



EXECUTIVE SUMMARY

# STRATEGIC PLAN 2018-2023



The American School of Torreón was founded in 1950 by a group of American expatriates who wanted to offer their children an American based education.

The school has evolved since to extend the service to a larger community of mainly Mexican families interested in this type of education.







## VISION

Excellence For Life



## MISSION

Colegio Americano de Torreón is a bilingual bicultural nursery to 12th grade institution based on best teaching practices. Through a rigorous college preparatory curriculum, we are dedicated to preparing our students to be socially committed leaders and responsible citizens who are successful in a global environment. Core classes are taught in English. Graduates earn a U.S. high school diploma as well as a Mexican "Bachillerato" certificate.



## SHARED BELIEFS

Every CAT student will:

1. **Be prepared for university** study anywhere in the world.
2. **Be fully bilingual in English and Spanish** with motivation to develop a third language.
3. **Be highly qualified** in the use of twenty-first century skills.
4. **Be globally aware and respectful of diversity** through a deep understanding of their own cultural identity.
5. **Be socially proactive** leaders and ecologically responsible global citizens.
6. **Have the right to grow and learn in a safe and healthy environment.**
7. **Have parents** who take an equal responsibility for being actively involved in their children's education.
8. **Have a staff who is highly qualified**, compassionate and committed to their success.
9. **Develop a love for learning.**
10. **Have diverse opportunities** to develop their athletic, artistic, and intellectual talents.

# Executive Summary

In Spring of 2017, the General Director, the School Board and all segments of stakeholders represented by focus groups began working on a 5 year strategic plan. The process was led by an expert external consultant on the subject. The work culminated in identifying 5 strategic priorities for the next 5 years:



1. Values

2. Financial Sustainability

3. Hiring, retaining and staff wellbeing

4. Best teaching and learning practices considering the whole child

5. Technology



These 5 priorities are aligned with our vision of Excellence For Life and are focused on the success of all our students. **The 5 priorities are articulated in SMART goals: Specific, Measurable, Attainable, Realistic/Relevant and Time bound.**

For each of these strategic priorities, a small number of Key Performance Indicators (KPIs) with associated measures have been identified. The chairman of the Strategic Planning Committee with the school director will regularly assess progress on these measures to ensure that the school remains on track toward achieving its priorities and report to the board.

**The strategic plan serves as a road map for the future and will drive our thinking, decisions, actions, and investments over the next five years.**





The Board of Directors and the school administration leadership is grateful and values the input of more than 200 stakeholders who participated in the different focus groups to share their suggestions to improve our school. The people listed below worked further with the feedback from the focus groups and narrowed down their ideas to 5 priorities and set strategies and KPIs for each priority.

# STRATEGIC PLAN COMMITTEES

## STRATEGIC PLAN LEADERS

Iván Garza Tijerina

Makhlouf Ouyed



### VALUES

Alberto Salas

Matilde García

Francisco Hamdan

Miguel González

Manuel Rosales

Alma García



### FINANCIAL SUSTAINABILITY

Pablo Murra

Berenice Orduña

Manuel García

Victor Bretado

Martha Martínez

Ernesto Dávila



### BEST TEACHING PRACTICES

Hernán Russek

Jessyca Flores

Eduardo Correa

Beatriz Morales

Lorena Celis

Jania Blackley

Norma Figueroa



### RECRUITMENT AND RETENTION

(STAFF WELL-BEING)

Gabriel De León

Grace Villalobos

Jorge Torres

Brandon Rogers

Naomi Hilmas

Carlos Villalobos



### TECHNOLOGY

Fernando Carzó

Anneke Berumen

Carlos Ramírez

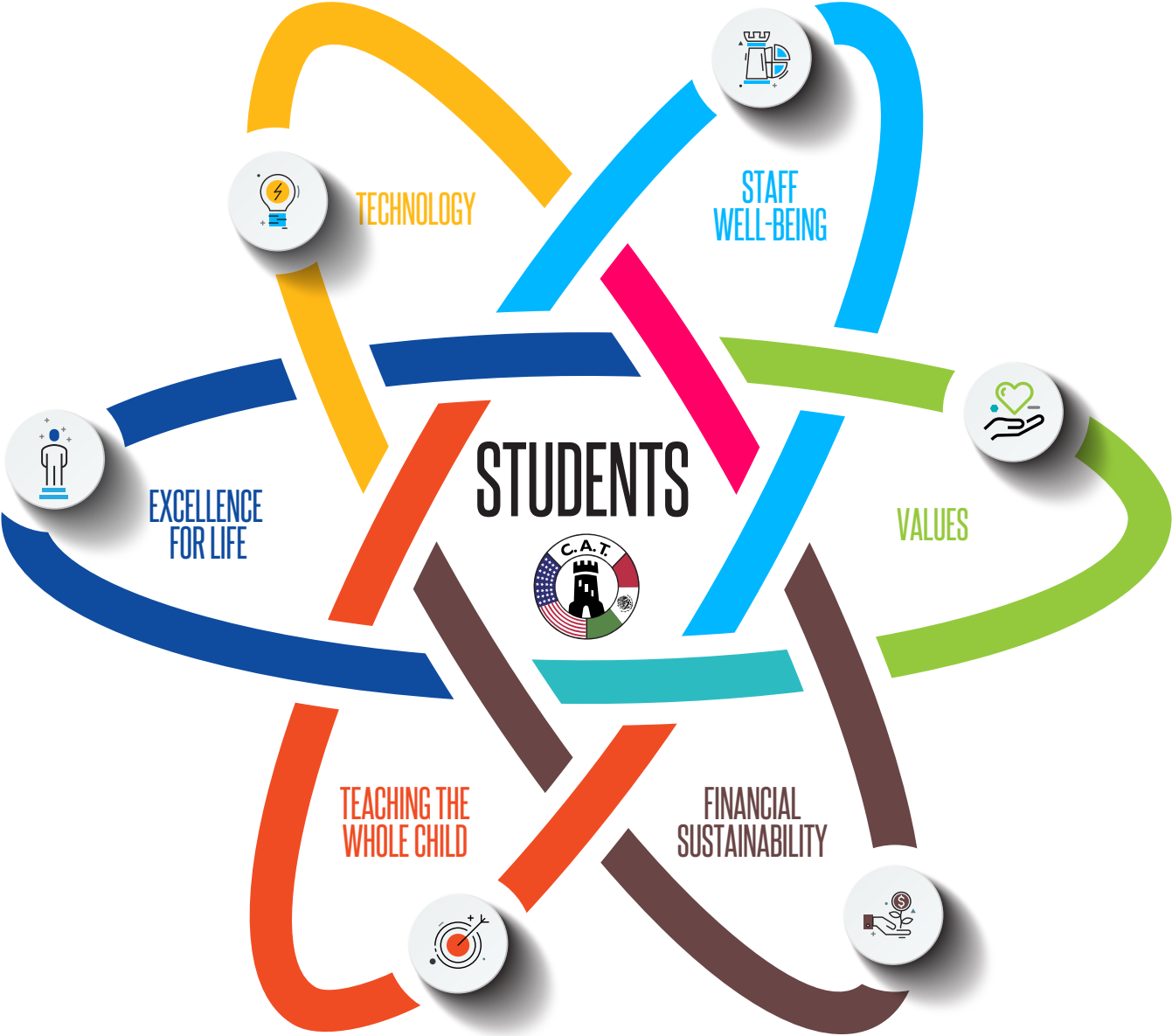
Gary Wallace

Lora Head

Mayra Sáenz



# 5 GOALS, ONE VISION





## CAT Strategic Goals

# 1. Values

CAT will promote universal values through an integrated and proactive program that guides all community members to develop strength of character by thinking, feeling, and acting on opportunities that life presents from an ethical conscience.

### Strategies:

- Hire a person to lead and unify values, Olweus and all community service actions
- Explore programs to reinforce character education and mindfulness
- Training

### Key Performance Indicators:

- Olweus survey results
- AdvancED students culture and climate survey
- AdvancED staff culture and climate survey
- Parents perception survey



## 2. Financial Sustainability

Create a plan for the optimal, healthy and responsible management of the school's financial resources.

**CAT  
ENGLISH  
ACADEMY**

Niños & Adolescentes | Jóvenes & Adultos



### Strategies:

- Increase student population to 1550 targeting students in early years grades
- Reopen the after school English courses for adolescents and adults
- Fund raising
- Build a reserve

### Key Performance Indicators:

- Students enrollment
- Revenues from after school English program
- Revenues from fundraising activities
- Amount of money in reserve



## CAT Strategic Goals

# 3. Best Teaching and Learning Practices, the Whole Child Approach

At CAT all teachers and other instructional staff will implement research based strategies, academic and social-emotional interventions and enrichments to ensure quality teaching and learning to meet whole child student needs as measured by AdvancED Surveys and OLWEUS surveys.

### Strategies:

- Develop a 5 year professional development plan for all staff that will include:
  - Student's safety and well-being as a prime priority
  - Responsive classroom in Early Childhood and Elementary grades, training and material
  - Creative Curriculum in Early Childhood, training and material
  - Continue training in Balanced Literacy Kinder through 6th grade
  - External Consultant to work with IE-12th grade on providing professional development on best instructional strategies built on social-emotional learning.
  - Using data to improve learning
- Add an instructional coaching position IE-12 th grade. Within the next 5 years.

### Key Performance Indicators:

- Students progress as measured by MAP, PSAT, SAT, PLANEA and Fountas and Pinnell
- AdvancED teachers culture and climate surveys
- AdvancED students engagement surveys
- ELEOT observations scores
- Teachers evaluations





## CAT Strategic Goals

# 4. Staff Wellbeing

Provide a healthy, safe, and balanced work/ life environment that attracts and retains enthusiastic, committed and qualified personnel who performs with excellence.

### Strategies:

- Mentoring and induction program for new teachers
- Develop a 5 year professional development plan for staff
- Improve overall compensation package for local staff
- Improve housing quality of import staff
- Screening and background checks for all new teachers.
- Provide opportunities for staff to exercise, release the stress and lead a healthier lifestyle.

### Key Performance Indicators:

- Staff Climate and culture survey
- Percentage of turnover in staff
- Salary and compensation package for local staff
- Recreational activities for staff



## CAT Strategic Goals

# 5. Technology

At CAT technology development will be integrated for conscientious use by administration, teachers and students to provide tools for successful global citizens.

### Strategies:

- Adopt one CMS platform school wide.
- Staff training in the use of technology to prepare for BYOD and one to one programs
- Guarantee the strength of the school network and wifi to support an increase in the use of digital devices
- Acquisition and renovation of equipment / services (Teacher Laptops)
- Implement BYOD 9th -12th grade, one to one program in grades 4-8 with Chromebooks, and implement Chromebooks centers in lower elementary and early childhood classrooms.
- Training all stakeholders in digital citizenship

### Key Performance Indicators:

- Number of Google certified teachers
- Number of digital devices in the classrooms
- ELEOT score on the digital environment
- Students engagement surveys
- Survey using SAMR model to assess technology use (before and after)

