



The NIS School Development Plan (SDP)

The NIS “School Development Plan” (SDP) is an action plan which represents a synthesis of the various 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 2020-2021 school year is anticipated to present significant challenges for NIS. The COVID-19 global pandemic will 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 the school as we anticipate a drop in enrollment within an increasingly regulatory environment.

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 2020-2021. Consequently, the 2020-2021 SDP is built in streamlined form with an emphasis on only those goals which are critical to these twin objectives and with an understanding that flexibility in delivering the SDP will be critical going forwards.

The targets and goals for the 2020-2021 school year follow.

CURRICULUM

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

Goal C1:

Student Learning data will demonstrate consistent and high level student learning and engagement, whether NIS is delivering online, onsite or hybrid.

- **External assessment data reflects an equal or increased level of school wide achievement to the 2019-2020 school year.**
- **Student engagement tracking shows consistency in all subject areas, whether online or onsite.**

Goal C2:

NIS will develop and begin to execute a three-year plan aimed at creating a data-informed teaching and learning culture.

- **The three-year plan will be founded within the data dimensions of the NIS Assessment Policy.**
For this year:
 - *iSAMS will be used as the housing for data (internal and external)*
 - *Understand and set up a data tracking manager and plan for how we wish to use this tracking manager in the future*
 - *Provide workshop opportunities for staff to understand PASS, CAT4, ISA, and MAP data collected (to include training for staff on how to read the assessments results)*
 - *Successfully conduct PASS, CAT4, ISA and MAP assessments (to include training for staff on how to conduct the assessments)*
 - *Map out a plan for years two & three in order to achieve the goal*

Goal C3:

Students will report feeling safe and supported whether online or onsite.

- **Data will illustrate no significant loss of self-perception or perception of school through continued delivery of student well-being programs and initiatives including:**
 - *Restorative Justice Approach to positive behavior management*
 - *Well-being curriculum*
 - *Inclusive approaches*
 - *Effective Student Services Support*
 - *Secondary Homeroom program*

STAFF

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

Goal S1:

All position of responsibility holders / middle leaders report feeling empowered and efficacious in their roles.

- **Position of Responsibility holders report and demonstrate improved sense of self-efficacy in their role.**

Goal S2:

Create and roll out “new staff pathway” and “legacy pathway” within the re-structured ‘Professional Growth and Evaluation Pathways’ model.

- **The shift to a Jan-Dec Professional Growth and Evaluation model, with a ‘new staff pathway’ for new arrivals in Semester one and a ‘Legacy Pathway’ for departing staff in Semester 2 will be successfully incorporated into the current model (which includes also the Professional Growth and Evaluation, the Probation and the Promotion pathways).**

TRUST & UNDERSTANDING

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

Goal TU1:

The newly-established Staff Advisory Council will provide an effective avenue for staff voice in the promotion of a positive, respectful, inclusive and trusting professional school culture

- **The Staff Advisory Council will give voice to the following:**
 - *Finalize its constitution to be recommended for adoption by the school, and ensure for the re-election/election of all council members prior to the start of the 2021-2022 school year*
 - *Oversee the election of the ‘Official Workers’ Representative’*
 - *Support the school in finding ways to achieve the regulatory alignment that is increasingly being expected of international schools in Japan in areas such as work days/hours, pensions, personal days and insurance without causing any undue/significant deterioration of working conditions or earning potential for NIS employees*
 - *Adding a staff perspective in finding compassionate and smart ways to restructure the school staffing so as to ensure for the long-term financial viability of the school*
 - *Advising on improvements to policy or practice in the areas of staff health, wellness and well-being*
 - *Consider the results of the 2019-2020 benefits review and make recommendations on next steps*

Goal TU2:

Task Force will examine social justice issues surrounding diversity and equity within the NIS community with a view to supporting improvement.

- **This Task Force, emanating from the Black Lives Matters discussions held at the culmination of the 2019-2020 will examine issues of social justice within the NIS community.**
- **The exact scope of the task force, its success criteria for its work, and the metrics to be used to evaluate those criteria shall be established by the task force.**

FINANCE & DEVELOPMENT

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

Goal FD1:

NIS will effectively share and celebrate learning with colleagues, students, parents and the wider community

- **Strategies will be founded in the below areas:**
 - Teams will share learning with parents in ways that are authentic and achievable and appropriate to the team
 - Marketing initiatives promoted by the Development Office will be supported by teams through the sharing of the taught and assessed curriculum and co-curriculum
 - As feasible, written curriculum content as needed by the Development Office for the purposes of marketing, will be available

Goal FD2:

NIS will effectively control and restructure its expenses as well as energize and increase its revenue so as to ensure for the long-term sustainability of the school

- **The plan shall retain the ambition to be a fully self-sustaining two-class-per-grade school by maintaining (A) a strong focus on strategies for student retention and recruitment and (B) a restructuring of operations to secure needed expenditure reductions.**
- **This will include (to raise revenue):**
 - Targeted marketing strategies
 - Word of mouth marketing/parent partners
 - Partner school relationships
 - NIS Scholarships
 - Childcare provision for working parents
- **This will include (to control expenditure):**
 - Budget reductions that maintain quality but yield efficiencies, conducted in a strategic and compassionate manner

FACILITIES, RESOURCES and OPERATIONS

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

Goal FRO1:

A plan will be developed which outlines ways in which NIS can mitigate our environmental impact to live up to the promise of our guiding statements.

- **The plan will:**
 - Take as its starting point the active student voices who have been leading this conversation
 - Be cognizant of the fact that fundamentally our core purpose as a school is to cause learning - and so utilize this essential goal as a learning opportunity for students to give voice and to understand, shape, own and forge/participate in solutions to problems
 - Be sustainable within the financial and logistical realities of the school-financial position
 - Be founded in research and data, and enhanced through learning at an age and developmentally appropriate level throughout all aspects of the curriculum

Goal FRO2:

Implement the recommendations of the 'Tech Audit' conducted by Concillience.

- **A staff team shall set appropriate goals and success criteria for the roll-out of these recommendations, over the upcoming years, according to the below key areas:**
 - *Establish and communicate a mission-aligned vision for Digital Age learning*
 - *Domain Consolidation*
 - *Continuity of IT Operations*
 - *Technology Professional Growth*
 - *Google Suite for Education*
 - *Consolidate cloud tools, accelerate and complete the iSAMS implementation*
 - *Adopt a Mobile Device Management (MDM) to enhance device security and operational efficiency*
 - *Identify and adopt a SaaS based ERP (Enterprise Resource Planning) to decommission legacy systems*
 - *EdTech: Information Literacy and Digital Citizenship*
 - *Review the provisioning of hardware & software*

RISK and SAFETY

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

Goal RS1:

Ensure that protocols established to mitigate the risks of COVID-19 are coherent, well communicated and sufficiently enforced.

- **Safety measures are implemented and enforced consistently.**
- **Procedures are clear and prominently displayed.**
- **The school transitions as needed between various stages of risk (online, onsite, bridging, etc.) with reasonable levels of predictability based on clear external and internal criteria.**

GOVERNANCE and LEADERSHIP

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

Goal GL1:

The NIS Board of Directors shall consider how best to communicate its fiduciary, generative and strategic functions to the wider NIS community to support better understanding of the role of governance at NIS.

- **The community shall have increased awareness of:**
 - *The governance structure and function*
 - *The membership of the board and the manner in which a self-perpetuating board operates*
 - *The limits to the board's engagement in school operations, and the appeals process that exists*
 - *The broad workings and outcomes of board deliberations*