**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 |