AJYAL AL MAREFAAH
INTERNATIONAL SCHOOL
مدارس أجيال المعرفة العالمية

ESTABLISHED 1989

Strategic Plan

QUALITY COMMITTEE

AJYAL ALMAREFAH INTERNATIONAL SCHOOL

2025- 2030

Contents

Introduction

Since its establishment in 1989 to serve the children of healthcare professionals at King Fahad Central Hospital, Ajyal Al Marefaah International School has grown to become one of the leading educational institutions in the Jazan region. It is the only international school in the area officially authorized to deliver the Cambridge International Curriculum and the first certified center for IGCSE and AS–A Level examinations. The school has also been recognized for three continual years by the Ministry of Education as the top educational provider in the region.

Driven by a deep commitment to excellence, Ajyal Al Marefaah empowers students to grow both academically and personally in a diverse and inclusive global community. The school believes that education should lay the foundation for a life of success and fulfillment, and it strives to create a safe, nurturing environment that balances academics with creativity, exploration, and personal development. With a strong focus on differentiated learning, leadership, and lifelong learning, the school is dedicated to preparing students to become active, responsible citizens who are equipped to lead and innovate.

This Strategic Plan (2025–2030) builds on our long-standing mission: *"To inspire and prepare our students through a genuine international education, fostering their passion for knowledge and innovation, so they can pursue their dreams."* It also reflects our vision of *"providing distinguished global education that nurtures students' full potential and prepares them to become leaders in their communities."*

Over the next five years, this plan will serve as a roadmap to guide our growth, enhance our academic and operational practices, and strengthen our identity as a beacon of international education in the Jazan region and beyond.

Executive Summary

This Strategic Plan presents Ajyal Almarefaah International School's roadmap for sustainable growth and educational excellence for the planning period 2025–2030. The plan was developed through a comprehensive and collaborative process led by the school leadership, reflecting a clear commitment to continuous improvement, student success, and alignment with national and international educational priorities. School leaders proposed a focused package of strategic directions that define the school's priorities for the coming years, guided by a careful review of regional educational trends and the Ministry of Education (MoE) strategic directions. These inputs ensured that the plan responds effectively to both current educational demands and future expectations.

The strategic planning team consolidated all inputs into a unified framework that emphasizes high-quality teaching and learning, student well-being and character development, professional growth and leadership capacity, effective governance and accountability, digital transformation, and strong partnerships with families and the community. The expected impact of these priorities includes improved student learning outcomes, enhanced teaching effectiveness, a safe and inclusive school climate, stronger stakeholder engagement, and sustainable institutional performance.

A central pillar of this strategic plan is stakeholder engagement. The planning process actively involved students, parents, teaching staff, and administrative employees through structured surveys and feedback mechanisms. The results provided rich qualitative and quantitative data, offering valuable insights into the school's strengths, areas for improvement, and future opportunities. Stakeholder recommendations were carefully analyzed and integrated into the strategic goals, objectives, and initiatives, ensuring that the plan reflects the collective voice of the school community and supports shared ownership of its implementation.

Overall, this Strategic Plan serves as a practical, evidence-based guide that aligns Ajyal Almarefaah International School's vision and mission with actionable priorities, measurable outcomes, and continuous evaluation, positioning the school to achieve excellence and long-term impact during the 2025–2030 period.

School Profile & Context

Ajyal Almarefaah International School is an English-medium international school located in the Jazan Region, serving both boys' and girls' sections through a structured and inclusive educational environment. The school offers a comprehensive academic pathway across four educational levels: Kindergarten, Basic, Elementary, and Secondary, ensuring continuity of learning and development from early childhood through pre-university education. The student body represents a diverse demographic drawn from the local and expatriate community, reflecting a range of cultural and educational backgrounds. Ajyal Almarefaah International School is supported by a qualified and dedicated team of teaching and administrative staff, including experienced educators with strong subject expertise and a commitment to student-centered learning and continuous professional development. The school operates under a clear governance and leadership structure, with defined roles and responsibilities that ensure effective decision-making, accountability, and alignment with the school's vision and mission. Ajyal Almarefaah International School is officially accredited by the national accreditation body, the Education and Training Evaluation Commission (ETEC), represented by the National Center for School Evaluation and Excellence. This accreditation confirms the school's full compliance with national quality standards and reflects its commitment to delivering high-quality education aligned with the Kingdom of Saudi Arabia's educational policies and priorities. The accreditation process involved comprehensive evaluation of the school's academic programs, governance, teaching and learning practices, student support services, and institutional effectiveness, and serves as an important benchmark for accountability, continuous improvement, and educational excellence. In line with its commitment to quality and international standards, the school delivers an internationally benchmarked curriculum and maintains active engagement with accreditation and quality assurance frameworks, including Cambridge International and Cognia, to support continuous improvement and global best practices.

Purpose of the Strategic Plan

The Strategic Plan was developed to provide Ajyal Almarefaah International School with a clear, unified, and forward-looking framework that guides decision-making, resource allocation, and continuous improvement over the planning period. The plan responds directly to identified school improvement needs, drawing on internal performance data, evaluation findings, and comprehensive stakeholder feedback to address priorities related to teaching and learning, student well-being, leadership, and institutional effectiveness. It is intentionally aligned with national education priorities set by the Ministry of Education and the Education and Training Evaluation Commission (ETEC), as well as with international standards and best practices in education, including those associated with global accreditation frameworks. The Strategic Plan is designed to serve as a practical reference for school leadership, teachers, staff, and governing bodies, while also providing transparency and accountability to parents, students, and external stakeholders. It will be used as a living document to guide implementation, monitor progress, and support evidence-based decision-making and sustainable school improvement.

School Strategic Plan

Vision

"To provide distinguished global education that nurtures students' full potential and prepares them to become leaders in their communities"

Mission

"To inspire and prepare our students through a genuine international education, fostering their passion for knowledge and innovation, so they can pursue their dreams"

Values

- **Respect**
- **Integrity**
- **Collaboration**
- **Leadership**
- **Excellence**
- **Empathy**

Strategic Goals

1. **Goal 1: Increase Student Learning & Achievement**
2. **Goal 2: Empower High-Impact Teaching & Leadership**
3. **Goal 3: Strengthen Student Well-being, Inclusion & Character**
4. **Goal 4: Build Data-Driven Culture & Assessment Quality**
5. **Goal 5: Advance International-Mindedness & Community Engagement**
6. **Goal 6: Innovate & Optimize Resources, Digitalization & Campus Environment**
7. **Goal 7: Strengthen School Structure, Governance & Accountability**
8. **Goal 8: Enhance Learning Resources, Laboratories & Library Services**

Strategic Plan pillars Alignment

AAIS Strategic Plan

Vision

To provide distinguished global education that nurtures students' full potential and prepares them to become leaders in their communities.

Mission

To inspire and prepare our students through a genuine international education, fostering their passion for knowledge and innovation, so they can pursue their dreams.

Values

1. Integrity
2. Responsibility
3. Diversity
4. Creativity
5. Excellence
6. Empathy

Strategic Goals

Goal 1: Increase Student Learning & Achievement

Goal 2: Empower High-Impact Teaching & Leadership

Goal 3: Strengthen Student Well-being, Inclusion & Character

Goal 4: Build Data-Driven Culture & Assessment Quality

Goal 5: Advance International-Mindedness & Community Engagement

Goal 6: Innovate & Optimize Resources, Digitalization & Campus Environment

Goal 7: Strengthen School Structure, Governance & Accountability

Goal 8: Enhance Learning Resources, Laboratories & Library Services

Values Alignment with Cognia and Saudi- NGF

Value	Unified Description	Cognia Alignment	Alignment with National Qualifications Framework (NQF Levels 1–3)
Respect	Treating all individuals with fairness and equity while valuing cultural and intellectual diversity.	Standard 1: Culture of Learning – Respect, fairness, and inclusion.	Aligns with values, ethical behavior, national identity, and citizenship.
Integrity	Commitment to ethical values, professional conduct, transparency, and accountability.	Standard 8: Learning Ethics, transparency, and accountability.	Reflects adherence to societal values and ethical behavior in learning and work.
Collaboration	Working in a team spirit and actively contributing to the achievement of shared goals.	Standard 5: Collegiality and collaboration in support of learners.	Supports teamwork skills, responsibility, and participation in task implementation.
Leadership	Demonstrating initiative, guidance, responsibility, and positive role modeling.	Standards 7–11: Leadership of Learning.	Aligns with leadership skills in small groups and responsibility in learning.
Excellence	Continuous pursuit of improvement and achievement of the highest standards of performance and quality.	Standards 21, 26, 30: Continuous improvement and excellence.	Integrates with lifelong learning, self-development, and continuous learning.
Empathy	Showing compassion, understanding, care for others, and support for their well-being.	Standards 2 & 17: Well-being and positive relationships.	Included within ethical values related to citizenship and empathy toward others.

Strategic Plan Pillars Alignment

Element	Statement / Focus	How It Aligns with the Strategic Goals
Vision	"To provide distinguished global education that nurtures students' full potential and prepares them to become leaders in their communities."	The vision drives all strategic goals by emphasizing academic excellence (Goals 1 & 8), global education and international mindedness (Goal 5), leadership development (Goals 2 & 7), and holistic student growth (Goal 3).
Mission	"To inspire and prepare our students through a genuine international education, fostering their passion for knowledge and innovation, so they can pursue their dreams."	The mission translates the vision into action through high-impact teaching (Goal 2), innovation and digital transformation (Goal 6), student-centered learning and achievement (Goal 1), and data-driven improvement (Goal 4).
Core Values	Respect, Integrity, Collaboration, Leadership, Excellence, Empathy	The values underpin all strategic goals by promoting ethical governance (Goal 7), positive school culture and well-being (Goal 3), collaborative teaching and leadership (Goal 2), continuous improvement and quality (Goals 1 & 4), and community engagement and global citizenship (Goal 5).
Strategic Goal 1	Increase Student Learning & Achievement	Directly fulfills the vision of nurturing students' full potential and the mission's focus on passion for knowledge and excellence, supported by the value of Excellence.
Strategic Goal 2	Empower High-Impact Teaching & Leadership	Supports the mission of inspiration and preparation, reinforcing Leadership, Collaboration, and Integrity in teaching and school leadership.
Strategic Goal 3	Strengthening Student Well-being, Inclusion & Character	Aligns with the vision of developing future leaders and the values of Empathy, Respect, and Integrity, ensuring holistic student development.
Strategic Goal 4	Build Data-Driven Culture & Assessment Quality	Ensures accountability and continuous improvement in support of Excellence and Integrity, strengthening evidence-based decision-making aligned with the mission.
Strategic Goal 5	Advance International-Mindedness & Community Engagement	Directly reflects the global education focus of the vision and mission, reinforced by the values of Respect, Collaboration, and Leadership.
Strategic Goal 6	Innovate & Optimize Resources, Digitalization & Campus Environment	Supports the mission's emphasis on innovation, enabling modern learning environments aligned with Excellence and Leadership.
Strategic Goal 7	Strengthening School Structure, Governance & Accountability	Ensures effective implementation of the vision and mission through Integrity, Leadership, and Transparency.
Strategic Goal 8	Enhance Learning Resources, Laboratories & Library Services	Enables high-quality teaching and learning, directly supporting student achievement (Goal 1) and the value of Excellence.

Strategic Planning Methodology

Phase 1: Environmental Scanning

- Review regional educational trends
- Review Ministry of Education (MoE) directions
- Review national and international quality standards (ETEC, Cognia)

Phase 2: Data Collection

- Stakeholder surveys (students, parents, teachers, employees)
- Student performance and assessment data
- Internal reviews and previous improvement plans
- External benchmarks and best practices

Phase 3: Stakeholder Engagement

- Analyze survey results *(Survey Link)*
- Identify strengths, challenges, and improvement priorities
- Consolidate qualitative and quantitative feedback

Phase 4: Strategic Direction Setting

- Leadership proposes key strategic directions
- Align proposed directions with vision, mission, and values
- Define strategic goals and focus areas (2025–2030)

Phase 5: Strategy Development

- Formulate strategic objectives
- Develop initiatives and action plans
- Define KPIs, responsibilities, resources, and timelines

Phase 6: Validation & Alignment

- Review by school leadership and committees
- Ensure alignment with MoE, ETEC, and international standards
- Refine priorities to focus on high-impact initiatives

Phase 7: Approval & Communication

- Final approval by school leadership
- Communicate the Strategic Plan to staff, parents, and stakeholders
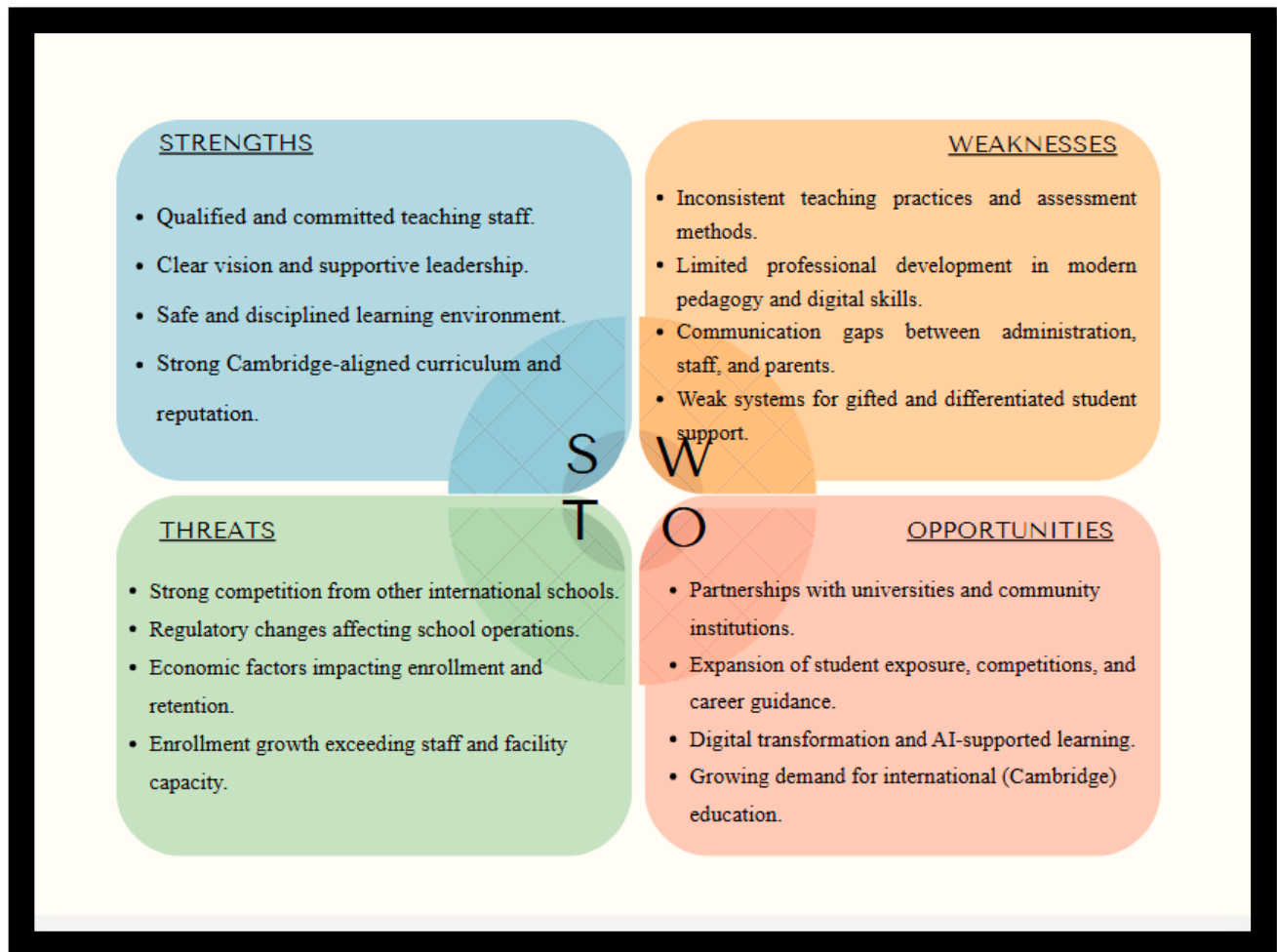- Publish and integrate into operational planning

Phase 8: Implementation, Monitoring & Continuous

- Implement initiatives across school units
- Monitor progress using KPIs and data dashboards
- Conduct annual reviews and updates
- Use stakeholder feedback for continuous improvement

Situational Analysis

The stakeholder survey results were carefully analyzed to identify the most significant strengths, areas for improvement, opportunities, and risks affecting the school's future development. The key findings presented here reflect the most important and recurring themes emerging from stakeholder feedback and were used to inform the strategic priorities of this plan. For detailed analysis, data breakdowns, and full findings, please refer to the Strategic Plan Survey Report.

STRENGTHS

- Qualified and committed teaching staff.
- Clear vision and supportive leadership.
- Safe and disciplined learning environment.
- Strong Cambridge-aligned curriculum and reputation.

WEAKNESSES

- Inconsistent teaching practices and assessment methods.
- Limited professional development in modern pedagogy and digital skills.
- Communication gaps between administration, staff, and parents.
- Weak systems for gifted and differentiated student support.

THREATS

- Strong competition from other international schools.
- Regulatory changes affecting school operations.
- Economic factors impacting enrollment and retention.
- Enrollment growth exceeding staff and facility capacity.

OPPORTUNITIES

- Partnerships with universities and community institutions.
- Expansion of student exposure, competitions, and career guidance.
- Digital transformation and AI-supported learning.
- Growing demand for international (Cambridge) education.

Strategic Priorities / Strategic Goals

Goal 1: Increase Student Learning & Achievement

Goal 2: Empower High-Impact Teaching & Leadership

Goal 3: Strengthen Student Well-being, Inclusion & Character

Goal 4: Build Data-Driven Culture & Assessment Quality

Goal 5: Advance International-Mindedness & Community Engagement

Goal 6: Innovate & Optimize Resources, Digitalization & Campus Environment

Goal 7: Strengthen School Structure, Governance & Accountability

Goal 8: Goal 8: Enhance Learning Resources, Laboratories & Library Services

Strategic Objectives

Goal 1: Increase Student Learning & Achievement

1. Develop mastery in all core subjects—especially English, Mathematics, and Science—through research-based strategies.
2. Strengthening analytical, creative, and evaluative skills aligned with Bloom's higher levels (HOTS).
3. Provide structured academic support programs (enrichment, tutoring, mentoring) for diverse learners.

Goal 2: Empower High-Impact Teaching & Leadership

4. Strengthen peer mentoring and coaching networks among teachers to enhance professional practice.
5. Integrate research-based instructional methods, technology integration, and data-driven improvement.

Goal 3: Strengthen Student Well-being, Inclusion & Character

6. Deliver structured programs that support students' mental health, stress management, and emotional resilience.
7. Strengthen inclusion by providing comprehensive SEND support, counseling, and academic accommodations.

Goal 4: Build Data-Driven Culture & Assessment Quality

8. Build a culture of academic accountability by training teachers to use data for lesson planning, differentiation, and interventions.
9. Implement valid and reliable internal and external assessments aligned with British and international standards (e.g., Cambridge Progression Tests, IGCSE, MAP).

Goal 5: Advance International-Mindedness & Community Engagement

10. Encourage participation in volunteering, charity campaigns, and youth leadership initiatives aligned with Vision 2030 and SDGs.
11. Embed community engagement and service-learning into academic subjects — linking classroom learning with real-world impact.
12. Promote international mindedness through global projects, Model United Nations (MUN), debates, and intercultural research.

Goal 6: Innovate & Optimize Resources, Digitalization & Campus Environment

13. Establish a system to analyze digital access and resource distribution using Classera.
14. Ensure equitable access to digital infrastructure and technical support for all sections.

Goal 7: Strengthen School Structure, Governance & Accountability

15. Establish a comprehensive digital performance review system.
16. Improve data synchronization to ensure accuracy of academic and administrative records.

Goal 8: Enhance Learning Resources, Laboratories & Library Services

17. Provide targeted academic support (tutoring, peer mentoring, and exam preparation sessions) in resource centers.
18. Ensure full compliance with safety, security, and maintenance regulations for labs and library facilities.

No.	Level	Goals	Objectives
1	KG	Increase Students' Learning & Achievement	Provide structured academic support programs (enrichment, tutoring, mentoring) for diverse learners.
2		Empower High-Impact Teaching & Leadership	Strengthening peer mentoring and coaching networks among teachers to enhance professional practice.
3		Strengthening Student Well-being, Inclusion & Character	Strengthen inclusion by providing comprehensive SEND support, counseling, and academic accommodations.
4		Advance International-Mindedness & Community Engagement	Encourage participation in volunteering, charity campaigns, and youth leadership initiatives aligned with Vision 2030 and SDGs.
4		Innovate & Optimize Resources, Digitalization & School Environment	Maintain comprehensive safety and security systems, including CCTV, access control, and emergency preparedness plans.
5		Enhance Learning Resources, Laboratories & Library Services	Provide targeted academic support (tutoring, peer mentoring, and exam preparation sessions) in resource centers.
1	Primary	Strategic Goal: Increase Student Learning & Achievement	Develop mastery in all core subjects—especially English, Mathematics, and Science—through research-based strategies.
2		Strategic Goal: Empower High-Impact Teaching & Leadership	Strengthening peer mentoring and coaching networks among teachers to enhance professional practice.
3		Strategic Goal: Strengthen Student Well-being, Inclusion & Character	Deliver structured programs that support students' mental health, stress management, and emotional resilience.
4		Strategic Goal: Build Data-Driven Culture & Assessment Quality	Build a culture of academic accountability by training teachers to use data for lesson planning, differentiation, and interventions.
5		Strategic Goal: Advance International-Mindedness & Community Engagement	Embed community engagement and service-learning into academic subjects — linking classroom learning with real-world impact.
6		Strategic Goal: Enhance Learning Resources, Laboratories & Library Services	Ensure full compliance with safety, security, and maintenance regulations for labs and library facilities.
1	Middle /Secondary	Strategic Goal: Increase Student Learning & Achievement	Strengthening analytical, creative, and evaluative skills aligned with Bloom's higher levels (HOTS).
2		Strategic Goal: Empower High-Impact Teaching & Leadership	Integrate research-based instructional methods, technology integration, and data-driven improvement.

3		Strategic Goal: Strengthen Student Well-being, Inclusion & Character	Deliver structured programs that support students' mental health, stress management, and emotional resilience.
4		Strategic Goal: Build Data-Driven Culture & Assessment Quality	Implement valid and reliable internal and external assessments aligned with British and international standards (e.g., Cambridge Progression Tests, IGCSE, MAP).
5		Strategic Goal: Advance International-Mindedness & Community Engagement	Promote international mindedness through global projects, Model United Nations (MUN), debates, and intercultural research.

Strategic Initiatives & Action Plans

Academic Level Operational Plan

Kinder-garden Level

Strategic Goal: Increase students Learning & achievement					
Objectives: 4. Provide structured academic support programs (enrichment, tutoring, mentoring) for diverse learners.					
Initiatives	Programs/Activities	KPIs	Timeline	Responsibility	Resources
1- Develop foundational literacy and numeracy through play-based learning.	Friends of Letters" Literacy Program	KPI 1- Percentage of children reach age-appropriate developmental milestones each term.	2025-2026	KG Coordinator & Teaches	Alphabet flashcards Stage decorations Costumes or letter-themed hats for students Microphone & speaker motivational gifts
	Math Fun Day				Number Flashcards Shape Blocks Number Puzzles Matching Cards Stage Microphone and speaker Gifts
Strategic Goal: Empower High-Impact Teaching & Leadership					
Objective: 2. Strengthen peer mentoring and coaching networks among teachers to enhance professional practice.					
2- Conduct quarterly professional workshops focused on play-based and emotional learning.	Workshops Training sessions & Meetings	KPI 2- Number of teachers participation; improved classroom observation scores.	2025-2030	KG Coordinator & Academic Supervisors	Meeting Room Papers Projector Screens Microphone and speaker

3- Strengthen teacher capacity in early childhood pedagogy and SEL.					

Strategic Goal: Strengthening Student Well-being, Inclusion & Character

Objective: 4. Strengthen inclusion by providing comprehensive SEND support, counseling, and academic accommodations.

4- Find and support children with learning or behavioral needs early.	Anti-Bullying & Violence Prevention Program (Rifq Program) Positive Behavior Reinforcement Program Student Recognition Program	KPI 3- Number of activities conducted each year.	Annually	Teachers & Admins	Posters Stickers Reward charts Tokens / stars Certificates of appreciation
5- Set up Individual Support Plans (ISP) for showed student.	Parents' Meetings Support Plans	KPI 4- Percentage of students with needs have ISP implemented and reviewed each term.			Assessment forms parent meeting logs ISP plan Stage Screen Microphone and speakers Meeting room

Strategic Goal: Advance International-Mindedness & Community Engagement

Objective 3. Encourage participation in volunteering, charity campaigns, and youth leadership initiatives aligned with Vision 2030 and SDGs.

| 6- Host multicultural events like National Day and Global Friendship Day. | National Day CelebrationChildren's Day

Charity box Initiative | KPI 5- Number of cultural events conducted yearly. | Annually | Activity Manager & Teachers | Banners and posters Stage setup photo booth corner Traditional costumes and accessories Stage decoration, microphone and speaker |
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Goal: Innovate & Optimize Resources, Digitalization & school Environment

Objective: 3. Maintain comprehensive safety and security systems, including CCTV, access control, and emergency preparedness plans.

7- Enhance technology use in classrooms for play-based learning.	Digital Learning Week Interactive Smart Board Activities	KPI 6- Percentage of teachers using digital tools weekly by 2030.	2027-2030	Teachers	

	Tech Tools Training for Teachers				
8- promote safety and environmental sustainability in school practices.	Crisis Management Plan Implementation	KPI 7- Number of staff trained visible environmental awareness across school.	Annually	Crisis manager and health counselor	

Goal: Enhance Learning Resources, Laboratories & Library Services

Objective: 4. Provide targeted academic support (tutoring, peer mentoring, and exam preparation sessions) in resource centers.

9- Develop a 'Little Readers Library' to encourage early literacy.	Reading Picnic (Outdoor Story time) Library Orientation for Kids	KPI 8- Number of students borrow books monthly, improved reading readiness. KPI 9- Parents satisfaction with reading activities	2027–2030	Librarian, Teachers And Parents	Age-appropriate storybooks Picture cards for vocabulary support Coloring sheets related to the story Props or puppets for storytelling

Primary Level

Goal: 1. Increase Student Learning & Achievement					
Objective: 1. Develop mastery in all core subjects—especially English, Mathematics, and Science—through research-based strategies.					
Initiatives	**Programs**	**KPIs**	**Timeframe**	**Responsible**	**Resources**
Improve student mastery in all core subjects through evidence-based and differentiated instruction	-Activating the mastery period -Spilling BEE competition -Science presentation -My beautiful Handwriting -Reading Stars -Quran Competition - Math's competition	-Number of students who master the skill after the first assessment	2025	Academic Supervisors Subject Teachers	Assessment tools Performance analysis platform Worksheets
Develop higher order thinking skills (HOTS) and problem-solving capabilities.	Reading for thinking program -Math`s reasoning clubs -Stem problem solving -Creative solution projects	Percentage of students demonstrating improvement -Percentage of class projects/activities requiring analysis, evaluation and creativity	2025 -2030	Academic Supervisors Subject Teachers	Study plans Projects tools reports
Goal: Empower High-Impact Teaching & Leadership					
Objective: 2. Strengthen peer mentoring and coaching networks among teachers to enhance professional practice.					
Implement sustainable professional development programs and coaching cycles	Professional development programs -Professional learning communities -Model lessons program -Peer observation Exchange	Percentage Improvement in teachers' performance after training	2025- 2030	School principal Academic supervisor External trainer	Budget for training program External trainers Time allocation for training Feedback tools Monitoring and evaluation tools
Goal: 3. Strengthen Student Well-being, Inclusion & Character					
Objective: 1. Deliver structured programs that support students' mental health, stress management, and emotional resilience.					
Provide comprehensive psychological, emotional, and social-support programs.	-Anty-Bulling and safe school program -Family partnership programs -Open Counselling Sessions -Mental Health Awareness week -international day for Tolerance -Behavior and Discipline programs	-Average of students participating in support program -Average of Student wellbeing satisfaction	2025	Students' counselor School coordinator	Student wellbeing tracking system Budget for programs, workshops, and materials

Integrate global values, Islamic principles, and national identity into daily learning.	-Daily Values Starter -Saudi National Day -Islamic Values Seasons	Average of students' awareness level Number of school events/initiatives	2025- 2030	School principal Islamic teachers Students' counselor	School events supplies Teachers volunteers

Goal: 4. Build Data-Driven Culture & Assessment Quality

Objective: 2. Build a culture of academic accountability by training teachers to use data for lesson planning, differentiation, and interventions.

Design balanced, valid, and fair assessment systems for all subjects.	-Multi model Assessments -Assessment Literacy Workshop -Data Driven Assessment	-Percentage of evaluated assessment	2025- 2027	Academic supervisors IT Office Manager Teachers	Assessment policy guidelines Digital tools Software licenses, teacher training

Goal: 5. Advance International-Mindedness & Community Engagement

Objective: 2. Embed community engagement and service-learning into academic subjects — linking classroom learning with real-world impact.

Cultivating intercultural awareness and global citizenship through projects and events	-Culture Event -Global Citizenship Project	Number of intercultural projects	2025- 2030	School administration Social study teachers Activates coordinator	Budget for events and cultural activities
Building effective community partnerships	-Parents Meeting -Community Partnership with different organizations. My school serves the community through cleanliness campaigns, a charity fund, tree planting, supporting the elderly, and participating in organizing external events.	-Average of student's feedback -Numbers of Community Partnership	2025- 2030	Community partnership coordinator	Budges for events

Goal: 6. Enhance Learning Resources, Laboratories & Library Services

Objective: 7. Ensure full compliance with safety, security, and maintenance regulations for labs and library facilities.

Equip science, ICT, and innovation laboratories with safe, modern tools aligned to curricular needs	-Innovation and Robotics club -ICT skills Booster-	Percentage of labs equipped with modern, functional tools	2025- 2030	School principal Head of science department ICT coordinator	Safe and approved laboratory tools and instruments Maintenance and safety inspection protocols

Modernize library services into a dynamic learning hub promoting reading, research, and digital literacy	-Reading Club	Percentage of library resources digitized and accessible	2025	Library Manager	Modern library furniture and flexible learning spaces Training for staff and students on research tools and digital literacy

Middle and Secondary Plan

Goal: increase student learning and achievement					
Objective: 2. Strengthening analytical, creative, and evaluative skills aligned with Bloom's higher levels (HOTS).					
Initiative	Programs	KPI	Time frame	Responsible party	Recourse Needed
Strengthening analytical, creative, and evaluative skills aligned with Bloom's higher levels (HOTS).	Innovation & Markers lab Program

International assessments readiness program

Subjects' presentation (math, English, biology | Percentage of students demonstrating improvement in higher order thinking skills (HOTS) through assessments, projects, and classroom activities. | 2025-2030 | Academic Head / Curriculum Coordinator | Learning Management System (LMS) 2. Project-based learning kits and lab equipment 3. Standardized test prep materials |
Integrate project-based learning cross-disciplinary studies, and innovation labs to connect theory with practice.		Percentage of implemented lessons, projects, or activities that utilize project-based learning or cross-disciplinary approaches.			
Prepare students for national and international standardized assessments (Cambridge, IGCSE).		Improvement in students' performance levels in standardized assessments (MAP, Cambridge Checkpoint, IGCSE).			
Goal: Empower High-Impact Teaching & Leadership					
Objective: 3. Integrate research-based instructional methods, technology integration, and data-driven improvement.					
*Integrate research-based instructional methods, technology integration, and data driven improvement	Educational technology integration program Action research. Professional learning and conferences programs	Percentage of teachers applying research-based instructional methods and technology tools supported by data-driven improvement plans.	2025-2030	Academic Director	1. Teacher professional development budget 2. Instructional technology tools 3. Data management and analytics software

Encourage teachers to engage in action research, professional conferences, and continuing education.		Percentage of teachers participating in action research projects, professional conferences, or continuing education programs.			
Maintain a performance appraisal and feedback system linked to growth goals and student achievement		Maintain a performance appraisal and feedback system linked to growth goals and student achievement.			

Goal: Strengthen Student Well-being, Inclusion & Character

Objective: 1. Deliver structured programs that support students' mental health, stress management, and emotional resilience.

Deliver structured programs that support students' mental health, stress management, and emotional resilience	Student Well-being and mental health program Social and Emotional learning (SEL) program Global Citizenship and Values Education Program	Number and percentage of students participating in school-wide mental health, well-being, and resilience programs.	2025-2030	Academic Director	1. Counseling and mental health resources 2. Leadership and service-learning materials 3. Program tracking software
Integrate global citizenship education with Islamic values and Saudi Vision 2030 principles of ethics, service, and leadership.		Percentage of curricular and extracurricular programs that promote global citizenship aligned with Islamic values and Vision 2030 principles.		School Counselor / Student Activities Coordinator	
Encourage student participation in leadership, service learning, and community projects to apply empathy and integrity.		Percentage of students participating in leadership, service-learning, or community engagement projects during the academic year.			

Goal: Build Data-Driven Culture & Assessment Quality

Objective: 1. Implement valid and reliable internal and external assessments aligned with British and international standards (e.g., Cambridge Progression Tests, IGCSE, MAP).

Implement valid and reliable internal and external assessments aligned with British and international standards (e.g., Cambridge Progression Tests, IGCSE,)	NAFS examination - Workshops -IGCSE	*Implement valid and reliable internal and external assessments aligned with British and international standards (e.g., Cambridge Progression Tests, IGCSE,)	2025-2030	Assessment Coordinator / Academic Head	Assessment platforms Cambridge 2. Teacher training workshops 3. Recognition/award materials
Build a culture of academic accountability by training teachers to use data for lesson planning, differentiation, and interventions.		*Percentage of teachers trained and effectively applying data-driven strategies in lesson planning, differentiated instruction, and targeted interventions.			
*Recognize academic growth and excellence through awards, certificates, and leadership opportunities		*Recognize academic growth and excellence through awards, certificates, and leadership opportunities			

Goal: Advance International-Mindedness & Community Engagement

Objective: 1. Promote international mindedness through global projects, Model United Nations (MUN), debates, and intercultural research.

*Promote international mindedness through global projects, Model United Nations (MUN), debates, and intercultural research.	-Culture Event -Global Citizenship Project _MUN - debates	* Percentage of students actively participating in international-mindedness initiatives, such as MUN, debates, global projects, and intercultural research.	2025-2030	Student Activities Coordinator	1MUN and debate resources 2. Community engagement project materials 3. Event hosting and logistics support
*Embed community engagement and service-learning into academic subjects — linking		* Percentage of academic subjects incorporating community engagement or service-learning projects within the curriculum.			

classroom learning with real-world impact.				
*Host cultural exchange days, TED-style talks, or innovation fairs highlighting global challenges and solutions.		*Number and percentage of students and staff participating in cultural exchange, TED-style, or innovation fair events during the academic year		

Key Performance Indicators (KPIs)

KG	1. Parents' satisfaction level with reading and literacy activities.
	2. Number of teachers' participation and improved classroom observation scores.
	3. Number of well-being and behavior-related activities conducted each year.
	4. Percentage of students with identified needs who have Individual Support Plans (ISP) implemented and reviewed each term.
	5. Percentage of children reaching age-appropriate developmental milestones each term.
	6. Number of cultural and community events are conducted annually.
	7. Percentage of teachers will be using digital tools weekly by 2030.
	8. Number of staff trained and visible environmental awareness across the school.
	9. Number of students borrowing books monthly and improved reading readiness.
Primary	10. Average number of students participating in support programs.
	11. Percentage of students demonstrating improvement.
	12. Percentage of class projects/activities requiring analysis, evaluation, and creativity.
	13. Percentage improvement in teachers' performance after training
	14. Number of students who master the skill after the first assessment.
	15. Percentage of library resources digitized and accessible.
	16. Percentage of laboratories equipped with modern, functional tools.
	17. Number of community partnerships.
	18. Average level of students' feedback
	19. Number of intercultural projects.
	20. Average student well-being satisfaction level.
	21. Average level of students' awareness.
	22. Number of school events and initiatives.
	23. Percentage of evaluated assessments.
Middle/ Secondary	24. Percentage of students demonstrating improvement in higher order thinking skills (HOTS) through assessments, projects, and classroom activities.
	25. Percentage of implemented lessons, projects, or activities that utilize project-based learning or cross-disciplinary approaches.
	26. Improvement in students' performance levels in standardized assessments (MAP, Cambridge Checkpoint, IGCSE).

	27. Percentage of teachers applying research-based instructional methods and technology tools supported by data-driven improvement plans.
	28. Percentage of teachers participating in action research projects, professional conferences, or continuing education programs.
	29. Performance appraisal and feedback system linked to growth goals and student achievement.
	30. Number and percentage of students participating in school-wide mental health, well-being, and resilience programs.
	31. Percentage of curricular and extracurricular programs promoting global citizenship aligned with Islamic values and Vision 2030 principles.
	32. Percentage of students participating in leadership, service-learning, or community engagement projects during the academic year.
	33. Percentage of teachers trained and effectively applying data-driven strategies in lesson planning, differentiated instruction, and targeted interventions.
	34. Recognition of academic growth and excellence through awards, certificates, and leadership opportunities.
	35. Percentage of students actively participating in international-mindedness initiatives (MUN, debates, global projects, intercultural research).
	36. Percentage of academic subjects incorporating community engagement or service-learning projects within the curriculum.
	37. Number and percentage of students and staff participating in cultural exchange days, TED-style talks, or innovation fair events during the academic year.
	38. Percentage of students demonstrating improvement in higher order thinking skills (HOTS) through assessments, projects, and classroom activities.
	39. Percentage of implemented lessons, projects, or activities that utilize project-based learning or cross-disciplinary approaches.
	40. Improvement in students' performance levels in standardized assessments (MAP, Cambridge Checkpoint, IGCSE).
	41. Percentage of teachers applying research-based instructional methods and technology tools supported by data-driven improvement plans.
	42. Percentage of teachers participating in action research projects, professional conferences, or continuing education programs.
	43. Performance appraisal and feedback system linked to growth goals and student achievement.
	44. Number and percentage of students participating in school-wide mental health, well-being, and resilience programs.

	45. Percentage of curricular and extracurricular programs promoting global citizenship aligned with Islamic values and Vision 2030 principles.
	46. Percentage of students participating in leadership, service-learning, or community engagement projects during the academic year.
	47. Percentage of teachers trained and effectively applying data-driven strategies in lesson planning, differentiated instruction, and targeted interventions.
	48. Recognition of academic growth and excellence through awards, certificates, and leadership opportunities.
	49. Percentage of students actively participating in international-mindedness initiatives (MUN, debates, global projects, intercultural research).
	50. Percentage of academic subjects incorporating community engagement or service-learning projects within the curriculum.
	51. Number and percentage of students and staff participating in cultural exchange days, TED-style talks, or innovation fair events during the academic year.

KPIs Achievement Dashboard

No.	KPIs	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
1	**Parents' satisfaction level with reading and literacy activities.**					
2	**Number of teachers' participation and improved classroom observation scores.**					
3	**Number of well-being and behavior-related activities conducted each year.**					
4	**Percentage of students with identified needs who have Individual Support Plans (ISP) implemented and reviewed each term.**					
5	**Percentage of children reaching age-appropriate developmental milestones each term.**					
6	**Number of cultural and community events are conducted annually.**					
7	**Percentage of teachers will be using digital tools weekly by 2030.**					
8	**Number of staff trained and visible environmental awareness across the school.**					
9	**Number of students borrowing books monthly and improved reading readiness.**					
10	**Average number of students participating in support programs.**					
11	**Percentage of students demonstrating improvement.**					
12	**Percentage of class projects/activities requiring analysis, evaluation, and creativity.**					
13	**Percentage improvement in teachers' performance after training**					

14	Number of students who master the skill after the first assessment.					
15	Percentage of library resources digitized and accessible.					
16	Percentage of laboratories equipped with modern, functional tools.					
17	Number of community partnerships.					
18	Average level of students' feedback					
19	Number of intercultural projects.					
20	Average student well-being satisfaction level.					
21	Average level of students' awareness.					
22	Number of school events and initiatives.					
23	Percentage of evaluated assessments.					
24	Percentage of students demonstrating improvement in higher order thinking skills (HOTS) through assessments, projects, and classroom activities.					
25	Percentage of implemented lessons, projects, or activities that utilize project-based learning or cross-disciplinary approaches.					
26	Improvement in students' performance levels in standardized assessments (MAP, Cambridge Checkpoint, IGCSE).					
27	Percentage of teachers applying research-based instructional methods and technology tools supported by data-driven improvement plans.					
28	Percentage of teachers participating in action research projects, professional conferences, or continuing education programs.					
29	Performance appraisal and feedback system linked to growth goals and student achievement.					

30	**Number and percentage of students participating in school-wide mental health, well-being, and resilience programs.**					
31	**Percentage of curricular and extracurricular programs promoting global citizenship aligned with Islamic values and Vision 2030 principles.**					
32	**Percentage of students participating in leadership, service-learning, or community engagement projects during the academic year.**					
33	**Percentage of teachers trained and effectively applying data-driven strategies in lesson planning, differentiated instruction, and targeted interventions.**					
34	**Recognition of academic growth and excellence through awards, certificates, and leadership opportunities.**					
35	**Percentage of students actively participating in international-mindedness initiatives (MUN, debates, global projects, intercultural research).**					
36	**Percentage of academic subjects incorporating community engagement or service-learning projects within the curriculum.**					
37	**Number and percentage of students and staff participating in cultural exchange days, TED-style talks, or innovation fair events during the academic year.**					
38	**Percentage of students demonstrating improvement in higher order thinking skills (HOTS) through assessments, projects, and classroom activities.**					
39	**Percentage of implemented lessons, projects, or activities that utilize project-based learning or cross-disciplinary approaches.**					

40	Improvement in students' performance levels in standardized assessments (MAP, Cambridge Checkpoint, IGCSE).					
41	Percentage of teachers applying research-based instructional methods and technology tools supported by data-driven improvement plans.					
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51	Number and percentage of students and staff participating in cultural exchange days, TED-style talks, or innovation fair events during the academic year.					