

Five Year Strategic Plan 2021-26

Guiding Statement

مدرسة الخور الدولية
AL KHOR INTERNATIONAL SCHOOL



Securing our future through
a premier education

Vision

Mission

AKIS proudly serves Qatargas by providing a world-class education, which inspires us to find our passions and reach our potential. We are encouraged to develop knowledge, understanding and wisdom, while celebrating our shared humanity and forging friendships across cultures. Learning leads the way to building a better, more peaceful world.

Positive
wellbeing

Engaging
learning

Outstanding
achievement

Pillars

Caring
community

Personal
growth

Global
citizenship

Values

We conduct ourselves with integrity and uphold the following values:

Honesty

Kindness

Compassion

Respect

Responsibility

Key Skills:

Creativity • Critical Thinking • Problem Solving • Collaboration
Communication • Emotional Intelligence • Digital and Technology Skills • Leadership • Entrepreneurship • Global Competence

Welcome

The strength of Al Khor International School's success is the result of its pursuit of academic and organisational excellence, which has been transformative to many aspects of the student experience, and quality standards across the school. Over the past five years, we have made tremendous strides in academic performance, exceeding international benchmarks as well as driving quality and efficiency throughout the organisation.

Indeed, while AKIS has undergone corporate transition, felt the impact of blockade, and weathered a global pandemic, it has maintained relative stability and security, and in spite of these factors, continued to attain record results that allow the next generation to excel in an increasingly competitive and unpredictable world.

As we look towards the future, the AKIS Strategic Five Year Plan 2021-26 marks our determination to take our achievements to the next level and strengthen the school's standing among the best international schools in Qatar.

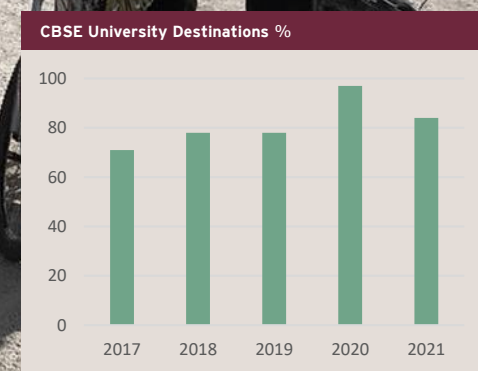
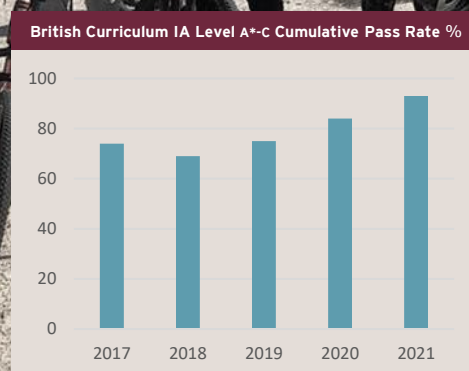
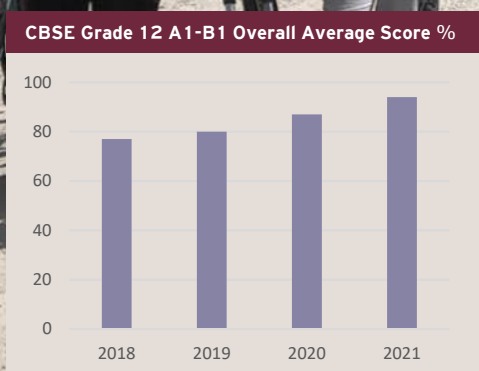
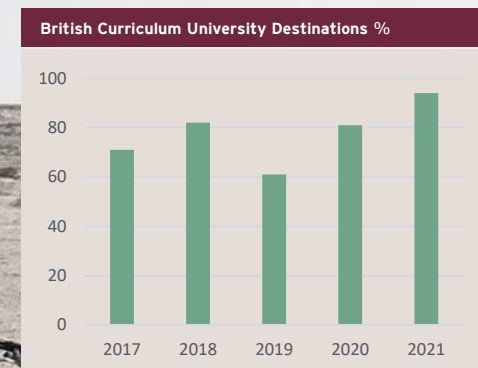
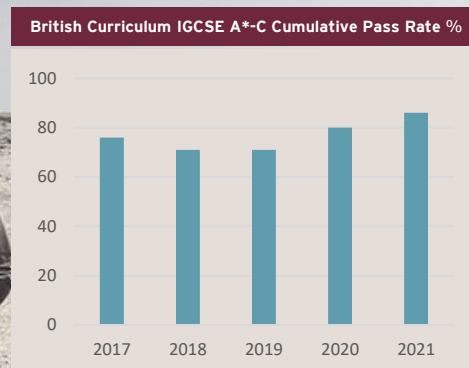
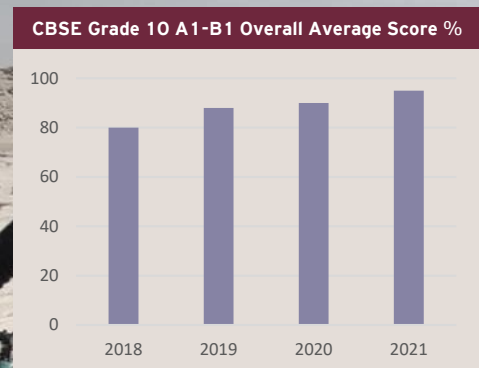
This strategy is informed by the Qatar National Vision 2030, Qatargas Direction Statement, the Ministry of Education and Higher Education's (MoEHE) regulations, and accrediting body standards since these govern, and form the bedrock of the school's long term success as an education service provider to the children of Qatargas employees.



Strategic Five Year Plan 2016-21 Key Achievements in Figures

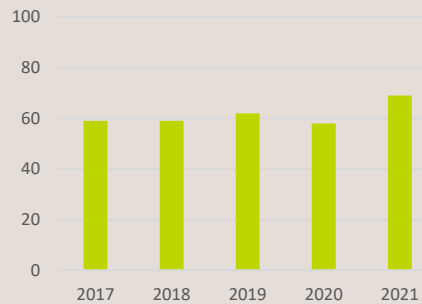


Examination Results and University Destinations

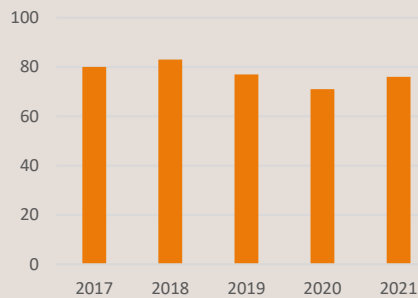


Annual Independent Climate Survey Results

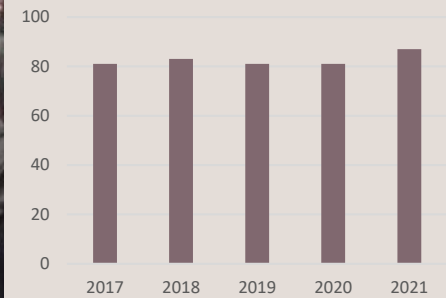
BC and CBSE Senior students are proud of being an AKIS student



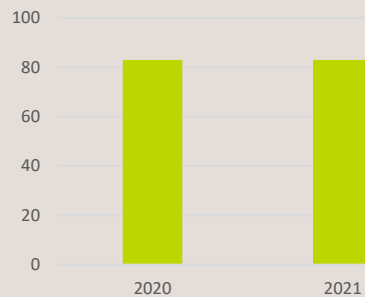
BC and CBSE parents would recommend AKIS



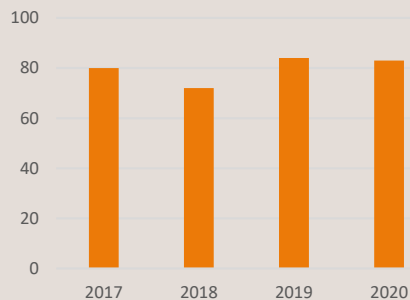
Academic employees would recommend AKIS as a good place to work



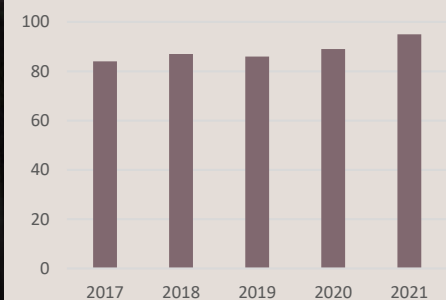
BC and CBSE Junior students are happy at school



BC and CBSE parents agree their child is happy at AKIS

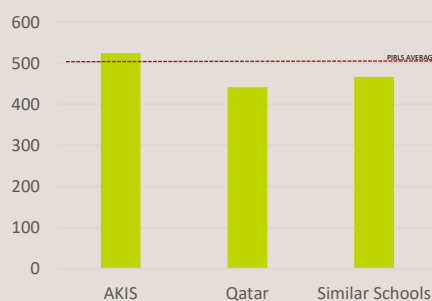


Administrative employees would recommend AKIS as a good place to work

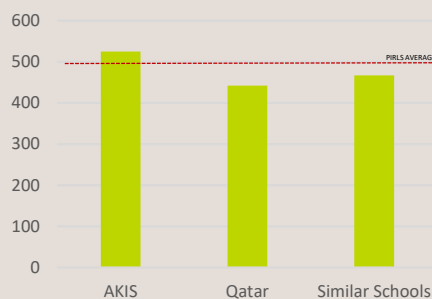


PIRLS, PISA, TIMSS

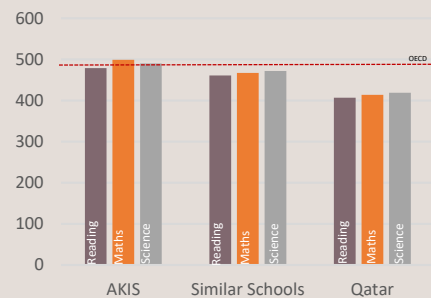
BC Progress in International Reading Literacy Study (PIRLS) 2016



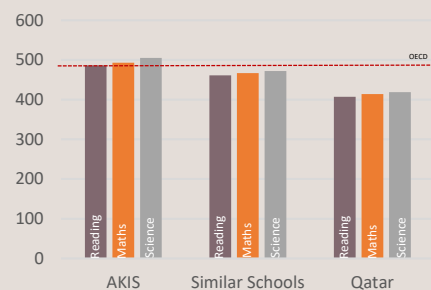
CBSE Progress in International Reading Literacy Study (PIRLS) 2016



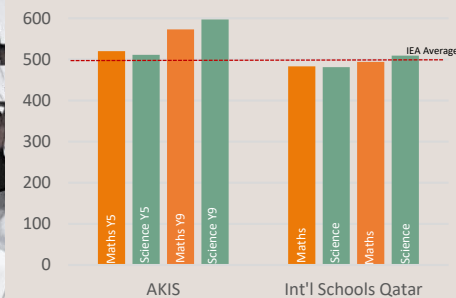
Programme for International Student Assessment (PISA) BC 2018 (published 2020)



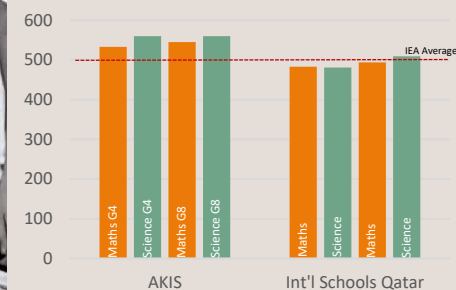
Programme for International Student Assessment (PISA) CBSE 2018 (published 2020)



Trends in International Maths and Science Study (TIMSS) BC 2019



Trends in International Maths and Science Study (TIMSS) CBSE 2019



Quality assurance, memberships, affiliations

Ministry of Education and Higher Education,
Qatar National Schools Accreditation



Central Board of Secondary Education (CBSE)
Affiliation



Council of International Schools Accredited
Membership



Council of British International Schools
Accredited Member



British Schools in the Middle East Accredited
Member



Duke of Edinburgh International Award
Independent Award Centre Licenced



Academic Leadership

The AKIS Strategic Five Year Plan 2021-26 clearly defines the future of the school's direction through holistic and complementary themes that converge around student centred learning and service delivery.

This plan builds on the achievements of the previous Five Year Strategic Plan 2016-21, and aims to continue on the path of excellence by maintaining high quality education services and consolidating existing projects while launching new programmes that stimulate innovation and motivate students to seek knowledge, acquire skills, and espouse values on their journey to becoming successful global citizens and life long learners.

The strategy is organised into four overarching goals, each consisting of four objectives that expand into a series of initiatives that we are committed to prioritising in school improvement plans over the course of the next five years.

In harmony with the AKIS Guiding Statement, we have placed strong emphasis on nurturing health and well-being, sustainability, and a caring culture – whether at the organisational or community level - through the right balance of experiences, opportunities, and partnerships to bring greater value to the student experience.



Hussein Modak
Executive Principal

Education Support Services

Education Support Services – IT, Finance, Procurement and Stores, Human Resources, and Safety Health Environment Estates and Facilities – are fully committed to contributing, working collaboratively, and actively engaging with our academic partners, Qatargas, Al Khor Community, and wider community to implement the goals, objectives, and initiatives that we have an important role in making a reality over the next five years.

We are excited to rise to the challenge of growth and change in the next phase of our journey, while optimising our resources, using them effectively and wisely to manage and sustain our exceptional facilities, educational spaces, and environment. This strategy will be underpinned by delivery plans that bring together our people, digital technologies, administrative systems and infrastructure to improve our ways of working, enhance learning, and have a positive impact on our community.

We look forward to supporting the provision of an outstanding education and student experience at AKIS.



Imran Qadir
Head of Education Support Services



Strategic Goals and Objectives



Academic Excellence



World Class Educational Standards
Outstanding Student Achievement
High Quality Learning Experiences
Holistic Personal Development



Operational Excellence



Safety, Health, Environmental
Performance
High Calibre Workforce
Efficient and Reliable
Operations
Optimising Resources and
Financial Value



Thriving Community



Positive Communication and
Engagement
Successful Partnerships and
Associations
Stakeholder Satisfaction
Civic Responsibility



High Performance Culture



Quality and Controls
Professional Integrity and
Responsibility
Promote National Pride and
Global Outlook
Upholding Our Values

Strategic goal

Academic Excellence



Objectives

- 1. World Class Educational Standards**
- 2. Outstanding Student Achievement**
- 3. High Quality Learning Experiences**
- 4. Holistic Personal Development**

Academic Excellence

World Class Educational Standards

We will:

- seek and maintain national and international accreditations, and achieve an outstanding judgment
- ensure the promotion of MoEHE educational standards, including national identity
- review and enhance internal standards and quality assurance processes, including self-evaluation
- maintain above average scores in international benchmarking assessments
- pursue and achieve external recognition - student, staff and school awards.

Academic Excellence

Outstanding Student Achievement

We will:

- review and enhance measures of student attainment, progress and well-being
- review and enhance processes of tracking and intervention to ensure all students make progress
- maintain examination results above British curriculum (BC) and Central Board of Secondary Education (CBSE) averages
- gain recognition in national and international competitions
- recognise and celebrate students' wider achievements
- further improve the percentage of students securing places at universities and on the courses of their first choice
- establish a systematic alumni destinations tracking system.

Academic Excellence

High Quality Learning Experiences

We will:

- continuously review and implement a wide range of teaching strategies and approaches in line with international best practice
- embed a digital learning strategy
- enrich the curriculum with cultural diversity, global citizenship, skills development
- enhance student experiences outside the classroom - trips and activities
- promote opportunities for exposure to international experiences and learning
- encourage lifelong, independent learning
- conduct reviews of the curriculums (BC, CBSE, MoEHE) to meet the needs of students
- review and enhance the student affairs provision - house system, careers guidance, and learning support
- take pride in our host country, its culture and national identity.

Academic Excellence

Holistic Personal Development

We will:

- uphold high standards of child protection and safeguarding
- enhance the counselling and mentoring provision to support students' mental health and well-being
- enhance the Personal Social Health and Economic (PSHE) programme to embed the school's values and key skills
- promote the values, pillars and skills of the AKIS Guiding Statement to encourage positive health and well-being, and social and emotional development
- enhance leadership programmes and student engagement activities to develop character, and serve the local and global community
- equip students with life skills through greater extra curricular experiences.



Strategic goal

Operational Excellence



Objectives

1. Safety, Health, and Environmental Performance
2. High Calibre Workforce
3. Efficient and Reliable Operations
4. Optimising Resources and Financial Value

Operational Excellence

Safety, Health, Environmental Performance

We will:

- enhance safety culture and practice
- protect our assets and our environment
- execute timely emergency response
- promote employee and student health and wellness.
- implement programmes for environmental sustainability
- promote environmental education, awareness and initiatives.
- enhance school facilities for a better school environment.

Operational Excellence

High Calibre Workforce

We will:

- review, enhance and implement HR strategy:
 - talent management
 - succession planning
 - performance management
 - provision of high quality professional development
 - onboarding and off boarding
 - attract and retain qualified professionals
 - reward and recognition.
- enhance employee relations.

Operational Excellence

Efficient and Reliable Operations

We will:

- use management information systems effectively by providing relevant, reliable and timely information
- maintain effective interfaces with Qatargas departments, external partners and stakeholders
- enhance use of technology and infrastructure
- increase availability and reliability of systems and applications
- plan collaboratively to support smooth and effective operations
- improve processes by increasing stakeholder engagement, visibility and transparency.

Operational Excellence

Optimising Resources and Financial Value

We will:

- identify opportunities to optimise resources while maintaining quality
- continue providing cost effective delivery of educational services
- ensure value for money, through robust and agile procurement strategies
- enhance the application of 'reduce, reuse, and recycle' principles
- network and collaborate to seek greater opportunities for accessing and sharing resources.



Strategic goal

Thriving Community



Objectives

- 1. Positive Communication and Engagement**
- 2. Successful Partnerships and Associations**
- 3. Stakeholder Satisfaction**
- 4. Civic Responsibility**

Thriving Community

Positive Communication and Engagement

We will:

- improve engagement of the AKIS community through viable online communication channels, outputs, and interactions
- optimise the publication of school successes, milestones, and achievements
- harness achievements to strengthen the reputation of the school
- raise the profile of the student voice across communication platforms (online and offline)
- ensure the AKIS Guiding Statement is meaningful to stakeholders and defines the culture of the organisation.

Thriving Community

Successful Partnerships and Associations

We will:

- enhance relationships with educational institutions to realise common goals and interests
- expand partnerships with private businesses and public sector institutions to enrich the student experience, and facilitate CPD
- activate school networks to promote knowledge sharing and exchange of best practice
- deepen existing partnerships with the further and higher education sector, and employers to leverage opportunities for careers coaching
- leverage parent body and student alumni to enhance the experience of existing students
- re-launch the Parent-Teacher Association to support the school's values, build partnership to encourage participation in school activities, and promote a spirit of collaboration, inclusion, and cooperation.

Thriving Community

Stakeholder Satisfaction

We will:

- pursue and achieve external recognition - student, staff and school awards
- widen participation and increase success in local and international events and competitions
- expand opportunities to engage with and positively contribute to QG and AKC initiatives
- actively engage parents, students, and employees through a calendar of ceremonies, celebrations, competitions and performances to create new and uplifting memories of school life, and foster pride in our community
- maintain high levels of stakeholder satisfaction.

Thriving Community

Civic Responsibility

We will:

- engage guest speakers to deliver talks, mentor, and coach students
- promote awareness of responsibilities to the local, national, and global community with reference to environmental sustainability, the rights of others, nature and wildlife conservation
- commit to raising awareness of health and social awareness campaigns
- promote digital citizenship.



Strategic goal

High Performance Culture



Objectives

1. Quality and Controls
2. Professional Integrity and Responsibility
3. Promote National Pride and Global Outlook
4. Upholding Our Values

High Performance Culture

Quality and Controls

We will:

- ensure policies, procedures and guidelines are accessible to all stakeholders
- ensure effective rollout of policies, procedures and guidelines
- maintain compliance with regulatory directives and accreditation standards
- consolidate the system for self-assessment to support continuous school improvement.

High Performance Culture

Professional Integrity and Responsibility

We will:

- uphold the reputation of Qatargas and AKIS in our personal and professional conduct
- support employees to pursue professional development opportunities
- take individual and collective responsibility to safeguard the school community
- deliver on our commitment to customer service and satisfaction.

High Performance Culture

Promote National Pride and Global Outlook

We will:

- enhance national identity and global outlook in all aspects of school life
- harness the diversity of the school community
- enhance understanding of Qatari culture for all staff
- participate in, and celebrate international events and competitions hosted in Qatar to enrich the staff and student experience
- foster collaboration opportunities with schools globally
- celebrate the successes of AKIS, Qatargas, and the State of Qatar.

High Performance Culture

Upholding Our Values

We will:

- promote and integrate AKIS values in policy, practices and school life
- encourage collaboration and open communication
- promote the well-being of students and staff
- promote collective responsibility for the delivery of high quality education.



Abbreviations

AKIS	Al Khor International School
BC	British Curriculum
CBSE	Central Board of Secondary Education
CIS	Council of International Schools
COBIS	Council of British International Schools
MoEHE	Ministry of Education and Higher Education
OECD	Organisation for Economic Co-operation and Development
PIRLS	Progress in International Reading Literacy Study
PISA	Programme for International Student Assessment
PSHE	Personal Social Health and Economic education
QG	Qatargas
QNSA	Qatar National Schools Accreditation
TIMSS	Trends in International Mathematics and Science Study

