**Single-Case Action Plan**

**November, 2020 – April, 2021**

**This action plan is based on the observations conducted at Kardan Schools and on key areas for improvement as identified in discussions with the Managing Director and other Senior Staff.**

**The action points were also reflected on the School Strategic Improvement Plan to ensure proper follow-up. The SIP is a live document that is updated and revised throughout the academic year.**

**Key Priorities:**

1. Improving the teaching staff provision across all schools
2. Streamlining academic and administrative processes
3. Increasing student enrollment
4. Improving the provision for teaching and learning

C: Completed

P: In Progress

O: Ongoing

OT: On Target

AR: At Risk

NS: Not Started

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| --- |
| Priority 1: Improving the teaching staff provision across all schools |
| **Targeted Objective (1): Conducting Evaluations of teaching staff** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Research appropriate objective evaluation criteria in the context of the current Kardan Schools stage of development
* Develop a 4-scale rubric for each selected criteria
* Digitalize the rubric in Google forms once finalized and approved
* Present evaluation criteria and rubric to Senior Leaders
* Disseminate evaluation criteria and rubric to teachers through Senior Leaders
* Create an observation schedule for each school
* Conduct lesson observations for all teaching staff
* Summarize results and report to Managing Director (MD) to feed back into firing/retention/promotion procedure
 | * Coherent and consistent lesson observation framework is developed and disseminated to all stakeholders
* Each teacher has been observed a minimum of 1 time for at least ½ a lesson
* Teachers who are drastically underperforming are invited for discussion and provided a chance for a second observation
 | * Evidenced observations have been conducted for all teachers
* Summary reports are presented to the MD
 | * DE
* SLT
 | * Observation rubric
* Observation schedule
* Results summary report
 | * Nov, 20
 |
| **Targeted Objective (2): Firing/retention/promotion/hiring of staff** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Conduct post-evaluation Senior staff decision meeting on firing/retention/promotion
* Re-organize school structures
* Review teacher salaries, teaching load, and allocations
* Advertise open positions
* Conduct interviews and finalize hiring process
* Organize induction training for new teachers
 | * Lists for firing/retention/promotion/hiring are compiled
* Exit interviews are held with all staff members to be fired
* Ads for new positions are posted and CVs are collected in files by subject
* Induction schedule is created and circulated to all involved
 | * Exit interviews
* All positions have been filled
* Organizational structure has been revised
 | * MD
* DE
* SLT
* HR
 | * Advertising budget
* Organizational Structure
* Induction schedule
 | * Dec, 20
 |
| Priority 2: Streamlining academic and administrative processes |
| **Targeted Objective (1): Developing and implementing academic and administrative policies and procedures** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Outline all school administrative and academic processes
* Develop comprehensive policies to regulate each process
* Develop comprehensive Standard Operating Procedures (SOPs) to guide each process
* Introduce all new policies, processes, and procedures to staff
* Prepare a comprehensive staff handbook, containing all school regulatory documents
* Establish school governing bodies – a Local Advisory Board (LAB), Parent Council, and Student Council for all Kradan Schools
* Introduce all new policies to the school governing bodies
* Develop a system for monitoring of policy and SOP implementation
 | * All school processes have been identified and a policy and SOPs have been written and disseminated to all stakeholders
* Governing bodies are operational and involved in school life
* All policies are fully integrated in the school life
 | * Comprehensive guiding documentation
* Governing bodies MoM
* Monitoring SOP
 | * MD
* DE
* SLT
* HR
* FM
 | * Staff handbook
 | * Dec, 20
* Mar, 21
 |
| **Targeted Objective (2): Budgeting and procurement for AY 2021** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Develop a comprehensive list of materials, including IT, books, teaching aids, office supplies, furniture, building upgrades, other CAPEX
* Develop a comprehensive list of all OPEX expenses, including salaries, utilities, office supplies, petrol, transport, security etc.
* Create procurement wish lists by department and school
* Finalize annual school budgets
* Implement central inventory system
* Procure CAPEX and set forth an annual monthly plan for OPEX
 | * Budgets are submitted prior to the beginning of the academic year
* The majority of procurement is completed prior to the beginning of the academic year
* Central inventory is established and operational
* OPEX expenses are planned out
 | * Facilities upgrades
* Finalized CAPEX procurement
* OPEX planning
* Inventory planning
 | * MD
* DE
* FM
* SLT
* AM
 | * Budget wish lists
* Finances
* OPEX calendar
* KGS contract
* Inventory system
* Storage space
 | * Feb, 20
 |
| **Targeted Objective (3): Academic and administrative planning for AY 2021** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Develop School Improvement Plan (SIP)
* Introduce action planning to Senior Leadership Team (SLT)
* Develop SLT action plans
* Review and finalize SLT action plans
* Develop Middle Leaders action plans
* Review and finalize Middle Leaders action plans
* Develop teacher action plans
* Review and finalize teacher action plans
* Introduce a system for continuous action plan monitoring and evaluation
 | * Action plans are created, reviewed and implemented
 | * Action plan implementation and follow-up
 | * MD
* DE
* SLT
* Admin
 | * Action plan template
* PD
 | * Jan, 20
 |
| Priority 3: Increasing student enrollment |
| **Targeted Objective (1): Conducting media campaigns** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Develop central Kardan Schools website and professional emails
* Develop individual section websites
* Deploy SEO to guarantee top search results
* Develop Social Media campaign, involving students and parents
* Explore potential relationships with Afghan influencers
 | * Website is live
* Google search yields top results
* Social media campaign shows high engagement with over 60% positive response
 | * SEO measures
* Social media campaign measures
 | * MD
* DE
* CO
 | * Graphic Design
* Website design
* Finances
* SEO specialist
 | * Jan, 20
 |
| **Targeted Objective (2): Improving community relationships** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Develop and implement a positive attendance reinforcement discount scheme for parents
* Develop community outreach programs
* Introduce referral discount system
* Introduce large/extended family discount system
* Introduce entrance assessments and interviews
 | * 70% increase in inquiries and 50% increase in enrollments
 | * Number of newly enrolled students/families as per new schemes
 | * MD
* DE
* SLT
* CO
* Registrar
 | * Finances
* Advertising
 | * Jan, 20
 |
| Priority 4: Improving the provision for teaching and learning |
| **Targeted Objective (1): Conducting teacher training** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Develop a comprehensive annual Professional Development (PD) calendar
* Develop a Winter break PD calendar
* Introduce an annual PD budget
 | * Organized PD schedule
* 100% improvement in demo lessons vs. November observations
 | * Lesson observations
 | * DE
* SLT
 | * PD schedule
 | * Mar, 20
 |
| **Targeted Objective (2): Physical and academic preparations for AY 2021** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Prepare classroom environment for AY 2021
* Prepare School Climate environment for AY 2021
* Conduct teacher training on physical environment policies and procedures
* Conduct Health and Safety teacher trainings
* Develop academic, assessment, activities, well-being, events, and parent engagement calendars
* Create school timetables, class and teacher allocations, duties schedules
* Prepare booksale
 | * Classroom and school climate environments are following all health and safety norms and show 100% improvement from AY 2020
* Booksale is conducted and 70% of families participate
 | * Walkthroughs
 | * DE
* SLT
 | * Teaching aids
* Furniture
* Building upgrades
* Office supplies
 | * Mar, 20
 |
| **Targeted Objective (3): Implementing aligned curriculum model** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Introduce aligned curriculum model to teachers
* Conduct lesson plan trainings
* Conduct curriculum alignment trainings with teachers
* Develop pacing guides
* Develop lesson plans for the first school month
* Introduce lesson planning and review policy
* Deliver mock physical and virtual lessons
 | * All pacing guides and lessons are planned in relation to the aligned curriculum model
* All lessons for the first month of school have been thoroughly planned out
 | * Observations
 | * DE
* SLT
* Middle Leaders
* Teachers
 | * Document templates
* PD schedule
 | * Mar, 20
 |
| **Targeted Objective (4): Implementing an appropriate LMS/VLE/SIS** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Research potential solutions available on the market
* Set up demo meetings
* Procure software and train teachers on using it
* Set up lessons for the first month of school
* Introduce to the governing bodies, as well as the wider community of parents and students
 | * All lessons are migrated to a central virtual system
* All students and parents access the system on a daily basis
 | * Appropriate system is implemented
 | * MD
* DE
* SLT
 | * Finances
* PD for teachers
 | * Dec, 20
 |
| **Targeted Objective (5): Developing effective assessment systems** |
| **Strategies to be employed***Key actions to achieve the objective – What?* | **Success criteria***How is the success for the targeted objective measured?* | **Review of success** | **In charge** | **Resources** | **Timescales** |
| * Introduce MAP assessment for KIS
* Introduce appropriate cognitive ability assessments (CogAT) for all schools
* Align internal assessments to curriculum standards
* Develop and implement a system for internal assessment review
* Develop a weighted assessment scheme for summative assessments
* Train teachers into the development and use of formative assessments
* Develop data analysis systems
* Train teachers into use of data for differentiated instruction
* Introduce SEND assessments
* Introduce online resources for literacy and numeracy
 | * All subjects conduct diagnostic assessments
* External assessments are used in core subjects, and where appropriate
* Assessment data is used to feed back into lesson planning
* All teachers perform data-generating formative assessments at the end of each curriculum standard delivery
 | * Classroom observations
* Lesson plans
* Internal assessments
* External assessments
* Data
 | * DE
* SLT
* Teachers
 | * Finances
* PD
 | * April, 20
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