



The NIS School Development Plan (SDP)

2025-2026 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 2025-26 are those which we believe will have the greatest impact on attaining success in our strategic plan overall.

The full SDP for 2025-26 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*

2025-26 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 2025-26:

LEARNING

- **Documenting the DuCKS:** All agreed learning intentions within the written curriculum will be clearly documented using the appropriate NIS stems in the designated location (Toddle). Each intention will be categorized as: D (Dispositions), uC (Conceptual Understandings); K (Knowledge); and S (Skills). This is so that pedagogy and assessment can be effectively aligned to the intended learnings
- **Communications:** The plan developed during the 2024–2025 academic year, addressing the four key purposes of communication, will be successfully implemented. These purposes include (1) Feedback, (2) Reporting, (3) Individual Communications with Families about their specific child and (4) Classroom/Departmental Communication.
- **Report Cards:** Report cards in both primary and secondary schools will have been redesigned to better communicate with parents and will be ready for use in the 2026-2027 school year.
- **Intercultural Competencies:** A task force will be assembled by Sept 1 and an interim progress update will have been made, reviewed by SALT and PALT and used to forge next steps planning for Semester 2.
- **Graduation Pathways:** NIS will have defined, approved, and planned the implementation of an alternative graduation pathway. This pathway will provide a separate but equally valid method of assessing students who demonstrate alignment with the NIS mission and guiding statements. Students completing this pathway will be equally deserving of an NIS diploma as those following the traditional credit-based route.
- **Data-Informed Schooling:** NIS will critically review how external assessment tools (e.g., MAP, ISA, etc.) are used, alongside other sources of learning data as well as perception, demographic, and process data, to develop a more intentional, meaningful, and mission-aligned approach to data use across the school.
- **Co-Curricular Quality:** The five new vertical strands for co-curricular engagement provide for balanced, meaningful, and mission-aligned co-curricular activities across the age range of the school. These are (1) Visual & Performing Arts, (2) Service & Leadership, (3) Academic & Intellectual Pursuits, (4) Experiential & Practical Skills and (5) Health, Wellness & Sport.

WELL-BEING

- **Restorative Approaches:** NIS staff shall routinely and confidently use 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.
- **Defining NIS Values:** The values agreed for adoption in 2024-2025 will be launched so that these can be used to explicitly drive culture and sustain engagement and belonging.
- **Belonging:** The school's belonging framework will continue to drive community practices that cultivate a culture of inclusivity and belonging by taking responsibility for reflective dialogue, practicing empathy and advocating for a just and equitable society.

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 academic year.
- **Job Description Alignment:** All job descriptions will be revised to ensure that they align to reality of the role and are a useful tool in planning for the efficient and effective work of staff.

FACILITIES, RESOURCES & OPERATIONS

- **Facility Maintenance Planning:** A flexible and adaptable campus upkeep system will be operational and will 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

2025-26 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 Development:** Maintain and develop the Elementary Intern Program with strong outcomes in classroom support and growth of the interns. A focus on improved mentoring/support for interns is required, as well as differentiated support across different types of role (*ES Interns, 1:1 interns, Science intern*)
- **Student Services Coordination and Staffing:** Create a sustainable operational framework, with clear Standard Operating Procedures (housed in an operations manual) that ensure cross-departmental collaboration and operating methods within the team that are appropriate, efficient and serve to meet the needs of students and families in as effective a manner as possible.
- **Enrollment Strategy:** A focus on maintaining our 4 streams; additionally, this means focusing on the data regarding student services and capacity based on needs, as well as the implications of SDP Goal on a second graduation pathway and possible futures planning re: boarding. It also involves maintaining a close focus on the price point and value proposition of the school and how this impacts both recruitment and retention. It involves a fresh look at marketing strategies in the light of all these factors.
- **Technology Planning:** A focus to be maintained on the implications of AI for teaching, learning and school operations. A focus on the multi-year technology plan to be updated and relevant to both learning and operations and to inform budgeting.
- **Student Voice, Choice, and Agency:** Ongoing development of student empowerment, seen in projects and initiatives across divisions, supported by adult learning around the role of and purpose for voice, choice, and agency in both their learning and the wider life of the school. Specifically, ensuring that the middle school is supported in finding a stronger way to express its voice, and supporting Primary students in developing the skills and confidence to express their voice in whole school areas.
- **Embedding the New Primary Team :** Maintain a focus of support for our new Primary School team — including homeroom teachers, specialists, interns, a new Principal, and a new PYP Coordinator—while ensuring a smooth and effective implementation of our refreshed Literacy and Numeracy programs. Our focus will be on fostering stability, continuity, and cohesion whilst maintaining the NIS culture as we embed these key developments into daily practice.
- **Governance:** NIS is committed to building on our strong governance by aligning confidently with the new *gakko hojin* structures. The board will focus on how we operate effectively within this framework—clarifying roles, onboarding new members, refining meeting practices, and ensuring directors, trustees, and auditors contribute meaningfully. We will remain purposeful, transparent, and responsive as we continue to model effective governance.
- **Risk:** NIS is committed to expanding our oversight of key areas of risk. We will continue refining our risk register to ensure clear, proactive monitoring of areas such as reputation, finance, and safety. In a digital age, we aim to manage information responsibly while balancing transparency with privacy. As we pursue ambitious goals within limited resources and maintain our commitment to safety, this structured approach will support sound decision-making and long-term sustainability.
- **Eco Schools:** Having obtained green flag status, it is now important to consider and act on the recommendations made and build towards a recertification plan to be rolled out across the next three years.