

Meet EAC

The Escola Americana de Campinas (EAC) is a non-profit, coeducational day school registered in Brazil that currently serves 751 students aged 2-19. Founded in 1956 by a small group of parents associated with the company 3M, EAC has evolved into a quality American international school. Currently, a seven member Board of Trustees governs EAC with each trustee representing one of the following sponsoring multi-national companies- Goodyear, 3M, Westrock, Procter & Gamble, Caterpillar, International Paper, and Hyundai.

Accredited by the Council of International Schools (London, UK) and the New England Association of Schools and Colleges (Boston, USA), EAC is an international school that is authorized to administer the Montessori Program in Pre-School, an American standards-based program and a Brazilian Program in Grades 1-12, and the International Baccalaureate Diploma Program in Grades 11-12. EAC students have an opportunity to earn an American High School Diploma, a Brazilian Ensino Médio Diploma, and an International Baccalaureate Diploma.

The Escola Americana de Campinas embodies inclusion. We recognize that all learners benefit from a safe and supportive environment and understanding and supporting each child's academic, social and personal growth is imperative to their success. EAC is committed to accept, support, include, and celebrate diversity in our community.

EAC serves many long-term families who live in the area of Campinas, Brazil along with some families who complete short-term assignments with multi-national companies. Almost 70% of EAC students are Brazilian, and the remaining 30% of the student body represent 20 different countries. While student admissions is open and inclusive, EAC has a history of producing high performing graduates who attend highly competitive universities in the United States, Canada, Brazil, and Europe. Nearly all graduates attend competitive colleges and universities around the world.

Our Mission

- G** GLOBALLY MINDED
- I** INNOVATIVE THINKERS AND LEARNERS
- A** ACCOUNTABLE RISK-TAKERS
- N** NURTURES PASSIONS
- T** THOUGHTFUL AND REFLECTIVE
- S** STRIVES FOR SUCCESS



Giant Cycle



(Re)search

I have a challenge... How do I approach it?
Define and understand the problem;
Search for ways to solve the problem;
What does success look like?



(Re)think

I have many ideas... How do I organize them? What can I create?
Brainstorm / research possibilities;
Organize your ideas;
Compare pros and cons;
Make a plan.



(Re)make

I see opportunity...How do I build it?
Gather resources;
Put your plan into action;
Create.



Reflect

I tried something... What can I do to make it better?
Test to see if it works;
What can you learn from this or do better next time?
What new challenges have you discovered?

From the Head of School

Dear EAC Community,

On behalf of the EAC Board of Trustees and the school administration, I am pleased to present an adaptable strategic plan known as EAC 2021. This plan is designed to advance our mission and serve as a roadmap of EAC's future for the next 4-5 years.

Over the past year, representatives from all stakeholder groups, including students, parents, faculty/staff, and alumni, have provided input to the planning process through surveys, SWOT analyses, and focus groups. We have conducted an informal external environmental scan in an effort to better understand the school's position in the local, regional, and international market place. Most importantly, we have explored what it means to be an innovative school designed to prepare students to contribute to 21st century communities and workplaces. All of these inputs have informed the strategic direction of EAC.

EAC 2021 is grounded in a well-defined vision and mission that is shared and commonly understood. Our mission is a reflection of our collective commitment to help our students develop into GIANTS. By design, this plan builds upon EAC's key strengths, some of which includes strong academic program, a deeply committed faculty/staff, and the pride that students, parents, alumni, and faculty/staff have in the school. This plan also acknowledges the challenge of preparing students for a more competitive global marketplace and for a future that is not fully known or understood. Given this reality, the plan calls for some changes in how we approach teaching and learning, curriculum and program design, use of time and space, and the acquisition and use of financial resources to support student learning.

Our work on this plan has been inevitably influenced by the economic climate of the past two years as well as our acknowledgment that the world around us is changing. We recognize the need to consider the School's role and position in an increasingly global and economically diverse world, and some of our new strategic objectives reflect this changing role. We envision EAC reaching out and partnering with local corporates, social service providers, and alumni in an effort to advance the EAC mission.

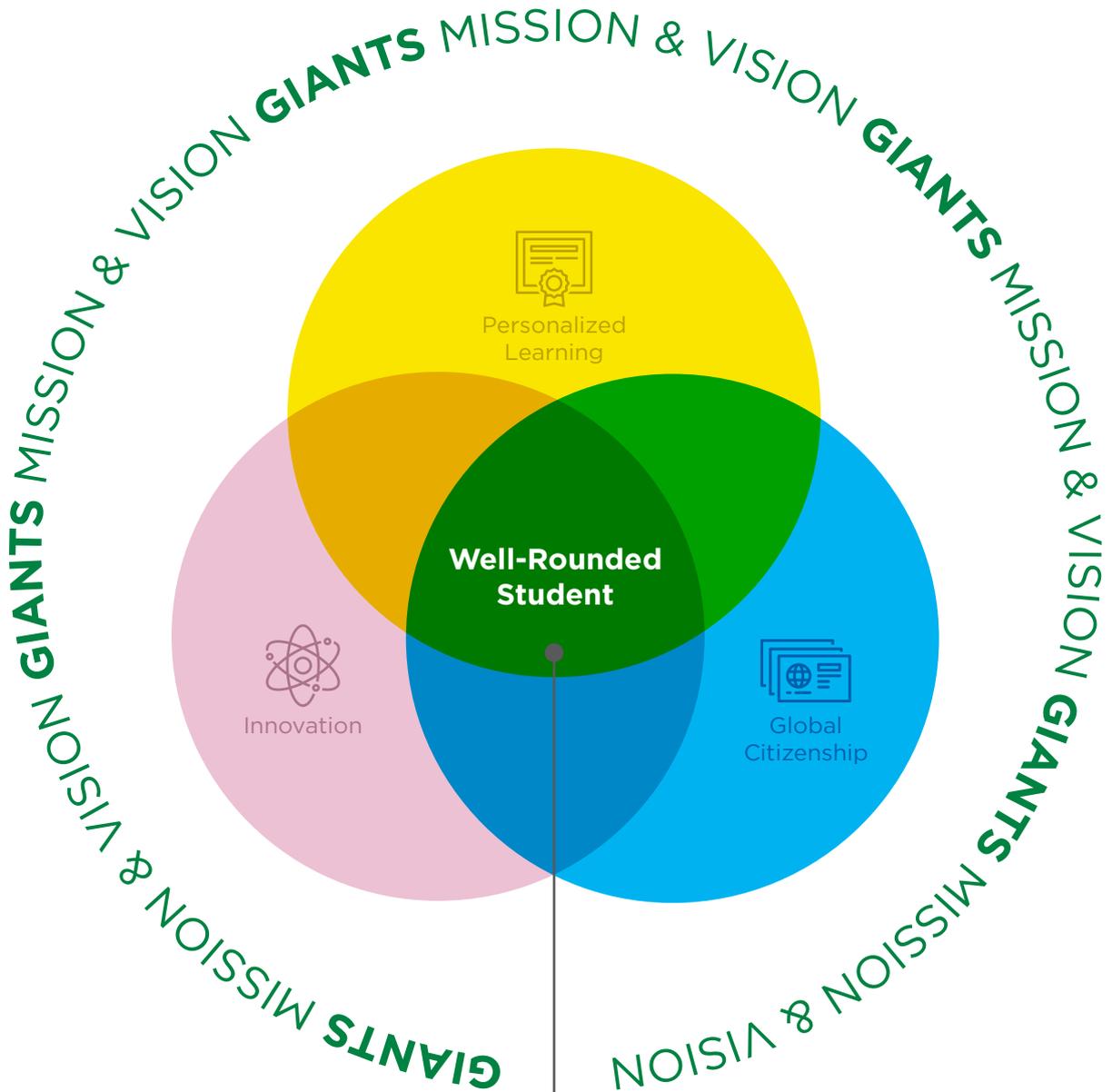
Our 7 strategic goals and 27 strategic objectives represent our most important priority—to ensure that we best meet the educational needs of our students and successfully fulfill the School's mission. Over the next 4-5 years, we will develop action plans for each of the strategic objectives and allocate the resources necessary to execute these plans in order to achieve each of these objectives.

Through this plan, we demonstrate a commitment to continuous improvement and to building upon EAC's 60-year legacy as an emerging international school located in the thriving university town and technological hub of Campinas, Brazil.

Go GIANTS!

Sincerely yours,

Thomas J. Pado
Head of School



-  **Developing Talent**
-  **Inclusion & Learning**
-  **Inspiring Innovation**
-  **Promoting Character & Wellness**
-  **Mutually Beneficial Partnerships**
-  **Creating Learning Spaces**
-  **Governance & Financial Sustainability**

Goal 1: Developing Talent

Develop the talents and the GIANTS within our learners—both students and faculty/staff—in order to shape a positive global future.

1.1 Personalized Learning

Engage and motivate students by providing learning paths based on student interests and goals, student choice, and project-based, authentic learning experiences.

1.2 Growth and Appraisal

Design and implement a standards-based growth and appraisal model for faculty/ staff that will support accountability and continuous improvement of performance.

1.3 Professional Development

Implement a professional development model that is aligned with strategic priorities and a standards-based growth and appraisal process.

1.4 Recruiting and Retention

Upgrade faculty/staff recruitment and induction processes to ensure an understanding of professional expectations and the norms and values of the EAC community.

Goal 2: Inclusion and Learning

Upgrade and align learning systems to support a philosophy of inclusion and to advance EAC's holistic Mission.

2.1 Curriculum Review

Implement a well defined review process to support student engagement in a rigorous and relevant K2-Gr.12 21st century curriculum aligned with the EAC mission.

2.2 Instructional Strategies

Align high impact teaching tools and strategies throughout the school (Montessori Program, American Program, Brazilian Program, International Baccalaureate Program) in order to meet the academic and social/emotional needs of a diverse group of learners.

2.3 Assessment For Learn

Review and align philosophy, principles, and practices to ensure that assessment is being used to accurately describe student learning and to inform curriculum and instruction.

2.4 Student Support and Success

Develop capacity within the Student Support and Success Program (Learning Support, English Language Learning, Counseling) to ensure that diverse student needs are met through a well-coordinated system of interventions and support.

2.5 Extra Curricular Program

Augment EAC's extra-curricular offerings to ensure variety and opportunities for students to pursue their interests and passions.

Goal 3: Inspiring Innovation

Engage students in authentic learning experiences to ensure that they develop the skills and aptitude to innovate and to solve problems for themselves, their communities, and the world.

3.1 Design Thinking

Integrate a Design Thinking Cycle into school curriculum and operations to support innovation, problem-solving, and entrepreneurial skills for students and faculty/staff.

3.2 Coding and Fabrication

Provide students with quality and developmentally appropriate learning experiences in design, coding, robotics, fabrication, and multi-media production.

3.3 Technology Integration

Integrate technology into the curriculum to extend student learning while ensuring access to mobile computing devices, digital analytics, and blended learning opportunities.

3.4 Service Learning

Engage all EAC students in an articulated, guided and developmentally appropriate service-learning program that inspires social responsibility.

Goal 4: Promoting Character and Wellness

Empower students to develop habits of good health and strong character in order to achieve their academic and personal potential.

4.1 Health and Fitness

Build capacity within physical education and social and emotional learning programs to foster life-long health and fitness habits.

4.2 Global Citizenship & Character

Develop student habits and attitudes through social and emotional learning that reflect the principles of cultural inclusiveness, civic responsibility, and ethical and respectful behavior.

4.3 Child Protection

Ensure rights of students are safeguarded through stakeholder education and by maintaining clear administrative protocols and procedures.



Goal 5: Developing Mutually Beneficial Partnerships

Cultivate and nurture mutually beneficial partnerships with stakeholders in order to advance the EAC Mission.

5.1 Parent Engagement

Provide parents with opportunities to be engaged and contribute to a positive school culture focused on the needs of students.

5.2 Alumni Relations

Cultivate relationships by networking with alumni in order to advance EAC's mission.

5.3 Marketing and Communications

Build stakeholder and community awareness of the EAC's brand, mission, and strategic direction.

5.4 Development

Generate alternative sources of revenue streams beyond tuition to provide support for new curricular initiatives, a scholarship program, and campus development.

5.5 Higher Education

Develop and implement strategies to enhance relationships with institutions of higher education to ensure students have opportunities to attend colleges/universities that are aligned with their needs, interests, and academic/personal potential.

Goal 6: Creating Learning Spaces

Create and maintain flexible, safe, inspiring, and environmentally friendly learning spaces and campus infrastructure to support 21st century teaching and learning.

6.1 Facilities Master Plan

Review the Facility Master Plan (FMP) to ensure optimal flexibility of learning and work spaces that is aligned with the EAC Mission, strategic plan, and a feasible long-term financial plan.

6.2 Environmental Stewardship

Implement an environmental stewardship policy and supporting programs and procedures, which will enable the EAC community to take responsibility for the school environment.

6.3 Health and Safety

Create a system that verifies the effectiveness of health, safety and security policies, guidelines, and procedures in order to provide a safe campus environment.

Goal 7: Governance and Financial Sustainability

Practice fiduciary, strategic, and generative governance and safeguard the financial health of the school in order to advance EAC's mission.

7.1 Governance

Refine board structure and school policy to guide how the Board functions and how the school operates.

7.2 Fiscal Responsibility

Clarify a budgeting process based on feasible assumptions that reflects market conditions and maximizes the educational impact of expenditures.

7.3 Compensation Model

Create a sustainable and fair compensation & benefits model for faculty/staff that has a positive impact on job performance and school culture.



#eacgiants

EAC Key Performance Indicators - Measures of Success

The success of EAC 2021 depends on three measurable categories- Student Skill and Growth, Talent Development, and Financial Health and Performance. These categories provide the basis for routine progress monitoring and reporting. This data will also inform future projects and initiatives to support the continuous improvement of EAC

Many of these Key Performance Areas also serve as benchmarks to assess EAC's performance in relation to other local independent schools in Campinas and other like international schools in Brazil and in South America.

The School Administration will update the EAC Board of Trustees and Board Committees throughout the year. Many of these indicators will also be published in EAC's Annual Report, which is distributed to the broader community.

While recognizing that some areas are more amenable to quantitative measurement than others, the school administration will seek wherever possible to find meaningful data and input that will inform strategic and operational decision-making and will avoid developing KPI's that are not meaningful and difficult to track.

Student Skill and Growth

Measure of Academic Progress (MAP) Results

- Grades 1-9
- Reading, Mathematics, and Language Usage
- RIT Scores and Growth Results

Cesgranrio Diagnostic Results

- Critical Reading and Writing
- Gr. 5, 7, 9, 11

College/Career Ready

- International Baccalaureate Diploma Results
- College/University Placement Results
- SAT, ACT, ENEM Results
- Post Graduation Success (develop and administer an alumni survey)

Extra Curricular Program

- Offerings
- Student Participation Rates

Extended Learning Opportunities (learning outside of school)

Innovation Opportunities

Talent Development

- Recruiting Profile
- Retention Data
- Employee Qualification
- Employee Satisfaction
- Teacher and Leader Growth and Appraisal Process (including trends related to student/parent feedback)
- Key Professional Development Initiatives and Activities
- Other relevant data identified by the Board of Trustees and/or School Administration

Financial Health and Performance

- Student Enrollment
- Monthly Cash Flow
- Budget Forecast
- Alternative Sources of Revenue
- Benchmarked data (tuition, staffing levels, employee salary/benefits, etc.)
- Budget allocation
- Long Term Financial Plan
- Master Facilities Plan
- Other relevant data identified by the Board Finance Committee and/or School Administration

Continuous Improvement

The school leadership will develop an Annual Improvement Plan aligned with the Strategic Plan at the beginning of each academic year. The Annual Improvement Plan consists of a series of action plans for strategic objectives identified to be achieved during that particular year. The Board of Trustees will provide input and approve the Annual Improvement Plan. Input to the process of developing an Annual Improvement Plan is gained from stakeholders including students, staff, parents and the wider school community.

Among the numerous types of data informing the Annual Improvement Plan are:

- Student learning data
- CIS/NEASC accreditation self-studies and reports
- IB evaluation self-studies and reports
- Annual stakeholder surveys
- Brazilian Educational Law

During the course of the year, the school leadership will align budget priorities with the Annual Improvement Plan and will allocate time and resources to fulfill the commitments in the plan.