STRIVING FOR EXCELLENCE

AL KHOR INTERNATIONAL SCHOOL

QATARGAS | RasGas

ACADEMIC DEVELOPMENT PLAN 2016 - 2021

CONTENTS

EXECUTIVE SUMMARY

Building on the success and achievements of the last five years, this Academic Development Plan sets out the key objectives, which will underpin school academic improvement over the next five years, and support the initiatives of the AKIS Strategic Plan 2016 - 2021.

The key academic objectives have been informed by:

- a review of the progress made during the past five years
- improvement recommendations in external inspection reports
- outcomes of internal reviews
- feedback from climate surveys
- stakeholder meetings
- suggestions from staff meetings and working groups.

The Academic Development Plan will be reviewed every year and will feed into annual business plans which will help us to reach our five year outcomes and targets.

VISION, MISSION STRATEGIC CHOICES

VISION
To become a world renowned centre for educational excellence, proudly serving the educational needs of the children of RasGas and Qatargas employees.

MISSION
To prepare AKIS' young talent for success in both higher education and the global workplace.

STRATEGIC CHOICE 1
Academic and Operational Excellence

STRATEGIC CHOICE 2
Stakeholder Engagement and Partnerships

STRATEGIC CHOICE 3
Cultural Diversity

STRATEGIC CHOICE 4
Professional Integrity and Collective Responsibility

CONTEXT

This academic development plan builds upon Al Khor International School's four Strategic Choices.

Each of the plan objectives are grouped under one of the Strategic Plan Initiatives.

Outcomes and targets (key performance indicators) have been identified for all the plan objectives.

These are based on:

▪ Academic attainment and examination results benchmarked against UK, CBSE, and international schools.

▪ Stakeholder satisfaction measured through climate surveys and benchmarked against industry standards.

▪ External inspection and accreditation by qualified and internationally recognised agencies and consultants.

▪ Internal audit and assessment.

1 ACADEMIC EXCELLENCE

INITIATIVE	ACADEMIC OBJECTIVES	OUTCOMES
1. Improve the quality of teaching and learning	**1.1 Promote independent learning and develop critical thinking skills** **1.2 Provide greater challenge in lessons** **1.3 Develop the use of ICT to improve learning** **1.4 Further develop literacy across the curriculum**	**At least 50% of lessons are judged to be outstanding and at least 90% are judged to be good or outstanding.**
2. Exceed 2020 Vision targets	2.1 Introduce 3 year iGCSEs in core subjects, from Year 9 2.2 Curriculum and skills mapping throughout the school 2.3 Review of assessment and reporting from KS1-KS3 to adopt best UK/international practice 2.4 External assessment in KS1-KS3. Develop application based assessment 2.5 Streamline data to improve planning, target setting, and intervention. Implementation of software for efficient analysis of data. 2.6 Tailored programme of intensive EAL support for new entrants for earlier access to curriculum and to ensure rapid progress.	**GCSE and A Level top 10% of non-selective schools in England, CBSE top 5% of all CBSE schools.**
3. Achieve new, and maintain existing accreditations	**3.1 Carry out CIS self study and final accreditation visits**	**To gain full QNSA accreditation and to maintain BSO, BSME, and COBIS accreditations.**
4. Conduct independent school review by reputable body	**4.1 Action improvement recommendations from internal and external review reports.** **4.2 Conduct QNE - EYE evaluation (nursery and Foundation Stage)**	**To be recognised as 'outstanding' by an independent, reputable body.**
5. Enhance and consolidate house system	**5.1 House masters are fully integarated with curriculum leadership teams** **5.2 Integrating pastoral and curriculum leaders into promotion of house ethos through class teachers and form tutors** **5.3 Enhance school wide house events to engage all students, parents and staff.**	**Pastoral care and student behaviour is graded 'outstanding' in external inspection and internal reviews.**
6. Provide 21st century ICT skills and learning opportunities	**6.1 Provide access to develop necessary skills to use mobile technology to enhance learning** **6.2 Computing and technology skills developed through the KS1-KS3 curriculum** **6.3 Provide global themes and perspectives through Cambridge iGCSEs and A Levels** **6.4 Review KS1-KS3. Develop key skills in curriculum.**	**Mobile technology fully supports teaching and learning inside and outside classroom. 90% students leave lessons having learned or practised new things (AKIS climate survey 2015: 57%).**

2 ENHANCED STUDENT EXPERIENCE

INITIATIVE	ACADEMIC OBJECTIVES	OUTCOMES
1. Value, respect and treat students fairly to ensure they realise their potential	1.1 Analyse student attainment data by sub-groups 1.2 Transparent rewards system and fully comprehensive understanding of the behaviour standards and expectations	90%+ students feel they can go to a teacher with a problem (AKIS climate survey 2015: 54%).
2. Better understand sources of dis/ satisfaction to inform and focus efforts	2.1 Embed student voice opportunities in BC/ CBSE senior and extend into BC primary/ CBSE junior 2.2 Structured and comprehensive review/ procedure that is transparent, open and effective	90%+ students say that they are happy at school (EdRS 2016 database average: 86%)
3. Develop the student voice to influence both decision making and the quality of teaching and learning	3.1 To engage students in evaluating the quality of teaching and learning 3.2 Student feedback as a formal part of QA process	50% + students rate teaching standards as high (AKIS climate survey 2015: 39%)
4. Enhance current portfolio of extra curricular activities, school initiatives and programmes	4.1 Review and enhance languages programme 4.2 Increase variety & quality of ECAs and student participation rate	90% students achieve A*-C grade in a language GCSE. 90%+ students say ECA programme offers a wide choice to suit their interests (EdRS 2016 database average: 74%)
5. Assess candidate's cultural awareness as an essential criteria during recruitment	5.1 Involve students and parents in recruitment process for academic leadership positions (deputy head level and above)	70%+ students and 80%+ parents feel respect for cultural diversity is high (AKIS climate survey 2015: students 49%, parents 60%)
6. Promote mutual respect between academic staff and students	6.1 All students have clear mechanisms to communicate (comment boxes, majlis, student council, subject reviews)	70% + students feel teacher-student respect for each other is high (AKIS climate survey 2015: 30%)

3 STAKEHOLDER ENGAGEMENT AND SATISFACTION

INITIATIVE	ACADEMIC OBJECTIVES	OUTCOMES
1. Develop partnerships with external stakeholders e.g., AKC, Qatar education and business community	1.1 International schools partnerships 1.2 Develop partnerships with Qatar Foundation and international universities	Documented partnership agreements embedded within whole school culture.
2. Enhanced cultural understanding amongst AKIS' staff, student and parent body and local Qatari population	2.1 Cultural awareness and behaviour expectation incorporated in performance management 2.2 Internationalism and global themes across the curriculum. Comparative world history and literature integrated into curriculum.	Achieve 'outstanding' for Standard A3 (internationalism/ interculturalism) in CIS accreditation.
3. Increased stakeholder satisfaction as a measure of success	3.1 Consistency of reporting and assessment in line with curriculum and international best practice to ensure quality across and within schools.	90%+ parents are satisfied with their child's academic progress (AKIS climate survey 2015: 78%).
4. Enhanced employee engagement to motivate and involve staff	4.1 A more personalised approach to CPD and staff consulted/ engaged in improving planning and decision making process.	90%+ academic employees enjoy working at AKIS (AKIS climate survey 2015: 73%).
5. Continuous professional development to empower our workforce to deliver high quality teaching and learning.	5.1 Cambridge project - developing social connections and collaboration 5.2 Internal bite-size CPD programme utilising in-house skills and expertise	90%+ teachers feel CPD offered by AKIS is of very high quality or reasonable quality(EdRS 2016 database average: 71%).
6. Develop staff training and retention strategy	6.1 Leadership development and succession planning. Develop 360 leadership surveys 6.2 Best practice systems in place for PM, CPD, self evaluation and business plans to drive school improvement. Implement Blue Sky	8% or less staff turnover rate (regrettable).

4 CORPORATE VALUES AND CULTURE

ACADEMIC OBJECTIVES

OUTCOMES

1. Communicate clear goals and expectations to employees	**1. 1 Operations guide for academic staff providing clear guidelines regarding academic policies, procedures and expectations.**	**90%+ staff feel that the sharing of information about academic matters is effective (EdRS database average: 69%).**
2. Preserve and enhance the AKIS reputation	**2.1 Extend opportunities for parents and other stakeholders to visit the school and to observe the school in operation.**	**90%+ recommend AKIS to other parents (EdRS database average: 69%)**