

Strategic Plan for next Five Years 2025-2029 (Phuentsholing HSS)

School Vision:	A Leading school Nurturing the youth to become responsible and productive Bhutanese citizen
School Mission/ Purpose:	• A firm commitment to nurture each student to bring out the full potential through varied academic and enriching programmes. • Determination to develop each student to have a code of moral and spiritual values creating harmonious, aesthetic and intellectual tea
Context:	School will work independently within the provisions of Guidelines of MoESD. School will follow democratic management practices and will strive to achieve high student and teacher achievement both in academic knowledge, life skills and conduct.
Goals:	• To enhance efficient democratic form of management through accountability, transparency and responsiveness. To provide conducive teaching learning environment for effective learning. • To inspire positive learning attitude in the school through good practices. • To ensure maximum participation and promote wholesome education. • To participate and include community in carrying out community developmental activities. • To provide opportunities to upgrade and update the school staff through professional development programs. • To Develop innovative skills of 21st Century
Values & Core Competencies	Patriotism: <i>Sense of belonging and loyalty</i> Peace: <i>Peace with oneself and others</i>

	Passion: <i>Enthusiasm, eagerness and creativity</i> Paradigm: <i>Role model or set an example</i> Preservation: <i>Preservation of culture and environment</i> Punctuality: <i>Always on time</i> Perseverance: <i>Never give up</i>
School Moto	7P's (An acronym of Core Values)

STRATEGY (Long term Implementation, Monitoring & Evaluation strategies to achieve the goals, mission & vision)

Implementing Strategies: The school will achieve its goals and vision by:

- ☐ Creating research culture in school
- ☐ Empowering school management involving SMB
- ☐ Accelerating school level PD programs for staff
- ☐ Strengthening Professional Learning Communities
- ☐ Establishing links and initiating exchange programs with other schools (In and Ex-country)

Monitoring:

- ☐ Institutionalizing effective staff performance appraisal system;
- ☐ Establishing strong & effective mentoring and coaching system for trainee, teachers and other staff members;
- ☐ Setting up internal auditing system for both material and service delivery in the school;

Evaluation:

- ☐ Invite School Management Board (SMB)
- ☐ By MoESD & Thromde education to assess the progress
- ☐ Relevant stakeholders other than education fraternity to assess the achievement of school

Key Areas	Key Objectives					
	Year 1	Year 2	Year 3	Year 4	Year 5	Remarks
1. Leadership & Management	- Ensure democratic form of school management through distributive leadership and empowerment is carried out with clear roles and responsibilities set for each; - Vice Principals - Head of Departments - Club Co-coordinators - Committees - Class Teachers - Support Staff captains, class captains, captains and other leaders) - SMB - SMT - Staff Secretary • Instituting coaching and mentoring for Trainees and new teachers. • Carry out leadership capacity building. • Strengthen professional development. • Ensure that the policy document is reviewed and make it accessible to all.	- Continue Strengthening the democratic form of leadership and management • Continue with coaching and mentoring. • Strengthen Leadership building (Staff and Students) • Conduct yearly review in every November.	• Continue with Efficient and responsive execution of the democratic form of school leadership and management. • Better monitoring and evaluation of all activities and proper tools and rubrics. • Continue & revist with previous year plan yearly. • Conduct yearly review in November	• Efficient TEAM with higher level of TRUST, ACCOUNTABILITY, TRANSPARENCY and RESPONSIBILITY • More Efficient and Effective TEAM with professional ideas and practices. • Unlike all plans and programs. • Conduct yearly review in November	• Professional Efficient TEAM who can initiate, guide and execute independently. • Review after each term and make improvement where necessary - Get feed-back from all shareholders. • Conduct yearly review.	• Vice principals - Level wise Heads as Academic, Non-Academic and Student and Teachers Affairs. - Rotational responsibilities - Division of Subject HODs among the VPs - Monitor HODs plan – lesson plan • Head of departments - Division of teachers under each Subject HOD - HODs monitor their own group members - Plan and provide professional support to their group. With clear roles and responsibilities for the followings can be seen; * Staff Secretary * Club Co-ordinators - Committees - House Masters/Mistress - Class Teachers - House Masters - Support Staff - Student Leaders (school captains, class captains, house captains and other leaders) - SMB * Focal Person (VP) with mentor for trainees and new teachers. - Policy documents. Review by committee. And Accessible to all.

Key Areas]	Key Objectives					
	Year 1	Year 2	Year 3	Year 4	Year 5	Remarks
2. Green School Domain: Physical & Psycho-social	Ensure to maintain litter free environment with waste management, provide safe drinking water, maintain clean toilets separately for boys and girls with sufficient water, maintain flower garden, by nature club, practice healthy food habits, practice conservation ethics, Adoption of OM chu river and nearby Bridge. Ensure to focus on the *maintain health book Ensure to maintain litter free Ensure to focus on the *maintain health book Ensure to maintain litter free Ensure to focus on the *maintain health book Ensure to maintain litter free Ensure to focus on the *maintain health book Ensure to maintain litter free Ensure to focus on the *maintain health book Ensure to maintain litter free Ensure to focus on the *maintain health book Ensure to maintain litter free Ensure to focus on the *maintain health book	- Enhancing the First year Plans and then start the followings; - Adopt a section of Park - Segregation of waste - Maintain flower garden of park colony (outside the gate) - Drainage Outlet and water system - Happy work place (retreat, mindfulness training, picnic, eat/get together) meditation room - site development. - Major renovation water pipes & make water tank. - Make water shed for boys & girls - Construction of caretaker house	Enhance previous year's plan - Extend the adoption area River bridge near Pemaling market - Make the school plastic free zone - PD, counseling, sick and feeding room - Replacement of school bus - Replace old furniture -Re-electrification and Replacement of old fans -Major renovation of school old buildings -Re-electrification of old building -Replacement of window frames and ceiling of Biology and Physic Laboratory	- Effectively carry out all the existing responsibilities - construction of duty room near the gate. - Painting of basketball court - AC in Classrooms - Repainting of toilet walls, roof of school building - Install projectors to All the classrooms with screen	- Effective execution of previous year's plan - complete litter free zone. - Review after each term and make improvement where necessary. - Conduct Yearly Review.	litter free environment with waste management and segregation - provide safe drinking water - maintain clean toilets separately for boys and girls with sufficient water - maintain flower garden - have well maintained flower gardens by nature club - practice healthy food habits - practice conservation ethics - Adoption of area near pemaling / parking - Practice mind training and positive - Discipline (merit and demerit chart, girls & boys talk, mass counseling) - Maintain graffiti free environment - Maintain health book - Social gatherings - Maintenance & replacement of old furniture

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3. Curriculum Practices: Planning & Delivery	• Ensure that school delivers on the curriculum mandates as required by the Ministry of Education. • Institute a system of coaching and mentoring new teachers and trainees. • Strengthen the roles of Head of Departments. • Ensure school level research and development program to improve teaching and learning. • All Hods to set departmental target • All teachers are updated with the latest information teaching pedagogy. Keep updated with document.	• Promote ICT(wireless connection, LCD projector for teaching and learning) • Fixed intercom for all the classes • Enhance reading programs • PD exchange programs with neighboring schools • Review the curriculum practices enhance the first year's program. • Ensure to use interactive teaching Strategies (21st century teaching skills) *Yearly review and improve	• Enhance the previous years plans • Review the curriculum practices and improve wherever necessary • Have departmental PLC • Enhance professional output in both planning and delivery. • Ensure teachers take initiatives for both teaching and learning (21st century teaching skills) *Yearly review and improve	• Effective Execution of previous years plans • Review curriculum practices. • Enhance the professional output in both planning and delivery. • Ensure teachers take initiatives for both teaching and learning (21st century teaching skills) *Yearly review and improve	• Review after each term and make improvement where necessary. • Enhance the professional output in both planning and delivery. • Ensure teachers take initiatives for both teaching and learning (21st century teaching skills) *Yearly review and improve and make new strategic plan.	* Stds. Qualification for scholarship. * Nation wide Ranking * Soft copy submission of lesson Plans * Uniform marking criteria for assessments * Volunteerism, * Observation by HoDs * Class wise, Subject wise result analysis. * Records maintain by co-ordinators. * Career class records through personal portfolio by the teacher. and parents. * Giving them choice to join the club of their choice. * Stds. Setting targets in the Diary and write steps to achieve their targets with the class teacher. * Co-ordinating literary activities by the students. * Full understanding of the syllabi * Using resources adequately * Identify weaker students and provide remedial classes * Conduct PD programs * Use ICT for daily work * Interactive teaching by using different strategies * Carry out reading programs * Incorporate GNH and Life skills values through subjects and CCAs * Efficient Assessment system * Field Trips * Invite professional guest speakers

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4. Holistic Assessment	*Maintain clear guidelines for assessment methodology for consistency within each standard. *maintain assessment records and give feedbacks through Parent Teachers Meeting, student's handbook, meeting *provide remedial, morning studies, Peer coaching program for the weaker students. *maintain question banks (both in soft and hard copy) *conduct group evaluation *PD Programs *Award prizes, merit certificates, conduct weekly test and award student of the week, *Recognize and award certificate of excellence to professional students *carry out class test *Yearly review and improve	*Maintain and enhance the first years plan *review and improve where necessary *Develop comprehensive rubrics for assessment of students' behavioural improvement *Yearly review and improve	Maintain and enhance the existing plans *review and improve	Maintain and enhance the existing plans *review and improve	*Review and make new plans. *Review after each term and make improvement where necessary.	*SMB meeting *Parents -Teachers Meet *Maintained Question Banks *Weekly Test *Group Evaluation *PD *Award Certificate and prizes *Student's Hand Book/Diary

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5. Broader Learning Domain	*Ensure and strengthen the provision of games and sports facilities and work towards for maximum participation. * Inculcate the values of healthy Life through Aerobic co-curricular activities. * *And instill the Life skill Values and GNH Values Catalogue Library. * Maintain school policy document containing well defined policies on co-curricular activities/extra- curricular activities. *conduct club activities every Wednesday *carry out religious discourse (by inviting lamas) *meditation and mind training programs during morning assembly and in the class to promote spiritual dimensions. * carry out driglam namshag session by dzongkha lopens(National Teachers) *maintain career board and conduct career talk by counselor *conduct mass counseling twice in a year. * carry out house and class competition. *participate in dzongkhag and national level competition *oath taking and prayer flags *Yearly review and improve	*to provide access to quality playgrounds and sports facilities *maintenance and repair of basketball court *set up career corner *Yearly review and improve on plans. * Have structured HPE	*invite labour official to give career talk *review and carry out all the existing activities *Yearly review and improve	*review and carry out all existing programs *Yearly review and improve	Review and plan. *Review after each term and make improvement where necessary *Yearly review and improve	• Games and sports • Literary activities • Cultural activities • Scouting • Individual records are maintained in school diary • Merit and demerit charts • Club activities carried out as per the action plan • Club Exhibition • Choeshey leyrim • PD programme for staff • Talk on mindfulness • Practice meditation in the morning assembly and in the class • Action plan • Exhibit better conduct • Wearachu and kabney on Tuesday and other important progma • Uniformity and sameness • Talk on career • Career information board • Writing resume • Motivational tour • Field trip

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6. School community vitality	• Ensure to strengthen the school management Board and parental involvement in school. • Involving the community and engage parents in shaping, developing and nurturing our children to become responsible and productive citizen. * Strengthen the SPEA program for Parents *Yearly review and improve on it.	• Carry out first years program effectively and responsively *Involve affiliated agencies to create awareness and promote alcohol and drug free lifestyle, • Enhance roles of SMB members • Conduct life skill programs by Y-VIA to drop outs and youth - Participation of students in PYPP programs *Yearly review and improve	• Review and execute previous years plans • Encourage more involvement of parents in school activities	• Review and execute the previous years plan effectively	• continue with previous plans. • Review after each term and make improvement where necessary	• School carries out viable and relevant activities such as mass cleaning in partnership with community. • School involves community/ parents to promote alcohol and drug free lifestyles in schools. • School creates awareness on student's health and special need issues to the community. • Participation of student's in community services and local celebrations in the community. • Parents' contributions are acknowledged through schools parents teacher meeting/assembly and Letters. • Ensure and enroll children in the catchment area. • Cleaning campaign-twice a year to create awareness in the community. • Maintain and develop adopted truck parking area. • To render services in cleaning of Zangdo Pelri ar • Include SMB members in making decision. • Involvement of parents in decision making(regarding students) • Include parents in taking lead roles in conducting school rimdros and parents teacher meeting, parenting programs. • Conduct health talk • Provide help to the needy students SPEA Program

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7 Academic performance and Excellence	Upscaling students Academic performances through recognition and appreciation	To enhance student motivation and engagement by implementing a consistent recognition system for academic achievements.	Provide recognition to the best academic achievers with certificate in thomde level.	Provide recognition to the best academic achievers with certificate -Provide recognition to school leaders and teachers	Provide recognition to the best academic achievers with certificate -Provide recognition to school leaders and teachers with certificate -improvement in classroom with advanced 21st Century teaching learning materials(Smart board)	• Carry out formative & summative assessment. • Provide reinforcement • Feedback & Rem. Class * Volunteerism for coaching classes * Target Setting by HODs and Subject Teachers individually. • Use internet in computer lab for ref. • Organize PD (80hrs) • Access past question papers through school websites & Lib. • Review & enhance previous year plan. • Enhance ICT through school web (result Dec, annual, quotation, etc) • Review & enhance previous plan • Use projector in teaching & learning. • Review & carry out existing program. • Review & make new plan *BenchMark Past Years Result and BCSEA's Result analysis *Top TEN Result

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8 Resources (budgeting and fund raising)	* Institute Fund raising activities like *Variety Concert *School Fete *Collection of fees from outsiders for using sports facilities like ground, basketball and volleyball court and also Multi-purpose Hall. *Rent out Classrooms during Winter Vacation to raise Fund to carry out Exchange program	*Retreat program for staff *Field trips for students and staff *Seminar *continue with fund raising activities *Yearly review and improve	*Exchange program *Continue with fund raising activities *Yearly review and improve	Review and continue *Continue with fund raising activities	*Review and make new plans. *Review after each term and make improvement where necessary	Professional Development Programs carried out *Inviting teachers from neighboring schools for PD Programs *conducting variety concert *collection of fees *Donation/contribution *Teacher Development Fund *Sister school *budget for PD program *exchange program with neighboring schools * Seminars