

ISK Rolling Strategic Plan - Final Year 2019-20

(Updated – September 24, 2019)

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	
	2019-20	2020-21
<p><u>1.1 Curriculum and Assessment</u> By May 2020, students will demonstrate evidence of learning as a result of quality instruction which embeds the ISK Aims</p>	<ul style="list-style-type: none"> ● Establish and communicate a clear school-wide priority around instruction, including providing professional learning for teaching faculty in the areas of differentiation, assessment practices, and social-emotional learning. ● Continue to develop the written curriculum. As the curricular units are redesigned, it will be key to <ul style="list-style-type: none"> ○ ensure that the respective Aims are identified ○ understand and record the ways in which the Aims are being intentionally taught ○ document this aspect of our educational program in LearningBoard through our units. ● Facilitate opportunities for teachers to collaboratively look at student work to inform instruction, including beginning to analyze LB data regarding the Aims. 	<p>●</p>
<p><u>1.2 Organizational Capacity</u> By May 2020, faculty and staff will have enhanced their capacity to engage students in quality learning experiences through the Learning Pathways.</p>	<ul style="list-style-type: none"> ● Revise teacher (and admin) growth and appraisal process/tool in line with ISK Learning Designs. ● TLC to articulate a plan for integrating the Learning Pathways into the full educational program with an initial focus on the Service aspect of the Experiential Pathway. ● Lead a smooth and positive transition/reorganization of the Teaching and Learning Center. ● Enhance organizational structures and capacity aimed at supporting well-being. ● Monitor and adjust current plan for inclusion of students with more intensive learning (and HCL) needs and begin to clarify what inclusion means at ISK. 	<p>●</p>

KRA 2: ISK will provide sustainable resources to ensure exemplary educational experiences for all our students.		
<i>IMPACT: The learning environment will be enhanced by the alignment of resources with our learning objectives.</i>		
Objectives	Actions	
	2019-20	2020-21
<p><u>2.1 Technology Systems</u> By May 2020, ISK will have fully implemented LearningBoard in order to enable and measure the implementation and impact of teaching and learning in support of ISK Mission, Vision and Educational Aims.</p>	<ul style="list-style-type: none"> ● Launch parent and student access to LearningBoard. ● Complete documentation of curriculum within LearningBoard. ● Implement training for students and parents. ● Develop a process for feedback and evaluation of the system, and continue to define recommendations and refinements. 	<ul style="list-style-type: none"> ● Operationalize LearningBoard within the Technology Plan.
<p><u>2.2 Facilities Planning</u> By May 2021, the Facilities Master Plan will be aligned with the admissions policy and the LTFP [Long Term Financial Plan] to accommodate diverse learning needs and ensure a safe, secure campus.</p>	<ul style="list-style-type: none"> ● Oversee the MS Building/HS Science block construction and report regularly. ● Plan the purchase of furniture and equipment for the new MS Building and HS Science Block. ● Continue to look at opportunities for increased accessibility and environmental friendliness. ● Explore aspects of our facilities' capacity, including athletics facilities along with vehicular access and parking. 	<ul style="list-style-type: none"> ● Continue MS Building Construction. ● Revise Facilities Master Plan.

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

Objectives	Actions	
	2019-20	2020-21
<p>3.1 Communications and Outreach By May 2020, ISK will implement a communication strategy that elevates student voice, broadens networks, and enhances the school profile.</p>	<ul style="list-style-type: none"> • Develop shared values as a community, through the process of gathering input from all stakeholders, as recommended in the accreditation report. • Review the Communications and Marketing Plans to ensure that they incorporate ISK values and showcase a philosophy that communicates that all children can learn and achieve their potential. <ul style="list-style-type: none"> ○ Provide structured messaging through ISK social media /website to demonstrate ISK's excellence in education. ○ Expand ISK networks within the greater Nairobi area in anticipation for the opening of the new middle school 2021/2022. • Increase contributions by ISK students to various communication channels, as well as collaboration with students on various community building initiatives. 	<p>•</p>

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 from enrollment by September 2016. *(merged with Objective 3.5 and renamed 3.2; August 2016)*
- 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. *(merged with Objective 2.1; September 2017)*
- 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. *(Deemed Complete; September 2017)*
- 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. *(Deemed Complete and refocused as 2.1; September 2017)*
- 3.2 - **Marketing for Enrollment:** By May 2018, avenues to optimize enrollment through marketing strategies will have been investigated and implemented. *(Deemed Complete; September 2017)*

- From 2017-18
- 3.1 - **Giving Programs:** By May 2019, the structure of sustainable ISK giving programs will be formalized and institutionalized as appropriate to ensure continued participation and donations.
- 3.2 - **Communication Strategies:** By May 2019, ISK will have developed and implemented sustainable communication and outreach initiatives.