

MISSION TO VISION

The International School of The Hague Strategic Plan 2020 - 2024

Inspiring Personal Excellence to Shape a Better Future for All



**The International School
of The Hague**

Updated in June, 2020

GUIDING STATEMENTS

The purpose of the strategic plan is to ensure the effective implementation of our Guiding Statements.

VISION

To shape a better future for all

Inspiring students to become compassionate and proactive global citizens.

MISSION

Curious, connected and compassionate

Inspiring personal excellence in our strong and diverse community.



VALUE STATEMENTS



CURIOUS

We are open-minded critical thinkers who learn through inquiry, reflection and engaging with different perspectives.

We learn about ourselves and improve the world around us through service and experiential learning.

We are independent and interdependent life-long learners with a thirst for knowledge.



CONNECTED

We take pride in the strength of our community and its diversity.

We value our individual identities and celebrate cultural diversity.

We connect with local and global communities through our learning.



COMPASSIONATE

We develop self-respect and show compassion to others.

We take responsibility for our actions and strive to have a positive impact.

We show courage and act with integrity, fairness and respect.

COMMUNITY PROFILE

At ISH we are global citizens who strive to be:

CURIOUS

CREATIVE

We value **creative processes and innovation** even when the results are unpredictable and surprising. We create ideas individually and **in diverse groups** across the whole range of subjects and beyond. We **respect and celebrate** the creativity arising from **our different cultural backgrounds**.

RESILIENT

We persevere with a task, are **capable of acknowledging disappointment** and adapting when we are not successful straight away. We **strive** to achieve the best possible outcomes and **support each other**. We welcome the **learning opportunities** provided by difficulties and challenges.

CONNECTED

INQUIRERS

We nurture our **curiosity**, developing skills for **inquiry and research**. We know how to learn independently and **with others**. We learn with enthusiasm and sustain **our love of learning** throughout life.

COMPASSIONATE

KNOWLEDGEABLE

We develop and use conceptual understanding, **exploring** knowledge across a range of disciplines. We engage with issues and ideas that have **local and global** significance.

THINKERS

We use **critical and creative thinking** skills to analyse and take **responsible action** on complex problems. We exercise initiative in making reasoned, **ethical** decisions.

COMMUNICATORS

We express ourselves confidently and **creatively** in more than one language and in many ways. We **collaborate effectively, listening carefully** to the perspectives of other individuals and groups.

PRINCIPLED

We act with **integrity and honesty**, with a strong sense of **fairness and justice**, and with **respect** for the dignity and rights of people **everywhere**. We take responsibility for our actions and their consequences.

OPEN-MINDED

We critically **appreciate** our own cultures and personal histories, as well as the values and traditions of others. We seek and **evaluate a range of points of view**, and we are willing to grow from the experience.

CARING

We show **empathy, compassion and respect**. We have a commitment to service, and we act to make a positive difference in the **lives of others and in the world around us**.

RISK-TAKERS

We approach uncertainty with forethought and determination; we work **independently and cooperatively** to **explore new ideas** and innovative strategies. We are resourceful and resilient in the face of challenges and change.

BALANCED

We understand the importance of balancing different aspects of our lives - intellectual, physical, and emotional - **to achieve well-being for ourselves and others**. We recognise our **interdependence with other people and with the world** in which we live.

REFLECTIVE

We thoughtfully **consider the world** and our own ideas and experience. **We work to understand** our strengths and weaknesses in order to **support our learning and personal development**.

STRATEGIC OBJECTIVES



We use our Value Statements to drive our strategic thinking.



STRATEGIC OBJECTIVE A



STRATEGIC OBJECTIVE A

To ensure that the ISH mission, vision and values are integral to our thinking, actions and decision-making across the whole school

Strategic Goal A1
Inspire and celebrate innovation

KPI - Sustainable Development: The ISH learning community will continue to find ways to compassionately engage with the UN's Sustainable Development Goals, so that significant, relevant global challenges are respectfully uncovered through the schools' progressive educational programmes, allowing students to act responsibly.

Bespoke Programme Development: The school will continue to embrace curiosity and creativity while celebrating existing success and sustaining programme innovations that nurture the school's values.

Connected Learning: The school will complete, implement and evaluate the ISH Technology Roadmap to ensure that students develop essential competencies while connecting with local and global communities through their learning.

Strategic Goal A2
Review and sustain the Guiding Statements

KPI - Key Performance Indicators: Key Performance Indicators will continue to be refined to help ensure that the school's Guiding Statements are used to drive progress towards related initiatives. Progress towards these targets will be shared with the ISH community.

Annual Community Surveys: The school will continue to administer annual community surveys such as those from CIS and Kwaliteit Scholen. This inclusive, consultative process will inform decision making and help ensure that the Guiding Statements are sustained over time.

Meeting Planning Documents: The Senior Leadership Team will continue to evaluate how effectively Meeting Planners use the school's Guiding Statements and the CIS Code of Ethics to impact decision making. This thinking will be cascaded to leadership teams schoolwide.

Strategic Goal A3
Develop the School's Vision

KPI - ISH Community Profile: The ISH Community Profile will be referenced regularly and used to promote intercultural learning and global citizenship. The school will ensure that these attributes are effectively embedded throughout the community's discourse and practice.

Strategic Planning: The Senior Leadership Team will ensure that the school's Guiding Statements drive all strategic planning. The ISH Strategic Plan (Mission to Vision) will remain a visible, living document of schoolwide targets that are implemented via the School Development Plan and the ongoing review of KPIs.

Holistic Experience: The school will inspire students to authentically engage and purposefully act as individuals or with communities both within and beyond the school walls through creative, physical, intellectual, social and emotional experiences.

STRATEGIC OBJECTIVE B



STRATEGIC OBJECTIVE B

To promote high quality teaching and learning through evidence-based inquiry and the appropriate use of data

Strategic Goal B1
Implement School
Educational
Programmes

KPI - Essential Practices that Inspire Personal Excellence: In line with its definitions for high quality learning and intercultural understanding, the school has committed to establishing essential practices to ensure that key approaches to teaching are firmly embedded in everyday practice. Integral to inspiring personal excellence through differentiation will be the determination to ensure that teaching and learning is informed by effective assessment.

Collaborative Planning and the Written Curriculum: The school will ensure that a coherent written curriculum (including planning documents), spanning the entire school is fully documented and accessible with due consideration given to essential programme elements and transitions between divisions. An organized system of collaborative planning meetings will help to provide a visible commitment to what, how and when something is learned.

Language and Inclusion: The school will ensure that language, inclusion and admissions policies are coherent, closely aligned and thoughtfully implemented so that learning becomes more accessible to the diverse body of students with their different levels of readiness.

Strategic Goal B2
Review and Evaluate
Progress

KPI - Student Progress: The school will review the outcome of regularly administered external assessments such as the International Schools Assessment and those mandated by the International Baccalaureate, to monitor cohort progress and systematically inform programme change and improve learning.

Accreditation and School Improvement: The school will use the success of the 2019 synchronized accreditation team visit as a platform for sustaining an effective, schoolwide improvement process.

ISH Curricular Review Cycle: The school will develop a more effective and dynamic approach to reviewing and evaluating the curriculum, which can more readily adapt to current research and the changing needs of students.

Strategic Goal B3
Establish an Effective
Performance
Management Process

KPI - Appraisal and Continuous Professional Learning: The leadership teams will consolidate and fully implement appraisal cycles for all staff, and ensure that ultimately, this process, along with its related opportunities for professional learning, provides compelling evidence that it serves to improve student learning and wellbeing.

Professional Learning Communities: The school will further promote the development of professional learning communities as a way to nurture professional passions and shared understandings within departments, divisions and schoolwide. schoolwide.

Job Descriptions: The school will ensure that all positions, including those of evolving leadership roles, are supported by clear, well communicated job descriptions, that are suitably aligned with the school's Guiding Statements, appraisal procedures and mandatory guidelines, so that the organizational structure is visible and well understood.

STRATEGIC OBJECTIVE C



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To provide our students and our staff with a physically and psychologically safe learning environment that is conducive to learning and wellbeing

Strategic Goal C1 Provide Excellent Health, Safety and Security

KPI - Emergency Protocols: The Senior Leadership Team will continue to update and communicate revisions to the Emergency Procedures Manual and the Critical Incidents Handbook, to ensure that regular drills and related protocols and documents are well aligned, understood and accessible to the school community.

Health and Safety: The Health and Safety Committee, which is charged with implementing the Rijnlands foundation policy on Safety, Health and Welfare, will continue to coordinate progress towards schoolwide quality standards that are informed by local laws and commissioned external reports.

Facility Management: The Senior Leadership Team will continue to address high risk facility concerns in a timely manner, and ensure that it responds systematically to less immediate concerns in order to sustain a safe learning environment. In addition to this, the school will continue to develop facilities that enhance learning by creating dynamic internal and external learning spaces.

Strategic Goal C2 Develop a Coherent Approach to Wellbeing

KPI - Community Climate: The school will continue to use Dutch mandated climate and safety surveys (such as Kwaliteit Scholen), which use comparative country wide data. Progress towards achieving related goals for improving student, parent and teacher wellbeing will be regularly reported.

Pastoral Care Programmes that Enable Personal Excellence: The school will enable personal excellence by enhancing a coherent and comprehensive suite of pastoral care systems and programmes.

ISH Student Charter: The school will encourage student rights and adhere to behaviour expectations that are aligned to the ISH Student Charter by promoting safe, respectful and responsible community interactions.

Strategic Goal C3 Maintain High Quality Support Systems

KPI - ISH Policy Handbook: The Senior Leadership Team will complete and fully implement the ISH Policy Handbook, in consultation with all relevant bodies.

Fiscal Stewardship: The school will achieve financial targets established by the Rijnlands Foundation, while nurturing ISH generated goals related to learning and wellbeing.

Information Management and Communication: The school will complete, implement and evaluate the ISH Technology Roadmap to ensure that suitable technology provision and data accessibility further facilitates community collaboration and communication.

ENGAGING WITH THE STRATEGIC PLAN

The school's Guiding Statements are integral to the process of strategic planning and reflection. Indeed the ISH Strategic Plan should be viewed as a vehicle for both implementing and assessing progress towards achieving the school's purpose and direction. The ISH Community is encouraged to interact positively and actively engage with the process of school wide improvement.

In developing the strategic plan, the Senior Leadership Team has considered programme specific standards and practices from the International Baccalaureate and the International Primary Curriculum, accreditation requirements from the Dutch Educational Authority and the Council of International Schools as well as expectations from the Rijnlands Foundation.

The School Development Plan is designed to ensure that the ISH Strategic Plan is carefully integrated and managed within the school's existing leadership structure. While the stated strategic objectives will remain consistent throughout this four year cycle, school wide priorities will evolve as necessary to reflect ongoing purposeful change.

An inclusive, community review of the school's Guiding Statements is scheduled for 2023 and will inform the next strategic cycle.

"The IB commends the school community and students for promoting an environment where respect and understanding are visible and an integral part of the school culture."

IB Evaluation Report, 2020

"The IPC recognized how the entire ISH community lives the definition of International Mindedness."

IPC Evaluation Report, 2020



The development of Key Performance Indicators will provide a dynamic framework for informing continuous school improvement. Holistic suites of targets are structured around the school's strategic objectives. Progress will be reported annually.

Intercultural Understanding Suite

- Sustainable Development
- Key Performance Indicators
- ISH Community Profile

Student Learning Suite

- Essential Practices that Inspire Personal Excellence
- Student Progress
- Appraisal and Continuous Professional Learning

Wellbeing Suite

- Emergency Protocols
- Community Climate
- ISH Policy Handbook



“CIS commends the Senior Leadership Team for driving the development of school-wide Guiding Statements and strategic objectives that will guide school development over the next years at the whole-school level.” *CIS Evaluation Report 2020*

“CIS highlights as a strength, the school’s commitment to change...”

CIS Evaluation Report, 2020

