



o

DEVELOPMENT PLAN OF TALLINN EUROPEAN SCHOOL 2016-2020

Tallinn 2015

OUR MISSION is to provide a multilingual and multicultural education to nursery, primary and secondary level pupils.

OUR VISION is to be the best provider of international education in Estonia via individualistic approach to maximise pupils' own potential.

THE CURRENT SITUATION AS A STARTING POINT

- 1) Tallinn European School (TES) has started its third school year.
- 2) The number of pupils: 170.
- 3) The number of staff: 59 (16 of them part-time teachers).
- 4) The curriculum: implementing European Baccaulaureate (EB) curriculum 100%
- 5) The current structure: English section (from N1 up to S5), Combined and P1 partial immersion program English-French. The full cycle of the European Schooling curriculum shall be achieved in 2017, and final examinations for the European Baccaulaureate shall take place for the first time in 2018. Finalised management structure shall be completed by 2020.
- 6) The staff: highly qualified staff recruited. The management and administrative structure of the school is not completely finalised; therefore, it will require partially to be upgraded in the future. Specific attention to be given to the Deputy Head in Nursey-Primary level and subject coordinators.
- 7) The procedures and documentation of the school: daily routine is established; room and lesson allocation completed; school documents are established, however some need to be renewed.
- 8) The school has one building, gym and playground; however, the building is too small and does not provide the potential for sustainable growth for the future.

All activities and processes which are already part of the school annual plan are expected to continue and to progress even more; therefore these are not repeated in the development plan.

THE IMPLEMENTATION OF EDUCATIONAL PRINCIPLES OF THE EUROPEAN SCHOOLS

TES is aiming to follow the educational principles of European Schools:

- 1) Language sections - currently English. In the future we might open another language section if reasonable.
- 2) Currently we offer seven mother tongue tuition: English, French, German, Italian, Spanish, Finnish, Estonian. In the future we might offer more if reasonable.
- 3) Provision of three vehicular languages: English, French, German as L2
- 4) L3 and L4 language: French, German, Spanish, Estonian
- 5) Some subjects taught in L2 (History, Geography, Economics, Ethics, Human Sciences)
- 6) Advanced subjects on S6 and S7
- 7) Compulsory Estonian in Nursery-Primary level and European Hours in Primary level.

THE FUNDING OF TALLINN EUROPEAN SCHOOL

TES is financed from the state budget; subsidies are received from the European Commission to cover operational costs for the education of the children of EU officials and employees; income from legal or natural persons governed by private law in the form of payment for the enrolment of category II pupils; donations; and other income received from extra-curricular activities provided by the school statutes. Similarly, to other schools of general education in Estonia, money is allocated for the purpose of covering education expenses according to the cost of a pupil place. Pursuant to the State Budget Act, additional costs of the school are covered annually by the Ministry of Education and Research following the decision of the Estonian Government.

Category II pupils pay a tuition fee, the amount of which is set by Foundation Innove, the owner of the school.

THE MITIGATION OF MAIN RISKS

The personnel risk. The recruitment strategy of the school needs to aim for the double coverage of the qualifications and competencies in main subjects. The school should also reserve a pool of several teacher candidates in order to provide sufficient choice for substitution, whenever necessary.

The financial risk. The increase of future budget is quite tightly related to the tuition of the mother tongue programmes and to the further growth of the language sections. Due to the specific organisation of the curriculum and high ratio of fixed expenses TES must not be too dependent on the number of the pupils. In order to ensure sustainable funding the contribution of the tuition fees of the current year can be taken into account later, while preparing the school budget of next year.

THE DEADLINES FOR THE MAIN DEVELOPMENTS

2015-2016

- 1) S5 IS ESTABLISHED
- 2) THE AUDIT FOR RENEWAL OF THE ACCREDITATION OF THE TALLINN EUROPEAN SCHOOL

2016-2017

- 1) S6 IS ESTABLISHED
- 2) AUDIT FOR ACCESS TO THE EUROPEAN BACCALAUREATE EXAMS

2017-2018

- 1) FULL CYCLE (N1-S7) OF ENGLISH SECTION IS ESTABLISHED
- 2) FIRST GRADUATE YEAR OF EUROPEAN BACCALAUREATE

2018-2019

- 1) NEW SCHOOL BUILDING
- 2) THE AUDIT FOR RENEWAL OF THE ACCREDITATION OF TALLINN EUROPEAN SCHOOL

2019-2020

- 1) THE SCHOOL MANAGEMENT STRUCTURE IS COMPLETED,
- 2) THE NEW SCHOOL BUILDING IS FULLY FURNISHED AND THE SCHOOL HAS GROWN TO ITS FULL SIZE.

THE GROWTH OF THE SCHOOL (maximum number of pupils, from 2019-2020 onwards)

- 1) NURSERY: 55 PUPILS (N1-15 pupils, N2 -40 pupils, 2 groups, 20 pupils per class)
- 2) PRIMARY: 200 PUPILS (5 classes; 2 groups, 20 pupils per class)
- 3) SECONDARY: 175 PUPILS (7 classes; 25 pupils per level)

MAIN DEVELOPMENTS

- I. TO DEVELOP AND MAINTAIN A MULTILINGUAL AND MULTICULTURAL DIMENSION, PROMOTE MUTUAL RESPECT AND HUMAN VALUES WITHIN UNITED EUROPE.

MEASURES AND MAIN ACTIVITIES:

- 1.1. Multilingual and multicultural dimension is implemented to the school values and policies.
 - Teachers' forward plans and lesson plans follow school values.
 - Teaching all languages and Ethics with a focus on the European dimension.
- 1.2. European languages are increasingly visible and used in daily school life.
 - Three vehicular languages English, French and German are used on the website (Estonian on website as well) and pupils' reports.
 - Staff speak at least two official languages of the EU.

- 1.3. All European national days of the pupils and teachers are celebrated at school
- Morning Assemblies are carried out regularly, never less than once per month.
 - Special events are organised at least twice in a semester in cooperation with PTA and Parents' Board.
 - Calendar of European National Days is available on the website.

II. TO ENSURE AN OPEN AND MOTIVATING LEARNING AND WORKING ENVIRONMENT

MEASURES AND ACTIVITIES:

- 2.1. A physical modern working environment in a school is safe and well-equipped for learning
- Pupils have working areas outside the lessons, indoor play areas and a bigger outside playground.
 - Teachers have working areas in the teachers' room.
 - School ensures access to state of the art information technology for all staff and pupils and a free WiFi internet connection all over the school.
 - Canteen Committee works together with the Canteen to constantly improve the quality of the food.
- 2.2. Motivated and dynamic teachers lead to encouraged and motivated pupils.
- Teachers' professional career development is supported by using external experts, development interviews and self-evaluation.
 - Teacher training is provided according to their specific fields.
 - Staff motivation policy, including salary policy aims to be communicated to the staff.
 - Educational Discipline Committee is created and assistants for each level in Primary with more than 15 pupils are hired.
- 2.3. A positive atmosphere and streamlining the communication is valued within the staff.
- Common events for overall staff are organised at least twice in a year.
 - The Staff Meetings and Parents' meetings are organised regularly by the teachers and by the Management.
 - Student Council represents pupils' interests and have meetings with the Management regularly.

III. TO ACHIEVE GREAT STUDY RESULTS & ACQUIRE A SUBSTANTIAL KNOWLEDGE BASE

MEASURES AND ACTIVITIES:

- 3.1. Teaching has a link to an application in everyday life.
- Child friendly timetable, especially in Primary level is created.
 - All pupils achieving the results in the European Baccalaureate exams of at least 70% of the overall mark.
 - Career Guidance procedures at the end of S3, S5 and S7 are established.
 - Teaching Committee and Educational Support Committee advise and guide teachers regularly with the aim to notice pupils' specific needs and abilities.
- 3.2. Teachers and pupils are orientated to success and they have high expectations.
- Internal and external harmonisation and joint forward planning is implemented.
 - Smooth transition from Nursey 2 to Primary 1 and from Primary 5 to Secondary 1 is ensured.
 - The pupils' educational assessment, upon admission to school, in languages encompasses the four key areas (listening, reading, speaking and writing).
 - Teaching of combined classes takes place only if necessary. We endeavour to not use combined classes in more than two syllabuses per one class.

- Language teaching takes into account pupils' language levels according to their language test results in order to maximise pupils' potential.
- 3.3. Pupils are independent learners.
 - Pupils set goals for themselves to maximise their own potential.
 - Methods of inquiry-based learning are implemented.
 - Pupils participating in educational projects and competitions voluntarily due to their interests and abilities.
 - Educational visits are the tools for active learning.

IV. TO INTRODUCE EUROPEAN BACCALAUREATE SYSTEM AND ENSURE HIGH STANDARDS OF ACHIEVEMENT

MEASURES AND MAIN ACTIVITIES:

- 4.1. European Baccalaureate system is introduced
 - School is accredited to offer the BAC- exams.
 - The Management, the BAC-coordinator and the teachers have the knowledge, skills and the database access to conduct the Bac-exams sessions and work in cooperation.
- 4.2. Pupils are prepared to the highest possible standards of achievement in the European Baccalaureate exams.
 - Joint forward planning is implemented in S6-S7.
 - Pupils in S5 are prepared for the transition to the BAC-Cycle.
 - All pupils achieving the results in the European Baccalaureate exams of at least 70% of the overall mark.
 - The career counselling prepares the pupils for tertiary education.

V. TO ENHANCE HIGH REPUTATION, TRUST AND COOPERATION BETWEEN ALL THE STAKEHOLDERS

MEASURES AND ACTIVITIES:

- 5.1. The stakeholders are aware of the school aims and development areas.
 - Regular communication with Foundation Innove and Ministry of Education and Research is held at least once per year.
 - The Management communicates actively with the international community, Inc. the embassies.
 - Networking with the EU schooling system, especially with the Helsinki European School has become natural part of the school life.
 - TES has regular cooperation with Estonian Schools and universities.
- 5.2. Parents are part of the learning process
 - Open lessons day is organised once per year.
 - Teacher-Parent conference is organised annually.
 - Parents introducing subject-related information pertaining to their own jobs regularly in class events.
 - Pupils' progress is targeted by using development interviews with their parents.

VI. TO ENSURE THE SUSTAINABLE DEVELOPMENT OF THE SCHOOL

MEASURES AND ACTIVITIES:

6.1. Plan for growth is settled in advance.

- The plan for hiring new teachers or other staff members is created at least six months in advance of the school year by the Management.
- The school annual budget is created according to the growth of school at least six months in advance of the school year by the Management.

6.2. School staff takes more responsibility for their own actions and expenses.

- The school annual budget is split for the subjects and administrative activities.
- The reviewing system is created and feedback from teachers, pupils and parents is asked regularly via the development interviews and satisfaction surveys.

THE IMPLEMENTATION PROCEDURES OF SCHOOL DEVELOPMENT PLAN

It is expected that TES' Mission, Core Values and Vision will not change over the next five years of this Plan and that the Targets will also remain relatively intact, barring minor modifications. The short term (one year) efforts needed to accomplish the Targets are described in the School Annual Plan.

The TES management will renew the Plan regularly and report to the School Board once a year on the School Board meeting.