

A photograph of the International School of Latvia building in winter. The building is a long, low structure with a tan brick upper section and a dark lower section featuring large glass windows. The name "INTERNATIONAL SCHOOL OF LATVIA" is printed in dark, sans-serif capital letters on the tan brick part. In the foreground, there are snow-covered bushes and a flat, snow-covered ground. The sky is overcast and grey.

INTERNATIONAL SCHOOL OF LATVIA

Council Presentation and Q & A Session

ISL Governing Council



Stanislava Yankovskaya
Council Chairperson
Chair of Governance



Phin Pope

Hardija Vaivade

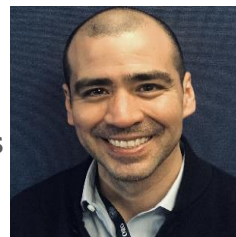


Jennifer Robertson



Chair: Strategic Development

Dominic Ibarra
Chair: Buildings
and Grounds



Nel Capadona
Director



Belinda Mancktelow

Raimonds Duda



Chair:
Finance and Business



**INTERNATIONAL
SCHOOL
OF LATVIA**

ISL Association



402 Students

40 different
nationalities



64 Facility Members

21 LH 43 OSH



269 Members - Families



**Registered as a legal
entity in Latvia**



3 Administrators

+ 3 IB Coordinators



Support Staff

10 Office
17 Teaching Assistants
7 Substitute Teachers
7 Maintenance
5 Bus Monitors

ISL Regulations

EXTERNAL

- Law on Associations and other applicable law of Latvia
- Articles of ISL
- Bilateral Agreement between Latvia and the USA on International Schools of Latvia

INTERNAL

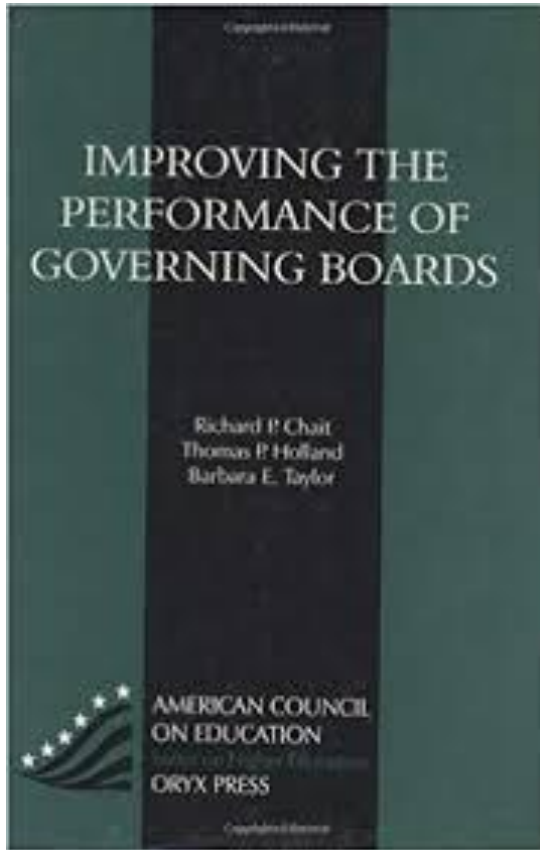
- Mission and Vision
- Decisions of the general members meeting
- Decisions of the Council
- Policy manual and other policies
- Strategic Plan
- Procedures (ISL handbooks)
- Traditions



ISL seeks professionalism on its governing institution to ensure the sustainable future of the organization and therefore the education provided to our students. Effective governance at both the supervisory and the operational level is crucial for success.

ISL governs itself through:

- Members of the Association (MGM)
- Council - supervisory institution/strategic
- Director - operational institution/daily operations



What is Effective Governance?

Chait, R. P., Taylor, B. E., & Holland, T. P. (2017). *Improving the Performance of Governing Boards*. Phoenix, AZ: American Council on Education and the Oryx Press.

Board Competencies

Board respects and guards the integrity of the governance process, accepts the need to build healthy relationships among key constituencies

POLITICAL
Dimension

STRATEGIC
Dimension

Board directs its attention to strategic priorities or decisions identified as important to the institution

Board nurtures the development of its members as a group, and consciously attends to the board's collective strengths and welfare

INTERPERSONAL
Dimension

ANALYTICAL
Dimension

Board recognizes complexities, tolerates ambiguities, and understands how different issues, actions, and decisions affect one another

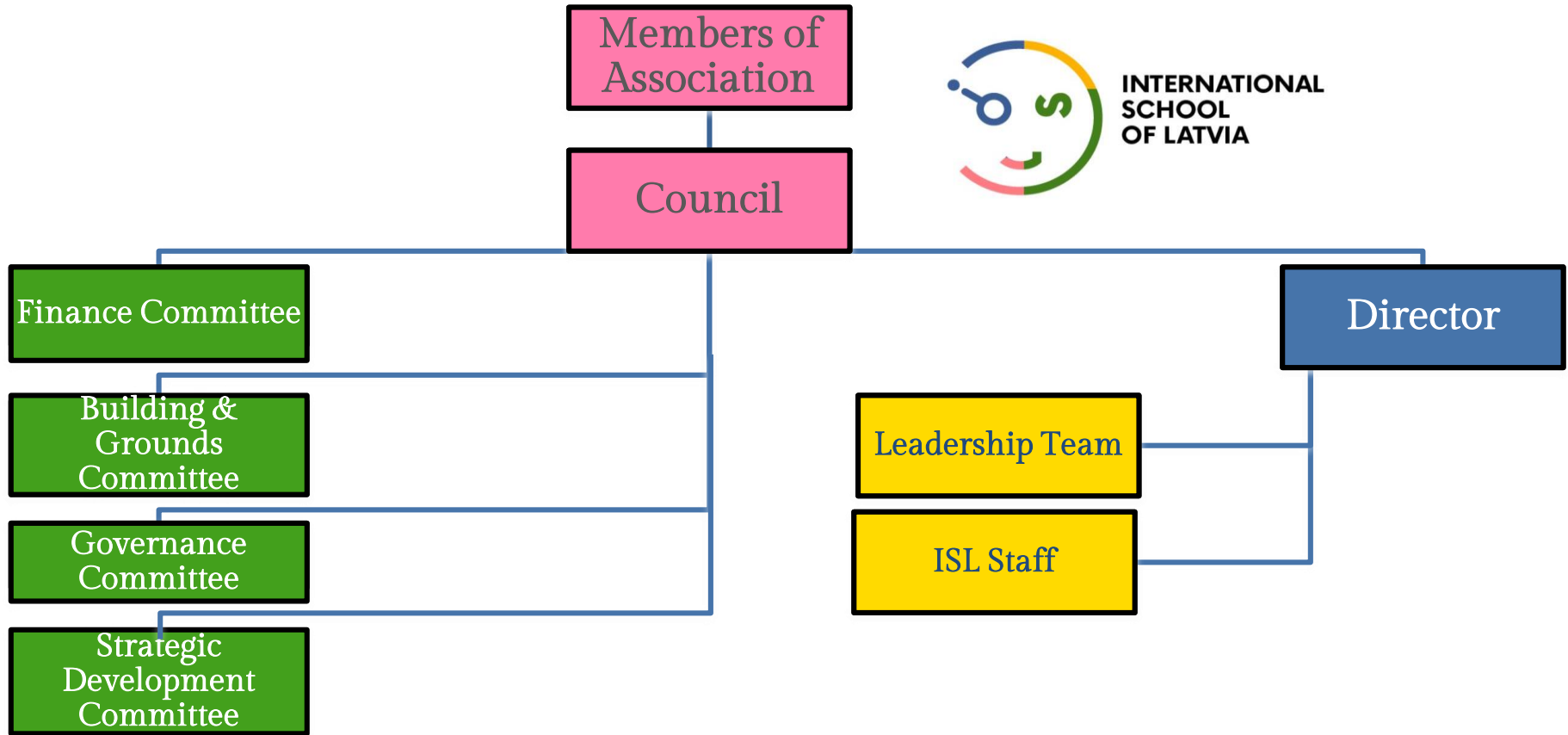
Board understands institution's mission, vision, tradition, history- its behaviors are consistent with institutional values

CONTEXTUAL
Dimension

EDUCATIONAL
Dimension

Board recognizes the need to learn and seek feedback on its performance

Organizational Chart





Members are elected by
the members of the
association in AGM or
EGM

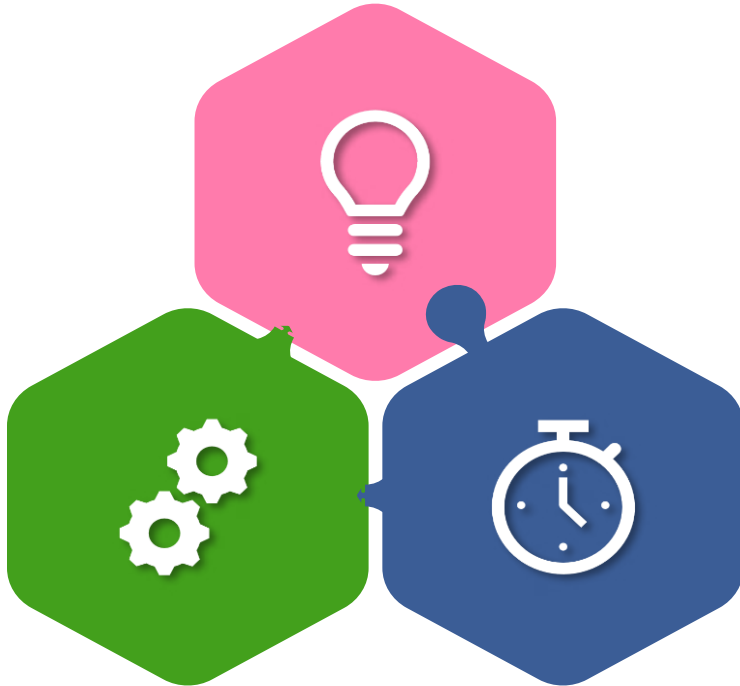
Non-voting member is
appointed by the US
Ambassador to Latvia

3 year term of service for
voting members

No remuneration

Role of the Council

Supervisory institution - governing body of the school responsible for-



Development, implementation and assessment of the strategic plan in line with the mission, vision, and core values of the school

Effective leadership of the school through:

- 1) recruitment of the Director,
- 2) delegation of operations to the Director
- 3) support and assessment of the Director

Ongoing well-being of the school, including but not limited to:

- 1) a quality education for students,
- 2) a constructive work environment for school personnel,
- 3) appropriate facility infrastructure;
- 4) sound financial leadership and risk management,
- 5) the development and maintenance of suitable policies.

ISL Council Chair

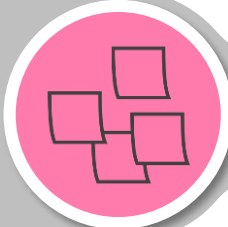
Voice of Council
to stakeholders



Leads overall
Council in
fulfilling its
responsibilities



Sets meetings and
agenda, approves
materials



Advises and
counsels
Director



Chairs meetings,
manages
discussion and
decision making



Builds desired
Council culture



Responsibilities of the Council

Develop strategic decisions/transactions

Set the strategic framework to safeguard long term educational and financial viability

Ensure clear policies are set and compliance with codes of practice, statutory/regulatory

Oversight of the school and its values

Appoint the Director and set remuneration

Set Director's goals

Assess Director effectiveness

Ensure appropriate school governance and risk management processes

Assist with council succession

Understand external relations

Stewardship on behalf of all stakeholders

Administration

- Fulfilling compliance requirements
- Managing school schedules
- Managing student discipline
- Managing student services
- Managing student performance
- Supervising students
- Fulfilling Special Education requirements
- Ensuring sufficient resources available

Internal Relations

- Developing relationships with students
- Communicating with parents
- Attending school activities

- Counseling staff
- Interacting socially with staff about non-school related topic
- Interacting socially with staff about school-related topic

- Counseling students and/or parents
- Informally talking to teachers about students, not related to instruction

External Relations

- Working with local community members or organizations
- Fundraising
- Communicating with the accrediting and authorizing bodies

Organization Management

- Managing budgets, resources
- Hiring personnel
- Dealing with concerns from teachers
- Managing non-instructional staff
- Networking with other directors
- Managing personal schedule
- Maintaining campus facilities
- Developing and monitoring a safe school environment

Day-to-Day Instruction

- Informally coaching teachers to improve instruction
- Formally evaluating teachers
- Conducting classroom observations
- Implementing required professional development
- Using data to inform instruction
- Teaching students

Responsibilities of the Director

Instructional Program

- Developing an educational program across the school
- Evaluating curriculum
- Using assessment results for program eval and development
- Planning professional development for teachers
- Planning professional development for SLT
- Releasing or counseling out teachers
- Planning or directing supplementary or after school instruction
- Utilizing school meetings

Council - Director Relationship

01

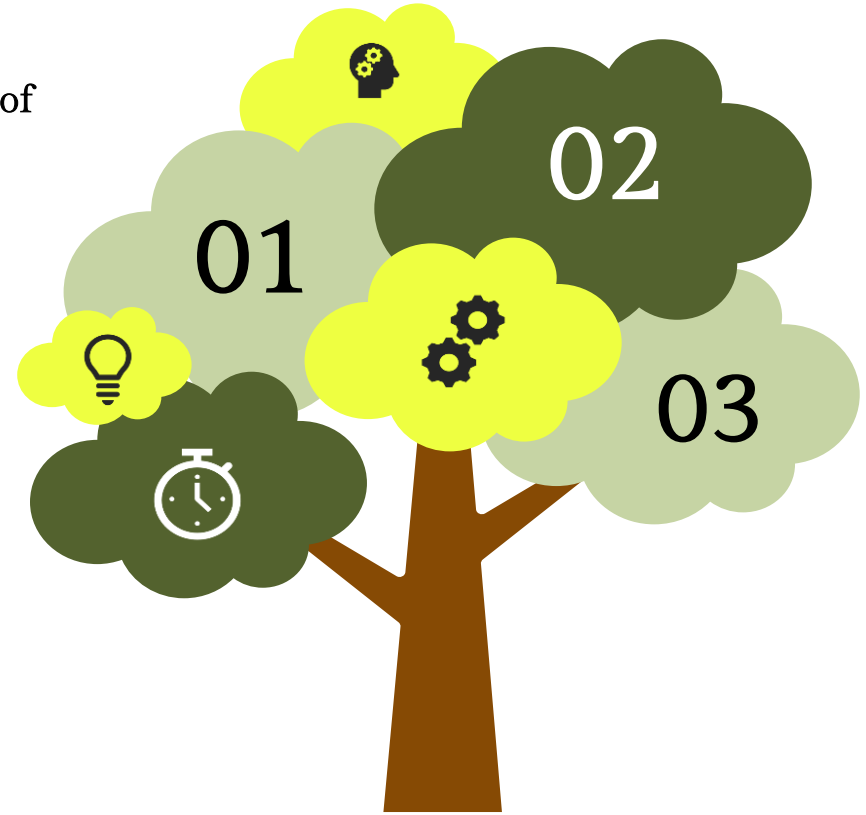
Strategic planning and the **development of policies** are important functions of a school **Council**

02

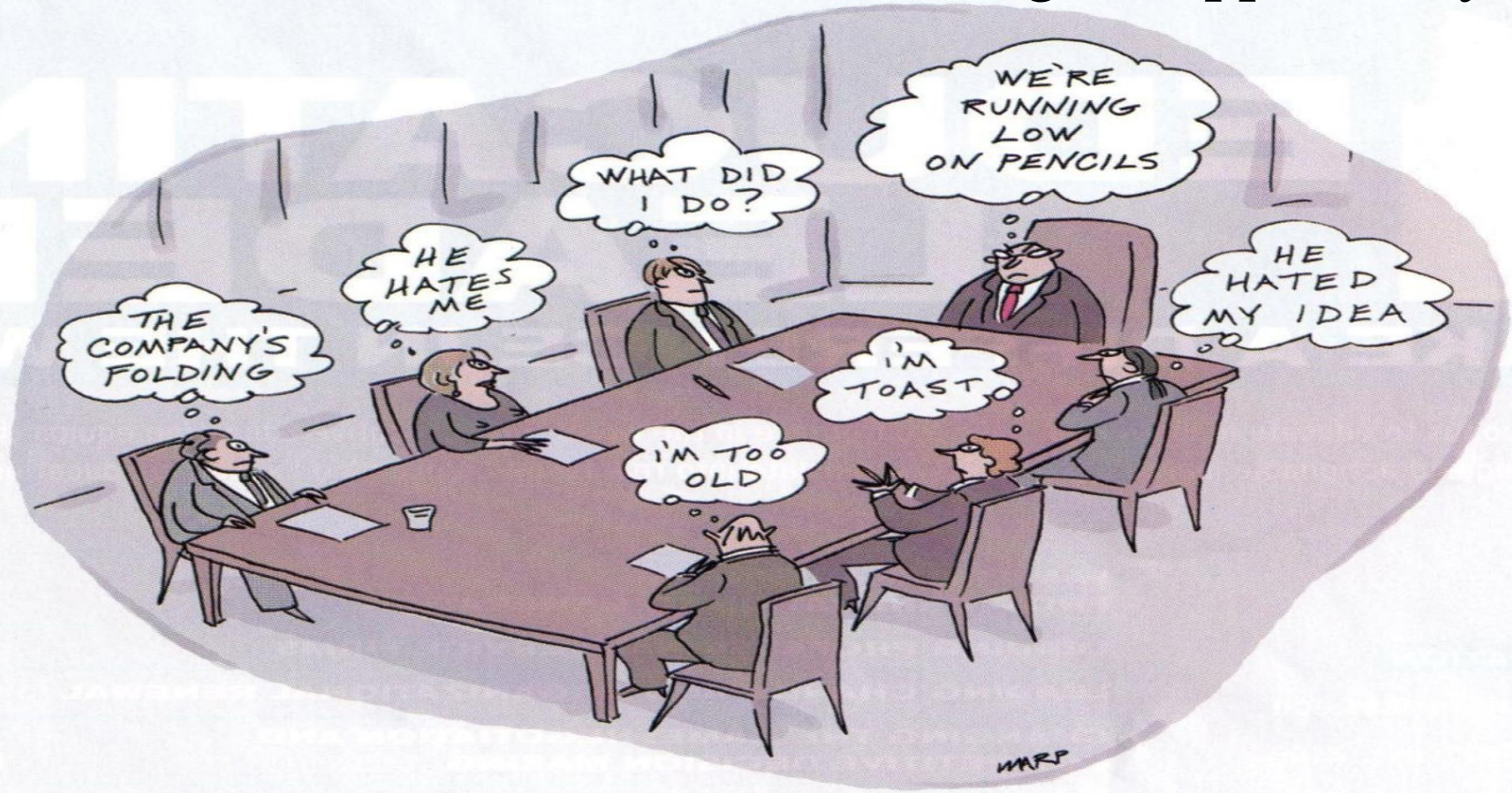
Execution of the policies, the mission, the vision and the strategic plan are the function of the **Director**

03

Delegation by the Council of its executive powers to the Director **provides freedom** for the Director to manage the School **within** the Council's policies.

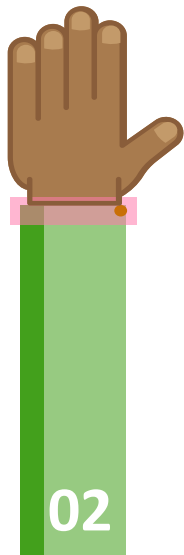
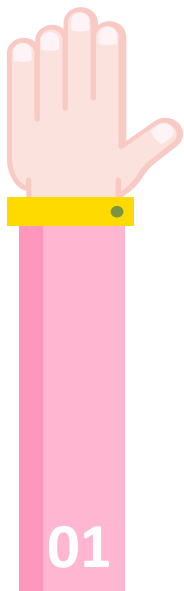


Council as a diverse team — is it a challenge or opportunity?

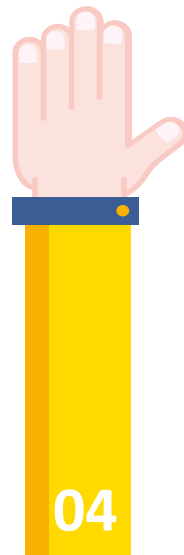


The ISL Council believes a diverse team is an opportunity to manage the school in the best interests of our international students and community. The Council represents:

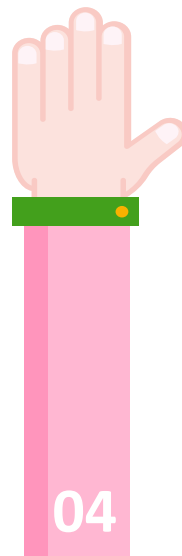
An international team from different countries and cultures



Experience from the public and private sector



Different backgrounds- finance, marketing, facilities, law, business and others



Top management and administration level

Different ages and genders

WHEN

The Council holds a meeting once a month in which it reviews Director's report on management of the school and takes decisions where necessary

WHERE

Significant part of the Council's work is done in Council committees

COUNCIL AT WORK



PERMANENT COMMITTEES

The Council works in 4 permanent committees which meet once per month or more often, if needed:

- Finance
- Governance
- Building and Grounds
- Strategic Development

PARTICIPATION

Each Council member sits on at least one committee

HOMEWORK

Each Council Member has "homework" to prepare for the Council sessions and committee meetings

Permanent Committees



The Strategic Planning Committee oversees matters connected with academic performance and strategic development.



The Finance Committee guides the financial policy of the Association and the school, reviews the financial affairs of the Association and makes financial recommendations to the Director



The Governance Committee is responsible for matters relating to school governance, including developing policies.



The Buildings and Grounds Committee provides guidance in all matters relating to the physical plant and equipment of the school.

ROLE OF THE COUNCIL MEMBER

- I. **Duty of care:** To show competence and due care
- II. **Duty of service:** To be true to and model the school's mission and core values
- III. **Duty of loyalty:** To separate the interests of the school from personal ones
- IV. **True commitment:** To fully participate in all aspects of Council work, attend meetings, and come prepared

ISL Committee Overview

Strategic Development

Scope: Strategic projects connected with education, academics, and identity of ISL...

Preparation for and development of strategic plan

Members: Jennifer (C), Belinda, Hardija

Governance

Scope: School governance and self-governance, policy development, revision of articles; identification, recruitment, and orientation of new members...

Communication of Council work to community

Members: Stanislava (C), Jennifer, Belinda

Finance and Business

Members: Raimonds (C), Hardija, Dominic

Fundraising projects

Scope: Long term financial planning, overview of budget, deployment of financial instruments, tuition levels, investments, and marketing, recruitment of new students...

Buildings and Grounds

Scope: Develops and oversees the plan for the school's buildings and grounds, provides oversight of ongoing construction

Members: Dominic (C), Raimonds, Phin

Prepares communication about building status

Code of Conduct




- Make informed decisions
- Respect confidentiality
- Guard against any conflict of interest
- Separate interests of the school from your own, particular students or particular interest group
- Publicly support the Director and demonstrate that to the community
- Publicly support Council decisions made
- Deal with other Council members in a respectful manner
- Abide by the policies of the school and work within framework of the school and host country


Conflict of Interest

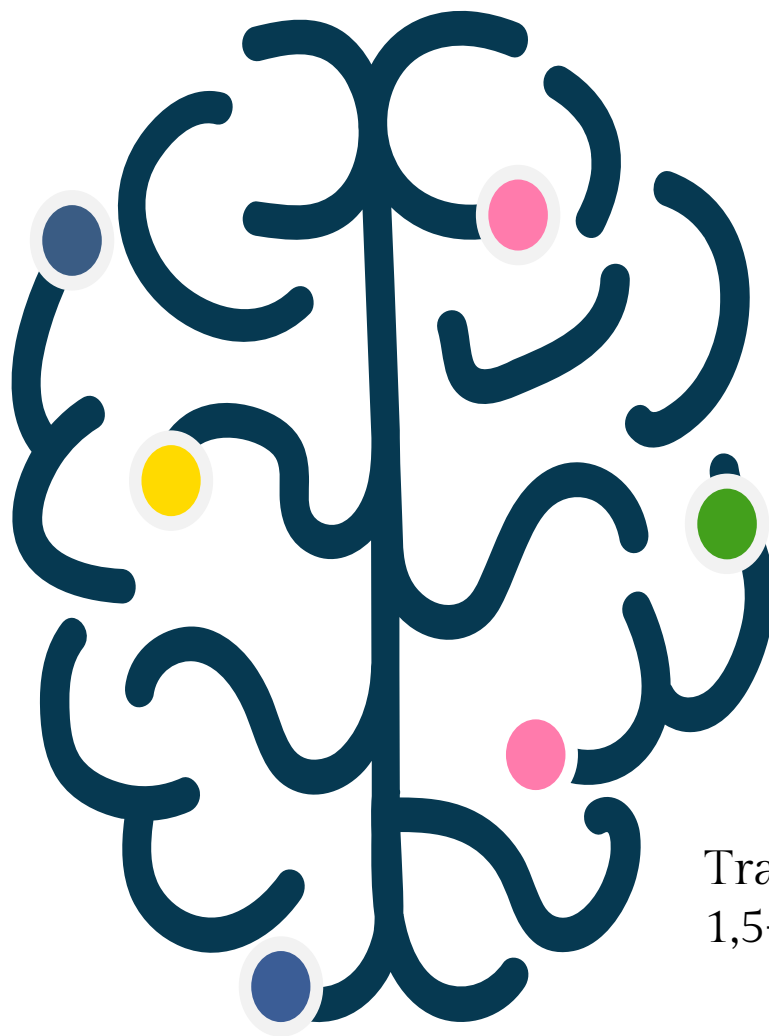
ISL regulations prohibit Council members or their family members from gaining financial or personal advantage from their service on the Council.

All Council decisions **MUST** be made in the best interests of the school.

Council Professional Development

 Council members are also learners seeking new knowledge and skills

 Should be continuous process as per best practice in school governance



 ISL Council holds a training with an external coach on an annual basis

 Training covers topics related to best practices in school governance and also addresses specific needs/areas for improvement

Training is usually  1,5- 2 full days

ISL Governing Council Goals



Support implementation Phase 3 of the construction project and mitigate implementation risks by overseeing the project

Asses the provisions currently applicable to the governance of the Council and prepare any desired changes to the Articles of Association for approval at the AGM.

Outline a plan, resources and task forces for the development of the 360 Strategic plan as of summer 2021. Roll out preparatory work.

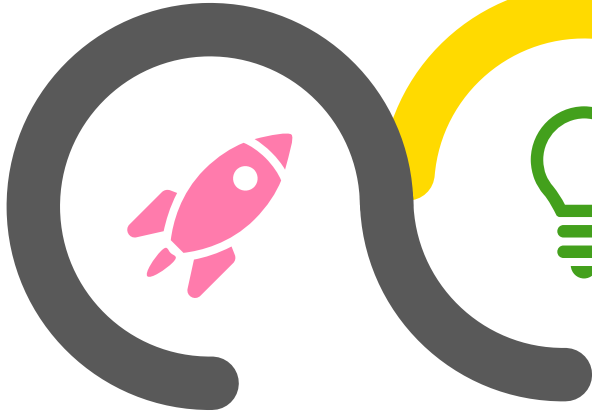


- Improve communications and transparency on:
 - current work and projects
 - Council decisions
- Secure a better understanding by the community of the respective roles of the Council and Director
- Promote Council membership to attract additional talent to the Council at the March elections



ISL Director's Goals

Maintaining operational excellence through Covid-19 uncertainty



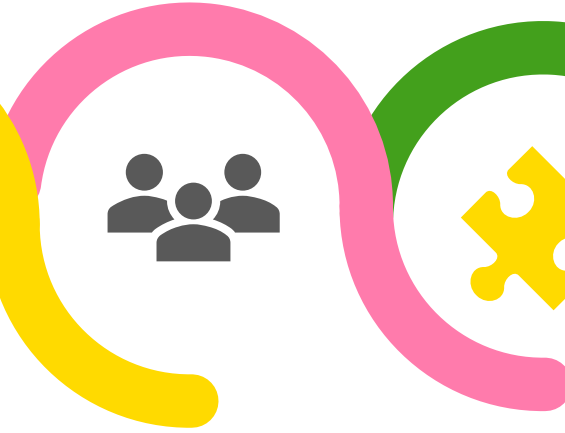
Ensure academic, physical, social and emotional wellbeing are maintained throughout the ongoing unpredictable health crisis and delivered to the highest standard.

Improve academic performance



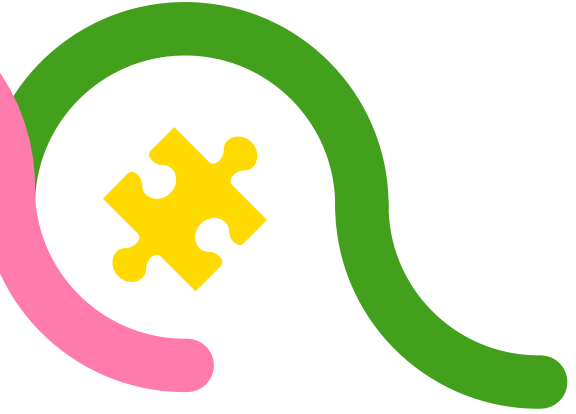
Secure implementation of the strategic plan academic objective. **Enhance** product and service to bring them to the highest standards. **Improve** current staff loyalty and hire in teacher with high potential for ISL

School Communications:
Goal shared with the Council



Enhance ISL communication within and across stakeholder groups. **Ensure** the council and management team present a united and mutually supportive front at all times, aligned with ISL guiding statements and strategic intent. **Celebrate** performance and act upon challenges. Bring transparency to key decisions.

Optimize ISL infrastructure and drive efficiencies



Optimize ISL infrastructure and drive efficiencies of the administrative processes - to ensure fact-based and proactive decision-making, full compliance with legal requirements, efficient operations and employee empowerment - all to support strong leadership.



Thank you!

We wish you success in the election!