

**Impact Analysis- 2024-2025**

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Dear Parents,

GEMS Legacy School, committed to fostering excellence for years to come, has meticulously crafted a Three-Year Excellence Plan in collaboration with the Senior Leadership Team. This comprehensive plan not only outlines our current strategic initiatives but also reflects our vision, aspirations, and roadmap for future growth.

Please find appended at the end of the circular **the three-year excellence plan** for the reference of new parents who have joined the GLS community. With a strong emphasis on continuous improvement, the plan serves as a guiding framework to enhance academic excellence, student well-being, and holistic development. It highlights key priorities, innovative teaching methodologies, and the integration of best practices to ensure that we remain at the forefront of educational excellence. As we continue to evolve as a through school, this plan underscores our commitment to creating a dynamic and inclusive learning environment that nurtures curiosity, critical thinking, and lifelong learning. By aligning our goals with global educational benchmarks, we aim to equip our students with the skills, knowledge, and values needed to thrive in an ever-changing world.

Thank you, parents, for your ongoing support and partnership in achieving our shared vision for the academic session 2024-25. Please find appended **the key milestones** achieved for the year 2024-25 in collaboration with you, our fabulous parent community. This strong parent-school partnership fosters a culture of transparency and shared responsibility, strengthening the school's commitment to delivering a world-class learning experience.

Together, with the dedication of our educators, students, and the wider school community, we are poised to transform our vision into reality, shaping the future of education at GEMS Legacy School.

As we commence the new academic session, we welcome your ongoing feedback and suggestions to achieve greater milestones for every student under our care.

Looking forward to a purposeful new academic year 2025-26, in partnership with each one of you.

Warm regards,



**Asha Alexander** أشا ألكسندر

**Principal** مديرة المدرسة

**Executive Leader - Climate Change** الرئيس التنفيذي - تغير المناخ

## GLS-THREE YEAR EXCELLENCE PLAN – (2024 – 2027)



I respect the needs of my stakeholders.  
I will ensure they feel listened to and cared for.



I dream big, setting ambitious goals,  
aiming to be the best at what I do



I am a team player. I work with the bigger picture in mind.  
I put the team's needs ahead of my own.



My open minded curiosity fuels my love for learning. I ask  
questions and listen so that I continuously learn and improve

### 2024 - 27 IN FOCUS | LEADING WORLD CLASS

2024 - 2025  
SECURE MARGINAL GAINS

**Students:** Vulnerable groups of students (EAL & SOD) receive personalized learning support to bridge both pastoral and academic gaps.

**Staff:** Engage teachers and leaders in coaching conversations based on their responses in KOMODO & Best School to Work survey. Facilitate ESL training sessions linked to the staff well-being tips shared by counsellors every month.

**Parents:** Expand Family First initiatives through regular Open Doors and Coffee Mornings, fostering deeper, impactful connections between families and the school community.

2025 - 2026  
DISRUPT AND INNOVATE

**Students & Staff:** Grievance Redressal Cells: Establish grievance redressal cells to provide students & staff with a safe platform to voice concerns and resolve issues fairly and efficiently, ensuring their needs are addressed and respected.

Celebrate student accomplishments through annual day events.

**Parents:** Provide opportunities to parents to visit classes in the metaverse bringing the AI element to the existing 'Open Doors' program.

2026 - 2027  
TRANSFORM AND SUSTAIN

**Students & Staff:** Integrate art and music therapy programs into the curriculum, providing students with creative outlets to express emotions, enhance self-awareness, and promote mental well-being.

A dedicated gym & fitness center for staff & students.

**Parents:** Organize Value Parenting programs and ESL Study Circles exclusively for parents and staff inviting experts from the local and global community.

**Students:** Utilize student data analytics to offer personalized learning experiences to build student agency in identifying student strengths and areas of improvement.

Provide Grade 9 students with comprehensive mentoring, pastoral care, and academic support to enhance their chances of achieving higher overall performance and success.

**Staff:** Meaningful professional development (internal & external) focused on innovation, technology integration, use of AI tools and modern teaching strategies to empower teachers to be change-makers in their classrooms.

**Parents:** Engage parents in Problem-Based Learning student projects and invite them for the Cross-Curricular Exhibitions where students present their prototype solutions to global problems related to SDGs.

**Students:** Implement accelerated learning and Gifted & Talented (G&T) provisions to enable students to showcase their growth and achievements through a comprehensive e-portfolio highlighting their progress, skills, and accomplishments, providing a platform for reflective learning and ongoing development in their areas of strength.

**Staff:** Teachers will engage in subject related micro-assessments using AI tools to validate their subject expertise for e.g. Open-Door staff assessments.

Disrupt and innovate the teaching-learning experience in classrooms by requiring all teaching staff to obtain mandatory AI certifications, ensuring they are equipped with the skills to effectively integrate advanced AI tools and methodologies into their teaching practices.

**Parents:** Student led Robotics, immersive learning and virtual reality experiences designed exclusively for parents to appreciate technology as an enabler for futuristic learning and innovation.

**Students:** Transform key concepts in the curriculum into immersive VR experiences, allowing all groups of students to engage in real-world simulations and virtual environments as core learning tools.

**Staff:** Provide staff with opportunities to pursue specialized certifications of their choice as well as industry internships, empowering them to build expertise and propel professional growth equipping students with skills for the future.

**Parents:** Student led projects and workshops on AI, Robotics and Design Engineering for parents to understand and appreciate the innovative strides in the academic landscape.

**Parent:** Strengthen parent partnerships through Open Doors, regular pulse calls, family first initiatives fostering continuous student progress and high parent satisfaction index.

**Staff:** Harness local Community resources and facilitate regular educational trips to book fairs, Government organizations, Libraries and Museums to strengthen student collaboration and partnerships with the local and global community.

Collaborate with LAB Governors and the SSC to enhance provisions for students through community partnerships.

**Students:** Strengthen the H.O.P.E. and 'All for Altruism' program by creating opportunities for students to participate in community development programs, internships and volunteering in association with Dubai Cares and other Government Organizations.

**Staff & Parents:** Appointment of a P.R.E. to galvanize parent partnerships and create a digital platform to serve as a help desk to support parents with their queries.

**Students:** Leverage alumni to mentor and coach students through guest lectures, providing valuable real-world insights and guidance.

**Staff & Parents collaborate to build Industrial Partnerships:** Network with local and global industries to provide internship opportunities to Secondary School students to prepare them with skill sets for future jobs, start-ups and entrepreneurial ventures.

**Students:** Connecting school radio programs to global events enabling students to engage with current issues, fostering understanding and critical thinking.

Promote Twinning Initiatives to share best practices and promote World Citizenship in the students.

Career guidance workshop to introduce younger students (Middle and Secondary) to various career options, helping them make informed choices as they progress to higher grades.

**Staff:** Implement need based targeted training sessions and workshops to empower all staff including Emirati teaching assistants (UNCC courses, AI, Assessment Certification). CBSE Assessment and Evaluator - Moderator Training for all Grade 9 and 10 subject teachers.

**Parents:** Strengthen parent-school partnerships through "Family First" initiatives by providing regular newsletters and informational sessions, ensuring that families are well-informed and actively engaged in their children's education and school community activities.

**Students:** Career Guidance Programs and Community Based Projects - Partner with local businesses, non-profit, and government agencies to provide students with internships making learning more practical and impactful.

**Staff:** Award performance-based scholarships to teachers to pursue advanced degrees or professional development courses in education (Finnish assessment, pedagogy courses, STEM) through collaboration with local and global universities and experts.

**Parents:** Engage parents in student led conferences and Makers' Market workshops providing a common platform for parents and students to learn and upskill themselves.

**Students:** Provide students with increased opportunities for academic research and extended writing to enhance critical thinking, analytical skills, and in-depth understanding across subjects. Create opportunities for skill building as part of the Middle School Day Boarding program ensuring that students learn from the experts in the field and benefit from industrial and market exposures. Implement a study abroad program for Secondary students that offers experiential learning opportunities that enhance global perspectives.

**Staff:** Engage/ Hire external and adjunct faculty to bring real-world expertise and practical insights into specialized subjects such as advanced sciences, technology, business, or arts for Grades 11 and 12. Become a zero-waste school by reducing, reusing, and recycling as much as possible.

**Parents:** Continue to network and engage with parent professionals and harness their expertise and experience to develop student skills and competencies.

## KEY MILESTONES FOR 2024-2025

2024-2025 – Excellence Plan – Impact Analysis <i>Secure Marginal Gains</i>			
GEMS CORE VALUES	ACTIONS ASSURED (RAG)	ACTIONS ACCOMPLISHED - IMPACT STATEMENT	EVIDENCE LIST
CARE	<b>Students</b> – Vulnerable groups of students (EAL & SOD) receive personalized learning support to bridge both pastoral and academic gaps.	Most students with specific needs (EAL and SOD) have made expected and better than expected progress from their starting points as evidenced in the student progress trackers.	<ul style="list-style-type: none"> <li>EAL Progress Tracker</li> <li>SOD Progress Tracker</li> <li>Student Work Samples indicating progress</li> <li>Parent Feedback</li> </ul>
	<b>Staff</b> – Engage teachers and leaders in coaching conversations based on their responses in KOMODO & Best School to Work survey (BSTW). Facilitate SEL training sessions linked to the staff well-being tips shared by counsellors every month.	<p>A large majority of teachers and leaders have been engaged in coaching conversations based on the staff check-in requests and staff survey responses in KOMODO since November 2024 and the BSTW survey conducted in September 2024.</p> <p>KOMODO well-being resources have been shared with all staff for further reading, support and internalization.</p> <p>The school counsellors have shared tips for work-life balance and other SEL aspects through monthly SEL newsletters for staff. SEL sessions by psychologists and experts have been planned for April 2025 as several new teachers join the team in the new academic year.</p>	<ul style="list-style-type: none"> <li>KOMODO staff check ins and follow ups</li> <li>KOMODO SEL Resource Repertoire</li> <li>Staff SEL newsletters</li> <li>Staff Coaching Conversations</li> <li>Staff Counselling Sessions</li> <li>Best School to Work Platinum Certification</li> </ul>
	<b>Parents</b> – Expand Family First initiatives through regular Open Doors and Coffee Mornings, fostering deeper, impactful connections between families and the school community.	<p>Several parents observed lessons as part of the GLS Open Doors initiative and provided valuable feedback that was fed forward to improving practices.</p> <p>Coffee mornings for the EAL parents were very impactful with both parents and teachers supporting the students at home and school in building English Language skills.</p>	<ul style="list-style-type: none"> <li>Open Doors Parent Feedback</li> <li>Coffee Morning Sessions and Minutes of the meetings</li> <li>Feedback from EAL parents</li> <li>Walk for Inclusion</li> </ul>
Excellence	<p><b>Students</b> - Utilize student data analytics to offer personalized learning experiences to build student agency in identifying student strengths and areas of improvement.</p> <p>Provide Grade 9 students with comprehensive mentoring, pastoral care, and academic support to enhance</p>	<p>Most students in all phases use task specific rubrics and the Mastery Scale to self and peer assess, reflecting on their strengths and next steps.</p> <p>Student target setting and student reflections in their notebooks indicate student agency as they take responsibility for their own learning.</p> <p>Almost all students in Grade 9 have made expected and better than expected progress in their internal and external assessments as a result of the ongoing day boarding mentoring sessions and bridge classes to close learning gaps, reinforce and extend learning beyond the classroom hours. The KOMODO check-ins and</p>	<ul style="list-style-type: none"> <li>Self and peer assessments using Task specific rubrics</li> <li>Student self-reflections with strengths and next steps</li> <li>Metacognition questions that demonstrate students' thinking about their thinking and the process of learning</li> <li>Grade 9 student progress tracker</li> </ul>

	<p>their chances of achieving higher overall performance and success.</p>	<p>follow-ups, counselling on improving regular study habits and tips for strategies in answering questions have enhanced their confidence in preparing them for their Board Exams.</p>	<ul style="list-style-type: none"> <li>• Grade 9 KOMODO student survey, check ins and follow ups</li> <li>• Optimus Well-being Award</li> <li>• 2024 T4 Education's Top 10 in the World's Best School Prize for Supporting Healthy Lives</li> <li>• 2025 MENA Optimus Pupil Well-being Award Shortlist</li> <li>• 2025 International School Award Category A</li> </ul>
	<p><b>Staff</b> – Meaningful professional development (internal &amp; external) focused on innovation, technology integration, use of AI tools and modern teaching strategies to empower teachers to be change-makers in their classrooms.</p>	<p>150 hours of ongoing and robust Professional Development annually is the lifeline of GLS that underpins the high expectations and collective teacher efficacy resulting in exceptional student outcomes in internal and international benchmark assessments.</p> <p>GLS is among the top 20 high performing schools among the 120 schools in Dubai at the TIMSS Benchmark assessments with a high advanced score of 622 in Math and 624 in Science.</p> <p>192 teachers are certified Microsoft Innovative Expert Educators.</p> <p>64 teachers have been awarded the HP Idea Innovator Awards.</p> <p>100 teachers and leaders have been certified by Polar Partners after having completed the 'Become the Assessment Expert' PD, offered by Finnish Education Experts.</p> <p>Students and teachers have secured several prestigious awards in robotics and AI challenges such as GIC, FLL and others.</p>	<ul style="list-style-type: none"> <li>• CPD Policy</li> <li>• GLS TIMSS 2023 scores</li> <li>• MIEE, HP Certified Teachers' list and Certificate</li> <li>• Become an Assessment Expert- Teachers' list and certificate</li> <li>• AI and Robotics - Student and Teacher Awards</li> <li>• The Best School To Work Survey – Platinum Badge for 2 consecutive years</li> <li>• The KOMODO Staff Survey with a high well-being score</li> <li>• 2025 MENA Optimus Staff Well-being Award Shortlist</li> </ul>
	<p><b>Parents</b> – Engage parents in Problem-Based Learning student projects and invite them for the Cross-Curricular Exhibitions where students present their prototype solutions to global problems related to SDGs.</p>	<p>Students in all phases engaged in cross-curricular problem -based learning projects throughout the year.</p> <p>Students from the Foundational Stage (KG – Grade 2) demonstrated their deep understanding of SDGs and global issues by exploring thinking routines, through enquiry and learner focused creations during the two <b>Reggio Emilia Inspired Exhibitions</b>. Parents thoroughly enjoyed the enquiry process, the cultural integration and engaged students through deeper questioning.</p> <p>Primary students delved deeper by presenting themselves as global solutionaries explaining their prototypes and engaging parents in their problem-solving projects through their <b>Science Fairs and the Cross Curricular Exhibitions</b> themed on SDGs.</p>	<ul style="list-style-type: none"> <li>• Reggio Emilia Inspired Exhibitions</li> <li>• Cross-curricular Exhibitions</li> <li>• Aavishkar</li> <li>• Parent feedback</li> <li>• Student Feedback</li> <li>• Teacher Feedback</li> <li>• STEM and SDG Awards</li> <li>• Global Sustainable Award – Awarded GOLD in the SDG Superhero category</li> <li>• National Green School Ranking - UNESCO</li> </ul>



		<p>Middle School and Secondary students presented their research findings and innovative global <b>STEM solutions</b> to deep global concerns revolving around the SDGs, through the <b>Aavishkar</b> platform. The students were able to explicitly articulate the <b>Engineering Design Thinking Process</b> used to arrive at the mind-blowing solutions and working prototypes using AI and Robotics. Parents were highly appreciative of the knowledge, skills and futuristic competencies developed by their children because of their active engagement in research and design thinking, as evidenced in the numerous awards and accolades won by our students.</p>	
One Team	<p><b>Parent</b> - Strengthen parent partnerships through Open Doors, regular pulse calls, family first initiatives fostering continuous <b>student</b> progress and high parent satisfaction index.</p>	<p>100% PULSE engagement with parents throughout the year, evidenced in increased parent satisfaction index and the NPS moving up from 41 to 56 in the recent GEMS Parent Survey. This has been possible because of the active engagement of parents in the learning process through Open Doors and the problem-based learning projects and exhibitions as well as Radio Podcasts and Family First Initiatives across the school.</p>	<ul style="list-style-type: none"> <li>• PULSE Power BI Analytics</li> <li>• Excerpts from parent feedback</li> <li>• Open Doors Feedback</li> <li>• Family First Initiatives Feedback</li> <li>• Best Buddies – Parent Feedback</li> <li>• Radio Podcasts – Parent Engagement</li> </ul>
	<p><b>Staff</b> - Harness local Community resources and facilitate regular educational trips to book fairs, Government organizations, Libraries and Museums to strengthen <b>student</b> collaboration and partnerships with the local and global community.</p> <p>Collaborate with <b>LAB Governors</b> and the <b>SSC</b> to enhance provisions for students through community partnerships.</p>	<p>Harnessing the community's common resources has positively impacted student learning beyond the classrooms, widening their perspectives and deepening thinking by integrating the rich UAE heritage, culture, art, traditions and artefacts into their learning. This is evident in student social and art explorations and student reflections, particularly in Moral and Cultural Studies</p> <p>Interactions with local and international authors and visits to book fairs have stimulated students' interest in literary pursuits as evident in the independent literary bimonthly periodical – Surreal, edited by the student editorial board in Middle and Secondary School. The enhanced literary talent in students is also evident in their improved public speaking skills through weekly radio podcasts, TED-Ed clubs and other public speaking opportunities, within and outside school.</p> <p>Parents, staff and students contributed to the Carnival 2024, the proceeds of which went to Dubai Cares towards the 'Adopt a Library' initiative building libraries for underprivileged students in remote schools in India. The Students for Students initiative engaged students in contributing towards school bags and stationery for 1000 needy students across the UAE, impacting positively on students' emotional and social quotients through life lessons in volunteering and philanthropy.</p> <p>Several initiatives and learning activities such as Empathy Week, Walk for Inclusivity, Best Buddies, Bounce Ed, Sustainability Collaborations, SEL sessions have been possible due to community partnerships in association with our LAB</p>	<ul style="list-style-type: none"> <li>• Social Explorations using community Resources</li> <li>• Art and MSC integration</li> <li>• MOE – The Big Green Lesson</li> <li>• Walk for Inclusivity</li> <li>• Best Buddies</li> <li>• Sustainability Pledge</li> <li>• GGA Community Activities</li> <li>• Surreal volumes</li> <li>• Radio Podcasts</li> <li>• Stuff the Bus - Ramadan Campaign in association with STS and Red Crescent</li> <li>• Ecyclex campaigns</li> <li>• Carnival 2024</li> <li>• Students for Students Initiative</li> </ul>

		Governors and SSC Representatives, impacting student and staff learning in diverse dimensions.	
Always Learning	<p><b>Students</b> - Connecting school radio programs to global events enabling students to engage with current issues, fostering understanding and critical thinking.</p> <p>Promote Twinning Initiatives to share best practices and promote World Citizenship in the students.</p> <p>Career guidance workshop to introduce younger students (Middle and Secondary) to various career options, helping them make informed choices as they progress to higher grades.</p>	<p>The weekly radio podcasts led by students evidence student agency as they discuss and ask critical questions on global issues to a wide range of audience including parents, staff, students and members from the local and global community.</p> <p>Students have gained global perspectives and insights through their collaboration with national and international schools, particularly in India and Italy, promoting student agency as world citizens.</p> <p>Students in Secondary School have been introduced to career guidance by the career counsellors and experts, through stimulating conversations on the vast choice of careers available. Career Fairs for students and parents are planned for April 2025 and will be an ongoing programme throughout the year, incorporating industry partnerships and tie ups for internships.</p>	<ul style="list-style-type: none"> <li>• Radio Podcasts on current issues</li> <li>• Twinning Partnerships</li> <li>• Career Counselling Sessions</li> <li>• Career Guidance Plan for 2025</li> </ul>
	<p><b>Staff</b> – Implement need based targeted training sessions and workshops to empower all staff including Emirati teaching assistants (UNCC courses, AI, Assessment Certification).</p> <p>CBSE Assessment and Evaluator - Moderator Training for all Grade 9 and 10 subject teachers.</p>	<p>All our 21 Emirati TAs have completed the mandatory UNCC courses and are certified climate change teachers.</p> <p>A few Emiratis TAs have earned the Microsoft Innovative Educator certificate, and all others are pursuing the certification upskilling their technological skills.</p> <p>More than 100 teachers and leaders have completed the 'Become the Assessment Expert' PD by Finnish education experts, becoming better at their skill and impacting student outcomes.</p> <p>The CBSE Assessment and Evaluator - Moderator Training for Grades 9 and 10 teachers is scheduled for April 2025.</p> <p>All staff at GLS have enrolled for the customized 'Culture of Excellence' professional development training programme by Lee Crockett, renowned author, keynote speaker and educational expert.</p>	<ul style="list-style-type: none"> <li>• UNCC certificates of Emirati TAs</li> <li>• The creative Display Boards created by the Emirati TAs</li> <li>• Technology based projects led by Emirati TAs for the Reggio Inspired Exhibitions</li> <li>• Emirati TAs' Arabic lessons using technology</li> <li>• Feedback from teachers about their new learning and take aways from the Finnish PD on Assessments</li> </ul>
	<p><b>Parents</b> - Engage parents in student led conferences and Makers' Market workshops providing a common platform for parents and students to learn and upskill themselves.</p> <p>Strengthen parent-school partnerships through "Family First" initiatives by providing regular newsletters and informational sessions, ensuring that families are well-informed and actively engaged in their children's education and school community activities.</p>	<p>Students in Kindergarten led technology-based workshops for their parents effortlessly using engaging apps and strategies. Similar student led workshops and projects engaging parents and students have been done across the school under the Makers' Market initiative.</p> <p>The monthly parent newsletters from the counsellors' desk provides support, strategies and parenting tips on several important matters such as anti-bullying, study habits, examination tips, meaningful engagement and others, developing a stronger bond between parents and school counsellors.</p> <p>The GEMS Family First Initiatives across the school have further strengthened parent school partnerships as evidenced in the parent feedback and NPS score (56) in the recent GEMS Parent Satisfaction survey.</p> <p>The GEMSTONE Campaign introduced in January 2025 has further established deeper connections to the GEMS Core Values roping in parents to reinforce and internalize the same.</p>	<ul style="list-style-type: none"> <li>• Makers' Market (April 2025)</li> <li>• Student Agency and resourcefulness in displaying their thinking to parents</li> <li>• Family First Initiatives across all phases</li> <li>• GEMSTONE activities and student reflections.</li> </ul>