



The NIS School Development Plan (SDP)

2024-2025 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 process resulted in a Strategic Plan which defines three core strategies with related driving core ideas and intended results. This plan is shared for you in the following pages.

The annual goals of the School Development Plan align to the Strategic Plan and fall into four focus areas: (1) Learning; (2) Well-being; (3) Human Resources; and (4) Facilities, Resources & Operations. The goals selected for 2024-25 are those which we believe will have the greatest impact on attaining success in our strategic plan overall.

The full SDP for 2024-25 is available [HERE](#).

NIS Strategic Plan

This strategic plan outlines the strategies, core ideas and intended results which, over a multi-year period, will be achieved in order to ensure the growth, development and evolution of our school's ability to deliver our mission for all learners.

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*

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.*

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*

2024-25 Goals

Flowing from the Strategic Plan, along with the outcomes of our IB, CIS, WASC and internal processes, the below goals are the priority to be completed in 2024-25:

LEARNING

- **Tagging the DuCKS:** The learning intentions within the written curriculum on Toddle will be tagged as a Disposition, Conceptual Understanding, Knowledge or Skill so as to provide a foundation for increased alignment of the written, taught and assessed curriculum.
- **Alignment of the Written, Taught and Assessed Curriculum: Skills:** Teachers across the school (PYP-DP) will effectively align skills (as designated in the written curriculum) with both (i) the appropriate pedagogical model and (ii) valid assessment design.
- **Feedback, Reporting and Classroom Communications:** The role of, and staff expectations for (i) feedback (ii) reporting and (iii) learning communications will have been revised and clarified, ready for implementation in 2025-26.
- **Intercultural Competencies:** The Curriculum Leadership Team (CLT) will have evaluated the role of the Intercultural Competency Continuum (ICC) within the three NIS IB programs and will have developed an appropriate next-steps strategy for the 2025-26 school year to enable the ICCs to enhance the international nature of our curriculum and delivery of our mission as an inclusive international school
- **College Counseling:** Ensure a consistent, best-practice approach to college and future pathways counseling that provides equity of access and support to all stakeholders regardless of the country of destination or future pathway aspirations for the students.

WELL-BEING

- **Restorative Approaches:** NIS staff shall routinely and confidently be using restorative approaches and strategies to cultivate classroom cultures founded in responsibility, respect and inclusion, and parents will have had the opportunity to understand restorative practices at NIS
- **Belonging:** NIS will have created opportunities for community engagement which promotes a sense of belonging as a part of the community
- **Defining NIS Values:** Completion of the values project began in 2023-24, such that NIS will have defined its values in written form so that these can be used to explicitly drive culture and sustain engagement and belonging
- **DEIJ Committee:** The DEIJ committee will have led the school in the successful completion of (i) the rollout of a board-adopted DEIJ Framework and (ii) the adoption of an all-gender policy to support inclusion and safety for all NIS students

HUMAN RESOURCES

- **Salary and Benefit Review:** The new salary system made possible by the budget plan created in 2023-24 will be planned for and operational by the start of the 2025-26 academic year

FACILITIES, RESOURCES & OPERATIONS

- **Operations Manuals:** Operations Manuals will be comprehensive and serve to improve efficiency as well as mitigate the risks of staff turnover
- **Facility Maintenance Planning:** A flexible and adaptable campus upkeep plan will be operational and serve to drive short and medium-term operational and capital budget planning
- **Campus Master Planning:** A flexible and adaptable facilities master plan will be generated which will serve to support the evolution of the campus into the next 5-25 years

2024-25 Focus Areas

In addition to the goals above, the school will pay attention and give focus to the below development areas in the 2024-25 school year:

- **Intern Program Reintroduction:** We are excited to reintroduce the Intern program in its full form in the Elementary School for the first time since pre-Covid. This initiative will significantly enhance our identity and capacity as an inclusive school, and it underscores our commitment to lifelong learning and professional development for all staff.
- **Student Services Coordinator and Staffing Enhancements:** With the reintroduction of the Student Services Coordinator role and additional staffing in teaching and internship positions, along with new professional relationships with external providers and partners, we anticipate a year of strengthening our capacity as an inclusive school.
- **Enrollment Strategy Success:** Following a successful year of surpassing enrollment targets, we will continue to focus on our enrollment strategies to ensure NIS serves to welcome students and families who will benefit from our mission and enable in us the capacity to deliver on our aspirations: specifically the school needs to continue to grow beyond 550 students in order to sustain the level of programming our students deserve
- **Technology Plan Implementation:** The draft technology plan, developed in 2024 and funded through the 2024-5+ multi-year budget, will be a focus of leadership across divisions. Implementation must be collaborative, involving the tech department, CLT, and facilities/operations team as we seek to advance digital citizenship and digital literacy school-wide in line with our mission.
- **Co-Curricular Alignment and Community Understanding:** Significant progress was made during CIS/WASC in aligning co-curricular activities with our mission and enhancing community understanding of voice, choice, agency, and service learning. We will continue to embed these concepts as we address the demand for more Middle School activities, following the increase in primary clubs in 2023-24.
- **Literacy Focus:** While our school-wide SDP focus is on skills in general, within that we will pay attention to literacy progression from primary to secondary schools to improve alignment. A similar focus with numeracy remains a natural next step for ensuring horizontal curriculum articulation in essential skill areas going forward.
- **Empowering Students through Voice, Choice, and Agency:** Our commitment to voice, choice, and agency is central to NIS's evolution. Through SDP goals in curriculum, co-curricular activities, restorative approaches, and inclusion and belonging, we will continue to empower students, reinforcing our mission.