



Inter-American School

Continuous School Improvement Plan (CSIP) Activity Report

2020-2025

Goal 1: Prioritize the recruitment, retention, and ongoing professional development of qualified teachers who are trained in the area for which they are hired, who are committed Christians, and who are aligned to the mission and vision of the school. 4.1, 4.5, 4.10, 5.11, 7.5 - Major Recommendation and Improvement Priorities (CSIP)

Activity # 1: Invest the necessary resources into the procurement and retention of skilled faculty that are both certified and committed to the values of the school.

- 4.1 – Each staff member has a clear testimony of faith in Christ, has signed the school’s statement of faith, and endorses the school’s code of ethics/lifestyle statement.
- 4.5 – All K-12 teachers hold, at minimum, a bachelor’s degree from an accredited college/university or an institution recognized by ACSI.
- 4.10 – The number and professional preparation of instructional and support staff is sufficient for the scope of the school.

ESO Alignment: Life-long learning, Critical thinker, Effective communicator, Servant of Christ, Responsible citizen, Steward of quality life

Actions and Status Code – NA, IP, C	Who is Responsible?	Resources Needed	Action Due Date	Evidence of Progress	Measures of Impact
Creation of a Member Care committee that meets regularly to intentionally survey the needs of all staff and respond with tangible and intangible encouragement. (i.e. notes, gifts, events, team-building, prayer, etc.) C	Director or designee	Committee members \$100 monthly x 10 months = \$1000	August 31, 2021	Budget, Meeting minutes	Retention rates
Update and/or expand staff lounge facilities. C	Director, Business Office		July 31, 2021	Budget, Remodel of existing space	Retention rates
Hire a part-time Social Media Coordinator to promote IAS through multiple social media platforms (ex: Facebook, Instagram, etc.). C	Director	\$50 monthly x 12 months = \$600	June 1, 2021	Budget	Number of teachers referred from this action
Develop relationships with at least 3 Christian colleges (ex: Grove City College, Messiah College, Calvin College, Liberty University, Grand Canyon University, etc.) that facilitate field and/or mission experiences (ex: Spiritual Emphasis Weeks, student teaching, ESL seminar, etc.) for their education majors on the IAS campus. – IP (Grove City College, Southern Nazarene University)	Director, Principals, or designee(s)		May 31, 2022	School Board Minutes	Number of partnerships developed and number of teachers from each college/university
Post job openings on all available platforms recommended by Tim Shuman in “Recruiting for the International Christian School” and participate in an ACSI Virtual Job Fair. Sign up for membership on additional platforms, such as Mission Next, Teachers Latin America, Webbers Recruiting , and the finishers project. C and IP	Director	\$1,500	March, 2022	Job postings	Number of teachers hired from this action



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Evaluate the submitted proposal from the University of Texas at Arlington from a former IAS teacher. This proposal includes elements of ELL professional development, potential summer school teachers, and recruitment opportunities. IP	Director or designee		April 30, 2023		Number of teachers hired from this proposal
Award recruitment bonuses to returning teachers who “recruited themselves” and to teachers who recruit new teachers. - NA	Director	\$225 per person x 40 employees = \$9000	July 31, 2023	Budget	Retention rates and referral percentage
Evaluate other benefits to improve retention, such as a master’s degree benefit, additional travel benefit, car, house, and/or dependent stipend. - NA	Director	\$10,000	May 2024	Budget	Teacher retention numbers
Develop a “gap-year program” for recent high school graduates from the United States to serve on the IAS campus for a semester or year term, self-funded. - NA	Director or designee		May 31, 2024	School Board Minutes	Number of teachers per year that come down for a gap year
Communication Plan to Stakeholders: PTA meeting, Staff meeting					

Activity #2: Modify the current professional development offerings to include systematic training in the required areas, along with individual professional development offerings that are clearly aligned to the organizational data being collected and tied to improved professional practice, individual needs of the staff, and the organizational goals outlined in the ESO’s and CSIP.

- 4.7** – Professional development for K–12 faculty, guidance personnel, informational resources staff, and other appropriate staff is ongoing and integral to the school and aligned with specific goals and instructional programs, and it includes training in biblical studies and the Christian philosophy of education.
- 4.9** – Executive leadership supports the implementation of effective instructional practices of faculty/staff through annual observation, evaluation, and goal setting to more effectively achieve desired student outcomes.
- 5.7** – The school analyzes student performance data including: 1) implications of schoolwide trends seen from year to year; 2) monitoring the progress of individual students; 3) disaggregation of data by gender, ethnicity, and other factors important to the school; and 4) comparison to outside groups. Teachers are trained in data assessment and analysis for program improvement.
- 5.11** – Information resources are readily accessible for students and staff. Training for students and staff on the use of information resources is supported by specifically trained staff.
- 5.15** – The school instructs teachers and students in the ethical and moral use and evaluation of source materials, including verification, attribution and credit, appropriate referencing, and media literacy.
- 6.7** – The school has developed policies and procedures that promote child safety; define conduct expectations for staff and volunteers; and provide training for staff, volunteers, and students. Staff training includes legal reporting responsibilities in cases of alleged or suspected child abuse, neglect, or other areas in which reporting is mandated (ongoing action).
- 7.5** – All aspects of the school and its instructional program reflect developmentally appropriate application of a biblical worldview and Christlike character and values.



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Continuous School Improvement Plan (CSIP) Activity Report

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Actions	Who is Responsible?	Resources Needed	Action Due Date	Evidence of Progress	Measures of Impact
Develop a committee to evaluate the current PD offerings, both at a systematic and individual level. C	Principals	NA	April 2021	PD schedule	
Modify the current Wednesday PD schedule to include all of the required components as required by the indicators above. C	Principals	NA	July 2021	PD schedule	Staff surveys
Create and communicate a policy on how the individual professional development money can be used, and add the PD reimbursement form to the teacher handbook. C	Director	NA	August 2021	Staff meeting, Teacher handbook	Teacher retention
Clearly align all systematic PD offerings to organizational data, ESO's, and/or the CSIP. IP	Academic Administration	NA	July 2022	PD schedule	Teacher retention, Student Assessment Profile, Spiritual Development Assessment results
Align individual professional development efforts with improved professional practice, observation data, the ESO's, and/or the CSIP. NA	Academic Administration	NA	August 2023	Wednesday PD schedule, Observation forms, Plan of Improved Practice document	Teacher retention, MAP scores
Explore other PD opportunities, including virtual and ConNexus premium coaching models, to target specific organizational and individual outcomes. NA	Academic Administration	\$4,000	July 2023	Wednesday PD Schedule	Teacher retention, Student Assessment Profile
Communication Plan to Stakeholders: Staff Orientation, Staff meetings, Wednesday PD Schedule, Weekly emails					

Goal 2: Develop the curriculum guides into a practical resource that will drive instruction, ensure the authentic integration of faith and a biblical worldview, and focus on meeting the unique learning needs of the current student population. ACSI standards 5.1, 5.2, 5.10, and 7.5 – Major Recommendation and Improvement Priority (CSIP)

- 5.1** – The curriculum documents developed by the school provide a well-documented biblical basis for all courses consistent with the goal of developing a biblical worldview in students.
- 5.2** – The curriculum plans/maps drive the instructional program. The maps are current and include the following components: 1.) school-wide expected student outcomes, 2.) scope and sequence for each subject area at each grade level, 3.) biblical integration concepts, 4.) school-selected standards, and 5.) assessments. The maps include course goals and objectives, resources, as well as time allotted for each unit. The maps are accessible to all faculty and inform instruction that clearly values the development of the whole child – spiritually, intellectually, physically, emotionally, and socially.
- 5.10** – Age-appropriate instructional and information resources which support teaching and learning are appropriate in number, culturally representative of the students, and include the Christian distinctives of the school.
- 7.5** – All aspects of the school and its instructional program reflect developmentally appropriate application of a biblical worldview and Christlike character and values.



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Continuous School Improvement Plan (CSIP) Activity Report

2020-2025

ESO Alignment: Life-long learning, Critical thinker, Effective communicator, Servant of Christ, Responsible citizen, Steward of quality life

Actions	Who is Responsible?	Resources Needed	Action Due Date	Evidence of Progress	Measures of Impact
Evaluate the possibility of hiring a part-time or full-time curriculum coordinator to provide cohesiveness to the curriculum revision process. C (Position is full-time and also supports professional development and 1st year teacher support and induction.)	Director	\$8,000	May 2021	Budget Documentation, Curriculum Maps, Scope and Sequence Documents	Teacher recruitment and retention percentages
Add the social/emotional curriculum currently being offered to Curriculum Trak. C	Student Services Coordinator, Secondary Principal	Curriculum Trak	August 2021	Curriculum Trak	Bullying incidents
Modify the document for systematic curriculum review cycle to include a 2-3-year period from the evaluation of standards and resources, to purchasing, to the updating of curricular documents. IP	Principals	NA	August 2022	Orientation schedule Curriculum Review Cycle	
Evaluate the current curricular offerings to determine where any gaps or overlaps might exist, especially in ELA where novels are often repeated. IP	Principals, Librarian, ELA teachers	Curriculum Trak	August 2022	Curriculum Trak, Orientation Schedule, PD Schedule	MAP scores, DRA scores, DIAL-4 scores
Collaborate on vertical and horizontal alignment of curriculum at the end of terms. NA	Principals	Curriculum Trak	May 2023	PD Schedule	
Add biblical integration and worldview assessments to the performance tasks in the curriculum guides. NA	Principals and Chaplain	Curriculum Trak	May 2023	Curriculum Trak, PD Workshops, PD Schedule	Spiritual Development Assessment Results
Develop a clear Pk-12 scope and sequence for all subject-areas, which allows for an age-appropriate, cohesive biblical worldview development. NA	Principals	Curriculum Trak	August 2023	Curriculum Trak, PD Workshops, PD Schedule	MAP scores
Provide ELL resources and strategies to all staff.	Elementary Principal	Curriculum Trak	August 2023	Orientation, PD Schedule	MAP scores, DRA scores, PSAT and SAT data
Adopt a new curriculum for PreK – 1 that better addresses ELL needs.	Curriculum Committee	Textbooks and Teacher Resources	May 2024	Curriculum Review Cycle Document	MAP scores, DRA scores, DIAL-4 scores
Communication Plan to Stakeholders: Orientation workshops, Curriculum Trak access prior to arrival, Staff meetings, Preparing for IAS Emails					



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Continuous School Improvement Plan (CSIP) Activity Report

2020-2025

Goal 3: Develop a comprehensive assessment of the spiritual development (non-academic ESO's) of the students, which is clearly aligned to the stated ESO's to provide an ongoing evaluation of the school's overall effectiveness. ACSI standards 1.3, 7.3, 7.8 – Standard Recommendation and Opportunity for Improvement (CSIP)

- 1.3** – The foundational documents are consistently applied as integrative, coordinating, and examining devices throughout all aspects of the programs, operations, and curriculum.
- 7.3** – Mentoring and discipleship experiences focus on the spiritual formation, character development, and the instilling of Christian values.
- 7.8** – Assessment if the spiritual development of students is intentionally included in the ongoing evaluation of the school's effectiveness in formally measuring its school-wide expected student outcomes.

ESO Alignment: Servant of Christ, Responsible citizen, Steward of quality life

Actions	Who is Responsible?	Resources Needed	Action Due Date	Evidence of Progress	Measures of Impact
Purchase and implement the We Choose Virtues character curriculum at the elementary level to compliment the ACSI resources and better address the newly adopted Bible standards. C	Elementary Principal	\$8,000	August 2020	Orientation schedule, Budget, Import documentation, Surveys, Curriculum Trak	Baseline data
Evaluate available assessment tools that can be used to provide quantitative measurements of spiritual growth and maturity, such as Terra Nova, Wheaton Press, Summit Ministries, LifeWay, Positive Action, We Choose Virtues etc. IP	Chaplain, Bible teachers, Principals, Spiritual Development Committee	\$4,000	August 2021	Budget, Committee meeting agenda and notes. Committee recommendations.	
Select the appropriate tools and measurements and create, implement, and communicate a comprehensive assessment of the spiritual development and non-academic ESO's of the students that can be added to the current forms of assessment and measurement. NA	Administration	NA	August 2022	PTA meetings, Staff meetings, Board agendas and minutes.	Baseline data
Utilize the baseline data, and subsequent trend data that is gathered from these assessment tools to make informed decisions about programs, operations, and curriculum. NA	Administration	NA	May 2023	Data tables and analysis, Student Assessment Profile, Annual Reporting, Board agendas and minutes	
Communication Plan to Stakeholders: PTA meetings, Staff meetings, Open House, Newsletters, Board meetings					



Inter-American School

Continuous School Improvement Plan (CSIP) Activity Report

2020-2025

Goal 4: Develop a set of “impact statements” for the board policy manual and create and implement a comprehensive tool to evaluate board effectiveness that is aligned to these desired outcomes. Create, adapt, or adopt a more appropriate and complete evaluation system for the head of school and document this evaluation in a more consistent manner. ACSI standards 2.1 and 2.3 – Standard Recommendation and Opportunity for Improvement (Strategic Planning)

- 2.1** – A governing body has been established, and its primary responsibilities include: developing policy, hiring the head of school, providing direction and strategic planning, ensuring financial stability, defining the role of the governing body, defining the role of the head of school, and conducting systematic board self-evaluation.
- 2.3** – The governing body supports the head of school’s prerogatives and responsibilities and it provides for an appropriate annual evaluation of the head of school.

ESO Alignment: Life-long learning, Critical thinker, Effective communicator, Servant of Christ, Responsible citizen, Steward of quality life

Actions	Who is Responsible?	Resources Needed	Action Due Date	Evidence of Progress	Measures of Impact
Systematically update Board Policy Manual. IP	Board President, Dr. David Wells, Director	\$3,000	March 2022	Board minutes, new Board Policy Manual	Clarity in roles and responsibilities
New Board members will participate in an orientation program. IP	Director	NA	Every Summer	Board agenda and minutes. Power point training	
Board will participate in systematic training and planning every spring. IP	Board President, Dr. David Wells, Director	\$3,000 a year	May 2021, 2022, 2023	Meeting agendas and minutes	
Create a set of impact statements to guide decision-making and evaluation tools. IP	Board President, Dr. David Wells, Director	\$3,000	March 2022	Impact statements	
Develop a comprehensive evaluation tool to measure board performance. IP	Board President, Dr. David Wells, Director	\$3,000	May 2022	Evaluation tool	Evaluation results and stakeholder surveys
Additional training should include conflict resolution, decision-making, supervision and evaluation , and fiscal responsibility. C and NA	Board President, Dr. David Wells, Director	\$3,000	May 2023	Training workshops	Stakeholder surveys
Evaluate different tools and instruments to improve the current evaluation of the director, such as Stronge, the Christian School Leadership Framework, and 360-degree type leadership evaluations. IP	Board President, Dr. David Wells, Director	\$800	March 2022	Board agenda and minutes	School Right Survey results
Adapt an existing tool or create and implement a new tool to comprehensively evaluate the school director based on the organizational values and the institutional impact statements.	Board President, Dr. David Wells, Director	\$3,000	March 2022	Evaluation tool	Stakeholder surveys and evaluation results, improved practice
Ensure annual performance evaluations for other executive leadership. IP	Director	\$450	March 2022	Stronge Renewal, Contracts, Personnel files	Stakeholder surveys and evaluation results, improved practice
Communication Plan to Stakeholders: Staff Orientation, PTA meetings, Staff Meetings					



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2020-2025

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Goal 5: Surveys – Evaluate and implement a system to administer surveys to all stakeholders in a more consistent manner to allow for greater stakeholder feedback and participation in the ongoing improvement efforts. ACSI standards 2.4, 3.8, 8.1 - Standard Recommendation and Opportunity for Improvement. (Strategic Planning)

- 2.4 – Constituents and stakeholders are provided appropriate input by leadership in the decision-making process, a practice that promotes a culture of participation, responsibility, transparency, and ownership.
- 3.6 – The school systematically seeks input/feedback from current and past students and other constituents in order to adjust its instructional and operational practices. Survey data is regularly gathered and analyzed for feedback regarding program satisfaction.
- 8.1 - The school improvement plan is developed by utilizing a variety of organizational, achievement, and survey data and input from all stakeholder groups.

ESO Alignment: Responsible citizen, effective communicator, Steward of quality life

Actions	Who is Responsible?	Resources Needed	Action Due Date	Evidence of Progress	Measures of Impact
Surveys will be administered to all stakeholder groups, including alumni. IP	Director	Advanc-Ed surveys, self-created surveys	Every March	Survey creation	Analysis of trends
Systematically invite representative stakeholder groups to participate in the monthly board meetings. IP	Director, Board President	NA	Monthly	Board Meeting agenda and minutes	Survey analysis
Discuss the criteria to be part of the Cultural Association, and eventually the Board. IP	Board President, Director, IAFEMCA	NA	March 2022	General Assembly meeting agenda and minutes	Stakeholder participation percentages
Meet with the corporate lawyer to make the modifications to the constitution. IP	Director, Business Office, IAFEMCA	\$3,000	August 2023		
Evaluate the possibility of creating a “moral owners” group to advise the Director and/or the Board. NA	Director, Board President		May 2022	Meeting agendas and minutes	Survey analysis of stakeholder satisfaction and participation
Communication Plan to Stakeholders: PTA meetings, Staff meetings					



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2020-2025

Goal 7: Update and secure all records through a process of digitalization. ACSI Standard 3.10 and 6.3 – Standard Recommendation and Opportunity for Improvement. (CSIP)

3.10 - Confidential records of students are complete, organized, current, accessible only to appropriate personnel, compliant with applicable legal requirements, and kept in a safe location.

6.3 - The school complies with applicable local, state, and federal laws regarding safety and health issues.

ESO Alignment: Responsible citizen, Steward of quality life

Actions	Who is Responsible?	Resources Needed	Action Due Date	Evidence of Progress	Measures of Impact
Update emergency information and medical records for all students and store them in RenWeb to ensure access for instructional staff. C	Secretary and Nurse	NA	August 2021	RenWeb	
Board Member volunteer to scan files. IP (1991-Present finished. Pending 1961-1990)	Board member and Secretary	NA	July 2022	Hard Drive progress	
Communication Plan to Stakeholders: Newsletter, Orientation, Staff meeting, PTA meeting					

Goal 8: Evaluate the possibility of having the school's program recognized by the Guatemalan Ministry of Education. ACSI standard 2.11 – Opportunity for Improvement. (Strategic Planning)

2.11 – The school ensures compliance with applicable local, state, and federal laws, and it is in good standing with all regulatory agencies.

ESO Alignment: Life-long learning, Critical thinker, Effective communicator, Responsible citizen

Actions	Who is Responsible?	Resources Needed	Action Due Date	Evidence of Progress	Measures of Impact
Implement systematic training for ethical and moral use of source materials (Google Assignments). C	Principals	NA	August 2021	Orientation Schedule, Principals Corner in Google Classroom	Plagiarism incidents
Create an on-line program through the RenWeb LMS for Google Classroom that would fulfill the requirements set forth by the Guatemalan Ministry of Education. NA	Student Services Coordinator	\$30,000	January 2025	RenWeb LMS or Google Classroom	
Communication Plan to Stakeholders: PTA meeting, Newsletter, Email, RenWeb, Orientation, Staff meetings					