



GEMS  
FOUNDERS  
SCHOOL  
AL MIZHAR

STRATEGIC VISION

# **STRATEGY** | 2025-2028

## Building The Founders Way



# Foreword

**GEMS Founders school Al Mizhar** is a special place. We are an international private school in the heart of one of the greatest cities in the world. The Founders brand has a proud history, but we are not only defined by our past. We are forward-looking and responsive to the world around us.

As we plan for the future, we refuse to be complacent. It is important to be aware of what is happening in the wider world, but also to be considered and discerning in how we respond and in so doing we will continue to balance the best of of our previous successes with the best of the new.

This strategy derives from wide-ranging discussion and consultation with staff, children and the Founders family of schools.

That process culminated in the re-articulation of our educational purpose; this underpins our strategy and is shared here.

This plan is a statement of intent. It is not a straitjacket. It identifies areas of priority and articulates the principles that lie behind the purpose. So, while the direction is set, the route will develop. As it always has at Founders, that will emerge through the proactive interchange of ideas.

The leadership of the school is committed to clear and regular communication about our progress, to candour where there are hold ups, and to a sharp focus on the impact of our work.

Founders moves forward with ambition and with confidence.

*This strategy marks the start of an exciting new chapter in our collective journey, one that aims to elevate GFM as a force in education and a model of impact, empowering every learner and leader in our community.*

**Akram Tarik**  
**Founders Brand Leader**  
**Principal | CEO**



# Who we are

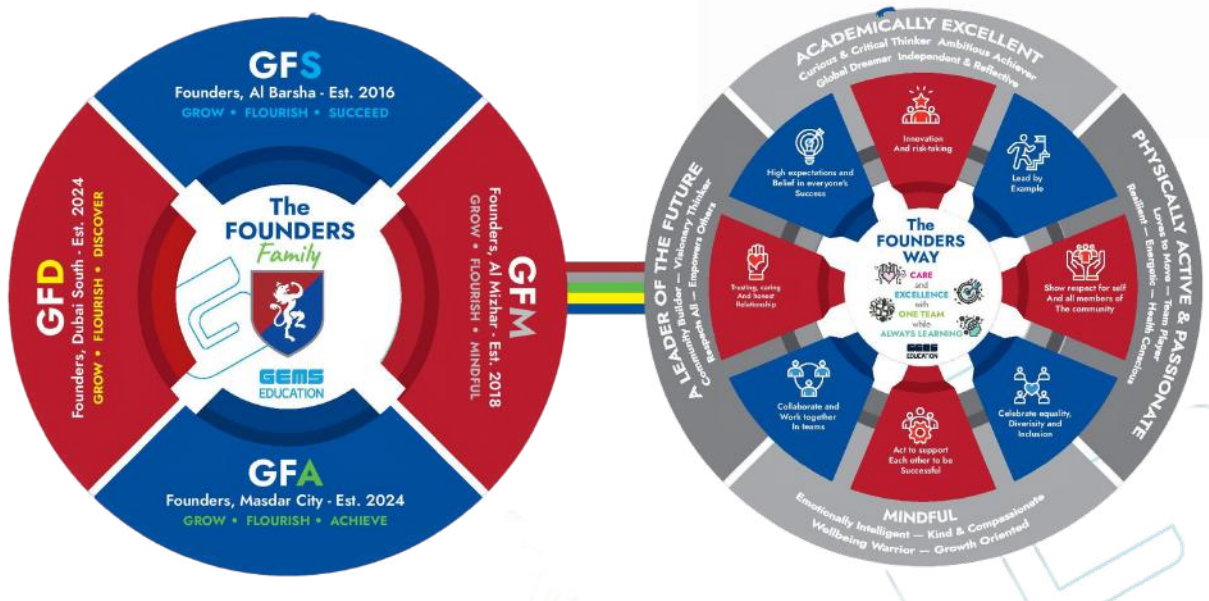
At the heart of the Founders Family of Schools lies a commitment to values deeply rooted in the GEMS Education core principles: **Care, Excellence, One Team, and Always Learning**. These values are not just guiding ideals; they are the foundation of our evolving identity and are the driving force behind The Founders Way brand.

Our shared vision as a family of schools — "To **Grow** and **Flourish, Together**" — captures our collective aspiration to thrive as one community. This vision has been shaped by the leaders of GFS, GFM, GFA, and GFD and is already coming to life through collaborative leadership and unified strategic intent. It is essential that we hold this vision at the forefront. In an evolving and often unpredictable educational landscape, our

strength will come from within, from our shared expertise, mutual support, and unwavering collaboration.

The Founders Way has been established to define and embed a consistent set of shared values, behaviours, and skills across all Founders schools. It is a unifying framework that shapes how students, staff, and families connect and engage with one another. It ensures that high expectations, inclusion, character development, and collaboration are not just aspirations but lived experiences throughout our community.

By establishing a common language and a clear set of standards, The Founders Way empowers every member of our schools to contribute to a culture of excellence, belonging, and purpose.



**The Founders Way** - This is how we grow. This is how we flourish. And this is how we succeed together.

# Our vision

We aspire to be a school that fully prepares our children and staff to **Grow**, **Flourish** and be **Mindful** for the rapidly changing demands of the twenty-first century.

We aim always to empower people to have the heart to celebrate uniqueness and the mind to be innovative, creative problem solvers, bringing a positive change to the world in which we live.





# Strategic Pillars



## Grow – Community

At the heart of the Grow pillar lies a commitment to nurturing a thriving school community—one that is collaborative, inclusive, and built on shared purpose. This pillar focuses on the growth of our people and partnerships, strengthening the fabric of our Founders Family through meaningful contribution, connection, and collective excellence.



## Flourish– Curriculum

The Flourish pillar is our commitment to cultivating excellence in learning through a rich, dynamic, and forward-thinking curriculum. It is about creating the conditions where every learner can thrive—academically, creatively, and intellectually.



## Mindful – Outcomes

The Mindful pillar reflects our intentional focus on holistic, purposeful outcomes—ensuring every learner not only achieves academically but also grows as a well-rounded, responsible Founders citizen. It is about aligning achievement with wellbeing, culture, and national priorities.

# Growing our community

## **G1. Strengthening the Founders Family of Schools through Contribution, Influence, and Sustainable Impact**

### **Why do we want to achieve this?**

We are committed to deepening our contribution to the wider Founders Family of Schools by leveraging our influence, sharing best practices, and driving sustainable improvement across the network. This priority ensures our leadership, innovation, and outcomes support a collaborative model that benefits all schools within the group, while positioning us as a central pillar in shaping its long-term success.

## **G2. Embedding the Founders Way to Drive a Consistent Culture of Excellence**

### **Why do we want to achieve this?**

We are embedding the Founders Way to drive a consistent culture of excellence — so that every GFM child thrives within a community where parents, teachers, and leaders share a clear understanding of our core values, hold high expectations, and work together toward a unified vision of success. This alignment raises standards, strengthens identity, and ensures every learner is known, valued, and supported to achieve their potential.

## **G3. Empowering Student Voice and Fostering Learner Autonomy**

### **Why do we want to achieve this?**

At GFM, we empower student voice and foster learner autonomy because our students are articulate, confident individuals whose insights help shape meaningful learning. By actively listening to our learners, we ensure that our curriculum and assessment are responsive, relevant, and reflective of their needs — building ownership, deepening engagement, and preparing every GFM child to think critically, act independently, and contribute with purpose.

## **G4. Strengthening Induction, Integration, and Retention of Students and Staff**

### **Why do we want to achieve this?**

We are strengthening induction, integration, and retention because when we get the start right, we set the foundation for lasting success. A positive induction experience helps students and staff feel seen, valued, and connected from day one — building a sense of belonging that drives engagement and wellbeing. At GFM, we believe that happy teachers create happy students, and by investing in consistent, thoughtful integration, we increase retention, sustain excellence, and nurture a thriving community.

## **G5. Investing in People through Professional Growth and Leadership Development**

### **Why do we want to achieve this?**

Our strategy is rooted in growing and retaining exceptional people, fostering a culture of continuous learning, and developing leaders from within the Founders community. By moulding world class educators who can deliver high-quality education at an affordable cost, we aim to disrupt the market while keeping our intellectual capital at the heart of our schools.



# Growing our community

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
G1. Strengthening the Founders Family of Schools through Contribution, Influence, and Sustainable Impact	G1.1 GFM recognised as a leading contributor within the Founders Family of Schools, evidenced by measurable influence on cross-school improvement initiatives, increased collaboration in leadership development	
	G1.2 Successful scaling of best practices across the Founders family of schools evident through Founders support visits.	
	G1.3. Frameworks* are embedded across multiple schools, demonstrating sustainable impact and reinforcing its role as a strategic anchor in shaping the future direction of the group.	

# Growing our community

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
<b>G2.</b> Embedding the Founders Way to Drive a Consistent Culture of Excellence	<b>G2.1</b> 95%+ of staff, students and parents demonstrate clear understanding and consistent application of the GFM Way, as measured through learning walks, surveys, and stakeholder feedback.	
	<b>G2.2</b> 100% of classrooms consistently demonstrate the core elements of the GFM Way—routines, expectations, and relationships—during quality assurance reviews. A clear, consistent culture is embedded across all phases, staff, and student interactions.	





# Growing our community

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
<b>G3. Empowering Student Voice and Fostering Learner Autonomy</b>	<b>G3.1</b> Over 90% of students report feeling heard, valued, and actively involved in school decision-making processes, as evidenced by student voice survey results. Any relevant recommendations from student-led audits are implemented in the following cycle of action plans. A minimum of 1 key whole-school initiatives for AY27-28 is visibly linked to student voice data (e.g. updated behaviour policy, curriculum enhancements, wellbeing programmes).	
	<b>G3.2</b> A strong culture of student agency and responsibility is evident across all phases, with students confidently leading projects, feedback loops, and school improvement initiatives.	
	<b>G3.3.</b> 80%+ of students are able to articulate and reflect on their own learning goals and progress, as evidenced through learner interviews, portfolios, or self-assessment data.	

# Growing our community

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
<b>G4.</b> Strengthening Induction, Integration, and Retention of Students and Staff	<b>G4.1</b> Staff attrition <15%, with exit survey data showing increased satisfaction related to induction, support and career development.	
	<b>G4.2</b> 100% of new staff complete a structured onboarding programme, with 90% reporting high confidence and clarity in their role within the first term.	
	<b>G4.3</b> Student retention continues to rise year-on-year, with over 90% of new joiners remaining beyond their first academic year. Our onboarding model is recognised as best practice across the network, and student feedback highlights a strong sense of belonging, with new students actively engaged in school life by Term 2.	



# Growing our community

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
G5. Investing in People through Professional Growth and Leadership Development	G5.1 100% of staff access high-quality, research-informed annual CPD aligned to school priorities, with over 90% reporting increased confidence and demonstrable impact in their roles.	
	G5.2 Leadership capacity is visibly strengthened across all tiers, creating a resilient and future-ready leadership pipeline.	





# Flourishing our curriculum

## **F1. Embedding Educational Excellence in Teaching through the Teach Like a GEM (TLAG) Framework**

### **Why do we want to achieve this?**

We are focused on embedding the TLAG framework to drive consistently high-quality teaching and learning across the school. Through evidence-informed instructional strategies, deliberate practice, and coaching, we aim to build a culture of pedagogical excellence that secures strong outcomes for every learner.

## **F2. Reimagining Curriculum and Assessment to Lay Foundations for Future Success**

### **Why do we want to achieve this?**

We are committed to designing a forward-thinking, knowledge-rich curriculum that goes beyond academic content to develop the whole child. Rooted in the GEMS values, our curriculum nurtures not only skills and understanding but also the social, emotional, and moral growth of every learner. Through purposeful, aligned assessment, we ensure that learning is deep, progress is measurable, and teaching remains responsive, supporting strong academic outcomes alongside personal development, character, and global citizenship.

## **F3. Embedding the Culture of Reading**

### **Why do we want to achieve this?**

We are committed to making reading the cornerstone of our curriculum by developing fluent, confident, and motivated readers. Through high-quality instruction, targeted intervention, and a whole-school reading culture, we will ensure every student gains the literacy skills essential for academic success and lifelong learning.



# Flourishing our curriculum

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
F1. Embedding Educational Excellence in Teaching through the Teach Like a GEM (TLAG) Framework	F1.1 90% of teachers show measurable improvement in TLAG techniques, with all staff receiving coaching that leads to clear gains in student learning outcomes.	
	F1.2 Student attainment and progress improve year-on-year, with core subject progress scores meeting or exceeding national benchmarks.	
	F1.3 External validation (e.g., BSO, DSIB, peer reviews) recognises the school as a model of pedagogical excellence and instructional leadership.	

# Flourishing our curriculum

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
<b>F2.</b> Reimagining Curriculum and Assessment to Lay Foundations for Future Success	<b>F2.1</b> 100% of subjects implement a sequenced, knowledge-rich, values-informed curriculum that promotes deep learning, personal development, and global competencies. Assessment is fully integrated to provide teachers with live feedback to ensure responsive teaching.	
	<b>F2.2</b> Curriculum and assessment reviews show 90%+ alignment between taught, assessed, and learned content across all phases.	
	<b>F2.3</b> Teaching is responsive and adaptive, informed by high-quality assessment and deep curriculum knowledge.	





# Flourishing our curriculum

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
F3. Embedding the Culture of Reading	<b>F3.1</b> 90 % meet fluency expectations (SAS 95+) in reading across all phases, with measurable year-on-year progress in standardised reading assessments.	
	<b>F3.2</b> A vibrant reading culture is evident across the school, where students of all backgrounds view reading as enjoyable, purposeful, and empowering.	



# Mindful of our outcomes

## **M1. Wellbeing and Personal Growth for All**

### **Why do we want to achieve this?**

We are committed to nurturing the holistic development of every student by prioritising wellbeing, character education, and personal growth. Through a safe, inclusive, and supportive environment, we empower students to thrive emotionally, socially, and ethically equipping them with the resilience and values needed for lifelong success.

## **M3. Strengthening Arabic and Islamic Education**

### **Why do we want to achieve this?**

We are committed to delivering high-quality Arabic and Islamic education that meets the needs of all learners, particularly bilingual Arabic in FS2 -Year 1. Through a focused strategy on pedagogy, curriculum alignment, and language development, we aim to raise attainment, enhance engagement, and foster a deep cultural and linguistic appreciation across our school community.

## **M2. Advancing the UAE National Agenda through Excellence and Innovation**

### **Why do we want to achieve this?**

We are committed to aligning with the UAE National Agenda by raising attainment, promoting innovation, and preparing students to thrive in a competitive, knowledge-based global economy. Our focus will be on achieving outstanding outcomes in international benchmarks, embedding global competencies, and contributing meaningfully to the nation's vision for educational excellence. Our students have relentless expectations and aspiration to achieve their potential and beyond.



# Mindful of our outcomes

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
<b>M1. Wellbeing and Personal Growth for All</b>	<b>M1.1</b> Behaviour incidents, exclusions, and wellbeing referrals reduced by 30–50% through a codified approach to routines, proactive pastoral care, and character education. 'Behaviour Essentials' are visibly embedded in 90% of lessons.	
	<b>M1.2</b> All students engage in structured personal development, with 100% participating in leadership, community service, or enrichment—driving increased agency, confidence, and wellbeing.	
	<b>M1.3</b> Staff wellbeing and engagement scores increase by 25%, as tracked through annual surveys and retention data.	



# Mindful of our outcomes

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
<b>M2. Advancing the UAE National Agenda through Excellence and Innovation</b>	<b>M2.1</b> The school consistently meets or exceeds UAE National Agenda benchmark targets, including TIMSS, PISA, PIRLS, and value-added progress measures.	

## Education Strategy 2033

under the slogan

"Dubai is establishing a world-leading education system that places students at its heart"

### Objectives

- **Productive Emiratis empowered** with quality education
- **Innovative ecosystem** that creates impact and activates growth
- **Engaged educators and parents** that nurture life-long learning
- **World-class learning destination** for all learners
- **Equitable and accessible quality education** designed around the wellbeing of diverse learners

### KPIs

- Dubai ranks **top 10** in PISA and TIMSS
- Dubai ranks **top 5** in PIRLS
- Dubai ranks **top 10** in best student city
- **90%** of parents satisfied with available education options
- **50%** of international students in Dubai universities
- **10** of startups incubated in Dubai universities
- **10X** growth of annual funds appropriated to research
- More than **40** thousand seat capacity in affordable schools

### Game Changers

- **Learner Passport**  
creating a personalised education journey for each learner
- **Louhat Al Daad**  
Enhance and strengthen the positioning and scope of the Arabic language in education
- **Without Barriers**  
A framework targeting inclusion and alternative pathways ensuring access to education for all
- **All Rise**  
Elevate the teaching profession to make it one of the most sought-after careers
- **Future Astrolabe**  
A counselling programme for all students, with a focus on Emiratis
- **Learn Anywhere**  
Design a programme to improve the quality of education across all phases, anchored in a quality framework

# Mindful of our outcomes

Over the next three years, we will:

Strategic Focus	What do we want to achieve by 2028	Are we on track to achieve our goals?
<b>M3. Strengthening Arabic and Islamic Education</b>	<b>M3.1</b> Over 85% of students meet or exceed expectations in Arabic and Islamic Education, with notable gains among FS2–Year 1 bilingual learners through targeted early intervention. High levels of engagement, pride, and cultural understanding are evident across the provision.	
	<b>M3.2</b> Arabic and Islamic Education are fully integrated into the school's broader learning culture, with clear evidence of high expectations, meaningful learning, and cultural respect. 90% of students meet full curriculum standards in Arabic and Islamic education.	
	<b>M3.3</b> Students demonstrate confidence, fluency, and cultural understanding in Arabic, with FS2–Y1 bilingual learners building strong foundational language skills. Arabic is fully embedded in the FS–Y1 environment, routines, and assessments, with all staff actively supporting language development and cultural identity. FS–Y1 is recognised as a model of effective bilingual and cultural education.	

# Making Strategy 2025 - 2028 possible

To deliver our Strategic Vision we need to bring together talented and motivated people with effective systems and spaces, all supported by a sustainable strategic footing.

## People

The success of our School depends upon recruiting, developing and retaining a talented, motivated and diverse workforce. We must find gifted people, encourage them to join us and empower them to succeed in their endeavours. We must create a working environment in which people thrive and are happy.



## Sparkling GEMS

GEMS is committed to supporting every learner—removing barriers and unlocking potential for all, from gifted and talented students to those of determination.



## GEMS Heritage Heroes

Current data shows us that our Emirati students are lagging behind their non-Emirati peers and so with this, we commit to an Emirati strategy to ensure they catch-up quickly through stronger parental engagement and intervention programmes, particularly in reading



## Family First

Embed the GEMS Family First framework to build strong, trust-based relationships with parents through proactive communication and responsive support ensuring families feel heard, supported and actively involved in shaping their child's success



## GEMS Leadership GEM Stones

Embed the Leadership Gemstones framework and whole school wellbeing strategies to teach character and nurture student wellbeing ensuring students feel safe, confident and equipped to lead with integrity in school and beyond.



**GEMS**  
EDUCATION





# What Next

This strategy identifies our aims and ambitions but recognises that the process of delivering successful change is complex.

This document is not intended as a bland statement of intentions, to be forgotten as soon as it is published. Instead it is the first in a series of communications which will seek to chart the course of the next few years.

This will be followed by regular updates, some comprehensive, others more targeted, which will celebrate progress, identify and explain obstacles and provide the framework for an open and regular exchange of ideas.

We have started as we hope to go on.

If we are successful then GFM will continue to hold true to the Founders Way which has driven our sustained success.



GEMS Founders School Est. 2016.  
GEMS Founders Al Mizhar Est. 2018.  
GEMS Founders Masdar Est. 2024.  
GEMS Founders Dubai South Est. 2024.



## STRATEGIC VISION

GEMS  
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AL MIZHAR

[gemsfoundersschool-mizhar.com/en](https://gemsfoundersschool-mizhar.com/en)



**GEMS**

مدرسة جيمس فاوندرز (المزهر)

Founders School

AL MIZHAR

