

## **STRATEGIC PLANNING – UPDATE REPORT MARCH 2012**

Our Strategic Planning workshop last August identified five areas to be considered in more depth. The five, with each project to be led by an Aiglon governor, are:

- 1) Branding – led by Egon Vorfeld
- 2) Financial stability and growth through fund-raising – led by Sue Stevenson
- 3) Financial stability and growth through profit centres – led by John Cheesmond
- 4) Student achievement—led by Allan Graham
- 5) Pastoral Care – led by Kelly Ashton

For further information on the scope of these projects please see

<http://www.aiglon.ch/about/governance/from-the-chairman/strategic-planning>

The teams have now largely completed their Phase 1 work and are now in Phase 2. This phase involves the development of recommendations and an implementation plan

A summary of each team’s progress follows:

### **Branding**

The Branding Strategy Work Group has completed phase one (‘who we are’ study) and has progressed well with phase two (communication).

Most of the research and conclusions were discussed during three well-attended group meetings and various emails/phone calls. All Aiglon College stakeholders were very well represented: parents, students, alumni, governors and staff, including the headmaster. The team benefitted greatly, amongst other things, from all the recent work done for the accreditation process, including parent, staff and student surveys.

We believe all voices have been heard and initial feedback on our findings, amongst a wider community, has been very supportive.

We have defined the ‘core essence’ of the Aiglon College brand – using professional marketing tools. These detailed brand characterizations will be indispensable to our communication consultant.

The ‘strap line’, accentuating the ‘core essence’ was in fact a former one adopted in a 1990’s campaign “Reaching New Heights”. We believe it embodies Aiglon College and its guiding principles very well.

Both of these have been formally approved by the board of governors during their February meeting.

We are currently finalising a ‘brand book’ to ensure consistent use of the school’s crest, logo, colours, signage and any other visual representation. Most of the elements have been approved already by the board of governors. Once finalised, these will be communicated to the wider community at the school, to ensure full compliance going forward.

The general conclusion is to favour Digital and Social Media to hard copy (traditional) advertising for the communications strategy and to appoint a 'digital marketing expert' as a 'prepping' consultant, prior to engaging an agency. The group will recommend engaging a digital consultant to help in formulating a clear communication strategy, including redesigning the school website. Competitive tenders will be sought.

The next stage is to establish the potential costs of subsequent agency costs to establish brand communication. Any significant budgets and decisions will require approval by the Board of governors.

Egon Vorfeld

## **Fundraising**

Since our last report the Fundraising Strategic Planning workgroup has:

- 1 Focused on the structure and finance needed to put a world class Development Office in place.
2. Commissioned a review of our existing Development Programme as a check and balance to the work done by the group. The report has been received, supports our findings and has helped to highlight additional areas where we can improve on our existing processes.
3. Commenced a search and recruitment process to find a Director of Advancement to develop and execute Aiglon's ambitious fund-raising plans for future institutional strength.
4. Looked at how we can better market ourselves.

Further research will be conducted in the next phase on identifying the philanthropic potential of Aiglon's current and future constituencies.

Sue Stevenson

## **Profit Centres**

Advertisements have been placed for an Enterprise Services Manager who will take responsibility for developing in a structured and systematic way the opportunities for facilities usage.

Terms of reference for an online shop have been developed and circulated together with responses received from service providers tendering for the business.

In regard to the issue of a second campus, we continue to brainstorm the overall project for a site in Switzerland or elsewhere.

A further meeting is planned around the time of the May board meeting.

John Cheesmond

## Student Achievement

This team has had one meeting so far. There were essentially two parts to the meeting;

1. An attempt to reach consensus on what we regard as appropriate measures for student achievement.
2. Defining the information the team needs at the next meeting to begin a process of developing measures of student achievement.

In the first part of the meeting, the discussions were wide-ranging and canvassed all the different areas of school life and subsequent alumni outcomes which could be used as measures of student achievement. Consensus was reached with respect to the following:

- a) Although we hope to improve the school's record-keeping of students as they pass through tertiary studies and into work, we need to be realistic in understanding that we would not be able to maintain fully comprehensive records, as some alumni do not keep in contact.
- b) Consequently we need to focus on data which is within our reach at all times. This data encompasses pre-testing of applicants so that we understand the nature of our client base, post-entry testing for base-line data and follow-up, with appropriate record-keeping as a student passes through the school. Measurement is needed of value-added scores for each student and for whole cohorts, in particular at GCSE and IB levels, and of course university placements in the US, UK and elsewhere. Suggestions were made (and passed on to the pastoral team) for the creation of a tutor record card which could be passed on to the next tutor at the end of the year, so that valuable knowledge of a pastoral nature would not be lost as a student passes up through the school.

In the second part of the meeting, we delegated to school management the task of providing the team with the following information at its next meeting:

- a) Information about the current pre-testing regime, who manages it and who keeps it up to date and relevant
- b) Information about the current testing regime through Durham University's CEM Centre, which provides us with base-line data, a regime which has only just started as a comprehensive cross-school programme, along with plans on how to use that data internally.
- c) Information on other post-entry tests which are being considered to provide more information when standardised tests which might be skewed by the language challenges faced by a number of new students
- d) Plans for considering the value-added scores which will be supplied by CEM Centre for the forthcoming GCSE results, and then a year later for IB results as well.
- e) An overview of university placements over the last few years, so that we have an initial basis for comparisons starting this year.

Allan Graham

## **Pastoral Care**

The Pastoral Care Committee has met once . Director of Pastoral Care Claire Chalcraft and Kelly Ashton have also met with all the house parents to discuss Pastoral care at Aiglon, considering areas of strength and areas where improvements can be made.

These early meetings have prompted discussion of areas such as house tutors, health care and the health centre, house structures and infrastructure, management of student life in a very busy school.

Our next meeting will take place in April after the Easter holidays.

Kelly Ashton

We will continue to provide progress reports as the teams advance in their investigations. If you have any comments on Strategic Planning please e-mail [chairman@aiglon.ch](mailto:chairman@aiglon.ch)

Chesières- Villars, March 2012