



The NIS School Development Plan (SDP) (2021-24)

2021-2022 Goals (Year 1 Plan)

(Including additional goals for 2022-2024)

The NIS “School Development Plan” (SDP) is an action plan which represents a synthesis of the 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 goals which represent an area of focus which we believe can be addressed in one academic year.

The 2021-2022 school year is again anticipated to present significant challenges for NIS. The COVID-19 global pandemic continues to impact our learning community in ways that are still uncertain, requiring flexibility in how we deliver the curriculum and how we can support learning and well-being for our students. Additionally, these challenges will also require effective management of the economic impact to our not-for-profit school.

Navigating these challenges successfully to ensure for (i) learning and well-being and (ii) the long-term sustainability of the school will be the two anchors that guide decision making and action in 2021-2022. Additionally, with our anticipated community “Strategic Planning” and preparatory work for our upcoming CIS/WASC accreditation in 2023-2024, the school has planned for areas of development needed for 2022 and beyond. Those goals beyond the current year are listed here as well, knowing that they may change or the timeline may change depending on the outcome of Strategic Planning and/or the implementation of goals from this year.

The targets and goals for the 2021-2022 school year, as well as those goals currently anticipated for 2022-2024 are listed in this year’s plan.

CURRICULUM

“All students will be challenged and supported to make acceptable levels of progression in their learning.”

GOAL C1:

The “Mission and Guiding Statements” will be mapped in the written curriculum, visible in the taught curriculum and successfully evidenced in the assessed curriculum.

To Complete in 2021-22:

- Implement a rich evidence-based assessment culture reflected in reporting mechanisms which provide clarity to learners and parents/guardians about their learning to empower students as agents of their learning.
- Develop and implement revised “Interdisciplinary Learning Units” in the MYP, ensuring a balance between subjects and across grade levels so as to improve learning for students.
- Develop and implement a revised plan for “Extended Learning Trips” in the NIS secondary school so that these trips support and enhance learning and are mission-aligned.

Anticipated for 2022-24:

- The mission and associated Guiding Statements will have been reviewed and revised with stakeholder input such that they are relevant to our community and inspire engagement and success in our learners.
- Complete a review of all core learning policies to ensure continued alignment with best practices and the NIS mission and Guiding Statements.
- The Guiding statements will be mapped in the written curriculum, housed in an agreed common location, and observable in the taught and assessed curriculum.
- The Definition of Learning will be expanded to specify the learner outcomes expected of an NIS student, in the light of the Guiding Statements, at defined stages in their NIS learning journey so as to enable the school to assess the manner in which the Guiding Statements are being achieved by learners.
- The Definition of Learning (concepts, knowledge, skills & dispositions) will explicitly guide the ‘how’ of learning by leading to well understood, appropriately aligned and consistently implemented instructional models and strategies.

GOAL C2:

Learner variability and diversity is valued and accommodated in classrooms, and all students are appropriately supported and challenged by their learning experiences in line with our mission and guiding statements.

To Complete in 2021-22:

- Refine our approach to developing an inclusive and culturally-responsive, language-rich learning environment in our English-medium international school in order to advance the learning and well-being of all students.

Anticipated for 2022-24:

- Develop and implement a renewed “Gifted & Talented” approach for those learners able to work at a level beyond the planned curriculum to ensure that all NIS students are challenged and have the opportunity to be successful.

GOAL C3:

NIS will execute a multi-year approach to creating a data-informed teaching and learning culture.

To Complete in 2021-22:

- Successfully implement next-steps use of student perception, achievement & attainment data to improve both the data-informed learning outcomes for students and the communication of those outcomes to families.

“Ensure for a learning environment in which every child is physically and emotionally safe, has voice and agency and is able to develop and express their individual identity.”

GOAL C4:

The school has informal, formal, and confidential channels through which students can give feedback regarding their learning and wellbeing in order to influence not only their daily experiences in and out of class but also school-wide policy and processes.

To Complete in 2021-22:

- Ensure NIS is a safe space to learn in which behaviour management, underpinned by restorative approaches, supports a culture of responsibility, accountability, empathy and care.
- Clarify and articulate the NIS Wellbeing standards (PYP) & incorporate these into the Programme of Inquiry to ensure holistic education through the PYP for all learners.

Anticipated for 2022-24:

- Age-appropriate mechanisms for students to provide student voice shall be reviewed such that students have agency and impact over their own learning and wellbeing.

STAFF

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

GOAL S1:

Ensure sufficient qualified and capable staff, deployed effectively, in order to deliver and support the school's programs.

To Complete in 2021-22:

- All staff shall hold accountability and responsibility for their roles and will feel empowered to implement those roles effectively within defined collaborative/team structures.

Anticipated for 2022-24:

- The needs of programs and operations will be underpinned by a staffing roadmap aligned to enrollment and strategic priorities, and will guide annual decision making around staffing.

GOAL S2:

Maintain regulatory compliance in human resources practice in a manner that is appropriate for a diverse workforce in an international school environment.

To Complete in 2021-22:

- Develop policy/practices which protect the flexible international working practices appropriate to an international school environment while also enabling NIS to report those practices in a manner that is congruent with Japanese expectations.
- Revise and submit the official “Rules of Employment” to the prefecture.

GOAL S3:

Ensure that the salary and benefits packages are effective in maintaining the healthy and mission-aligned recruitment and retention of staff.

Anticipated for 2022-24:

- Conduct and implement a review of salary and benefits which is supportive of the school's need to attract and retain staff who are committed to the mission and objectives of NIS and who are effective in advancing this mission in their work.

TRUST & UNDERSTANDING

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

GOAL TU1:

NIS shall ensure that its programs, systems and structures are all fully mission-aligned and informed by the CIS “Code of Ethics”, the United Nations “Conventions on the Rights of the Child” and a commitment to principles of diversity, equity, inclusion and social justice.

To Complete in 2021-22:

- The school will examine issues of Diversity, Equity, Inclusion and Justice in order to define and implement meaningful changes in line with our mission and broader ethical responsibilities.

FINANCE & DEVELOPMENT

“Develop plans to ensure the long-term financial stability of the school”

GOAL FD1:

Ensure the effective implementation of development, marketing and student recruitment strategies sufficient to secure the long-term sustainability of the school.

To Complete in 2021-22:

- The agreed strategies for student recruitment and retention (internal, parent partners, scholarships, childcare, outreach & marketing) will be effectively implemented and deliver student recruitment sufficient to meet the financial targets of the four-year financial sustainability plan.

GOAL FD2:

Ensure for short, medium and long-range financial planning sufficient to secure the long-term sustainability of the school.

Anticipated for 2022-24:

- The model of short, medium and long range financial planning shall be reviewed and revised in order to deliver on and support the results of any new strategic, capital and operational planning.

FACILITIES, RESOURCES and OPERATIONS

“Provide and maintain buildings, grounds and programs that are educationally and environmentally appropriate”

GOAL FRO1:

NIS shall aspire to the promise of its Guiding Statements by promoting policy, practice and infrastructure which mitigates our environmental impact.

To Complete in 2021-22:

- A plan that supports environmental responsibility, in line with our Guiding Statements, shall be developed and effectively implemented.
- A campus development plan, encompassing capital development priorities, shall be developed.

GOAL FRO2:

The technology systems (infrastructure and data) support the school’s teaching, learning and administrative needs, and have appropriate and effective safety, security and confidentiality measures in place.

To Complete in 2021-22:

- A comprehensive multi-year technology plan, aligned to the mission and strategic priorities of the school and supportive of both academic and operational functions, shall be developed and implemented.

RISK and SAFETY

“Uphold high standards of personal and organizational safety through the maintenance of a risk-aware culture”

GOAL RS1:

The school maintains clearly documented and effectively implemented best practice policies and procedures related to child protection, safeguarding, data protection and community wellbeing.

To Complete in 2021-22:

- The school data protection policy and related practice shall be revised in compliance with changes in laws in relation to the “Act for the Protection of Personal Information” (Japan) and the “General Data Protection Regulations” (EU).
- The manner in which the school develops meaningful and effective relationships with external law enforcement, child guidance centers and other individuals and groups relevant to child protection and safeguarding shall be documented in policy and implemented in practice.
- The school systems for child protection background clearance of new and current staff shall be reviewed and updated in light of the most recent recommendations of the International Task Force on Child Protection (ITFCP) and the Council of International Schools (CIS) accreditation protocol.

Anticipated for 2022-24:

- A comprehensive review of well-being policy and practice shall be completed such that all NIS policies meet or exceed international standards, are cross-referenced and effectively implemented.

GOVERNANCE and LEADERSHIP

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

GOAL GL1:

Ensure that there is educational and financial planning appropriate to support the school's viability and the implementation of the Guiding Statements, and that these plans are appropriately communicated to the school community.

To Complete in 2021-22:

- A comprehensive Strategic Planning process which informs the school's strategic direction and results in the development and implementation of strategic and operational planning shall be initiated.

Anticipated for 2022-24:

- The role and function of the board shall be documented in policy and communicated effectively to all stakeholders.

TIMELINE:

- **CIS/WASC Preparatory Visit: October-December, 2022**
Self-study process to start shortly thereafter and no later than January 2023.
- **CIS/WASC Self-Study early submission of Part1/Domain A due by October, 2023**
Completion by June, 2023 so as to be ready to launch all other domains at the start of the new school year.
- **IB Documentation Review by October 15, 2023 (PYP, MYP, DP)**
- **CIS/WASC & IB Self-Studies due by January 1, 2024**
- **Team Evaluation Visit CIS/WASC synchronized with IB visits (March 11-15, 2024)**
Date is tentative, but must be completed by the end of March
- **CIS Community survey to be conducted in January, 2022 (as a post-pandemic benchmark) and again in January, 2023 (to start the self-study process)**
- **Strategic Planning (postponed due to the pandemic) from March - October, 2022**
This will inform CIS/WASC planning and so the aim to have it concluded prior to the start of the preparatory visit and accreditation/evaluation processes.