



**Danube International
School Vienna
School Development Plan**

**3-school-year period
2014-2017**



OUR VISION

- ◆ Be a **world leader** in **international education**.

OUR MISSION

- ◆ Provide a **high quality** international education for children of all nationalities from Early Years to Grade 12 with English as the language of instruction.
- ◆ Prepare students to become **global citizens** through a commitment to the development of the whole child, both as an individual and as a member of the community.

OUR VALUES

- ◆ Our school places students' well-being, happiness and the ideal of '**Great Learning**' at the heart of our school.
- ◆ Our community acts with integrity, honesty, empathy, transparency and respect.
- ◆ We all take responsibility for our words and actions.
- ◆ We all constantly strive for improvement and aspire to make a positive impact on ourselves, our school and the world around us.

OUR AIMS

- ◆ To reach the ideal of '**Great Learning**' we will be continually striving for excellence by engaging minds, exciting learners, acting ethically and showing empathy.

- ◆ To nurture happy, well rounded students with healthy self-esteem we will be continually setting high expectations, recognizing individuality, offering genuine leadership opportunities, celebrating successes and developing a reflective culture that enables students to learn from their experiences.



Major Areas for a period of 3 school years (number in order of priority)

- ◆ Guiding Statements
- ◆ Teaching and Learning
- ◆ Governance and Leadership
- ◆ Faculty and Support Staff
- ◆ Access to Teaching and Learning
- ◆ School Culture and Relationships for Learning
- ◆ Operational Systems

School Development Plan (3-school-year period)

Major Area	Key Points	Time Scale (Please insert ☐)			General Outline of Action
		Year 1	Year 2	Year 3	
1.Guiding Statements	<p>Review Vision, Mission, Values and Aims</p> <p><i>Review Strategy Documents</i></p> <p>Develop 'Great Learning' and share with school and external community</p>	<p>☐</p> <p>☐</p> <p>☐</p>	<p>☐</p> <p>☐</p> <p>☐</p>	<p>☐</p>	<ul style="list-style-type: none"> • Use survey monkey and review results in 2015-16 • Develop and use criteria to measure success • <i>Create any missing strategy documents and establish cycle collaboratively with groups of staff</i> • Create a website on 'Great Learning'
2.Teaching and Learning	Develop curriculum relevant to changes in IB requirements and IB evaluations	<p>☐</p> <p>☐</p>	<p>☐</p>		<ul style="list-style-type: none"> • Improve according to PYP Evaluation report • Alter in line with MYP Next Chapter and improve according to MYP Evaluation report

	<p><i>Improve vertical articulation of curriculum</i></p> <p>Create Professional Growth Model</p> <p><i>Extend visible thinking, creativity and learning enabling ICT</i></p> <p>Introduce writing initiative</p> <p><i>Complete and re-introduce reading initiative</i></p>	<p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p>	<p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p>	<p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p>	<ul style="list-style-type: none"> • Alter in line with DP curriculum review cycle and improve in line with DP Evaluation report • <i>Revise subject areas curriculum</i> • <i>Review and revise grades 5-6 and grades 10-11 curriculum transitions</i> • Include classroom observation, learning walks, teaching coaching and goal setting for teachers • <i>Increase PD for teachers, encourage creativity, purchase ICT equipment and ensure training</i> • Implement as a whole school focus activity • <i>Complete elementary reading initiative</i> • <i>Implement as a whole school focus activity</i>
3. Governance and Leadership	<p>Create an Owners Manual</p> <p><i>Develop Owners Performance Management structure</i></p> <p>Increase transparency</p> <p><i>Develop planning tools</i></p>	<p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p>	<p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p>	<p>☐</p> <p>☐</p> <p>☐</p> <p>☐</p>	<ul style="list-style-type: none"> • Work collaboratively with Owners to create manual to aid decision making • <i>Work collaboratively with Owners to organize feedback</i> • Implement mechanisms to improve transparency • <i>Develop a fuller more detailed school development plan and subsequent action plans</i>
4. Faculty and Support Staff	<p>Create Effective Professional Growth Model System for all staff.</p> <p><i>Review Job Descriptions for all Support Staff</i></p>	<p>☐</p> <p>☐</p> <p>☐</p>	<p>☐</p> <p>☐</p> <p>☐</p>	<p>☐</p> <p>☐</p> <p>☐</p>	<ul style="list-style-type: none"> • Use collaborative process to involve stakeholders in creation of the PGM system • <i>Review job descriptions and update as necessary.</i> • Review contracts for all positions. Revise contracts where needed.

	<p>Ensure contracts for all support staff including external activity supervisors are effective</p> <p><i>Develop a leadership culture</i></p> <p>Improve access to staff policies</p>	<p>□</p> <p>□</p>	<p>□</p>	<p>□</p>	<ul style="list-style-type: none"> • <i>Continue leadership training, develop middle leadership opportunities and positions</i> • Review accessibility of location • Train staff to access of personnel policies and practices
5. Access to teaching and learning	<p><i>Increase staff awareness of/ expertise in specific learning difficulties</i></p> <p>Extend the accessibility of learning</p> <p><i>Support cultural issues for new students, staff and families</i></p>	<p>□</p> <p>□</p>	<p>□</p> <p>□</p>	<p>□</p>	<ul style="list-style-type: none"> • <i>Improve identification of learning needs</i> • Improve understanding of the possibilities to extend accessibility of learning • Increase ICT learning enabling devices and software • <i>Identify issues and improve orientation</i>
6. School Culture and Relationships for Learning	<p>Develop a stronger 'Whole School' climate</p> <p><i>Develop a wider range of communication tools</i></p> <p>Build stronger partnerships with external agencies</p> <p><i>Strengthen the idea of 'global</i></p>	<p>□</p> <p>□</p> <p>□</p> <p>□</p> <p>□</p> <p>□</p>	<p>□</p> <p>□</p> <p>□</p>	<p>□</p>	<ul style="list-style-type: none"> • Ensure less focus on sections of the school and more on a continuum of learning and student well-being. • <i>Develop use of facebook, twitter, Issuu (year summary), shutterfly to supplement existing forms.</i> • <i>Revise Danube Digest.</i> • <i>Develop more creative tools for students</i> • <i>Fully implement managebac</i> • <i>Share more comparative data for staff, students and parents and more policies externally</i> • Improve local service connections and local school connections, • <i>Environment awareness and a programme</i>

	<p><i>citizenship'</i></p> <p>Develop more effective marketing strategies and implement them</p>	<p>□</p> <p>□</p>	<p>□</p>	<p>□</p>	<p><i>needs to developed</i></p> <ul style="list-style-type: none"> • Creatively develop marketing that reflects the school and is attractive to current and future clientele • Revise school website to take account of technological changes (mobile devices, social media)
7. Operational Systems	<p><i>Improve communication on budgeting with relevant budget hold leaders.</i></p> <p>Strengthen ICT support within school.</p> <p><i>Improve communication system within school</i></p> <p>Implement fully the school lockdown procedure and other security measures</p> <p><i>Review and improve school facilities</i></p>	<p>□</p> <p>□</p> <p>□</p> <p>□</p>	<p>□</p> <p>□</p>	<p>□</p>	<ul style="list-style-type: none"> • <i>Create communication system for budgeting, train leaders on the system, monitor use and evaluate effectiveness</i> • Identify areas of need and plan support as necessary. • <i>Develop PA System that allows choice of area(s) for announcements , Use videos to communicate school events to students. Use digital presentation of information in foyer.</i> • Train staff and implement lockdown procedures and complete parent ID cards. • <i>Review current facilities and plan for improvements(i.e. storage)</i>

Danube International School Vienna

Annual School Plan

School Year 2014-15

1. Major Area: Guiding Statements

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Review strategy documents collaboratively</i>	<i>Review learning and teaching strategy</i>	<i>Document reviewed</i>	<i>Document accepted by academic staff</i>	<i>Dec 2014</i>	<i>IPI</i>	<i>Time & meeting time</i>
	<i>Create a facilities strategy documents</i>	<i>Document created and shared</i>	<i>Document implemented by all staff</i>	<i>April 2014</i>	<i>IPI</i>	<i>Time & meeting time</i>
	<i>Establish cycle of review for all other strategy documents</i>	<i>Realistic review cycle created with staff members volunteering for review groups</i>	<i>Is the cycle followed? Measure the number of staff involved in groups</i>	<i>April 2014</i>	<i>ALT</i>	<i>Time & meeting time</i>
<i>Develop 'Great Learning' and share with school and external community</i>	<i>Create a website on 'Great Learning'</i>	<i>A creative, attractive, informative website that demonstrates ideas discussed and used at DISV</i>	<i>Functioning website</i>	<i>Dec 2014</i>	<i>IPI</i>	<i>Time</i>
	<i>Share with school and worldwide educational community</i>	<i>Seen by school and external community</i>	<i>Create survey asking for feedback from international educators and school staff</i>	<i>April 2015</i>	<i>IPI</i>	<i>LinkedIn educational groups, Presentations at IBO and ECIS</i>

2. Major Area: Teaching and Learning

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Develop curriculum relevant to changes in IB requirements</i>	<i>Develop MYP Next Chapter according to MYP development plan. Improve in line with MYP evaluation report Develop DP curriculum according to subject review cycle Improve in line with DP evaluation report Focus on Science and PSPE curriculum in PYP</i>	<i>See MYP development plan. Subjects reviewed as required by IBO. See DP development plan. Enhanced Science and PSPE provision</i>	<i>IBO evaluate IB MYP IBDP results IBO evaluate IB DP Updated scope and sequence documents</i>	<i>June 2015 June 2015 Yearly June 2016 June 2015</i>	<i>MLI and SALS MLI RPE and SALS MLI SFO and middle leaders</i>	<i>Meeting time PD for MYP teachers Meeting time PD for DP teachers Meeting time Science PD for PYP teachers</i>
<i>Improve vertical articulation of curriculum</i>	<i>Revise secondary subject areas curriculum</i>	<i>All secondary subject areas scope and sequence completed</i>	<i>Review of new documentation</i>	<i>June 2015</i>	<i>GBI and SALS</i>	<i>Meeting time</i>
<i>Create Professional Growth Model</i>	<i>Whole school PG team to meet and define model. Include classroom observations, learning walks, teacher coaching and goal setting in use of PGM</i>	<i>Professional growth model created and communicated to staff Activities take place</i>	<i>Review of new PGM Statistics kept</i>	<i>June 2015 Implementation ongoing</i>	<i>RPE</i>	<i>Meeting time for PGM staff Staff meeting time</i>

<p><i>Extend visible thinking, creativity and learning enabling ICT</i></p>	<p><i>Enroll staff in online Visible Thinking course</i> <i>Share strategies for visible thinking</i></p> <p><i>Encourage creativity</i></p> <p><i>Purchase ICT hardware/software</i> <i>Train staff by ICT leader</i></p>	<p><i>Evidence of use of visible thinking strategies</i></p> <p><i>Evidence of increase in creativity</i> <i>Increase in ICT</i></p>	<p><i>Classroom displays, lesson observations</i></p> <p><i>ICT inventory</i> <i>Measure use of learning enabling ICT</i></p>	<p><i>June 2015</i> <i>June 2015</i> <i>Ongoing</i> <i>June 2015</i> <i>June 2015</i></p>	<p><i>IPI</i> <i>ALT and SALs/PLs</i> <i>ALT</i> <i>IPI</i> <i>ZWO</i></p>	<p><i>PD costs</i> <i>Meeting time</i></p> <p><i>Finance</i> <i>ICT teacher time</i></p>
<p><i>Introduce writing initiative</i></p>	<p><i>Implement as whole school focus activity</i></p> <p><i>Secondary writing committee</i></p> <p><i>Elementary Language Leader supporting teaching of writing mechanics</i></p> <p><i>Review of strategies for feedback on student writing</i></p> <p><i>Define strategies to encourage students to write for whole school projects (e.g. newspaper, competition...)</i></p>	<p><i>Improved standards of writing</i></p> <p><i>Evidence of appropriate, useful feedback on student writing</i></p> <p><i>Increased evidence of students' writing</i></p>	<p><i>Improved results in writing in ISA tests</i></p>	<p><i>Jan 2015</i> <i>Nov 2014</i> <i>Jan 2015</i> <i>June 2015</i> <i>June 2015</i></p>	<p><i>ALT</i> <i>GBI</i> <i>HHU</i> <i>GBI & JMC</i> <i>GBI & JMC</i></p>	<p><i>Meeting time</i></p> <p><i>Staff and time</i></p>
<p><i>Complete reading initiative</i></p>	<p><i>Continue focus on reading in elementary school</i></p>	<p><i>Improvement in reading</i></p>	<p><i>Improved ISA reading results</i></p>	<p><i>Jan 2015</i></p>	<p><i>HHU</i></p>	

3. Major Area: Governance and Leadership

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
Create an Owners Manual	Work collaboratively with Owners Use and adapt a governance manual from a comparable school	Manual completed	Feedback from Owners and leadership	June 2015	IPI, SBI	Time
Develop planning tools	Develop summary School Development Plan including yearly action plans.	School Development Plan organised around NEASC/CIS criteria	Feedback from school community	October 2014	ALT & SCC	Time, Presentations

4. Major Area: Faculty and Support Staff

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Create effective Professional Growth Model System for all staff.</i>	<i>Use collaborative process to involve stakeholders in creation of the PGM system</i>	<i>Document Model created including clear criteria & shared.</i>	<i>PGM accepted by academic staff</i>	<i>Feb. 2015</i>	<i>RPE &ALT</i>	<i>Time, & meeting time</i>
			<i>The number of staff involved in creating PGM</i>	<i>Feb 2015</i>	<i>RPE &ALT</i>	
<i>Review Job Descriptions for all Support Staff</i>	<i>Review job descriptions and update as necessary</i>	<i>Documents revised & shared</i>	<i>Documents accepted by Business office</i>	<i>June 2015</i>	<i>IPI</i>	<i>Time & meeting time</i>
<i>Ensure contracts for all support staff including external activity supervisors are effective</i>	<i>Review and revise contracts as necessary</i>	<i>Contracts updated as necessary</i>	<i>Documents accepted by Business office</i>	<i>June 2015</i>	<i>IPI, OGU</i>	<i>Time & meeting time</i>
<i>Develop a leadership culture</i>	<i>Continue leadership training through external PD and internal study</i>	<i>Fran Prolman Middle Leader Workshop Dec. 2014</i>	<i>Reflections from participants</i>	<i>Dec 2014</i>	<i>IPI & ALT</i>	<i>meeting time & budgetary support</i>
		<i>Middle Leaders - book study</i>	<i>Reflections from participants</i>	<i>June 2015</i>	<i>JMC & GBI</i>	<i>meeting time & budgetary support</i>
		<i>Determine future middle leadership structure</i>	<i>Leadership structure in place</i>	<i>August 2015</i>	<i>IPI</i>	<i>Meeting time, potential staffing costs</i>

<i>Improve access to staff policies</i>	<i>Review accessibility of location</i>	<i>Personnel policies and Practices compiled and accessible to staff</i>	<i>Feedback from staff</i>	<i>Dec. 2014</i>	<i>IPI</i>	<i>Time</i>
	<i>Train staff to access all personnel policies and practices</i>	<i>Training documented</i>	<i>Feedback from staff</i>	<i>June 2015</i>	<i>IPI</i>	<i>Meeting time</i>

5. Major Area: Access to teaching and learning

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Extend the accessibility of learning</i>	<i>Improve understanding of the possibilities to extend accessibility of learning Increase ICT learning enabling devices and software</i>	<i>Document research on this area New devices and software being used</i>	<i>Reflection by ALT Inventory of use</i>	<i>Dec 2015 June 2015</i>	<i>ALT IPI</i>	<i>Time Financial and PD time</i>
<i>Increase staff awareness of/ expertise in specific learning difficulties</i>	<i>Improve identification of learning needs PD for staff from learning support specialists</i>	<i>Better profiling of students shared with staff Increased access to the curriculum for all students</i>	<i>Profiling reviewed by ALT</i>	<i>June 2015 June 2015</i>	<i>LS department LS department</i>	<i>Meeting Time</i>

6. Major Area: School Culture and Relationships for Learning

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Develop a whole School Stronger Climate</i>	<i>Strengthen the leadership understanding of each element of the school.</i>	<i>Quality Leadership meeting times exists</i>	<i>Documentation of meeting time will exist</i>	<i>June 2015</i>	<i>IPI, GBI, JMC</i>	<i>Meeting time</i>
	<i>Ensure whole school meeting and planning time works on whole school issues. e.g. Staff be divided into three IB groups - LP, Global Context, C & S)</i>	<i>Cross school meeting times exist where relevant and meaningful dialogue takes place</i>	<i>Documentation of staff groupings will exist</i>	<i>June 2015</i>	<i>IPI, GBI, JMC</i>	<i>Meeting time</i>
	<i>Whole staff celebration times -can be added to by establishing more quality whole school events</i>	<i>Additional quality cross school events exist</i>	<i>Whole school events will have taken place (photos, etc)</i>	<i>June 2015</i>	<i>ALT</i>	<i>Funding for events</i>
<i>Develop a wider range of communication tools</i>	<i>Develop use of facebook, twitter, Issuu (year summary), shutterfly to supplement existing forms.</i>	<i>The best and most relevant technology being used to assist communication</i>	<i>Statistics to show use of social media</i>	<i>June 2015</i>	<i>Business office, IPI, JMC, GBI, ZWO, outside professional</i>	<i>Time and meeting time</i>
	<i>Revise Danube Digest.</i>	<i>A clearer conciser Digest in place</i>	<i>Feedback from parents</i>	<i>Oct 2015</i>	<i>ALT</i>	<i>Time</i>
	<i>Develop more creative tools for students</i>	<i>Students more engaged in school life</i>	<i>Student survey</i>	<i>June 2015</i>	<i>GBI, MLI, RPE</i>	<i>Time</i>
	<i>Fully implement managebac</i>	<i>All aspects of managebac in use</i>	<i>Review of use of managebac</i>	<i>June 2015</i>	<i>GBI, MLI, RPE</i>	<i>Time</i>
	<i>Share more comparative data for staff, students and parents and</i>	<i>Parents awareness grown</i>	<i>Survey of parents</i>	<i>June 2015</i>	<i>IPI</i>	<i>Time</i>

	<i>more policies externally</i>					
<i>Build stronger partnership with external agencies</i>	<i>Improve local service connections and local school connections</i>	<i>Documentation of new additional partnerships</i>		<i>June 2015</i>	<i>ENE, MSH</i>	<i>Time and meeting time</i>
<i>Strengthen the idea of global citizenship</i>	<i>Environment Awareness should be brought to the forefront of the school</i>	<i>The environment is seen as acted upon as an important aspect of our school.</i>	<i>Positive changes have occurred</i>	<i>June 2015</i>	<i>JMC & RPE</i>	<i>Time and meeting time,</i>
	<i>Further develop our International Mindedness Day</i>	<i>Improvement in quality of event</i>	<i>documentation, photos, and student work</i>	<i>March 2015</i>	<i>OGU</i>	<i>Time and meeting time, some budgetary cost</i>
<i>Develop more effective marketing strategies and implement them</i>	<i>Creatively develop marketing that reflects the school and is attractive to current and future clientele</i>	<i>A second video in place Students participate in events outside the school</i>	<i>Reflection on creative marketing by parents/students</i>	<i>June 2015</i>	<i>IPI/SBI</i>	<i>Staff time</i>
	<i>Revise school website and digital presence to take account of technological changes (mobile devices, social media)</i>	<i>Strong electronic marketing in place</i>	<i>Reflection on website by parents/students</i>	<i>June 2015</i>	<i>IPI /outside specialists</i>	<i>Budgetary support and time</i>

7. Major Area: Operational Systems

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Strengthen ICT support within school</i>	<i>Identify areas of need</i> <i>Plan ICT support as necessary</i> <i>Update and share ICT inventory and maintenance plan</i>	<i>Full list of needs for learning and administration</i> <i>Written plan completed</i> <i>Inventory and plan placed on google docs</i>	<i>School Leadership reviews needs and approves plan</i>	<i>Dec 2014</i> <i>April 2015</i> <i>June 2015</i>	<i>ALT</i> <i>ICT technician and External IT company</i> <i>ICT technician</i>	<i>Time, meeting time, and budgetary support</i>
<i>Improve communication system within school</i>	<i>Develop PA system that allows choice of area(s) for announcements.</i> <i>Use videos to communicate school events to students.</i> <i>Use digital presentation of information in foyer</i>	<i>PA system used in the school</i> <i>Students receive information</i> <i>Screen used in foyer</i>	<i>Survey school community on effectiveness of communication</i>	<i>June 2015</i> <i>April 2015</i> <i>Oct 2015</i>	<i>ALT</i> <i>GBI</i> <i>IPI</i>	<i>budgetary support</i> <i>training</i> <i>screen and staff time</i>
<i>Implement fully the school the lockdown procedure and other security systems</i>	<i>Train staff and implement lockdown procedures</i> <i>Complete parent ID cards</i>	<i>Effectively functioning procedure</i> <i>All parents have ID cards</i>	<i>staff reflections reviewed by ALT</i> <i>Create statistics from school database</i>	<i>Dec. 2014</i> <i>June 2015</i>	<i>ALT</i> <i>Business Office</i>	<i>Time, Training time</i>

Danube International School Vienna

Annual School Plan School Year 2015-16

1. Major Area: Guiding Statements

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Review strategy and policy documents collaboratively</i>	<i>Create a facilities strategy documents</i>	<i>Document created and shared</i>	<i>Document implemented by all staff</i>	<i>Oct 2015</i>	<i>IPI</i>	<i>Time & meeting time</i>
	<i>Establish cycle of review for all other strategy and major policy documents (assessment, language, admissions, learning support)</i>	<i>Realistic review cycle created with staff members volunteering for review groups</i>	<i>Is the cycle followed? Measure the number of staff involved in groups</i>	<i>Oct 2015</i>	<i>ALT</i>	<i>Time & meeting time</i>

2. Major Area: Teaching and Learning

<i>Key Points</i>	<i>Action Strategies</i>	<i>Success Criteria</i>	<i>Methods of Evaluation</i>	<i>Time Scale</i>	<i>People in charge</i>	<i>Resources Required</i>
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<i>Develop curriculum relevant to changes in IB requirements</i>	<i>Develop MYP Next Chapter according to MYP development plan. Improve in line with MYP evaluation report Develop DP curriculum according to subject review cycle Focus on Science curriculum in PYP</i>	<i>See MYP development plan. Subjects reviewed as required by IBO. Enhanced Science provision</i>	<i>IBO evaluate IB MYP IBDP results Updated scope and sequence documents</i>	<i>June 2016 June 2016 Yearly June 2016</i>	<i>MLI and SALs MLI RPE and SALs SFO and middle leaders</i>	<i>Meeting time PD for MYP teachers Meeting time PD for DP teachers Meeting time Science PD for PYP teachers</i>
<i>Begin preparation for IB PYP evaluation</i>	<i>SFO to lead various focus groups.</i>	<i>Focused plan</i>	<i>Successful PYP evaluation</i>	<i>start Jan 2016</i>	<i>SFO</i>	<i>Meeting Time</i>
<i>Extend visible thinking, teaching tools and learning enabling ICT</i>	<i>Enroll staff in online Visible Thinking course Purchase ICT hardware/software Train staff by ICT leader Develop understanding of 'best practice' teaching tools and share with staff</i>	<i>Evidence of use of visible thinking strategies Increase in ICT Evidence of use of good teaching tools with active learning and no evidence of passive students</i>	<i>Classroom displays, lesson observations Measure use of learning enabling ICT lesson observations</i>	<i>October 2015 June 2016 June 2016</i>	<i>IPI ZWO ALT</i>	<i>PD costs Cost, PD time Time, teacher time</i>

3. Major Area: Governance and Leadership

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
Create an Owners Manual	Work collaboratively with Owners Use and adapt a governance manual from a comparable school	Manual completed	Feedback from Owners and leadership	June 2016	IPI, SBI	Time
Increase transparency	Work to improve the flow of information with the various school constituents Develop 'Communication and Decision' Protocol	People feel they have a better understanding of significant decisions People feel that they have a 'Voice' in the school	Staff Stay Survey	June 2016	IPI, ALT	Time

4. Major Area: Faculty and Support Staff

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<p><i>Review Professional Growth System for all staff.</i></p> <p><i>Continued use of professional growth tools and strategies</i></p>	<p><i>Use collaborative process to involve stakeholders in review of the PGM system</i></p> <p><i>Include classroom observations, learning walks, teacher coaching and goal setting</i></p>	<p><i>Review document created</i></p>	<p><i>The number of staff involved in creating PGM</i></p>	<p><i>June 2016</i></p> <p><i>ongoing</i></p>	<p><i>IPI &ALT</i></p> <p><i>IPI &ALT</i></p>	<p><i>Time, & meeting time</i></p>
<p><i>Review Competency and Capability Policy and include link to contract extension</i></p>	<p><i>Involve betriebsrat</i></p>	<p><i>Document accepted by betriebsrat</i></p>		<p><i>Dec 2015</i></p>	<p><i>ALT</i></p>	<p><i>Time, & meeting time</i></p>
<p><i>Embed new staff into school</i></p>	<p><i>Positive pre-arrival communication</i></p> <p><i>Positive induction</i></p> <p><i>Continual efforts to mentor</i></p>	<p><i>Staff happy and wish to stay. Staff quickly contribute to the life of the school.</i></p>	<p><i>Feedback from new staff at end of year</i></p>	<p><i>Dec 2015 and ongoing</i></p>	<p><i>ALT, SALs, Business Office</i></p>	<p><i>Time, & meeting time</i></p>
<p><i>Develop a leadership culture</i></p>	<p><i>Continue leadership training through external PD and internal study</i></p>	<p><i>Book Studies</i></p>	<p><i>Reflections from participants</i></p>	<p><i>Dec 2015</i></p>	<p><i>IPI & ALT</i></p>	<p><i>meeting time & budgetary support</i></p>

5. Major Area: Access to teaching and learning

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Extend the accessibility of learning</i>	<i>Improve understanding of the possibilities to extend accessibility of learning Continue to Increase ICT learning enabling devices and software</i>	<i>Document research on this area New devices and software being used</i>	<i>Reflection by ALT Inventory of use</i>	<i>Dec 2015 June 2016</i>	<i>ALT IPI</i>	<i>Time Financial and PD time</i>
<i>Increase staff awareness of/ expertise in specific learning difficulties</i>	<i>Improve identification of learning needs PD for staff from learning support specialists</i>	<i>Better profiling of students shared with staff Increased access to the curriculum for all students</i>	<i>Profiling reviewed by ALT</i>	<i>June 2016 June 2016</i>	<i>LS department LS department</i>	<i>Meeting Time</i>

6. Major Area: School Culture and Relationships for Learning

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Develop a stronger whole school internal climate</i>	<i>Whole staff celebration times -can be added to by establishing more quality whole school events Strengthen Elementary/Secondary relationships and collaboration</i>	<i>Additional quality cross school events exist</i>	<i>Whole school events will have taken place (photos, etc)</i>	<i>June 2016</i>	<i>IALT</i>	<i>Funding for events</i>
<i>Develop a wider range of communication tools</i>	<i>Develop use of facebook, twitter, Issuu (year summary), shutterfly to supplement existing forms. Revise Danube Digest. Fully implement managebac</i>	<i>The best and most relevant technology being used to assist communication A clearer conciser Digest in place All aspects of managebac in use</i>	<i>Statistics to show use of social media Feedback from parents Review of use of managebac</i>	<i>June 2016 Oct 2015 June 2016</i>	<i>Bus office, IPI, JMC, GBI, ZWO, outside professional ALT SFO, MLI, RPE</i>	<i>Time and meeting personnel (marketing) Time Time</i>
<i>Develop more effective marketing strategies and implement them</i>	<i>Creatively develop marketing that reflects the school and is attractive to current and future clientele</i>	<i>A second video in place Students participate in events outside the school Display boards, hoardings, table clothes, postcards</i>	<i>Reflection on creative marketing by parents/students</i>	<i>June 2016</i>	<i>IPI/SBI</i>	<i>Staff time</i>

<i>Strengthen the idea of global citizenship</i>	<i>Environment Awareness should be brought to the forefront of the school</i>	<i>The environment is seen as acted upon as an important aspect of our school.</i>	<i>Positive changes have occurred</i>	<i>June 2016</i>	<i>JMC & RPE</i>	<i>Time and meeting time,</i>
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7. Major Area: Operational Systems

Key Points	Action Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<i>Strengthen ICT support within school</i>	<i>Plan ICT training as necessary</i>	<i>Written plan completed</i>	<i>School Leadership reviews training and approves plan</i>	<i>Sept 2015</i>	<i>ALT</i>	<i>Time, meeting time, and budgetary support</i>
	<i>Update and share ICT inventory and maintenance plan</i>	<i>Inventory and plan placed on google docs</i>		<i>Oct 2015</i>	<i>ICT technician</i>	
<i>Improve communication system within school</i>	<i>Develop PA system that allows choice of area(s) for announcements.</i>	<i>PA system used in the school</i>	<i>Survey school community on effectiveness of communication</i>	<i>June 2016</i>	<i>ALT</i>	<i>budgetary support</i>
<i>Implement fully security systems</i>	<i>Complete parent ID cards</i>	<i>All parents have ID cards Variety of staff have clear roles, parents/students aware of movement</i>	<i>Create statistics from school database Reduction of crowding</i>	<i>June 2016</i>	<i>Business Office</i>	<i>Time</i>
	<i>End of school day systems</i>			<i>Dec 2015</i>	<i>ALT</i>	<i>Time</i>

<i>Review and improve school facilities</i>	<i>All elementary furniture updated All science equipment update Furniture plan for secondary school completed Building project completed</i>	<i>Surveys show notice of improved facilities</i>		<i>Sept 2015 Dec 2015 Nov 2016</i>	<i>IPI/JMC/EVO RPE/IPI IPI/ALT</i>	<i>Time, Capital funding</i>
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