



Thai-Chinese International School Strategic Plan 2024 - 2030

Strategically planning to make TCIS the #1 international school in Thailand





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Executive Summary



Dear TCIS Board and Community,

We are pleased to share our strategic plan for Thai-Chinese International School. This strategic plan was created based on the collective feedback from members of the TCIS admin team, through conversations and dialogue with all TCIS stakeholders. It is a living strategic plan as we commit to working with the Board, the school's leadership team members, and our community stakeholders (parents, students, teachers, staff, faculty, local community partners) to guide our success.

We are committed to moving TCIS forward strategically in all areas of school operations, including academic and operational. Our overarching goal is to make TCIS the top school in Thailand and a top-rated international school in the region.

This strategic plan emphasizes the promotion of student-centered, personalized learning through our curriculum, global citizenship, multicultural and multilingual life-long learners while also addressing the commercial and operational aspects of our school to meet our fiduciary responsibilities. Thus, our strategic plan allows us to fund future school developments.

Key elements of this plan include:

- **Multilingual Education:** Enhancing our language programs to ensure our students are proficient in multiple languages, thereby preparing them for global citizenship.
- **Technology Integration:** Leveraging cutting-edge technology to enrich our educational programs and provide students with the skills necessary for the digital age.
- **Multiple Academic Pathways:** TCIS is committed to providing multiple academic pathways that cater to diverse student interests and aspirations. We offer students the opportunity to pursue the TCIS WASC-Accredited Diploma, the AP Capstone Diploma (College Board), the AP International Diploma (College Board), and, in the future, the IB Diploma Programme (IBDP). Each pathway is designed to



challenge and inspire students, preparing them for success in higher education and beyond, while fostering global citizenship, critical thinking, collaboration, advanced communication skills, and lifelong learning.

This strategic plan is the blueprint for the future implementation of our mission and vision and our goal of becoming the #1 international school in Thailand. There is confidence that this plan will further help us fulfill our core purpose of providing a student-centered learning environment that emphasizes leadership, effective communication, civic responsibility, critical thinking, and risk-taking. Utilizing the school's curriculum, staff, and wider school community, TCIS aims to inspire and develop its students to respond to the continuing challenges in our world and to establish itself as the best school in Thailand.





Mission and Vision



Mission

The MISSION of TCIS is to provide a rigorous educational program that develops strong communicators through languages: English, Chinese, and Thai. The curriculum is anchored by American curriculum standards. We encourage students to become responsible leaders that create a positive impact on local and global communities.



Vision

Vision: The VISION of TCIS is to empower students by providing a variety of academic pathways to communicate, collaborate, think critically, and become responsible international leaders who positively participate and compassionately contribute to the world.

Philosophy: We are a compassionate, caring, and diverse community. We act with integrity and respect. We embrace creativity and balance. We are proud of our diversity and willingness to collaborate. We hold each other accountable to these values. It is our BELIEF that the TCIS community is responsible for the continued growth of each student in a comprehensive educational program.



Assets Overcoming Challenges



Challenges		Assets	
<p>TCIS was greatly impacted by the covid pandemic. Covid's financial impact on families caused some of them to leave TCIS for a traditional Thai school, and many expatriate faculty left Thailand to return home.</p> <p>At TCIS, we are committed to maintaining our high standards, as they are the foundations for student success and access to further educational opportunities for students.</p>	<p>Challenges</p> <ul style="list-style-type: none"> ● Marketplace Choice ● Organizational Culture ● Curriculum Implementation ● New Teachers and Staff ● Teacher Retention ● Covid-19 Impacts 	<p>The Foundation Board did not raise tuition during the entire Covid Period (3 years) and never cut staff or payroll. The Board was supportive of families and staff during the pandemic. While challenges are a constant in the both business and education, we will always focus on the positives and leverage our substantial assets to accomplish the initiatives of our strategic plan:</p>	<p>Assets</p> <ul style="list-style-type: none"> ● Supportive Board ● Solid Financial Backing ● Supportive Parents ● Strong Management Team ● Wonderful Facilities ● Dedicated Faculty ● Satisfied parents and students ● Market Up-swing ● A Clear Focus for the Future



Strategic Initiatives Overview

Each initiative is a step towards us becoming Thailand's # 1 international school



<p><u>Strategic Initiative # 1</u> <u>Comprehensive Support System</u></p> <p>Provide a comprehensive support system to meet the needs of all our students</p>	<p><u>Strategic Initiative # 2</u> <u>ELL</u></p> <p>Provide a world-class curriculum that prepares students for university</p>
<p><u>Strategic Initiative # 3</u> <u>Long-term Professional Development</u></p> <p>Offer ongoing professional development of all staff to ensure the most effective education approaches are implemented</p>	<p><u>Strategic Initiative # 4</u> <u>Admissions and Marketing</u></p> <p>Develop and maintain a comprehensive admissions and marketing plan that builds the TCIS brand & attracts new families</p>
<p><u>Strategic Initiative # 5</u> <u>Child Protection and Student Safety</u></p> <p>Ensure practices that reflect our commitment to student safety as our top priority as a school and community</p>	<p><u>Strategic Initiative # 6</u> <u>Academic Attendance and Expectations</u></p> <p>Create guidelines for academic and attendance expectations and communicate these to all stakeholders.</p>
<p><u>Strategic Initiative # 7</u> <u>Policies and Procedures</u></p> <p>Develop and communicate seamless and comprehensive procedure that align with our policies</p>	<p><u>Strategic Initiative # 8</u> <u>Communication</u></p> <p>Develop positive partnerships with stakeholders through transparent and effective communication streams</p>
<p><u>Strategic Initiative # 9</u> <u>Retention and Community Building</u></p> <p>Unite the community under our shared purpose and future direction</p>	<p><u>Strategic Initiative # 10</u> <u>Facilities</u></p> <p>Provide stakeholders with world-class facilities that support student learning</p>
<p><u>Strategic Initiative # 11</u> <u>Staffing and Human Resources</u></p> <p>Hiring and retention of exceptional faculty and staff while also ensuring their wellbeing</p>	<p><u>Strategic Initiative # 12</u> <u>Curriculum Expansion & Improvement</u></p> <p>Develop and deliver well-resourced curriculums that meets the needs of our community</p>
<p><u>Strategic Initiative # 13</u> <u>WASC, IBDP, and Local Accreditations</u></p> <p>Maintain all international and local academic accreditations</p>	



Strategic Initiative 1

Academic: Comprehensive Support System

Provide a comprehensive support system to meet the needs of all our students



Stakeholder Involvement

- Board
- Head of School
- Admin Team
- Student Support Team
- Parents

Link to Corresponding WASC Action Plan Item:

[Initiative 1: Comprehensive Support System](#)

Link to Strategic Plan Timeline Calendar

[Comprehensive Support Timeline](#)

Links to Supportive Documents:

Student Serviced Handbook

[Parents Student Handbook 2024](#)

[Faculty Handbook 2024](#)

[Board Policy Manual 2024](#)

Week Without Walls Slide

TES Safeguarding

Sex Education Curriculum

Second Step Curriculum

Comprehensive Support System

Reason for Strategic Initiative 1:

Top international schools support all students academically and emotionally regardless of their individual needs through a comprehensive support system. The need for support is acknowledged as a community responsibility that involves the Support Team, counselors, teachers, parents, students, administrators, and all stakeholders. Top tier support systems promote independent students who make positive decisions based on considering multiple perspectives. Supporting students' social-emotional well-being leads to positive future citizens who act responsibly and create a positive impact on local and global communities.

Outcomes/ Programs developed related to Initiative 1 that make TCIS the top school in Bangkok:

Outcome 1: Student Support Team

TCIS will have a well established Student Support Team that is staffed to meet the academic and emotional needs of all students.

- Student Support Team developed and staffed with:
 - Academic counselor for high school

- Socio-emotional learning counselor for ECE to grade 12

Outcome 2: Policies and Procedures

TCIS will have clear counseling policies and procedures will be documented and shared with all stakeholders.

- Policies related to student services will be developed and approved to include
 - IBDP policies to support language learners and inclusion of all students
 - SST policies to guide program entry, student support, and discipline
 - Clear student and faculty handbooks
- Procedures related to each policy will be drafted and implemented
- All policies and procedures will be followed in all departments, including:
 - Admissions department
 - Academic divisions (ECE, elementary, middle school, high school)
 - Student support departments
 - Academic counseling (ECE to grade 12)
 - English Language Learners (ELL grades 1 to 12)
 - Social-emotional departments (ECE to grade 12)

Outcome 3: Referral System

TCIS will have a uniform referral system across all divisions of the school, which clearly documents the referral process.

- Student Services Handbook developed
- Student Services Handbook distributed to stakeholders
- Standardized referral process implemented school-wide

Outcome 4: Programs that offer Comprehensive Student Support

TCIS will embed a multitude of programs that will offer student support:

- ELL Support (Including admissions, alternative ELL classes to support English needs, pull-out support, and access to the Academic Enrichment academic support for all classes)
- Chinese for Beginners (CFB) Support
- Bonding Week Without Walls Experiences
- Grade-level Transition Events

- TES Safeguarding Professional Development for teachers
- Sex Education Curriculum
- Social-Emotional Learning Curriculum





Strategic Initiative 2

Academic: ELL Program Development

Provide a world-class curriculum that prepares students for university



Stakeholder Involvement

- Board
- Head of School
- Admin Team
- Head of Departments
- Teachers
- Faculty
- Admissions Department
- Marketing Department
- Finance Department

Link to Corresponding WASC Action Plan Item:

[Initiative 2: ELL Program
Development](#)

Link to Strategic Plan Timeline Calendar

[ELL Program Development Timeline](#)

Links to Supportive Documents:

IBDP Plan

[ASEP Program](#)

CFB Curriculum Map

Academic Enrichment Room Photos

Course Selection Documentation

Student Services Handbook

[Parents Student Handbook 2024](#)

[Faculty Handbook 2024](#)

ELL Program Development

Research, Develop, and Implement an Effective ELL Program to Serve the Needs of All Students.

Reason for Strategic Initiative 2:

An effective ELL program ensures that all students, regardless of their language background, can achieve academic success. By addressing language barriers, the ELL program helps students fully engage with the curriculum and prepares them for university. Additionally, integrating ELL support with the college application process will strengthen college application essays, providing students with a competitive advantage.

Outcomes/ Programs developed related to Initiative 2 that make TCIS the top school in Bangkok:

Outcome 1: Parents as Partners

Connecting effectively with parents in support of their child's educational needs with reference to tackling the

language barrier.

- Creation of an ELL section in the TCIS website
- ELL will be represented in our TCIS Weekly Newsletter at least once per month
- Online learning support for continued home practice for ELL Students at home

Outcome 2: Higher University Acceptance Rates for ELLs

TCIS will have higher rates of university acceptance among ELL students due to well-prepared college applications and strong essays.

- Individual writing and editing in the Academic Enrichment room
- Ability to schedule alternative assessment and testing locations and support in the Academic Enrichment room.
- Support from College/Academic Counselor in appropriate course selection

Outcome 3: Support for Students in Thai and Chinese Classes

TCIS will ensure that students in Thai and Chinese language classes, particularly beginners, are given the support they need to succeed in the trilingual culture of TCIS.

- Students in Chinese for Beginners (CFB) will benefit from smaller, specialized classes designed to meet their needs and help them improve their language skills more rapidly.
- Addition of a Thai teacher to support the needs of beginner Thai speakers

Outcome 4: Support for IBDP Students

TCIS will develop policies and procedures to support students with varying levels of English in accessing the rigorous IBDP curriculum.

- A variety of IBDP Language options will be available to students
- TCIS will offer English support through the After-School Enrichment Program

Indirect Outcomes

- Students gain a competitive edge in college applications with strong writing and communication skills, increasing their chances of admission to prestigious institutions.
- Better job prospects for graduates due to strong English skills and academic performance.



Strategic Initiative 3

Operational: Long-term Professional Development

Ongoing professional development of all staff to ensure the most effective education approaches are



Stakeholder Involvement

- Board
- Head of School
- Admin Team
- Admissions Department
- Marketing Department
- Finance Department

Link to Corresponding WASC Action Plan Item:

[Initiative 3: Long-Term Professional Development Plan](#)

Link to Strategic Plan Timeline Calendar

[Long-term Professional Development Timeline](#)

Links to Supportive Documents:

[TCIS New Teacher Mentor Handbook 2024-2025](#)

[School-wide Professional Development Plan](#)

[Faculty Handbook 2024](#)

Thailand Reading Institute

Thailand Writing Institute

Professional Development Committee Documentation

Professional Development Application Form

Professional Development Meeting Minutes

Operational: Long-term Professional Development

Reason for Strategic Initiative 3:

Top international schools invest in the professional development of all teachers and staff to ensure the continued use of best practices in all departments. TCIS is committed to establishing a long-term professional development plan as it is crucial for ensuring that our educators are well-equipped with the latest teaching strategies and knowledge. A systematic and transparent approach to professional development fosters a culture of continuous improvement and supports teachers in delivering high-quality education. Involving staff in the planning process ensures that the professional development initiatives are relevant and impactful. Having a well-developed

professional development plan will also assist in attracting the highest quality of educators to TCIS and compete with other international schools during the hiring process.

Outcomes/ Programs developed related to Initiative 3 that make TCIS the top school in Bangkok:

Outcome 1: New Teacher Mentor Program

TCIS will implement a standards-based 2-year teacher mentor program for new teachers.

- Develop policies and procedure related to the New teacher Mentor program
- Develop and distribute a [TCIS New Teacher Mentor Handbook 2024-2025](#)

Outcome 2: Multi-year School-wide Professional Development Plan

TCIS will develop a multi-year, school-wide professional development plan that will be based on the analysis of student achievement and teacher outcomes.

- Develop a systematic School-wide Professional Development Plan (2023)
- Provide professional development to teachers (all content area) and staff based on the School-wide Professional Development Plan (2024 - ongoing)
- Work in conjunction with Lucy Calkins to bring the Reading and Writing Workshop Institutes to Thailand
- Integrate IBDP teacher training into the school-wide professional development program
- Integrate training in Approaches to Teaching and Learning (ATL) and interdisciplinary learning for all secondary teachers to promote IBDP-ready mindsets for all secondary teachers and students (2025 - ongoing)
- Provide training in DAP and play-based learning for ECE teachers

Outcome 3: Professional Development Budget and Application Process

TCIS will formulate a transparent budget and application process for Individual Professional Development by forming a Professional Development Committee and composing a Professional Development Plan.

- Form a Professional Development Committee
- Develop a professional development budget
- Develop and communicate the individual professional development application process to stakeholders



Strategic Initiative 4

Academic: Academic and Attendance Expectations

Create guidelines for academic and attendance expectations, communicate these to all stakeholders, and enforce them uniformly on a school-wide basis.



Stakeholder Involvement

- Board
- Head of School
- Admin Team
- Admissions Department
- Marketing Department
- Finance Department

Link to Corresponding WASC Action Plan Item

[Initiative 4: Admissions and Marketing](#)

Link to Strategic Plan Timeline Calendar

[Admissions and Marketing Timeline](#)

Links to Supportive Documents:

[TCIS Marketing Strategy Plan 2023-2028](#)

[TCIS Feeder School List](#)

[TCIS Home Builder List](#)

[TCIS Community Partners and Associations List](#)

[TCIS Website](#)

[Social Media Links](#)

[Parent Student Handbook](#)

[Enrollment Statistics](#)

[Board School Proposal](#)

Operational: Admissions and Marketing

Reason for Strategic Initiative 4:

The enrollment and retention of students, as well as strong branding, is vital, as attracting new families and outstanding teachers is directly related to the school's marketing and branding. Admissions and marketing work hand-in-hand to increase the school's branding in the local and international community and increase student enrollment numbers.

Outcomes/ Programs developed related to Initiative 4 that make TCIS the top school in Bangkok:

Outcome 1: Brand Recognition

The TCIS brand is well recognised locally and internationally that will attract local and international families and the highest quality teachers and staff

- TCIS Admissions and Marketing plan
- Website completely updated with teacher and staff profiles updated and by division
- Clear brand messaging that includes the American program being highlighted
- TCIS attendance at all key local marketing events and at targeted international events
- TCIS attendance at key Taiwanese Association events
- Branding and messaging audit & recommendations.
- Increased traffic to the TCIS website.
- Increased traffic to Facebook, Instagram, LINE Official, YouTube, and other social media sites
- Home builders have a booth at TCIS Events
- TCIS has a booth, brochures, and school video at home builders sales offices
- TCIS has entered the IBDP candidacy phase in order to retain and attract additional high school students.

Outcome 2: Admissions Process that is Firm and Transparent

Top international schools have an admissions process that is firm and transparent and that follows an agreed upon set of guidelines that support student learning and well-being

- Review the admissions system to ensure clear and firm guidelines (process and approach).

Outcome 3: Established Enrollment Goals (750/2027)

TCIS will have clearly defined year-to-year enrollment and goals with a target enrollment of **750** students by the beginning of the **2027/2028** school-year

- Weekly Admission Report including an admissions inquiry yield rate data.
- Improved yield rates from inquiry phase to student enrollment.
- Increased ECE and elementary student numbers that allow for the adding of additional classrooms in a strategic manner
- Establish a student retention tracking system
- Internal and external surveys.
- Increased HS student retention through IBDP opportunities
- Increased HS new student enrollment through IBDP marketing

Outcome 4: Robust Feeder-School Partnerships

To increase the number of prospective families, TCIS will establish partnerships with schools and become their recognized feeder school recommendation to their parents.

- Create a [TCIS Feeder School List](#) of perspective schools whose families may match TCIS' target families
- Meet with the feeder schools either at their location or at TCIS
- Place marketing materials at the feeder schools
- Attend feeder school events to market TCIS
- Advertise the IBDP to potential feeder schools/local schools

Outcome 5: Robust Home Builder Relationships

- Create a [TCIS Home Builder List](#) of home builder whose families may match TCIS' target families
- Meet with the builders' sales office either at their location or at TCIS
- TCIS has marketing materials, a booth, brochures, and school video at home builders sales offices
- Attend builders' sales events to market TCIS
- Home builders have a booth at TCIS events to market their homes

Outcome 6: Robust Number of Community Partner Companies.

- Create a [TCIS Community Partners and Associations List](#) of companies whose families may match TCIS' target families.
- Meet with the community partner companies either at their location or at TCIS
- TCIS has marketing materials, a booth, brochures, and school video at community partner companies offices
- Attend community partner companies events to market TCIS
- Community partner companies have a booth at TCIS events to market their homes

Outcome 7: Boarding School

- Initiate a boarding school program with the capacity to house 60 students.

Outcome 8: Inclusion Policy

- Equity and Access - Ensure that all students, including those with special educational needs, cultural differences, or language barriers, have access to the curriculum, extracurricular activities, and school resources.

- Diverse Learning Environment - Ensure that a variety of students are admitted because we believe it enriches the educational experience for everyone. TCIS is committed to creating a multicultural environment that respects and appreciates the contributions of all students, families, and staff from diverse backgrounds.
- Individualized Support - Provide personalized learning plans and differentiated instruction to meet the academic, social, emotional, and behavioral needs of every student.
 - English Language Learners
 - Chinese for Beginners
 - Social, emotional, and behavioral needs

Indirect evidence:

School community has a good understanding of our brand and messaging (survey).

Increase in external referrals.

TCIS is well-known among international teachers and is discussed at search fairs as a school of choice for outstanding teachers.



Strategic Initiative 5

Operational: Child Protection and Student Safety

Ensure practices that reflect our commitment to student safety as our top priority as a school and community



Stakeholder Involvement

- Board
- Head of School
- Admin Team
- All Faculty
- All Stakeholders

Link to Corresponding WASC Action Plan Item

[Initiative 5: Child Protection
and Student Safety](#)

Links to Supportive Documents:

[Board Policy Manual 2024](#)
[TCIS Child Protection and
Safeguarding Policy](#)

	Link to Strategic Plan Timeline Calendar Child Protection and Student Safety Timeline	Safeguarding Team Safeguarding Committee Documentation Facilities and Safeguarding Committee EduCare Safeguarding Classes CCTV Plan CPR Training Statistics Lockdown Drills Active Shooter Response Training
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Operational: Operational: Child Protection and Student Safety

Reason for Strategic Initiative 5:

Establishing a robust Child Safeguarding and Student Safety initiative, guided by local laws and community expectations, is a top initiative at TCIS. It ensures the physical, emotional, and psychological well-being of students, creating a safe environment conducive to learning. This initiative helps TCIS comply with legal requirements and ethical responsibilities, fostering trust among parents and the community. A positive learning environment, free from fear and anxiety, enhances academic success and reduces absenteeism. Addressing contemporary issues such as cyber safety and mental health support is also critical. Additionally, it involves training staff to recognize and respond to safety concerns, supporting vulnerable students, and ensuring cultural sensitivity. Aligning with WASC standards, this initiative demonstrates a commitment to continuous improvement in safeguarding practices, ultimately contributing to the overall quality and reputation of the school

Outcomes/ Programs developed related to Initiative 5 that make TCIS the top school in Bangkok

Outcome 1: Safeguarding Policies and Procedures

TCIS will have a comprehensive Safeguarding and Child Protection Manual that details related policies and procedures that will be communicated with all stakeholders and updated annually.

- Update the [Child Protection and Safeguarding Policy](#) each year and distribute to all stakeholders

Outcome 2: Safe Campus

TCIS' campus will prioritize the safety of all students and adult on campus

- Form a Facilities and Safety Committee
- Conduct quarterly campus safety inspection and complete a report on the level of safety of the campus
- Immediately address any safeguarding concerns

Outcome 3: Safeguarding Training

All staff and vendors are required to attend mandatory safeguarding and safety training

- TES safeguarding course
- CPR training mandatory for all staff and conducted during teacher orientation
- Lockdown and fire drill training
- Active shooter training response training



Strategic Initiative 6

Academic: Academic and Attendance Expectations

Create guidelines for academic and attendance expectations, communicate these to all stakeholders, and enforce them uniformly on a school-wide basis.



Stakeholder Involvement

- Board
- Head of School
- Admin Team

Link to Corresponding WASC Action Plan Item

[Initiative 6: Academic and Attendance Expectations](#)

Links to Supportive Documents:

[Board Policy Manual 2024](#)
[Parent-Student Handbook](#)
[Faculty Handbook 2024](#)

<ul style="list-style-type: none"> • Admissions Department • Marketing Department • Finance Department 	<p>Link to Strategic Plan Timeline Calendar</p> <p>Academic and Attendance Expectations Timeline</p>	<p> Advisory Student Expectations Sample Attendance Agreement 2023-2024 Student Parent Handbook Parent Coffee Morning AP Student Presentation IB Student Presentation IB Parent Coffee Morning Powerschool Attendance Academic Support Room Weekly Class Parent Representative Meetings Coffee Morning for Parents </p>
<p style="text-align: center;">Academic: Academic and Attendance Expectations</p> <p style="text-align: center;">Create guidelines for academic and attendance expectations, communicate these to all stakeholders, and enforce them uniformly on a school-wide basis.</p> <p>Reason for Strategic Initiative 6:</p> <p>Clear guidelines for academic and attendance expectations are necessary for maintaining high standards of student performance. Communicating these expectations to all stakeholders ensures consistency and accountability. This initiative supports students in meeting their academic goals and encourages regular attendance, which is critical for academic success.</p> <p style="text-align: center;">Outcomes/ Programs developed related to Initiative 6 that make TCIS the top school in Bangkok</p> <p>Outcome1: Communication</p> <p>All students, parents, and teachers are aware of the Academic Attendance Policy details and that they will be vigorously implemented at TCIS:</p> <ul style="list-style-type: none"> • Communicate Expectations to Students • Engage Parents/Guardians in communication related to academic and attendance expectations. • Implement a system to monitor and track attendance and provide timely reports to parents, students and teachers to address areas of concern. 		

- Develop a support system for students struggling with academic or attendance issues.
- Maintain open lines of communication throughout the school year to address concerns and provide updates on progress.

Outcome 2: Adherence to Attendance Policies

Academic attendance is tracked and presented to students, parents, teachers, and the admin team.

- Develop a support system for students struggling with academic or attendance issues.
- Develop a system for consistently enforcing the guidelines across all grade levels and departments.
- Train teachers and staff to implement and monitor attendance and academic expectations uniformly.
- Regularly Evaluate and Revise Policies.
- Creating, communicating, and following IBDP policies, and making sure that the IBDP policies remain equitable within the larger TCIS framework.

Outcome 3: Support for Students at Risk

Interventions for students struggling to meet academic or attendance expectations (e.g., tutoring, counseling, parental involvement)

- Parent meetings to clarify expectations and to share strategies to be successful in meeting course requirements.
- Counseling Departments supports students in developing strategies in understanding time management and organization.

Outcome 4: Admin Follow-up

Admin displays the importance of the Academic Attendance Policies by following-up on all attendance cases that are in violation of TCIS' policies

- The divisional leaders work in collaboration with the heads of departments and the Students Services Department to plan and implement learning strategies for teachers and students.
- Divisional leaders administer consequences in accordance with school policies, including meeting with students and parents, and holding students accountable for missed/lower grades.
- Attendance becomes a standing agenda item in the Head of School's section of the Admin Team Meetings

Indirect Outcomes

Less disruptive learning environment
 Student attendance is measurably improved school-wide
 Student learning is measurably improved as a result of meeting attendance expectations



Strategic Initiative 7

Operational: Policies and Procedures

Develop and communicate seamless and comprehensive procedures that align with well-developed policies



Stakeholder Involvement

- Board
- Head of School
- Admin Team

Link to Corresponding WASC Action Plan Item

[Initiative 7: Policies and Procedures](#)

Links to Supportive Documents:

Board Policy Handbook
[Board Policy Manual 2024](#)

<ul style="list-style-type: none"> • Admissions Department • Marketing Department • Finance Department 	<p>Link to Strategic Plan Timeline Calendar</p> <p>Policies and Procedures Timeline</p>	<p>TCIS Child Protection and Safeguarding Policy</p> <p>TCIS IBDP Policy Manual</p> <p>Student Services Handbook</p> <p>Parents Student Handbook</p> <p>Faculty Handbook 2024</p>
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Operational: Policies and Procedures

Reason for Strategic Initiative 7:

Developing and communicating seamless and comprehensive procedures that align with well-developed policies is crucial for ensuring the effective implementation and consistency of school operations. Clear and well-communicated procedures provide a roadmap for staff, students, and stakeholders, ensuring everyone understands their roles and responsibilities. This alignment fosters a cohesive and efficient environment where policies are not just theoretical guidelines but practical, actionable steps that drive daily activities. Comprehensive procedures help mitigate risks, enhance accountability, and ensure compliance with regulatory requirements. Moreover, they facilitate a unified approach to problem-solving and decision-making, reducing ambiguity and promoting transparency. By bridging the gap between policy and practice, this initiative enhances the overall functionality of the school, ensuring that strategic goals are met with precision and consistency.

Outcome1: Updated School Policies and Procedures and Handbooks that Align

Revised TCIS policies and procedures that and communicated with stakeholders and align with handbooks

- Board and Head of School work to revise Policy Manual
- Policy Manual submitted to legal team for review
- Policy Manual revised based on legal team review
- Updated Policy Manual submitted to Board for approval
- On approval of Updated Policy Manual Establish Procedures Committee
- Draft Procedures Manual
- Communicate new policies and procedures to all stakeholders
- Develop an annual review process

Outcome 2: New IBDP Policy Manual that Aligns with Existing Policies and IBDP requirements

TCIS will develop a comprehensive IBDP Policy Manual that is fully aligned with both the IB's standards and TCIS's existing policies, ensuring seamless integration and compliance with IB requirements.

- Review TCIS's current policies on academic integrity, student support, admissions, and other relevant areas to align them with IB-specific guidelines.
- Ensure that the IBDP policy manual is accessible to all stakeholders through multiple platforms
- Provide training sessions for faculty, staff, students, and parents to ensure that they are familiar with the new policies and understand how they align with both IB and TCIS requirements.
- Implement an annual review process for the IBDP policy manual to ensure it remains aligned with both IB updates and any changes in TCIS's broader policies.





Strategic Initiative 8

Community: Communication

Establish positive relationships with stakeholders by maintaining transparent and effective communication channels.



Stakeholder Involvement

- Board
- Head of School
- Admin Team
- Lead Teachers
- Admissions Department
- Marketing Department
- Finance Department

Link to Corresponding WASC Action Plan Item

[Initiative 8: Communication](#)

Link to Strategic Plan Timeline Calendar

[Communication Timeline](#)

Links to Supportive Documents:

[Daily Announcements](#)
[Monday Meeting](#)
[Parent-Student Handbook](#)
[Weekly Parent Newsletter](#)
[ECE/Elementary Parent Coffee Morning](#)
[Middle School Parent Coffee Morning](#)
[High School Parent Coffee Morning](#)
[IBDP Parent Coffee Morning](#)
IBDP Student Information Meeting
IBDP Student Survey
[Advisory Student Expectations Presentation](#)
Weekly Class Parent Representative (CPR) Meeting Minutes

Community: Communication

Reason for Strategic Initiative 8:

Outstanding schools develop positive partnerships with stakeholders through transparent and effective communication streams, which is essential for building trust and fostering collaboration. Effective communication ensures that stakeholders are well-informed and engaged in the school's activities and initiatives, strengthening the school community.

Outcomes/ Programs developed related to Initiative 8 that make TCIS the top school in Bangkok

Outcome 1: Policy and Procedure Communication

TCIS' leadership team effectively communicates policies and procedures to all stakeholders.

- Provides input from all stakeholders to update, comment, and provide feedback: teachers, student representatives, and families.
- Monday meeting schedule from 3:15 to 4:00 pm with rotations for the whole school, divisional, committees, lead teachers and faculty association.
- Curriculum Newsletter published monthly beginning December 2024

Outcome 2: Communication between Divisions

TCIS will have exceptional internal communication between divisions

- School-wide divisional announcements are provided in the [Daily Announcements](#) document.
- Lead teachers serve as student council coordinators and help facilitate communication between divisions.
- Whole-school newsletter is shared with all divisions to provide input and then to read after it is published.
- An internal detailed calendar is published to support planning and allocated facilities.

Outcome 3: Communicating Students Educational Needs with Parents

TCIS will effectively connect with parents in support of their child's educational needs with reference to tackling the language barrier.

- PowerSchool mobile application with instructions provided in pictures and video format.
- PowerSchool coffee mornings.
- PowerSchool assignment comments and flags.

Outcome 4: Communicating Educational Pathways with Students, Parents, and Community Members

TCIS will

- IBDP Coffee Morning
- IBDP Student Information Meeting
- IBDP Student Survey
- Exclusive IBDP advising events

- Grade 8 High School Pathway Planning
- Quarterly social media curated by teachers

Outcome 5: Other Communication Goals

TCIS will

- Schedule routine SEL parent coffee mornings that are published on the detailed calendar.





Strategic Initiative 9

Community: Retention and Community Building

Unite the community under our shared purpose and future direction



Stakeholders Involved

- Board
- Admin Team
- Parent Association
- Parents
- Students
- Teachers
- Staff
- Local Community Representatives
- Community Partners

Link to Corresponding WASC Action Plan Item

[Initiative 9: Retention & Community Building](#)

Link to Strategic Plan Timeline Calendar

[Retention and Community Building Timeline](#)

Links to Supportive Documents:

Additional Academic Scholarships grades 8 and 9 (2024/2025)

Additional Academic Scholarships grade 6 and 7 (2025/2026)

Alumni network

One school-wide weekly newsletter

One school-wide Daily Memo

Welcome Back Party for parents, teachers, staff

IBDP HS students pathways (2025-2026)

[Spirit Week and Sport Photos](#)

Sporting Events

Double 10 Day

[Flood Relief Donation Photos](#)

Community: Retention and Community Building

Reason for Strategic Initiative 9

Top tier schools create a strong sense of community and encourage a feeling of ownership and partnership between parents and the school. This results in a positive and collaborative school community, and TCIS sees collaboration as vital to a vibrant, successful, and positive school community.

A strong school community increases student enrollment and retention, encourages word-of-mouth advertising, increases teacher and staff retention rates, assists parents and other community members recognize their responsibility in the community, provides cultural understanding between stakeholders, and helps to improve the quality of education for students. As TCIS strives to increase student enrollment, these elements are vital to our continued academic and financial success.

Outcomes/ Programs developed related to Initiative 9 that make TCIS the top school in Bangkok

Outcome 1: Higher Retention Rates through Community Building

TCIS will retain families by implementing initiatives that create a feeling of community, appreciation, and ownership among stakeholders.

- Additional Academic Scholarships grades 8 and 9 (2024/2025)
- Additional Academic Scholarships grade 6 and 7 (2025/2026)
- Improve Alumni network
- One school-wide weekly newsletter
- One school-wide Daily Memo
- Welcome Back Party for parents, teachers, staff
- Grade-level parents representative structure to ensure school-wide parent involvement
- Einstein Day March 14th - New annual event
- Add IBDP pathway for HS students (2025-2026)
- Spirit Week
- Sporting Events
- Double 10 Day
- Thai Flood Relief Community Service
- Praksa Withedsuksa School (PWS) Student Chinese Language Workshops
- Formosa Association of Student Cultural Ambassadors (FASCA)
- NHS: National Honor Society, NJHS: National Junior Honor Society, NAHS: National Art Society (All have community service requirements)
- Increase parent invitations to school events (Sports Day, ECE and elementary parent-invited events, talent show)
- IBDP Project symposiums (spring 2027)

Indirect Outcomes:

Continued positive stakeholder and school relations

Word of mouth recommendations from current parents to prospective families

Increased enrollment

High student retention rates

Outstanding academic results





Strategic Initiative 10

Operational: Facilities

Provide stakeholders with world-class facilities that support student learning



Stakeholders Involved

- Board
- Head of School
- Administrators
- Business Manager

Link to Corresponding WASC Action Plan Item

[Initiative 10: No corresponding WASC Action Plan](#)

Link to Strategic Plan Timeline Calendar

Links to Supportive Documents:

[TCIS Facilities Maintenance and Upgrade Plan 2024 - 2028](#)

Operational: Facilities

Reason for Strategic Initiative 10

A campus that provides world-class facilities that are safe, support learning, and enables an array of extra-curricular activities is one of the hallmarks of top international schools. It is also an expectation of current and prospective parents. Providing potential parents with a facility that matches or exceeds their expectations will lead to an increase in enrollment and thereby increase the financial stability of the school while offering exceptional learning spaces. With many international schools in the local area varying for new families, providing parents with updated facilities may sway new parents to choose TCIS and may prevent current parents from leaving.

Outcomes:

A financially viable, operationally efficient, environmentally sustainable, and safe campus that will meet the needs of our students for the long-term.

Outcomes/ Programs developed related to Initiative 10 that make TCIS the top school in Bangkok

Outcome1: ECE Upgrade

TCIS will enhance the facilities in the Early Childhood Education center to ensure a more visually appealing and competitive environment, aligning with top international school standards. These upgrades will support early childhood learning, creating an engaging and stimulating space for our youngest learners.

- Add classrooms to expand enrollment
- Decorate classrooms to be theme-based age appropriate classes
- Redesigned bathroom spaces in all ECE classroom
- ECE playground upgrade with new equipment and extended room
- Add ECE indoor playroom on the 2nd floor

Outcome 2: Parking and Traffic Flow

TCIS will enhance its facilities to optimize parking and traffic flow, reducing morning and afternoon congestion while

providing additional parking for parents and staff. These improvements aim to create a safer and more efficient campus environment, supporting the well-being of our community.

- Improve traffic flow
- Improve parking

Outcome 3: Events and Tournaments Facilities

TCIS will upgrade its sporting facilities to better accommodate athletic tournaments and events, promoting physical education, teamwork, and student development while fostering a stronger sense of school community and spirit.

- Add LED screen
- Scoreboards in gyms
- Updating achievement banners
- Renovation of 4th. Fl. GYM.

Outcome 4: Large Group Events

TCIS will enhance the 5th Floor gym and the 360 auditorium to create better-equipped spaces for large group events, supporting our commitment to integrating technology in ways that enrich student learning and foster community engagement.

- LEDs in the 5th floor gym
- LEDs in the 360

Outcome 5: Green Campus

TCIS will enhance the campus by incorporating more greenery, installing solar panels, and implementing environmentally friendly structures and facilities. These improvements aim to create a sustainable and aesthetically pleasing environment, while also educating students on the importance of environmental stewardship and renewable energy.

- Add trees around the campus
- Recycle garbage bins around campus

Outcome 6: Independent Study Space for Secondary Students

TCIS will establish a new study space for high school students, designed to support both independent and collaborative work, with a focus on the needs of the IB Diploma Programme (IBDP). This space will foster critical

thinking, self-directed learning, and teamwork, providing an environment that enhances academic achievement and personal growth.

Outcome 7: Additional Classroom Space

TCIS will strategically increase the number of classrooms to accommodate the growth of our student body and foster a thriving, dynamic learning community. This planned expansion will support our commitment to providing an enriching educational experience while meeting the evolving needs of our growing school.

- Add ECE Classrooms (top priority)
- Add Elementary Classrooms
- Add Middle School Classrooms
- Add High School Classrooms

Direct evidence:

Learning spaces that accommodate our student population and programs.

Campus operating costs are aligned to the school's financial principles.

All building permits are made current.

Financial and operations audit

Campus development reports

Safety report

Indirect evidence:

Warm and welcoming sense of community is maintained.

Facilities are seen as a positive aspect of the school (survey data)



Strategic Initiative 11

Operational: Staffing and Human Resources

Hiring and retention of exceptional faculty and staff while also ensuring their wellbeing



Stakeholder Involvement <ul style="list-style-type: none"> • Board • Head of School • Admissions Department • Marketing Department • Finance Department 	Link to Corresponding WASC Action Plan Item Initiative 11: No corresponding WASC Action Plan Link to Strategic Plan Timeline Calendar Staffing and Human Resources Timeline	Links to Supportive Documents:
<p style="text-align: center;">Operational: Hiring, Retention, and Staff Wellbeing</p> <p>Reason for Strategic Initiative 11 Top schools focus on recruiting and retaining outstanding staff due to many factors, including having a stable community, higher academic results of students, financial savings related to recruitment costs, and the ability to continually improve the curriculum with the input of a stable team.</p> <p>Recruiting and Retaining Highly-Qualified Teachers: It is the expectation of current and prospective parents that international schools retain highly-qualified teachers. This is a staple of tier I international schools. Highly-qualified teachers are those with a license/certification to teach their content area and with an education-related college or university degree. It is preferable that the teacher is experienced in the international setting to increase the likelihood of their success.</p> <p>Staff Retention: Recruitment agency costs, air fares, visas, work permits, background checks, professional development, and onboarding all contribute to the costly endeavor of teacher and staff recruitment. Additionally, the human resources needed to locate potential employees, review applications, and the interview process is time consuming and highly involved.</p> <p>Increasing retention rates of staff saves the school money that may be used more effectively in other areas while also decreasing the time spent in the recruitment process.</p> <p>Teacher retention rates are also linked to higher student examination results, as well as a stable school roster with</p>		

fewer withdrawals.

Outcomes/ Programs developed related to Initiative 11 that make TCIS the top school in Bangkok

Outcome 1: Hire Outstanding New and Retain Existing Outstanding Teachers and Staff

TCIS will hire and retain outstanding, well-qualified, teachers and staff by offering advancement, professional development, staff wellbeing, and competitive salaries and benefits:

2023/2024

- Harmonize contracts
- Harmonize salaries
- Implement Shared Leadership Model
- Full-time Curriculum Coordinator
- Streamline information for living in Thailand
- Orientation Committee plans New Teacher Orientation in consultation with principals
- Support to attend regional teacher's conferences such as EARCOS/Google Summit
- Guest Trainer on Campus
- Harmonize teacher salaries
- Teacher housing 4k increase
- Prioritize hiring of IB-trained subject teachers
- Appoint an IB Coordinator
- Hire or appoint IBDP Core (CAS/TOK/EE) teachers/coordinators
- IBDP professional development for existing teachers

Outcome 2: Data Driven HR Trends

- Compile data on hiring trends, faculty satisfaction, and retention rates
- Regularly analyze data to adapt HR strategies

Outcome 3: Improve Work Life Balance

- Create policies aimed at creating a more positive work-life balance

Outcome 4: Created a Recognition and Rewards System

Direct evidence:

1. Use of highly regarded recruitment agencies
2. A well-developed and competitive salary scale and benefits package.
3. Updated employment contracts
4. High ratio of applicants to openings with a good yield.
5. Periodic benchmarking shows TCIS's teacher package in the top 10% of like schools.
6. External examination results surpass global averages.
7. Community survey results indicate high satisfaction.
8. Improved sustainability of course offerings due to retention of staff
9. Build strong relationships between the HR department, relocation companies, and housing agencies.
10. Reduced turnaround time in developing contract offers for teachers.
11. Transparent and explicit set of TCIS policies and procedures
12. The makeup of the staff provides flexibility to meet any changing needs of the school.
13. Increased contract lengths for new hires.

Indirect evidence:

1. Current teachers are strong advocates for the school
2. Former teachers are strong advocates for the school.
3. Strategic utilization of faculty to allow a financially sustainable student-teacher ratio.



THAI-CHINESE INTERNATIONAL SCHOOL

AMERICAN CURRICULUM SINCE 1995





Strategic Initiative 12

Curriculum Expansion and Improvement

Develop and deliver well-resourced curriculums that meets the needs of our community



Stakeholder Involvement

- Board
- Head of School
- Admissions Department
- Marketing Department
- Finance Department

Link to Corresponding WASC Action Plan Item

[Initiative 12: No corresponding WASC Action Plan](#)

Link to Strategic Plan Timeline Calendar

[Curriculum Expansion and Improvement Timeline](#)

Links to Supportive Documents:

Academic: Curriculum Expansion and Improvement

We aim to expand and improve our current curriculum offerings to maintain TCIS's reputation as the top international school in Bangkok. This initiative focuses on enriching academic pathways across all levels—from Early Childhood Education (ECE) to High School—while aligning with our multilingual and multicultural learning objectives.

Outcomes/ Programs developed related to Initiative 12 that make TCIS the top school in Bangkok:

Outcome 1: Whole-School Curriculum

TCIS will implement a school-wide curriculum review and update process to ensure consistency, rigor, and alignment with international standards.

- Establish a Curriculum Review Committee
- Conduct a Curriculum Audit

- Analyze leading educational models and curriculum frameworks
- Finalize selection of curriculum materials according to annual schedule
- Create a timeline for implementing curriculum updates
- Roll out new curriculum segments in select classrooms
- Establish a system for regular feedback from students and faculty

Outcomes/ Programs developed related to Initiative 1 that make TCIS the top school in Bangkok:

Outcome 2: ECE Curriculum

The Early Childhood Education program will be enriched to include more hands-on, developmentally appropriate, play-based learning, ensuring a solid foundation in social-emotional and academic development.

- Train ECE teachers on developmentally appropriate play-based learning approaches
- Provide new resources (e.g., manipulatives, outdoor learning spaces) for ECE grades
- Refine the ECE learning goals to better support social-emotional, language, and math development in line with developmental milestones.
- Organize workshops or informational sessions for parents to understand and support the new learning approaches at home.
- Provide ongoing professional development to our kindergarten teachers on Reading and Writing Workshop
- Thai:
- Chinese:

Outcomes/ Programs developed related to Initiative 1 that make TCIS the top school in Bangkok:

Outcome 3: Elementary Curriculum

TCIS elementary school will refine and improve subject-specific curricula, particularly in STEM

- Introduce new STEM projects and integrate technology into everyday learning (e.g., coding, robotics).
- Identify teacher professional development needs for these areas and provide additional training.
- Allocate budget for new learning tools that support interactive and student-centered learning.
- Host curriculum open houses where parents can experience STEM and humanities activities firsthand.
- Examine and refine the horizontal alignment among ELA, CMT, and TMT courses.
- Thai:
- Chinese:

Outcomes/ Programs developed related to Initiative 1 that make TCIS the top school in Bangkok:

Outcome 4: Middle School Curriculum

TCIS MS will refine and improve subject-specific curricula, particularly in STEM and humanities.

- Introduce new STEM projects and integrate technology into everyday learning (e.g., coding, robotics).
- Identify teacher professional development needs for these areas and provide additional training.
- Allocate budget for new learning tools that support interactive and student-centered learning.
- Host curriculum open houses where parents can experience STEM and humanities activities firsthand.
- Create and implement language enrichment programs
- Examine and refine the horizontal alignment among ELA, CMT, and TMT courses.

Outcomes/ Programs developed related to Initiative 1 that make TCIS the top school in Bangkok:

Outcome 5: High School Curriculum

TCIS' high school curriculum will offer IBDP as part of the curriculum while also continuing to improve the American, Thai, and Chinese curriculums

- Integrate ATL and interdisciplinary learning beginning in grade 5 to prepare IB-ready students.
- Develop a one-semester pre-IB orientation program for students in order to prepare IB-ready students.
- Finalize IBDP course offerings based on student interest.
- Obtain authorization to offer IBDP.
- Create suggested HS 4-year plans for AP, IB, and local diploma options based on courses offered and popular university/career plans
- Streamline the alignment between AP and IB offerings to allow students access to a wide variety of course options according to their university and career plans.
- Create and implement AP/IB Symposium for Capstone and EE project presentations.
- Examine and refine the horizontal alignment among ELA, CMT, and TMT courses.
- Prioritize growth of technology-focused courses through funding, marketing, and stakeholder engagement events





Strategic Initiative 13

Accreditation: WASC, IBDP, and Local Accreditations
Maintain all international and local academic accreditations



Stakeholder Involvement

- Board
- Head of School
- Admin Team
- Admissions Department
- Marketing Department
- Finance Department
- All Stakeholders
- Community Representatives

Link to Corresponding WASC Action Plan Item

[Initiative 13: No corresponding WASC Action Plan](#)

Link to Strategic Plan Timeline Calendar

[WASC, IBDP, and Local Accreditations Timeline](#)

Links to Supportive Documents:

[WASC Mid-Cycle Letter](#)
[WASC 2024 Mid-Cycle VC Report](#)
[WASC 2024 Mid Cycle Report](#)
[IBDP Candidate School Letter](#)
[TCIS Interim Report June 2025](#)

Accreditation: WASC, IBDP, and Local Accreditations

Reason for Strategic Initiative 13

WASC and IBDP accreditations and local accreditation serve as foundation for quality education. An accredited school is a statement to stakeholders that it is a trustworthy school for student learning and is committed to ongoing improvement. Stakeholders are assured that TCIS is evaluated extensively and meets or exceeds expectations of performance and quality.

Because accreditation requires continual self-evaluation and monitoring of its programs and operations in relation to the impact on student learning and periodic external review, stakeholders can be assured that the educational quality of programs and services offered by the institution are current, reflect high standards of quality, and are offered with integrity.

Students can be assured that TCIS has been reviewed and the educational programs that are offered have been evaluated for quality. Candidates for employment can be assured that TCIS meets the standards of a respected independent agency that reviews the school's programs.

TCIS benefits financially from accreditation as it is an attractive selling point to potential parents and is considered a minimal expectation for international schools to possess in the current market.

Outcomes/ Programs developed related to Initiative 12 that make TCIS the top school in Bangkok:

Outcome 1: WASC Accreditation

TCIS will successfully retain full six-year WASC accreditation status by involving all stakeholders in the self-study and mid-year cycle reports and by involving all stakeholders in the school improvement process.

- Administrators to attend Develop WASC committees
- Appoint an admin member as a lead to each committee
- Review progress on each of the action plan items
- Report on progress towards completion of each action plan item

Outcome 2: IBDP Accreditation

TCIS will successfully apply for and receive IBDP status and implement the IBDP curriculum as a curriculum option.

- TCIS approved as candidate school (09/2024)
- TCIS will finalize course proposal for inaugural IBDP cohort based on student interest (10/2024)
- TCIS will identify teachers for proposed courses and provide IBDP Cat 1 training (10/2024)
- TCIS will create designated collaboration times for IBDP committee and teachers for curriculum building (10/2024)
- TCIS anticipates consultancy visit (winter 2024)
- TCIS will follow-up on any issues noted at consultancy visit (winter 2024/spring 2025)
- TCIS anticipates authorization visit (spring 2025)
- TCIS anticipates welcoming its inaugural IBDP cohort (fall 2025)

Outcome 3: Thailand Ministry of Education Accreditation (MOE)

TCIS will continue to retain Thai MOE accreditation and will submit approved School Annual Reports (SAR reports).

- Complete the School Annual Report (E-SAR) and submit to the Thai Ministry of Education for review
- Receive

Direct evidence:

1. WASC Certificate of Accreditation
2. IBDP Certificate of Accreditation
3. Thailand Ministry of Education Certificate of Accreditation
4. Evidence of all accreditation posted on TCIS website
5. Self-Study that indicates thoughtful reflection of TCIS by stakeholders.
6. Standards of Accreditation have been achieved.
7. Use of WASC accreditation status during admissions and marketing to attract parents.
8. Use of WASC accreditation status to attract outstanding teachers and faculty.
9. WASC accreditation logo on TCIS website
10. Graduating students' acceptance into the world's top-rated universities.

