



STRATEGIC PLAN

2022 - 2027



For additional information visit [www.marist.ac.jp](http://www.marist.ac.jp)

This document has been created for all MBIS community members.

By its nature, a strategic plan looks to the future and establishes the goals and aspirations that allow an institution to continuously improve. A school's Strategic Plan sets the priorities and identifies the strategies that will help it provide the very best education for its students.

Over the past 12 months, representatives of the MBIS Board of Directors and Trustees, the administration, faculty, staff, parents, and alumni have gathered information, discussed alternatives and aspirations, and considered ways Marist should sustainably develop to meet future needs and challenges. This Strategic Plan is the culmination of months of work. The plan identifies areas that are priorities for the school in the next 5 years and recommends specific initiatives that can be undertaken to strengthen and enhance the school.

While any strategic plan is a living document requiring continuous review and reflection, this plan provides a roadmap to move the school forward. The Academic Leadership Team is now charged with its implementation. The strategic planning process is always about the future, but it necessarily reflects both the past and the present situation of the school. One outcome of this process is confirmation that we start from a position of 'potential' and 'opportunity.'

Although the school's long history and guiding statements have contributed to the community's collective understanding of educational values and beliefs, this Strategic Plan aims to address the complexities of planning for an increasingly diverse and uncertain future. The Strategic Plan guides the school's development as a learning community with a focus on upgrading facilities, strengthening governance, fostering a positive school culture, revitalizing the school's identity, implementing curricular improvements, improving program offerings, hiring staff in essential areas, and improving communication. We aim to ensure that the guiding statements established in this Strategic Plan are a driving force for the school's next stage of development.

We have a committed faculty and staff and a community of compassionate and engaged students. We have sound financial health, but our work on this plan has been inevitably colored by the school's history as well as our acknowledgment that the world around us has changed. We recognize the need to consider the school's role and position in a global and economically diverse world, and some of the new goals, objectives and strategies reflect this: the importance of providing our students with a global perspective and an authentic commitment to character, service and leadership, and the need to ensure that our community remains inclusive and diverse.

Other goals reflect our thoughts on how to provide appropriate facilities to meet our future needs and how best to preserve and enhance our institutional stability. Ultimately, however, every goal, objective and strategy identified represents our most important priority—to ensure that we best meet the educational needs of our students and successfully fulfill the school's mission and achieve its vision. Through this plan, we are continuing Marist's position as a truly unique and cherished educational institution in Kobe, Japan.

Sincerely,

**Jun Yamaguchi**

Board Chair

**Shawn Hutchinson**

Head of School



## OUR MISSION STATEMENT

We educate students in a nurturing community where relationships and meaningful connections are valued and celebrated. Our students gain knowledge, communicate effectively, develop exceptional character, and become responsible citizens of a global society. We inquire into the world around us through rigorous academic programs that aim to prepare students for life's opportunities.

## OUR VISION STATEMENT

We are a school where exceptional personal character and strong relationships provide opportunities to excel in our areas of interest and affect change in our local and global communities. We are a school where personal, social, and emotional support help build global perspectives. We are a school that embraces diversity, encourages leadership, and respects the values and unifying traditions of the Marist Brothers.

## SCHOOL CORE VALUES

**Excellence:** Make excellence and quality a part of each day and seek continuous improvement in all that we do.

**Partnerships:** Build sustainable and meaningful relationships, embrace diversity, and connect with the community.

**Innovation:** Seek innovative and creative approaches to problem-solving.

**Care:** Be a person of good character who is responsible, respectful, reflective, and acts to make the world a better place.

## SCHOOL MOTTO

**Motivate:** Learning is a life-long journey

**Believe:** Together we can change the world

**Inspire:** Follow our lead as we pursue our dreams

**Succeed:** From Japan to the rest of the world



# GOAL A

**Marist will offer a personalized learning experience through a cohesive curriculum that combines academic excellence with unique programs that reflect the Marist identity and help our students build good character.**

*The school prides itself on being a close knit, caring and compassionate place that helps young people build character through a variety of experiences in and outside of the classroom. In settings such as the MAA, MHS and NHS, and STUCON, students build character in a supportive, caring, and personalised environment where there is acknowledgement of the diverse needs of individuals.*

*Our written, taught and assessed curriculum should also be driven by our guiding statements to develop a comprehensive personalized learning experience for all students. The four pillars of sports, arts, service learning and academic excellence create a sense of belonging and provide opportunities for character and values driven learning.*

**A1: Develop the written, taught and assessed curriculum to meet the needs of all learners.**

## August 2023

1. Utilize a curriculum mapping and design platform to document curriculum standards and develop an alignment with teaching, learning and assessment practices.

## August 2024

2. Review the purpose and function of the curriculum review cycle to ensure the focus is on collaborative practices, vertical and horizontal articulation and improving student performance outcomes.
3. Implement the frameworks of the IB PYP and IB MYP for a full IB continuum of learning - where there is an emphasis on Inquiry, Content, Skills, and Concepts and Formative and Summative Assessment and Assessment Criteria. The curriculum continuum prepares students for success in the IBDP.

## August 2025

4. Support teachers to develop inclusive instructional practices based on Universal Design for Learning.

## August 2026

5. Implement the School-Wide Action Plans and Programme Development Plans that are also inclusive of IBDP requirements, Standards and Practices.

**A2: Strengthen the athletics, arts, student leadership activities and service-learning experiences to meet the needs of all students.**

## August 2023

1. Implement an online management tool to support scheduling, registration, and communication of offerings.

## August 2024

2. Refine the student leadership model across the school where existing groups and structures (NHS, MHS, MAA, Stuco) further develop mentoring programs to help students build leadership capacity.



3. Develop service learning opportunities that have a local focus and directly connect with the work and philosophy of the Marist Global Network and IB Philosophy.

#### **August 2025**

4. Develop service learning opportunities for all students including our very young students. Build service opportunities through values driven initiatives internally where student agency and choice is at the centre of this work.
5. Promote and offer access to sporting codes of interest and coordinate opportunities for students to participate in inter school, national and regional competitions.

#### **Annual Review**

6. Develop After School Programs that are inclusive of all children and age groups. Ensure that the coordination of the program is professional and contributes to the improvement of IB Programmes.
7. Improve the purpose and function of the Marist English School by enhancing the profile of the program, improve operational practices and develop an academic and social pathway for students and families to engage with Marist Brothers International School.

### **A3: Develop clear academic pathways for students to ensure that they are prepared for the future.**

#### **August 2024**

1. Strengthen the Marist High School Diploma by providing course options in parallel with the IB DP and in some cases optional stand alone courses.
2. Promote online learning options and courses to support mother tongue language learning.

#### **August 2025**

3. Ensure that standardized testing services are offered and supported.

#### **Annual Review**

4. Develop a clear and consistent framework and continuum of learning through the choice of curriculum, qualifications and teaching and learning approaches aligned with the IB philosophy and Standards and Practices.

### **A4: Review and update key policies and procedures to reflect a personalized approach to teaching and learning.**

#### **August 2023**

1. Establish an annual policy and procedure review cycle.







## GOAL B

**Marist will develop a learning community where there is a strong sense of belonging.**

*The school not only serves as a place of education and learning, but it also serves as a base for people from diverse cultural, racial, ethnic, socio economic and religious backgrounds to come together, feel safe and supported. Marist should aim to create a community base, driven by our core values of partnerships and care. This community base should not only be a physical space where people can gather, but a dynamic and active centre where healthy living is promoted, information is shared, and where we can see evidence of our vision in action - improving health and wellness. Our Parent Teacher Association and Alumni Association should play a critical role in supporting the school to build internal and external networks and opportunities to bring the community and generations of Marist graduates together to reflect on the past, acknowledge the present and look to the future. Marist should endeavour to formalise its relationships with various organisations and initiatives such as school outreach programs to improve student outcomes, promote engagement within Kobe and Japan, influence behaviour-change, and educate students on specific issues.*

**B1: Improve school-wide student and school community support services.**

### August 2023

1. Improve Social, Emotional and Psychological Counseling Services.
2. Improve Career and University Guidance Services.

### August 2024

3. Establish a Wellness Committee to promote practices and services that support the school community.
4. Develop and implement a school-wide digital citizenship and online safety program.
5. Plan and develop physical spaces for the PTA, Alumni, Marist English School, and student organisations.

### August 2025

6. Develop and implement learning support services.

### Annual Review

7. Improve Child Protection and Safeguarding practices and procedures.
8. Improve the food quality and service of the cafeteria.



## **B2: Prioritize, develop, and deliver learning programs that improve mental, emotional, social, and physical wellbeing.**

### **August 2023**

1. Develop and implement a new and returning student induction and orientation program.
2. Develop a Buddy system for new student induction and orientation.

### **August 2024**

3. Further develop an advisory / mentoring program specific to the IB Diploma Programme.

### **August 2025**

4. Develop and implement outdoor education / outreach programs.
5. Further develop our health program for students from Montessori to Grade 12.

### **August 2026**

6. Further develop our religion program for students from Montessori to Grade 12.

## **B3: Support students to develop global competencies to be prepared for life beyond MBIS.**

### **August 2024**

1. Develop digital learning programs that promote digital citizenship skills as well as offering learning experiences such as programming, coding, and robotics.

### **August 2025**

2. In line with the IB programme(s), embed the Sustainable Development Goals in our curriculum to encourage young people to act in the general interest of collective-wellbeing and sustainable development.

### **August 2026**

3. In line with the IB programme(s), develop the curriculum to ensure that global competence challenges students to investigate the world, consider a variety of perspectives, communicate ideas, and take meaningful action.
4. In line with the IB programme(s), implement the framework for developing global and cultural competencies to advance equity, excellence and economic competitiveness.



## GOAL C

**Marist places its connections with the community at the heart of the school's identity. We will strengthen our engagement and connection with all community members.**

*Strengthening our relationship with local and regional government and corporate organisations should be a priority for the school moving forward. These relationships can be reciprocal where both parties benefit from the relationship. Our ability to remain connected with our parents and alumni is important to help us understand the different phases of the school's development and shape our identity as a school community. Our priority to strengthen our relationship with the community is to ensure that we remain relevant in the international education landscape both in Japan and regionally. Formalising these relationships elevate the school's profile and broaden our global perspectives.*

**C1: Strengthen the Parent Teacher and Marist Alumni Associations to leverage connections in the Kansai region business community for the purposes of raising awareness of our school's offering, laying the groundwork for future cooperation on community-based learning experiences for students, and driving new opportunities for school funding.**

### August 2023

1. The school takes responsibility for the organisation and running of the Marist Alumni Association. The school develops structure and communication methods to increase alumni network activities.
2. Support the Parent Teacher Association with their activities and work collaboratively with members to ensure that fundraising activities are targeted to contribute to the future sustainability of the school.
3. Re-connect with the Marist Global Network and promote the Marist values.

### Annual Review

4. Utilize digital platforms to increase and manage alumni connections, provide regular communication and information sharing about school events and initiatives, and establish the alumni network to support school-wide initiatives.

**C2: Develop and implement engagement strategies to access alternative revenue sources through government and corporate grants, sponsorship, and fundraising.**

### January 2023

1. Investigate subsidy funding available through the Kobe City and Hyogo government.

### August 2023

2. Create and implement a Corporate Contribution Scheme to attract global company employees and increase student diversity.
3. Develop and implement student recruitment and marketing and communications strategies.
4. Develop a bridging programme where domestic students are supported to improve language skills to access the regular curriculum in a truly international environment where global competencies and language acquisition is promoted.





5. Establish a Development Office (dedicated employees responsible for working closely with donors to identify initiatives, projects, or programs of mutual interest).
6. Establish an Education Endowment fund made up of charitable donations to support scholarships and facilities development.

#### Ongoing

7. Develop a relationship with corporations to provide sponsorship of major facility projects, specific programs, and initiatives.

### C3: Be intentional about who we are, to elevate MBIS in the Kansai/Kobe region.

#### August 2026

1. Implement a review cycle for our guiding statements to ensure that our guiding statements remain relevant and inline with the IB philosophy.

#### Annual Review

2. Develop and implement a Marketing and Communications Strategy to raise identity awareness, develop a common understanding (internally and externally) of our purpose and vision, promote our values, and the IB programme(s).



## GOAL D

**Marist will nurture talent and attract a diverse team of highly motivated, committed and qualified faculty and staff to provide excellent teaching that fosters character building and positive learning outcomes for students.**

*The school's reputation is largely built and enhanced on the quality, professionalism and expertise of its staff and faculty. We aim to recruit, develop and retain inspiring teachers, backed by a highly motivated support team, who are all fully committed to driving the school forward as a global leader in the delivery of innovative, high quality international education.*

*Strong academic results are important to us, but we take the balanced view that we should aim to educate our students*

*more profoundly than simply for achievement in examinations. As they learn and grow, we aim to equip each individual with key skills and attributes in line with our values. Making use of a range of pedagogical and learning styles, we will challenge and encourage both teachers and students to develop their capacity and passion for learning.*

*To achieve this end, we are committed to excellence in our teaching. Our teachers are expert practitioners, who are both dedicated to their teaching and committed to the caring development of young people. We will continue to build upon their strengths through the provision of excellent professional development and training, and through the establishment of a school-wide culture of observation, mentoring and professional coaching.*

*Investment in people is critical as we build a learning community and although the school has provided a professional development fund to support faculty and staff, a whole-school plan has not been developed. Whole-school professional development planning should focus on improving student learning outcomes and should be linked to growth and evaluation processes. Planning and managing a whole-school professional development programme should focus on key priorities and identify appropriate principles and practices for improving pedagogy.*

### **D1: Review policies and procedures to retain and recruit employees who align with our vision and strategic plan.**

#### **August 2023**

1. Investigate, select and implement an all in one online HR management system to support people data and analytics, hiring and safer recruitment practices, onboarding, compensation, and growth and development.

#### **Annual Review**

2. Establish an annual review of employment conditions to ensure that MBIS increases its ability to attract and retain talent.

### **D2: Develop and implement professional growth opportunities and include formal training and mentoring programs to support excellence in teaching and pathways to leadership.**

#### **Annual Review**

1. Create a Professional Development Plan where there is a whole school focus - curriculum articulation, inquiry, assessment, Approaches to Learning, service learning. This must also meet the requirements of the International Baccalaureate.
2. Commit to professional development for operational staff and ensure that a robust evaluation management process is implemented and reviewed on an annual basis. This should also include opportunities for operational staff to receive IB training.

### **D3: Develop employment practices to manage an international school in the context of Japan and the country's labor laws.**

#### **Annual Review**

1. Review employment practices to ensure that our processes align with Japanese labor laws.
2. Develop and implement a staffing efficiency model that enables the school to provide a high-quality education whilst being financially responsible.



**D4: Develop processes that make more visible to the school community the way the Board functions and develops communication processes for decisions that inform the future direction and development of the school.**

#### Annual Review

1. Clarify to the school community the Board's procedures to appraise the performance of the Head of School.
2. Conduct annual school-wide climate surveys.
3. Publish a comprehensive annual Board Report and welcome all members of the school community to attend the annual general meeting in May each academic year.



## GOAL E

**At Marist, we will achieve a sustainable future through careful operational management, diversified revenue, and a commitment to the well-being of all community members.**

*Moving towards a more sustainable future requires strategy, discipline, and the collective effort of the entire Marist community. School facilities and asset management are current areas of critical concern, and the school must invest strategically in its people and facilities whilst operating with utmost transparency and accountability.*

**E1: Further develop a financially and environmentally sustainable campus that meets the needs of our students and community now and into the future.**

**April 2023**

1. Develop a campus redevelopment / master plan that provides a blueprint for the next 20 years.

**August 2023**

2. Develop a financial strategy to ensure financial sustainability.

**August 2027**

3. Further develop the profile of sports and the arts across the school by constructing purpose-built facilities for the delivery of well-resourced arts and athletics programs.
4. Redevelop campus facilities to provide a safe and healthy learning environment for students, teachers, staff, parents, and alumni. The campus must provide sufficient capacity and function for 500+ students.
5. Develop a campus that is environmentally sustainable and where environmental best practices are established and maintained.

**E2: Develop and implement a technology strategy that improves community experiences, administrative efficiencies and digital citizenship and global competencies.**

**Annual Review**

1. Develop and implement a technology strategy that improves student learning outcomes and considers school operational needs.

***Disclaimer: The MBIS Strategic Plan is a document that will be regularly reviewed and the Board reserves the right to make changes to specific goals, objectives, strategies and timelines through a consultative process with all stakeholders.***





## CAMPUS REDEVELOPMENT CONCEPT IMAGES



Rendered Image - North Building facing the playground



Rendered Image - South Building view from Main

*Disclaimer: For illustration purposes only, these images are concept drawings from early discussions between MBIS and JLL and do not represent the final design of the campus redevelopments.*







Rendered Image - West Building facing background



Rendered Image - West Building facing playground

*Disclaimer: For illustration purposes only, these images are concept drawings from early discussions between MBIS and JLL and do not represent the final design of the campus redevelopments.*