



Vision 2025 Strategic Plan

[DRAFT-v5]

[Gathering stakeholder feedback before
Board approval in March 2021]

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Mission

Innovative Education of the Whole Child through German Immersion



Vision

Andere hören, andere sehen, weltoffen denken und handeln.

Educating multilingual world citizens who **listen to others, see others, and think and act with an open mind.**



Values

Curiosity, Kindness, Challenge & Support,
Intercultural Engagement, and Community



Looking Back

Previous 15 years: 2005-2020

The Twin Cities German Immersion school is a public non-profit charter school, the largest German-immersion school in North America, a thriving community of approximately 580 K-8 students and 90 educators, administrators, and staff, with a budget of approximately \$7.2 million.

TCGIS was founded in 2005 by two parents and educators, Marcy Zachmeier-Ruh and Mary-Fred Bausman-Watkins, who wanted to educate bi-lingual students for an international future. There were about 40 total students in the inaugural K-1 classes in 2005. The 2006-2007 school year saw the inaugural 2nd grade, as well as the creation of the Intern Program, in which university students from German-speaking countries who are majoring in education worked as classroom assistants and enjoyed an exchange-family experience in the Twin Cities for a semester of year. In 2008, the school relocated to a larger facility to accommodate the 125 K-3 students enrolled.

By 2013, TCGIS had grown to include students in all grades K-8 and had moved to its permanent home on Como Avenue in St Paul. The inaugural 2013 8th grade class kicked off TCGIS' Capstone Exchange program in which students from partner schools in Germany visit and attend TCGIS in the fall, and TCGIS 8th graders visit and attend school in Germany in the spring. The Capstone Program is an integral part of the TCGIS experience for all 8th grade students. During the 2020-21 pandemic, TCGIS successfully reconfigured the program to a virtual paired exchange.

TCGIS embarked on a major construction project in 2019. The resulting state-of-the-art facility totals 80,000 square feet and can accommodate the approximately 650 students that TCGIS expects to enroll by 2025, when the school will be fully populated with 3 sections per grade, and 24 students per section.

TCGIS recruits staff internationally and domestically. Teacher recruitment, originally only within the US, was revamped by school administrators between 2017-2020. TCGIS developed processes to hire experienced teaching candidates from German-speaking countries on three-year visas. Typically, a third of all teachers are foreign educators at any one time. In 2013, the teachers unionized to enable collective bargaining for teacher contracts, and in 2018 the education assistants unionized as well.

Educators have unique career development opportunities at TCGIS via professional development conferences; chaperoning the Capstone program, serving on the Staff Council, and participating in Q-Comp, a Minnesota program to reward exceptional teaching. The Intern Program, originally run through Amity International, was brought completely in-house by 2018, and continues to be a strong part of the school's identity. Three former interns are now faculty members.

TCGIS is one of the few institutions that the German Federal Office of Administration's Central Agency for Schools Abroad (Zentralstelle für das Auslandsschulwesen, ZfA) has certified to self-administer the Deutsches Sprachdiplom B1 (DSD1) exam. TCGIS 8th graders have taken the DSD1 exam since 2013. The school's goal is that 95% of students pass this exam. 3rd and 5th graders are also taking the ZfA Internationale Vergleichsarbeit 1 and 2 tests.

TCGIS is a public school. There is no tuition or complex application process. TCGIS enrolls students using a lottery system (per MN statute), and draws students from the entire Twin Cities metro area. TCGIS has a Special Education department which uses a Multi-Tiered System of Support (MTSS) to meet all learners' educational needs. For TCGIS 8th grade graduates, the school has collaborated with Saint Paul Public School's Central High School to offer a continuous German immersion program through 12th grade. This partnership began in 2016 and has been reauthorized every 2 years since then.

Looking ahead: Vision 2025

Das Kind im Mittelpunkt (*Focus on the Child*)

At the center of the strategic plan is the child. Everything the school does has the well-being and education of the children in mind. Central to the mission is the priority of the “whole child”. At TCGIS, the whole child is nurtured through rigorous and joyful teaching & learning focused on academics, social emotional health and global citizenship, all through German immersion.

The Whole Child at TCGIS



Challenges

As a public charter school in Minnesota, TCGIS faces a number of inherent challenges – perhaps the largest of which is the fact that charters receive roughly two-thirds of the State funding that traditional public schools receive. While this “built-in” funding deficit is not unique to TCGIS, it does create an environment in which resources are severely constrained. In practice, this gap in funding means that it is difficult for charter schools to respond to the wide-ranging needs and expectations of their families and to recruit and retain high quality staff.

Over the past 15 years, TCGIS has experienced tremendous growth in its enrollment and related revenue (School funding is largely based on student headcount – so the more students the School enrolls the more revenue it receives). As TCGIS begins to approach its optimal maximum enrollment of 648 students, revenues from the State will begin to flatten. This, in turn, will put increasing pressure on the School to manage costs, even as employee salaries and benefits increase each year. The challenge is how to reliably increase revenue each year without increasing student count.

Relatedly, staff retention is a challenge at TCGIS, in part due to less than competitive salaries. Teachers with the greatest longevity are inspired by the school’s mission and value being part of the unique school community. Yet, in the spring of 2019, the school experienced higher than usual staff turnover, a possible indicator of underlying issues. Board members conducted staff exit interviews and heard feedback from additional staff, and parents, through letters to the board or open forum comments. This information was evaluated to identify themes and provide insight into areas of improvement for TCGIS. Themes included aspects of workplace culture, curriculum, and communication. Administration also received and processed staff feedback through the annual staff satisfaction survey. That summer, the board worked with administration to create and implement six strategic schoolwide goals to resolve those issues:

- Move the school from a stage of continuous growth to a stage of stability and strength.
- Cultivate a schoolwide community of colleagues and families that attracts and retains exceptional talent.
- Communicate the message of our school through multiple channels.
- Increase the diversity of students and staff over time.
- Finalize and maintain K-8 Pädagogisches Konzept to meet requirements for each grade that supports innovative education of the whole child

through German immersion.

- Support school fundraising efforts by including time, talent, and treasure of all community members.

These initiatives were rolled out to the community the fall of SY19-20, and new board committees were established to support the diversity, communication and school culture goals. The SY19-20 school year coincided with the active school construction project and the logistical challenges of having no gymnasium or cafeteria during the school year.

In the fall of 2019, TCGIS worked with Excelsior Bay Group to evaluate the feasibility of a capital campaign to supplement the bonded funds for the building project. The consultants conducted 36 confidential interviews with school families and supporters. As a result of their study, TCGIS leadership gained insight into the perspectives of families with various reasons for joining the TCGIS community. The consultants identified three main segment types within the School community:

- **German Culture** families – for whom authentic German language and experience are a high priority. This segment tends to be populated by families with a strong ethnic tie to Germany or other German-speaking countries.
- **Language Immersion** families – for whom bilingual education and a global perspective are important. These families often considered other language immersion schools before deciding to enroll their children at TCGIS.
- **High-performing Public School** families – These parents discovered TCGIS when seeking an alternative to their neighborhood public school. They were often drawn to TCGIS by the small class size, high test scores and close-knit community that TCGIS provides.

The challenge for TCGIS is to meet the needs and expectations of all stakeholders. Many families interviewed did not clearly fit into a single category, but often shared two or all three characteristics. It appears that the proportion of family segment types within the School is evolving over time, with Immersion and Public School families growing as a proportion of the School community.

Another challenge for TCGIS is to increase the diversity of our students and staff. We believe that all students should have access to TCGIS's innovative education of the whole child through German immersion and that students' experience and education are dramatically enhanced by multi-dimensional

diversity in the school community. Yet, our TCGIS community is not reflective of the diversity of the Twin Cities. We endeavor to change that, while being constrained to MN State statutes regarding charter school enrollment, which do not allow spots to be allocated to particular demographic groups. Within this constraint, we aim to increase the diversity in our applicant pool for the lottery. The board approved a TCGIS statement on diversity, equity and inclusion in the fall and this statement guides our strategic planning in this area. The DEI statement is appended to this plan for reference.

TCGIS leadership diverted significant time and energy to the planning and logistics of the COVID-19 school year 20-21. Nonetheless, the School board and administration maintained an effort to create this new strategic plan for TCGIS, Vision 2025, to address our challenges. In addition, the board updated each board committee charter this fall to focus the work. The committee charters are appended to this document.

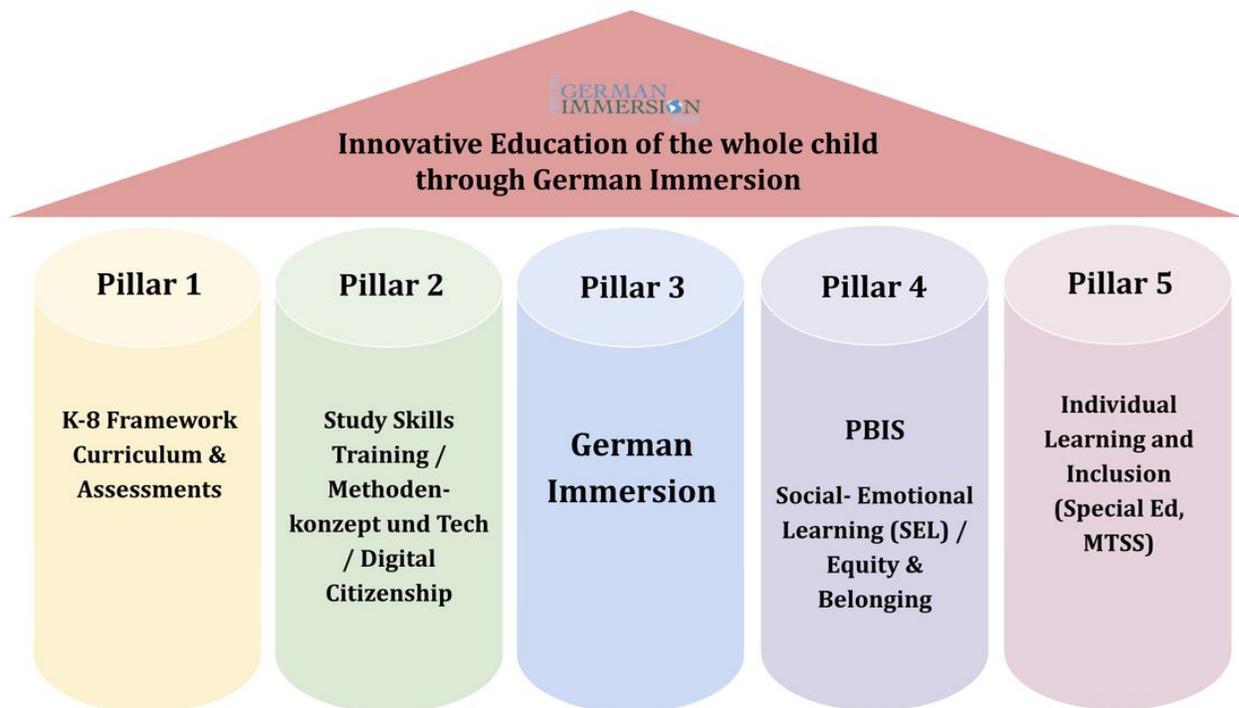
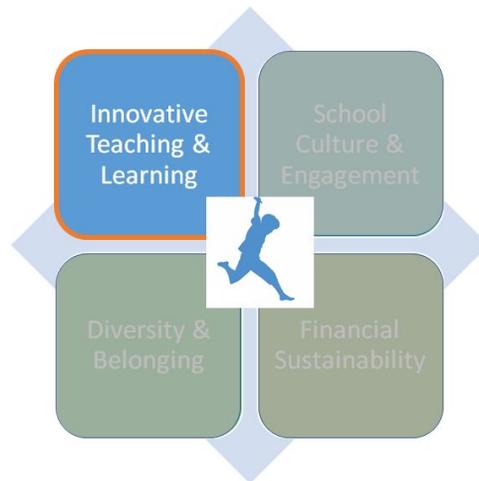
Strategic Focus Areas

TCGIS leadership has determined four strategic areas of focus as the school enters the next stage. The four strategic areas are: innovative teaching & learning, school culture & engagement, diversity & belonging, and financial sustainability.



The Vision for each Strategic Focus Area

Innovative Teaching & Learning



The TCGIS *Pädagogisches Konzept* is built upon a foundation of five distinct educational elements.

Pillar 1: K-8 Framework (Curriculum & Assessments)

In 2025, the K-8 framework will show a clear picture of what students are learning, when they learn it, and how they demonstrate they know it. European and US elements of teaching and learning are fused, taking the best practices from each educational system to get better results. Curriculum is augmented with methods, guidelines, and plans for all educators to teach the unique elements of US history and modern social justice issues. Likewise, all educators are provided curriculum to teach with the German lens of post-WWII/Holocaust Germany, engaged world citizenship, and prioritization of sustainability.

Pillar 2: Learning Skills/Methoden Konzept/Tech/Digital Citizenship/Critical Thinking

In 2025, planning, organization and study skills are interwoven and part of the curriculum starting in K and culminating in 8th grade to help students manage responsibilities, work independently and collaboratively, and fully prepare them for life beyond our walls as successful students, engaged citizens, and healthy human beings. Students will be given a clear set of expectations and goals for effective planning and organizational skills.

Pillar 3: German Immersion

In 2025, German is heard throughout the school, in hallways, meetings, and the classroom. The TCGIS campus sounds and feels like a piece of Germany in the Twin Cities. German immersion norms have been established and the community is committed to them. The walls “speak German”, from signs to student work to decor. German immersion will be incorporated into all school subjects and education delivery methods, like SPED. The intern program will continue to enrich the German immersion experience at TCGIS with native-speaking student teachers assisting in the classrooms and sharing new cultural experiences and perspectives with host families. Also, each fall, the Capstone visit from our partner schools in Nordrhein-Westfalen will impact immersion experiences K-8. Classroom visits will bring these young native speakers into contact with the whole students body, in addition to the intercultural immersion time spent with their host students and families.

Pillar 4: Social-Emotional Learning (PBIS)/ Equity & Belonging

In 2025, an inclusion thread runs throughout the curriculum and will include specific elements on antiracism, social justice, global citizenship, peace, and will reflect the cultural and racial diversity of the Twin Cities. Curriculum incorporates multiculturalism, diversity and inclusion not only in American history and culture, but also in modern European German speaking areas. Field trips introducing different cultures are planned into the curriculum for each grade. Field trips are expanded to educational overnight experiences, emulating the culture in German schools, *Klassenfahrt*, in grades 1 and up, to build independence and autonomy in children.

Pillar 5: Individualized learning & Inclusion (MTSS, SPED)

In 2025, ADSIS and SPED is ideally delivered in German for subjects taught in German, and English for support needed specifically in English. In open dialog and collaboration with students' parents and/or guardians, the program supports all types of learners to make them successful. Best SPED practices are always implemented at TCGIS. All students on IEPs and 504s are included in all overnight trips, especially the Capstone experience. The complete TCGIS experience is accessible to all.

School Culture & Engagement



In 2025, the TCGIS culture will be a joyful student-centered environment of belonging that attracts and retains families and staff. People of all backgrounds and those from other states or abroad, will feel integrated and engaged, and that TCGIS and Minnesota is their home. Families and staff will have many interactions through the school to help build friendships and a sense of belonging. Community and school connections will be fostered through events and gatherings held by the PTO and the School. Ample volunteer opportunities will be available for parents to engage and contribute to the school.

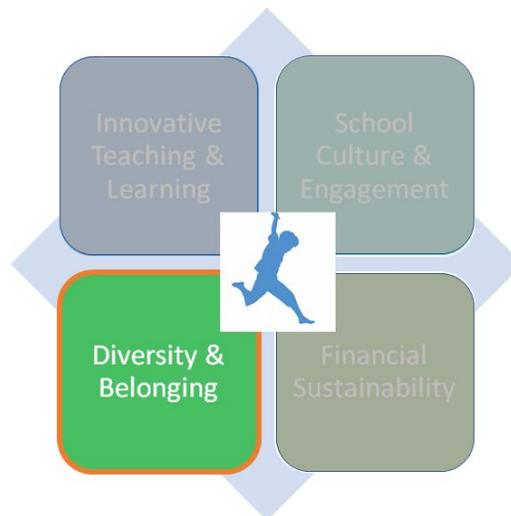
TCGIS school leadership will set the tone for school culture following several guiding principles as outlined by the Minnesota Department of Education: practicing service leadership, treating everyone with respect and dignity, doing the right thing especially when it is difficult, asking how actions reinforce or remove structural inequity, promoting the common good over narrow special interests, being accessible, transparent and accountable, and including voices from communities who will be most impacted by decisions.

In 2025, staff team-building outings will be held at least twice a year and considered TCGIS tradition. TCGIS will cultivate internal talent and create opportunities for development and advancement within the school. The support and appreciation of teachers and staff will be spearheaded by the school leadership with recognition of hard work and dedication and thanking them in creative ways. The rate of teacher and staff turnover will be reduced and predictable. Student attrition will be reduced and methods for new student onboarding will maintain 3 full class sections per grade. TCGIS alumni, alumni parents, previous interns and staff, will stay connected through a robust

alumni program, supported by the school.

In 2025, the TCGIS intern program will continue to be a key component of school culture and engagement. TCGIS teachers and staff enjoy new colleagues with fresh perspectives and energy. TCGIS teachers have the development opportunity to mentor student-teachers. TCGIS families have the opportunity to host student-teachers in their homes and integrate them into their family. Lifelong connections can be forged through this unique experience that TCGIS offers. By having this program, TCGIS contributes to learning and positive culture building across international borders. The interns take their cultural experiences from our school and apply them all over the German-speaking world. TCGIS will create the opportunity for additional families to connect and entertain the interns as host-friends/aunts/uncles to broaden the network between interns and TCGIS families. The new friendships will help build a stronger sense of community.

Diversity & Belonging



In 2025, the diversity of TCGIS students and staff will be closer to reflecting the racial and socioeconomic diversity of the Twin Cities. Diversity at TCGIS will also be expanded in other ways, such as neuro-diversity, learning needs, and family makeup. Diversity will be celebrated in our school for the vibrancy it creates.

In 2025, The importance of diversity at TCGIS will be woven into the TCGIS curriculum, reflected in the website and other communication, emphasized with art and the design of our building, in the book selection in the library, during staff recruitment, onboarding, and continuing staff professional

development. School staff will be trained to ask how their actions and decisions are either reinforcing or removing structural inequity. Policies and decisions take into account the diversity and different needs of families and staff.

The TCGIS statement on equity, diversity and belonging will be familiar to all staff and families, and strongly supported through the words and actions of all community members.

Financial Sustainability



In 2025, TCGIS will have a culture of advocacy to increase government funding for public charter schools and demonstrate servant leadership to champion equality in publicly funded schools. TCGIS finances will be supplemented by strategic initiatives to create sustainable revenue streams. This increased budget capacity will be used to increase teacher salaries to be commensurate with other Twin Cities public schools. It will also be used to fund professional development opportunities for teachers and staff, including travel abroad opportunities.

In 2025, business plans for financial sustainability initiatives will have been created and evaluated, and at least 3 new revenue streams established. Revenue streams to explore include: German immersion elementary summer camp program and summer language programs for middle and high school students, affiliated German immersion childcare program (infant-preK) with discount as benefit to TCGIS employees, sell TCGIS curriculum to other German immersion schools, fee-based German tutor program, expanded fee-based extracurricular activities, concession sales for events in the Sporthalle, consulting services to help others start a language immersion

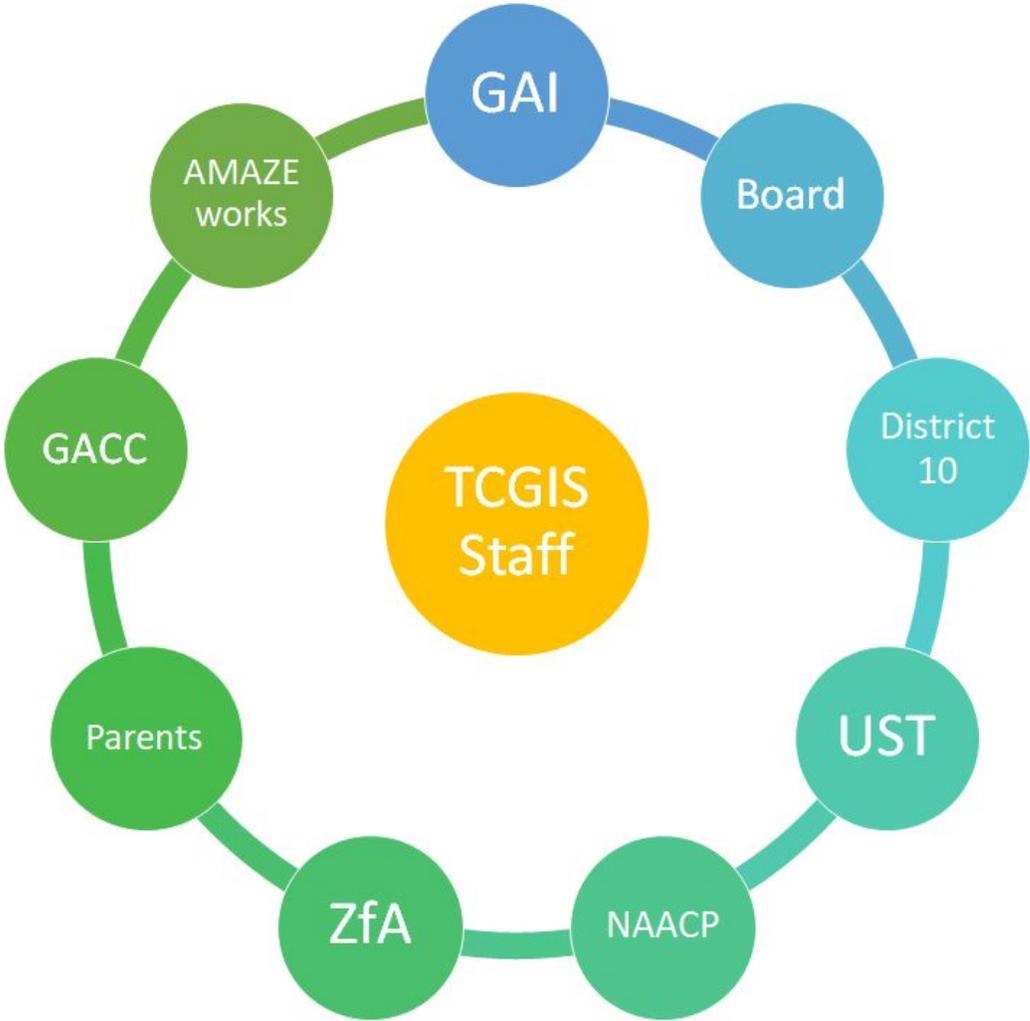
school, develop and sell texts and online materials for use at other schools, offer German screening services, professional development workshops for other educators, become official (Midwest) examination venue for German online universities and programs, establish an interest-earning endowment, invest a portion of fund balance in higher interest rate, short-term, low risk bonds.

In 2025, TCGIS fundraising will support initiatives in the following school year, instead of the current year. A culture of stewardship will promote giving and community building, creating a sense of belonging and investment into the success of the school's mission. The fundraising effort will be professionalized and spearheaded by a TCGIS staff member, and supported by the board. Fundraising will reliably support a capstone scholarship fund to support families unable to pay the full price, the intern program, and provide scholarships for alumni who choose to major in disciplines related to the vision of multilingual global citizenship in college. Fundraising will be supported by TCGIS families, alumni, community businesses and corporate partners.



Key Partners/Collaborators

Achieving Vision 2025 will be a community effort and positive collaboration is key. TCGIS staff may partner with external organizations such as the German American Institute (GAI), German American Chamber of Commerce (GACC), Amazeworks, German Central Agency for Schools Abroad (ZfA), District 10 Como Community Council, National Association for the Advancement of Colored People (NAACP), University of St. Thomas, and others to help reach our goals. The School Board will support the strategic plan through our leadership of board committees and TCGIS parents may volunteer time and talents on these committees.



Milestones

These milestones are written to provide a roadmap to achieving Vision 2025. The intent is for these to be higher level milestones, yet descriptive enough to be actionable. The expectation is for TCGIS administration to determine specific and measurable team deliverables to achieve these milestones. Understandably, issues may arise that affect the ability to meet certain milestones in a given year. These milestones should be reevaluated by the board annually, and modifications made as necessary to stay on track with Vision 2025.

SY 20-21 Milestones

Innovative Teaching & Learning (SY 20-21)

- Share grade level curriculum content on the website for parents and prospective parents
- Establish curriculum advisory committee and meet to begin the World's Best Work Force process
- Administration recommends budget for curriculum materials and curriculum development to the board in April/May
- Compare and align internal curriculum scope and sequence to current MN standards.
- Create and implement a Curriculum Review Process/Flow Chart
- Review teacher evaluation in view of MN standards instructions
- Investigate 5-8 study skills training like AVID or HOPS strategies for next year & explore the option of "Methodentage"
- Explore how to build a "bridge" to better connect & celebrate the transition from ES to MS (study skills, standards and language)
- Start designing a German Immersive school building ("speaking walls")
- Create a list of cultural celebrations ("Vielfalt feiern") and link them to specific MN standards
- Continue to collect & provide resources to parents surrounding immersion education and language proficiency; make them public (website, info nights)
- Review & align Social Emotional Learning (SEL) in ES & MS
- Explore options to expand & professionalize our DaF-program, implement first changes & create German screeners after each year so that DaF support can be more targeted
- Identify current enrichment opportunities & explore additional internal and external opportunities for different subjects and grade levels
- Maintain and improve systems for identifying students with intervention needs (SWST MS) & and improve communication about the purpose of MTSS
- Collaborate with Sped Director to review and adjust IEPs to ensure accommodations are appropriate and provided (DSD I; Capstone exchange, etc.)

School Culture & Engagement (SY 20-21)

- Establish ceremonial transition from elementary to middle school
- Organize and host two staff team building events
- Incorporate staff appreciation at staff meetings
- Alumni events:
 - Host DSD1 celebration for TCGIS class of 2020
 - Flipgrid virtual reunion
 - Host picnic, summer 2021
 - HS graduation celebration
- Alumni speaker at TCGIS graduation
- Create TCGIS LinkedIn account for alumni to network
- Organize community volunteer opportunities (Community garden and more)
- Create internal organizational health survey and administer in early spring 2021
- Evaluate and determine best SPED management model for TCGIS
- Document number of applications received for each grade

Diversity & Belonging (SY 20-21)

- Establish BIPOC parent affinity group
- Establish LGBTQ+ parent affinity group
- Increase visibility of Gay Straight Alliance student group at TCGIS
- Add diversity statement to all recruitment channels for teachers & families
- Review hiring process for European/All teachers to evaluate thoughts on racial equity and willingness to learn and teach about multicultural perspectives
- Gather feedback on Amazeworks recommendation to pair BIPOC children in classes to foster community. Alter procedure for class composition accordingly.
- Support the DEI implementation plan of the board's Diversity & Belonging committee.
- Determine current student retention rate for white students and BIPOC students.
- Document % BIPOC staff members and % BIPOC students to determine baseline for improvement.

Financial Sustainability (SY 20-21)

- Initiate MACS partnership for charter school funding advocacy campaign, and evaluate biennium timing for campaign

- Fully implement Little Green Light Fundraising Software capabilities
- Renew and develop connection with GACC to build connections for long-term financial support
- Raise 103,000 for the annual fund
- Determine revenue increase needed to pay teachers commensurate to 3 benchmarks: SPPS, MPS, and leading charter schools
- Create a plan for best use of PPP funds
- Evaluate expenses for cost savings opportunities within current budget

SY 21-22 Milestones

Innovative Teaching & Learning (SY 21-22)

- Establish German immersion norms and solicit commitment from the community
- TCGIS leadership recognizes educators for innovative methods
- Make adjustments to Teacher evaluation regarding the integration of MN/DaF Rahmenlehrplan standards instruction
- Continued: Compare and align internal curriculum scope and sequence to MN standards and to foreign language standards (ZfA DaF Rahmenlehrplan)
- Define standards-based grading system and determine potential phase-in schedule
- Start implementing study standards (5th grade?) and executive functioning list of skills
- Design 3 areas in our school as German immersive environments
- Implement the "bridge" to better connect 4th & 5th grade (ES & MS) in standards being taught, language and study skills
- Determine must-have cultural standards for our multicultural school & build a framework for what to teach when (cultural curriculum) in collaboration with school culture committee
- Fully implement revised SEL curriculum
- Continue to expand, professionalize, and implement the DaF-program; create German screeners after each year so that DaF support can be more targeted
- Continue to explore enrichment opportunities and implement first opportunities
- Continue collaborating with Sped Director on reviewing and adjusting IEPs and making sure accommodations are appropriate and provided (DSD I; Capstone exchange, etc.)

School Culture & Engagement (SY 21-22)

- Establish ceremonial transition to Kindergarten “Einschulung” event
- Maintain 3 classes in grades K-7 through student retention and recruitment
- Enhance teacher onboarding program with paid stipend position
- Document all international recruiting procedures
- Create succession plans for all school administrators
- Implement stakeholder recommendations from organizational health survey
- Regional picnics (collaborate with PTO)
- Kindergarten potluck
- Summer playdates (collaborate with PTO)
- TCGIS hosts 5-year reunion for Class of '17

- Increase number of applications per grade from SY20-21
- Initiate transition to best SPED management model

Diversity & Belonging (SY 21-22)

- Create an ambassador program to pair new families with experienced TCGIS families and provide a more welcoming experience
- Implement recommendation to pair BIPOC children in the same class to foster community
- Plan annual diversity training for all staff
- Begin curriculum audit for diverse content
- Begin creating curriculum that recognizes the US Heritage Months; including Hispanic, Black, Women's, Arab American, Asian-American/Pacific Islanders, Jewish-American, LGBTQ+
- Audit school policies & edit to reflect DEI
- Establish BIPOC student affinity group, led by a BIPOC staff person
- Plan 3 events for the TCGIS community to gather, discuss, learn and celebrate the diversity in our school, the Twin Cities, and international communities.
- Display commitment to antiracism in the building and on the website
- Curate diverse books for the TCGIS library
- Evaluate the busing program to increase access to a more diverse student population, within the transportation budget

Financial Sustainability (SY 21-22)

- Coordinate charter school funding advocacy campaign with MACS
- Research and establish fundraising targets for Capstone scholarship fund
- Determine feasibility of ZfA funding a second teacher to focus on curriculum and teaching strategies for DaF (German as 2nd language for new students in higher grades)
- Launch Capital Campaign to raise money for improvements for the original school building, and other enhancements to the campus
- Plan TCGIS Wintermarkt fundraising and community event
- Evaluate 1 new revenue idea with business plan
- Gather feedback and evaluate creating a TCGIS Foundation.

SY 22-23 Milestones

Innovative Teaching & Learning (SY 22-23)

- Complete curriculum audit of scope and sequence and recommend changes
- Field trips are expanded to educational overnight experiences, emulating the culture in German schools, *Klassenfahrt*, in grades 1 and up.
- MCA and DSD-1 scores demonstrate the success of the TCGIS education to prospective families
- Finalize work on internal scope and sequences for teachers
- Review updated MN standards and DaF Rahmenlehrplan standards
- Implement standards-based grading
- Complete study skill standard implementation
- Complete the "bridge" between 4th & 5th grade in standards being taught, language and study skills
- Create additional German immersive environments in the school and finalize this initiative
- Implement cultural standards
- Finalize implementing the new and improved enrichment program
- Continue collaborating with Sped Director on reviewing and adjusting IEPs to ensure accommodations are appropriate and provided (DSD I; Capstone exchange, etc.)

School Culture & Engagement (SY 22-23)

- Maintain 3 classes in all grades, K-8, through student retention & recruiting
- TCGIS hosts an immersion conference
- Approx 90% teacher retention: no more than 5-7 teachers leaving
- Establish community volunteerism group
- Market the opportunity for language immersion specialists and EAs as pathways to becoming licensed TCGIS teachers
- TCGIS hosts 5-year reunion for class of '18 and 10-year Reunion for Class of '13
- Alumni becomes member of Curriculum Advisory Committee
- Implementation of best SPED management model
- Increase number of application per grade from SY21-22

Diversity & Belonging (SY 22-23)

- Complete curriculum audit for diversity content and recommend changes
- Implement curriculum recognizing US Heritage months
- Plan 3 events for our community to gather, discuss, learn and celebrate the diversity in our school, the Twin Cities, and international communities.

- Increase retention of BIPOC students at TCGIS from previous year
- Increase percent of nonwhite students from previous year
- Increase percent of nonwhite staff members from previous year

Financial Sustainability (SY 22-23)

- Create strong alumni connection and use to support fundraising
- Evaluate 2 revenue ideas with business plans
- Establish TCGIS Foundation if determined feasible and favorable
- Establish new professional roles to run new revenue-generating programs
 - i.e. Summer Camp Coordinator
 - TCGIS Foundation director
 - Deutsch als Fremdsprache (DaF) coordinator
 - Outreach/Community Development & Volunteerism coordinator
 - Others as needed

SY 23-24 Milestones

Innovative Teaching & Learning (SY 23-24)

- Curriculum is augmented with methods, guidelines, and plans for all educators to teach the unique elements of US history and modern social justice issues.
- All educators are provided curriculum to teach with the German lens of post-WWII/Holocaust Germany, engaged world citizenship, and prioritization of sustainability.
- TCGIS recognized by MACS with Innovation Award

School Culture & Engagement (SY 23-24)

- Maintain 3 full classes in all grades, K-8, through student retention & recruiting
- TCGIS alumni join as TCGIS teachers
- Approx 90% teacher retention
- Program to regularly send teachers to Germany for conferences, etc. is established
- TCGIS hosts 5-year reunion for class of '19 and 10-year reunion for Class of '14
- Increase number of application per grade from SY22-23

Diversity & Belonging (SY 23-24)

- Create opportunities for our community to gather, discuss, learn and celebrate the diversity in our school, the Twin Cities, and international communities.
- Increase retention of BIPOC students at TCGIS from previous year
- Increase percent of nonwhite students from previous year
- Increase percent of nonwhite staff members from previous year

Financial Sustainability (SY 23-24)

- Establish college scholarship program for alumni
- Evaluate two additional revenue ideas with business plans
- Establish additional professional roles to support successful or new revenue-generating programs as needed

SY 24-25 Milestones

Innovative Teaching & Learning (SY 24-25)

- MCA and DSD-1 scores demonstrate the success of the TCGIS education to potential families, and improved over previous years

School Culture & Engagement (SY 24-25)

- Maintain 3 full classes in all grades, K-8, through student retention & recruiting
- Approx 90% teacher retention
- We have more teachers with 5, 10, 15, 20+ years of service than teachers in years 1-3, and proactively increased revenue to support this.
- TCGIS hosts 5 year reunion for class of '20 and 10 year Reunion for Class of '15
- Increase number of applications per grade from SY23-24

Diversity & Belonging (SY 24-25)

- Increase retention of BIPOC students at TCGIS from previous year
- Increase percent of nonwhite students from previous year
- Increase percent of nonwhite staff members from previous year

Financial Sustainability (SY 24-25)

- Use new revenue streams to increase teacher pay and professional development opportunities
- Use fundraising to fund a capstone scholarship fund to support families unable to pay the full price, the intern project, and provide scholarships for alumni who choose to major in German in college

SY 25-26 (Q1,Q2) Milestones

Innovative Teaching & Learning (SY 25-26)

- 90% parent satisfaction with the education TCGIS provides
- 95% 8th graders pass the DSD-1 exam
- Write the strategic plan for Vision 2030

School Culture & Engagement (SY 25-26)

- Maintain three full classes in all grades, K-8, through student retention & recruiting
- Approx 90% teacher retention
- We have more teachers with 5, 10, 15, 20+ years of service than teachers in years 1-3, and proactively increased revenue to support this.
- TCGIS hosts 5-year reunion for class of '21 and 10-year Reunion for Class of '16
- Write the strategic plan for Vision 2030

Diversity & Belonging (SY 25-26)

- Increase retention of BIPOC students at TCGIS from previous year
- Increase percent of nonwhite students from previous year
- Increase percent of nonwhite staff members from previous year
- Write the strategic plan for Vision 2030

Financial Sustainability (SY 25-26)

- TCGIS no longer receives increased revenue through increased student enrollment. Despite this, TCGIS has established new revenue streams to offer competitive teacher pay, yearly wage increases, and professional development opportunities
- Fundraising provides a capstone scholarship fund, funds the intern project, and provide scholarships for alumni who choose to major in German in college
- Write the strategic plan for Vision 2030

Vision 2025

Das Kind im
Mittelpunkt

(Focus on the Child)



Glossary

BIPOC- Black, Indigenous, People of Color

DaF- Deutsch als Fremdsprache- German as a foreign language, extra support for students entering school in higher grades

DSD-1- Deutsch sprach diplom- German speaking diploma- test 8th graders take to demonstrate German proficiency; test administered by German government

IEP- Individualized education plan

LGBTQ+- Lesbian, Gay, Bisexual, Transgender, Queer, and other gender identities

MCA- Minnesota Comprehensive Assessments

SPED- Special Education

ZfA- Zentralstelle für das Auslandsschulwesen- German government central agency for schools abroad

Link: [Appendix](#)