

Raising Student Achievement through 21st Century Education.

How do we create a whole community culture of Student Achievement?

*How do we meet our vision?
Where we thrive and reach for excellence.*

It might seem simplistic and obvious, but research shows that too many schools become adult centred over time and sometimes, we as educators get so caught up in the latest trend or jargon that we forget this fundamental principle. Whether it is academic, sporting, creative, social or character development, our role as educators is to educate the whole child and ensure that each and every individual achieves their full potential. It is simply not acceptable for us to let even one slip through the net.

In a modern dynamic world, we must concentrate on skills and not content, on the individual student and not the individual subject. As educators we should find ways to challenge and stretch students, yet give them the tools to succeed. We must continue to examine our own practices and discover new ways to fully prepare our students with the skills they will need to meet the challenges of the 21st century. We should balance these modern pedagogical methods with rigorous and clear standards that promote continual improvement at all levels. We must always maintain the highest expectations, since students have a tendency to live up to them.

In addition, successful schools are not islands. We recognise that education does not start and end at the school gates. We will develop a culture of learning and high expectations that extends throughout the whole community. The entire community can and should be harnessed for the benefit of the students. You, our parents, should be kept fully informed and actively engaged at all times. In return, our students must be leaders by example, and we should instill in them the values needed so that they become active and compassionate citizens, locally and globally.

To be able to create a whole school culture centered around student achievement in all of its forms we must recognize that:

1. Student achievement is the domain of ALL aspects of the school. We need to focus everyone - all Board committees, Strategic plan committees, parents, students and staff on student achievement.
2. Standardized test results are only one measure of achievement. We need to look at all forms of achievement and all ways to measure it.
3. We need to develop 21st century learning and assessment and focus our attention on higher orders of thinking (not just knowledge and repetition)
4. We need infuse IB philosophy and culture throughout the school
5. We need fully engage all students in their own learning. Students must be the centre of the school and be actively involved in the decision making process rather than disengaged recipients.

Phases for creation of development plan:

This plan will be an integral part of the Strategic plan. It is meant to be a living document that develops and changes with the school through feedback from all constituents in our community.

Phase 1. The Director creates this overarching student achievement plan with consultation from board, teachers, admin, students, parents. The aim of this plan is to set the tone and the vision for the way forward.

Phase 2. The Board committees and strategic planning committees readjust their plans and set annual goals to take in to account this student achievement plan. These groups provide feedback to the student achievement Plan

Phase 3. Teachers work in teams to develop their own vertical and horizontal plans and goals for improving achievement through 21st century best practices (these should also identify professional development resource needs). This process will be lead by principals, coordinators and department chairs.

These individual plans will provide feedback to this student achievement plan

Phase 4. Progress from all areas is monitored and continuous input is sought from students and parents to provide feedback to the student achievement plan throughout the year

Phase 5. A regular cycle of review, development and feedback is created.

Administrative

Development	Costs	Outcome	Date	Status
<p>Time on task for students. How do we <u>create more time</u> for students to be with their teachers at all grade levels?</p> <p>a) Full analysis of the time spent on each area for each division of the school compared to similar schools and IBO requirements</p> <p>b) Review of current schedule to find low-impact ways of increasing class time for students this year</p> <p>c) Development of Master Timetable to maximize time on task for students</p> <p>d) Development of policy on time out of class for events and trips and create close links between trips and curriculum</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>Comparative data on teaching time for similar schools collated</p> <p>Changes made to schedule and teaching</p> <p>Master timetable created to maximize time for students</p> <p>New policy developed</p>	<p>Oct 11</p> <p>Oct 11</p> <p>Aug 12</p> <p>Dec 11</p>	<p>In Progress</p> <p>IP</p>
<p>Raising Expectations. How do we create a <u>culture of high expectations</u> that is infused throughout our community?</p> <p>a) Constantly create a culture of high expectations within the entire community</p> <p>b) Encourage more students to take the full IBDP.</p> <p>c) Reward and celebrate student achievement.</p> <p>d) Create profiles of high achieving students for newsletter and blog</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>On-going consistent messages, information and education along with feedback</p> <p>80% of Gd 11 students start as full DP students</p> <p>Additional forums for celebrating achievement created</p> <p>Students regularly featured in newsletter and blog</p>	<p>On-Going</p> <p>Aug 11</p> <p>Aug 12</p> <p>Aug 11</p>	<p>OG</p> <p>Started</p> <p>IP</p>
<p>Resources. How do we <u>re-allocate our resources</u> and allocate new resources in a way that prioritizes student achievement?</p> <p>a) Re-allocate spending on resources to make the biggest impact on achievement</p> <p>b) Revise budget process (zero-budgeting) to focus spending on student achievement.</p>	<p>None</p> <p>None</p>	<p>All remaining resource budgets for 2011 deliberately focused on raising achievement.</p> <p>Zero based budget process created with input from all staff who will have</p>	<p>Sept 11</p> <p>Nov 11</p>	

c) Revise purchasing system to be more timely and accurate.	Potential saving	responsibility for line items. Budget built from the ground up and linked to achievement plans.		
Re-focus and update of annual goals of strategic plan and committees on student achievement.	None	Strategic Plan updated by policy committee	Dec 11	
Admissions. How do we ensure we admit students who are mission and program appropriate for the school? Re-align admissions policy and procedure to ensure we only admit local students for whom we have a suitable program,	None	Admissions Director to work with Management team to review admissions policy and procedure	Dec 11	

Curriculum

Development	Costs	Outcome	Date	Status
<p>21st Century learning environment. How can we ensure we are systematically using <u>best pedagogical practices</u> throughout the school? These should include:</p> <ul style="list-style-type: none"> • 21st century learning • Student-Centered classrooms • IB philosophy and pedagogy • Curricula that are cross-curricular, contextual, collaborative, creative, character and community service oriented. • International Mindedness 	None	Curriculum development committee created to develop an on-going cycle of continual curriculum review and development.	Aug 12	
<p>Assessment. How can we best use modern assessment methods to measure what we truly value and provide meaningful feedback that aids student achievement?</p> <ul style="list-style-type: none"> • IB assessment techniques • Formative assessments • Summative assessments • Measuring what we value • Database for students 	None	A whole school taskforce on Assessment created to research best-practices and create policy and procedure for assessment at HIS	Aug 13	
<p>Curriculum Articulation. How can we continually develop our curriculum so that it is seamlessly aligned both vertically and horizontally so that it guides students towards IB DP HL?</p> <p>a) Vertical alignment of curriculum using DP HL as the end goal for all subjects</p> <p>b) Horizontal alignment of curriculum to develop a broad range of inter-disciplinary skills, cross-curricular, contextual.</p>	Minimal Possible release and training time	<p>Department chairs in Elementary and Secondary work together to articulate curriculum and create a regular review cycle</p> <p>Grade level teams created to articulate curriculum and create a regular review cycle in Secondary.</p> <p>Whole school, curriculum development</p>	<p>Oct 11</p> <p>Aug 12</p> <p>Aug 12</p>	

<ul style="list-style-type: none"> c) Development of modern, collaborative cross-curricular, contextual, creative curricula d) Integration of character and leadership development e) How can homework be used to support the curriculum and aid differentiation? 		committee created.		
<p>Technology: How can we best use technology to enhance student learning? See attached technology plan.</p> <ul style="list-style-type: none"> a) Create a reliable and fast school-wide Wifi network b) Create Pilot groups to implement modern pedagogical approaches using the technology c) Create technology committee that includes staff, parents and students. d) Target professional development towards using technology to enhance 21st century learning. 	See plan Est \$150,000 per yr	Technology committee created. See attached technology development plan.	Aug 11	
<p>Middle School Program. How can we provide Middle School students with the most appropriate program?</p> <ul style="list-style-type: none"> a) Research best practice in Middle School pedagogy b) Benchmark various systems and other schools c) Identify and recommend the best program for HIS to bridge the gap seamlessly between PYP and DP 	Potential \$100000+ depending on prog and structure	Committee created to review potential modern, Middle School Programs that provide a smooth transition from PYP and prepares students for IB DP. Committee makes recommendations to the management team and Board. Review of school organizational structure.	Aug 12 Aug 13 Dec 11	

Students

Development	Costs	Outcome	Date	Status
How do we help students become <u>actively involved</u> , <u>responsible</u> and <u>engaged</u> with their own learning?	None	Work closely with NHS and Student Council. Professional Development for faculty.		
How do we create an environment in which students are involved in true <u>inquiry</u> based learning?	In budget	Professional Development for faculty.		
How do we ensure students are actively involved in <u>leadership</u> and decision making at school? a) Involve students in Board committees where appropriate. b) Involve students systematically in other committees whenever appropriate c) Integrate a character development program at school d) Involve students in leadership and mentor roles with other grades	None	Work closely with NHS and Student Council to provide true leadership opportunities at school. Already happening in some areas. Needs to be systematic.	Sept 11 Aug 11	IP IP
How do we ensure ALL students we admit have the individual support they need?	Potential 0.5 FTE	Review of all LSS and EAL provisions all levels to also include high achieving students	Start Aug 12	
How can we attract the best students from the local community?	In Budget	Merit Scholarship scheme.		IP
How do we promote global citizenship within our student body?	None	Creation of committee dedicated to ensuring all curricula have this built in	Aug 12	

Personnel

Development	Costs	Outcome	Date	Status
<p><u>Professional development:</u> How do we ensure teachers are also continually learning and growing professionally?</p> <ul style="list-style-type: none"> a) Focusing of professional development funds to support student achievement through modern pedagogy. b) Bringing in workshop leaders to school to maximize PD funds. c) Matching the Professional Development needs of the individual, the department and the school d) Linking Professional Development to appraisal e) Creating time for teachers to visit other classes f) Creating time for teachers to collaborate and plan together 	In Budget	<p>Appraisal and Professional development committee created to answer the following questions: How do we target PD to directly improve achievement? How do we encourage those who will help drive change and also support those who find change difficult or who are reluctant to change?</p> <p>New procedure for use of Professional Development funds created.</p> <p>Professional development funds maximized and focused on student achievement.</p> <p>Funds used for in-house training and bringing in experts to work with all staff Apple Training Initiative, in school Inquiry learning workshop leader</p>	<p>Aug 12</p> <p>June 11</p> <p>Aug 11</p> <p>Aug 11</p> <p>Oct 11</p> <p>Jan 12</p>	
<p><u>Accountability:</u> How do we support our entire staff to ensure we constantly meet the highest standards?</p>	None	<p>Appraisal and Professional development committee created to review and develop our teacher evaluation and appraisal schemes to enable us to support all staff to meet the highest standards. (see below)</p> <p>Potential new scheme in operation</p>	<p>Aug 12</p> <p>Aug 13</p>	
<p><u>Faculty recruitment:</u> How do we find and keep the best faculty?</p> <ul style="list-style-type: none"> a) Recruitment of the BEST faculty possible. All research shows that the factor that has the biggest effect on student achievement is the teacher. Teachers are our most valuable 	Est \$20000	New faculty recruitment philosophy and procedures created and implemented.	Dec 11	

<p>resource and we must be relentless in our search for the finest we can find.</p> <p>b) Retention of the best faculty.</p> <p>c) Longer contracts for overseas teachers to promote consistency, especially at DP</p> <p>d) How do we maintain a balance of overseas and local hire teachers to ensure we stay at the forefront of best-practice?</p>		<p>Personnel and finance committees research and develop instruments designed to aid retention of the best faculty.</p> <p>Internal professional development and leadership schemes created.</p> <p>Investigate the possibility of 3-year overseas contracts.</p> <p>Work with US Embassy and Ministry of Foreign affairs to re-evaluate permit quota</p>	<p>Jan 12</p> <p>Aug 13</p> <p>Jan 12</p> <p>Jan 12</p>	
<p>Teaching Assistants: How can we best use our teaching assistants to maximize student achievement?</p> <p>Review and re-structuring of the roles of Teaching Assistants to assist differentiation on the class and so maximize student achievement.</p>	None	<p>Professional Development of teachers and assistants</p> <p>Clear Guidelines created for assistants and faculty</p>	<p>Sept 11</p> <p>Oct 11</p>	IP
<p>Leadership: How can we create our own, internal leadership training scheme for teachers and assistants that encourages retention and provides the opportunity for individuals to take on more responsibility?</p> <p>This would also help us grow our own future leaders.</p>	None	Appraisal and Professional development committee created (see above)	Aug 12	

Communication

Development	Costs	Outcome	Date	Status
How do we effectively engage our community in creating a culture of achievement?	Potential 0.5 FTE 2012/3	Financial review of possibility to hire a part-time communications officer to assist with all the below	Jan 12	
Reporting on standards: What is the best way to <u>report</u> on our standards and student achievement in general? a) Reporting of test results and benchmark data to the community b) Reporting of future data in such a way that we are accountable to our community?	None	Management Team to review reporting methods in conjunction with review of software systems below		
Parent information: How can we provide good parent <u>information</u> and <u>education</u> ? a) Informing and educating our parent body on modern pedagogy and parental roles in education. b) Review and re-structuring of parent information and feedback sessions for administration and Board.	None None	Committee created with PTO to review parental information and education? How do we give our parents the information to be advocates for school? Board and Director to review structure and type of Board meetings	Sept 11	IP
Feedback: What is the most effective method for soliciting <u>feedback</u> from our community? Creation of a method for soliciting feedback from our community on our progress.	\$10000	Focus groups, surveys, R Factor	Aug 12	
School communication software: What is the most effective information management tool to allow us to communicate effectively? a) Review and implementation of a whole school, student-centered communication tool. b) How do we communicate and collaborate among teachers, administration, students and parents? c) How do we best use our website and web2.0 communication?	\$60000 See above	Technology Committee to review potential software systems. What software systems do we need? Many systems exist but few put the student in the center! Communications officer (see above)	Feb 11 to Aug 12 Jan 12	