Nagoya International School

2018-19 School Development Plan (SDP)

The NIS "School Development Plan" is an action plan which represents a synthesis of the various goals and tasks that were identified in the most recent CIS and WASC self-study and final team report, the various PYP, MYP and DP authorization/validation processes and our own planning. These are the key areas of focus which, if comprehensively addressed, will ensure that we can deliver our mission.

There are seven areas of focus: (1) Curriculum; (2) Staff; (3) Trust & Understanding; (4) Finance & Development; (5) Facilities, Resources & Operations; (6) Risk & Safety, and (7) Governance & Leadership. Each of these contains both "Targets" and "Goals". While targets are generally intended to be met over a period of multiple years, the goals represent areas of focus which we believe can be addressed in one academic year. The successful completion of the annual goals will result in our capacity to meet the targets and comprehensively address the core issues within each area of focus.

CURRICULUM
"Develop and implement a school-wide curriculum that enables all students to achieve our mission and objectives."

Target C1:

All written curriculum will be vertically & horizontally articulated and documented

- **Expectations of the written curriculum and related documentation will be explicitly outlined?**

Target C2:

The taught and assessed (learned) curriculum will adhere to the highest of international standards ensuring all students are challenged and have the opportunity to succeed

- **The NIS Assessment policy is unpacked into four "Guideline and Procedure" documents for ELC, Elementary, MYP and Gr. 11-12.**
- **The NIS Academic Honesty policy is unpacked into four "guideline and procedure" documents for ELC, Elementary, MYP and Gr. 11-12.**
- **Development of a deliverable continuum of learning in IT which is designed to raise the capacity in students, parents and staff to use IT more effectively.**

Target C3:

As an inclusive community school, the NIS curriculum will meet the needs of the diverse population we serve

- **The three curriculum pathways in the secondary school will have been outlined, well supported, aligned to exit/graduation outcomes and shared with the community in the form of a single Gr.11-12 document that makes explicit the manner in which the various pathways to graduation are delivered at NIS.**
- **A review of the child protective curriculum will result in a strengthening of the safety and well-being (physical and emotional) of all NIS students through the building of an integrated, guaranteed and viable learning plan for the wellbeing of all students.**

Target C4:

The NIS Learning Environment will be characterized by respect and understanding and will support the holistic developmental growth of students in line with the mission

- **Behavioral expectations will be well understood and consistently and effectively implemented in a manner which is aligned with the school mission, and supports student learning through the dispositions of the IB Learner Profile.**
- **The Homeroom Program developed during the 2017-18 school year will be effectively implemented.**

Target C5:

The school will foster international mindedness and global citizenship through a curricular and co-curricular program which supports the school mission to support students in making choices to contribute to communities (inquire, inspire and IMPACT)

- **Student 'action' and 'service' is a successful vehicle for delivery of the mission**

Target C6:

The school will ensure that all programs and related practices are fully in accordance with the mission and serve the needs of the school community

- **Awards will be reviewed within the framework of being a three-program IB school driven by the school mission.**
- **NIS will have a successful CIS/WASC dual accreditation in 2018-19.**
- **NIS will review its Definition of Learning alongside other guiding statements to ensure that it acts as a suitable guide for the implementation of curriculum and attainment for students of the NIS mission.**

STAFF

"Recruit, retain and support qualified teachers and staff who are committed to our mission and objectives"

Target S1:

The NIS community recruits, retains and supports teachers and staff in working at NIS and living in Nagoya

- **Rules of Employment will be revised such that it is fully relevant to all categories of employee and work in alignment with other HR documentation.**

Target S2:

Student learning and well-being is supported by an effectively distributed leadership structure that enables the successful implementation of school programs and initiatives.

- **The new administration team structure will be fully understood by all stakeholders and work effectively in support of the mission, student learning and well-being.**

Target S3:

The Professional Growth and Evaluation Model fosters professional learning and accountability

- **The "Evaluation Pathway" will be clearly defined and communicated to academic staff so that optimum teaching and learning is assured, providing adequate access to the mission for all students.**
- **The system by which staff may apply for pay-related promotion to 'cross ladders' will be effectively rolled out.**

- **The various professional growth and evaluation systems for academic staff, administrators, interns and support staff will be written up in a single Professional Growth and "Evaluation Guidelines and Procedures" document, outlining the way in which the program contributes to staff and student growth.**
- **Planned enhancements to the intern program will provide an excellent professional experience for them while supporting and enhancing student and professional learning**

Target S4:
Effective and Collaborative professional structures support NIS staff in achieving their potential in delivery of the NIS mission
- **Staff collaboration time will balance whole-school and SDP-driven initiatives with other initiatives emerging at the grade/departmental level.**

TRUST & UNDERSTANDING
"Build and sustain trust and understanding among all our constituents."

Target TU1:
The NIS community is understanding of the school mission and is supported by effective visibility, transparency and communication to promote trust and understanding.
- **The social media communications strategy will be developed such that it has wide reach and impact.**
- **The practice of producing an annual report will be implemented and an opportunity for face-to-face Q&A with the community will be successful.**
- **Staff will revisit and reaffirm a shared understanding of the confidentiality of personal information and the ways in which this is supported through school operations and data protection procedures**

Target TU2:
The NIS climate is supportive of all stakeholders in pursuit of the school's mission.
- **The Parent-Partner strategy will grow in size, strength and efficacy, providing key support for families as well as helping to ensure the sustainability of the NIS mission.**
- **NIS will support an effective welcome and departure program for students transitioning to/from NIS.**
- **An official "NIS Alumni Association" will be established in order to create the structures necessary to support lifelong connections to the NIS community.**

FINANCE & DEVELOPMENT
"Develop plans to ensure the long-term financial stability of the school"

Target FD1:
NIS will operate as a sustainable two-class per grade school
- **Relationships will be formalized with designated 'partner schools' to ensure a sustainable two-class-per-grade school and provide an international education pathway to a wider range of families in Nagoya.**
- **A progressive scholarship program as a means of supporting families who might not otherwise be able to afford an NIS education will be successfully launched.**

Target FD2:

NIS will have capacity to deliver capital budgets capable of sustaining excellence in building and grounds

- **A successful capital campaign will be established, resulting in the financial capacity to execute the 2020 Vision Project on schedule (Phase 1 groundbreaking in 2019).**

FACILITIES, RESOURCES and OPERATIONS
"Provide and maintain buildings, grounds and programs that are educationally and environmentally appropriate"

Target FRO1:

NIS shall embark on major capital expansion projects to be delivered as necessary in response to enrolment, curriculum or safety needs

- **Construction planning for the 2020 Vision Building Project will be on schedule.**

Target FRO3:

Resources will be fit for purpose in that they are well maintained, well utilized, supportive of student learning and safe for use

- **Further develop the ESSETS system for maintaining an accurate inventory of resources throughout the school.**
- **An effective ticketing system will improve the efficiency of maintenance work**

Target FRO4:

Operating systems and processes will be functioning and efficient and so support the school in delivering its mission to students

- **The operations and accounting procedures manual which make explicit the standard operating procedures by which the school functions is embedded, expanded and sustained**
- **The main technology systems employed by the school for data management will be as synergistic as possible and support the delivery of the NIS mission.**
- **A clear policy register will be finalized**

RISK and SAFETY
"Uphold high standards of personal and organizational safety through the maintenance of a risk-aware culture"

Target RS1:

All programs will be continually subject to rigorous and regular risk assessment and risk mitigation process and procedure

- **Develop a risk procedure handbook to make clear how the risk policy is to be implemented in practice.**
- **The Safeguarding Policy will be unpacked into age appropriate guidelines for practice, as appropriate, with exemplars where helpful, for use**

- **The bus service provided by the NIS Bus Association will be reviewed to ensure further improved levels of student behavior, accountability for riders, and emergency response safety.**
- **A program of bike safety will be established**
- **Ensure for improved campus security through the implementation of staff IDs and bathroom segregation**

Target RS2:

Existing Buildings and grounds, facilities and equipment will be safe for use

- **Ongoing maintenance of the existing field, along with additional usage measures, will be employed to improve student safety prior to the replacement of the field.**
- **Gate security and alarm/crash-bar doors/exits will be improved**

GOVERNANCE and LEADERSHIP

"Actively support, promote and ensure the successful implementation of the school's mission and strategic goals"

Target GL3:

Board of Directors & Board of Trustees shall effectively lead and support community efforts in support of the long term sustainability of NIS

- **Board members will effectively lead and galvanize community support around an effective capital campaign in support of the 2020 Vision project.**