



2022 - 2025

SCHOOL STRATEGIC PLAN

GEMS Founders School Al Mizhar Three Year Strategic Plan

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PREAMBLE



Strategic Intention

"From one of the most popular schools in Dubai to one of the best schools globally".

VISION

'To empower people to have the heart to celebrate uniqueness and the mind to be innovative, creative problem solvers, bringing a positive change to the world in which we live.'

GROW

- High expectations, aspirations, excellence and a belief that all can succeed
- Innovation & risk taking
- Lead by example

FLOURISH

- Demonstrate respect for themselves and every other member of the community.
- Safe and inspiring learning environment
- Celebrate equality, diversity and inclusion

MINDFULNESS

- Act to support each other to be successful
- Collaborate and work together in teams
- Trusting, caring & honest relationships

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Strategic Priority 1:

Help each other to Grow

2

Strategic Priority 2:

Help each other to Flourish

3

Strategic Priority 3:

Help cultivate an ethos of Mindfulness

GEMS Founders School Al Mizhar (GFM) is a vibrant learning community where we seek to empower students to have the heart to celebrate uniqueness and the mind to be innovative, creative problem solvers, bringing a positive change to the world in which we live. We work together as a school community and cluster harnessing our considerable expertise, knowledge and energy to ensure students are supported to achieve their personal best.

Not satisfied with being one of the most popular schools in Dubai we

are embarking upon a project that will ensure that GFM becomes an Outstanding school and one of the best schools globally.

We have many strengths on which to build - a talented young teaching staff, students who are eager to learn, an accomplished and supportive parent body plus strong external partnerships. We are committed to building on our remarkable rapid growth in Dubai and GEMS Education and harnessing our strengths to shape the next successful chapter of GFM.

The priorities, focus areas and commitments in the Strategic Plan animate our Strategic Vision and provide direction for at least the next three years. The Plan represents a roadmap for an ambitious future forged by collective endeavour. Our work will be enhanced by a commitment to measuring our progress rigorously, sharing outcomes transparently, engaging honestly with any challenges that our evaluations reveal, and using that information to improve. As such the Strategic Plan is a fluid and dynamic document.



STRATEGIC PRIORITY 1: HELP EACH OTHER TO GROW

THE STRATEGIC PLAN – PRIORITIES, FOCUS AREAS AND COMMITMENTS

FOCUS AREA	STRATEGIC COMMITMENTS	PRIORITY YEARS
G1.1	To accelerate Arabic and Islamic teaching and learning outcomes to a secure 'Acceptable' across all phases	2022 -2023
G1.2	Improve the rate of progress and attainment of all students in Arabic and Islamic Education	2022 -2024
G1.3	Improve the consistency of middle leaders in evaluating the work of their departments and the quality of teaching and learning.	2022 - 2024
G1.4	Improve the quality of assessment data, and use it to adapt teaching and to modify the curriculum; especially in the primary and secondary stages and its use in teaching	2022 -2024
G1.5	To embed the new Senior Leadership structure with a focus upon the academic and pastoral needs of each Key Stage.	2022 - 2023
G1.6	Improve the accuracy of monitoring procedures used to measure the impact of teaching on student outcomes.	2022 -2024
G1.7	Ensuring that all teachers consistently make full use of assessment information to meet the learning needs of all groups of students: GFM Way and GFM Prism	2022 -2024
G1.8	Increasing teachers' knowledge of how to accurately assess students' achievement against the curriculum standard.	2022 -2024
G1.9	To review GFM vision, culture, values and behaviors and further strengthen governance as to support school accountability	2022 -2024
G1.10	Launch GFM Way and GFM Prism: As part of developing our school culture for continuous improvement, Values based, learning Framework for Performance Review & Improvement	2023 -2024
G1.11	To achieve World Class High Performance Learning status	2023 -2024
G1.12	To be judged as 'Outstanding' School by BSO	2024 -2026
G1.13	To increase capital expenditure, learning facilities and develop Phase 2 Building at GFM	2024-2025



STRATEGIC PRIORITY 1: HELP EACH OTHER TO GROW

THE STRATEGIC PLAN – PRIORITIES, FOCUS AREAS AND COMMITMENTS

FOCUS AREA	STRATEGIC COMMITMENTS	PRIORITY YEARS
G1.14	To ensure Emirati students attain in line with non-Emirati students	2024-2025
G1.15	To ensure a forward thinking and safe digital infrastructure (including MDM) is in place across all phases to enhance digital literacy	2024-2025
G1.16	Embed GFM Way and GFM Prism: Creating a culture of continuous improvement and a Values based learning Framework for Performance Review & Improvement	2024-2025
G1.17	To accelerate Arabic and Islamic teaching and learning outcomes to a secure 'Good' progress across all phases	2024-2025
G1.18	To ensure that Student Leadership in both primary and secondary are identifying meaningful legacy projects for completion each school year.	2024-2025
G1.19	To ensure that GFM is on target to fully meet or exceed the agreed GFM targets for all National Agenda Parameter tests. This includes Reading and essential skills for the future	2024-2025



STRATEGIC PRIORITY 2: HELP EACH OTHER TO FLOURISH

THE STRATEGIC PLAN – PRIORITIES, FOCUS AREAS AND COMMITMENTS

FOCUS AREA	STRATEGIC COMMITMENTS	PRIORITY YEARS
F1.1	Develop students' ability to use independent learning skills and to conduct computer-based research.	2022 -2024
F1.2	Increase students' opportunities for, and involvement in, activities within school and in the local and wider community to promote the development of innovation, enterprise and entrepreneurial skills.	2022 -2024
F1.3	Improve the effectiveness of teachers' questioning to extend learning and develop students' critical thinking and problem-solving skills.	2022 - 2024
F1.4:	Stimulating After School Activities, Enrichment Programme allowing every student to pursue their own interests that cultivates a culture of risk taking.	2022 -2023
F1.5	To establish a Cross School Teaching and Learning Group las to ensure that it drives the development of Action Research and shapes the GFM Prism	2023 - 2024
F1.6	To inform the wider community through workshops and forums on the importance of HPL and Teaching Framework.	2022 -2023
F1.7	Reframing our provision for Inclusion to fully aligned with Dubai's vision to become a fully inclusive school.	2022 -2023
F1.8	To develop an alternative curriculum pathway with a select number of applied courses taught in Years 6-13.	2022 -2024
F1.9	To provide students in primary and secondary with more opportunities for choice, independence and self-directed learning.	2023 -2024
F1.10	To evolve the curriculum in both primary and secondary to become more interconnected. Specifically, to include more opportunities for overarching concepts and skills mapping from FS - Year 9	2023 -2024
F1.11	To review and adapt as necessary Behaviour Management, Rewards and Sanctions Policies in the primary and secondary schools to ensure clarity and consistency of approach.	2023 -2024
F1.12	Learning partnerships – Birmingham University, key partners from Dubai, cutting edge HE/FE Institutions. Research partnership with Harvard Graduate School of Education to explore, enhance and support innovation in schools	2022 -2024



STRATEGIC PRIORITY 2: HELP EACH OTHER TO FLOURISH

THE STRATEGIC PLAN – PRIORITIES, FOCUS AREAS AND COMMITMENTS

FOCUS AREA	STRATEGIC COMMITMENTS	PRIORITY YEARS
F1.13	To establish a school scholarship programme to recognise academic, sporting, creative and overall achievement by students in both primary and secondary.	2024 -2025
F1.14	With support from the GEMS For Life, GFM Action Research , GFM will publish cutting-edge action research	2024-2025



STRATEGIC PRIORITY 3: HELP CULTIVATE AN ETHOS OF MINDFULNESS

THE STRATEGIC PLAN – PRIORITIES, FOCUS AREAS AND COMMITMENTS

FOCUS AREA	STRATEGIC COMMITMENTS	PRIORITY YEARS
M1.1	Improve students' punctuality at the start of the school day and to lessons.	2022 -2023
M1.2	Review attendance strategy, policy and escalation and Staff Wellbeing strategy	2022 -2023
M1.3	Deepen students' knowledge and understanding of Emirati culture, traditions, and heritage as well as their awareness of other world cultures	2022 - 2023
M1.4	Improve curriculum planning to raise expectations of what students of determination can achieve.	2022 -2024
M1.5	To implement a carbon reduction plan for GFM– achieve a clear year on year reduction in the school's carbon emissions from school related electricity, food and resources consumption, transportation, against agreed targets.	2023-2024
M1.6	Improve the consistency of support for students' learning in lessons across all subjects and phases (Especially High Attaining Students)	2023-2024
M1.7	Provide an effective pastoral provision that nurtures students	2023-2024
M1.8	Provide Outstanding careers and university guidance	2023-2024
M1.9	GFM values of culture of care permeate throughout the school	2024 -2025
M1.10	Outstanding pastoral care and a Mindfulness Curriculum that supports students in maintaining positive mental health and balance to cope with the rigour and demands of learning	2024 -2025
M1.11	To work towards achieving the Eco-Schools Green Flag member by 2024, using newly reviewed (HPL) passports	2024 -2025
M1.12	To fulfil the Sustainable Development Goals as outlined by the United Nations in 2015, using newly reviewed (HPL) passports	2024 -2025



REVIEW & EVALUATION

Our planning and review process is guided by our values, mission and vision and steered towards long term whole school aims. As we seek to achieve these aims, we identify development areas, and articulate aligned commitments, to grow the conditions for purposeful learning at GFM. Thus, our planning process is hierarchical, progressive and accountable as below.

Underpinning the Strategic Plan are annual School Development Plans and action plan in Primary and Secondary sections. The Strategic Plan builds

upon the strategic priorities of our recent inspections and self-evaluation and seeks to highlight the next significant steps in the evolution of the school. The Strategic Plan is a fluid and dynamic document. It is likely to be adjusted over the three years as an outcome of future BSO and DSIB inspections and in response to the developing needs of GFM learners and the broader educational landscape in Dubai and regionally.

The Local Advisory Board is key to enacting the school's vision and reviewing our progress

throughout the three years. The Executive Leadership Team, parents and students will also participate in our evaluation as appropriate throughout the year.

Development Hierarchy	Frequency of Review	Reviewed by	Accountable to
GFM Strategic Plan	3 years with annual agility checks	Executive Leadership Team	GEMS Corporate Governance and Local Advisory Board
School Development Plans	Annual	Senior Leadership Team	Executive Leadership Team
Subject and Year Group Action Plans	Annual	Teaching Teams	Senior Leadership Team



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GEMS

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Founders School

AL MIZHAR

