

BELIEVE 2023 - TIMELINE & WSIP

Our vision is for Balsam to be a high-performing school. We understand that there is no silver bullet - no single thing that we can do to ensure high student performance. Every aspect of the teaching and learning process must be attended to and empowered. Following are the goals set against best practices adopted in Balsam across the departments:

1. Clear Vision and mission school-wide
2. Effective processes
3. Effective leadership
4. Quality instruction, grading practices, and monitoring
5. Professional learning community
6. Cultural competence and culturally responsive teaching
7. Family and community engagement in school

The following table lists the objective under each category with outcomes for the year. Management will audit and evaluate progress each month with the core team. The core team must present the developments with evidences.

1. Clear Vision and mission school-wide

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Vision and Mission Statement	1. Educate and nurture students to learn to their full potential 2. Educate every student to be a responsible, productive citizen	1. Every stake holder has clear understanding of vision & mission statement and aligns their thoughts and actions to make it a reality 2. Every student is intrinsically motivated to understand his/her potential and maximise it.	1. Every stake holder is aware and has comprehended the vision and mission statement 2. Every student is intrinsically/extrinsically motivated to develop potential, understand self and others.	1. Every stake holder has understood vision & mission statement and aligns their thoughts and actions as a team. 2. Every student develops his/her potential and builds his or her strength.	1. Ensure every stake holder understands vision & mission statement and aligns their thoughts and actions as a team. 2. Every student maximises his/her potential and develops and understanding of self and others.

<p style="text-align: center;">5 Year Strategic Plan</p> <p style="text-align: center;">Believe 2023</p>	<ul style="list-style-type: none"> • Every stake holder has clear understanding of goals and develops a road map to achieve them 	<ol style="list-style-type: none"> 1. Commitment to the Believe 2023 plan 2. No C grade across school 3. Standardized Math and English tests 4. Provide Optional Indian languages 5. Annual Science Fair / Project Showcase 6. Action research 7. Yoga competition for employee and students 8. Student led events 9. Host inter-school events 10. District Level athletics and chess players 11. State and National level participation and achievement - Sports, Arts and Science contests 	<ol style="list-style-type: none"> 1. Present the Believe 2023 to all stakeholders 2. Identify students' learning styles and academic gaps 3. Identify the organisations that conduct the standardised tests and enrol 4. Create interest in learning more than three languages 5. Organise Science Day to create interest in children 6. Understand requirements for action research 7. Organise yoga day and conduct sessions for students and employees 8. Develop skills to organise an event and begin adult literacy program 9. Study the interests of students and identify the events that Balsam could host 10. Prepare students for district wide contests 11. Identify and train students to represent school in state level athletic competitions 	<ol style="list-style-type: none"> 1. Reorient all stakeholders and assess their understanding 2. Create IEP and IRP plans to bridge academic gaps 3. Math and English tests will be conducted by NTSE and ASSET/SAT 4. Bhasha Sangam - Start the day with Sanskrit from K-10 5. Organise STEM Fair and invite 2 schools from the neighbourhood; Conduct Young Innovator contest 6. Begin action research - Student Mentoring Program (1 per teacher in Primary and Middle; 2 per teacher in Secondary) 7. Dedicated yoga sessions for all classes and select students to participate Yoga Contest organised in Vellore 8. Organise Teachers' Day and enhance Adult Literacy Program 9. Foot ball and Throw ball inter-school competition with 3 other schools 10. Train to ensure more students make it to the district level athletics and chess tournaments and win laurels for the school 11. Train to ensure more students represent school in the State and National level Sports, Arts, Science contests 	<ol style="list-style-type: none"> 1. Reorient all stakeholders and assess their understanding 2. Create IEP and IRP plans to bridge academic gaps 3. Math and English tests will be conducted by NTSE and ASSET/SAT 4. Bhasha Sangam - Start the day with Sanskrit from K-10 5. Organise STEM Fair and invite 5 schools from the neighbourhood; Conduct Young Innovator contest 6. Continue action research - Student Mentoring Program 7. Dedicated yoga sessions for all classes and select students to participate Yoga Contest organised in District/ State 8. Organise Teachers' Day and enhance Adult Literacy Program 9. Theoretical Foot ball and Throw ball inter-school competition with 5 other schools 10. Train to ensure more students make it to the National level athletics and chess tournaments and win laurels for the school 11. Train to ensure more students represent school in the State, National and International level Academic and Beyond Academic Contests
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School Policies	<ul style="list-style-type: none"> Develop Balsam as a Policy Run Institution to increase job satisfaction and deliver quality service 	<ol style="list-style-type: none"> The School will have well-defined policies for all stakeholders All members understand the significance of all school policies and adhere to 	<ol style="list-style-type: none"> Draft school-wide policies with clear objectives Orient and induct employees, parents and students to comprehend the policies 	<ol style="list-style-type: none"> Review school-wide policies and improvise to align with changes made in the CBSE affiliation and examination bye-laws Reorient and induct employees, parents and students to comprehend the amended policies 	<ol style="list-style-type: none"> Review all school-wide policies and SOPs. Let the team stay abreast of changes made in the CBSE affiliation and examination bye-laws Reorient and induct employees, parents and students to comprehend the amended policies and SOPs.
Organisational Chart	<ul style="list-style-type: none"> Develop lean management system and reporting protocols 	<ol style="list-style-type: none"> A highly efficient lean management system will be in place with all members following or reporting as per protocols School work will be distributed for quick and easy operation 	<ol style="list-style-type: none"> Introduce org chart and set hierarchy Review the case studies of violations of protocol Identify the reason and re-orient the employee 	<ol style="list-style-type: none"> Reinforce hierarchy as listed in the org chart Set consequences for violation of protocol Induct the employees and evaluate their understanding 	<ol style="list-style-type: none"> Reinforce hierarchy as listed in the org chart. Set consequences for violation of protocol. Induct the new employees and evaluate the understanding of all employees.

2. Effective Processes

Policy based management and administration is the key to achieve the vision that Balsam has. The following documents provide clarity to all stake holders in adopting firm and practical policies that pave the way for seamless and clear management:

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Standard Operating Procedures	<ul style="list-style-type: none"> Provide all stakeholders a procedural framework necessary to work with clarity and responsibility 	<ol style="list-style-type: none"> Well-defined manual for school operation A living document updated continually remain current and comprehensive at all times (meant to be reviewed with change over time) 	<ol style="list-style-type: none"> Create Student handbook with school procedures, Service rules, Code of ethics and induct respective members Highlight the significance of operating procedures 	<ol style="list-style-type: none"> Create Employee Handbook, review and amend Student handbook, Service rules and Code of ethics. Ensure all members read and comprehend the SOPs Evaluate the understanding of SOPs 	<ol style="list-style-type: none"> Amend Employee Handbook, review and amend Student handbook, Service rules and Code of ethics. Ensure all members read and comprehend the SOPs Evaluate the understanding of SOPs

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Management Information System	<ul style="list-style-type: none"> • Use of Information technology in educational management with the primary objective to improve the efficiency and effectiveness of school activities 	<ol style="list-style-type: none"> 1. Better accessibility to information 2. Efficient administration 3. Higher utilisation of school resources 4. Reduction in workload 5. Better time management 6. Improvement in the quality of reports and analysing results 	<ol style="list-style-type: none"> 1. Identify ERP 2. Implement School Information System 3. Familiarise parents and employees to use school app for effective communication 4. Generate report cards using ERP 	<ol style="list-style-type: none"> 1. Replace current software with a cost-effective one with data export option to Tally. 2. Train all employees to use the software effectively. 3. Generate report cards. 4. Share data to analyse results and also make online information accessible to the management. 	<ol style="list-style-type: none"> 1. Activate all modules provided by the current service provider. 2. Train all employees to use the software effectively. 3. Generate report cards. 4. Share data to analyse results and also make online information accessible to the management.
School Evaluation Process	<ul style="list-style-type: none"> • Provide a means of systematically looking at how the team has performed and help school and employees to improve 	<ol style="list-style-type: none"> 1. Engaging in effective internal evaluation 2. School improvement for excellence 3. Using evaluation indicators to support whole-school improvement 4. Integrating internal and external evaluation for improvement 	<ol style="list-style-type: none"> 1. Initiate internal evaluation with questionnaires for employees, parents 2. Draft WSIP using indicators 3. Initiate external evaluation through an audit for compliance 	<ol style="list-style-type: none"> 1. Increase frequency of internal evaluation 2. Review and prepare WSIP for 2019-20 3. Prepare Quarterly Action Plans (QAP) to measure the progress made towards the annual goals 4. Initiate external evaluation through an audit for academic quality 	<ol style="list-style-type: none"> 1. Conduct and analyse internal evaluation. 2. Review and prepare WSIP for 2020-21. 3. Prepare Quarterly Action Plans (QAP) to measure the progress made towards the annual goals. 4. Initiate external evaluation through an audit for academic quality.

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Shared Leadership	<ul style="list-style-type: none"> To build a team that is jointly responsible for the successes and failures of the team 	<ol style="list-style-type: none"> Leadership is broadly distributed, such that people within a team and organisation lead each other Foster team members' willingness to offer leadership to other team members Support system where the team dynamic allows people to offer support to each other 	<ol style="list-style-type: none"> Key members will work on team building Daily operations shall be reflected as a team and decisions taken collectively 	<ol style="list-style-type: none"> Second line of leaders will be identified and trained Leaders will collaborate to govern the school at micro-level. Daily reports and agendas shall be shared to identify areas of struggle and extend support to resolve. Leadership program for student council members will be conducted. 	<ol style="list-style-type: none"> Second line of leaders will be empowered and they shall identify third line of leaders. Leaders will empower every individual to govern the school at micro-level. Weekly reports and agendas shall be shared to identify areas of struggle and extend support to resolve. Leadership program for student council members will be conducted.

3. Effective Leadership

Instructional and administrative leaderships are established to implement the processes to make vision, a reality.

<u>Instructional Leadership (Academic and Beyond Academic Related Committees)</u>					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Academic Coordinator	<ul style="list-style-type: none"> Oversee the academic affairs of the school and make recommendations to the management about academic programs and strategic priorities 	<ol style="list-style-type: none"> Well-laid out guidelines to ensure that quality teaching-learning process remains the topmost priority. Stay abreast with changes and implement meticulously to meet the expectations set by the CBSE 	<ol style="list-style-type: none"> Subject Heads will lead subject teams. Subject teams will set annual goals to deliver the expected learning outcomes at each grade level Subject heads will analyse the results and draw remedial teaching programs 	<ol style="list-style-type: none"> Train assistant subject heads (second line of subject leads) Continuous Professional Development and Capacity Building Appraisals of subject teachers Effective remedial teaching plans - IEP, IRP, SLP Result analysis and action steps 	<ol style="list-style-type: none"> Identify subject mentors for Subject Enrichment, Continuous Professional Development and Capacity Building Appraisals of subject teachers Effective remedial teaching plans - IEP, IRP, SLP Result analysis and implement action steps
Annual Syllabi Plan	<ul style="list-style-type: none"> Ensure subject is aligned vertically across grades and maps topics to co-scholastic activities such as STEM, ICT, Subject Clubs and extended sessions. 	<ol style="list-style-type: none"> Subject Team meetings to ensure integration across grades Meetings with co-scholastic team to integrate subject matter Develop co-scholastic plans based on the subject plans 	<ol style="list-style-type: none"> Create almanac for subject team meetings Conduct meetings to identify the concepts for integration Develop Integrated art and ICT curriculum 	<ol style="list-style-type: none"> Standardise Annual Syllabus Plan Understanding the predecessor and successor grade level academic requirements Weekly meetings for Subject teams with specific agenda and outcomes Integration of 2 concepts in each term with co-scholastic 	<ol style="list-style-type: none"> Review Annual Syllabus Plan with Subject Heads based on suggestions given by the Counsellor Understanding the predecessor and successor grade level academic requirements Weekly meetings for Subject teams with specific agenda and outcomes Integration of more concepts in each term with co-scholastic

<u>Instructional Leadership (Academic and Beyond Academic Related Committees)</u>					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Lesson Plans	<ul style="list-style-type: none"> Develop practical and feasible plans that include subject enrichment activities to serve as tangible evidence for effective learning 	<ol style="list-style-type: none"> Develop and review plans with subject heads Maintain lesson plan as an active document that is reviewed and updated after every lesson Use practical subject enrichment activities Encourage self-learning Assign Projects 	<ol style="list-style-type: none"> Creating lesson plans with ELOs Reflection by the teacher after completion of every lesson Conduct subject enrichment activities Department activities to enhance self-learning Assign projects to develop interest in subject 	<ol style="list-style-type: none"> Standardise Lesson Plan with ELOs using the template Create Template handbook for employees to use effectively Plan monthly subject enrichment activities for students in each subject Create/List self-learning modules for subject teachers and gifted learners Assign practical and innovative projects in every subject 	<ol style="list-style-type: none"> Standardise Lesson Plan with ELOs using the template and align with CBE. Train employees to use Template handbook effectively. Plan monthly subject enrichment and art integrated activities for students in each subject. Create /List self-learning modules for subject teachers and gifted learners. Assign practical and innovative projects in every subject.
TLMs	<ul style="list-style-type: none"> Develop practical and re-usable learning materials to implement differentiated teaching /learning in every classroom 	<ol style="list-style-type: none"> Preparing and using TLMs for all subjects Create catalog of TLMs, objective and instructions to use them Create resource library Involve children in creating learning materials 	<ol style="list-style-type: none"> Conduct workshops to train teachers to create TLMs Subject teachers will create TLMs as a team 	<ol style="list-style-type: none"> One TLM for every lesson in every subject Create catalog of TLMs, objective and instructions to use them (subject-wise) Involve children in creating learning materials (one per child) Create 3D Resources and digital resources with the assistance of ICT faculty 	<ol style="list-style-type: none"> One TLM for every lesson in every subject. Create subject-wise catalog of TLMs, objective and instructions to use them. Involve children in creating learning materials (one per child). Create 3D Resources and digital resources with the assistance of ICT faculty.

<u>Instructional Leadership (Academic and Beyond Academic Related Committees)</u>					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Employees Allocation and Time Table	<ul style="list-style-type: none"> • Ensure allocation of appropriate resources and offer optimal substitutions 	<ol style="list-style-type: none"> 1. Subject and employee allocation data 2. Gather employee availability 3. Assign resources effectively 4. Assign a minimum of 28 periods per week 5. Include subject and level meeting slots 6. Include meeting slots with Principal 	<ol style="list-style-type: none"> 1. Ensure meeting slots with Principal – whole school 2. Include subject and level meetings 3. Meeting reports – maintained and signed off by the Level and Subject Heads 4. Assign multiple science teachers to lab periods 	<ol style="list-style-type: none"> 1. Use timetable software to generate timetable and substitutions 2. Timetable with periods allotted as per the new guidelines 3. Meeting slots on fourth Saturdays 4. Implementation calendar to help employees organise their work 	<ol style="list-style-type: none"> 1. Use timetable software to generate timetable and substitutions 2. Timetable with periods allotted as per the new guidelines 3. Meeting slots on Saturdays marked on school calendar 4. Implementation calendar to help employees organise their work

<u>Instructional Leadership (Academic and Beyond Academic Related Committees)</u>					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Kindergarten	<ul style="list-style-type: none"> • Lay the foundations to learning by adopting methods based on child developmental stages, to prepare child to read, write and comprehend grade 1 subjects 	<ol style="list-style-type: none"> 1. Integrate physical development with learning 2. Adopt fewer themes and integrate for language and social development 3. Develop conversation Skills 4. Teachers behave and act the concepts for children to learn through imitation 5. Continuously evaluate writing and reading levels through informal methods 6. Report children with learning difficulties to the Level Monitor 7. Maintain performance / learning milestones 8. Be thorough with requirements of grade 1 curriculum 	<ol style="list-style-type: none"> 1. Integrate physical development with learning 2. Adopt fewer themes and integrate for language and social development 3. Develop conversation Skills 4. Teachers behave and act the concepts for children to learn through imitation 	<ol style="list-style-type: none"> 1. Integrate physical development with learning 2. Teachers behave and act the concepts for children to learn through imitation 3. Continuously evaluate writing and reading levels through informal methods 4. Report children with learning difficulties to the Level Monitor for early intervention 5. Maintain performance /learning milestones 6. Be thorough with requirements of Grade 1 curriculum 	<ol style="list-style-type: none"> 1. Integrate physical development with learning. 2. Teachers behave and act the concepts for children to learn through imitation. 3. Continuously evaluate writing and reading levels through informal methods. 4. Report children with learning difficulties to the Level Monitor for early intervention. 5. Maintain performance /learning milestones. 6. Be thorough with requirements of Grade 1 curriculum and ensure that children meet the entry level requirements of Grade 1.

Instructional Leadership (Academic and Beyond Academic Related Committees)					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
English	<ul style="list-style-type: none"> • Improve language across school in listening, speaking, reading, writing, and presentations 	<ol style="list-style-type: none"> 1. Reading a habit across school 2. Present book reviews 3. Level wise – writing skills development 4. Build repository of online material 5. Introduce special programs to learn language across school 	<ol style="list-style-type: none"> 1. Reading levels and list of books to be read in each level 2. Train student stop make book reviews 3. Build repository of online materials 4. ELD for employees - improve communication skills 	<ol style="list-style-type: none"> 1. Drop Everything And Read sessions 2. Ensure all students are on-par at their grade level. 3. Improve handwriting across school 4. Ensure the grammar and spelling classes are interesting and effective 5. Partner with librarian to develop speaking and writing skills, inculcate reading as a habit 6. Increase the level of participation in class contests 	<ol style="list-style-type: none"> 1. Drop Everything And Read sessions to be effectively conducted for G6-10. 2. Ensure all students from G1-5 are equipped to be on-par at their grade level. Assign 3 periods per week for reading. 3. Improve handwriting across school. 4. Ensure the grammar and spelling classes are interesting and effective. 5. Partner with librarian to develop speaking and writing skills, inculcate reading as a habit. 6. Increase the level of participation in class contests. 7. Create teaching videos and upload on Diksha - Vidya Daan.
Tamil	<ul style="list-style-type: none"> • Build sound basics in listening, speaking, reading and writing of the language 	<ol style="list-style-type: none"> 1. ActiveTamil Literary Club 2. Eloquent conversational skills 3. Presentation Skills 	<ol style="list-style-type: none"> 1. Conduct club activities 2. Develop conversational skills and create platforms for them to present in assemblies, special events, etc. 	<ol style="list-style-type: none"> 1. Develop eloquent language skills across all grades 2. Ensure all students are on-par at their grade level 	<ol style="list-style-type: none"> 1. Develop eloquent language skills across all grades. 2. Ensure all students are on-par at their grade level. 3. Collaborate with parents to enhance conversational skills. 4. Empower students to contribute to the Literary Club and publish the best work done. 5. Create teaching videos and upload on Diksha - Vidya Daan.

Instructional Leadership (Academic and Beyond Academic Related Committees)					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Hindi	<ul style="list-style-type: none"> Build sound basics in listening, speaking, reading and writing of the language 	<ol style="list-style-type: none"> Active Hindi Club and Hindi activities Eloquent conversational skills Presentation Skills 	<ol style="list-style-type: none"> Develop an interest to learn the language Use bi-lingual teaching for all students who have opted Hindi as third language Identify the difficulties the students have in reading and writing 	<ol style="list-style-type: none"> Ensure all students are on-par at their grade level Basic conversational skills are in place Bi-lingual instructions only when required. Conduct reading and writing sessions to evaluate their skills. 	<ol style="list-style-type: none"> Ensure all students are on-par at their grade level. Basic conversational skills are in place. Conduct Club activities. Conduct reading and writing sessions to evaluate their skills. Empower students to present their skills on Hindi Divas Day. Create teaching videos and upload on Diksha - Vidya Daan.
Mathematics	<ul style="list-style-type: none"> Build excellent foundation to link math concepts to reality 	<ol style="list-style-type: none"> Active Math club Conduct Math League Standardized math exams Mental math program 	<ol style="list-style-type: none"> Math teachers will conduct diagnostic tests to analyse the students' concept knowledge Conduct Math week leading to Mathematics Day celebration 	<ol style="list-style-type: none"> Introduce speed math using pen-pencil and online formats Assess mental math capabilities in every grade Identify problems in understanding of basic concepts 	<ol style="list-style-type: none"> Enhance speed math using pen-pencil and standard online tests. Assess mental math capabilities in every grade. Identify problems in understanding of basic concepts. Conduct Inter-house Math League Contest. Create teaching videos and upload on Diksha - Vidya Daan.

<u>Instructional Leadership (Academic and Beyond Academic Related Committees)</u>					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Science	<ul style="list-style-type: none"> • Develop Scientific Temperament: arouse curiosity and observation skills 	<ol style="list-style-type: none"> 1. Application based teaching 2. Provide practical examples and experiments 3. Organize science fair 4. Participate in inter-school science exhibitions 5. Build low-cost and practical models 	<ol style="list-style-type: none"> 1. Create STEM plans and conduct practicals 2. Organise science day and display projects done by students 3. Participate in the Regional contest conducted by the CBSE 	<ol style="list-style-type: none"> 1. Practical examples and experiments – use lab effectively 2. Organize science fair – invite public (at least students from 3 schools must visit Balsam). 3. Build low-cost models – one per month in every class. 4. Organize Young Innovator Contest with specific rubrics 	<ol style="list-style-type: none"> 1. Practical examples and experiments – use Olabs effectively. 2. Organize science fair – invite public (at least students from 5 schools). 3. Every child from G6-10 will build one low-cost model per term and every science teacher will build one low-cost model per month. 4. Organize Young Innovator Contest with specific rubrics. 5. Create teaching videos and upload on Diksha - Vidya Daan.
Social Studies	<ul style="list-style-type: none"> • Take learning from and to society 	<ol style="list-style-type: none"> 1. Appreciate diversity 2. Familiarise divisions within subject 3. Develop research skills 4. Connect concepts with current affairs 5. Make children be aware of consumer rights 	<ol style="list-style-type: none"> 1. Observe all special days as marked in the calendar 2. Orient students of Grades 6-10 about the divisions with the subject 3. Connect concepts with current affairs 4. Project based learning on Consumer Rights 	<ol style="list-style-type: none"> 1. Relate each lesson to situations in the society 2. Every class to enact a social situation to inculcate values and respect. Present in assembly. 3. Conduct workshops based on geography 4. Understand the requirements of research studies 	<ol style="list-style-type: none"> 1. Every class from G6-10 shall take up one social issue and work to resolve. They will make a timeline and present monthly progress. 2. Conduct workshops based on geography 3. Every Social teacher to take up research studies. 4. Create teaching videos and upload on Diksha - Vidya Daan.

Instructional Leadership (Academic and Beyond Academic Related Committees)					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Beyond Academic Coordinator	<ul style="list-style-type: none"> Oversee the beyond academic affairs of the school and make recommendations to the management about beyond academic programs and strategic priorities 	<ol style="list-style-type: none"> Well-laid out guidelines to ensure that quality teaching-learning process remains the topmost priority. Stay abreast with changes and implement meticulously to meet the expectations set by the CBSE 	<ol style="list-style-type: none"> Sub-committee heads will lead subject teams Subject teams will set annual goals to deliver the expected learning outcomes at each grade level Subject heads will analyse the results and draw improvement plans 	<ol style="list-style-type: none"> Continuous Professional Development and Capacity Building Annual confidential reports of subject teachers Integrate subjects for holistic development Develop and maximise potential in students and employees 	<ol style="list-style-type: none"> Continuous Professional Development and Capacity Building. Annual confidential reports of subject teachers. Integrate subjects for holistic development. Develop and maximise potential in students and employees. Appreciate the staff who excel in their fields of work.
Sports	<ul style="list-style-type: none"> Win overall championship by building team spirit and sportsmanship 	<ol style="list-style-type: none"> Fitness program for all Discipline across school Assessments for all games Host inter-school competitions Train students for competitions - inter-school, district, state and national levels 	<ol style="list-style-type: none"> Create fitness program for teachers Discipline across school Assessments for all games Build stamina and fitness level through training Train students for inter-school competitions 	<ol style="list-style-type: none"> Create ASP as per the guidelines given in the HPE manual Regulate fitness program for teachers and share monthly report Discipline across school with close monitoring Assessments for all games as prescribed in the manual Build stamina and fitness level through training Identify schools and host inter-school competitions Train students for inter-school and cluster competitions 	<ol style="list-style-type: none"> Create ASP as per the guidelines given in the HPE manual. Regulate fitness program for teachers and share monthly report. Discipline across school with close monitoring. Assessments for all games as prescribed in the manual. Identify schools and host inter-school competitions. Train students for inter-school, cluster and national competitions. Enhance school grade in Fit India Movement.

Instructional Leadership (Academic and Beyond Academic Related Committees)					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Visual and Performing Arts	<ul style="list-style-type: none"> • Conduct Art Workshops, Musical Nights and Fund Raising events 	<ol style="list-style-type: none"> 1. Integrate Art Curriculum with other subjects 2. Teach values through art 3. Train students and provide exposure in the real world 4. Collaborate with Balsam Enterprise and Cultural Committee 5. Organize art exhibition 6. Organize contests in-line with contests organized at district and state levels 	<ol style="list-style-type: none"> 1. Integrate Art Curriculum with other subjects 2. Teach values through art 3. Train students and provide exposure in the real world 4. Collaborate with Balsam Enterprise and Cultural Committee 5. Organize contests in-line with contests organized at district and state levels 	<ol style="list-style-type: none"> 1. Collaborate with Balsam Enterprise to create artefacts 2. Collaborate with Event and Cultural Committee to create props, backdrops for all school events 3. Collaborate with subject teachers to create TLMs using 2D and 3D art 4. Organize contests in-line with contests organized at district, state and national levels 	<ol style="list-style-type: none"> 1. Collaborate with Balsam Enterprise team to create artefacts. 2. Collaborate with Event and Cultural Committee to create props, backdrops for all school events. 3. Collaborate with subject teachers to create TLMs using 2D and 3D art. 4. Organize contests in-line with contests organized at district, state and national levels. 5. Make school Building As Learning Aid thereby stimulating the learners.
ICT	<ul style="list-style-type: none"> • Train teachers and students to become independent in using technology and communication media are created /updated in-house 	<ol style="list-style-type: none"> 1. Integrate Curriculum with other subjects 2. Include advanced and practical applications 3. Students to create flyers, brochures, circulars, etc. required in school 4. Create e-magazines, presentations and movies 	<ol style="list-style-type: none"> 1. Integrate Curriculum with other subjects 2. Include advanced and practical applications 3. Introduce 3D printing 	<ol style="list-style-type: none"> 1. Students to create flyers, brochures, circulars, etc. required in school 2. Create e-magazines, presentations and movies 3. Conduct training sessions for teachers 4. Create TLMs using 3D printer for teachers 	<ol style="list-style-type: none"> 1. Students to create flyers, brochures, invitations, circulars, etc. required in school. 2. Create e-magazines, presentations and movies. 3. Conduct training sessions for teachers. 4. Create TLMs using 3D printer for teachers. 5. Set up lab for language development. 6. Download all CBSE circulars and keep the team updated.

<u>Instructional Leadership (Academic and Beyond Academic Related Committees)</u>					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Library	<ul style="list-style-type: none"> • Stock up all current and research materials • Organize activities to develop reading habits in Tamil, English and Hindi languages • Collaborate with subject heads to stay abreast with current trends in education 	<ol style="list-style-type: none"> 1. Conduct activities for employee 2. Conduct fun activities / spell bee contests 3. Recommend books to read 4. Develop reading habit in students and employee 5. Develop skills to assist all departments with content 6. Create a quarterly plan and pin it up on notice board 7. Meet with subject heads to gather their requirements; maintain records 8. Research and provide videos to teachers on best teaching practices 9. Organize book fairs 	<ol style="list-style-type: none"> 1. Conduct activities for employee 2. Conduct fun activities /spell bee contests 3. Recommend books to read 4. Develop reading habit in students and employee 5. Organize book fairs 	<ol style="list-style-type: none"> 1. Conduct monthly activities for employees 2. Prepare modules or list online tutorials for teachers to develop LSRW skills 3. Conduct spell bee contests and monthly story telling activities 4. Recommend books for each grade to read 5. Set annual targets for students and employees to read 6. Recommend books for library and utilise funds allotted to library annually. 7. Create a quarterly plan and pin it up on notice board 8. Meet subject heads to gather their requirements; maintain records 9. Research and provide videos to teachers on best teaching practices 10. Organize book fairs 11. Maintain records to identify voracious readers and to select students for Book Lovers Award 	<ol style="list-style-type: none"> 1. Conduct monthly activities for employees. 2. Prepare modules or list online tutorials for teachers to develop LSRW skills. 3. Conduct spell bee contests and monthly story telling activities in all three languages. 4. Recommend books for each grade to read (three languages); collect book reports and publish the best ones. 5. Set annual targets for students and employees to read and maintain records. 6. Recommend books for library and utilise funds allotted to library annually. 7. Create a quarterly plan and pin it up on notice board. 8. Meet subject heads to gather their requirements; maintain records. 9. Research and provide videos to teachers on best teaching practices. 10. Organize book fairs. 11. Maintain records to identify voracious readers and to select students for Book Lovers Award. 12. Plan for setting up e-library by end of 2022.

<u>Instructional Leadership (Academic and Beyond Academic Related Committees)</u>					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
STEM	<ul style="list-style-type: none"> • Build scientific temperament and curious attitude in children 	<ol style="list-style-type: none"> 1. Basic STEM lab to host hands-on activities 2. STEM lab to introduce low-cost working models using materials available in homes 3. Setup tinkering lab where children can experiment using trial and error method 4. Innovate to solve real time problems 5. Take up a project; work year-long to resolve a practical problem 	<ol style="list-style-type: none"> 1. Basic STEM lab to host hands-on activities based on activities suggested in the text book 2. Record the activities, student participation and progress 	<ol style="list-style-type: none"> 1. Use STEM labs to host hands-on activities based on activities suggested in the text book 2. Record the activities, student participation and progress 3. STEM lab to introduce low-cost working models using materials available in homes 4. Take up a project; work year-long to resolve a practical problem and present in the STEM fair 5. Open contest to present and idea in the Young Innovator Contest 	<ol style="list-style-type: none"> 1. Use STEM /Olabs to host hands-on activities based on activities suggested in the text book. 2. Record the activities, student participation and progress. 3. STEM lab to introduce low-cost working models using materials available in homes. 4. Take up a project; work year-long to resolve a practical problem and present in the STEM fair. 5. Increase participation in the Young Innovator Contest. 6. Work towards making it to the National Science Competitions.
Work Education and Outbound Learning	<ul style="list-style-type: none"> • Provide pre-vocational training for alternate ways of sustenance. • Empower children with experiential learning by inculcating basic skills 	<ol style="list-style-type: none"> 1. Balsam Enterprise 2. Field Visits 3. Involve students in decorations for school events and celebrations 	<ol style="list-style-type: none"> 1. Students organise Balsam Enterprise and sell their products 2. Annual Field Visits aligned with curriculum 3. Involve students in decorations for school events and celebrations 	<ol style="list-style-type: none"> 1. Collaborate with Visual Arts team to produce/collect artefacts for Balsam Enterprise 2. Increase frequency of field visits and select places to enhance learning 3. Maintain records with evidences of students' work in their portfolios 	<ol style="list-style-type: none"> 1. Collaborate with Visual Arts team to produce /collect artefacts for Balsam Enterprise. 2. Increase frequency of field / virtual visits and select places to enhance learning 3. Maintain records with evidences of students' work in their portfolios. 4. Raise funds for a social cause through the sale. 5. Involve parents to make it more meaningful.

Instructional Leadership (Academic and Beyond Academic Related Committees)					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
SEWA and Community Outreach	<ul style="list-style-type: none"> Develop social consciousness of the students through simple meaningful work at the individual level and actions at a cohort level 	<ol style="list-style-type: none"> Organic farming Save agriculture Setting up SLRM centre Set up orchards Terrace gardening Inculcate Life skills and values 	<ol style="list-style-type: none"> Community project - 'Save our farmers' Orient students about SEWA Policy, projects and appraisal Identify and train SEWA mentors and coordinator Projects - Terrace gardening and Solid Waste management Conduct activities mentioned in the manual 	<ol style="list-style-type: none"> Community project - 'Promote Agriculture' Orient all students about SEWA Policy, projects and appraisal Identify and train SEWA mentors and coordinator Projects - Terrace gardening and Solid Waste management Conduct activities mentioned in the manual 	<ol style="list-style-type: none"> Community project - 'Set Orchards' Orient all students about SEWA Policy, projects and appraisal. Identify and train SEWA mentors and coordinator. Projects - Terrace gardening and Solid Waste management. Conduct activities and evaluate as mentioned in the manual.
Managing Teacher Performance and Professional Development	<ul style="list-style-type: none"> Effective teaching-learning resulting from strategic planning and the creation of an optimal learning environment. Using assessment as a valuable indicator of learners' attainment 	<ol style="list-style-type: none"> Mechanism to monitor teacher's absence and manage the classes of absent teachers Teachers' understanding changing curricular expectations and adapting their classroom practices accordingly Monitor teachers' performance, manage their continuous professional development and provide opportunities for career advancement 	<ol style="list-style-type: none"> Induction program to make them aware of curricular changes CPD and in-service training for teachers Alternative arrangements to substitute teachers on leave Self-appraisal reports for all employees Employees allocation and timetable based on curricular changes 	<ol style="list-style-type: none"> Induction program to make them aware of curricular changes and adapt their classroom practices Teachers' participation in CPD, in-service trainings, seminars, workshops for TLM and resource development Mechanism to monitor teacher's absence and manage the classes of absent teachers Maintain Learners' and Teachers' profiles, Appraisal reports, Annual Confidential reports for all employees Employees allocation and timetable based on curricular changes 	<ol style="list-style-type: none"> Induction program to make them aware of curricular changes and adapt their classroom practices. Teachers' participation in CPD, in-service trainings, seminars, workshops for TLM and resource development. Mechanism to monitor teacher's absence and manage the classes of absent teachers. Maintain Learners' and Teachers' profiles, Appraisal reports, Annual Confidential reports for all employees. Employees allocation and timetable based on curricular changes.

Administrative Leadership					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Compliance - School regulations	<ul style="list-style-type: none"> • Timely submission of data online • Comply with circulars received and document the responses with evidence • Maintain records and keep documentation updated 	<ol style="list-style-type: none"> 1. Core team to be aware of requirements 2. Act upon the task specified in the circulars 3. Upload the data and file the evidences 4. Keep all the concerned stake holders updated 5. Maintain evidence for all records 6. Post CBSE circulars on notice board 7. Update website with relevant materials 	<ol style="list-style-type: none"> 1. Core team to be aware of requirements 2. Act upon the task specified in the circulars 3. Upload the data and file the evidences 4. Keep all the concerned stake holders updated 5. Maintain evidence for all records 6. Post CBSE circulars on notice board 7. Update website with relevant materials 	<ol style="list-style-type: none"> 1. Core team to be aware of requirements 2. Act upon the task specified in the circulars 3. Keep all the concerned stake holders updated 4. Upload the data accurately and genuinely 5. Maintain evidence for all records 6. Post CBSE circulars on notice board 7. Update website with relevant materials as expected by the CBSE 	<ol style="list-style-type: none"> 1. Core team to be aware of requirements. 2. Act upon the task specified in the circulars. 3. Keep all the concerned stake holders updated. 4. Upload the data accurately and genuinely. 5. Maintain evidence for all records. 6. Post CBSE circulars on notice board. 7. Update website with relevant materials as expected by the CBSE.
Head of Operations	<ul style="list-style-type: none"> • Oversee the administrative affairs of the school and make recommendations to the management about administrative requirements and strategic priorities 	<ol style="list-style-type: none"> 1. Enable resources which facilitate learning in comfortable, safe and stress-free surroundings. 2. Provide safe and vital facilities to all users. 3. Optimise use of available resources 	<ol style="list-style-type: none"> 1. Create sub-committees and define roles and responsibilities in JDs 2. Conduct monthly meetings to monitor functioning of sub-committees 3. To delegate responsibilities for effective functioning of the organization for the welfare of students and employees 	<ol style="list-style-type: none"> 1. Amend Job Descriptions in alignment with the WSIP 2. Design monthly report template to gauge the work done by each sub-committee 3. Create implementation calendar to ensure that plans are executed on time 4. Familiarise with the requirements recommended by the CBSE and State 	<ol style="list-style-type: none"> 1. Amend Job Descriptions in alignment with the WSIP. 2. Design monthly report template to gauge the work done by each sub-committee. 3. Create implementation calendar to ensure that plans are executed on time. 4. Familiarise with the requirements recommended by the CBSE and State.

Administrative Leadership					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
School Leadership and Management	<ul style="list-style-type: none"> • Building vision and setting direction • Leading change and improvement • Leading Management of School 	<ol style="list-style-type: none"> 1. Aligning all planning to the vision of the school 2. Building a strong and focussed leader to channelise teachers, learners and community for achieving quality in all spheres 	<ol style="list-style-type: none"> 1. School Head to manage the day-to-day functioning of the school Manage and utilise the available financial, human and material resource 2. Form committees and monitor for the welfare of students and employees - SMC, SCB, Employee welfare, Student welfare, Discipline & Behaviour, Health & Wellness, Anti-sexual Harassment, Disaster Management, E-magazine and newsletter committees 	<ol style="list-style-type: none"> 1. Meet all stakeholders to include proactive practices for school transformation and maintaining a harmonious relationship with all stakeholders 2. To delegate responsibilities to sub-committees for effective functioning of the organization for the welfare of students and employees 3. Record showing regular tracking of implementation of the development plans 4. Take action with mutual support, monitor and evaluate the progress collectively 	<ol style="list-style-type: none"> 1. Meet all stakeholders to include proactive practices for school transformation and maintaining a harmonious relationship with all stakeholders. 2. To delegate responsibilities to sub-committees for effective functioning of the organization for the welfare of students and employees. 3. Record showing regular tracking of implementation of the development plans. 4. Take action with mutual support, monitor and evaluate the progress collectively. 5. Train the team for NABET accreditation and implementation of NEP.

Administrative Leadership					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Parent Relationships	<ul style="list-style-type: none"> • Build strong and committed relationships with parent body to support the school system and policies 	<ol style="list-style-type: none"> 1. Create and maintain standard formats for circular and permission slips 2. Timely and clear communication regarding events, assessments, and out-of-campus activities 3. Organize parent empowerment workshops 4. Parent Volunteer programs 5. Parent recognition event 	<ol style="list-style-type: none"> 1. Create and maintain standard formats for circular and permission slips 2. Timely and clear communication regarding events, assessments, and out-of-campus activities 3. Parent Volunteer programs 	<ol style="list-style-type: none"> 1. Create and maintain standard formats for circular and permission slips 2. Timely and clear communication regarding events, assessments, and out-of-campus activities 3. Organize parent empowerment workshops 4. Parent Volunteer programs 5. Parent recognition event 	<ol style="list-style-type: none"> 1. Create and maintain standard formats for circular and permission slips. 2. Timely and clear communication regarding events, assessments, and out-of-campus activities. 3. Organize parent empowerment workshops. 4. Parent Volunteer programs. 5. Parent recognition event. 6. Parent Teacher Council to be actively involved in blended learning.
Infrastructure and Facility Management	<ul style="list-style-type: none"> • Maintaining the premise, playground, sports equipments, classrooms and other rooms, electricity and gadgets, library, laboratory, computer, ramp, drinking water and hand wash facilities, toilets to provide safe, clean and fault-free 	<ol style="list-style-type: none"> 1. Build a team for campus maintenance, logistics, infra services, stimulating learning environment 2. Collect requirements from all departments 3. Maintain stocks, catalogues, issue registers, reports and records with accuracy 4. Address grievances 	<ol style="list-style-type: none"> 1. Prepare JDs and orient team members 2. Maintain weekly reports of complaints received and addressed 3. Collect requirements from all departments 4. Maintain stocks, catalogues, issue registers 5. Address grievances 	<ol style="list-style-type: none"> 1. Modify Job Descriptions considering the WSIP and orient team members 2. Maintain records and submit weekly reports to the reporting officer 3. Collect requirements from all departments 4. Maintain stocks, catalogues, issue registers 5. Address all grievances within 3-days of reporting 	<ol style="list-style-type: none"> 1. Modify Job Descriptions considering the WSIP and orient team members. 2. Induct staff on Facility related SOPs. 3. Maintain records and submit weekly reports to the reporting officer. 4. Collect requirements from all departments. 5. Maintain stocks, catalogues, issue registers. 6. Address all grievances within 3-days of reporting. 7. Preparedness for post pandemic operations.

Administrative Leadership					
	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Transport Management	<ul style="list-style-type: none"> • Ensure safe transport facility • Keep the transport related documents updated 	<ol style="list-style-type: none"> 1. Standardize Route Maps 2. Train the transport employees 3. Parent Communications 4. Transport documents are up-to-date 5. Ensure buses on time to school 6. Ensure bus rules are followed by all children and employees 	<ol style="list-style-type: none"> 1. Standardize Route Maps 2. Train the transport employees 3. Parent Communications 4. Transport documents are up-to-date 5. Ensure buses are on time to school 6. Ensure bus rules are followed by all children and employees 7. Introduce Learning on Wheels 	<ol style="list-style-type: none"> 1. Train employees of transport department for handling parents and conflict resolutions 2. Maintain the vehicles and keep records updated 3. Ensure bus rules are followed by everyone using the facility 4. Prepare monthly modules for Learning on Wheels involving adult members who use school transport 	<ol style="list-style-type: none"> 1. Train employees of transport department for handling parents and conflict resolutions. 2. Induct staff on Transport related SOPs. 3. Maintain the vehicles and keep records updated. 4. Ensure bus rules are followed by everyone using the facility. 5. Prepare monthly modules for Learning on Wheels involving adult members who use school transport. 6. Comply with SOPs provided by the government.
Human Resource Management and Development	<ul style="list-style-type: none"> • Establish excellent rapport with parents, employees and community • Maintain records • Address grievances and resolve conflicts within employees • Set effective and practical policies for systemic development of school 	<ol style="list-style-type: none"> 1. Review, update and add relevant policies 2. Parent orientation on discipline and Code of Ethics 3. Policy orientation for employees 4. Conduct Team building activities 5. Hire, induct and maintain employee portfolio 6. Address /delegate grievances of parents, students and employees 	<ol style="list-style-type: none"> 1. Review, update and add relevant policies 2. Parent orientation on discipline and Code of Ethics 3. Policy orientation for employees 4. Conduct Team building activities 5. Hire, induct and maintain employee portfolio 6. Address /delegate grievances of parents, students and employees 7. Employee Appraisal 	<ol style="list-style-type: none"> 1. Review, update and add relevant policies 2. Parent orientation on discipline and Code of Ethics 3. Policy orientation for employees 4. Conduct Team building activities 5. Hire, induct and maintain employee portfolio 6. Address /delegate grievances of parents, students and employees 7. Employee Appraisal 	<ol style="list-style-type: none"> 1. Review, update and add relevant policies. 2. Induct on HR related SOPs. 3. Parent orientation on discipline and Code of Ethics. 4. Policy orientation for employees. 5. Conduct Team building activities. 6. Hire, induct and maintain employee portfolio. 7. Address /delegate grievances of parents, students and employees. 8. Employee Appraisal. 9. Staffing based on budget and retention of high performers for long term goals to be achieved.

4. Quality instruction, grading practices, and monitoring

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Teaching-Learning and Assessment	<ul style="list-style-type: none"> • Make teaching-learning and assessment an integral aspect of teaching-learning and reflect on the efficacy of their classroom practice. 	<ol style="list-style-type: none"> 1. Teachers' understanding of Learners 2. Subject and pedagogical knowledge of teachers 3. Innovative Teaching-Learning process 4. Action research 	<ol style="list-style-type: none"> 1. On-going subject enrichment 2. Annual workshops 3. CBSE skill building sessions 4. Team Teaching practices 5. Familiarise innovations on Diksha portal 	<ol style="list-style-type: none"> 1. Empower teacher with knowledge and attitude to create conducive learning environment 2. On-going subject enrichment 3. Identify, plan and implement innovations to upload on Diksha portal 4. Refer Teaching-Learning Policy 5. Teacher mentor program 6. Teachers' Reflection on their own Learning Practice 	<ol style="list-style-type: none"> 1. Empower teacher with knowledge and attitude to create conducive learning environment. 2. On-going subject enrichment by external subject experts. 3. Identify, plan and implement innovations to upload on Diksha portal. 4. Refer Teaching-Learning Policy. 5. Enhance Teacher mentoring program. 6. Teachers' Reflection on their own Learning Practice. 7. Teaching-Learning and Assessment to align with CBE and NEP.

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Learner's Progress, Attainment and Development	<ul style="list-style-type: none"> Holistic development of the learners Encompass all aspects of desirable learning outcomes 	<ol style="list-style-type: none"> Participation of Learners to participate in all curricular areas, continually monitoring they progress over a period of time Provide a variety of opportunities in co-scholastic areas to develop student talent, inter-personal and social skills 	<ol style="list-style-type: none"> Attendance and punctuality in Learners Address learning loss in case of prolonged absence Identify and promote the talents of learners in different areas Assess the learner's attainment and ensure that they progress from one class to the next as per the curriculum expectations Monitor the curricular progress of learners on a continuing basis 	<ol style="list-style-type: none"> Optimise attendance and punctuality Reduce absence and address learning loss Differentiated instruction for gifted learners and not-so-gifted learners Increase Learners' participation and engagement Monitor Learners' progress regularly and analyse for early intervention and bridging academic gaps Integrate life skills development with day-to-day transactions to promote creative and critical thinking, problem solving and decision making, communication and interpersonal skills 	<ol style="list-style-type: none"> Optimise attendance and punctuality. Reduce absence and address learning loss. Differentiated instruction for gifted learners and not-so-gifted learners. Increase Learners' participation and engagement. Monitor Learners' progress regularly and analyse for early intervention and bridging academic gaps. Integrate life skills development with day-to-day transactions to promote creative and critical thinking, problem solving and decision making, communication and interpersonal skills.
Learning Lab	<ul style="list-style-type: none"> Identify learning difficulties in early stages and offer intervention to provide additional support Sensitize parents and teachers about learning disability Partner with teachers to educate the child in mainstream classroom 	<ol style="list-style-type: none"> Conduct screening sessions in all classrooms Identify types of learning disabilities Create IRP – Individual Remedial Plan for selected children Extend support to subject teachers Conduct regular sessions for teachers on Children with Learning Disabilities Vocational Training 	<ol style="list-style-type: none"> Conduct screening sessions in all classrooms Identify types of learning disabilities Create IRP – Individual Remedial Plan for selected children Extend support to subject teachers 	<ol style="list-style-type: none"> Conduct screening sessions in all classrooms Identify types of learning disabilities Create IEP – Individual Education Plan for selected children Shadow IEP students in English periods Conduct regular sessions for teachers on Children with Learning Disabilities 	<ol style="list-style-type: none"> Conduct screening sessions in all classrooms. Identify types of learning disabilities. Create IEP – Individual Education Plan for selected children and conduct sessions after school. Train parents to help such children at home. Conduct regular sessions for teachers on Children with Learning Disabilities. Enhance literacy and numeracy skills too.

5. Professional Learning Community

Ongoing professional development is established to support and build teaching skills that are aligned with the school vision and objectives. Following are planned:

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Learning Hub	<ul style="list-style-type: none"> • Collaboration among affiliated schools to share, co-operate and learn from each other by forming a Learning Hub • Enable sharing of resources and facilities 	<ol style="list-style-type: none"> 1. Ensure quality education 2. Adoption of innovative pedagogies such as experiential and active learning 3. Focus on skills, art and sports, CBP, lifeskill and value-based education 	NA	<ol style="list-style-type: none"> 1. Share information and expertise for academic collaboration 2. Make efforts for Co-planning and co-teaching in areas of difficulty 3. Cooperate with each other in understanding Children with Special Needs 4. Augment each other's organisational and administrative skills 5. Professional Development of Teachers 	<ol style="list-style-type: none"> 1. Share information and expertise for academic collaboration. 2. Make efforts for co-planning and co-teaching in areas of difficulty. 3. Cooperate with each other in understanding Children with Special Needs. 4. Augment each other's organisational and administrative skills. 5. Professional Development of Teachers. 6. Host a session on NEP and CBE.
Collaborate with professionals /experts	<ul style="list-style-type: none"> • Equip teaching faculty / employees with skills required to manage classroom, understand children, develop subject proficiency and adhere to professional attitude 	<ol style="list-style-type: none"> 1. Training for all departments by industry experts 2. Designated sessions by subject matter experts 3. Attend conferences and external training 4. Become members of professional organizations 5. Present papers in conferences 	<ol style="list-style-type: none"> 1. Training for all departments by industry experts 2. Attend conferences and external training 3. Designated sessions by subject matter experts 	<ol style="list-style-type: none"> 1. Training for all departments by industry experts 2. Designated sessions by subject matter experts 3. Attend conferences and external training 4. Become members of professional organizations 	<ol style="list-style-type: none"> 1. Training for all departments by industry experts. 2. Designated sessions by subject matter experts. 3. Attend conferences and external training. 4. Become members of professional organizations.

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Collaborate with Alumni	<ul style="list-style-type: none"> • Create a privilege network in our community, for both old and current students 	<ol style="list-style-type: none"> 1. Source efficiently talent pool and provide opportunities to serve school 2. Work with Student Advisory Board 3. Speak about crucial career issues related to their studies 4. Organise seminars for specific disciplines 	<ol style="list-style-type: none"> 1. Frame the bye-laws 2. Involve alumni in community outreach programs 	<ol style="list-style-type: none"> 1. Increase attendance 2. Organise seminars for specific disciplines 	<ol style="list-style-type: none"> 1. Increase attendance. 2. Involve them in planning for 2021-22. 3. Provide internships for alumni and create job opportunities for them.

6. Cultural competence and culturally responsive teaching

Education without culture is no education at all. Children must know their heritage, culture and their roots. With firm foundation, they can grow high and stand tall. Including following activities ensures meaningful and value based learning:

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Revival of culture and heritage	<ul style="list-style-type: none"> • Revive and rejuvenate Indian culture and uphold traditional art forms • Understand the vastness and richness of Indian heritage • Organise Value based events and celebrations 	<ol style="list-style-type: none"> 1. Understand India is a land of diverse culture and appreciating diversity 2. Know the various customs and styles visible in all aspects - music, dance, painting, sculptures, architecture 3. Contribute information in the form of articles, photos 	<ol style="list-style-type: none"> 1. Celebrations 2. Photo contest 3. Writing contest 4. Art contest 5. Balsam Enterprise based on Indian culture and art 	<ol style="list-style-type: none"> 1. Collect /read articles and stories about Indian art and culture 2. Visit caves to study murals and drawings 3. Conduct workshops with resource persons from Chitrakala Parishath and NID 4. Visit heritage sites to learn about Indian sculptures and architecture 5. Embracing diversity and build tolerance through Art education 	<ol style="list-style-type: none"> 1. Collect /read articles and stories about Indian art and culture. 2. Replicate murals and drawings seen in caves. 3. Conduct workshops with resource persons from Chitrakala Parishath and NID. 4. Visit heritage sites to learn about Indian sculptures and architecture. 5. Embracing diversity and build tolerance through Art education

7. Family and community engagement in school

There is a sense that all have a responsibility to educate students, not just teachers and employee in Balsam Academy. Families, as well as organisations, social service agencies, and local colleges/universities, all play a vital role in this effort.

	Objective	Goals – to be achieved by 2023	Outcomes for 2018-19	Outcomes for 2019-20	Outcomes for 2020-21
Parents on School Committees	<ul style="list-style-type: none"> Active engagement of parents on school committees to ensure optimal utilisation of the school resources, holistic development of learners and better management of the school 	<ol style="list-style-type: none"> SMC, PTC, STC, SDMC to participate in school management in planning, implementing, resource mobilisation and monitoring. Effective management of school 	<ol style="list-style-type: none"> Plan, implement, mobilise resource and monitor school governance. Conduct regular meetings and resolve issues collectively 	<ol style="list-style-type: none"> Increase member attendance Follow-up decisions taken and review work done since previous meeting Agenda and minutes of meetings 	<ol style="list-style-type: none"> Ensure 100% attendance. Present Success Initiative Plan for Parent Involvement across school. Reinforce rules and regulations for parent members on School Committees.
Parent volunteers	<ul style="list-style-type: none"> Involve parents to partner with school to become the change agents 	<ol style="list-style-type: none"> Define roles and responsibilities for parent volunteers Build a parent community that is committed for school development Train parents to participate in teaching-learning improvement 	<ol style="list-style-type: none"> Support Community outreach programs Parent Volunteers in all school events Parents to address students on career options Events organized by parents 	<ol style="list-style-type: none"> Parent participation in school activities Events organized by parents – Teacher’s Day, Cultural evening and Balsam Enterprise Support Community outreach programs Volunteer for reading programs and all school events Parents to address students on career options 	<ol style="list-style-type: none"> Increase Parent participation in school activities and events. Collaborate with parents in making year calendar, designing bulletin boards, co-teaching. Support Community outreach programs and initiate talks on SLRM. Volunteer for conducting HPE sessions and major school events. Parents to address students on career options.

<p>Parent workshops</p>	<ul style="list-style-type: none"> • Sensitize parents about the requirements in 21st century along with the impacts that digital age has on the child • Build mutual understanding to provide conducive environment in which the child can grow 	<ol style="list-style-type: none"> 1. Understand the need for conscious parenting workshops 2. Study the effects of media and screen time 3. List career options for parents to utilise time productively 	<ol style="list-style-type: none"> 1. Effective Parent Teacher Meetings 2. Conduct parenting workshops 3. Train parents to work/ assist in school 	<ol style="list-style-type: none"> 1. Reorient Parents 2. Conduct workshop on effects of media and screen time 3. Conduct satisfaction survey and analyse the results 4. Include members in resolving public issues 5. Effective Parent Teacher Meetings – refer to PTM Guidelines 	<ol style="list-style-type: none"> 1. Reorient Parents to build strong relationships with family members. 2. Conduct workshop on effects of media and screen time. 3. Conduct satisfaction survey and analyse the results. 4. Include members in resolving public issues. 5. Effective Parent Teacher Meetings – refer to PTM Guidelines
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