

OSAKA INTERNATIONAL SCHOOL  
of  
KWANSEI GAKUIN

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STRATEGIC PLAN  
2013 – 2016

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PARTNERSHIPS FOR THE FUTURE

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## **STRATEGIC VISION: 2013 to 2016**

OIS will be recognized by the wider community as a leader in international education with an engaged student body, a dedicated and skilled faculty, an outstanding facility, and as a school that provides a highly relevant and rich learning experience for the students within a caring environment.

### **Introduction**

Between the period September 2011 and March 2013 Osaka International School undertook a major assessment of its academic programs, resources that support learning, governance structures, and support for student life in preparation for a combined WASC and IB accreditation visit. This extensive evaluation has been used to define the school's strategic planning framework to ensure that OIS, in partnership with SIS and Kwansei Gakuin Foundation, proactively plans for the future. The plans resulting from this study reflect the school's commitment to the continued development of OIS and the Senri campus as a center of excellence in international, student-centered education and a place where professional conversations about the future of education in both the Japanese and international contexts will take place.

The Foundation is entering the second phase of its 10 year strategic plan. In the first five years the focus was on reforming the governance structures. The focus of the second half of the 10 year plan is *'raising the quality of education in the context of a global environment'*; OIS's own Strategic Plan from 2013 to 2016 complements this umbrella goal very closely.

The Strategic Plan is divided into two parts: the first is a review of our mission, vision and supporting beliefs as the school moves toward its 25<sup>th</sup> anniversary in the context of the merger with the KG Foundation; the second outlines plans for four areas that have been identified as fundamental to a strengthening future. These are: learning community; technology and learning; attracting learners; and the OIS community.

The evaluation process has provided focus for the development of relevant goals and school wide action plans that will continue the school's ambition to fulfill its mission, to fully utilize its unique partnerships, and to be recognized as one of the leading international schools in Asia.

## **Osaka International School of Kwansei Gakuin**

### **Mission, Vision and Beliefs that inform the Vision**

#### **MISSION**

Osaka International School aims to develop students who are informed, caring and creative individuals who contribute to a global community.

#### **VISION**

Osaka International School and Senri International School were founded to bring together, for the benefit of returnee, national, and international residents of the Kansai region, the best of Japanese and non-Japanese educational ideas, systems, and techniques into two schools which share a building, programs, curricula, philosophies, experiences, and goals.

#### **BELIEFS THAT INFORM THAT VISION:**

The Vision for our schools is best revealed by statements of belief. Each statement is intended for all of our schools' divisions, from elementary through grade 12.

##### **I. Two Schools Together**

1. We believe that it is important for the two schools to continually explore ways to come together because this brings great benefit to our students.
2. We believe that the closeness of the schools is so important that it is the central part of our vision.

##### **II. Exchange of Ideas**

1. We believe that our schools should be a place where ideas, particularly educational ideas, are freely exchanged among faculty, parents, and students.
2. We believe the diversity of experiences of our faculty, parents, and students should be celebrated and the free exchange of ideas will enhance this celebration.

##### **III. Understanding of Cultures**

1. We believe that our schools should be deeply involved in the culture of our host country in study, appreciation, and understanding.
2. We believe that our schools should also be involved with the relationship between the culture of Japan and the surrounding cultures of Asia and the rest of the world.
3. We believe that since our community is composed of so many cultures, our schools should be a place where intercultural understanding is modeled, studied, and celebrated.

##### **IV. Learning**

1. We believe that the special nature of our schools should encourage students to be well-rounded, creative individuals, responsible thinkers and doers, and this is why we believe the opportunities should be full of choices, special programs, and innovative structures.
2. We believe that one of the key responsibilities of our schools is to encourage students to learn how to learn and to carry this kind of learning into adulthood.

V. Common Ground

1. We believe that our schools should represent a common ground between Japanese and non-Japanese ideas, practices, beliefs, and traditions.

VI. Model

1. We believe that our two schools should exist as a model for others.
2. We believe that one of our goals is to demonstrate new ideas, practices, techniques, and systems to other schools around Japan and the world.

## **STRATEGIC AREA 1: Learning community**

OIS aims to provide a learning environment for all students that is supportive, challenging and relevant. OIS currently has a strong base on which to build. With the aim of being recognized as one of the leading international schools in Asia, curriculum, assessment and professional development, have been identified as areas for further development.

### **GOAL 1. Establish an organizational structure with specified roles to ensure that vertical articulation in all curricular areas from grades K-12 are regularly reviewed and strengthened**

- Establish a common understanding of a quality learning experience
- Modify and confirm new job descriptions for the programme coordinators that establishes their role as pedagogical leaders
- Review existing subject specific documents and align them K-12

### **GOAL 2. Create and implement a K-12 systematic approach for utilizing formative and summative assessments in order to monitor academic progress and provide timely feedback**

- Select the most appropriate reporting database for our current and future needs with a target of a September 2013 implementation
- Develop a common understanding of formative and summative assessment through professional development
- Review the reporting timeline and the content and method of each reporting period

### **GOAL 3. Continue to provide timely professional development to support teachers according to the expected standards in PYP, MYP and DP linking this to the continuing development of each person's effectiveness in the school**

- Continue to build the effectiveness and role of the professional development committee
- Explicitly link the teacher development process to align with school and individual teacher's needs
- Establish a clear understanding of the importance of the professional development budget with the Foundation

## **STRATEGIC AREA 2: Technology and learning**

At OIS we recognize the role that new technologies will play in enhancing the educational experience and possibilities for learning. We seek to provide an environment for students and teachers to take advantage of new educational tools to do 'new things in new ways' and to act as a model for others to adapt.

### **GOAL 1. Review and ensure that the infrastructure is optimal for our future IT needs**

- Review the wireless provision and capability
- Develop the role of the technology director to support his or her central role in the vision and direction of technology use within the school and in relation to SIS and the Foundation
- Continue to educate the community about appropriate use of the systems in place to ensure effective use of resources

### **GOAL 2. Provide students and teachers with reliable hardware and software that is age appropriate for the students and fits seamlessly with the curriculum needs**

- With the technology director's input and in cooperation with the Foundation's K-12 planning committee develop a medium range plan to replace and upgrade equipment
- Consider how to build on the one to one mobile tablet trial
- In cooperation with the OIS librarian continue to redefine the library as a center of learning within the school that utilizes the best practices of access technology

### **GOAL 3. Provide the necessary support for teachers so that the available technology can be appropriately utilized in the classroom**

- Through the guidance of the technology director and OIS librarian develop a comprehensive professional development plan that ensures both a base skill level and personalized learning opportunities
- Provide support for teachers to research and experiment with technology use in the classroom to enhance learning

### **STRATEGIC AREA 3: Attracting learners**

OIS is considered to be a unique school within the international school world. Its relationship with SIS, a Japanese middle and high school, means that it has an integral link with the host country. Within this relationship we are committed to building a culturally diverse community which creates a positive learning environment. Over the next three years we aim to build on this unique position and to gain recognition as a leading international school in Japan and Asia and in doing so attract new learners to our community.

#### **GOAL 1. Continue to develop the unique identity of the school in the context of its partnerships with SIS and Kwasei Gakuin that effectively communicates the unique character of OIS**

- In conjunction with the Campus Supervisor and Board of Trustees, clarify the value of OIS to the larger Foundation
- Through this discussion, continue to highlight the unique nature of the school and the value of its partnerships with a Japanese school and large educational Foundation
- Develop a medium term marketing plan aimed at target audiences in the local community, Japan and around the world
- Continue to develop the school website as an accurate reflection of the school at work

#### **GOAL 2. Achieve full enrollment of a culturally diverse population who will contribute to and benefit from the emphasis on international education and global mindedness**

- Develop the Global Futures Program through the website and advertising to achieve specific number targets by the second and third years.
- Establish policy support for teaching assistance in lower elementary to allow maintenance of full classes and in turn support enrollment further up the school
- Redefine the transfer policy between OIS and SIS to ensure families can make good decisions and allow the school sufficient time to replace students who make this transfer



## **STRATEGIC AREA 4: The OIS community**

We strive to be a caring, inclusive and respectful community. Ensuring that all students, who come from a wide range of backgrounds, feel connected to our community and make a successful transition is a constant challenge. In addition, the support for families, who may be new to Japan or Osaka, is also important as we strive to fulfill our mission statement. In keeping with our goal to be considered a leading school we see the continuing development of a cohesive school community as an important quality to attract families who are looking for academic excellence, a focus on lifelong learning possibilities, family involvement and socially inclusive activities.

### **GOAL 1. Continue to build a supportive school climate that expresses OIS's mission and vision as part of everyone's day-to-day experience**

- Enhance the pastoral care program to provide effective personalized support for every student within the community based on researched interventions
- Develop a comprehensive creativity, action and service program
- Provide professional development for faculty in the area of differentiated education and continue to seek faculty who are trained in this area
- Continue to develop the opportunity for collaborative planning practices among faculty
- Work closely with the PTA to support them in their provision of community building activities
- Enhance communications between school and home through email, publications and information sessions that provide a connection to academic life

### **GOAL 2. Continue to expand the communication between the KG foundation and OIS to broaden the number of people working in regular collaboration between the two bodies**

- Ensure the continued translation of policy documents into English
- Involve OIS in grant submissions that allow OIS to research and present on educational matters that are relevant both to OIS and also to the broader Japanese education community
- Actively support SIS's educational research activities
- Make regular presentations to the Foundation about OIS's education
- Develop ties with other KG schools to foster mutually beneficial relationships

## CONCLUSION

This strategic plan should be viewed as a road map helping us on the school's journey from 2013 to 2016. It will provide the platform for taking us to our next accreditation in 2018. The data collection and writing of plans for this study took nearly two years and many people have contributed to its development and the conclusions that were drawn from the data.

This plan will be reviewed annually and input will be continually sought from all members of the community. Updates will be published annually on the school website for the community to read. Therefore like all journeys, as we collect new data and receive fresh input the route may be modified as we find improved directions.

Budget proposals will be reassessed annually on the basis of each review to ensure that all our resources, whether they be personnel, time, or financial, are positioned to provide the greatest impact on student learning.

We invite all of the community to remain involved in this process by offering your support, ideas and comments as 'critical friends'. In this regard we look forward to continuing to work with students, parents, faculty, administration, Foundation members and alumni in ensuring OIS's position as an important and vibrant institution and as one of Asia's leading international schools.





Informed, caring, creative individuals contributing to a global community