



ICS Strategic Plan 2019-20 extended



Introduction

As we embark on the self-study process for accreditation with MSA, our goal was to also get the accreditation from CIS, which is a more robust, critical and international seal of approval. We also hope to align the MSA, CIS and IBO accreditations in the same cycle.

What we found is that since we are new to CIS, the accreditation process is going to take more time. The CIS self-study and accreditation is a two-year process. The Leadership Team has unanimously voted to have the CIS Accreditation for its added rigor and more stringent evaluation, as we believe this will give us a better understanding of what is working well and what ICS needs to improve upon within the international school and global context.

Therefore, we will not begin developing our next strategic plan until after the CIS/MSA evaluation and accreditation, in the 2021-22 school year. In light of this decision, we have extended last year's strategic plan, as an interim strategic plan through 2021, delaying our strategic planning schedule to include the recommendations from the CIS/MSA/IB Accreditation.

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In addition to our strategic plan, ICS establishes annual goals. The schoolwide goals for 2020-21 are:

- **Goal 1**
We will prioritize and protect the physical, social and emotional health, safety and security of each of our students and employees, particularly in the face of the ongoing pandemic and the uncertain political landscape.
- **Goal 2**
We will deliver an exceptional blended learning program as we strive to be a highly effective and learning progressive school. Creating learning experiences that transition seamlessly between face-to-face and digital environments.
- **Goal 3**
We will authentically reflect on our structures, processes and programs to develop honest and candid plans for change as we navigate the CIS Accreditation Process.

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This ICS Strategic Plan was created in 2018. This document has been updated to include 2020-21 schoolwide goals. This plan will be reviewed and updated in 2021-22 and will be reviewed annually by the Executive Leadership Team and the ICS Core Planning Team

History of the ICS Strategic Plan

ICS's Self-Study Accreditation process through the Middle States Association of Colleges and Schools (MSA), as well as MSA's Visiting Team Report in 2014, formed the foundations of the current ICS Strategic Plan. In 2014, as part of the MSA Accreditation process, two Student Performance goals and two Organizational Capacity goals were identified, which became the starting point for the long-range ICS Strategic Plan.

During this time, it was deemed essential by MSA (as per recommendations in the Visiting Team Report) for ICS to engage in a formal Strategic Planning process that would help set the direction and priorities for ICS Addis for the following years. This would help us identify our view of success, as well as shape the activities, results, and actions that would help us achieve our goals.

ICS Strategic Plan 2014

The following Strategic Objectives were identified in 2014:

Strategic Objective 1	We will embrace the ICS Learner Profile.
Strategic Objective 2	We will learn through inquiry, action, and reflection
Strategic Objective 3	We will provide enhanced, program-driven facilities for a growing student body
Strategic Objective 4	We will foster a positive organizational culture and school climate.

In October 2014, the ICS Core Planning Team engaged in a two-day Strategic Planning Retreat which was headed by a consultant, Dr. Theresa Arpin. The goals were to understand the Strategic Planning process and entertain discussions to redefine the Mission, Vision and Core Beliefs of ICS. Dr. Arpin also worked with ICS stakeholders in order to prompt further dialogues about the Mission, Vision and Core Beliefs of ICS.

During the time from October 2014 to March of 2015, the Core Planning Team updated the ICS Mission, Vision and Core Beliefs (approved by the Board of Governors in March of 2015), and the original four Strategic Objectives were integrated into a more comprehensive and detailed Strategic Planning and Action Plan process at ICS that resulted in seven Strategic Objectives. This process involved appointing Strategic Objective Chairs and forming Action Plan Committees (voluntary and solicited participants), who developed the Specific Results, Action Plans, Timelines and Indicators of Success.

Strategic Plan 2015-2017

In the fall of 2015, the ICS Strategic Plan was communicated to the ICS Community and served to unify all ICS stakeholders into supporting a single set of focused priorities in order to achieve the school's Mission and Vision.

These seven Strategic Objectives included:

*Strategic Objective 1	We will embrace the ICS Learner Profile.
*Strategic Objective 2	We will learn through inquiry, action, and reflection
*Strategic Objective 3	We will provide enhanced, program-driven facilities for a growing student body
*Strategic Objective 4	We will foster a positive organizational culture and school climate.
Strategic Objective 5	We will deliver an outstanding educational program.
Strategic Objective 6	We will develop a comprehensive communications program.
Strategic Objective 7	We will secure a financially sustainable future and build our culture of philanthropy.

*These four Strategic Objectives continued to be reported to MSA as part of the ICS accreditation process.

ICS demonstrated a solid commitment to involving ICS stakeholders in meaningful ways to ensure the success of the Strategic Plan. The Strategic Objective Action Plan Committees continued to meet on a regular basis to review, reflect upon, and modify the Actions Plans, as well as help to ensure successful and timely implementation. As well, ICS continued to meet with the Strategic Core Planning Team, who reviewed

ICS Strategic Plan 2017-2019

accomplishments and areas of focus within each the Action Plans, and provided feedback and recommendations for the Board of Governors on an annual basis. The Strategic Core Planning Team included a broad spectrum of the school's stakeholders and included faculty, staff, students, parents, Board members, and the ICS leadership team. The ICS Leadership also provided annual Strategic Objective summaries, indicating accomplishments and future areas of focus, to the Board of Governors and interested stakeholders.

In the spring of 2017, after a comprehensive reflective process initiated by Strategic Objective Chairs of SO1, SO6 and SO7, and the Leadership Team, the Strategic Objectives were cut down from seven to five. For Strategic Objective 1--We will embrace the ICS Learner Profile, the recommendation to discontinue this Strategic Objective was made as it was felt that the Specific Results of the Strategic Objective had been met.

The ICS Learner Profile had become part of the fabric of the ICS Addis community in positive ways, and was positioned well in the community to continue to be so in the future with ICS being an IB authorized school. In the case of Strategic Objective 6 -- We will develop a comprehensive communications program and Strategic Objective 7 -- We will secure a financially sustainable future and build our culture of philanthropy it was determined that a new Strategic Objective, merging elements of both Strategic Objectives 6 and 7, which streamlined and placed a primary focus on strategic relationships, communication and nurturing partnerships, would better serve ICS and the wider community.

These recommendations for changes were supported by the ICS Core Planning Team, and approved by the ICS Board of Governors. In June of 2017, the new Strategic Objectives officially became:

Strategic Objective 1	We will deliver an outstanding educational program.
Strategic Objective 2	We will learn through inquiry, action, and reflection
Strategic Objective 3	We will provide enhanced, program-driven facilities for a growing student body
Strategic Objective 4	We will improve organizational culture and school climate.
Strategic Objective 5	We will develop and grow strategic relationships to increase support of ICS and its programs.



Since 2015 the ICS Strategic Plan has helped ICS to set its direction and priorities in order to successfully enhance student learning. We have continued to revise and enhance the current Strategic Plan to meet the needs of our students, faculty, and community stakeholders through a process of continual review and reflection. We are proud of our progress and successes over the past five years in laying solid foundations for our community of learners.

ICS Strategic Plan 2019-2021

As ICS strives to explore and implement innovative models of learning centered on personalized learning and student agency, and reconstructs systems and environments to become a “Highly Effective and Learning Progressive school”, new priorities, structures and thoughtful plans will need to be created. Some elements of the current Strategic Plan will continue to be focal points, while others will take us into the next generation of learning, truly challenging us to meet the needs of all students, and ensuring that all students learn and engage at the highest levels. Aligning with our unwavering commitment to our mission and vision, the next ICS Strategic Plan will solidify our goal of becoming a global leader in education, dedicated to advancing student learning.

Starting in the fall of 2019, aligning with the ICS accreditation self-study process with the Council of International Schools (CIS) and MSA accreditation structures, ICS will begin the process of exploring the direction and facets of a new Strategic Plan. In order to ensure continued success, areas of focus have been identified from each of the current five Strategic Objectives, and will continue to be carried out and overseen by the Leadership team in the coming years until the new Strategic Plan is fully formed.

Strategic Objectives and Focus Areas

Objective 1:

We will deliver an outstanding educational Program

Focus Areas:

- Continue to articulate, align and document the guaranteed and viable curriculum, and ensure documents are easily accessible through the divisional Dashboards linked to the Curriculum Center.
- Continue to build assessment literacy throughout the school, which includes a focus on common formative assessments.
- Engage in structured discussions around the current reporting systems and wording of the proficiency indicators to ensure they align with our philosophy of learning.
- Continue to provide support structures and training to PLC Teams/PLC Facilitators in order to ensure effective and efficient meetings take place.
- Continue to enhance understanding of the RTI process, especially around Tier 1 and Tier 2 practices and interventions that occur within the “regular mainstream” classes.
- Solidify digital literacy expectations of teachers, TAs and Leadership, along with the use of the ISTE standards and how they can guide and enhance learning within the school.

Objective 2:

We will learn through inquiry, action and reflection

Focus Areas:

- Continue to articulate a common message, and ensure an understanding of the relationship between standards-based instruction, conceptual learning, agency and student-led inquiry, especially within the PYP. *
- Continue to support teachers with the understanding that agency and inquiry can exist on a spectrum between structured, guided, and student led inquiry/agency. *
- Ensure alignment and coherence to the ICS Learning process through the continued review and documentation of existing learning systems and processes.
- Review, refine and enhance the PLEx experience and explore ways to embed elements of PLEx within “regular” classes throughout the year.
- Ensure continued use of appropriate inquiry structures (such as PLEx, ICS Research Framework, and Approaches To Learning) within the core curriculum.

*Formal recommendations from Visiting Consultant, Dr. Maria Hersey.

Objective 3:

We will provide enhanced program-driven facilities.

Focus Areas:

- Continue discussions within the ICS Board and leadership team to determine the next capital project that will be approved, designed, and started next to create balance and flexibility within our learning spaces.
- Continue to engage in innovative discussions on the use of physical space and enhancing learning environments, indoor and outdoor, within ICS.
- Engage in discussions on the length of time to maintain two properties (our two satellite campuses) beyond the completion of the ES Learning Hub – Phase 1.
- Continue to monitor political and economic factors with US State Department-related organizations, in regards to enrollment and institutional sustainability.
- Discuss, plan for, and determine the impact of, the new Elementary School on traffic patterns, room use, and the shuffling of rooms on campus for 2020-21.

Objective 4:

We will improve organizational culture and school climate.

Focus Areas:

- Continue to clearly define and communicate leadership and mid-level leader roles (including Directors, Coordinators and Team Leaders) and responsibilities, along with a flow chart of decision-making procedures.
- Continue to ensure that all divisions have authentic, functioning and transparent structures in place to ensure there are avenues for input, feedback and communication.
- Continue to re-evaluate and enhance the Teacher Supervision and Evaluation framework, especially for new teachers. This year, ICS moved away from the Danielson Rubric as a means to evaluate returning teachers and used the Collective Agreements with a series of indicators, using classroom walkthroughs and reflective processes. Next year, the system for new hires will need to be re-evaluated as well, which is currently still aligned with the Danielson Rubric.
- Continue to find ways to authentically value faculty and staff. This also involves further supporting and working with the Sunshine Committee, and looking at ways to honor teachers and staff throughout the school year.
- Continue with the Head of School Coffee Mornings to enhance rich dialogue and problem solving.
- Continue to evaluate the rapid rate of change and stresses placed on faculty and staff with new initiatives and opportunities. Ensure change management processes are clearly planned out, articulated and communicated in order to ensure success.
- Explore faculty housing options in order to improve the quality of life for our teachers in Addis Ababa.

Objective 5:

We will develop and grow strategic relationships to increase support of ICS and its programs.

Focus Areas:

- Continue to grow ICS's social media presence with more branded and higher quality videos including student and teacher content.
- Continue to ensure ICS's website is engaging, relevant and informative.
- Continue to grow and nurture ICS's alumni and the alumni program.
- Continue to develop a schoolwide/institutional partnership database and program.
- Continue to investigate ways to grow philanthropy, developing pathways for the next 5-7 years.
- Develop the With Africa Institute with local and regional community and service-learning partnerships, and begin to solicit larger gifts/donations.

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- Develop and support other engagement opportunities through the Parent Forums, including divisional breakouts, counselor-parent events, and PCL “chats” with schoolwide, divisional and department leaders.
 - Further develop CAP, allowing more access to our facilities for the ICS Community (opening up more areas and for longer hours).
 - Continue to look for ways to connect and engage our ICS Community, through meetings, forums, conversations, marketing/promotions, contests and more.