

# IKNS Strategic Plan 2015-2022

## Executive Summary

The strategic plan of 2015-2022 continues a journey that began more than 30 years ago. The vision of IKNS is to be a high performing bilingual school where students and educators are accomplished life-long learners; a school that actively promotes a culture that values a strong sense of belonging to the Kingdom of Bahrain and open to the world.

In the previous strategic plan of 2009-2014, the school secured the foundation of this vision. The plan recognized a need to establish a common language for all stakeholders to enhance transparency and accountability. This direction led the school to start reviewing, updating as well as modernizing its policies and procedures, curricula, and appraisal systems according to the best international principals and practices.

The new seven-year strategic plan focuses on four goals: (1) Improve Student Achievement; (2) Educator Development; (3) Manage Resources; (4) School Culture.

The strategic plan is a comprehensive one. Achieving our vision depends on achieving these goals. The four goals are aligned to strategic objectives and implementation initiatives that will drive our thinking and actions in the coming seven years. Ultimately, the achievement of these four goals will serve each IKNS family and the Bahraini community in general by graduating bilingual life-long learners ready for university study and prepared to assume leading roles at the national and international levels.

# Strategic Goals

The strategic goals provide guidance for the IKNS leadership in the development of policies and procedures, objectives, and initiatives to close the gap between current and desired performance. The map in the following pages communicates how the goals, objectives and initiatives fit together to achieve our strategic vision.

## Goal 1: Improve Student Achievement

IKNS students will be university and career ready and accomplished bilingual life-long learners who have a strong sense of belonging to Bahrain

## Goal 2: Educator Development

Recruit and retain highly-qualified educators and continually develop, recognize and compensate staff

## Goal 3: Manage Resources

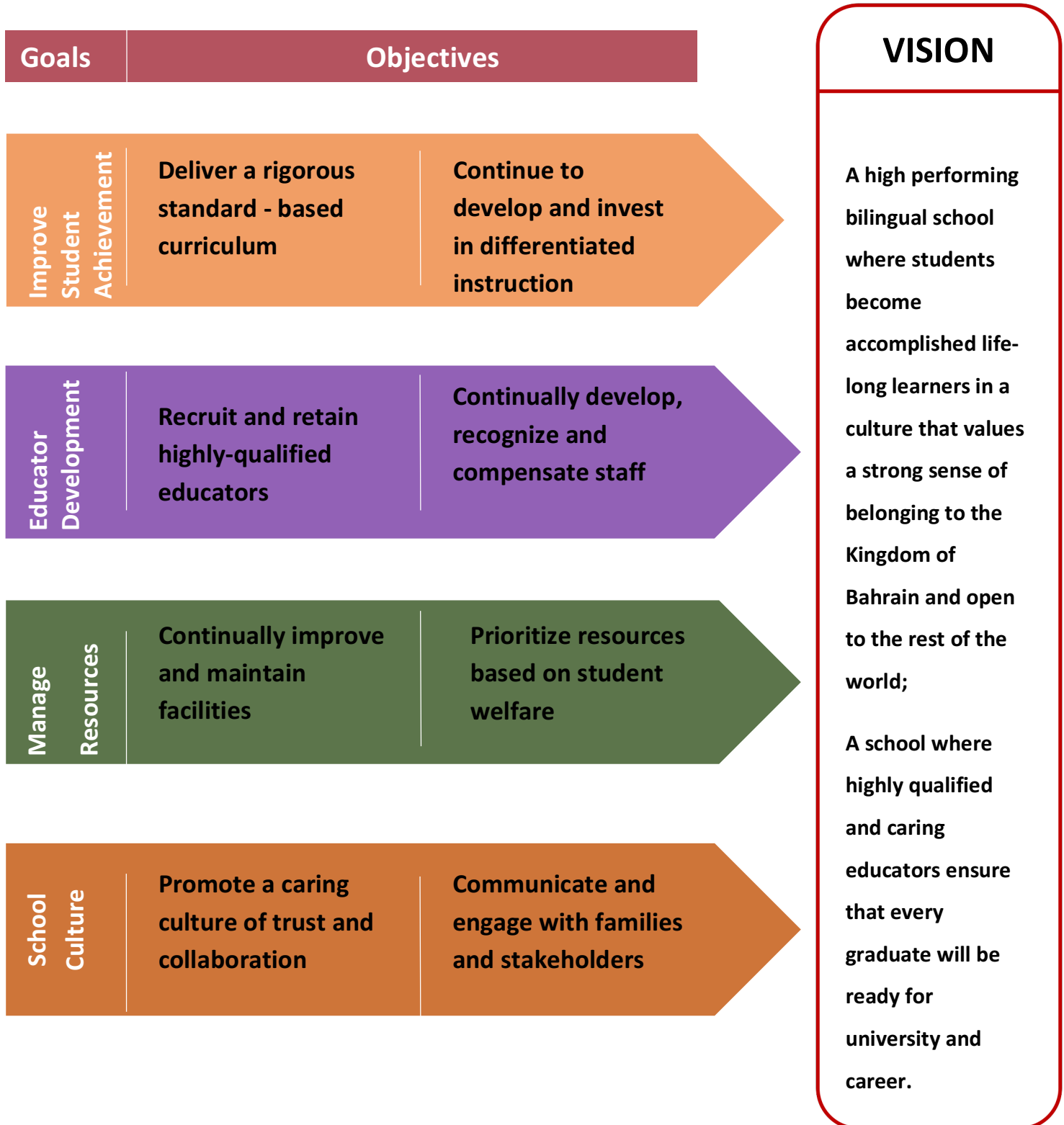
Continue to improve efficiency while also making decisions that are grounded in the strategic academic direction and data.

## Goal 4: School Culture

Continue to build trust and promote connections with the community and continue to engage all stakeholders who are invested in the vision of IKNS

# Strategy Map

IKNS uses the strategy map below to illustrate relationships between strategic goals, objectives and the vision of the school



# Strategic Goals

## Goal 1: Improve Student Achievement

### Strategic Objectives

Deliver a rigorous standard - based curriculum

Continue to develop and invest in differentiated instruction

### Key Performance Indicators

- Student Achievement in the Measure of Academic Performance (MAP) in English, Mathematics and Science
- Student Achievement in the International Baccalaureate Diploma Program
- Student Attendance
- Students Results in SAT, TOEFL and IELTS
- IKNS End of Year School results
- University Acceptances
- Community Service Participation

### Strategic Initiatives

#### Continue to Improve IKNS Curricula

Provide targeted professional learning opportunities for teachers especially in differentiated instruction and assessment.

Establish more cross-curricular links between subjects.

#### Guidance and Counseling Strategies

Strengthen the Special Education offerings and advisory processes; expand and increase college and career advisory and ACT/SAT preparation offerings.

## Goal 2: Educator Development

### Strategic Objectives

Recruit and retain highly-qualified educators

Continually develop, recognize and compensate staff

### Key Performance Indicators

- Parents and Students Surveys
- Teacher and Leader retention
- Professional Development Offerings

### Strategic Initiatives

#### Teacher and Leader Recruitment Strategies

Continue to enhance existing programs to increase the retention of teachers and leaders.

Ensure that IKNS has the most effective, innovative hiring practices to attract the best people for school.

#### Staff and Faculty Professional Development

Provide staff with professional development opportunities and ensure that they receive targeted professional training that serve the overall IKNS strategic plan.

# Strategic Goals

## Goal 3: Manage Resources

Continually improve and maintain facilities

Prioritize resources based on student need

### Key Performance Indicators

- Spending Directed to Instruction
- Technology to Support Teaching and Learning
- School Safety and Security

### Strategic Initiatives

**Budget, Facilities, Health and Safety Plans**

Continue to allocate funds to ensure our facilities are strategically aligned to the IKNS vision.

Establish a Health and Safety committee that annually updates existing plans to ensure that all students, staff and community feel welcomed and safe at IKNS.

**Technology Plan**

Continue to enhance instructional technology applications as well as maintain and continually build the required infrastructure.

## Goal 4: School Culture

Promote a caring culture of trust and collaboration

Communicate and engage with families and stakeholders

### Key Performance Indicators

- IKNS communication and Engagement with School Families and the community at large.
- Staff Engagement
- Employee Attendance

### Strategic Initiatives

**Communication and Engagement**

Implement and manage a comprehensive strategic communication and engagement plan to touch all stakeholders— staff, parents, students, partners, community, and others to ensure all are well-informed and invested in the IKNS vision.

**Professional Responsibility and Practice**

Build on and implement the current IKNS Teacher Framework to ensure that the IKNS staff are applying the best professional and ethical practices and living up to the IKNS beliefs, mission and vision.