

The NIS School Development Plan (SDP)

The NIS “School Development Plan” (SDP) 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.

The targets and goals for the 2019-2020 school year are as follows:

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.

- **Staff will collaborate to ensure the completion of agreed curriculum documentation to the extent agreed with the appropriate Department Learning Leaders by June 2020.**

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 Procedures” documents for the ELC, Elementary, MYP and Gr. 11-12.**
- **NIS will develop and begin to execute a three-year plan aimed at creating a data-informed teaching and learning culture.**

Target C3:

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

- **The curriculum pathways in the Secondary School will have been explicitly outlined and shared with the community in the form of a single Gr.11-12 document which makes clear the manner in which the various pathways to graduation are delivered at NIS.**
- **The Well-Being curriculum will be effectively implemented, with plans for continued roll-out developed and shared.**
- **NIS will revise and communicate how the school supports students with exceptional strengths, gifts and talents.**

Target C4:

The NIS learning environment will promote well-being; it 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 effectively implemented through restorative practices as the preferred mechanism for preventing and responding to unacceptable choices/behavior.
- The Secondary Homeroom Program will be embedded such that it is increasingly impactful and effective in meeting its objectives in supporting student well-being and readiness for learning.

Target C5:

The school will foster international mindedness and global citizenship through a curricular and co-curricular program that implements the school's mission to support students in making choices to contribute to communities.

- Further develop Service Learning throughout the PYP-MYP-DP curriculum and document explicitly how it will be implemented.

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.

- The “Rules of Employment” (RoE) document shall be revised and submitted to the prefecture such that it is fully relevant to all categories of employees, works in alignment with other key HR documentation and is compliant with external regulation.

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.

- Nurture and support staff leadership and efficacy of all kinds, both within and beyond the hierarchical organizational structure of the school, such that staff members feel self-efficacy as employees of NIS within a shared school vision and sense of direction.

Target S3:

The “Professional Growth and Evaluation Model” fosters professional learning and accountability.

- The first year of salary ladder crossing will be successfully implemented, following adjustments in response to the feedback from the pilot cohort, such that it meets the purpose of supporting NIS in attracting, developing and retaining effective, mission-aligned teachers and staff members.
- The evaluation pathway for staff having difficulty meeting job expectations will be revised and clearly documented so the process for pre-probation, probation and possible contract renewal or termination is clear.
- The new staff “Professional Growth and Evaluation Model” will be reviewed to ensure it is meeting the needs of new staff.

Target S4:

Effective and Collaborative professional structures support NIS staff in achieving their potential in delivery of the NIS mission.

- Conduct a review of NIS staff benefits to ensure that these benefits, and the ways in which they are shared/communicated/understood have the intended positive impact.
- Ensure that policies, systems and practices consistently define and ensure for an emotionally and physically safe working environment for all employees.

TRUST & UNDERSTANDING

“Build and sustain trust and understanding among all our constituents.”

Target TU1:

The NIS community is understanding of the school’s mission and is supported by effective visibility, transparency and communication to promote trust and understanding.

- NIS will effectively share and celebrate learning with colleagues, students, parents and the wider community.

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 to provide support for families as well as help ensure the sustainability of the NIS mission.
- NIS will embed an effective welcome and departure program for students transitioning to/from NIS.
- The NIS Alumni Community will grow in number and form a nexus of support for the school and wider NIS alumni population.

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.

- NIS will further develop relationships with designated ‘Partner Schools’ in order to ensure a sustainable two-class-per-grade school and provide an international education pathway to a wider range of families in Nagoya.
- NIS will launch a progressive scholarship program to support families who might not otherwise be able to afford an NIS education
- NIS will conduct a marketing review to ensure that marketing strategies are responsive to the needs of the school.
- NIS will explore the viability of a childcare program to attract and better support the needs of working parents including staff.

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.

- “2020 Vision Building Project” construction will be complete.
- The plan for the operations of NIS within the expanded campus shall be completed and, for those parts that are essential, ready for implementation in August 2020.

Target FRO2:

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

- A plan will be developed which outlines ways in which NIS can mitigate our environmental impact to live up to the promise of our guiding statements.

Target FRO3:

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

- The new iSAMs data-system implementation (year 1) will be successful.

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.

- Using the school-wide safeguarding code of conduct as a guide, area leaders will (individually or collaboratively) create & share operational guidelines for safeguarding in specific contexts with their teams.
- The bus service provided by the NIS Bus Association will be operated with improved levels of student behavior, comfort, accountability for riders, and emergency response safety.

Target RS2:

Existing buildings and grounds, facilities and equipment will be safe for use.

- The Health and Safety Committee will review security & safety measures at the school.

GOVERNANCE and LEADERSHIP

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

Target GL1:

The Board of Directors ensures that, in its documentation and practice, it will uphold the highest standards of international school governance

- **The NIS Board of Directors shall consider how best to communicate its fiduciary, generative and strategic functions to the wider NIS community to support better understanding of the roll of governance at NIS.**

Target GL2:

The Board of Directors & Board of Trustees shall be populated with representative individuals capable of ensuring the fiduciary and strategic operations of the board as well as with those members capable of advocating for and supporting the long-term sustainability of NIS as a key partner in the Nagoya community and economy

- **The Board of Directors and Board of Trustees will utilize the momentum of the “2020 Vision Project” to further populate the Trustees with long-term membership capable of sustaining the school’s reputation and capabilities long into the future.**

Target GL3:

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

- **Board members will effectively ensure the completion of the “2020 Vision Project”.**
- **The NIS Board of Directors and the Head of School will oversee a strategic planning process to equip the school to meet the needs of our community in the five years ahead.**