Annual Report 2024 - 2025 Participation Council Wolfert van Borselen school group



Dear reader,

This is the annual report of the Wolfert van Borselen school group's participation council for the 2024-2025 school year. Our main aim in publishing this report is to give you an impression of the council's activities in this period.

In the past school year, the participation council again dealt with a whole range of topics. Apart from recurring items, like the budget and the staff establishment plan, we were confronted by a number of interesting challenges. These included the pilot project with leave from the individual budget, problems with staff recruitment and the cuts to the government's education budget, including the decision to scrap the educational opportunities scheme.

As was announced in last year's annual report, this school year began with the launch of a pilot project with the installation of participation sub-councils at two of our schools, Wolfert Bilingual and Wolfert Lyceum. The pilot project will take two years, so we are now halfway and can draw a number of tentative conclusions. The sub-councils clearly meet the need for participation at a lower level in the organisation, and interaction between the sub-councils and the central participation council runs smoothly. However, one school is moving forward faster than the other.

In an effort to increase efficiency and thus attract more potential members, the participation council itself introduced two organisational changes in the past year. The number of meetings has been reduced from ten to eight, and meetings now start earlier, at 6pm. This means we can finish earlier, making it easier for students in particular. These two measures have proved successful and will also apply in the next school year.

Last year, I wrote a few words in this introduction about the departure of our executive principal, Bart Oremus. We can now welcome his successor, Matthijs Ruitenberg, who was recently appointed executive principal. Matthijs is not exactly a newcomer, since he was already a member of the central management team. In the coming year, the school group will seek a new candidate for the vacant seat in the central management team. The participation council congratulates Matthijs on his appointment.

In this annual report you'll find information on what the participation council did in this school year. The various delegations and working groups will also tell you in brief how they worked for the school this year. I hope you enjoy reading this report. If you have any questions about our work, please don't hesitate to contact me or one of the other members of the council.

I'll conclude on a personal note. Next year, you'll find another name beneath this introduction. After a career spanning nearly forty years, it's now time for me to set out on the next stage in my life. I served on the participation council for seven years, and was chair for four of them. I look back with great pleasure and satisfaction at this period in my life and am grateful for the trust you placed in me. I wish you all the best.

On behalf of the participation council, Maarten van Gullik, Chair Dear reader,

The central management team of the Wolfert van Borselen school group can look back on the past school year with great pleasure and feelings of gratitude.

It was a very special year in which we launched a pilot project with participation sub-councils at Wolfert Bilingual and Wolfert Lyceum. With these new-style councils, we are taking a major step forwards towards participation at the right level. But we need to ensure harmonisation: it is isn't always easy to decide which topics should be discussed where and to keep each other up to speed. However, thanks to the commitment, flexibility and constructive attitude of all the people involved, this first year of the pilot project has proved successful, and can form a sound basis for the project's second year.

We can also look back on cordial and open communication between the central management team and the participation council. Searching questions, good ideas and constructive dialogue are all essential for a healthy and flourishing school group. That proved to be the case this year too.

We would like to thank all the parents, staff members and students who have worked through the participation infrastructure to improve the quality of our schools and foster their development. Together we fulfil our mission: to provide quality education in a vibrant international learning environment. In this way we work together to ensure education that inspires, unites and challenges students to push their boundaries.

On behalf of the central management team,

Matthijs Ruitenberg

Executive principal

Introducing the Wolfert van Borselen school group's participation council

The participation council

Under the Participation (Schools) Act every school is required to have a participation council – a consultative body representing the interests of each stakeholder in the school. These stakeholders are as follows:

students

students' parents

teachers

support staff, e.g. office staff, caretakers and classroom assistants.

Wolfert's participation council comprises members representing the various stakeholders, with votes distributed as follows: four votes for the students, four for the parents and eight for the staff members of the school group.

Bart Oremus and Matthijs Ruitenberg, representing the central management team and the competent authority, also attend the meetings of the participation council as our guests and discussion partners.

The participation council's work

The participation council assesses and responds to the school leadership's policy plans on subjects such as the school plan, the budget, the staff establishment and the school holidays. The council may also initiate policy. In each case, the participation council possesses advisory powers, and in many cases powers of consent, i.e. the school may only introduce certain measures if the participation council has given its consent. The participation council can therefore exert a decisive influence on the school.

The participation council is responsible for monitoring procedures and general outlines. The participation council is not responsible for assessing individual problems or disputes.



Members of the participation council

Students:

Ruthsany Lauf, Evelien Wauters, Zayrah Wahed and Sarya Yildiz

Parents:

Luc Spitholt, Samira Lamkharrat and Tugba Tiryaki

Staff:

Piet de Zeeuw, Joey Niemantsverdriet, Lisette Crooijmans, Paulo Oliveira Santos, Sybiel Smits, Maarten van Gulik, Jason Wouter and Marthe Poot

The participation council aims to have a representative from every Wolfert school. This has proved difficult in the past, if too few people stand for election, or someone else gets more votes. Each school currently has at least one representative on the participation council.

An overview of the members and their term on the council is included in the annexe to this report. This was the last year on the participation council for Piet de Zeeuw, Joey Niemantsverdriet, Maarten van Gulik and Luc Spitholt. We'd like to take this opportunity to thank them all for their work, their commitment and their contribution in the past few years. We'll miss them, and wish them a bright future!

Three new members will join the participation council in the new school year:

- Michael Boutkan (staff member, Wolfert Dalton)
- Bryan Jansen (staff member, Wolfert Lansing)
- Kai Eduard (staff member, Wolfert College)

Two new members have been elected to join the parents' delegation:

- James van der Linde (parent, Wolfert Lyceum)
- Safa S.D. Sodirijo (parent, Wolfert Bilingual)

We would like to welcome them to the council, and wish them every success and much pleasure in carrying out their tasks.

The participation council in the 2024 – 2025 school year

As in previous years, the participation council worked with an annual agenda (see annexe), so that certain subjects were discussed at set times in the year. These included

- the school prospectus and school plans,
- the management charter
- the job mix,
- norms for moving up and rules of conduct
- the staff establishment plans,
- the school holidays,
- the annual financial report.
- setting and accounting for the parental contributions.

None of our current members has a seat on the joint participation council (the participation council representing all public-authority secondary schools in Rotterdam). However, with a view to safeguarding lines of communication, the participation council maintains close contact with the three Wolfert staff members who still hold seats on the joint participation council.

Activities of the various delegations and working groups

The staff, the students and the parents each have advisory powers or rights of consent on various issues. To ensure recommendations were thoroughly prepared, we again worked with various delegations and mixed working groups. These working groups dealt with various subjects, fleshing them out for discussion in the participation council. After the various delegations have introduced themselves we will discuss the work of the various working groups.

Student delegation

The students of the Wolfert van Borselen school group are represented in the participation council by four delegates. In the past school year these were Evelien Wauters, Zayrah Wahed, Ruthsany Lauf and Sarya Yildiz.

Together, we were responsible for representing the voice of the students attending all six schools. We were open to questions and comments from our schools, and we did our best to bring them up in the meetings.

This year, we mainly focused on the rules of conduct and the chromebooks/earbuds at school. We also provided input in setting up the participation sub-councils at two of our schools. We were in contact with members of the sub-councils who discussed issues including French as a school subject, the Dalton timetable and policy on smartphones. The sub-council at Wolfert Lyceum has decided to drop French as a subject in the first year, due to a shortage of teachers. Spanish will still be taught.

If you have any questions, please send us an email.

Contacts: Evelien Wauters, Zayrah Wahed, Ruthsany Lauf and Sarya Yildiz.

Parent delegation

As the school year reaches its end, this is a good opportunity to take stock of past events and look forward to the future. As members of the parent delegation to the participation council, we have an ongoing commitment to supporting quality education and ensuring a happy working and learning environment within our schools. We provide input on policy, take a critical look at developments and – where necessary – represent parents' viewpoint.

The education landscape is in a state of constant flux. Themes like equal opportunities, mental health and digital literacy are still topical issues. As parents, we look at these issues from our own viewpoint, based on our experiences both at school and elsewhere. Diverse input makes the participation council into a valuable platform, where we hold constructive conversations on ways of working together to strengthen education.

Parents' involvement with the school is essential – not only in relation to practical matters, but also at policy level. Whether it's the curriculum or support for students, parents' voice contributes to balanced policy that can count on wide support.

We hope that more parents will find their way to the participation council. Together we're strong – for our children, for education and for the future.

Contacts for the 2025-2026 school year: Tugba Tiryaki (Wolfert College), Samira Lamkharrat (Wolfert Bilingual), James van der Linde (Wolfert Lyceum) and Safa Sodirijo (Wolfert Bilingual)

Staff delegation

The staff delegation comprises eight members. Unfortunately, some schools are currently without a staff representative. They will be represented by the members from the other schools.

This year, participation sub-councils were set up at Wolfert Lyceum and Wolfert Bilingual. The participation council adopted the role of observer, to ensure that the pilot project got off to a good start. We were also in close contact with our colleagues at the two schools.

After Bart Oremus's departure, a procedure was launched to recruit a new executive principal for the school group. Some members of the participation council played an active role in the application procedure. The participation council was also involved in recruiting a new Head of School for Wolfert RISS.

With the installation of a new government in The Hague, there was talk that the job mix provisions could no longer be applied in the same way as before. However, no plans materialised, so schools applied the job mix in line with previous years. The participation council supervised the procedures at the various schools.

Three staff representatives will leave the participation council this year. We'd like to thank Maarten van Gulik, Joey Niemantsverdriet and Piet de Zeeuw for their humour, perception and involvement in the past years. We're going to miss you!

Contacts: Joey Niemantsverdriet (Wolfert College), Paulo Oliveira Santos (Wolfert Dalton), Sybiel Smits (Wolfert Dalton), Lisette Crooijmans (Wolfert Lyceum), Maarten van Gulik (Wolfert Lyceum), Piet de Zeeuw (Wolfert Lansing), Jason Wouters (Wolfert RISS) and Marthe Poot (Wolfert Bilingual).

Participation council (MR) 3.0 working group

In this school year, two of our schools launched participation sub-councils. The working group was inactive this year, but the pilot project will be evaluated in the 2025-2026. The pilot project may lead to more schools taking part.

Working group on finance

Within the participation council, the working group on finance focuses in particular on the school group's multi-year budget, acting as a sounding board for solutions to and decision-making on financial issues. In this school year too, the working group could count on the support of the other members of the participation council in reviewing the budgets of the various schools and assessing the general financial plans presented by the financial director and the school group's annual financial report.

More specifically, the working group again addressed recurrent topics including expenditure of the collective funds to reduce pressure of work, the parental contribution and renovation costs as well as the various allowances and grants for which our schools are eligible.

The working group also discussed distribution of LC and LD teaching jobs at each school, and the financial consequences, We devoted considerable attention to the increasingly disturbing teacher shortages in some subjects, leading to structural extra costs for outsourcing teachers.

All in all, the participation council, in its advisory capacity and occasionally using its powers of consent, succeeded in keeping careful track of the distribution of funding flows within the Wolfert van Borselen school group.

Contact: Piet de Zeeuw (staff member, Wolfert Lansing)

The election committee

In this school year too, the election committee went in search of people interested in joining the participation council.

In late May, letters were sent to parents and staff inviting them to stand for election to the council. Just enough candidates responded to the invitation to fill the vacant seats in the staff delegation, so that there was no need to hold an election for this delegation. Four parents applied for the two vacant seats in the parent delegation. An election was held, and two of the candidates were chosen. The other two candidates will be added to the waiting list.

As of September 2025, Kai Eduard (Wolfert College), Michael Boutkan (Wolfert Dalton) and Bryan Janse (Wolfert Lansing) will join the staff delegation. James van der Linde (Wolfert Lyceum) and Safa Sodirijo (Wolfert Bilingual) will join the parent delegation.

The election committee wishes the new members every success!

In the coming school year, Joey Niemantsverdriet will leave the participation council (and thus also the election committee). Paulo Oliveira Santos will take his place on the election committee as of the new school year.

Contact: Joey Niemantsverdriet (Wolfert College)

The participation council and the various Wolfert schools.

The participation council maintained its links with the various schools not only through the schools' representatives, but also by holding meetings at each school in turn. This also enabled its members to get the feel of each school. Below you will find a summary of the main challenges confronting each school in the 2024-2025 school year.

Wolfert Dalton (WD)

In this school year, Wolfert Dalton was represented on the participation council by two staff members, Paulo Santos and Sybiel Smits. In the new school year, they will be joined by Michael Boutkan. We're delighted to see young staff members showing an interest in membership of the participation council. Wolfert Dalton is also represented by parents and students, ensuring broad-based and worthwhile representation on the council.

This year, Wolfert Dalton focused on much the same issues as the other schools. These included expenditure of the collective funds to reduce pressure of work. Recognising and acknowledging that pressure of work is severe calls for new, intelligent policy. Working with the staff advisory council and the school management team, we are seeking structural solutions. On the basis of a staff survey, we decided to appoint a new support staff member to reduce pressure of work. Expansion plans are still under consideration. Together, we are working continually to seek future-driven solutions and to develop a clear vision of the future.

This year, a new team leader was appointed to the management team. The participation council also devoted attention to topics like growth, the financial situation and the job mix within the school.

We are still very happy with our new building. Thanks to the commitment of the staff and the public relations team, a large group of pupils in the final year of primary school again opted to enrol at Wolfert Dalton for the 2025-2026 school year. Growth in student numbers means that classes in the upper years are also becoming larger. Though this is a positive development, the participation council and the teaching staff are keeping close track of the challenges this brings. Together, we will ensure that Wolfert Dalton develops further as one of Rotterdam's leading secondary schools.

Finally, Wolfert Dalton has a highly involved parent council, and an active staff advisory council. Members of the participation council are also members of these two councils. We have regular consultations with the school management team on topics that are also discussed within the participation council. This contributes to closely harmonised decision-making.

Wolfert Bilingual/Tweetalig

In 2025/2026, Wolfert Bilingual was represented on the participation council by both a student and a staff member.

This year, our fantastic school received a visit from the education inspectorate. This was a major event, involving the entire school and requiring considerable preparation from all those concerned. The visit resulted in a satisfactory result. The school itself is working hard on other important educational themes, such as Content and Integrated Language Learning (CLIL) and world citizenship.

This year, after years of consultation, the school launched a participation sub-council to replace the staff advisory council. Ruth Frans chaired the sub-council this year. Geke Buist will take over from her in the new school year.

At the school itself, work was ongoing both this year and last to create more space in the building and to modernise the interior. At the time of writing, the teacher workroom is under renovation. We hope that in the new school year, our teachers will be able to work in a light and airy new room. A tendering procedure for the refurbishment of the school hall has now been completed, and the work should be finished by the start of the new school year. Representatives of the teaching and support staff and the student council were involved in assessing the tenders.

In the course of the school year, the job mix both at our school and Wolfert-wide was a major topic of conversation during participation council meetings. The participation council monitored the procedure, in close collaboration with the participation sub-council.

Contacts: Marthe Poot (staff member), Samira Lamkharrat (parent) and Ruthsany Lauf (student)

Wolfert Lansing (WLa)

Wolfert Lansing is represented on the participation council by one staff member.

After the appointment of two new team leaders for the upper and lower years, the 2024-2025 school year could get off to a good start. The student coordinators – active since last year – provided additional support and this proved to be a great help.

A number of specific topics concerning the interests of the students, parents and staff of Wolfert Lansing were discussed in the staff advisory council. They again included the norms for moving up, the rules of conduct within the school, the activity plans and the contents of the school prospectus.

Apart from the results of the student satisfaction survey, both the individual and collective funds for reducing pressure of work were again discussed, as were strengthening the HAVO (senior secondary education) department in the lower years, and the ambition to grow student numbers.

The members of the staff delegation were pleased at the school team's increased participation in retraining. The team not only focused on diagnostic testing and more effective policy on linguistic and numerical skills but also took the first successful steps towards the establishment of a newly trained examination committee.

We were happy to note that the school's financial situation is healthy, including in the longer term.

Once again, the input of all the working groups and the Wolfert schools represented in the participation council was often a source of inspiration and support for Wolfert Lansing in meeting the challenges it has to contend with.

Contact: Piet de Zeeuw (staff member)

Rotterdam International Secondary School (RISS)

In the 2024/2025 academic year, the Rotterdam International Secondary School (RISS) was represented in the Medezeggenschapsraad (MR) by one staff member. The MR engaged in discussion on a wide range of school-related topics, including the restructuring of the Leadership Team, the formatieplan, policy developments, IB re-accreditation, exam results for the IB and IGCSE programs, target setting, and the implementation of the homework guidelines.

Three new members of the Leadership Team were appointed; Ms Lani du Plessis as our Principal, Mr Gerald Oudman as our head of Middle Years, and a new Deputy Head focused on Teaching and Learning. We congratulate them warmly on their new roles.

We celebrated the exceptional results achieved in the IB and IGCSE examinations by our students, with a 97% pass rate and performances above the global average. Our IGCSE results were exceptional with 92% of students scoring between an A* and C grade and 46% of all students obtaining an A or A* grade. Notably, one student achieved the highest score worldwide in the Chinese programme; an extraordinary accomplishment that deserves special recognition. This is especially notable as marking criteria has returned to pre-covid standards. Congratulations to all our students on their outstanding achievements.

This year, we were thrilled to welcome a week-long re-accreditation visit from the International Baccalaureate organisation. We are proud to report that Riss has been successfully re-accredited for both the IB Diploma Program and the IB Career-related Program. The school received commendations for its program implementation, positive climate, strong relationships with students, student care, and the consistent application of our school's core values. We extend our sincere thanks to Ms Ward (IB Lead and Senior Year team leader), Ms Noorduijn (IBDP coordinator), and Mr Marshall (IBCP coordinator) for their contributions to this achievement.

Throughout the year, RISS continued to deepen its commitment to inquiry-based and concept-based teaching practices, in alignment with our guiding statements. Curriculum leaders and teachers engaged in DOT observations, collaborative planning, professional development, and the enhancement of our pledge plan to ensure a cohesive approach to teaching and learning. We thank our dedicated staff for their ongoing efforts to provide an enriching curriculum for all students.

Simultaneously, our target-setting program also underwent a comprehensive review to better reflect our academic vision. Led by Marietjie Swart (Foundation Years Team Leader) and the Grade 6 tutors, the initiative supported students in setting realistic academic targets and reflecting meaningfully on their progress. We are grateful for the team's efforts in ensuring a launch of this important, successful program.

Additionally, new homework guidelines were introduced following a community-wide survey conducted among students. Feedback indicated that many felt challenged by the volume and nature of the homework given, with implications for their wellbeing. We thank the Curriculum Leaders for their thorough research and thoughtful development of these new guidelines.

The 2024/2025 academic year at RISS has been marked by continued growth, collaboration, and achievement. Our successful IB re-accreditation underscores our unwavering commitment to excellence, while the development of the homework guidelines reflects our dedication to nurturing a supportive and inclusive learning environment. As we look ahead at the 2025/2026 academic year, we do so with great optimism and a shared commitment to progress and positive change.

Contact: Jason Wouters (staff member)

Wolfert College (WC)

At the time of writing, Wolfert College is represented on the participation council by one staff member.

The participation council discussed no issues of specific relevance to Wolfert College. However, there were items on the agenda that applied to all the schools, including Wolfert College.

This was a turbulent school year for Wolfert College, due in part to the head of school's only partial presence, and the absence of one of the team leaders. This situation was of course discussed in the participation council.

In addition to all of the above, we also discussed recurrent topics like finance, the annual plan and the staff establishment plan.

In the next school year, Joey Niemantsverdriet will step down from the participation council after completing his second term. His place as a member of the staff delegation will be taken by Kai Eduard, who will represent Wolfert College.

Contact: Joey Niemantsverdriet (staff member)

Wolfert Lyceum (WL)

Wolfert Lyceum (WL) is represented on the Wolfert van Borstelen school group's participation council by two staff members, two students and one parent. The members of the staff delegation regularly discussed issues of relevance to the participation council – the staff establishment plan and the activity plan, for instance – with the school management team. The head of school also has regular talks with the student council, the parent council and the participation sub-council, which replaces the staff advisory council.

Wolfert Lyceum's management team underwent change this year. New team leaders were appointed, and tasks were redistributed.

In this school year, Wolfert Lyceum launched a pilot project with a participation sub-council comprising a full complement of six staff members, four students and two parents. The staff delegation held a brief meeting each week, and the entire sub-council met seven times. The members of the sub-council concluded that far more school-related topics were discussed than before, and are pleased at the outcome of the first year of the project.

The sub-council focused on the organisation of the Dalton periods, and played a monitoring role in the phasing out of French and introduction of digital literacy as a school subject. We were also involved as a critical sounding board in the plan to reorganise mentor work by drawing a distinction between mentors (for whole classes) and coaches (for individual students). Finally, the sub-council focused on expenditure of the collective funds for reducing pressure of work in the 2025-2026 school year.

Contacts:	Maarten van Gulik (staff member), Lisett	e Crooijmans	(staff member),	Evelien	Wauters
(student),	Zayrah Wahed (student) and Luc Spithol	t (parent).			

CONTACT DETAILS

You can contact the participation council at:

mrvoorzitterwvb@wolfert.nl mrsecretariswvb@wolfert.nl

ANNEXE: members of the participation council 2024/2025

Teaching/ support s	School	Working group	Member fr	Term and	2nd term en
Joey Niemantsverdrie		Elections	2017.09	2021	2025
Lisette Crooijmans	WL	Licotions	2022.09	2026	2020
Maarten van Gulik	WL		2022.09	2026	
Piet de Zeeuw	WLa	Finance & IT	2020.09	2025	
Paulo Oliveira Santos		Finance & IT	2022.09	2026	
Sybiel Smits	WD		2023.09	2027	
Jason Wouters	RISS		2024.09	2028	
Marthe Poot	WT		2024.09	2028	
Parents					
Luc Spitholt	WL		2019.09	2027	
Inge Donkervoort	WD		Stepped do		
Tugba Tiryaki	WC		2024.09	2028	
Samira Lamkharrat	WT		2024.09	2028	
Students					
Ruthsany Lauf	WT		2023.09	2027	
Evelien Wauters	WL		2024.09	2028	
Zayrah Wahed	WL		2024.09	2028	
Sarya Yildiz	WD		2024.09	2028	

PARTICIPATION COUNCIL ANNUAL PLAN 2025/2026

Programme:

- 18.00 preparatory discussion
- 19.00 dinner
- 19.45-21.30 meeting

The topics to be discussed at each meeting are listed below but there may be changes. This year too, each meeting will take place on a Tuesday evening.

Venues:

WT - Wolfert Bilingual Bentincklaan 280, Rotterdam

WLa - Wolfert Lansing Boterdorpseweg 19, Bergschenhoek

WD - Wolfert Dalton Argonautenweg 55 Rotterdam

RISS senior campus Schimmelpenninckstraat 23, Rotterdam

(to the left of the Montessori Lyceum, under the arch in the

direction of the railway line)

RISS junior campus Bentincklaan 294, Rotterdam

WC - Wolfert College Walenburgerweg 128-130, Rotterdam.

WL - Wolfert Lyceum De Zijde 5, Bergschenhoek

	Date	School	Topics
1	23-09-2025	WT	 Norms for moving up in 25/26 Activity plans School prospectuses School plan (1x every 4 years) Participation council's ambitions Working groups Training for participation council members Examination syllabuses for 5 schools (except RISS) Koers VO school profile
2	28-10-2025	RISS senio campus	
3	25-11-2025	WL	 2026 budget Annual Financial Report for 2024 Job mix School holidays in 26/27and 7 lesson-free days WvB 24/25 annual report Interview cycle (fact-finding) Annual plan for cross-school support in 25/26 and evaluation of 24/25 plan Annual student teacher training and guidance plan for 25/26 and evaluation of 24/25 plan

4	10-02-2026	WC	 Participation council evaluation Preparations for elections Elections Interim evaluation of activity plans From the planning and monitoring cycle: Professional development plan Organisation of satisfaction surveys Staff establishment plan (preview)
5	07-04-2026	WLa	 Interim evaluation of activity plans Professional development plan Participation council annual report (distribution of task Accountability for expenditure of 2023/2024 parental contribution and approval of 2024/2025 parental contribution Enrolments and consequences for staff establishmen current situation/update Review of interview cycle by school (looking ahead to coming school year) Collective funds to reduce pressure of work (evaluati and plan) Updates of participation council regulations and by-late Satisfaction surveys
6	12-05-2026	WD	 Norms for moving up in 26/27 (preview) Staff establishment plan (26/27) Participation council annual report
7	16-06-2026	RISS junior campus	 Annuals plans for 26/27 + Teaching time in 24/25? - 1 days of timetabled teaching and 12 lesson-free days Approval of staff establishment plan (policy on tasks a school timetable) Election results Roles in the participation council in 26/27 (chair, secretary/deputy chair, treasurer) Participation council annual plan for 26/27 Activity plans (6 schools) Rules of conduct Norms for moving up in 26/27 Analysis of the results of the satisfaction surveys Review of interview cycle by school
8	07-07-2026	WLa Dinner	