



## 2023 IBSC Strategic Plan

### MISSION STATEMENT

The International Boys' Schools Coalition (IBSC) is dedicated to the education and development of all students at boys' schools across the world, the professional growth of those who work with them, and the advocacy and the advancement of institutions — primarily schools for boys — that serve them.

### OUR VISION

To be the leading voice worldwide in best education practices for boys.

### OUR VALUES AND PRINCIPLES

At the heart of our work together is, fairly and equitably, connecting and directing the many attributes of our diverse community in guiding boys on the journey to adulthood for lives of purpose and meaning, compassion and justice, and service and leadership to a greater good.

### STRATEGIC PLAN PURPOSE

Through this Strategic Plan, IBSC seeks to advance, inclusively, the mission of the organization, assisting and connecting to our member schools and our related constituencies, most especially the boys we serve. The Strategic Plan sets the priorities and standards for the organization, enhances the culture of the IBSC environment and establishes the broad framework through which action steps are implemented, and endows the confidence and dexterity to adapt for that which lies beyond sight.

In deliberations with the IBSC board of trustees and associated members and staff, the Strategic Plan is organized under four goal areas that reflect each of the board's committees: program, research, membership, and finance, over a horizon of 2023–26. The Strategic Plan is evaluated and updated regularly by the board of trustees to ensure that the organization is responsive to the most pressing needs of members and member schools.

### MEMBERSHIP

In collaboration with the staff, the Membership Committee develops services to attract, engage, and support new and existing members schools so that they might gain optimal value from their association with the IBSC. Through the construction and execution of a robust and sophisticated biennial survey, the Membership Committee identifies and recommends services and initiatives to assure member satisfaction and retention. The Membership Committee recommends strategies for increasing the number of IBSC member schools and suggests ways to re-engage with schools that have dropped their membership.

By the end of 2026, IBSC will:

1. Build a comprehensive and replicable suite of tools to gather data for the purpose of creating and offering programs to enhance member engagement and allocating resources to advance member engagement.
2. Use survey data, regional SWOT analyses, and ongoing qualitative conversations to support and enhance member satisfaction.
3. Identify and execute protocols for building sustainable relationships with new heads, schools' administrative teams, and veteran heads in order to encourage long-term membership.
4. Develop a regional recruitment strategy to promote growth in the coalition's overall membership, with particular emphasis on strengthening ties to the UK-Europe and enhance the IBSC's presence in Asia.

## **PROGRAM**

The Program Committee develops professional learning and educational programs aimed at supporting the education of boys and those who work with, lead, and guide them. IBSC convenes international, national, and regional conferences; coordinates online classes and forums; and creates digital media and related resources for exchanging and sharing best practices to enhance the education and healthy development of boys. IBSC designs and delivers original programs partnering with experts in their field and from ground-breaking research studies that encourage a shared passion and expertise for educating boys around the world.

By the end of 2026, IBSC will:

1. Continue to build and promote diverse, global learning communities, both within and among schools, emphasizing connection to and engagement by individual members and reflecting their ongoing interests and those expressed in the Member Survey. Serve as the recognized international voice for issues related to boys and the role of boys' schools so that the vision, resources, and association with IBSC are viewed as significant.
2. In this post-pandemic environment, work with the Finance Committee as well as the Board, to continue to evaluate the appropriate and sustainable balance between in-person and online programs and to establish an equitable and sustainable pricing structure of programs for broader engagement and to meet budget requirements.
3. Collaborate with the Research Committee to develop leading-edge programs based on IBSC research initiatives and aligned with our guiding values and principles that are responsive to best educational practices in boys' education and relevant issues affecting boys' schools.
4. Develop programming to support the intentional formation of leadership of those who work in boys' schools and to promote the unique opportunities and purpose of working in boys' schools.

## **RESEARCH**

The Research Committee curates, conducts, and disseminates research that enhances expertise around pedagogy, curriculum, character and well-being, school process and leadership, and culture and teacher formation. The research reflects the best educational practices for meeting the needs of boys and the professional growth of those who work with them. The committee supports the work of the IBSC Action Research program, an in-depth collaborative learning experience for educators around the world. The committee partners with leading academics at universities and research organizations to develop global research projects that address relevant topics in educating boys.

By the end of 2026, IBSC will:

1. Explore and implement strategies for increasing the engagement of member schools in IBSC sponsored research projects, and school-based research more generally.
2. Develop opportunities to celebrate and share more widely the outcomes of IBSC research - reaching beyond the IBSC.
3. In collaboration with the Program Committee, continue to develop and promote opportunities to operationalize key components of IBSC research.
4. Ensure the alignment, sustainability, and viability of IBSC Action Research program.
5. Embed structures and processes supporting the implementation of global research projects.

## **FINANCE**

The Finance Committee supports the fiscal stewardship of IBSC's current and long-term resources. In coordination with IBSC staff, the committee establishes and monitors the annual operating budget to support appropriate balance of revenue and expenses, while also guiding the long-term investment and annual drawdown of the organization's permanent reserve funds. The Finance Committee is responsible for engaging an independent auditing firm to annually conduct comprehensive review of the coalition's fiscal operations and long-term stewardship. Guiding strategies for revenue, including membership dues structure, program revenue, and voluntary support, are also important ongoing considerations for the Finance Committee.

By the end of 2026, IBSC will:

1. Develop a comprehensive financial model and philosophy that supports the important strategic goals and objectives of the Coalition.
2. Carefully research and consider the role of the Reserve Fund and how much new capital is needed to fund the Coalition's future priorities.
3. Continue to expand the role of philanthropy in the Coalition's financial model.
4. Support the development of key priorities and new programs as needed, including the Aspiring Leaders Program.
5. Update and consolidate the Coalition's financial policies, guidelines, and procedures.
6. Seek and secure revenue sources, as well as perceived value, through publications, professional development, conferences and workshops, and professional connections.