

STRATEGIC PLAN 2015-2018

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1. SUBJECT

In accordance with Art. 7.1 in the Statutes of the ILG, the Board is charged with the policy setting and overall management and administration of the School. With the aim of facilitating decision-making around matters of importance to the school community and promoting efficiency through the identification of and focus on priority areas for specific points in time, the Board elaborates and reviews periodic Strategic Plans (see Annex 1 for the latest Strategic Plan approved; ILG Strategic Plan 2015-2018).

The purpose of the present policy on strategic planning is to guide the development and implementation of these Strategic Plans.

1. SCOPE

The policy is primarily directed towards the ILG Board. The Board is responsible for the development, monitoring and evaluation of the Strategic Plans. The Board is accountable to the ILG General Assembly (GA).

2. GUIDING PRINCIPLES

The Board must ensure alignment of the Strategic Plans with the *ILG's Mission, Vision and Values Statements*; and the focus on the *students' learning and well-being*. The Board is expected to ensure *participation* of ILG's key stakeholders in the strategic planning process; primarily staff and parents. The Board is also expected to ensure *accountability* to the ILG GA through systematic reporting at the GA meetings. The Board must consider the *financial viability* of the Strategic Plans and reflect their implementation in the annual budgets. A clear *division of responsibilities* between the ILG Board and the Executive Director should be defined to guarantee efficiency and effectiveness and to avoid undermining the authority of any of these bodies.

3. PROCEDURE

Based on the lessons learned and practice developed during the two previous Strategic Planning processes, the Board are recommended to follow these steps:

STEP 1: Methodology

The development of the Strategic Plan follows a pre-defined and pre-agreed methodology to guide the process. The methodology guarantees the involvement of staff and parents, as relevant, and includes a time-plan as well as templates to be used for the analysis of information and structure of the Strategic Plan (see Annex 1 for the structure used to present the ILG Strategic Plan 2015-2018).

STEP 2: Analysis and priority setting

The Board ensures it has sufficient information on which to base the analysis of the purpose(s) of the strategic plan and the environmental context (the challenges and risks the school faces and the opportunities available to the school (internal and external)). External guidance for priority setting can include standards for quality education as used by different accreditation agencies.

A good practice is to combine the use of virtual platforms and in person working sessions to analyse the information and agree on focus areas and strategic initiatives.

STEP 3: Communication

The GA is kept informed about the development and implementation of the Strategic Plans through reporting at the regular GA meetings. The periodic staff-meetings are used to inform the staff about the Strategic Plans and to guarantee their involvement in the implementation. The ILG website is the main tool for informing external stakeholders about the ILG Strategic Plans. What exact contents and how it will be communicated will depend on the context and intended public.

STEP 4: Implementation

At the beginning of each school-year and in coordination with ILG Executive Director, Staff and the PTA, the ILG Board develops an Annual Workplan (see Annex 2). The Annual Workplan is based on the Strategic Plan and directly linked to the parallel development of the ILG yearly budget.

The Annual Workplan is presented to the GA at the first meeting of the school-year. To ensure accountability, the results of the implementation of the workplan are to be presented at the last GA meeting of the school-year.

The level of implementation is continuously monitored by the ILG Board at its periodic meetings in order to identify any obstacle to its implementation and proceed with the decision-making accordingly.

A final report will be presented towards the end of the three-year cycle of the Strategic Plan. This report should also serve as an input for the development on any sub-subsequent Strategic Plans, as relevant.

4. ANNEXES

Annex 1: ILG Strategic Plan 2015-2018

Annex 2: Template Annual Work Plan



ILG Strategic Plan September 2015 – June 2018

A. Introduction

ILG's last strategy planning exercise was held in 2011 to facilitate the decision-making and guidance around important issues at that point of time related to the *Curriculum*, the *change of facilities* and *Staffing-matters*. In spring 2014 and against a rapid growth in number of students, as well as the currently ongoing accreditation process in which ILG is involved, the ILG Board agreed it was opportune to engage in another strategy planning process. The main purpose of the strategy planning process is to guide and facilitate decision-making around matters currently of importance to the school community. Another purpose is to promote efficiency through the identification of and focus on priority areas for specific points in time. The key deliverable is the present document.

B. How the Strategic Plan evolved

The strategy planning process was structured around a pre-agreed methodology, where the participation of staff was ensured and the General Assembly was updated periodically on the advances. The ILG Board and representatives of the staff organized several workshops to jointly discuss and agree on the priority areas of work and strategic initiatives that will guide the work of both the ILG Board and the ILG Administration and Staff for the next three years. Key inputs throughout the process were the *AdvancED¹ Standards for Quality* and their corresponding indicators, together with the ILG Statues and the review of other schools' strategic plans.

While advancing in the process, it was found that ILG's Mission and Vision statements at that point in time did not quite match with what the school has evolved into today. A sub-group was created to come up with an adjusted formulation of the Mission and Vision statements. The sub-group agreed to use the opportunity to also formulate some Value statements to further define what the school stands for and believes in. The Mission, Vision and Value (MVV) statements provides for an overall framework of the Strategic Plan.²

In line with the ILG statues, the ILG Strategic Plan for 2015-2018 was approved in a Board Meeting on the 18 of June, 2015.

C. Briefing on the contents

The ILG Strategic Plan for 2015-2018 is to be found in Annex 1. The Matrix contains the adjusted ILG Mission and Vision statements, as well as the new Value statements. It also contains the eight key focus areas on which the ILG Board and ILG Administration and staff will concentrate their efforts on in 2015-2018, namely: (1) Students, (2) Staff, (3) Education and Teaching, (4) Governance, (5) Marketing and Communication, (6) Organization and Management, (7) Facilities and Resources and (8) Finance. A number of strategic initiatives were formulated for each of these focus areas to provide more details on

¹ The accreditation agency.

² For more information about the work of the subgroup on the ILG MVV statements, please, refer to separate report.



what the ILG Board and ILG Administration and Staff want to achieve at the end of the implementation of the Strategic Plan.

D. How to implement the Strategic Plan

The ILG Board will, in the beginning of each school-year and in coordination with ILG Executive Director, Staff and the PTA, develop an Annual Workplan. The Annual Workplan will be based on the Strategic Plan and directly linked to the parallel development of the ILG yearly budget. The Annual Workplan will at minimum include information on the *estimated results* (outputs/ deliverables), the *specific activities*, the *entity responsible*, the *timing* and *resources needed* (human, financial and material).

The Annual Workplan will be presented to the General Assembly at the first meeting of the school-year. To ensure accountability, the results of the implementation of the workplan are to be presented at the last General Assembly meeting of the school-year.

The level of implementation should be continuously monitored by the ILG Board at its periodic meetings in order to identify any obstacle to its implementation and proceed with the decision-making accordingly.

A final report will be presented towards the end of the three-year cycle of the Strategic Plan. This report should also serve as an input for the development on any sub-subsequent Strategic Plans, as relevant.

**18 of June, 2015
Prishtina, Kosovo**

Mission statement	ILG's mission is to provide quality education in an English speaking, stimulating, caring and playful learning environment while ensuring a well balanced mix of academic and social programs. ILG offers a platform where parents and teachers work in partnership to empower children through elementary school with the life skills and a mindset that allows them to fulfill their potential and prepare for future learning opportunities worldwide.
Vision statement	ILG aims to continue developing into an internationally accredited institution that offers innovative, technology-based, outstanding education to children of all backgrounds, invests in staff, and acts as an inspiring example for other educational institutions.
ILG Value Statements	<p>We respect ourselves, each other, and our environment: ILG believes in nurturing mutual respect for everyone's skills, opinions and achievements, between the children, the staff and families alike, as well as respect towards society and the environment</p> <p>We try our best: ILG believes in quality-commitment in the area of education, the management structure and its response towards external standard-setting based on dialogue, collective agreements and individual proactivity.</p> <p>We learn all the time, in every place, and in many ways: ILG believes in education beyond the core academic content, and in nurturing the development of the child in body, mind, heart and spirit. It also believes in promoting important life-skills such as a problem-solving attitude, readiness.</p> <p>We understand that we all learn in different ways: ILG believes in stimulating learning among ALL children, on multiple levels, and by catering to different learning styles.</p> <p>We can learn, we choose and we want to learn: ILG believes in empowerment as a means to promote ownership, confidence, continuous improvement and effectiveness in the school-management and in the classrooms. We help each other: ILG believes in working together towards common goals, mutual support and collaboration.</p> <p>We know that our thoughts and ideas are important: ILG believes in decision-making based on democratic principles in the classroom and beyond.</p>

Key focus areas

1. Students:	2. Staff	3. Education & Teaching	4. Governance	5. Marketing & Communication	6. Organization & Management	7. Facilities & support services	8. Finance
We want to provide an inclusive learning environment in which children feel inspired to progress within and beyond the core academic contents.	We want to uphold a well-prepared and committed work force that work as a team to promote student progress.	We want to guarantee that the quality of education and teaching at ILG is of consistently high standards and supported by international accreditations.	We want to provide a strong and strategic leadership by strengthening the effectiveness of the ILG governance structures.	We want to cultivate a positive public image of ILG; both locally and internationally.	We want to ensure management systems and structures are in line with internationally acknowledged good practices and effectively support the operation and development of the school.	We want to develop the facilities and strengthen the support services to ensure a positive working- and learning environment	We want to maintain and strengthen ILG's financial position to enable the school's development in line with its Vision statement.
1. a) Increase the means to respond to the specific needs of every child by building on a comprehensive and transparent system of needs assessment for prospective and present students. 1. b) Commit to	2. a) Implement a comprehensive staff development strategy for continuous professional advancement of the ILG workforce. 2. b) Promote collaborative learning	3. a) Provide and systematically review a curriculum that corresponds to the diverse needs of the learners and is vertically and horizontally aligned. 3. b) Continue to develop partnerships with the local community	4. a) Increase the effectiveness of the ILG Board by strengthening evidence-based and informed decision-making; the accountability; the division of responsibilities with the ILG management	5. a) Develop and implement a comprehensive communication strategy targeting the local and international communities, for purposes of public relations, recruitment, and enrollment	6. a) Continue to build administration and management capacity . 6. b) Support the effectiveness of the school management and decision-making processes through the implementation of a	7. a) Develop and implement a long-term infrastructure development plan. 7. b) Systematically monitor, evaluate, and improve support services . 7. c) Invest in	8. a) Aim to retain 5-10% of earnings every year for unforeseen costs . 8. b) Explore investment and fund raising opportunities to assist in achieving strategic priorities.

<p>empowering students and developing student voice; including in the implementation of the value statements.</p> <p>1. c) Guarantee smooth transition for ILG students to their next learning environment.</p> <p>1. d) Support continuous improved student performance through the implementation of a web-based student information system and systematic communication with students and parents on student progress.</p>	<p>communities.</p>	<p>to enhance out-of-classroom learning opportunities, during and after school hours.</p> <p>3. c) Work towards a comprehensive and standardized student assessment system.</p>	<p>structures and the training of Board Members.</p> <p>4. b) Encourage a diverse composition of the ILG Board with a membership that collectively enjoys the skills needed to respond to the responsibilities entrusted in them.</p> <p>4. c) Complement and systematically review and adjust ILG's compendium of internal policies to ensure they are aligned with international standards and good practices.</p>	<p>5. b) Develop a web-based platform for internal communication within the ILG community.</p> <p>5. c) Strengthen the PTA to promote more community involvement.</p>	<p>school administration software.</p> <p>6. c) Develop a comprehensive Human Resource Management system.</p>	<p>innovative technologies.</p> <p>7. d) Develop and strengthen strategic partnerships in Kosovo and elsewhere.</p>	<p>8. c) Ensure school fees remain competitive whilst allowing school to develop.</p>
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Annual Workplan School-year 201x/201x					
#	Activity and tasks	Estimated result (output/ deliverable)	Entity responsible	Timing	Resources needed
Focus area 1: Students					
Focus area 2: Staff					
Focus area 3: Teaching & learning					
Focus area 4: Governance					
Focus area 5: Communication & Marketing					
Focus area 6: Organization & Management					
Focus area 7: Facilities & Support Services					
Focus area 8: Finance					