

vereniging
ons middelbaar onderwijs



English version

Growing Together Strategy 2030



Setting a sustainable strategy for 2030

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Foreword

Continuing to grow with passion

‘Growing Together’ is both the title of this strategic plan and our promise to our professionals and students. We promise that at ONS Middelbaar Onderwijs, you will have the opportunity to grow in an environment where you are never alone, and you are allowed to be yourself. You belong here! Let’s discover the world with curiosity and build our future together. We also ask you to take responsibility and contribute to these goals. Together, we are ONS!

We are leveraging our collaborative power from each individual's role and expertise. The result is that the schools within our association will continue to grow towards even stronger and more resilient education in the coming period.

Responding to the rapidly evolving social tasks requires agility. To that end, we want to increase the self-renewing capacity of education. Our decisions are inspired by nature, particularly ecosystems. Our diversity, interdependence, connections and having a common goal (for the students) nurture our growing power, just like within ecosystems.

In the coming years, we will strengthen our values, use the knowledge and expertise of our professionals and external partners, and ask our students for their views. We are also a valuable interlocutor for stakeholders such as parents, other educational institutions, municipalities and national government. We are not afraid to raise important issues, stand for something and make our voices heard.

I hope you feel as proud as I am of what we are accomplishing together.

On behalf of the Strategy 2030 Steering Committee,

Jos Kusters

Chair of the Board

ONS Middelbaar Onderwijs Association



Our roots



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Our roots

Since 1916, Ons Middelbaar Onderwijs Association has relied on the Catholic educational tradition of Brabant. At its core, this focuses primarily on others and togetherness. You are there for others, and they can always count on you. These are our roots, based on Catholic social thought and guiding the choices we make. We guide students on their life paths based on that deep conviction, supporting them in developing into good people who make thoughtful decisions in life. In doing so, we believe it is not only important for students to gain knowledge. Sociocultural, creative and personal development also make a student a balanced, mature human being with a good sense of values and standards. This is how we contribute to a sustainable and social society—one in which trust, diversity, humanity and cooperation are key.

The schools affiliated with our association have a common goal: to allow students to develop their talents. We achieve this through good education, from practical education to grammar school and the accommodation of non-native speakers in

international transition programmes. Our schools serve as a safe house—a beacon in an often complex world. Students know that we are there for them and that they do not have to walk their life path alone.

Each school is unique, and we offer a diverse range of types and methods of education to reflect that. By working together and sharing knowledge, we harness the strength of each other's uniqueness. We provide a safe environment in which students and professionals can show who they are and what they are capable of, but also where they can allow themselves to be vulnerable. We believe it is important that they are acknowledged and heard. Our students take on a more active role in shaping inspiring and developmental education, through which they develop knowledge and skills that will better enable them to deal with challenges, both now and in the future. An inquisitive attitude helps with that.

Our promise

We promise that at ONS Middelbaar Onderwijs, you will have the opportunity to grow in an environment where you are never alone. You are allowed to be yourself. Others can depend on you, and you can depend on them. You belong here! Our shared view of humanity and the world is an important part of that: we are guided by trust, faith, hope and love. Together, we discover the world with curiosity and with attention to and connection with others. We work together to build our future in today's society. We also ask you to take responsibility and contribute to these goals; you are an integral part of ONS!



Our ecosystem



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Our ecosystem

Globalisation, climate change, inequality of opportunity, a shrinking workforce, social media, digital technologies and regional disparities; these are just a few of the issues that will pose new challenges for us in the coming years. On the one hand, there is scarcity, for example, in areas such as human resources. At the same time, there is an abundance such as in information and disinformation. All this is taking place in a politically and socioeconomically turbulent world. In a world full of change and contradiction, we provide a safe and stable foundation.

Innovation

Due to developments in scarcity, turbulence and abundance, we will eventually be unable to provide the education we want. As such, we are looking for new ways to achieve our ambitions (see annexe Thought Framework for OMO in Transition). This requires innovation. Innovation is nothing but exploring new ideas or methods to make our

education better and more interesting using scientific research. We encourage our students to come up with new, smart solutions. We cherish our diversity, leverage it and add a touch of boldness. Together, we seek answers to our challenges in other, more innovative ways, increasing our agility.

Together, we look for innovative ways to address our challenges.

To that end, we promise to provide our students with a contemporary and flexible education. This requires a substantial investment in innovation in our education system. For example, what skills do you need to adapt to all the changes? How do you find answers to questions that have never

been asked before? This means we will sometimes have to pioneer or go against the grain. We always appeal to our capacity for self-renewal and continuously develop ourselves.

Collaboration

At the core of our innovation lies our diversity. Our diversity, interconnectedness and our common goal for students are the basis for collaboration. We enter into 'sustainable collaborations' with each other and our environment. But what exactly is sustainable collaboration? We define it as collaboration based on the differences of our schools, whereby respect and support for each other are paramount. Our aim is a partnership that continues to grow and flourish.

Sustainability

We understand that we are passing on our planet to the next generations. We feel responsible and connected to others and the world around us. Sustainability is key to the changes we are making as an association in the areas of education, employment, operations, digital technology and leadership. We are formulating our own 'OMO development goals' (a derivative of the Sustainable Development Goals) and setting a sustainable strategy for our journey. We teach students to take care of each other and our planet, both inside and outside the classroom. We also actively involve our students in devising and implementing clear actions on sustainability. This puts them in a position to also contribute to a more sustainable social society and the preservation of our planet.

“We see the urgency and opportunities for change in both education and society as a whole. To tackle these challenges, we leverage the diversity and collaborative power of the association. We do this out of our concern for the future of our students.”





Our growth



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Our growth

With Strategy 2023, we have made great strides in our development since 2016, both at the school level and at the association level. Strategy 2023 and the 'Moving in Balance' intensification programme have already borne fruit on many fronts. The strategy cornerstones from Strategy 2023 provided guidance in this regard. Meeting each other, creating together and sharing knowledge were and are important success factors. We are building on our successes. The challenges we now face also call for collective strength in this strategy. That strength is the added value of our association. It increases the agility of our schools and association, enabling us to continue to do the right thing for our students.

This strategy contains our guiding promises and outcomes to be achieved through 2030. We don't know exactly what will come our way in the next seven years, so we will work in steps, translating our ambitions into concrete goals and results each year. We will supplement the goals and outcomes with how we plan to achieve them and how we monitor them and adjust them as needed. Our ambitions and outcomes clarify what we care about, what we stand for, what we are aiming for and what we are accountable for. They are an expression of our promise to our students, our professionals, the environment and society. Through continuous reflection and evaluation, we will keep the content of this Strategy 2030 alive in our schools and connect with the needs of our students, our professionals and societal developments.

Our goals

We focus on social and environmental sustainability with meaningful and inspiring methods based on respect, happiness, connection, justice and subsidiarity. Our leadership ensures that new developments and innovations are given a real chance. Leadership always aims to help one another develop. Our identity and values are reflected in our pedagogical and didactic thinking and actions every day. The basic quality of education is a given. We organise our organisation and time to provide structural space for development, innovation and experimentation.



Growing together

One thing is clear: our education system will face challenges in the coming years. We do not shy away from those challenges but instead view them as opportunities. Utilising those opportunities requires major innovations, however. Being able to tackle those challenges together is both inspiring and energising. We continue to accommodate the various educational concepts within our association, creating the ideal conditions within the specific context of our schools, regions and the association. We cherish our diversity and ensure that we can continue to grow together in the future.

We are facing significant societal challenges in education, digital technology, employment, leadership and operations. These are the five focus areas of Strategy 2030, for which we will leverage our identity. We have formulated outcomes for each focus area for 2030, which show where we will make an impact.



Our identity

Our professionals embody our identity. Good education is inseparable from learning to be a good person and live well. At our schools, good learning always happens with a focus on personal development, socioemotional well-being and happiness. We pay attention to each other, our students and our professionals.

We embody our values—good education, good people, good living, and good conduct—by visibly and recognisably acting on the basis of personal dignity, the common good, solidarity, justice, and subsidiarity and reflecting on those actions.

Our actions are value-driven, based on a shared view of humanity and the world, and guided by trust, faith, hope and love.

We implement social and environmental sustainability in meaningful and inspiring ways.

We create a good learning environment with high-quality attention.



Education

Our schools are a meeting and practice space where we create futures together. Education at our schools aims to help students develop as people who act well and make the right choices in life. This is clearly reflected in our organisation, leadership style and daily teaching practices. Our students are key to our choices, and we have high expectations of them. This means that we actively engage with students regarding their abilities and desires and listen to their needs. It also means that we give them space to help shape and challenge education. This enables us to continue to provide motivating and challenging education with room for projects and activities both inside and outside the school.

Engaging with each other and with our educational stakeholders and partners is key to providing this education; it helps us formulate a strong vision of our public value. Together with our professionals, we structurally make time for development and to

critically and creatively further shape education together, taking into account the constantly changing conditions and demands placed on education.

We actively involve students in designing inspiring and developmental education.





In short: we strive for inspiring, context-rich, challenging and developmental education where quality contact time with our students is paramount. The learning experience is connected to the world outside the school, allowing teaching materials to be integrated into real, everyday contexts and situations to help students better understand the relevance and application of what they are learning. This makes education more meaningful and engaging and prepares our students for the challenges and opportunities they will face in life. We design this education together with our students, professionals, partners, society and the political and regional environment. Everything we do is based on the joint vision of providing maximum opportunities to our students.

Our students

We encourage all students to become who they want to be. Together with parents, primary and secondary education and other partners, we ensure that our students get the most out of their school careers. This allows them to make a valuable contribution to society and prepares them for their future in an ever-changing society. Acquiring knowledge and skills makes our students resilient. They practice the skills they need to develop fully, to form their own opinions and to respect those of others. This makes them feel like they are part of a bigger picture—a part of ONS—with attention to each other, their school and the world around them.

Education outcomes

All schools propagate a substantiated and shared educational vision, with a balance between personal formation, socialisation and qualification.

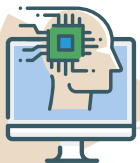
We connect education to the society of today and tomorrow to continuously improve the learning environment.

We offer flexible and inspiring education focused on the constant development of our students.

We create equal opportunities and respond to social developments by showing courage and leadership, pushing boundaries and having the courage to break new ground.

We make time to develop together and work toward our shared ambitions.

We actively create and share knowledge inside and outside the association to improve the quality of education.



Digital technology

We believe that digitalisation can make a difference for our students and professionals. We use data and analyse results to improve the quality of our teaching and knowledge about learning. We do this in a responsible, scientific manner. Digital technology facilitates connections in networks, which strengthens the ecosystem and offers endless opportunities to grow together. In that context, it is important to increase our knowledge of digital capabilities. That is why we embrace technological developments. This requires trust in technology and each other, as well as the courage to innovate.

Digitalisation is an integral part of our education. We are convinced that digitalisation—while maintaining personal contact—will enable us to make more room for more individual attention and customisation. When used in the right way, technology enriches our students' learning experience.

Technology also has a positive impact on business operations within our association. It supports the work of our professionals, increasing the effectiveness and efficiency of their efforts without losing sight of the importance of quality contact time. This requires us to think about the challenges and risks involved. What is acceptable, and what isn't? We are also mindful of ethical issues associated with technology. We are developing an ethical compass that will guide us in our digital transition. As an association, we also proactively invest in a shared, secure and user-friendly ICT foundation.

Digital leadership is becoming increasingly important in this modern era of technology and digitalisation. This requires a vision of digitalisation, an understanding of the various technologies and the ability to use digital resources in enriching ways for education.

Digital technology outcomes

We encourage the use of digital learning tools, technology and data-driven learning and working.

We develop and actively propagate our opinions on the ethical and social issues associated with digital technology.

We maximise the potential of technology through digital leadership and collaboration.

We design reliable and secure systems that foster the development of our students, professionals and education.

We work with an implementation plan with concrete tools. This helps us to apply digital technology effectively in our education and business operations.



Employership

The needs and talents of our professionals are key to everything we do. As a good employer, we pay attention to everyone's personal preferences. We offer development opportunities with attractive career paths, job carving (based on the role) and job crafting (based on the professional). This is also discussed in development discussions. This enables all our professionals to maximise their potential, taking into account everyone's safety, health and well-being at various life stages. We see the school as a learning and meeting place where everyone can continuously develop.

Our professionals are aware of the changing world. They are curious, embrace innovation and dare to experiment. They continue to develop individually and collectively by acquiring and sharing knowledge internally and externally. We also involve professionals with other educational expertise to create an inspiring and innovative learning environment.

Our schools are constantly training new and current professionals, both within and outside their expertise. Sustainable development is the norm in this regard. We pay explicit attention to our professionals and make time for their development. We do this together, within the school and the association. We involve our educational and other partners within and outside the strategic educational and geographical region.

Inclusion, equal opportunity and justice are crucial to us. We are here for everyone and work with everyone, regardless of religion, cultural background or sexual orientation. We strive for a workforce that reflects society. We aim to attract, engage (retain) and grow (develop) educational talent.

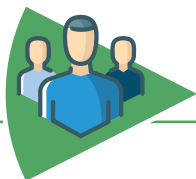
Employership outcomes

Our association aims to be an attractive and inclusive employer.

We utilise the talents and qualities of our professionals to improve education and operations.

We offer development opportunities with attractive career paths, job carving (based on the role), job crafting (based on the professional), and reliability (job security) in our personnel policy.

We promise to provide our students with contemporary and flexible education. This requires a substantial investment in innovation in our education system. We are organising our organisation and time to provide structural space for our professionals to develop and innovate.



Leadership

Development and innovation are part of our association's strong learning culture. We ask all professionals and students to take ownership of this. Our management strives for leadership that encourages learning and inspires employee engagement. That leadership is based on trust and reciprocal relationships,

with boldness and a curious, entrepreneurial and inquisitive attitude. This enables us to continuously improve the quality and content of education at our school, in the region and nationally. Our leadership enables employees to keep up with and adopt change, allowing their contributions to lead to shared successes.

We need each other and harness the power of diversity. We give each other professional space and develop and innovate based on connection. We aim to achieve more social impact. This exchange and co-creation of knowledge and ideas leads to a learning and innovative culture.

It promotes job satisfaction and, therefore, has a positive impact on the sustainable employability of our professionals.

We give each other space and develop and innovate based on connection

This leadership calls for a culture with shared quality standards. We safeguard the foundation of trust between our professionals, our students, our board, parents and external stakeholders. Here, too, our shared values guide everything we do. This enables us to optimally meet our complex social tasks.

Leadership outcomes

Our managers have entrepreneurial attitudes.

We create a culture in which we encourage and value courageous action.

We accept our social responsibility by setting the agenda, standing for something and making our voice heard.

Our education visibly contributes to regional and broader society.

We ensure proper accountability for our education, the quality thereof, and the development of our students.

We promote our vision of leadership, which is the foundation for the design of our governance structure.



Business operations

Our business operations contribute to enabling inspiring and developmental education and have an advisory and executive role. They are evolving to achieve a well-cooperating chain adapted to contemporary issues. Our aim is business operations that support strategic thinking and action, as well as daily management and accountability at all levels. Achieving a single vision and direction for the business operations chains of both the school and the association enables us to optimally utilise commitment and expertise, making the organisation more agile.

This translates into future-oriented personnel policies, financially healthy schools and contemporary systems and processes. Those systems and processes provide reliable information to improve the educational process. We also put sustainability into practice by making our school buildings more sustainable and ensuring socially and environmentally responsible procurement.

Good management enables our professionals to evolve with the trends and dynamics of the environment.

In short: good management is a success factor for an innovative, development-oriented organisation. It also creates an attractive place for our professionals to work and grow. Through the professionals, our business operations contribute to inspiring, development-oriented education for our students.

Business operations outcomes

We maintain a healthy balance between quality and capacity in our developments. To that end, we make deliberate choices in business operations.

Our business operations support our thoughts and actions—strategic and otherwise—at all levels. Up-to-date information and analysis enable daily management and accountability.

We base our business operations on data analysis (data-driven).

We always consider social and environmental sustainability in our business operations.

We organise ourselves to continually develop according to contemporary business management standards.



Staying interesting

The outcomes help us assess whether we are on the right track by outlining what we want to achieve for our students. We commit to achieving those goals together. The outcomes form a common horizon for 2030 we can work toward in the years ahead.

Staying interesting

The destination in 2030, formulated in outcomes



Our identity

We embody our values—good education, good people, good living, and good conduct—by visibly and recognisably acting on the basis of personal dignity, the common good, solidarity, justice, and subsidiarity and reflecting on those actions.

Our actions are value-driven, based on a shared view of humanity and the world, and guided by trust, faith, hope and love.

We implement social and environmental sustainability in a meaningful and inspiring way.



Education

All schools propagate a substantiated and shared educational vision, with a balance between personal formation, socialisation and qualification.

Our education is sustainably connected to the society of today and tomorrow to continuously improve the learning environment.

We offer flexible and inspiring education focused on the constant development of our students.

We create equal opportunities and respond to social developments by showing courage and leadership, pushing boundaries and having the courage to break new ground.

We make time to develop together and work toward our shared ambitions.

We actively create and share knowledge inside and outside the association to improve the quality of education.



Digital technology

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Employership

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We utilise the talents and qualities of our professionals to improve education and operations.

We offer development opportunities with attractive career paths, job carving (based on the role), job crafting (based on the professional), and reliability (job security) in our personnel policy.

We promise to provide our students with contemporary and flexible education. This requires substantial and innovative measures. We are organising our organisation and time to provide structural space for development and innovation.



Business operations

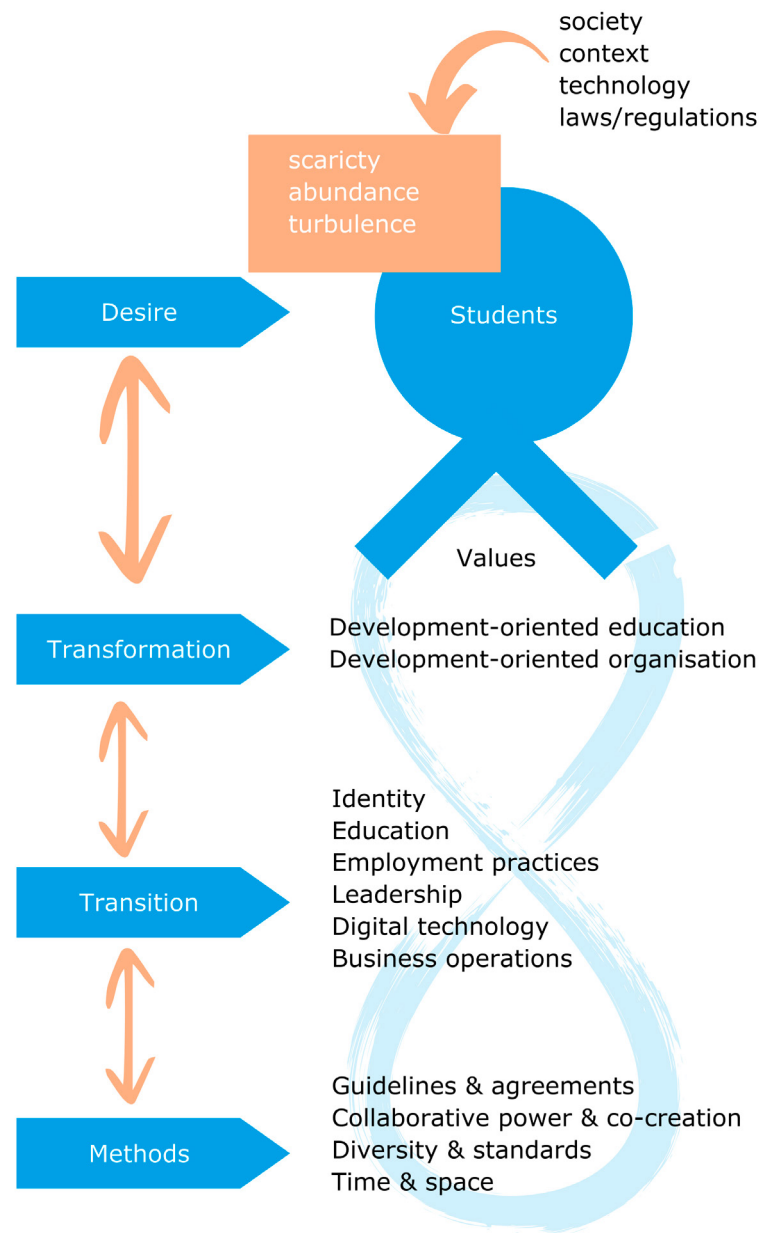
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We have the **DESIRE** to provide the best possible education for every student at all times based on our values. As such, we strive for **DEVELOPMENT-ORIENTED EDUCATION** (flexible and adapted in real-time to the students, staff, time, society and political and regional context). This requires a **DEVELOPMENT-ORIENTED ORGANISATION** (time, money, quality, HR, leadership, processes, systems, efficiency). Sustainability is central to these changes out of concern for the future of our students.

We are now experiencing a **MISMATCH** between what we **WANT**, **MUST** and **CAN** do. Among other things, this is caused by scarcity (resources, student population shrinkage and staff shortages), turbulence (questions, tasks, assignments), systems (rules, laws, culture) and, at the same time, abundance (technology and information). Incremental solutions within the existing systems are insufficient. In short: radical **INNOVATION** is essential in certain areas.

We need to **TRANSFORM** into a continuously self-renewing organisation led by and with school management and staff in a multi-year **TRANSITION** approach to the following components:

- Identity
- Education
- Employment practices
- Leadership
- Digital technology
- Business operations

We are formulating our **AMBITIONS** together and that includes certain **GUIDELINES** and **AGREEMENTS**. The guidelines and agreements provide **SPACE** for the individuality of schools. As an association, we work on the basis of **SOLIDARITY**: everyone participates, and everyone contributes.

Development-oriented education and organisation is too complex a task for individual schools. As such, we are tackling several themes together in co-creation through **COLLABORATIVE POWER** in this transition. The school-level outcomes and solutions may vary because of the desired **DIVERSITY**. Conversely, other topics can lead to **STANDARDISATION**.

We start with a unified agreement on creating **TIME** for employees to think, learn, develop and work together. Together, we then look for good ways to intensively involve **TEACHERS AND STUDENTS** in exploring new methods.



Growing Together Strategy 2030

Colophon

This strategy has been shaped through the efforts and input of, among others, the Advisory Boards, the Joint Participation Council, the Supervisory Board, and our educational stakeholders, and with inspiration from numerous company visits, school leaders, strategy teams, participation councils within the schools, and exchanges with students.

References

Our roots	Identity policy document: ' <i>Zingeving en goed onderwijs</i> ' (2018) New Year's speech ' <i>Ons duurzame huis</i> ' (2023) Cfr. Laudato Si' (Pope Francis, 2015) Thought Framework for OMO in Transition (2023)
Our ecosystem	Manifesto: ' <i>Ik ben omdat wij zijn</i> ' Literature review: ' <i>Ecosystemen beroepsonderwijs</i> ' (2018)
Our growth	View of humanity and the world based on social developments and scientific publications
Growing together	Evaluation of Strategy 2023 and ' <i>Bewegen in balans</i> ' intensification programme, analysis of inspiration sessions, arenas, school exchanges and educational developments.