)**

- Existing Technology Plan (Official Documents hard copy only)

**Outcome 2.4. ISM has appropriate facilities for instruction and school management.**

**Current Admin Goals:**

SM: By August 16, ensure that all essential construction, painting, cleanup, and moving necessary to transition from our 2008-2009 footprint to our 2009-2010 footprint in preparation for the opening of school has been completed.

SM/LGB: Throughout the year, ensure that additional facilities needs and wants, including furnishings, are addressed through the MPUSD work order system, direct communications with the Assistant Superintendent in charge of facilities, and/or monthly Saturday Work Days.
LGB: In support of the above goal, by February 15, ensure that through more effective and timely communication of monthly Saturday Work Day projects addressing additional facilities needs and wants, ISM monthly community volunteer participation increases by 25 percent. STRETCH GOALS: ...December 15th and 50 percent...

Outcome 2.5. ISM seeks diverse and talented professionals to fulfill the schools staffing plan in support of curriculum goals.

Current Admin Goals:

LGB: Ensure, without exception, that ALL substitute personnel hired to provide instruction in lieu of an ISM teacher are fully credentialed prior to placement in any classroom.

LGB: Ensure, without exception, that ALL ISM teachers hired for the 2010-2011 academic year are fully credentialed prior to placement in any classroom for the 2010-2011 academic year.

2009 Priorities

2.5.1. Document a master plan for attracting, hiring, and retaining quality faculty and staff.

Oversight:

Director

Indicators:

2.5.1.a. A written coherent plan that outlines strategies for identifying new and retaining existing quality faculty and staff

Current Admin Goals:

SM/LGB/EP: By February 15, develop and secure board approval of a master plan containing strategies for attracting, hiring, and retaining quality faculty and staff.

SM/LGB: By January 31, complete a thorough review and thoughtful revision of employment contracts, health and welfare benefits, time off provisions, retirement plans, salaries, professional development provisions, and other policies and procedures in order to: (1) improve ability to attract and retain quality faculty and staff; (2) achieve the best possible balance between value for employees and economy for the organization. STRETCH GOAL ...by November 30...
Priority 2.5.1. Status Report

Updated

- October 16, 2009

Accomplishments to Date

- 2/09 - 7/09 Hired new staff using available resources and staff skills
- 6/09 Interim Director conducted staff interviews with both returning and departing staff to identify positive and negative job satisfaction factors
- 6/09 - 7/09 Revised employee contracts to address discrepancies and create greater clarity
- 6/09 Revised roles and titles for some employees
- 6/09 - 10/09 Revised job descriptions to clarify roles and expectations
- 7/09 - 10/09 Created new communications channels and expectations to address communications concerns identified by employees
- 9/09 Built new Decision Central microsite and surrounding practices to create more transparency in administrative decision making and to allow broad staff input
- 9/09 Formed HR Review Team to review and propose thoughtful revision of employment contracts, health and welfare benefits, time off provisions, retirement plans, compensation structures, professional development provisions, and other policies and procedures.
- 10/09 Kicked off HR Review with the team

Next Steps with Timeline

- 10/09 - 1/10 Continue and complete the HR Review, including a focus on changes that will improve our ability to attract and retain quality faculty and staff
- 12/09 - 1/10 Articulate all strategies already employed and planned for the future in a master plan for recruiting, hiring, and retaining quality faculty and staff, circulating for review and input
- 2/10 Finalize the written plan, and secure board approval

Projections & Recommendations

- 50% completion of strategy development, and 25% completion of written plan in 2009
- Carry over unchanged for 2010

Reference Documents & Sites (Location)

- Interview Summary (Interim Director)
- Employee Contract Templates (Operations & HR Director)
- HR Review microsite (https://sites.google.com/a/ismonterey.org/hr-review/)
- Decision Central microsite (https://sites.google.com/a/ismonterey.org/decisions/)

Possible Future Priorities

2.5.x. Incorporating staff input, further develop a work environment that promotes professional satisfaction.
Outcome 2.6. ISM facilitates ongoing evaluations relative to articulated job descriptions.

Current Admin Goals:

SM: By September 30, ensure that all members of the school senior administration team have set annual goals within the framework of the ISM Strategic Plan, make sure that listed responsible parties include all of their assigned 2009 strategic priorities among their goals, and establish an annual employee evaluation structure that assesses performance based on achievement of goals and other pertinent factors.

Outcome 2.7. ISM augments its resources by collaborating with community partners.

2009 Priorities

2.7.1. Invite other educational institutions to play an active role in academic planning and delivery.

Oversight:

Director

Indicators:

At least one collaborative activity between ISM staff and a local or international organization promotes the academic objectives of ISM (e.g. staff training; curriculum development or review).

Current Admin Goals:

SM: By the end of the second trimester, establish at least one collaborative program between ISM and another educational institution that improves academic planning or delivery. STRETCH GOAL ...three collaborative programs...
Priority 2.7.1. Status Report

Updated

• October 15, 2009

Accomplishments to Date

• 10/09 Initiated discussion of an early reading intervention program with Douglas Atkins, Executive Director, Chartwell School

Next Steps with Timeline

• 10/09 - 5/09 Continue to seek connections with local and international entities
• 11/09 Meet with Kristen Atkins to further discuss the Chartwell partnership
• 12/09 Draft a program plan and begin seeking grant money to support
• 1/09 - 3/09 Implement the program

Projections & Recommendations

• 100% completion of "invite others" charge in 2009
• Replace with more specific implementation priorities in 2010, designating specific programs as deemed appropriate

Reference Documents & Links (Location)

• Chartwell School website (http://www.chartwell.org)

Possible Future Priorities

2.7.x. Engage business community members as active participants in the educational process.

Outcome 2.8. ISM teachers receive the support necessary to deliver quality, international education.

2009 Priorities

2.8.1. Establish in-house mentoring to improve instructional quality and assist with integration of the curriculum.

Oversight:

Principal

Indicators:

2.8.1.a. A written mentoring plan has been delivered from the administration to the Board; administrative records show activity that aligns with the plan; and all teachers report that they have been active as mentors and/or mentees.
Current Admin Goals:

EP: Formalize mentoring practices, write a plan to document these formalities, and then monitor execution to ensure 100 percent participation by the instructional staff by the end of the school year.


<table>
<thead>
<tr>
<th>Priority 2.8.1. Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Updated</td>
</tr>
<tr>
<td>• October 15, 2009</td>
</tr>
</tbody>
</table>

Accomplishments to Date

• 1/09 - 10/09 Staff engaged in informal mentoring arrangements, BTSA mentoring, and certification-related mentoring

Next Steps with Timeline

• 10/09 - 1/10 Formalize mentoring practices, and write a plan to document these formalities
• 2/10 - 5/10 Monitor and assist with execution to ensure 100% participation by the instructional staff

Projections & Recommendations

• 25% complete in 2009
• Carry over to 2010

Reference Documents & Sites (Location)

• NA

2.8.2. Fund, and execute a professional development plan that addresses teaching and learning needs.

Oversight:

Principal

Indicators:

2.8.2.a The administration has delivered a written professional development plan to the Board; the 2009-2010 budget provides appropriate funding; and administrative records show activity that aligns with the plan.
Current Admin Goals:

EP: By November 15, articulate a professional development plan for the 2009-2010 school year that, given the small $1,000 allocation in the budget, maximizes opportunities through no cost, low cost, and homegrown alternatives.

<table>
<thead>
<tr>
<th>Priority 2.8.2. Status Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Updated</td>
</tr>
<tr>
<td>• October 15, 2009</td>
</tr>
</tbody>
</table>

Accomplishments to Date

• 8/09 Hosted Everyday Math training at no cost
• 9/09 Hosted Autism Spectrum Disorder training provided by MPUSD at no cost
• 10/9 Received donation sponsoring Asilomar Math Conference attendance for 7-8 math specialists

Next Steps with Timeline

• 10/9 Host special education training provided by MCOE and MPUSD
• 11/9 Articulate a written schedule for the remainder of the year, indicating specific needs being met by each option
• 1/10 Articulate a longterm professional development approach as part of an overall HR review process

Projections & Recommendations

• 100% completion of priority as written in 2009 (though budget limited)
• Replace with a 2010 priority focused on a sustainable low-cost approach to professional development

Reference Documents (Location)

• Professional Development Plans (Principal)

2.8.3. Ensure sufficient planning time and resources to implement and integrate the curriculum.

Oversight:

Principal

Indicators:

2.8.3.a. A School Calendar and weekly schedule reflects the requirements for professional development, faculty collaboration and mentoring opportunities.
Current Admin Goals:

SM/EP: By August 15, establish the 2009-2010 class schedule to ensure that K-5 grade level partners share common planning time, and set the weekly meeting schedule to include regular team and grade level meetings.

Priority 2.8.3. Status Report

Updated

• October 12, 2009

Accomplishments to Date

• 8/09 Finalized the 2009-2010 class schedule with K-5 grade level partners sharing common planning time.
• 8/09 Set the weekly meeting schedule to include regular team and grade level meetings.

Next Steps with Timeline

• NA; priority completed 8/09

Projections & Recommendations

• 100% complete in 2009

Reference Documents (Location)

• Class Schedule (PowerSchool)
• Staff Meeting Schedule (Google Calendars)

Possible Future Priorities

2.8.x. Ensure sufficient planning time and resources to implement and integrate the curriculum.

Commitment 3. Clear Governance and Operations Structures

ISM commits to clear and effective governance and efficient operations structures.

Indicators:

3.a. All required and expected policies and procedures have been posted online and on site.

Current Admin Goals:

SM: See goals stated under Commitment 4 Outcome 8.
3.b. ISM receives and maintains accreditation by the Western Association of Schools and Colleges and the Council of International Schools.

**Current Admin Goals:**

**SM:** See goal stated under Commitment 1.

**LM:** See goal stated under Commitment 1.

3.c. Annually, all stakeholder groups rate performance on each outcome under this commitment as adequate or above (school report card).

**Current Admin Goals:**

**SM:** See goal stated under Commitment 1.

**Outcome 3.1.** ISM reviews and maintains practical, usable policies and procedures that comply with the California Education Code and other applicable requirements, including those for:

- The Board of Trustees
- Charter development, renewal, and monitoring
- Student and staff conduct and discipline
- Safety and crisis management
- Strategic planning
- The School Site Council
- Student support services

**Current Admin Goals:**

**SM:** By December 31, map out an internal process and timeline guiding preparation for review and renewal of the ISM charter and MOU in 2011. STRETCH GOAL …by November 30...

**SM:** By March 31, map out with MPUSD a process and timeline for review and renewal of the ISM charter and MOU in 2011.

**2009 Priorities**

3.1.1. Modify policies and procedures for safety and crisis management

**Oversight:**

Operations and HR Manager

**Indicators:**

3.1.1.a. Safety procedures have been modified to reflect facilities.
3.1.1.b. The Board has officially adopted written policies and procedures for safety and crisis management, and the administration has posted them online and on site.

3.1.1.c. Audits and administrative reports document consistent compliance.

Current Admin Goals:

SM/LGB: By May 15, complete a thorough review and thoughtful revision or development of health, safety, emergency, crisis management, business continuity, and related plans, procedures, and policies necessary to ensure the wellbeing of the organization, employees, and students; secure board approval as appropriate; and post on site and online. STRETCH GOAL ...by February 15.
Priority 3.1.1. Status Report

Updated

- October 15, 2009

Accomplishments to Date

- 7/09 - 10/09 Conducted thorough review of volunteer background check and driver practices, and put new procedures and mechanisms in place
- 9/09 Wrote and distributed H1N1 procedures and expectations
- 10/09 Drafted Volunteer Driver Policy

Next Steps with Timeline

- 10/09 Finalize position on volunteer background checks
- 10/09 Approve Volunteer Driver Policy and put all related practices in place
- 11/09 - 12/09 Integrate volunteer clearance tracking into PowerSchool
- 12/09 Update/draft full health procedures and policies
- 1/10 Update/draft safety procedures and policies
- 2/10 Update/draft emergency procedures and policies
- 3/10 Draft crisis management procedures and policies
- 4/10 Draft business continuity procedures and policies
- 5/10 Synthesize all of the above, and obtain board approval

Projections & Recommendations

- 25% completion in 2009
- Carry over to 2010 with wording changed to "Ensure comprehensive risk management procedures and policies that align with best practices

Reference Documents & Sites (Location)

- Volunteer Driver Policy (Official Documents)
- NIH Webpage (https://sites.google.com/a/ismonterey.org/truism/september-11)
- Current Risk Management Procedures (Operations & HR Manager)

3.1.2. Renew priorities for the 2010 calendar year within the ISM Strategic Plan, distribute it to all stakeholders, and ensure that other school plans, policies, and procedures appropriately reference and reflect the school identity and strategic commitments, outcomes, and priorities in the strategic plan.

Oversight:

Director

Indicators:

3.1.2.a. The Board has officially adopted the revised annual priorities for the ISM Strategic Plan, and the administration has posted the modifications online and on site.
3.1.2.b. Other school plans, policies, and procedures appropriately reference the strategic plan.

SM: By January 31, revise the ISM strategic plan to set priorities for the 2010 calendar year; secure board approval; distribute to all stakeholders including posting online and on site; and ensure that other school plans, policies, and procedures appropriately reference and reflect the updated Strategic Plan. STRETCH GOAL ...by December 15...

Priority 3.1.2. Status Report

Updated

Accomplishments to Date

• 9/09 Recruited new Strategic Advisory Team
• 9/09 Integrated admin goals into this version of the 2009-2013 plan, ensuring that all 2009 priorities are covered by an admin goal
• 10/09 Convened first Strategic Advisory Team meeting, and set initial review and update plan
• 10/09 Updated plan to include signposting for all criteria as well as commitments, outcomes and priorities
• 10/09 Integrated status reports on all 2009 priorities into this version of the 2009-2013 plan

Next Steps with Timeline

• 10/09 Set ongoing SAT schedule, and review and update process
• 11/09 - 1/10 Complete process
• 1/10 Draft 2010-2014 plan and distribute to board and others for input, then secure board approval

Projections & Recommendations

• 100% completion in 2009
• Replace with same goal for 2011

Reference Documents & Sites (Location)

• This document

Outcome 3.2. ISM has an organizational structure with clearly defined roles and responsibilities within an articulated chain of command.

2008 Priorities

3.2.1. Review current administrative structures and roles, redefining existing roles and adding new roles as appropriate.
Oversight:

Director

Indicators:

3.2.1.a. The head of school and the Board have agreed upon a revised organizational chart for the school administration, and associated written position descriptions clearly define roles.

Current Admin Goals:

SM: By October 15, secure board approval of a revised organizational chart for the school administration, associated written position descriptions that clearly define roles, and a simple association of functional areas with the existing positions; and identify any needs that cannot be met with current staffing, and recommend solutions for meeting those needs. STRETCH GOAL ...by September 15...
Outcome 3.3. ISM has efficient and compliant data management processes.

Possible Future Priorities

3.3.x. Develop an integrated system to manage student recordkeeping from the admissions process through alumni status, including transfer and matriculation information.

3.3.x. Establish a database to monitor extended family support to the school.

Commitment 4. Exemplary Communications and Relations

ISM commits to maintaining exemplary communications and relations within the ISM Community, with its educational partners, and within the world beyond.
Indicators:

4.a. Administrative reports indicate year over year growth in the number of beneficial relationships established by ISM.

Current Admin Goals:

SM: By October 15, establish a standard administrative report process that includes a simple report on beneficial relationships.

Current Admin Goals:

4.b. ISM receives and maintains accreditation by the Western Association of Schools and Colleges and the Council of International Schools.

Current Admin Goals:

SM: See goal stated under Commitment 1.

LM: See goal stated under Commitment 1.

4.c. Annually, all stakeholder groups rate performance on each outcome under this commitment as Adequate or above (school report card).

Current Admin Goals:

SM: See goal stated under Commitment 1.

Outcome 4.1. ISM has an active and informed parent community.

Outcome 4.2. The various groups within the ISM Community effectively communicate with each other on a regular basis.

2009 Priorities

4.2.1. Establish an official ISM position on communications in languages other than English, then map any related processes

Oversight:

Director

Indicators:

4.2.1.a. The Board has officially adopted written policies and procedures outlining communication strategies in languages other than English, and the administration has posted them online.
4.2.1.b. Audits and administrative reports document compliance.

**Current Admin Goals:**

SM/KK: By November 15, study best practices and evaluate available resources, then make a recommendation and secure board approval regarding an official ISM position on communications in languages other than English. STRETCH GOAL ...by November 1...

SM/KK: By December 15, establish any processes required to implement ISM's official position on communications in languages other than English. STRETCH GOAL ...by November 15...

---

**Priority 4.2.1. Status Report**

**Updated**

- October 15, 2009

**Accomplishments to Date**

- 7/09 - 10/09 Researched translation practices of similar institutions for best practices insight

**Next Steps with Timeline**

- 10/09 - 11/09 Complete research to determine best practices
- 11/09 Use Decision Central to seek ISM community input
- 11/09 Research translation resources if warranted
- 11/09 Recommend an official position in writing, and obtain board approval

**Projections & Recommendations**

- 100 percent complete in 2009
- No carry over or directly related replacement in 2010

**Reference Documents (Location)**

- Various URLs (Interim Director)

---

**Possible Future Priorities**

4.2.x. Provide communications guidelines and training for Board, staff, parents, and students.
Outcome 4.3. ISM has effective working relationships with associated school districts and educational agencies.

Current Admin Goals:

SM: By September 15, initiate both formal and informal communication channels with the MPUSD leadership that will facilitate effective exchange on all aspects of our relationship with our chartering district.

SM/LGB: Throughout the year, ensure that the MPUSD superintendent and board receive invitations to major ISM events.

Outcome 4.4. ISM communicates effectively with its surrounding community.

Possible Future Priorities

4.4.x. Articulate a strategic communications plan that supports the commitments, outcomes, and priorities articulated in the ISM strategic plan.

4.4.x. Pursuant to the obligation of Education Code section 47605(b)(5)(G) and in a manner consistent with all other applicable laws, work to achieve ethnic diversity reflective of the general population within MPUSD as the district granting our charter.

Outcome 4.5. ISM has meaningful links with other international schools.

Possible Future Priorities

4.5.x. Build virtual links with other international schools.

4.5.x. Establish exchange programs with other international schools.

Outcome 4.6. ISM has significant community partnerships that reflect and support the school commitment to internationalism.

2009 Priorities

4.6.1. Develop and deepen existing partnerships with local institutions that have an international focus. (See also outcome 2.7.1)

Oversight:

Director

Indicators:

4.6.1.a. The administration and Board have established and appropriately documented meaningful partnerships.
Current Admin Goals:

SM: By the end of the second trimester, develop or significantly deepen at least two partnerships between ISM and other local institutions that have an international focus. STRETCH GOAL ...five partnerships...

---

**Priority 4.6.1. Status Report**

Updated

- October 15, 2009

Accomplishments to Date

- 7/09 Started regular attendance of Monterey Language Capitol Advocates meetings

Next Steps with Timeline

- 11/09 Initiate conversations with MIIS and CSUMB regarding partnerships
- 12/09 - 2/09 Develop MIIS and CSUMB partnerships, while seeking other partners both within and outside of education

Projections & Recommendations

- 50% completion in 2009
- Carry over to 2010

Reference Documents (Location)

- MLCA Website (http://www.montereylanguagecapital.org)
- MIIS Website (http://www.miis.edu)
- CSUMB Website (http://csumb.edu)

---

Outcome 4.7. All school stakeholders possess a deep sense of school pride.

Current Admin Goals:

SM/KK: Throughout the year, leverage all available communication opportunities to instill pride amongst school stakeholders.

Possible Future Priorities

4.7.x. Refine a system for communicating accomplishments (i.e. school, teacher, and student awards, honors, and achievements).
Outcome 4.8. All ISM policies, procedures, practices, and operational structures are made transparent through effective communication to the ISM Community and other stakeholders.

Possible Future Priorities

4.8.x. Publish official policies and procedures online and on site.

**Current Admin Goals:**

SM/LGB: By October 15, establish official online and on-site repositories where any stakeholder can easily find the most current versions of required and expected policies and procedures.

SM/LGB/KK/EP/LM: By December 15, ensure that all existing policies and procedures have been added to the online and on-site repositories. STRETCH GOAL ...by November 1...

**Key**

Goal completed / priority completed
Goal on track relative to timeline / priority on track for 2009 completion
Goal in jeopardy relative to timeline / priority on track for partial 2009 completion
Goal late or otherwise not achievable / priority not yet addressed

SM = Sean Madden, Interim Director
EP = Eric Pearlstein, Principal & Head of Academics
LGB = Lisa Griffin Burns, Operations & HR Manager
LM = Lorraine Morales, Business Manager
KK = Karen Kushel, Student Information Manager