

ISK Rolling 5-Year Strategic Plan 2016-2021
(Approved – September 13, 2016)

KRA's and Objectives: approved by the Board.

Goals & Actions: determined by administration

● = year the objective is to be completed

KRA 1: All students will achieve ISK's Educational Aims					
Objectives	Annual Goals and Actions				
	2016-17	2017-18	2018-19	2019-20	2020-21
<p>1.1 Curriculum Alignment & Assessment By May 2018, full alignment of the curriculum with ISK Educational Aims will be in place with evidence of assessment data available for analysis the following year.</p>	<p>Annual Goal: By May 2017, all teachers will understand and have trialed aims structures in their classrooms and assessment designs. Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Create a framework for operationalizing elements that support the aims (e.g., language, assessment scales). 2. Prototype structures for implementation (e.g., interdisciplinary course planning templates). 3. Gather feedback (teachers, students), refine structure, and ensure alignment of systems. 4. Refine faculty and admin recruitment processes and tools in line with learning story and aims. 5. Teacher/LT working groups will investigate and select possible assessment tools to measure student progress towards meeting the ISK Aims (including grade level summative projects). 6. Finalize the external testing tools used (ISA, MAP, PSAT) and plan for implementation of data review. 7. Revise and seek approval for curriculum policies in the Board Policy Manual. 	<ul style="list-style-type: none"> • Teachers embedding aims in their assessment tasks • Design, prototyping and revision of reporting processes • Focus Teacher Student Learning Data (SLD) goal for year on aims • Revise teacher growth and appraisal process in line with aims • Clarify student participation in assessment 	<ul style="list-style-type: none"> • Implementation of new reporting processes. • Develop professional learning for teachers focused on data analysis. • Assessment data gathered, organized and analyzed. 	<ul style="list-style-type: none"> • Instructional strategies and professional learning reshaped based on data analysis. 	●
<p>1.2 Capacity Building By May 2018, a sustainable, professional growth model will be in place for all ISK staff that will support the implementation of the educational Aims.</p>	<p>Annual Goal: By May 2017, systems will have been developed to ensure that teachers have the capacity to implement the educational Aims. Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. The PL committee will redefine ISK's PL philosophy and funding guidelines in line with the current research. 2. Introduce the key competencies and the related toolkit with teachers. 3. Identify and provide teachers with multiple opportunities to build their capacity and competencies. 4. Align the TGA rubric with the identified competencies. 	<ul style="list-style-type: none"> • Develop targeted learning opportunities for teachers and TA's. • Map out professional learning and associated funding for all staff. 	●		

KRA 2: ISK will provide sustainable resources to ensure exemplary educational experiences for all our students.

IMPACT: The learning environment will be enhanced by the alignment of resources with our learning objectives.

Objectives	Actions				
	2016-17	2017-18	2018-19	2019-20	2020-21
<p>2.1 Growth and Appraisal By August 2017, professional growth and appraisal tools will be in place to measure the effectiveness of all ISK staff</p>	<p>Annual Goal: By May 2017, remaining rubrics will have been completed to ensure all staff have an updated growth and appraisal tool. Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Identify positions (e.g., registrar, operations staff) that require an updated growth and appraisal tool 2. Complete the new tools for implementation in July 2017. 	●			
<p>2.2 Technology Infrastructure By May 2019, ISK will have sustainable technology infrastructure and strategies in place to fully support ISK Mission, Vision and Educational Aims.</p>	<p>Annual Goal: By May 2017, additional metrics will be identified to measure effectiveness of Technology Plan implementation, including sustainable technology infrastructure, in relation to ISK’s Mission, Vision and Aims. Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Identify discrete tasks that are embedded in the Technology Plan for 2016-2017 school year and monitor for completion. 2. Establish small working group within Technology Team and create additional metrics to measure effectiveness of the discrete tasks within the Technology Plan for the 2016-2017 school year. 3. Determine other metrics for 2017-2019 school years. 	<ul style="list-style-type: none"> • Review recommendations for additional metrics and plan for implementation. 	<ul style="list-style-type: none"> • Review final recommendations for additional metrics and previous progress. • Develop a new three-year technology plan. 	●	
<p>2.3 Facilities Planning By May 2020, the Facilities Master Plan will be aligned with the admission policy and the LTFP [Long Term Financial Plan] to accommodate diverse learning needs and ensure a safe, secure campus.</p>	<p>Annual Goal: By May 2017, the campus will be accessible, safe and secure for the community. Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Maintain the evaluations and audits and implement improvements as required. 2. Fund and implement improvements to the facilities as required. 3. Consider election year safety and security implications effects on enrollment and school calendar. 4. Review and approve LTFP and Master Facilities Plan. 5. Review and approve plans for new MS building. 	<ul style="list-style-type: none"> • Complete HS Elevators and Covered Tennis Courts. 	<ul style="list-style-type: none"> • MS Construction commences. • Review and Assess facilities capacity, including the athletics facilities 	<ul style="list-style-type: none"> • MS Building Opens. 	<ul style="list-style-type: none"> • Begin pre-planning for Aquatics Center.

KRA 3: ISK will have strong and sustainable community relationships
IMPACT: Deeper community engagement will result in stronger mutual commitment and support

Objectives	Actions				
	2016-17	2017-18	2018-19	2019-20	2020-21
<p>3.1 Giving Programs By May 2019, ISK will have explored and institutionalized additional revenue streams as appropriate beyond tuition and fees, to ensure financial sustainability.</p>	<p>Annual Goal: By May 2017, the structure of sustainable ISK giving programs will be formalized to increase participation and donations. Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Identify avenues / approaches / individuals for fundraising and marketing. 2. Revisit purpose and focus of annual fund. (Parent survey) 3. Follow-up with corporations currently under discussion and continue identifying activities for additional potential donors to the scholarship fund. 4. Create the plan for the capital campaign if deemed feasible. 	<ul style="list-style-type: none"> • Implement giving programs determined to be appropriate and sustainable. 	<ul style="list-style-type: none"> • Review sustainability of various giving programs and adjust as necessary. 	●	
<p>3.2 Marketing for Enrollment By May 2018, avenues to optimize enrollment through marketing strategies will have been investigated and implemented.</p>	<p>Annual Goal: By May 2017, short-term (3-5 years) marketing and enrolment strategies will have been optimized for the evolving demographics in Kenya. Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Develop a reliable forecasting projection model (including improving upon the Demand Forecast Survey). 2. Review Marketing for Enrollment: Talking Points for Discussion (ensuring that the ISK Learning Story and CASL program are included.) 3. Develop an approved Marketing Plan for 2017-18 school year which includes the identification of high priority/high yield market segments in Kenya. 4. Review ways to achieve 1% financial aid program target which is not currently being met. 5. Review effectiveness of financial waivers/bursary program and its impact on potential additional opportunities. 	<ul style="list-style-type: none"> • Review effectiveness of implemented marketing strategies. 	●		

Completed Objectives since rolling Strategic Plan initiated in 2009-10:

- 1.1 By the beginning of 2010-11 ISK will adopt a Statement of Aims that defines long-term whole child development outcomes.
- 1.1 By May 2014, ISK will have successfully implemented protocols for setting, tracking and achieving student learning goals.
- 1.5 By May 2014, the admissions policy will be reviewed to align with our philosophy and resources.
- 1.6 By May 2016, the Habits of Learning aligned with the Educational Aims will be implemented and assessed
- 3.1 Annually rationalize, assess, and ensure good financial control in the areas of revenue, debt, exchange rate fluctuation, and cash flow management.
- 3.1 At regular intervals, to be decided by the Board of Directors, review policy and plan related to Emergency Reserves targets.
- 3.3 ISK will annually review the implementation of its Long-Term Financial Plan to ensure that it continues to accommodate both long-term commitments and prioritized expenditures.
- 3.4 ISK will continue to implement best practices in financial management and reporting and be subject to independent audits/review.
- 3.5 All of the above best practices will be embedded in policies by March 2014.
- 4.3 By May 2011 ISK's operational systems will be articulated in Operational Manuals, linked to the Board's Policy Manual and guided by CIS/MSA accreditation standards.

- 2.3 By November 2015, a compensation benchmarking plan and targets will be in place.
- 2.4 By January 2015, develop a Finance Contingency Plan that supports and is responsive to the LTFP.
- 2.5 By May 2015, refine the Project Sequence of the Facilities Master Plan in line with the LTFP and strategic priorities.
- 3.1 By June 2015, the Communications Plan will be refined and updated based on quantitative and qualitative data.
- 3.5 By February 2015, ISK alumni association network will be engaged and contributing to ISK's future.

- 1.3 **Assessment Systems:** By May 2019, assessment data will show that each student is progressing towards meeting ISK standards and the ISK Aims. *(merged with Objective 1.1; August 2016)*
- 2.2 **Professional Development:** By August 2018, professional development practices and resources will be reviewed and adjusted to ensure a sustainable growth oriented model for all ISK staff that leads to improved practices and optimal student learning. *(merged with Objective 2.1; August 2016)*
- 2.4 **Leadership Continuity:** Through 2017-18, ensure a smooth and successful transition to the new Director.
- 3.2 **Scholarship Endowment Fund:** By August 2020, the Scholarship Endowment Fund will generate sufficient income to support eight high school scholarships for qualified Kenyan students. *(merged with Objective 3.1; August 2016)*
- 3.3 **Capital Campaign:** By December 2017, the Capital Campaign will be generating revenue for the Facilities Master Plan. *(merged with Objective 3.1; August 2016)*
- 3.4 **Marketing for Enrolment:** Investigate avenue to optimize revenue form enrollment by September 2016. *(merged with Objective 3.5 and renamed 3.2; August 2016)*