



INTERNATIONAL COMMUNITY
— SCHOOL OF ABIDJAN —

STRATEGIC PLAN

June 2023 Community Update



INDEX

An update on our strategic planning process



- 3 A LETTER FROM THE STRATEGIC PLANNING COMMITTEE CHAIR
- 4 WHAT'S INCLUDED
- 5 MISSION & VISION
- 6 STRATEGIC PRIORITIES
- 7 STRATEGIC PRIORITIES & GOALS
- 12 WHAT'S NEXT



A LETTER FROM THE STRATEGIC PLANNING COMMITTEE CHAIR



Dear International Community School of Abidjan Community,

In 1972 the US Embassy in Cote d'Ivoire founded the International Community School of Abidjan (ICSA). The school has grown from humble beginnings starting with students attending lessons in residential villas, to acquiring 6 hectares in Riviera III in 1989, building the school campus and developing the comprehensive PreK- Grade 12 program that we have today. Over the years the school has demonstrated remarkable resilience, bouncing back from difficult periods during the periods of civil conflict and political crisis, which saw enrollment levels drop to 20-30 students. Having enjoyed just under a decade of peace and stability, the school has steadily expanded reaching a current enrollment of 520 students. The school has continued to strengthen its curriculum, expand its educational program, invest in technology and develop a robust service-learning program and extracurriculars. The school is currently implementing a plan to improve its facilities, which included the expansion of its sporting facilities with a 25m swimming pool and two covered basketball courts.

With steady growth and success comes the need for increased intentionality and responsibility in the stewardship of the school's resources to ensure that we continue to fulfill our mission. In December 2022, a Strategic Planning Committee was formed to lead the process of creating our next strategic plan. The Committee engaged an strategic planning consultant, with extensive experience with international schools in Africa. The process began with focus groups that included students, faculty, staff, parents, and board members, all offering input on core elements to preserve and areas for improvement. A community-wide survey also gathered wide-spread perspectives. All data was closely reviewed by a group of 20 diverse community members in March during a six hour Strategic Planning Workshop. The Strategic Planning Committee then synthesized input into a draft strategic plan, which was previewed at the AGM for feedback, then ultimately approved by the Board. You will now find that plan in this update.

We are proud of the collaborative effort and are pleased to now hand it over to the very capable faculty, staff, administrators and incoming Head of School who will be responsible for developing corresponding action plans.

Carina Sugden
Board Trustee & Strategic Planning Committee Chair

WHAT IS INCLUDED

How ideas and possibilities become reality



STRATEGIC PRIORITIES

Provide focus for the next 3-5 years

Each priority was stated and articulated with the ICSEA students in mind as it is their learning and growth that every effort aims to support and promote.

GOALS

Highlight what needs to be accomplished to support our strategic priorities

As we accomplish goals and we grow and connection in community, our strategic priorities remain, but we may evolve and expand upon our goals.

ACTION PLAN

An action plan puts strategy into the hands, hearts, and heads of people who make it come to life

The Head of School has responsibility for the action plan and is responsible for working with our incredible community to bring it to life and sharing progress as steps are taken and we move closer to our goals.

MISSION & VISION

Our purpose and aspirations



OUR MISSION

*Leading & Learning
in a Collaborative Culture*

OUR VISION

We Learn, so we develop confident, inquiring learners, expert in working with important concepts and critical competencies and equipped with a personal moral compass.

We Lead, so we teach our students to lead and manage their own learning and we build the leadership capacity of our learning stakeholders and of our school.

We Collaborate, so we share information, co-create innovative ideas and build relationships by reaching across traditional boundaries to involve people in all parts of our school community.

We Share a Culture within which we are appreciative of the benefits we enjoy, openly welcoming a range of perspectives, embracing our differences and building a community that is diverse in essence, united in direction.

STRATEGIC PRIORITIES

Identified as priorities in collaboration with an inspiring community



1

EMPOWER LEARNERS TO THRIVE

ICSA provides learning experiences that equip students to succeed in their individual pursuits.

2

FOSTER A NURTURING AND WELCOMING COMMUNITY

ICSA promotes diversity, equity, inclusion, and justice.

3

CREATE A CAMPUS THAT INSPIRES

ICSA's learning spaces inspire collaboration and innovation and are intentionally designed from the outset to support teaching and learning.

4

RECRUIT AND INVEST IN THE GROWTH OF EXCEPTIONAL EDUCATORS

ICSA offers a supportive and collaborative workplace culture that encourages professional growth.

5

MODEL EFFECTIVE STEWARDSHIP

ICSA manages its human and financial resources with efficiency, transparency and accountability.



1

EMPOWER LEARNERS TO THRIVE

ICSA provides learning experiences that equip students to succeed in their individual pursuits.

1. ICSA will articulate and implement a research-based curriculum and instructional methods
2. ICSA will use experiential learning to help students develop as leaders, build community and connect their learning to the real world
3. ICSA students make connections between their day-to-day coursework and long-term desired outcomes

STRATEGIC PRIORITY



2

FOSTER A NURTURING AND WELCOMING COMMUNITY

ICSA promotes diversity, equity, inclusion, and justice.

1. ICSA will establish systems and processes for strengthening belonging and community
2. ICSA will forge strategic partnerships between the school and the local community that expose students to a diversity of experiences and views
3. ICSA will communicate clearly to build a more connected community





3

CREATE A CAMPUS THAT INSPIRES

ICSA's learning spaces inspire collaboration and innovation and are intentionally designed from the outset to support teaching and learning.

1. ICSA will address its building and renovation needs in an inclusive way
2. ICSA will model preservation of green spaces and sustainability
3. ICSA will ensure renovations and/or new buildings are designed for optimal student learning for all

STRATEGIC PRIORITY



4

RECRUIT AND INVEST IN THE GROWTH OF EXCEPTIONAL EDUCATORS

ICSA offers a supportive and collaborative workplace culture that encourages professional growth.

1. ICSA attracts and retains highly qualified and diverse employees
2. ICSA nurtures and invests in it's team through a comprehensive framework to support the continuous growth and development of its employees





5

MODEL EFFECTIVE STEWARDSHIP

ICSA manages its human and financial resources with efficiency, transparency and accountability.

1. ICSA will maintain a committed, transparent and accountable system of governance and operations
2. The Board and School Leadership Team at ICSA communicate in sufficient, clear, and transparent ways
3. ICSA will demonstrate responsible risk management
4. ICSA will create short and long-term plans for financial sustainability



DECEMBER 2022
- MAY 2023



SURVEYS COMPLETED
FOCUS GROUPS
WORKSHOPS WITH ALL ICOSA
STAKEHOLDER GROUPS
BOARD APPROVAL OF
STRATEGIC PRIORITIES AND
GOALS

SHARED AN UPDATE ON
STRATEGIC PLANNING PROCESS
WITH ICOSA COMMUNITY

JUNE



AUGUST &
SEPTEMBER

SENIOR LEADERSHIP
COMPLETES DRAFT ACTION
PLAN

BOARD REVIEW & APPROVAL
OF ACTION PLAN

SEPTEMBER

OCTOBER

SHARE ACTION PLANS WITH
COMMUNITY

WHAT'S NEXT?

The ICOSA community came together in an inspiring way to build a meaningful foundation for our future. In the new school year, the incoming ICOSA Director, the Senior Leadership Team, faculty, staff, and students will take the lead to build action plans to support our newly defined strategic priorities.

COMMUNITY

KINDNESS

LEADERSHIP

RESPECT

BELONGING

DIVERSITY

