



A Profile of the School Authority

ACCOUNTABILITY STATEMENT

The Education Plan for The International School of Macao commencing September 1, 2023 was prepared under the direction of the Board of Directors in accordance with the responsibilities under the Private Schools Regulation and the Education Grants Regulation. This plan was developed in the context of the provincial government's business and fiscal plans. The Board has used its performance results to develop the plan and is committed to implementing the strategies contained within the plan to improve student learning and results.

The Board approved the 2023/2024 Education Plan on May 26, 2023.

The International School of Macao

Howard Stribbell
Board Chairman



OUR HISTORY

The International School of Macao, a non-for-profit school, was established in 2002 to provide a Canadian curriculum and accreditation to local and expatriate students. English is the primary language of instruction. TIS opened with an initial total enrollment of 58 students on the campus of Macau University of Science and Technology.

By 2006, the school had grown to over 500 students and moved into the first phase of its new, purpose-built facility on the MUST campus. It also became accredited with the Ministry of Education in Alberta, Canada.

In 2008, TIS offered its first Grade 12 courses and by June 2009, 27 students had graduated. TIS graduates receive the Alberta High School Diploma which is recognized by universities and colleges around the world. It is also an IB World School offering the International Baccalaureate Diploma, since 2017.

TIS TODAY

Today, TIS Macao has an enrollment of 1,350 students representing 40 different countries. The North Wing opened in the Spring of 2017, hence allowing our overall capacity of up to 1,600 students and keeping pace with Macau's educational demands.



OUR FOUNDATION

MISSION

“In a safe, caring and welcoming environment, our mission is to develop socially responsible, life long learners able to problem solve, think critically, and make positive changes in our global community.”



TIS’s distinct academic and character blueprint is aimed at developing the whole student. The emphasis is developing the skills and attitudes required for positive contribution to our global society.

Our shared mission and core values guide the school culture of positive character and academic excellence to build a solid foundation for the future.

CORE VALUES

JUDGEMENT

The ability to justify choices.



MEANINGFUL LITERACY

Expanding knowledge through productive & arts skills



CRITICAL THINKING

Openly analysing & questioning new ideas



COLLABORATION

Working together for a common goal



SERVICE

Social responsibility towards the greater community





The TIS Advantage

TIS offers a holistic and student-focused approach to education where learning is valued, growth through diversity is encouraged, individual uniqueness respected and personal excellence is fostered by dedicated staff. Enriched programs, the latest technology and a supportive environment all contribute to the education of the whole student.

Our unique educational experience is founded upon three aspects:

International Curriculum
Approaches to Teaching and Learning
Experiences and Community

International Curriculum

TIS is authorised to offer the Alberta Education program of studies. TIS accreditation status is rated at the highest possible level, Tier 4, demonstrating our ongoing commitment to excellence. We are also authorised to offer the International Baccalaureate [IB] Diploma Programme [DP] to give them that extra academic edge.

Approaches to Teaching and Learning

We work toward developing students who are self-regulated in their learning and are able to identify their strengths and weaknesses as learners. Our student well-being programs also allow students to learn about taking care of themselves and respecting the rights of others.

Experiences and Community

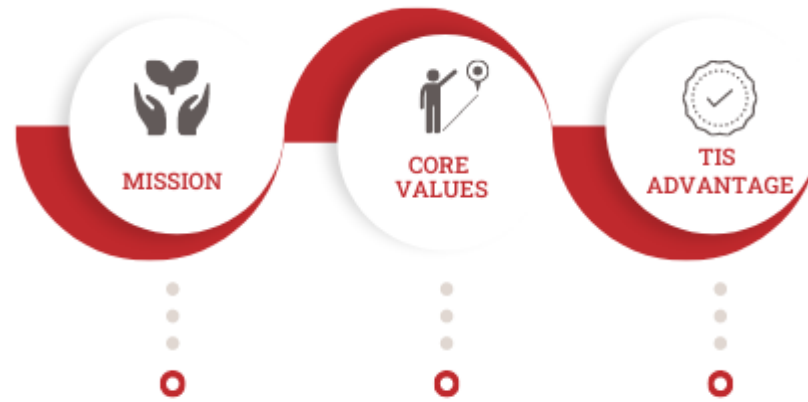
The third aspect of our educational program is primarily focused on educational experiences beyond the classroom. Our Activist in Residence, Artist in Residence, Experience Week, Duke of Edinburgh, IB CAS, ECA, Leadership and Performance, and Athletics programs connect students with real-world issues and build their awareness of their responsibilities to our global society.





STRATEGIC PILLARS - THE MAIN PRIORITIES

TIS's strategic pillars create a framework for our team to deliver school growth over the 2022 to 2023 school year and beyond.



STRATEGIC PILLARS

Our strategic pillars are drawn from our mission, values and school blueprint that guide TIS and prepare our students to graduate and succeed on their chosen pathway.





TIS EDUCATIONAL GOALS AND ACTION PLANS

TIS Strategic Pillar 1. Drive Academic Excellence and Nurturing Environment

Alberta Education Assurance Domain - Student Growth and Achievement & Learning Supports

General Objectives

- Enforce rigorous and innovative curriculum combining Alberta curriculum and International Baccalaureate [IB] curriculum with local flavour
- Empower staff with professional development opportunities, technology and facility to carry out best practice teaching
- Drive academic excellence by promoting a culture of high expectations within the Alberta Education and IBDP framework.
- Reiterate the level of rigour of our program to remain competitive in the current market.

Specific Objectives

- Raise the level of academic expectations and achievement for students across all Grade levels
- Raise the level of awareness in students and families of the range of universities and admission requirements
- Ensure facility, technology & teaching materials are in place to deliver high quality academic programs to maintain international academic standards

2023/24

STRATEGY	YEAR PLAN SUCCESS INDICATORS
Implementation of New Alberta curriculum for K-6 students	<ul style="list-style-type: none"> ● PAT Grade 6 score comparison to Alberta provincial results (testing in June 2024) ● Increase in student achievement in SLA assessments
IB Primary Years Program [PYP] candidate school	Authorization to teach PYP during 2024/25 academic year
Council of International Schools [CIS] accreditation begins	Fully accredited by 2026
IB DP only course offerings in Grade 11 for: English A, English B, Chinese B, Global Politics, Psychology, Business, Economics, Biology, Chemistry, Physic, Sport Science, Environmental Science, Visual Art	All students will successfully complete year 1 IB courses at Standard Level at a minimum
Continue to focus on increasing parent involvement in their children's education	<ul style="list-style-type: none"> ● Increased communication and frequency of parent meetings regarding their child's educational progress, course choices and university choices ● Increased parent participation in meetings regarding how parents can better support the educational program of the school



<p>Continue to focus on the Approaches to Learning [ATL] focus to improve learning skills in Secondary School</p>	<ul style="list-style-type: none"> • Comparison of students self assessment & teacher assessment to view growth on a yearly basis • Improved class average scores in each subject • Improved results on assessments that require a wider range of ATL skills (research papers, oral presentations, lab reports, extended writing projects, etc.) • Improved PAT and Alberta diploma exam results
<p>Continue to add elements to the G 7-10 Mathematics program to align with pre-IB preparation</p>	<p>Improved Grade 9 PAT, Grade 12 Diploma and IB DP results in Mathematics</p>
<p>Continue to focus on English Language Acquisition support</p> <ul style="list-style-type: none"> • Maintain Levelled Literacy Intervention, Morning Reading, and ASET programs • Hire an EAL Coordinator • Hire specialist EAL teachers • Hire an EAL consultant to provide program analysis and in-service training to teachers 	<ul style="list-style-type: none"> • Improved reading and writing English literacy scores • Improved PAT 6, 9 and diploma English scores
<p>Continue to focus on developing: Reading, Mathematics, Science knowledge and skills, and applications to real life challenges</p>	<p>Maintain/improve PISA, CAT, PAT, Dip, IB results</p>
<p>Continue to focus on developing research skills</p> <ul style="list-style-type: none"> • Hire an Information Literacy and Library Specialist teacher 	<ul style="list-style-type: none"> • Improved research skills amongst staff and students • Improved completion rate and success rate in IB Extended Essay
<p>Continue to focus on improving the university application process</p> <ul style="list-style-type: none"> • Continue with the academic counselling plan for improved communication regarding course selection and university applications 	<ul style="list-style-type: none"> • Increase in student offers from universities ranked in the top 100 • Increase in applications to universities in different countries • Increase in full IB participation
<p>Increased utilisation of the STEAM lab centres and increased incorporation of STEAM projects into curriculum</p> <ul style="list-style-type: none"> • Full time STEAM support teachers in Elementary school (IDEA Lab) and Secondary school (INNOVATION Lab) • Continue to maintain and update equipment required for the STEAM programs • Integrate STEAM programming into the curriculum 	<ul style="list-style-type: none"> • STEAM programming documented within unit planning • Increase in the number of STEAM projects students complete at each grade level • Increase in participation in Robotics club • Increase in the number of field trips to STEAM related venues



STRATEGY	YEAR PLAN SUCCESS INDICATORS
Refinement of New Alberta curriculum implementation for K-6 students	<ul style="list-style-type: none"> • PAT Grade 6 score comparison to Alberta provincial results (testing in June 2024) • Increase in student achievement in SLA assessments
IB Primary Years Program [PYP] authorised school	Authorization to teach PYP during 2024/25 academic year
Council of International Schools [CIS] accreditation continues	Fully accredited by 2026
Reconfigure Elementary and Secondary school Grade levels <ul style="list-style-type: none"> • Grade 6 goes under the umbrella of Middle School • Consideration of IB Middle Years Programme candidacy 	Grade 6 programming is focused more heavily on pre-IB programming
IB DP only course offerings in Grade 11 and 12 for: English A, English B, Chinese B, Global Politics, Psychology, Business, Economics, Biology, Chemistry, Physic, Sport Science, Environmental Science, Visual Art	All students will successfully complete year first and second year IB courses at Standard Level as a minimum
Consideration of IB Career Programme [CP] candidacy	Application to IB for CP candidacy (if determined to be feasible)
Continue to focus on increasing parent involvement in their children's education	<ul style="list-style-type: none"> • Ongoing communication and frequency of parent meetings regarding their child's educational progress, course choices and university choices • Ongoing parent participation in meetings regarding how parents can better support the educational program of the school
Expand the Approaches to Learning [ATL] focus to incorporate more ATL skills in Secondary School	<ul style="list-style-type: none"> • Comparison of students self assessment & teacher assessment to view growth on a yearly basis • Improved class average scores in each subject • Improved results on assessments that require a wider range of ATL skills (research papers, oral presentations, lab reports, extended writing projects, etc.) • Improved PAT and Alberta diploma exam results
Solidify the curriculum sequence for the G 7-10 Mathematics program to align with pre-IB preparation	Improved Grade 9 PAT, Grade 12 Diploma and IB DP results in Mathematics
Continue to focus on English Language Acquisition support	<ul style="list-style-type: none"> • Improved reading and writing English literacy scores • Improved PAT 6, 9 and diploma English scores
Optimal utilisation of the STEAM lab centres and increased incorporation of STEAM projects into curriculum	<ul style="list-style-type: none"> • Incorporation of STEAM projects is a regular occurrence • Host an international Robotics competition



2025/26

STRATEGY	YEAR PLAN SUCCESS INDICATORS
IB Primary Years Program [PYP] authorised school	PYP standards and practices are fully implemented
Council of International Schools [CIS] accreditation continues	Fully accredited by September 2026
Consideration of IB Middle Years Programme candidacy	Candidacy approval by IB (if applied for)
Maintain and strengthen existing programming	Maintain high levels of academic achievement and university placements



TIS Strategic Pillar 2 - Develop Global Citizenship Mindset and Opportunities for Positive Action
Alberta Education Assurance Domain - Local and Societal Context

General Objectives

- Develop Global Citizenship by fostering an inclusive school wide culture that shows caring and compassion for our community & the Earth

Specific Objectives

- Create an inclusive environment for students to explore and to participate in activities outside of school
- Cultivate positive character traits and responsible citizenship
- Create a school culture that prioritises individual wellbeing
- Create opportunities to become more aware of global issues and opportunities for change

2023/24

STRATEGY	YEAR PLAN SUCCESS INDICATORS
Experiential Learning coordinator to rejuvenate interest in the Activist in Residence Program by addressing endangered species and team with Africa Untouched	<ul style="list-style-type: none"> • Increased number of student volunteers for non-profit organisations in Macau and beyond. • Increased number of opportunities for student engagement with non-profit organisations in Macau and beyond.
Experiential Learning coordinator to collaborate with external companies to educate students and provide excursion experiences to further student engagement	International travel experience week trips resume, with a focus of Creativity, Action and Service [CAS] for each excursion
Athletic Director to rebuild the international athletics competition program	Participation in international athletics events resumes Hosting of international school competitions
MUN teacher leaders to enhance the Model United Nations [MUN] program	Participation in international MUN events resumes
UNSDG committee to continue to leverage upon the UN Sustainable Development Goals to raise student awareness and engagement with world issues and opportunities for positive world change	Student-led Sustainable Goals projects and initiatives are integrated into curriculum
Teaching staff to promote behaviour character development programs for all students via the IB Learner Profile	<ul style="list-style-type: none"> • Reduced frequency of misbehaviour incidents in the school • Reduced frequency of academic misconduct cases
TAP leaders to continue to deliver the Positive Education curriculum	Improved scores of students' self-assessment of wellbeing status



into the Secondary School TAP program to provide students with wellbeing strategies	
Assign a social-emotional counsellor to each Grade 7 student	Planned ‘check-ins” with each G7 student and their counselling will take place over the course of the year.
Utilise the CAS framework to create opportunities in more parts of the school with emphasis on growth and reflection	Higher frequency of CAS-type activities are undertaken in pre-IB diploma years
Develop partnerships with local university and community groups to address sustainability and leadership	<ul style="list-style-type: none"> • Sustained learning experiences led by business/community/university staff with our students. • Undertake fundraising efforts with community partners to address areas of social need

2024/25

STRATEGY	YEAR PLAN SUCCESS INDICATORS
Maintain and strengthen existing programming	Maintain high levels of engagement in personal development and service to the community
Continue to develop and maintain partnerships with local university and community groups to address sustainability and leadership	Increased number of partnerships with outside parties

2025/26

STRATEGY	YEAR PLAN SUCCESS INDICATORS
Maintain and strengthen existing programming and partnerships	Maintain high levels of engagement in personal development and service to the community



TIS Strategic Pillar 3 - Ensure Quality Teaching and Professional Growth
Alberta Education Assurance Domain - Teaching and Leading

General Objectives

- Attract highly skilled new teachers to the school and retain highly skilled teachers
- Provide leadership mentorship and growth opportunities to School leaders
- Provide ongoing professional development opportunities for staff to increase their professional capacities

Specific Objectives

- Provide competitive salaries and a desirable work-culture environment to attract and retain highly skilled teachers
- Provide mentorship opportunities for new teachers / leaders or teachers / leaders assuming a new role
- Support IB PYP candidacy by providing all PYP teachers the opportunity to acquire PYP training
- Support IB DP implementation by providing all DP teachers the opportunity to acquire relevant DP training
- Provide effective professional development workshops that cater to both specific and general improvements in pedagogy

2023/24

STRATEGY	YEAR PLAN SUCCESS INDICATORS
Monitor market rates for international teachers in the region and increase compensation packages if unable to attract / maintain top quality teachers and staff	<ul style="list-style-type: none"> ● Hiring new staff will go smoothly ● Fewer staff leaving for other opportunities
Provide systematic mentorship opportunities for new teachers and leaders	New teachers / leaders are successful in their first year of the new position
Provide mentorship and PD opportunities for middle management leaders	New leaders acquire managerial skill development, with some ready to move on to a position of greater responsibility
Hire a full time PYP Coordinator to assist with teacher development and PYP authorisation	PYP authorization will assess this facet
Form a PD committee to organise the two PD days scheduled for the year	<ul style="list-style-type: none"> ● PD feedback from participants will be positive ● Implementation of new ideas gained via the PD will be observed
Hire a Kindergarten Curriculum & Administrative support teacher to assist with planning, teacher mentorship, cover for team leaders,	Administrative experience for the successful applicant More thorough documentation of Kindergarten curriculum



parent presentations, general program support and development.	More parent engagement sessions regarding home support for the Kindergarten program Higher acceptance rate for PK offers
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2024/25

STRATEGY	YEAR PLAN SUCCESS INDICATORS
Continue to monitor market conditions for staffing	<ul style="list-style-type: none"> • Hiring new staff will go smoothly • Fewer staff leaving for other opportunities
Continue to provide mentorship and leadership development support	Staff will increase in teaching and leading capacity
Provide focused PD opportunities via PD Day and other conferences	More staff will access the full amount of their PD allowance

2025/26

STRATEGY	YEAR PLAN SUCCESS INDICATORS
Continue to monitor market conditions for staffing	<ul style="list-style-type: none"> • Hiring new staff will go smoothly • Fewer staff leaving for other opportunities
Continue to provide mentorship and leadership development support	Staff will increase in teaching and leading capacity
Provide focused PD opportunities via PD Day and other conferences	More staff will access the full amount of their PD allowance



TIS Strategic Pillar 4 - Foster Community Engagement and Meaningful Relationships
Alberta Education Assurance Domain - Local and Societal Contexts

General Objectives

- Form and maintain relationships with local and international businesses, community organisations, universities, government and alumni that provide mutually beneficial outcomes
- Renewed participation in international events and competitions

Specific Objectives

- Collaborate with local businesses and community groups to host fundraising for charity events
- Develop and maintain working relationships with local charities and support groups
- Develop curricular links and working relationships with universities both locally and abroad to provide more learning opportunities for our students
- Develop working relationships with other schools and universities both locally and abroad to provide opportunities for student exchanges that address sustainability, especially in the area of STEAM
- Develop working relationships with universities both locally and abroad to provide opportunities for teacher professional development
- Resume participation in international athletics and other competitions and events
- Resume international travel experiences for Experience Week

2023/24

STRATEGY	YEAR PLAN SUCCESS INDICATORS
Head of School, Chief Operations Officer attend Chamber of Commerce events to develop connections with local business and potential charities	Interchamber awareness of TIS projects and hosting of joint events on campus
Head of School, Chief Operations Officer visit local businesses to form partnerships and discuss fundraising for local charities	Joint projects undertaken to provide supports to families and charities in Macau
School Leadership to connect with reps from local universities (MUST, UMac, USJ) to develop opportunities for students to engage with university professors and students related to STEAM and sustainability	Student field trips and exchanges with universities are undertaken
School Leadership to work with ACAMIS, 21st Century Learning to foster professional development networks	More staff attending ACAMIS and 21st Century Learning conferences in the region



School Leadership to work with All A's company to promote AI opportunities for student support	Deepened understanding of the support that All A's can provide to our students, and promotion of this new AI-based educational support technology
School Leadership to connect with reps from local universities (UMac, USJ) to develop opportunities for faculty to engage with TIS teachers to discuss current trends in educational practices	More staff participating in forums and dialogue with other educational institutions in Macau
CAS coordinator organizes international Experience Week opportunities	Resumption of overseas trips during experience week for Grade 5-12 students
Athletic Director and ECA officer to arrange opportunities for overseas competitions and student conferences/events	<ul style="list-style-type: none"> Resumption of overseas athletic competitions Resumption of participation in overseas conferences/events (eg. MUN conference, SDG conference, etc.)
DP Coordinator and Academic Counsellors to continue to develop the Alumni network	<p>Increase in number of alumni stories posted to TIS website</p> <p>Increase in number of alumni meeting events internationally</p> <p>Increase in number of alumni attending the annual reunion celebration</p>

2024/25

STRATEGY	YEAR PLAN SUCCESS INDICATORS
School Leadership to work with ACAMIS or 21st Century Learning to host a regional conference	A regional ACAMIS or 21st Century Learning conference is held at TIS
School Leadership to work with local universities and DSEDJ to host a local educational conference	A national conference on education is held at TIS
Continuation of overseas Experience Week, Athletic competitions and other international conferences	Increased student participation in international competitions and events

2025/26

STRATEGY	YEAR PLAN SUCCESS INDICATORS
Continue to develop partnerships with local business, charities, universities and government	Joint-projects with various sectors of the community and within the Greater Bay region and mainland China



TIS Strategic Pillar 5 - Achieve Financial and Operational Sustainability and Growth
Alberta Education Assurance Domain - Governance

General Objectives

- Achieve a balanced operational budget that allows the School to maintain and improve its programming, facilities and future development

Specific Objectives

- Ensure that staff compensation remains competitive with other schools in the region in order to attract high-quality staff
- Ensure that campus facilities are maintained and improved, with evergreening of obsolete equipment and technology in place
- Develop a reserve fund so the future expansion of facilities can be feasibly undertaken in the future

2023/24

STRATEGY	YEAR PLAN SUCCESS INDICATORS
School fee increase of 6%	<ul style="list-style-type: none"> • Increased number of international teaching staff hired • Balanced school budget
Head of School, Chief Operations Officer visit local businesses to form partnerships and discuss donations for school projects	Donations from local business to directly support projects at the school
Administration to review annual upgrading of facility expenditures	Facility maintenance and evergreening is within school budget
Review trends in Admissions and adjust strategies to improve offer/acceptance conversion rates <ul style="list-style-type: none"> • Continue the parent-liason specialist role • Increased communication with applicants and prospective families • Increase school tour offerings • Consider alternative methods of communicating our school offerings and approach across all divisions • Consider alternative methods of promoting understanding of our Kindergarten program 	<ul style="list-style-type: none"> • Increased number students enrolled • Higher acceptance rate when offers are made to applicants

2024/25



STRATEGY	YEAR PLAN SUCCESS INDICATORS
School fee increase of 5-9%	<ul style="list-style-type: none"> • Increased number of international teaching staff hired • Balanced school budget • Reserve fund contributions are made
Head of School, Chief Operations Officer visit local businesses to form partnerships and discuss donations for school projects	Donations from local business to directly support projects at the school
Administration to review annual upgrading of facility expenditures	Facility maintenance and evergreening is within school budget
Continue to monitor offer/acceptance conversion rates	Improved conversion rates of offers/acceptances
Consideration of facility expansion	Feasibility studies regarding facility expansion undertaken

2025/26

STRATEGY	YEAR PLAN SUCCESS INDICATORS
School fee increase of 5-9%	<ul style="list-style-type: none"> • Balanced school budget • Increased reserve fund contributions are made
Head of School, Chief Operations Officer visit local businesses to form partnerships and discuss donations for school projects	Increased donations from local business to directly support projects at the school
Administration to review annual upgrading of facility expenditures	Facility maintenance and evergreening is within school budget
Planning for facility expansion	Plans are developed for future development/expansion of facilities