

Excellence and Beyond: 2024-2029 STRATEGIC PLAN

Preface

Historical Context

In 2022, the Board of Trustees and the leadership team of the American Section of the Lycée International began the process of preparing the Section's new strategic plan. The previous full strategic planning exercise had been completed for the years 2018-2021 and ASALI was preparing a change in leadership with the upcoming retirement of Adrienne Covington and the arrival of newly-hired Brian Brazeau in July 2023. The first steps to beginning the process of developing a new strategic plan for the Section occurred in the 2-year transition period from 2022-2024, with the full participation and endorsement of both the outgoing and incoming Directors. During this time, the section followed a Bridge Plan, expressly created to serve as the roadmap for these two years.

Setting the ground for the Strategic Plan 2024-2029

In this period, the Strategic Planning Committee, under the guidance of Trustee Nathalie Deudon, completed several key tasks to serve as the basis of the new plan. First, the Committee did a full diagnostic to assess the relevance and completion of the former plan. Second, the Committee completed an internal audit to gather comprehensive data research and analysis, which would serve as the foundation to informing the leadership team and the Board for the school's next strategic plan. The Strategic Planning Committee proceeded to gather data from all stakeholders of the community through the following:

- A comprehensive anonymous parent community survey (Feb '23), of which 68% responded; as well as,
- In-depth interviews with the Board (11), key members of Faculty and Staff (13), sample groups of Middle and Upper School students (24), key French administration officials (4) on the Lycée and partner campuses, and a group of alumni (6)(Jan '23 – June '23).

Not only were the survey and interviews entirely prepared and written by the Strategic Planning Committee, but the Committee also compiled and analyzed the resulting data, in addition to writing the concluding report, "The State of the Section".

Mission Statement Refresh

A related exercise to this process occurred in parallel in the fall of 2023. With the benefit of the information provided by the State of the Section Report, the Board and the leadership team felt that this would be an ideal time to review and update the Section's Mission Statement. Based on feedback from a targeted survey sent to the Board, Faculty, and Staff, a task force was appointed by the Board and led by

Nathalie Deudon, to rewrite the American Section Mission Statement. The purpose of this exercise was to encapsulate the essence of the American Section, what makes it unique, differentiating it from other bilingual schools, and articulately express who the Section aspires to be. The newly revised statement and the four pillars for the new Strategic Plan were unveiled to the Community at the Spring Information Meeting in April 2024.

State of the Section report

The “State of the Section” report provides insightful information on a wide range of issues regarding the American Section with the goal of understanding what stakeholders thought about key aspects of the school at that moment in time. It covers the below areas:

- strategy & future
- academics, including feedback on faculty and creativity
- administration
- community and diversity
- financials
- development and fundraising
- facilities and equipment, including technology and innovation
- student well-being, including belonging and sustainability
- relationships with French Administration and partner schools

The State of the Section report was shared with the Board of Trustees, Director Brian Brazeau, and Faculty and Staff. It was used as the basis of key meetings to identify the foundations of the new plan, starting with an in-service day in November 2023, organized for all of the Faculty and Staff. Under the Director’s leadership, members of Faculty and Staff met to work on identifying possible strategic pillars to serve as the inspiration for new programs and projects for the American Section. Their findings were presented to the Board at its bi-annual offsite workshop in January 2024.

4 Strategic Key Pillars

Trustees, the Director, and the leadership team studied all eight proposed pillars. Their discussions focused on the relevance of the different pillars, the Section’s resources, and how those resources could best be allocated. The meeting culminated in a Board vote approving the final four key pillars on which to build the new strategic plan:

1. Academics
2. Student Well-Being
3. Community
4. Diversity and Belonging

It was also agreed that Sustainability and Creativity would be woven and embedded in every strategic stream.

Strategic Plan Task Forces

Once the four pillars were identified, the Board proceeded with the leadership team to approve the creation of four task forces: each dedicated to a pillar with the purpose of completing the following tasks:

- Clarifying the picture of success, including identifying objectives and metrics for successful implementation of that pillar;
- Identifying and prioritizing a list of key initiatives, including providing a financial budget for implementation; and,
- Sharing the Task Force's output with the Strategic Planning Committee.

Each task force was led by two leaders to ensure that the process ran smoothly and in a coordinated way, met the schedule, and delivered targets. Each group was composed of 7-8 volunteers, including 2 trustees and members of Faculty and Staff. Co-leaders for the task forces were each one trustee and one member of Faculty or Staff. Director Brian Brazeau sat on each task force to ensure that group recommendations were complementary and did not conflict with those of other groups. As it has from the beginning, the Strategic Planning Committee coordinated and oversaw the whole process, as well as met with the groups in follow-up meetings to monitor progress.

From Strategic Plan to Implementation Plan: the Section Roadmap for the next 5 years

The Strategic Planning Committee recommended that the task forces meet three times to complete their objectives over the months of April and May. Following each round of meetings, task force co-leaders reported back to the Committee to keep it apprised of progress and to exchange and hear from the other groups. Finally, the groups met with the Finance Committee to discuss proposed budgets for implementation of their respective initiatives.

Once this step was accomplished, the Board met in Executive Session on May 27, 2024, to approve the coordination and final phasing of the four pillars. This included a presentation of budgetary planning and overall organization for the phasing in of different initiatives over the course of the first three years. While the Strategic Plan will be the school's road map for the next five years, the Director and the Board agree that a degree of flexibility must be allowed for its implementation over time, as experience has taught us that events such as Covid and program reforms can occur, requiring a shift in priorities.

The Strategic Planning Committee will continue to monitor the Plan's implementation and budget, as it evolves, hand in hand with the Director and leadership team over the course of the next five years.

Conclusion

As one can see from this process, this Strategic Plan is the fruit of two years of concerted effort and resources by the Board and Directors, both past and present, to gather information and feedback from all stakeholders of the American Section in a way that is both thoughtful and thorough. The Community was consulted to get the most accurate picture in time of who we are and what we want to be for at least the next five years. On behalf of the Board, we hope that all of you in the Community see the ensuing educational program stemming from this new Strategic Plan as a true reflection of the American

Section and take pride in having participated in this worthwhile and enlightening process. The educational principles on which it is founded (Academic Excellence, Student Well-Being, Community, and Diversity and Belonging) are a distillation of the priorities and vision that parents, teachers, students, alumni, and trustees have expressly said they want for the American Section.