

School Improvement Services



Introduction

Ruskin Education is Middle Eastern based school improvement and support services company with offices in Dubai, but with projects across Saudi Arabia, Jordan, Palestine, the UAE and sub-Saharan Africa.

Ruskin Education has a dedicated team of specialists and associate consultants all experienced in international schools and in supporting school improvement and training both in the UK and internationally. We work with schools across the region to support improvement, provide professional development and help schools improve their quality and reputation. Our team has a vast knowledge and experience in working with schools, creating and leading professional development, and providing strategic and operational consultancy. We have access to a broad range of specialist consultants who work closely with us and complement our full time team.

Our Core Team



Paul Wagstaff MEd; CEO

Paul has significant experience in school improvement and training in the UK and internationally. As a senior HMI and Director of the UK National Strategies, Paul has been at the forefront of evaluation, developing training and supporting school improvement. He works across the region supporting schools and national bodies on school and education reform.

Sandy Bevan MA; Regional Director: MENA

With over 25 years of experience in leading and managing schools and early years settings, Sandy was the Regional Manager for school projects within the British Council prior to joining Ruskin Education earlier this year. She has held senior advisory roles in Early years and SEN and is an Ofsted Registered Nursery inspector.



Paul Grisewood BA; LCoIT Regional Director: UK and Europe

Paul is a very experienced school principal and international school headmaster of IB and British Curriculum schools in China and Japan. He provides strategic support in business practices and marketing in international schools along with strategic support and professional development in curriculum and teaching and learning. He leads Ruskin's UK and Europe operation bust supports all Ruskin's international projects.

Stephen Cox MEd; Principal Consultant

Following a successful teaching and local authority career in the UK, Stephen was appointed as the Director of Professional Development across the GEMS organization. After leading the Aspire Academy in Qatar, he joined the Taleem organization as Director of Education. Stephen now leads professional development at Ruskin Education.



Services and Framework

Ruskin Education offers a comprehensive package of support for schools from strategic support and leadership of change, to curriculum design and through to professional development and accreditation.

We also provide the longer-term management support to institutions and both intervention and support programmes including the deployment of specialists and senior managers.

The range of our support services includes:

1. Strategic Leadership:

This takes several forms but principally involves supporting school owners and principals at a high level. It involves developing an entire strategic plan for improvement both of education and quality but also for commercial success. The work can cover:

- Establishing the mission of the school
- Improving system design
- Setting goals and development and implementation plans
- Working with stakeholders and senior leaders to implement the aims
- Supporting performance management
- Coaching and supporting senior teams
- Positioning the school, marketing support and strengthening the reputation
- Formulating and supporting on governance and quality assurance.

2. School Management:

Our school management support takes several forms including working alongside school leaders, as well as deploying strategic advisers and consultants in schools to support senior managers and lead on school improvement.

We tailor our support to the individual needs of schools. Whether this is responsive to issues raised in a school inspection, an identified professional development need, or part of the schools' own improvement plan, we agree the specific brief with the school and work in partnership to ensure that our work shows demonstrable impact. We draw on the range of Ruskin Education's expertise in improving school performance and draw upon our significant range of highly trained and experienced Associate Consultants who work together in teams or individually according to the agreed needs identified with the school. All our school management projects are

heavily quality assured with direct oversight from the Company's CEO.

Our expertise and experience in educational management covers a range of curricula including Ministry of Education, American, Indian and English National Curriculum. Projects and school management contracts have covered work in all curriculum schools.

Our school management services additional to educational support includes:

- Teacher recruitment
- HR leadership and support

Example Case Studies:

The School of Modern Skills, Dubai



Due to weaknesses in management and poor performance as outlined in the school's inspection report, Ruskin Education was contracted to help improve management at the school. Ruskin deployed two full time managers to work alongside the school senior leaders and to coach and guide them in improving teaching and learning and provision for special educational needs. Our managers helped restructure the school management team and establish a clearly focused plan of improvement. They are based full time in the school.

In the 2014 KHDA inspection, school leadership and management were deemed to be good and effective. Although the school was deemed acceptable overall, there had been a significant increase in the number of areas consider good and effective. Four features of the school, including Kindergarten and provision of special educational needs, were improved from inadequate to acceptable.

'We have been delighted with the work of Ruskin Education and my only regret is that we had not involved them much earlier'

Huda Sam: school Principal

Gulf Indian High School, Dubai



Facing many problems and poor inspection outcomes, the Gulf Indian High School contracted Ruskin Education to work alongside existing management to rapidly bring about change and improvement. A poor Early Years Department, a curriculum deemed to be inadequate by the inspectors, and weaknesses in senior management needed direct intervention along with a sustained plan of capacity building with senior staff and curriculum leaders.

Led by the Company's Education Director, a team of Ruskin advisers is now working in the school. A full time adviser is deployed in the Foundation Stage and specialist curriculum experts have been producing a new curriculum and working with senior staff to implement this within the school.

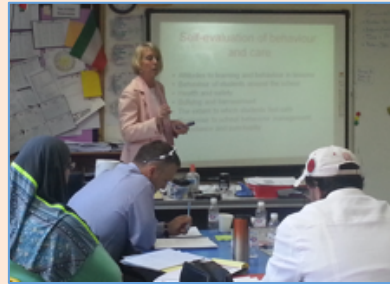
The Education Director chairs the senior management school improvement meetings and is coaching and supporting the principal and senior team in developing a robust self-evaluation process and action plan.

Leadership training for Middle Managers

A private school group in Kuwait had a number of middle managers relatively new to their roles. Ruskin Education was commissioned to create a modular professional development programme for middle managers to raise their awareness of their roles in school and to build their skills in managing teams and dealing with challenging issues.

The course focused upon raising attainment, evaluating progress and working with teachers to improve student outcomes. Work on self-evaluation techniques was complemented with practical sessions on the skills of observing teaching and learning, feeding back to staff and managing difficult staff. The course ran over three modules with follow up work to be undertaken between course sessions to practise the skills and concepts introduced through the taught and facilitated sessions.

The course was extremely successful and highly rated in staff evaluations.



School Self-evaluation

Due to weaknesses in a school's self-evaluation, issues of poor achievement and weak progress being made by a significant group of students at the school had not been identified early enough. The school inspection had identified the weaknesses but these had not been picked up by the school management.

Consequently, the school wanted a root and branch review of its self-evaluation systems and training for staff to ensure that issues were being identified early enough to allow the school to address the issues and evidence the impact on improvement. Ruskin Education was commissioned to work with the school to strengthen its school evaluation techniques and evidence collection and to train senior staff in fulfilling their school self-evaluation skills.

The school worked in partnership with Ruskin Education to develop and embed more robust systems for monitoring and evaluating quality in the school and in identifying priorities, and working to overcome them. The school has been re-inspected and was identified as having improved significantly and with a very clear and strategic approach to prioritizing development and to reducing underachievement.



3. Education and Curriculum:

The organization draws upon a team of curriculum and teaching specialists to support schools in various ways. Some of this work is provided through short-term consultancy and others through longer-term contracts with schools and clients.

Our specialist curriculum team is drawn from specialists based across the region and also from North America and the UK. This ensures that we deploy the correct team to meet the specific needs of schools and clients. Our work over the last year has

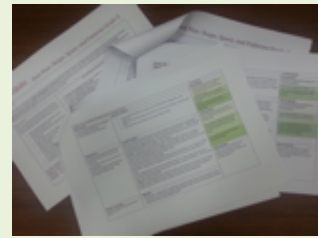
included developing an IB based Arabic curriculum for a premium international schools, setting curriculum standards for a British curriculum school and introducing American Common Core standards to a UAE based American school.

All the organisation's curriculum projects are quality assured through Ruskin Education's project management system with the Education Director taking a personal interest in overseeing the quality and standards.

Example Case Study

Curriculum Units for an entire school

Following weaknesses identified in the school's inspection Ruskin Education was commissioned to develop an entirely new approach to the curriculum in an Indian curriculum school. Traditionally teaching from a narrow range of text books, the school had been heavily criticised for its narrow approach to teaching and learning and the lack of creativity and opportunities for independent learning, enquiry, research and collaborative problem solving.



The Ruskin Education team have devised a progression of standards and outcomes along with exemplar units of work in English, mathematics and science that incorporate a broad range of teaching and learning styles, the integrated use of technology, and a blended assessment programme including peer assessment, assessment for learning and observational assessment.

The senior team are now currently working with the school's curriculum leaders to embed the units of work and to develop the skills within the school leadership team to build a broader range of units and support staff in their implementation

4. Recruitment:

Ruskin Education has a team of individuals working solely on the recruitment of staff and on the procurement and management of contracted services to schools. Our HR and recruitment team work on a range of assignments, mostly linked to the recruitment of school based employees including teaching and non-teaching staff. Senior consultants are drawn from our vast database of carefully managed and quality assured consultants. Our recruitment and business management teams ensure that all assignments are clearly defined, job descriptions and person specs agreed, and that all recruitment processes take full account of comprehensive interview processes and reference checks.

Ruskin Education currently has several recruitment contracts to support schools across the region in finding appropriately qualified and experienced teachers and senior staff. Our work covers recruiting for British curriculum schools, Arabic and Islamic studies departments and also for early years and special educational needs.

Example Case Study:

Recruiting for a new International School

Ruskin Education was commissioned to provide the core recruitment and HR strategy for two new international schools in Bahrain and Dubai. Due to delays in granting the license to operate, our recruitment strategy was brought in late in the year and beginning only in March 2014 for school openings in September. Our team worked to secure high quality principals for both schools and very swiftly and effectively staffed the schools with high quality teachers with international credibility and high level of skill and experience in teaching the English National Curriculum. Recruitment for the school in Bahrain did not start until mid June 2014 but, against all the odds, the school secured the appropriate number of high quality teachers.

Staff induction is in place and staff handbook, and both policies and procedures are all prepared as both school principals now prepare to open their schools and draw their teams together.

Over 60 staff including principals senior academic staff, teachers, learning support assistants, nurse, Arabic and Islamic Studies staff, Campus staff, admissions and administration teams, librarian and nurse were recruited entirely over eight weeks. Both schools are now ready for a successful opening in September 2014.



Contact Us

If you would like to discuss your school's needs and would like a meeting to discuss how Ruskin Education may be able to help you further, please do not hesitate to contact us. We are aiming to be in Kuwait in May and would be delighted to visit you to explore how we can help you in working to support your school improvement strategy.

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