



Abu Dhabi Education Council

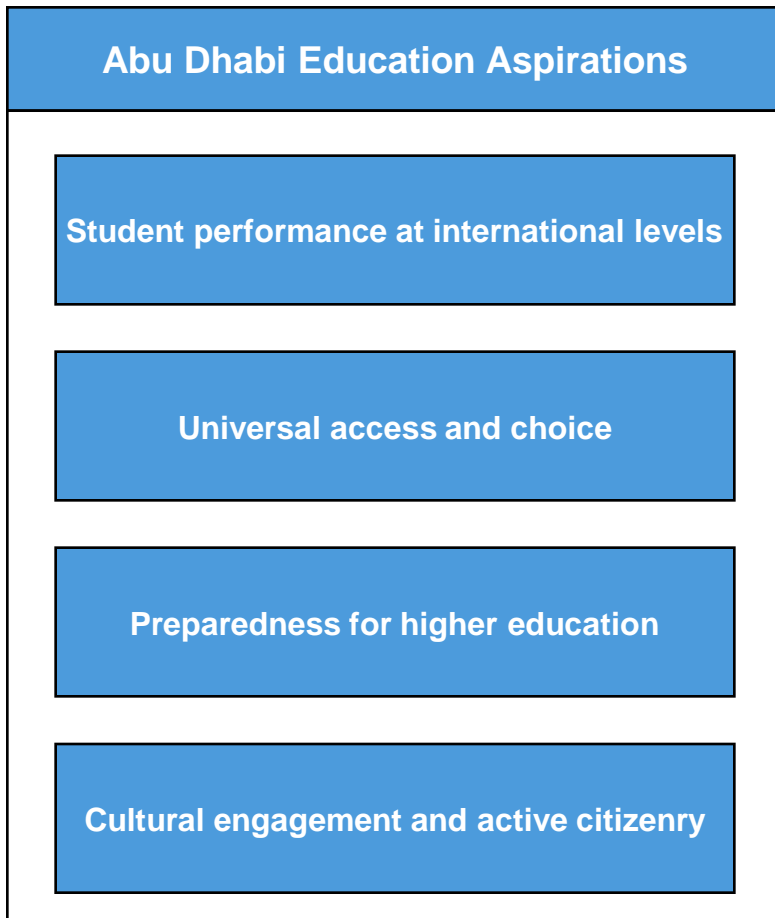
Strategic Plan for P-12 Education (2009-2018)

Highlight the Key
Challenges

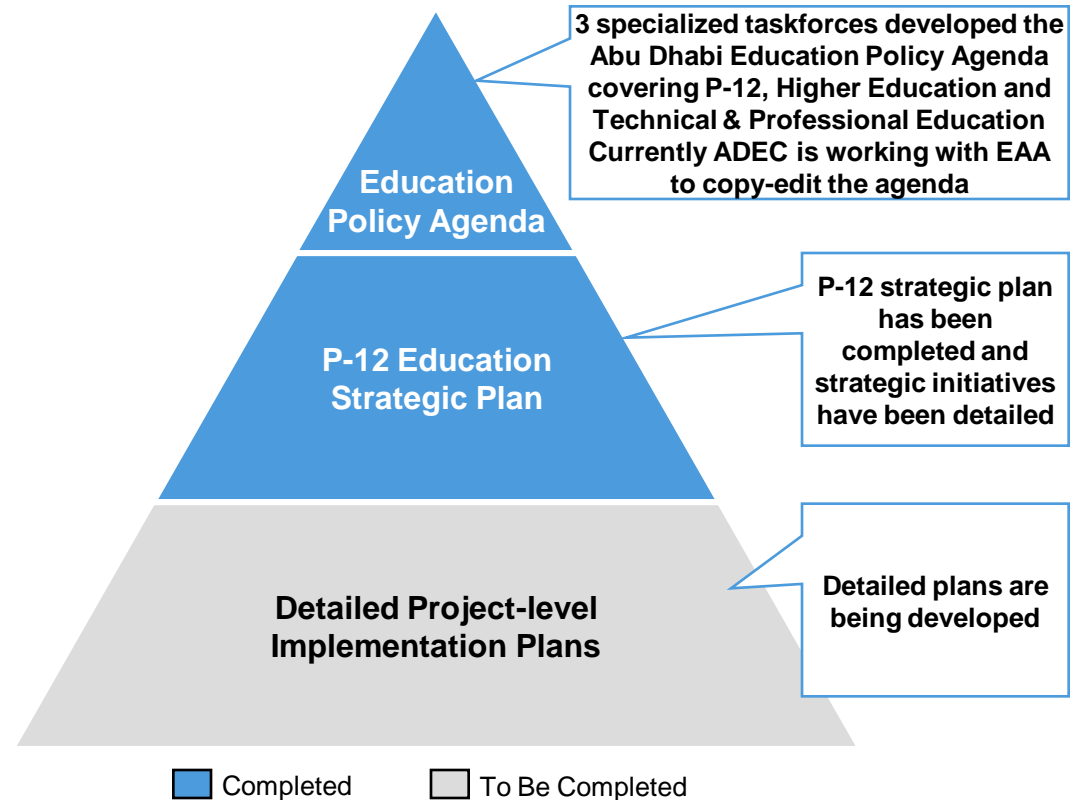
Define Strategies

Set Targets

ADEC's mandate is to migrate P-12 education from its current state to one of high quality



The Road from Strategy to Implementation



In order to achieve high quality education, we will have to overcome fundamental problems and challenges

Quality Level of Instruction

- Less than 10% of the tested English teachers across all public schools meet the ADEC minimum requirements of English proficiency
- Arabic Language teacher skills are not at par with ADEC's standards
- Modern best-practice teaching standards are not being effectively utilized

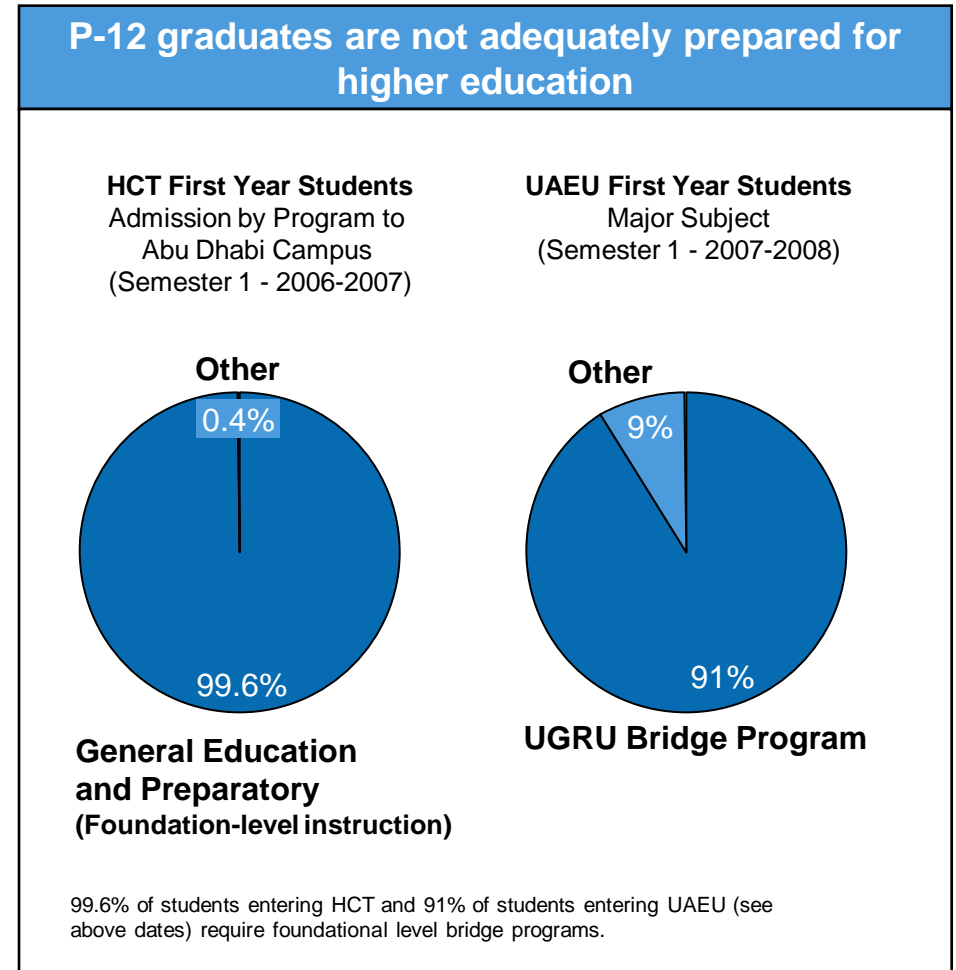
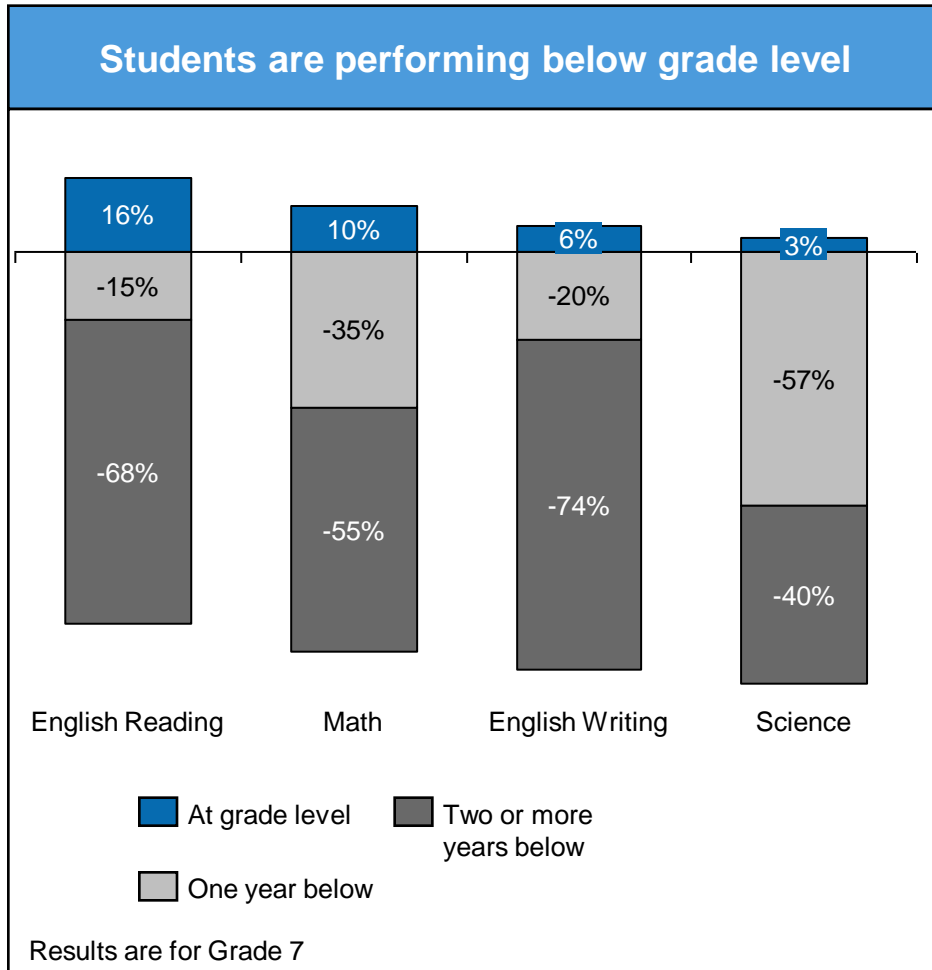
Curriculum and Learning Environment

- The total instruction time received by the students is below the OECD average and below that of the private schools in Abu Dhabi
- The learning environment (especially ICT) in most schools is not aligned with new teaching philosophy, with one in ten school buildings and over a third of the school grounds requiring significant improvement or replacement

Availability of Quality Schools

- Due, in part, to serious private school affordability issues, more than 44,000 students, mostly expatriates, are currently enrolled in 71 low-quality villa schools
- By 2018, more than 150 thousand new students are expected to enroll in Abu Dhabi schools

Challenges that are affecting the quality of education that our children are receiving...



Source: Ministry of Education (Assessments undertaken by the Australian Council For Educational Research) 2005; adapted from Achieving Excellence in Abu Dhabi's Schools; HCT and UAEU websites; ADEC Team Analysis

To address these serious and fundamental challenges, ADEC is pursuing a two-pronged strategy addressing the long-term and immediate improvement imperatives

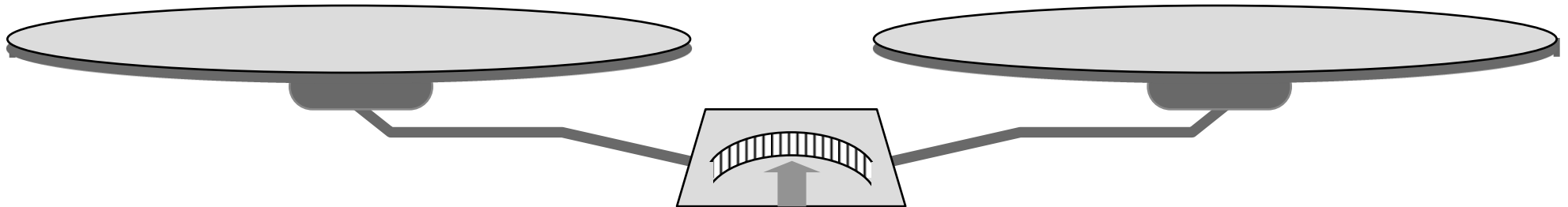
Overview of ADEC P-12 Strategy

Long-term Strategy

- ADEC will pursue a long-arching strategy to achieve dramatic quality improvements in P-12 education
- The reform will **address every component of the education system**

Immediate Improvement Imperatives

- About **67,000 students** are expected to graduate from high-school by the time the reform is fully implemented
- ADEC will pursue an **accelerated improvement program** to ensure graduates are equipped to pursue quality higher education:



ADEC will focus on 6 key priorities to elevate the quality of P-12 education and build internal capabilities

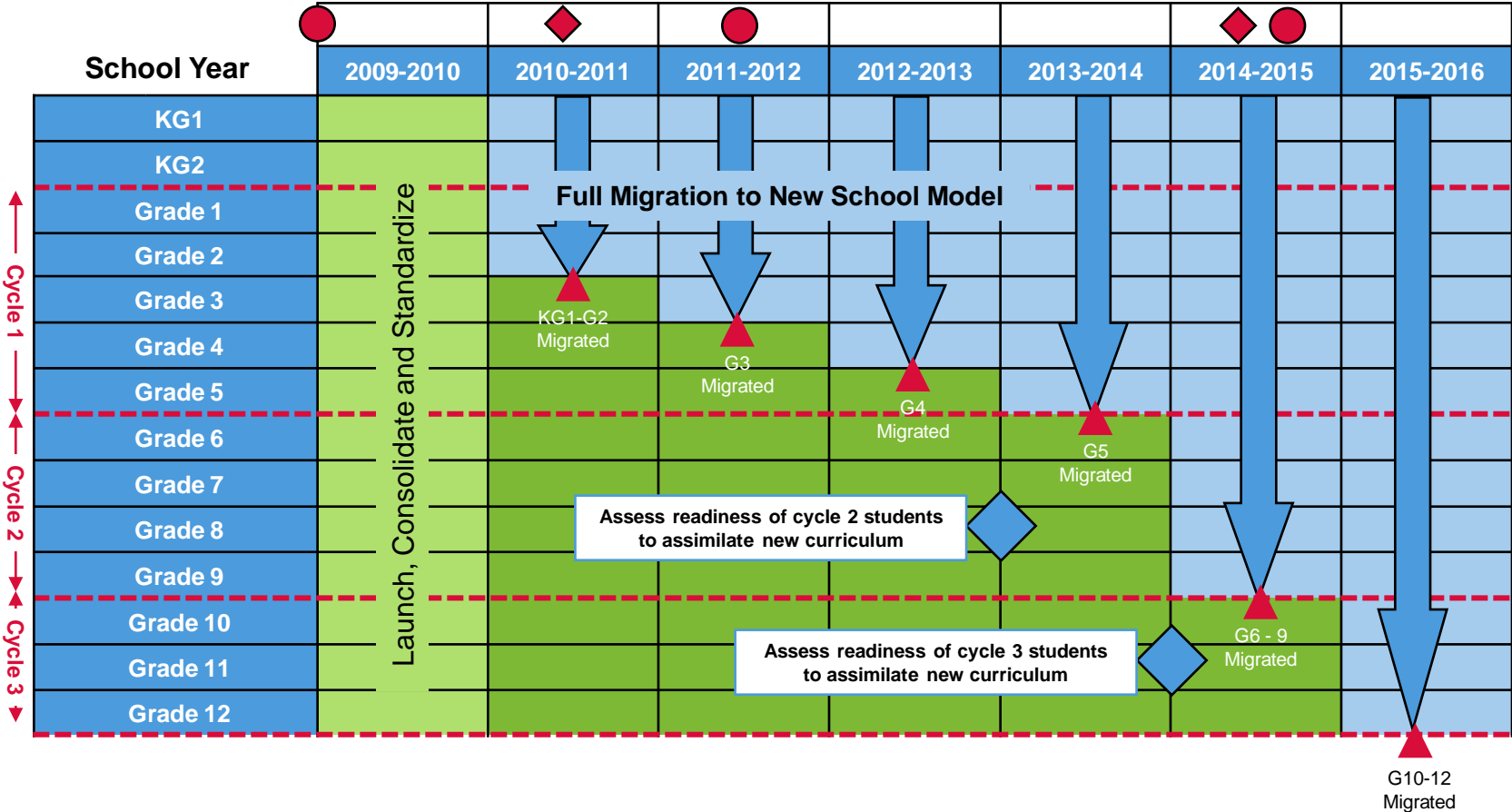
ADEC Priorities (2009-2018)



The implementation will progress along 3 stages, beginning with the development of a comprehensive new school model

1 Launch, Consolidate & Standardize 2009-2010	2 Migrate to New Model 2010-2015 (to Continue in Next Stage)	3 Fine Tune and Empower 2016-2018
<ul style="list-style-type: none"> ▪ Finalize the design of the new school operating model <ul style="list-style-type: none"> – New principals and teachers qualifications (partially adopted) – New curriculum (partially adopted) – New assessment system (some assessments completed) – ICT infrastructure (plan underway) – Physical infrastructure and learning environment – Health and Wellness ▪ Implement school monitoring system ▪ Complete assessment of KG-Cycle 1 Principals and KG1-G2 teachers, and begin re-skilling program ▪ Begin pilot programs in Special Needs Education and ICT (process started) ▪ Begin pilot program in Health and Wellbeing ▪ Develop master plan and define school physical building standards. ▪ Launch school renovation program ▪ Launch communications program 	<ul style="list-style-type: none"> ▪ Migrate to the new school operating model (in public schools) in phases with cycle 1 fully in place by 2013-14; cycle 2 by 2014-15 (base case) <ul style="list-style-type: none"> – School leadership to standards – Teachers to standards – Curriculum to standards – Facilities to standards ▪ Participate in at least 2 rounds of international assessments ▪ Implement special needs education programs ▪ Implement Health and Wellness program ▪ Public and private school inspection and monitoring system in place ▪ Phase-out all villa schools and implement private school incentives program 	<ul style="list-style-type: none"> ▪ Continue assessing the school model and revising as needed ▪ Revise and expand curriculum to offer wider choices and options to learners ▪ Provide more operational autonomy to schools ▪ Continue migrating upper-grades to new model (note: base case includes all grades migrated to new model by 2015-16) ▪ Student performance at all grades reaches international levels (note: base case by 2015-16)

Migration to the new school model will start with KG1 in 2010 and proceed in phases through Grade 12 by 2015-16 as a best case



Milestones: ◆ TIMSS ● PISA ▲ Grade fully migrated to new system ◆ Readiness assessment check

Key Improvements: (Students performance improvement by local assessments) ■ Improved school leadership, teacher skills and facilities upgrade ■ Full model implemented

Approximately 67K graduating students¹ will miss the full impact of the migration, necessitating a separate focused program

Number of National Students by Grade²
 2008-2016, including Gender Division (M%=Share of Males)

School Year	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
KG1								
KG2								
Grade 1								
Grade 2								
Grade 3								
Grade 4								
Grade 5								
Grade 6	9,219 (48%)							
Grade 7	10,023 (48%)	9,219 (48%)						
Grade 8	9,298 (47%)	10,023 (48%)	9,219 (48%)					
Grade 9	10,696 (46%)	9,298 (47%)	10,023 (48%)	9,219 (48%)				
Grade 10	10,422 (43%)	10,696 (46%)	9,298 (47%)	10,023 (48%)	9,219 (48%)			
Grade 11	9,040 (40%)	10,422 (43%)	10,696 (46%)	9,298 (47%)	10,023 (48%)	9,219 (48%)		
Grade 12	8,394 (40%)	9,040 (40%)	10,422 (43%)	10,696 (46%)	9,298 (47%)	10,023 (48%)	9,219 (48%)	

A rapid improvement program needs to address the performance of ≈67,000 students expected to graduate by the time the P-12 reform strategy is fully implemented

Student Groups

Students graduating before full implementation of reforms Students expected to receive the full benefits of the reforms

1) Nationals form around 63% in Grades 9-12, 80% in Grades 6-8 (school year 2008-2009) and 72% of the total graduating students (around 48K National students) during the period
 2) Forecast is based on 2008-2009 enrollment data. As a simplifying assumption, we considered no churn to private schools and no drop-outs
 Source: ADEC 2008

These students face key challenges in their English language and problem solving skills

Main Drivers

- Quality of teaching and learning not up to standards
- Insufficient quantity and quality of instruction
- Discipline/ motivation issues especially among males leading to high absenteeism rates
- Unreliable and unchallenging assessments
- Inadequate learning environment

Low Academic Achievement:
Low English Language and Problem Solving Skills

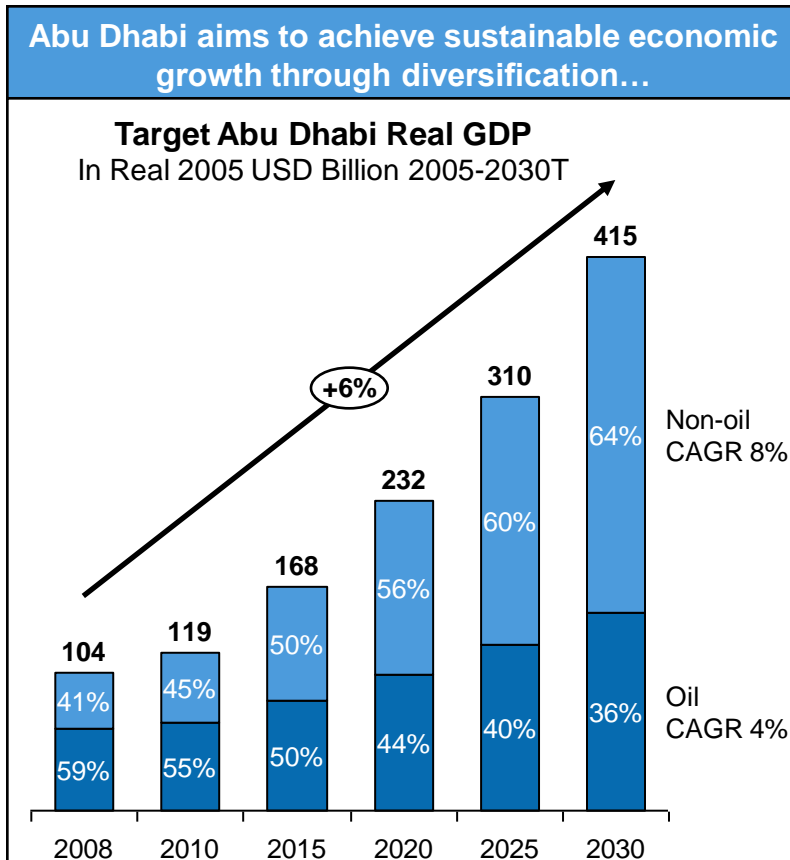
Key Challenges Facing Students

- Only a minority of students score high enough to take the university admission exams without foundation-level programs
 - In English, less than 3%
 - In mathematics, only 24%

1) Indicates under-performance by males, as in most other countries males outperform females in Math and Science testing

The English and problem solving challenge is serious as it hampers the Emirate's vision for socio-economic development

Abu Dhabi Economic Development Objectives and Impact on Education



... by focusing on a number economic sectors...

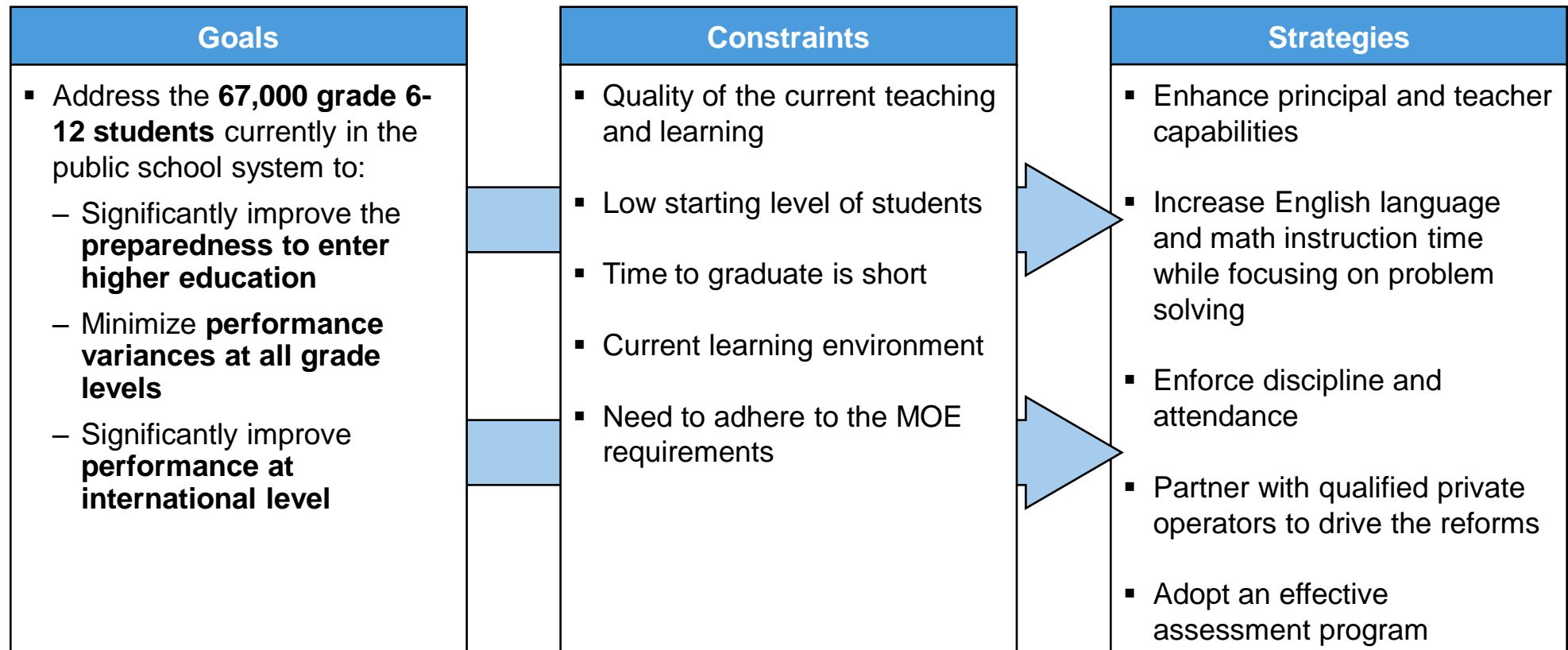
- Energy – Oil & Gas
- Petrochemicals
- Industry/ Manufacturing
- Aerospace
- Pharmaceuticals
- Tourism
- Healthcare
- Logistics
- Education
- Media
- Financial Services
- Telecommunication

... which sets imperatives for education

- Need to develop problem solving and communication skills
- Need to provide the required skills and specializations in the fields of engineering, and business; therefore the need for strong foundation in mathematics
- Need to equip students with the skills to operate in a global competitive environment; therefore the need for English language proficiency
- Instill strong work ethics and entrepreneurship

Source: Abu Dhabi Economic Vision 2030

ADEC has designed strategies for significantly improving the performance of the current grade 6-12 students



ADEC is targeting a series of student assessment tools to enable effective monitoring of the progress of the reforms

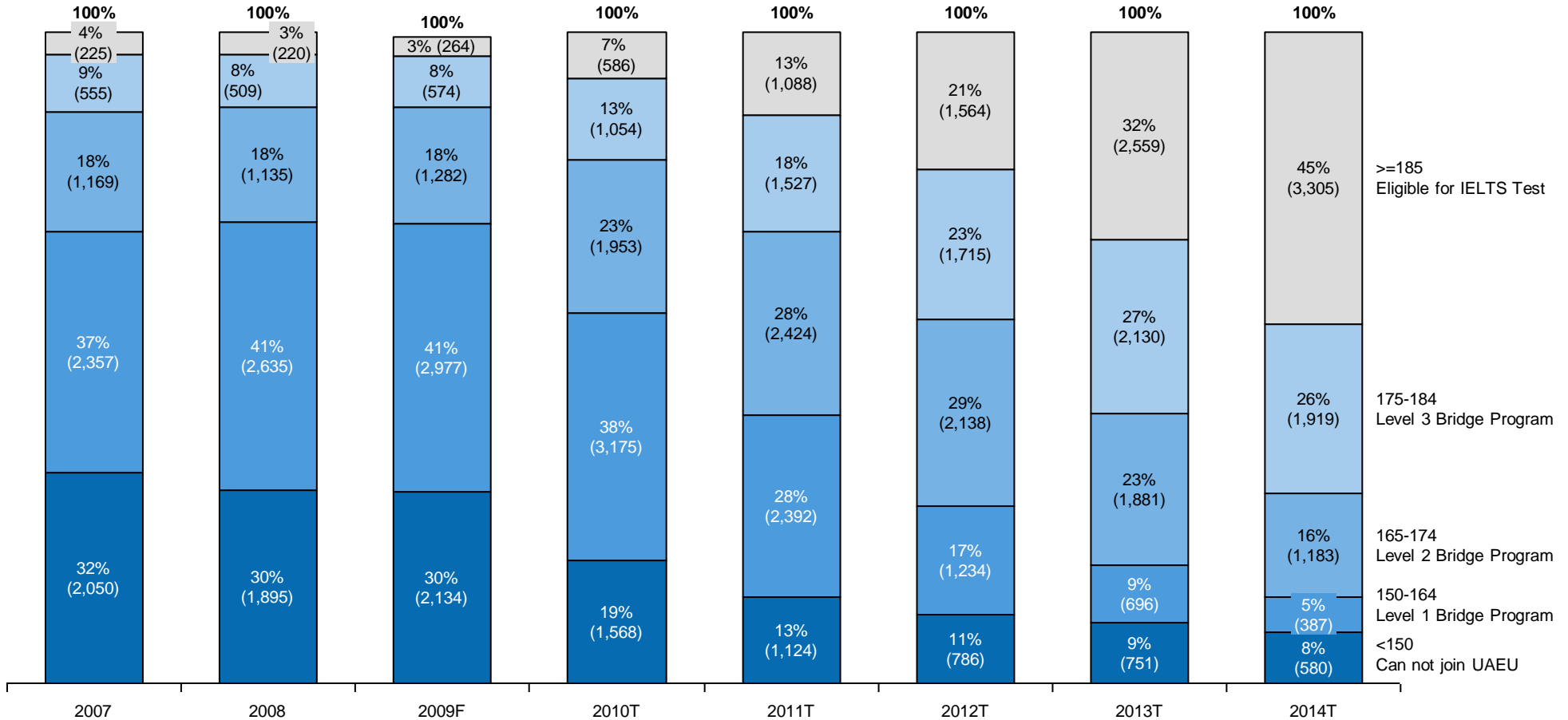
Status of Assessment Tools Targeted by ADEC

Assessment Tools	KG1	KG2	G1	G2	G3	G4	G5	G6	G7	G8	G9	G10	G11	G12
CEPA or other Higher Education Entrance Metric														
Acceptance to Universities without Need for Remedial Programs														
EMSA or Equivalent Outcomes Assessment														
International Assessments (TIMSS & PISA)							TIMSS				TIMSS	PISA	PISA	

Measurable improvements will be achieved at all student levels: for example in English...

Evolution of Qualification of Grade 12 Students for Higher Education

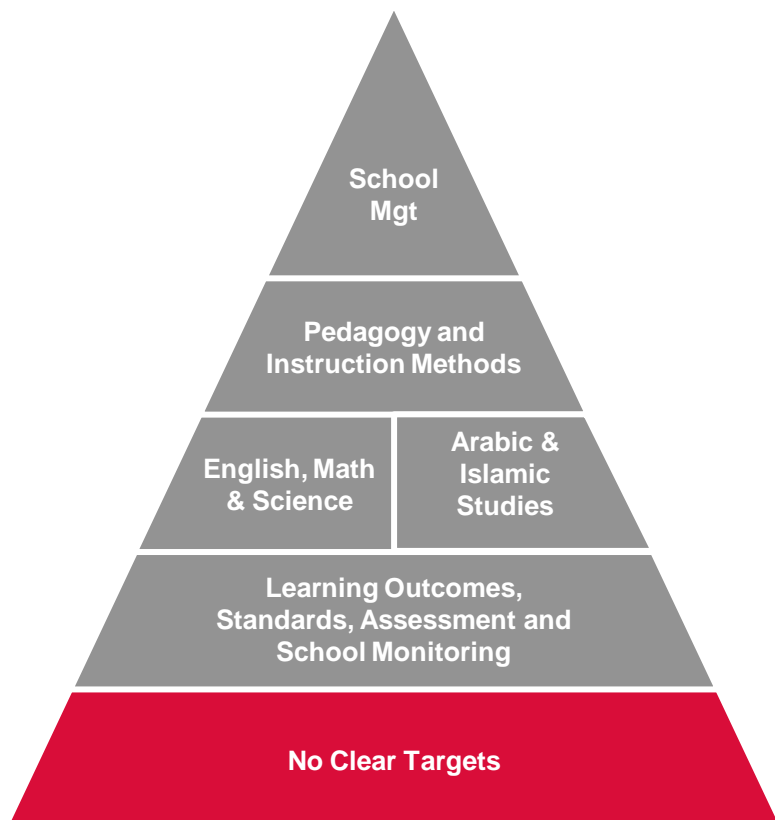
CEPA English



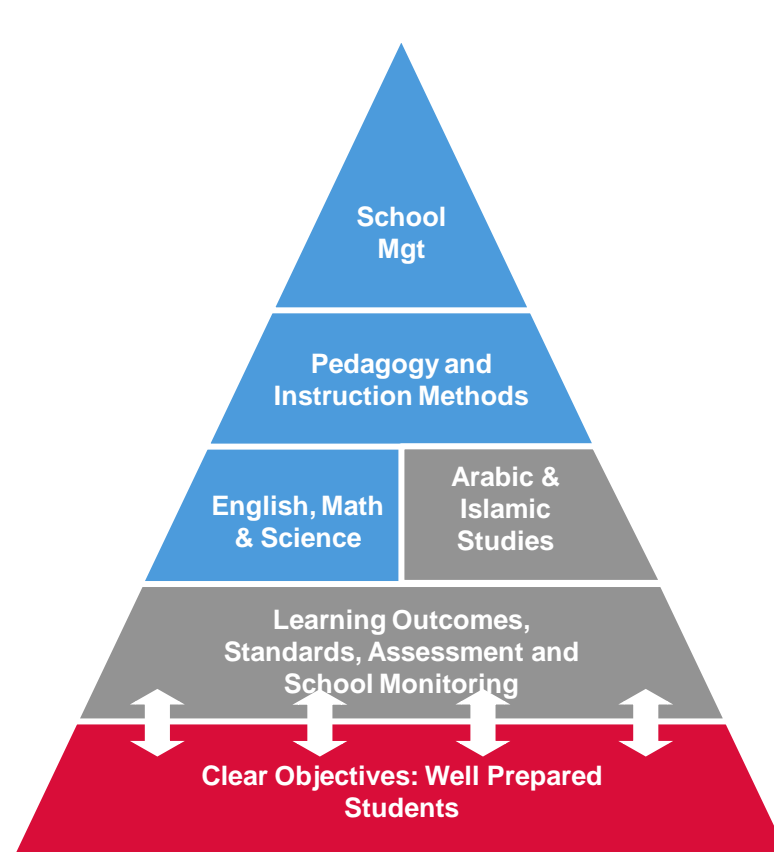
Source: MOHESR CEPA Results 2004-2008

To achieve this, ADEC will partner with, and empower, qualified operators to drive the reform under the umbrella of the regulations, standards and targets set by ADEC

Current Model: Accountability for Delivery not Coupled with Authority



Proposed Model: Accountability for Delivery Coupled with Authority



.. with more clearly defined roles and responsibilities for ADEC and the Operators to ensure well-functioning of the schools

Roles & Responsibilities in Cycle 3 PPP Schools

	Description of Role	ADEC Responsibility	Operator Responsibility
General Management	<ul style="list-style-type: none"> Overall management of the school including student and school administration 	<ul style="list-style-type: none"> Define school administrative process standards and min data requirements Set key objectives and target goals 	<ul style="list-style-type: none"> Define school improvement plans Develop student administrative procedures and provide ADEC with accurate reports
Finance	<ul style="list-style-type: none"> Funding for the school operations, school staff salaries etc. 	<ul style="list-style-type: none"> Provide school budgets based on number of students and Principal and Teacher salaries Provide Management fees to Operator based on performance 	<ul style="list-style-type: none"> Provide clear budget allocation Reach required Key Performance Indicator targets
Operations	<ul style="list-style-type: none"> Maintenance of school facilities, provision of furniture, ICT, transportation and meal services 	<ul style="list-style-type: none"> Maintain school facilities through a third party Provide and maintain school furniture, IT infrastructure and basic software. Provide for transportation and meal services 	<ul style="list-style-type: none"> Communicate maintenance requests to third party provider and audit third party services Submit requests for additional furniture and ICT
HR	<ul style="list-style-type: none"> Recruitment, performance review and professional development of Principals, Teachers and school staff 	<ul style="list-style-type: none"> Identify and recruit Principals and Teachers Set minimum requirements and performance criteria Make decisions on reassignment requests 	<ul style="list-style-type: none"> Identify staffing needs and make recommendations to ADEC Design /execute professional development plans; perform appraisals of school employees and recommend course of action to ADEC
Pedagogy	<ul style="list-style-type: none"> Instruction / learning environment, provision of textbooks etc. 	<ul style="list-style-type: none"> Provide educational material (textbooks, software furniture etc.) 	<ul style="list-style-type: none"> Introduce new pedagogical concepts Provide additional resources to implement SIP
Curriculum	<ul style="list-style-type: none"> English, Maths and Science curriculum 	<ul style="list-style-type: none"> Develop curriculum for English, Maths and Science 	<ul style="list-style-type: none"> Implement curriculum developed by ADEC

Moreover, Operators will be evaluated each year against set targets and will rely on the Principals for support in reaching these

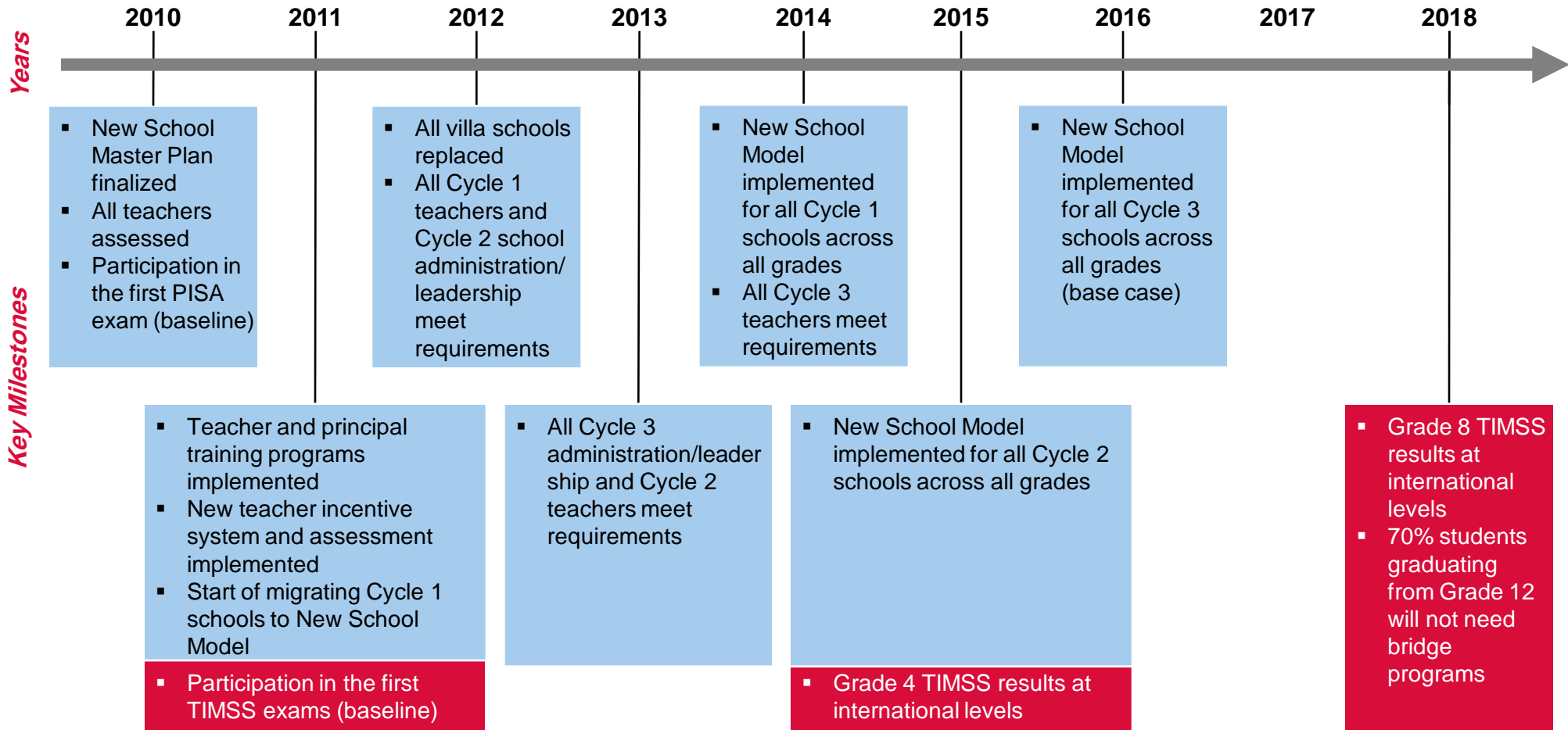
Operator Evaluation – Examples of Selection of KPI and Targets

ADEC Objectives	Examples of KPI	Yr 1 Target	Yr 2 Target	Yr 3 Target
1 Quality of Learning and Student Outcomes	<ul style="list-style-type: none"> Has the score level of CEPA (English) / IELTS improved? 	<ul style="list-style-type: none"> students improve their CEPA score according to year 1 target (Grade 12) 	<ul style="list-style-type: none"> students improve their CEPA score according to year 2 target (Grade 12) 	<ul style="list-style-type: none"> students improve their CEPA score according to year 3 target (Grade 12)
2 Quality of Leadership	<ul style="list-style-type: none"> Has the operator designed a principal professional development plan (coaching and mentoring)? Has the plan been executed? 	<ul style="list-style-type: none"> 60% of positive answers to compliance questionnaire, plan has been executed 	<ul style="list-style-type: none"> 70% of positive answers to compliance questionnaire, plan has been executed 	<ul style="list-style-type: none"> 80% of positive answers to compliance questionnaire, plan has been executed
3 Quality of Teaching	<ul style="list-style-type: none"> Have the teachers understood the student assessment plan and are they assessing adequately? 	<ul style="list-style-type: none"> Compliant (100% trained) 	<ul style="list-style-type: none"> Compliant (100% trained) 	<ul style="list-style-type: none"> Compliant (100% trained)
4 Heritage and Culture	<ul style="list-style-type: none"> Does the school have a functional heritage area? 	<ul style="list-style-type: none"> Compliant 	<ul style="list-style-type: none"> Compliant 	<ul style="list-style-type: none"> Compliant
5 Environment and Community	<ul style="list-style-type: none"> What is the satisfaction level ? (parents / principal / teachers / students) 	<ul style="list-style-type: none"> Survey score >50% 	<ul style="list-style-type: none"> Survey score >60% 	<ul style="list-style-type: none"> Survey score >70%

Note: Full list of KPI's can be found in Appendix

Our Promise: Implementing the reform is a journey requiring resolve and tough decisions. The journey will result in...

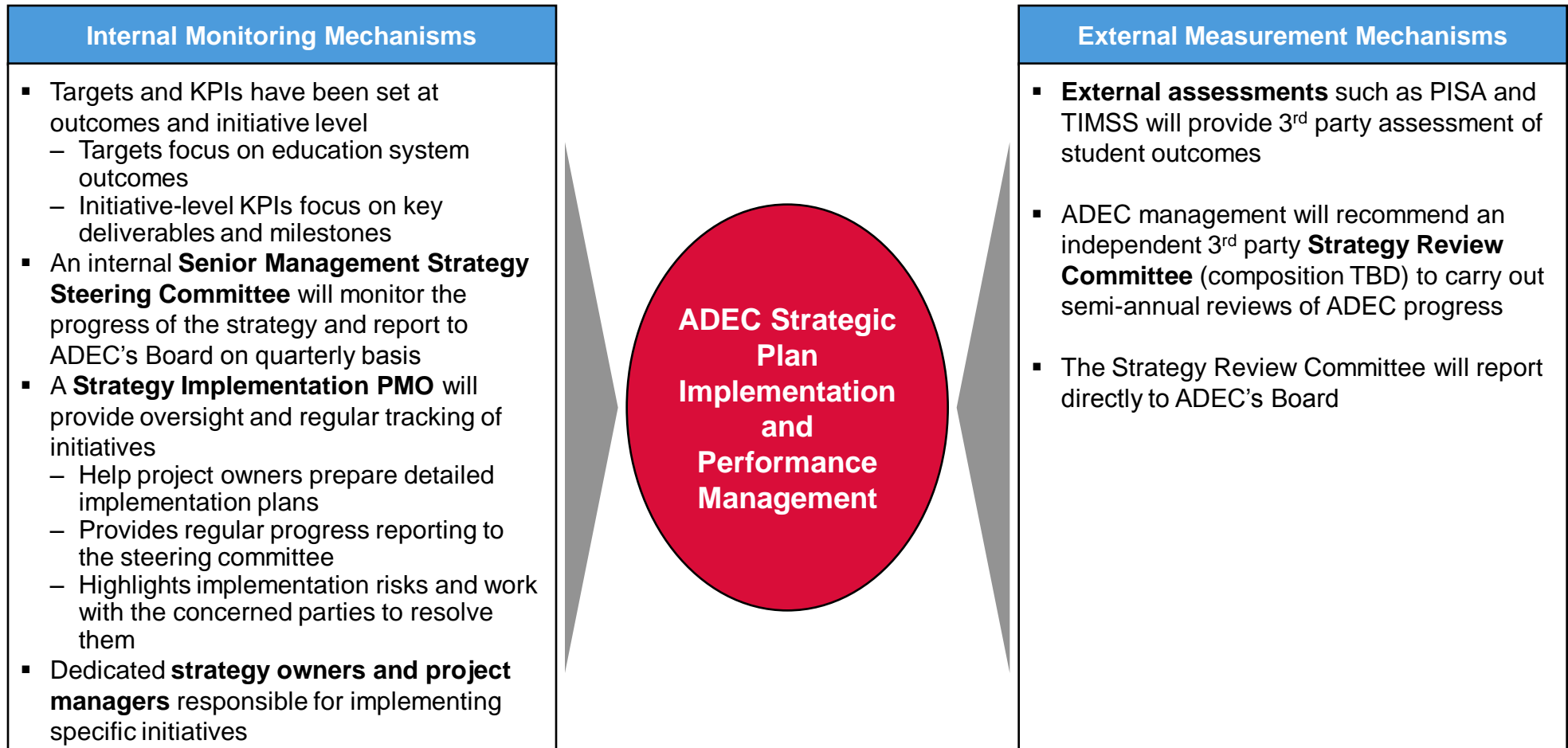
Implementation of Key Milestones



ADEC will monitor the implementation of the strategic plan using internal and external audits

CONCEPTUAL

Performance Management Model



ADEC will focus on elevating the quality of education in public schools...

10-year Target Metrics

Abu Dhabi public and private schools students perform above international average

Performance variances between genders, regions and school types are minimal

Graduating high-school students join top-tier universities without need for bridge programs

All public and private schools inspected on regular basis and corrective actions taken as per applicable policies and standards

Strategies

1.1 Develop new school operating model and migrate all public schools to the new model

1.2 Raise the capabilities of the public school principals through comprehensive professional development program

1.3 Raise the capabilities of public school teachers through comprehensive professional development program

1.4 Develop and deploy new curriculum standards for all public schools

1.5 Adopt a new student assessment system that includes local, national and international assessments

1.6 Enhance the learning environment in public schools: facilities, classroom management, attendance and parental involvement

1.7 Build effective and transparent school licensing and monitoring systems in cooperation with MoE

... While ensuring education is available to all

10-year Target Metrics

All students at school age, nationals and expatriates, have access to quality schools

Maximize the proportion of nationals graduating from high-school

Kindergarten attendance at best-practice levels

All students with special needs receive appropriate individualized education

Strategies

2.1

Ensure that school capacity meets growing population demand by developing and implementing a masterplan for public and private schools

2.2

Ensure timely availability of resources for classes by revising the procurement model of school resources

2.3

Increase access to KG services by ensuring availability of necessary resources (facilities, teachers, communication, funding, etc.)

2.4

Partner with high quality special education providers to deliver services in the schools and engage in knowledge transfer

ADEC will aim to expand and attract quality private schools to ensure meeting the needs of the growing population

10-year Target Metrics

All waitlisted students have placement in a private school

Variance in students performance between private schools is at par with international peers

All villa schools replaced

Strategies

3.1

Attract and expand quality private schools by developing and implementing an incentives strategy

3.2

Assist villa schools with good quality to relocate to new facilities, encourage merger of smaller villa schools and facilitate placement of students in new schools while preventing the emergence of new villa schools

3.3

Assist private schools in meeting ADEC quality standards through advisory support and incentive programs

3.4

Enhance affordability of private schools through targeted financial measures

ADEC will focus on instilling the values of good citizenship among students

10-year Target Metrics

Enhance students proficiency in Arabic language and establish an internationally renowned Arabic equivalent to the TOEFL

Enhance students knowledge and pride with own history and culture

Enhance students participation in community services

Better career guidance to students in selecting own careers/ specializations

Increase share of national teachers to provide a local role model for students

- 1) Requires student survey data
- 2) Requires further analysis before setting targets

Strategies

4.1

Enhance civic responsibility and community engagement of students through the development of targeted programs

4.2

Develop and deploy quality Arabic language, civic and religion curricula in collaboration with MoE and support quality provision of these curricula in the private schools

4.3

Provide effective career guidance services to students through partnerships with Emiratization Council, Higher Education institutions and the labor market

4.4

Increase share of Nationals in teacher workforce by partnering with the Emiratization Council and promoting education as a career

A capable ADEC is an effective and efficient organization that makes evidence-based decisions

10-year Target Metrics

Meet 95% of annual manpower needs

Reach an ADEC internal employee satisfaction rate of 90%

Increase ADEC's productivity index by an annual average of 5% over the coming 10 years

Ensure that 100% of education decisions are evidence-based

Strategies

5.1

Implement ADEC's organization and align with strategic objectives

5.2

Enhance financial and administrative control mechanisms and implement ERP to achieve operational efficiency

5.3

Build projects and contracts management capabilities to effectively focus the school reform

5.4

Build culture and capabilities for evidence-based data-driven decision making

Everyone is affected by education and ADEC will actively engage the stakeholders in the reform process

10-year Target Metrics

Ensure that 100% of parents have access to their children's performance data

Ensure all external stakeholders are aware and satisfied with ADEC's efforts

100% of processes and procedures involving ADEC and Federal Ministries documents and approved by all concerned parties

Strategies

6.1

Provide transparent and reliable data to assist parents to decide on their children's education

6.2

Engage education sector entities and the business community in the education planning process and enhance coordination with Federal Ministries

6.3

Establish effective mechanisms to capture and act on stakeholders suggestions and complaints