

ISK Rolling 5-Year Strategic Plan 2018-2023

(Approved – September 25, 2018)

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				
	2018-19	2019-20	2020-21	2021-22	2022-23
<p>1.1 Curriculum and Assessment By May 2020, students will demonstrate evidence of learning as a result of quality instruction which embeds the ISK Aims</p>	<p>Annual Goal: By May 2019, students will produce evidence of growth in their learning as a result of quality instruction that begins to embed the ISK Aims.</p> <p>Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Ensure clarity of the documented curriculum through the curriculum review cycle and LearningBoard. 2. Provide instructional support for teachers and other support staff including guided inquiry and reflective practice. 3. Systematically collect and analyze evidence of student achievement, including student self-assessment, in regards to the Aims and the ISK mission and vision. 4. Provide professional learning on effective assessment practices including grading and reporting. 	<ul style="list-style-type: none"> • Revise teacher growth and appraisal (TGA) process/tool in line with ISK Learning Designs progress reflection. • Deepen instructional support for teachers including guided inquiry and reflective practice. • Ensure clarity of the written curriculum. • Provide professional learning opportunities for teaching faculty based on the areas identified in the previous year. 	•		
<p>1.2 Organizational Capacity By May 2020, faculty and staff will have enhanced their capacity to engage students in quality learning experiences through the Learning Pathways.</p>	<p>Annual Goal: By May 2019, the organizational structure will support the ISK Learning Pathways.</p> <p>Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Review and redesign the organizational chart to reflect ISK's Guiding statements and Learning Designs. 2. Identify budget implications and timeline for implementation. 3. Develop a plan to clarify and build capacity around the learning pathways structures for teaching faculty. 4. Continue to provide professional learning opportunities for teaching faculty, including differentiated practice in the written and taught curriculum. 5. Determine ways to include our support faculty (e.g. coaches, private music teachers, etc.) to guide student engagement in the Learning Pathways. 	<ul style="list-style-type: none"> • Systematically collect and analyze evidence of student progress in regards to the Aims and the ISK mission and vision. • Use LB data and analytics to identify which Aims are/are not being addressed systematically. • Continue to build teachers' capacity to use data to track student growth (and program success). • Implement structures for teachers to make connections between disciplines, personalize learning and include authentic experiential experiences. 	•		

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				
	2018-19	2019-20	2020-21	2021-22	2022-23
<p>2.1 Technology Systems 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>	<p>Annual Goal: By May 2019, the remaining modules of the LearningBoard will have been completed including the development of a well-defined communication strategy and training program.</p> <p>Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Migrate existing curriculum into LearningBoard. 2. Prototype remaining modules (Feedback, Analytics and Portfolio) for implementation in the 2019-20 school year. 3. Provide input on the design of the Capture App and My Story components which enable students to input evidence of their learning. 4. Conduct training of faculty and staff on new LB aspects. 5. Develop a training program for the ISK community (students and parents). 6. Develop and implement a community-wide communication strategy for LearningBoard. 	<ul style="list-style-type: none"> • Launch parent and student access to LearningBoard. • Complete documentation of curriculum within LearningBoard. • Implement training of students and parents. • Develop a process for feedback and evaluation of the system. • Continue to define recommendations and refinements. 	<ul style="list-style-type: none"> • Operationalize LearningBoard within the Technology Plan. 	<p>•</p>	
<p>2.2 Facilities Planning 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>	<p>Annual Goal: By June 2019, complete planning to start construction of the MS Building and HS Science Block.</p> <p>Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Appoint the additional members of the consultancy team (structural engineer, civil and mechanical engineer) and consider project management. 2. Determine financing for the Middle School construction project. 3. Plan for displacement and ongoing communication of MS classes/students & HS Science classes/students into pre-fabs and other classrooms for the construction period. 4. Determine safety, traffic flow, access controls and appoint project manager as needed. 5. Finalize detail design plans, furniture, playground/outdoor spaces and tech infrastructure. 6. Complete final cost estimates including pre-fab construction. 7. Approve final construction budget including pre-fab construction. 8. Finalize licences and permits including starting pre-fabs buildings construction. 9. Award tender for construction and plan for classrooms shift. 10. Continue to look for opportunities for increased accessibility and environmental friendliness. 	<ul style="list-style-type: none"> • Start and oversee the MS Building/HS Science block construction. • Review and assess facilities capacity, including athletics facilities. • Continue to look at opportunities for increased accessibility and environmental friendliness. 	<ul style="list-style-type: none"> • Continue MS Building Construction. • Revise Facilities Master Plan. 	<ul style="list-style-type: none"> • MS Building opens. 	<p>•</p>

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

Objectives	Actions				
	2018-19	2019-20	2020-21	2021-22	2022-23
<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>	<p>Annual Goal: By May 2019, ISK will broaden and strengthen community outreach, collaboration, and engagement.</p> <p>Actions (to achieve above goal):</p> <ol style="list-style-type: none"> 1. Implement the 2018-21 ISK communications plan/strategy. 2. Create opportunities for student voice and ambassadorship. 3. Continue to enhance ISK's public profile through legacy development and community networks that promote an understanding of ISK. 4. Utilize all staff as role models and ambassadors for the school. 5. Promote and communicate student-led projects and experiences in coordination with stakeholder groups 6. Take steps to continue to build organizational capacity and a sense of community. 7. Focus on community participation and external outreach (e.g., partners, stakeholders) through the Inspiration Initiative, in particular support for the Scholarship Program and student-led Community Outreach. 	<ul style="list-style-type: none"> • Gather data and feedback (e.g., parents, students, alumni surveys; enrolment data; legacy of giving) to measure the level of community engagement. • Review the effectiveness of the communication plan, and adjust as needed. 	<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.