

SPRING DALES PUBLIC SCHOOL DEVELOPMENT PROJECT

Wakha/Mulbekh – Kargil – Ladakh – Jammu & Kashmir – India

SCHOOL DEVELOPMENT PLANNING

ACTION PLAN: PRIORITIES, GOALS AND PERFORMANCE MEASURES

DECEMBER 2011

Lamdon Social Welfare Society (LSWS) and Spring Dales Public School (SDPS) have identified the following five priorities on which to focus for the development of Spring Dales Public School for YEAR 1 (the progress of which to be reviewed monthly by the SDPS Management Team):

- I. Organizational Structure
- II. Quality Education
- III. Human Resource Development
- IV. Financial Security
- V. Physical Infrastructure & Environment

YEAR: 1 October 2011 – October 2012

PRIORITY	GOALS (SMART) ¹	ACTION / ACTIVITY	YEAR	TIMELINE	TEAM LEADER	MEASURABLE OUTCOMES
I. Organizational Structure	a) Set up functional, sustainable, & legal organizational structure of SDPS (in relation to LSWS)	a) Get third opinion (from a lawyer) in regards to legality of current organizational structure	1	a) By December 2011	Tsewang Norboo	
		a) Research other models of NGO's running schools in India (with FCRA Accounts)	1	a) October/ November 2011		
		a) Research organizational structure model with Lamdon Society in Leh (Martin and Norboo)	1	a)		
		a) Establish roles and responsibilities of the SDPS Board of Management	1	a)		
II. Quality Education	a) Provide education for <u>all</u> types of children in the community	a) Develop and Implement SDPS Student Scholarship Program	1	a) Ongoing	Stanzin Lamo	a) # of annual scholarships increased by ____
		a) Begin to develop (and begin to implement) SDPS Special Needs Program	2	a) Ongoing		a) # of students with Special Needs increased by ____

¹ SMART Goals are goals that are Specific, Measurable, Achievable, Realistic/Relevant, and Time-bound.

SPRING DALES PUBLIC SCHOOL DEVELOPMENT PROJECT

Wakha/Mulbekh – Kargil – Ladakh – Jammu & Kashmir – India

b) Improve Quality of Education & Teaching Methodology	b) Ensure that all classes are taught by teachers with appropriate skills, knowledge and time schedule availability (where possible)	1	b) Ongoing		b)
	b) Provide in-service training for <u>all</u> teachers	1	b) Ongoing		b) Improved test and final exam rates
	<ul style="list-style-type: none"> - English Skills <ul style="list-style-type: none"> • Encourage teachers to benefit from contact with volunteers. - IT Skills <ul style="list-style-type: none"> • Encourage teachers to use internet for preparation of classes; - Motivation & Leadership Skills 		<ul style="list-style-type: none"> • Summer 2012 		
	b) Provide additional training (longer-term & off-site) for <u>senior</u> teachers	1-2	b) Winter 2012		
	<ul style="list-style-type: none"> • Focus on ‘non-technical’ skills development as well. Encourage art, music, PE, local handicrafts (which can be used to raise funds) 				
	b) Research, purchase, and teach teachers to use, appropriate Teacher Learning Materials (TLM’s) in the classroom	1 (VOLUNTEERS)	b) Winter/Spring 2012		
	<ul style="list-style-type: none"> • Provide extra funds for purchase/ preparation of TLM’s • TLM display board 				
	b) Introduction of audio-visual teaching tools in the classroom.	1 (MUMBAI COMPANY)			
	b) Introduction of Teacher’s Diary for each teacher	1			
	b) ‘train the trainers’ to ensure the standards are maintained over the years despite the high teacher-turnover rate	1			
	b) Encourage teachers to prepare school curriculum for each class and subject to document the expected	1 (LHAMO+NORBOO)			

SPRING DALES PUBLIC SCHOOL DEVELOPMENT PROJECT

Wakha/Mulbekh – Kargil – Ladakh – Jammu & Kashmir – India

		knowledge standards.	WITH MARTINA&ALEX)			
	b) Strengthen pre-primary education	b) train one teacher how to use multi-sensory approach in the classroom <ul style="list-style-type: none"> this teacher can train the other pre-primary teachers in this method 	1			
	c) Use level-appropriate text books	c) Research which replacement text books will best suit current student level, purchase, put into practice <ul style="list-style-type: none"> Ensure text books are in compliance with the school/class/subject curriculum (govt) Ensure text books are culturally-specific 	1 (MK TO ASK MR. KUMAR FOR SUPPORT)			c) All students learning from text-books at their level
	d) Improve Student-Teacher relationship/communication	d) Establish “home-room” teacher/tutor for each student to address learning challenges <ul style="list-style-type: none"> Ensure H-R teachers are paired with the same student throughout the student’s time at SDPS. 	1 (LHAMO COORDINATION+CHAMBA)	c) December 2011		d) Improved test and final exam rates
		d) Support out-of-school activities to build up relationships	1	d) New School Year 2012		
		d) Debate and seminar with students	1			d) Improved test and final exam rates
		d) Establish Student Leader/Class Representative to communicate with teacher on behalf of classmates.	1			
	e) Develop Parent-Teacher relationship/communication	e) SDPS to arrange / host: <ul style="list-style-type: none"> Parent-Teacher Meetings (1x per month) Parent-Teacher open discussion (2x per year) Parent-Teacher picnic (1x per year) Teacher tours to student homes (1x per year) Parent Orientation (2x per year) 	1 1 3 OPEN 1 3	d) Ongoing		
		e) Establish a Parent-Teacher Association (PTA)	3			
		f) Monthly Staff meetings (1 x per month) with increased opportunity to meet 1:1 with Principal and	1			

SPRING DALES PUBLIC SCHOOL DEVELOPMENT PROJECT

Wakha/Mulbekh – Kargil – Ladakh – Jammu & Kashmir – India

	<p>f) Strengthen Principal-Teacher relationship/communication</p> <p>g) Increase communication between Board of Management and LSWS</p> <p>h) Increase student and teacher exposure to foreign volunteer teachers</p> <p>i) Increase student and teacher exposure to the world</p>	<p>senior teachers to address teaching challenges.</p> <p>f) Open a suggestion registry for staff (e.g. anonymous suggestion box)</p> <p>g) Monthly meetings (1x per month) to address concerns, challenges and celebrate successes.</p> <ul style="list-style-type: none"> • Use internet in the meantime <p>h) Continue to collaborate closely with Hnuti Brontosaurus (Czech NGO) to expand summer volunteer program</p> <p>i) Annual tour for students and staff to other schools and historical places in and out of Ladakh.</p>	<p>1</p> <p>1</p> <p>1</p> <p>INCREASE COMMUNICATION - PART OF PRIORITY I.</p> <p>1</p> <p>a)VOLUNTEER PROGRAM NEEDS TO BE SET UP b)VOLUNTEER COORDINATOR TO BE FIND – NORBOO TEACHING CHAMBA NEXT YEAR</p> <p>1</p> <p>DEPENDING ON FINANCIES –PICNICS OR OTHER SCHOOLS COMING TO SDPS</p>	<p>f) October 2011</p> <p>f) October 2011</p>		<p>f) Monthly Staff meetings 1 x per month</p> <p>g) Increased # of volunteers in Summer 2012</p>
III. Human Resource Development	<p>a) <u>Recruit</u> experienced and qualified teachers</p> <p>b) <u>Retain</u> current and future teachers</p>	<p>a) Advertise increased salary (to be competitive)</p> <p>a) Advertise a sound teachers benefits package (including special incentives)</p> <p>a) Advertise widely</p> <p>a) Engagement of qualified teachers (NTT, ETT, Bed, MEd)</p> <p>a) Compare teacher capabilities with school/class/subject curriculum needs (where possible)</p> <p>b) Increase Salary <u>annually</u> (to be more competitive)</p>	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>		Chamba Galack	

SPRING DALES PUBLIC SCHOOL DEVELOPMENT PROJECT

Wakha/Mulbekh – Kargil – Ladakh – Jammu & Kashmir – India

		<p>b) Develop a sound teachers benefits package including:</p> <ul style="list-style-type: none">• free education for teacher’s children• awards/rewards• incentives <p>b) Develop a formal employment contract</p> <p>b) Use semi-annual/annual evaluation to provide feedback and discuss teacher’s needs to address personal remuneration so the teachers are clear of the expectations (goal/benefit).</p> <p>c) Provide increased (part/full time) salary for members of SDPS Management Team</p> <p>c) Ensure the members of the Management Team have the capacity and time for the management role</p> <p>c) Provide management training and development for Team members</p> <ul style="list-style-type: none">- English Speaking Skills- IT Skills- Management Skills- Accounting Skills <p>c) Develop a formal employment contract</p> <p>d) Provide management training and development for key LSWS Members</p> <ul style="list-style-type: none">- English Speaking Skills- IT Skills	<p>(DEPENDING ON FINANCIES)</p> <p>1</p> <p>(DEPENDING ON FINANCIES)</p> <p>1</p> <p>(MORE BENEFITS SHOULD BE ADDED SO SDPS CAN COMPETE WITH GOVERNMENT SCHOOLS – IT SHOULD BE PART OF EMPLOYMENT CONTRACT)</p> <p>1</p> <p>(TEPLATE FROM LAMDON SCHOOL FROM LEH OR CONSULT A LAWYER)</p> <p>ON HOLD UNTIL PRIORITY I. IS COMPLETED</p> <p>1</p> <p>1 + THIS WINTER</p>			
	<p>c) Develop a full-time SDPS Management Team</p> <p>d) Develop the capacity of key LSWS Members</p>					

SPRING DALES PUBLIC SCHOOL DEVELOPMENT PROJECT

Wakha/Mulbekh – Kargil – Ladakh – Jammu & Kashmir – India

		- Management Skills - Accounting Skills (ACCOUNTING TRAINING OR SEPARATE EXCEL TRAINING OR FCRA TRAINING)	1 + THIS WINTER 1			
IV. Financial Security	a) Develop a Fundraising Team within the LSWS Members	a) Collaborate closely with Fundraising Manager (KK) to develop the team's skills and capacity	1 (PRIORITY I. NEEDS TO BE ACCOMPLISHED PRIOR THIS)	a) Until May 2012 (possibly beyond)	Tsewang Norboo	
	b) Fundraise finances for the completion of 1 st of both the hostel and classroom blocks	b) Collaborate closely with Fundraising Manager (KK) to research funding opportunities, write and submit proposals to, and liaise with local, national and international funders.	1 (PRIORITY I. NEEDS TO BE ACCOMPLISHED PRIOR THIS)	b) Until May 2012 (possibly beyond)	Tsewang Tundup	
	c) Generate sustainable income	c) Tipper: rent Tipper out during peak season c) Renovate LSWS Building (Chamba Statue) and use for café and/or shop for tourists/ guest house. c) Explore the possibility of a Mulbekh Museum (run by LSWS with profits to SDPS) c) Push for commercial land in Leh c) Develop School Canteen c) Open 'cyber café' for the community and tourists (internet facilities) c) Special meetings/seminars for LSWS (ask Norboo?)	1 1-2 2-3 1-3 1 1-2 (DEPENDENT ON RENOVATION OF LSWS BUILDING) 1 (SDPS ORGANIZING TRAININGS FOR PEOPLE?)	c) April - November 2012		

SPRING DALES PUBLIC SCHOOL DEVELOPMENT PROJECT

Wakha/Mulbekh – Kargil – Ladakh – Jammu & Kashmir – India

V. Physical Infrastructure & Environment	a) Complete 1 st block of student accommodation (hostel)	a) Secure remaining financial support	1	a) June 2012 (building completed)	Tsering Samfel	
		a) Increase # of labourers and masons	1			
		a) Timely stocking of material (season)	1			
		a) Maintenance of equipment/machines	1			
	b) Complete 1 st block of classrooms	b) Secure entire financial support	1	a) November 2012 (building completed)		
		b) Increase # of labourers and masons	1			
		b) Timely stocking of material (season)	1			
		b) Maintenance of equipment/machines	1			
	c) Develop an eco-friendly Waste Management strategy	c) Research, design and implement an eco-friendly waste management plan	1	b) Winter 2011 (research & design) Summer 2012 (implementation)		
PRIORITY	GOALS (SMART)	ACTION		TIMELINE	TEAM LEADER	MEASURABLE OUTCOMES

V HIMÁLAJÍCH