



# The NIS School Development Plan (SDP)

## 2023-2024 Goals

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 strategic and operational planning. These are the key areas of focus which, if comprehensively addressed, will ensure that we can deliver our mission.

After the successful completion of “Strategic Planning” in the 2022-23 school year (a months-long process of meetings led by an outside facilitator with various focus groups that included students, parents, staff and board members) the school emerged with a new vision for the future. This work has resulted in a dual structure “School Development Plan” with Section One being devoted to our ‘Strategic Goals’ and Section Two being devoted to our ‘Tactical Goals’. Each goal represents a manageable body of work to be accomplished.

Our strategic goals (Section One) align to our three new strategies which were conceived via the community-wide strategic planning process of 2022-2023. These goals are aligned not only to the strategies themselves however, but also to the ‘core ideas’ and ‘strategic results’ which also were borne out of the Strategic Planning process. These are documented below.

Our Tactical goals (Section Two) fall into six focus areas as follows: (1) Learning; (2) Well-being, Safeguarding & Community; (3) Human Resources; (4) Finance & Development; (5) Facilities, Resources & Operations, and (6) Governance & Leadership. Within each area, the school has identified one or more goals that form the focus of our collective work over the course of the 2023-24 school year.

# Section One: Strategic Goals

## STRATEGY #1:

*“Nurture our Values and Strengthen our Culture to Successfully Deliver our Mission”*

### CORE IDEAS:

- Defining and nurturing our values in support of delivery of the mission.
- Strengthening our culture in support of the delivery of the mission.
- Holding one another accountable for day to day interactions and actions that are aligned to a shared understanding of the NIS mission, values and guiding statements.

### STRATEGIC RESULTS:

- *Internal stakeholders will use a shared understanding of NIS values and culture in day-to-day interactions, holding one another to account, resulting in mission-driven impact on students*
- *Stakeholders, both within and beyond the school, will recognize and value NIS as a mission-driven school of quality as a result of seeing our values and culture in action*
- *NIS will benefit from a wide range of stakeholder engagement on a volunteer basis in support of nurturing our values, strengthening our culture and delivering our mission*

### To Complete in 2023-24:

- **NIS Values:** NIS will have defined a clear list of values which both flow from and support the mission and guiding statements
- **DEIJ (B):** All stakeholders understand and value the Inclusion and Belonging Framework and are engaged meaningfully in its implementation journey as it serves to strengthen our culture.
- **Student Voice:** All stakeholders within the NIS community embrace the concept that learning, wellbeing and student life is enriched by meaningful student voice
- **Cultural Celebrations:** The school community will appreciate and learn from the many various culturally significant events and celebrations in our community to embrace our many different cultures.

## STRATEGY #2:

*“Ensure fidelity to the Mission and Guiding Statements”*

### CORE IDEAS:

- Mission integrity of the written/taught/assessed curriculum, pastoral care, and co-curricular programming
  - Visibility of learner outcomes, shared with parents and students, within the context of the mission and guiding statements

### STRATEGIC RESULTS:

- *Students embody the Mission and Guiding Statements consistently in their actions.*
- *Student growth in all areas of the NIS definition of learning is measured and appropriately communicated to parents*
- *Student life in areas beyond the curriculum is communicated with parents and guardians in a way that helps to put their achievements in appropriate context.*

#### To Complete in 2023-24:

- **The Written Curriculum:** (Primary) When curriculum planning, teachers embrace and articulate learning objectives that explicitly reflect the NIS Learner Profile, ATL and IC continua; (Secondary) Teacher planners are written and used as living documents which embody the Learner Profiles, ATL and IC ensuring that learning actively reflects the NIS mission
- **The Taught Curriculum:** The definition of learning (concepts, knowledge, skills & dispositions) will explicitly guide the 'how' of learning aligning the type of learning (knowledge, skill, concept, disposition) to appropriately aligned instructional models
- **The Assessed Curriculum:** Assessment will be an integral part of teaching and learning, in that it aligns to and informs instruction, and so that feedback can be used by all stakeholders in supporting students as agents of their learning.
- **Putting the Co into Co-Curricular:** Our co-curricular activities are driven by and drive our guiding statements; Action /Service Learning is authentic and embedded both within and beyond the curriculum
- **Profile of an NIS Learner: Continuum of Mission-Based Learning Outcomes:** As a pilot project, the newly-developed continuum of student outcomes in relation to the NIS guiding statements will be used to develop benchmark data to assess the outcomes of NIS students and form the basis of future planning for the delivery of the NIS mission to all learners
- **Partnership with Parents in Learning:** We will have worked to effectively improve the understanding of parents with regard to (a) the curriculum at NIS; (b) the importance of language learning at NIS; (c) the value we place in global citizenship and intercultural learning; and (d) the school's beliefs, values, mission and guiding statements

## STRATEGY #3:

*“Be a financially sustainable, mission-driven international school as a two-class per grade school”*

#### CORE IDEAS:

- NIS will have student enrollment sufficient to support a two-class per grade school
  - NIS will have expense budgets that support mission delivery while ensuring for school financial sustainability

#### STRATEGIC RESULTS:

- *NIS supports the enrollment targets necessary for sustained year-on-year balanced budgets (470-570 students)*
- *NIS achieves budgets that allow for the delivery of the mission in terms of capital and operational expenses*

#### To Complete in 2023-24:

- **Future Income and Expense Mapping:** The school will review its multi-year financial planning in the light of the desired aspirational expenses and capital budget expenditures that would be ideal in our mission-driven school and the income streams that would be necessary to sustain them
- **Maximizing Enrollment:** Using the eight strategies for increasing enrollment, NIS will meet the board approved targets for student enrollment within the four enrollment streams (Expats, Locals, Partner Preschools and International Family Long-Term Relocations)

# Section Two: Tactical Goals

(To complete in 2023-24)

## LEARNING

- **Digital Literacy:** Digital literacy is developed across all age groups to enable students to access, use, understand and engage with technology and therefore participate in positive life-enhancing opportunities online to support their goals and continue the NIS mission in a digital world
- **Extended Learning Trips:** Extended learning trips in the NIS secondary school support and enhance learning in line with the mission and are rooted in the curriculum

## WELL-BEING, SAFEGUARDING & COMMUNITY

- **Safeguarding Policy:** The safeguarding enhancements developed in the 2022-2023 school year will be embedded in practice.

## HUMAN RESOURCES

- **Rules of Employment:** Revise and submit the official Rules of Employment to the prefecture

## FINANCES & DEVELOPMENT

- **Salary and Benefits Review:** The recommendations of the 2023-24 salary and benefits review will have been considered and developed into a plan for salary and benefit revision in the future

## FACILITIES, RESOURCES & OPERATIONS

- **Operations Manuals:** All operations manuals will be complete to the extent that any competent and qualified employee could execute all of the core functions of the office on the basis of the documentation provided within the manuals.
- **Admissions Policy:** The admissions policy will be revised in light of the guiding statements
- **Campus Development Plan:** A campus development plan, encompassing capital development priorities shall be developed
- **Technology Development Plan:** 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 & costed and ready for implementation from the 2024-2025 fiscal year / 2024-2025 educational year
- **Environmental Responsibility Plan:** The school's ECO committee shall drive forwards, in partnership with the Foundation for Environmental Education, in order to deliver green flag status for NIS by June 2024

## GOVERNANCE & LEADERSHIP

- **Accreditation:** NIS will receive full re-accreditation from CIS and WASC as well as continued authorization to run all three programs following the accreditation and authorization visits in March 2024