

1 **Learner Achievement**

In our schools, all students will make progress beyond the curriculum standards. They will be proficient in applying higher order thinking skills and be able to work independently and collaboratively to achieve beyond international standards.

2

Personal & Social Development

Learners will become highly skilled leaders and who can manage their own learning pathways. They will be able to use technology routinely, frequently and responsibly. They will be able to apply skills successfully in a range of cultural and social context with a high degree of emotional intelligence.

3

Teaching & Assessment

Teachers will be highly proficient and ensure that all groups of students make progress beyond the curriculum, national and international standards. They will routinely use data to inform differentiated learning which challenges all students to perform at the highest level.

EDUCATION STRATEGY OF ATHENA: Our Strategic Improvement Objectives



Where will we be by September 2023? Our aim is to...

Create a learning environment where most students become emotionally intelligent and imaginative learners who achieve beyond the curriculum, national and international standards. Students will make significant contribution to the community through volunteering, work experience and the sharing of innovative practice and experience.

4

Curriculum

The curriculum in all schools will be imaginative, innovative, and compliant in its design and implementation. It will provide opportunities to develop language in all subjects enabling them to be technologically literate and creative thinkers.

5

Protection, Care & Guidance

Our schools will be fully inclusive and provide a safe and secure learning environment where strong relationships enable needs to be supported and gifts and talents to be nurtured so that all groups of students become emotionally intelligent, independent learners.

6

Leadership and Management

Our schools will benefit from visionary leadership at all levels and among all stakeholders where leaders are data literate and able to think strategically and meet the learning needs of all stakeholders. Our schools will be places that can adapt the learning environments to ensure quality outcomes both in online and school settings. All learning will be underpinned by strong Islamic and cultural values of the UAE.

Strategic Objective 1: Learner Achievement

Priority Targets	Actions	Leader(s)
2019-2020	<ul style="list-style-type: none"> • Ensure 75% of students across Athena schools are working at or above the grade/year level curriculum standards to raise attainment and increase progress in all phases. • Large majority of lessons should enable students to develop higher order thinking skills through processes such as problem solving, creative thinking and collaboration. 	SLT/MLT
2020-2021	<ul style="list-style-type: none"> • Most students will make progress as measured beyond the curriculum, national and international standards. • Most students will use technology, think critically to support high level of achievement. 	SLT/MLT
2021-2022	<ul style="list-style-type: none"> • The majority of students will be compliant with the graduation requirements of the top performing universities. • Students graduating will be independent researchers and able to apply their learning in a wide range of local, national, and international context. 	SLT/MLT
2022-2023	<ul style="list-style-type: none"> • Most students will be compliant with the graduation requirements of the top performing universities. • Most students will be career ready for a wide range of industries. 	SLT/MLT

Strategic Objective 2: Personal & Social Development

Priority Targets	Actions	Leader(s)
2019-2020	<ul style="list-style-type: none"> • Create opportunities for student leadership and voice; expand community service and volunteer service-learning options; minimum 50 hours per student for Post 14/High School. • Develop IT infrastructure across all Athena schools so that a large majority of lessons should enable students to use technology routinely and frequently to provide stimulating educational experiences. 	SLT/MLT
2020-2021	<ul style="list-style-type: none"> • All schools will establish a student leadership team to work along side the senior and middle leaders of the school to enable students to set their own learning pathways. • Ensure that the majority of students contribute to the local community either through volunteering or establishing environmentally sustainable practices. 	SLT/MLT
2021-2022	<ul style="list-style-type: none"> • The majority of students will be innovative contributors to their own and national culture while promoting initiatives of Islamic values. • To apply the innovations of “Expo 2020” and utilize artificial intelligence and the latest technologies in a range of different contexts. 	SLT/MLT
2022-2023	<ul style="list-style-type: none"> • The majority of students will be emotionally intelligent leaders who will be able to apply their learning in a local, national and international contexts. • Most students will be able to deploy employability skills in a range of contexts and to the highest standards. 	SLT/MLT

Strategic Objective 3: Teaching & Assessment

Priority Targets	Actions	Leader(s)
2019-2020	<p>Teaching meets the differing learning needs of students, particularly those who are not yet working at the standard expected for their age by:</p> <ul style="list-style-type: none"> Developing the skills of teachers so that they more consistently use their assessment data to identify and act upon students' needs more precisely matching learning tasks to the right level of challenge so that data to teaching is in at least 75% of planning. Assessment coordinators to ensure all staff make effective use of data and provide constructive feedback to better track students' progress in their learning so that in at least 75% of students' workbooks, there is constructive feedback marks. 	SLT/MLT
2020-2021	<ul style="list-style-type: none"> All teaching enables most students to make progress that is beyond the curriculum, national and international standards. Teachers will be digitally literate and will support the language development of all groups of students so that attainment in all subjects is at least in line with curriculum, national and international students. 	SLT/MLT
2021-2022	<ul style="list-style-type: none"> Teachers will be able to identify the needs of all students through rigorous data analysis and use the analysis to create personalized learning pathways which bridge the gaps and secures high level of achievement. 	SLT/MLT
2022-2023	<ul style="list-style-type: none"> The majority of teachers in our schools will meet the criteria to be "Master Teachers" which leads to high level of achievement for more groups of students. 	SLT/MLT

Strategic Objective 4: Curriculum

Priority Targets	Actions	Leader(s)
2019-2020	<ul style="list-style-type: none"> • Ensure 100% compliance with the curriculum requirements and that the curriculum is broad, inspiring and personalised to the needs of students. • Curriculum leads to monitor coverage, progression and curriculum outcomes for quality and levels of engagement. Curriculum leads to ensure that the curriculum standards are broken down to concepts, skills and contexts and is evidenced in the unit planner section in Rubicon Atlas. 	SLT/MLT
2020-2021	<ul style="list-style-type: none"> • Curriculum design and implementation provides opportunities for language development in all subjects enabling students to make better than expected progress. • Ensure that the curriculum and extracurricular activities are imaginative and innovative in its design to deepen students understanding and enable them to be technologically literate and creative thinkers. 	SLT/MLT
2021-2022	<ul style="list-style-type: none"> • A wider range of learning opportunities are available (electives, subject options) so that students have the breadth of choice of relevant study pathways that support their progression to further study or career. • The curriculum meets the requirements of the UAE and positively contributes to the UAE values and aspirations. 	SLT/MLT
2022-2023	<ul style="list-style-type: none"> • All teachers to provide imaginative learning which enable all students to develop and apply a wide variety of employability skills in a range of local, national and international contexts. 	SLT/MLT

Strategic Objective 5: Protection, Care & Guidance

Priority Targets	Actions	Leader(s)
2019-2020	<ul style="list-style-type: none"> • Ensure 100% compliance health and safety procedures, including arrangements for child protection and safeguarding. All staff at Athena to complete the 5 mandatory Educare modules. • Provide students with leadership opportunities by creating programmes such as the Healthy Eating, Sports Academy, Master Teacher, Student Council, Career Guidance Programme, etc. The large majority of students involved in well being programmes. 	SLT/MLT
2020-2021	<ul style="list-style-type: none"> • Ensure the school is fully inclusive with personalized learning pathways for students of determination which enable them to make progress beyond curriculum, national and international standards. • Provide online learning through platforms that are secure, safe and support high quality learning experience and personal development of all groups of students free from all kinds of harm. 	SLT/MLT
2021-2022	<ul style="list-style-type: none"> • Schools of will be centers of excellence for high achieving students in all subjects and support the development of gifts and talents in all groups. 	SLT/MLT
2022-2023	<ul style="list-style-type: none"> • Schools will enable all groups of students to become emotionally intelligent and independent learners. 	SLT/MLT

Strategic Objective 6: Leadership & Management

Priority Targets	Actions	Leader(s)
2019-2020	<ul style="list-style-type: none"> Ensure all governors have a clear understanding of their roles and responsibilities. Governors check and challenge monitoring visits are clearly focused on school improvement plan targets which include student's views. 	SLT/MLT
2020-2021	<ul style="list-style-type: none"> At least 75% of Athena leaders and/or aspiring leaders will coach and mentor teachers to ensure all students make progress beyond the curriculum, national and international standards. Set a vision which is reflected and evident in all aspects of provision. 	SLT/MLT
2021-2022	<ul style="list-style-type: none"> Create a data rich culture in which all members of the school community can analyze the data to perform precise improvements to provision and create dynamic learning pathways for all groups of students. The schools establish centers of cultural excellence which support strong partnerships with the local, national, and international communities. 	SLT/MLT
2022-2023	<ul style="list-style-type: none"> The schools will be the centers of excellence which enables all stakeholders to work in close partnerships to secure the highest outcomes for all groups of students. 	SLT/MLT