



International
School of London
Qatar

ANNUAL REPORT 2025-2026

**Class of 2026:
Achievement, Leadership,
and Celebration**



Meet Each Learner's Needs

OUR VALUES IN **ACTION**

Mission & Vision

Empowering learners to lead through compassion, collaboration, creativity and critical thinking.

Imagining and designing a better world together.

Definition of Learning

Learning at ISL Qatar is a joyful, dynamic process of discovery, inspiring innovation and transformation, whereby learners connect and engage purposefully with the world.

BELONGING

We value diversity, inclusivity, and individual perspective, promoting acceptance and appreciation.

INTEGRITY

We try our best to be honest and to do what is right.

We foster passion, perseverance and a growth mindset to overcome challenges and meet our goals.

GRIT

We promote empathy, compassion, and respect to foster a caring community.

KINDNESS

Core values



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Meet Each Learner's Needs

Sean Areias, Ed.D.
Head of School



Dear ISL Qatar Community,

Our thematic goal for 2025–26, **“Meet Each Learner’s Needs”**, focused our attention on a central responsibility of our school. How well do we know our learners, and how effectively do we use that understanding to support their learning and growth?

Six defining objectives gave us a shared focus for this work. They helped connect our strategic plan with the decisions we make each day about teaching, learning, and the support our learners need across the school.

Our Six Defining Objectives

- Know the learner and understand them
- Anticipate and reduce barriers to learning
- Make data-informed decisions
- Ensure relevance and alignment in our practices
- Increase engagement and agency
- Improve feedback practices

“A shared focus helped us strengthen the connections across our work.”

We made progress by strengthening the connections across our work. This included how we use evidence to understand learning, coordinate support, develop professional practice, and create opportunities for students to take a more active role in their learning.

Throughout this report, you will see how people across our community put this shared commitment into practice.

A shared focus connected our strategic plan with the everyday experiences of learners.



From Listening to Action

We also continued to involve our community in strategic planning. Through the World Café and the wider planning process, students, parents, staff, leaders, and Board members reflected on our progress, considered the experiences of our learners, and helped identify priorities for our next steps.

Listening brings a responsibility to follow through. We need to show how community feedback informs our decisions, what action follows, and where we are making progress or still have work to do. Our aim is to make this process clearer so that people can see how their contributions help shape the school.

Listen → Decide → Act → Communicate

The year reinforced how much meeting learners' needs depends on our collective knowledge, judgement, and commitment. Educators, support staff, leaders, families, and learners themselves all have a part to play.

We make lasting progress when people understand the direction, recognize how they can contribute, and share responsibility for moving the work forward.

Strengthen Engagement for All

Our 2026–27 thematic goal, “**Strengthen Engagement for All**”, builds on this foundation. It asks us to look more closely at how people connect with their learning, their work, and the life of the school.

Students

Investing more deeply in their learning and growth

Staff

Contributing to our shared direction and professional culture

Parents

Connecting, participating, and strengthening the partnership between home and school

Community

Helping shape and enrich the life of the school

Engagement depends on people having opportunities to contribute and knowing that their contributions matter.

As we look ahead, we will continue to connect our work on inclusion and wellbeing with how we teach, use technology, develop our professional practice, and partner with families. What we learn through this work will also help shape ISL Qatar's future.

Thank you for the perspectives, knowledge, and commitment you have contributed throughout the year. I am grateful for the many ways our students, families, and colleagues support learning and one another. The progress reflected in this report is the result of your efforts and the care you bring to our school.

“Listening should lead to action.”





Our Values in Action

Amin Makarem
Managing Director/CEO



Dear ISL Qatar Community,

It is with pride, gratitude, and deep reflection that I present the International School of London Qatar Annual Report for 2025-2026.

This has been a year unlike any other in our school's history. The conflict that touched our region brought uncertainty and anxiety to our community, and I want to acknowledge, honestly and with compassion, that this year asked more of all of us than we could have anticipated. For a community representing nearly eighty nationalities – many with loved ones, roots, and memories across the affected region – the events around us were not distant headlines. They were personal.

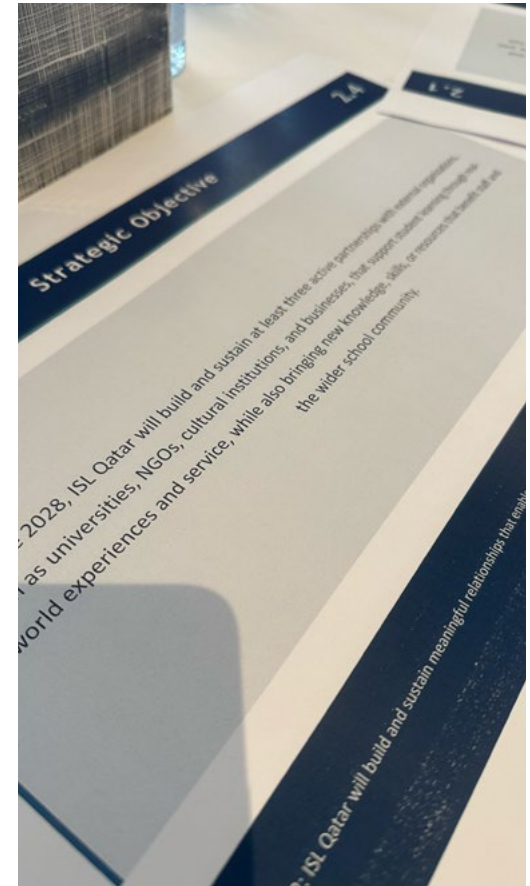
And yet, it is precisely in such moments that the character of a school is revealed. Time and again, I watched our community respond not with fear, but with the values that define us: **Belonging, Integrity, Grit, and Kindness**. Our counsellors and teachers created space for difficult conversations and ensured every child felt safe, seen, and supported. Our students demonstrated a maturity and empathy beyond their years. Our families placed their trust in us, and we worked tirelessly to honour that trust – keeping learning stable, communication transparent, and wellbeing at the centre of every decision.

That our students continued to flourish academically under these circumstances is nothing short of remarkable. Across the IB Primary Years, Middle Years, and Diploma Programmes, learning remained rigorous, joyful, and purposeful. Our graduating class leaves us for leading universities around the world, carrying not only strong results but also the resilience and perspective that only a year like this can teach.

I extend my heartfelt thanks to our school leadership for its wise stewardship; to our exceptional faculty and staff, whose professionalism and care never wavered; to our parents, whose partnership and confidence sustained us; and above all to our students, who reminded us daily why this work matters.

As we look ahead, we do so with humility and with hope. Our mission – empowering learners to lead through compassion, collaboration, creativity, and critical thinking – has never felt more urgent. In a world longing for understanding, our students are learning not just to navigate difference, but to bridge it. Together, we will continue imagining and designing a better world.

Thank you for being part of the ISL Qatar family.





Celebrating the Life of Mr. Nadim Makarem, Founder of ISL Qatar

Sean Areias, Ed.D.
Head of School

This year marked ISL Qatar's first Founder's Day, celebrating the life and legacy of Mr. Nadim Makarem, founder of ISL group.

It was intentionally a simple and close gathering, in keeping with the person he was. Family, close friends, and members of the school leadership came together to remember the man behind the vision of ISL, to share his story, and to reflect on the values that were important to him.

On 2 June 2026, the Research Hub was officially named the **Nadim Makarem Research Hub**. Within the space now sit his own words about what education meant to him:

"Every individual in the school gives. The student gives us a part of their innocent self, and we in turn shape that person by enriching them with moral values. They give us their very being, and within that being we nurture a love of knowledge."

There is something particularly fitting about those words finding their home in a place dedicated to learning, curiosity, and discovery.

His name is now part of a space where students will continue to learn, question, and grow, the very purpose for which ISL was created.





Athletics at ISL Qatar

Joe Toler

Director of Athletics & Activities



The 2025-2026 academic year was another year of growth, development, and opportunity for the ISL Qatar Athletics & Activities Program. Through athletics, leadership opportunities, and extracurricular engagement, the department continued to support the development of the whole child while promoting the school's core values of Integrity, Grit, Belonging, and Kindness.

Program Growth and Participation

The athletics program fielded *65 teams across Grades 2-12*, providing students with opportunities to compete locally and internationally while developing confidence, resilience, teamwork, and sportsmanship. Participation continued to grow throughout the year, with an average of *270 student-athletes per season*, up from *198 students per season in 2024-2025*, representing significant growth in student engagement.

While competitive success remains important, the primary focus of the program was the development of fundamental skills, game understanding, teamwork, and personal growth. Expanded opportunities in sports such as tennis and track and field also provided additional pathways for students to represent ISL Qatar internationally.

Competitive Landscape

ISL Qatar remained active in local leagues and competitions, including *QPPSSA* and *PAAC-6*, providing consistent opportunities for students across all age groups to develop and compete. The school also continued its involvement in the *Gulf Athletics & Activities Conference (GAAC)*, one of the leading international school conferences in the GCC region. GAAC provides meaningful varsity-level competition and opportunities for cultural exchange and relationship building with students from across the region with 7 other international schools.



36% Athletic Growth

Participation increased significantly from an average of 198 to 270 student-athletes per season.

65 Teams Fielded

Representing ISL Qatar across Grades 2-12 both locally and internationally.

7 Regional Peer Schools

Partnered for international athletic competition and cultural exchange through the GAAC network.

3 Active Leagues

Consistent competitive avenues provided across QPPSSA, PAAC-6, and GAAC tournaments.



STRATEGIC GOAL 2

ISL Qatar will build and sustain meaningful relationships that enable authentic action and enrich the life of its community.

Objective 2.2 - ISL Qatar will strengthen relationships and community connection through the arts, athletics, activities, and school-wide events that encourage participation and engagement.

While ISL Qatar was unable to participate in all GAAC tournaments due to scheduling conflicts and periods of regional instability that affected travel, our commitment to international competition remained strong. Despite these challenges, student participation continued to grow, and teams demonstrated significant progress in skill development, teamwork, and confidence.

Reflection and Next Steps

The continued growth of athletics at ISL Qatar reflects the strength of our students, coaches, and community. With 65 teams serving students from Grades 2-12, the program remains committed to providing meaningful opportunities for participation, competition, leadership, and school pride.

Looking ahead, the department will focus on:

- *Strengthening pathways from elementary athletics through varsity competition*
- *Increasing student participation across all age groups*
- *Enhancing coaching quality and professional development*
- *Expanding participation in local and international competitions when opportunities allow*
- *Creating additional student leadership opportunities*
- *Continuing to build a positive and inclusive Fox Athletics culture*

The 2025-2026 academic year demonstrated the continued strength and growth of Fox Athletics. Whether competing locally, participating internationally, or learning the fundamentals of a sport for the first time, our students consistently represented ISL Qatar with dedication, resilience, and pride. We look forward to building on this momentum and continuing to provide outstanding athletic experiences for all students.

Go Foxes!



A Year of Curiosity, Culture and Community

Marwa Nsouli

Head of Early Years and Primary (EC1-G5)



This has been a year alive with curiosity, creativity and connection across our Early Years and Primary School. From our youngest children proudly sharing their discoveries to Grade 5 students stepping confidently into the spotlight, our community came together to celebrate learning in all its forms.

Student voice and agency remained at the heart of our programme. More than 100 Grade 5 students participated in the PYP Exhibition, presenting meaningful inquiries, taking thoughtful action and demonstrating the knowledge, skills and dispositions developed throughout their PYP journey. Their year culminated in a joyful Grade 5 graduation as they prepared for their transition to Middle School.

In Early Years, The 100 Languages Within the PYP transformed the Atrium into a living exhibition of children's thinking. Twelve short- and year-long projects demonstrated the many ways children

investigate ideas, express understanding and make meaning of their world.

We were also delighted to welcome colleagues from three external schools, creating an exciting opportunity to share practice and celebrate early childhood education beyond our own community. Throughout the year, more than 20 new Learning Stories were published, making children's learning and development visible to families.

Another important milestone was the launch of our first KG Celebration of Learning, giving our youngest learners an authentic platform to share their growth, thinking and accomplishments.

Our multilingual and multicultural identity shone throughout the year. International Mother Language Day and Multilingual Assemblies led by our Greek and Portuguese language students celebrated the voices, languages and cultures that enrich our school.



STRATEGIC GOAL 1

ISL Qatar will ensure equitable, personalized and inclusive learning principles and practices for all.

Objective 1.2 - ISL Qatar will ensure every student has equitable access to high quality learning through inclusive teaching practices that support different learning needs.

Book Week, the Book Character Parade, International Dot Day, Primary Assemblies and Celebrations of Learning brought further colour, energy and joy to school life.

Strong family partnerships remained central to our work. Parent Forums, Student-Led Conversations, orientation sessions and back-to-school community events created valuable opportunities to listen, connect and learn together. As we look ahead, we are excited to welcome more than 100 new Early Years and Primary School families into the ISL Qatar community for the 2026-27 academic year.



100+ PYP Inquirers

Grade 5 students took action and demonstrated their learning at the culminating PYP Exhibition.

3 Visiting Schools

External educational colleagues welcomed on campus to exchange best practices in early childhood education.

20+ Learning Early Years Stories

Published across the year to make student development, inquiry, and thinking visible to families.

1st KG Celebration of Learning

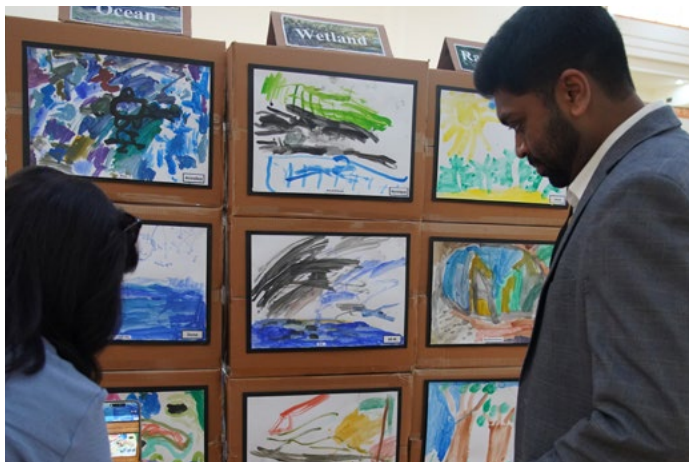
Inaugural milestone event giving the youngest learners an authentic platform to share accomplishments.

12 Inquiry Projects

Short- and year-long investigations showcased in the Atrium for **"The 100 Languages Within the PYP."**

1 Green Flag Renewed

Eco-Schools award successfully renewed in recognition of collective environmental stewardship.



Behind these visible celebrations, we continued strengthening curriculum continuity, assessment, reporting and professional learning across Early Years and Primary. Our commitment to safeguarding, inclusion and wellbeing ensured that our pursuit of progress remained both ambitious and deeply human.

The renewal of our Green Flag Award was another proud achievement, recognising the collective commitment of our students, educators and families to environmental responsibility and stewardship.



Each milestone tells part of a bigger story: a vibrant learning community in which children feel seen, heard, challenged and supported. Together, we are building the systems and culture that turn educational vision into everyday practice, enabling teachers to thrive and children to flourish.



STRATEGIC GOAL 1

ISL Qatar will ensure equitable, personalized and inclusive learning principles and practices for all.

Objective 1.7 - ISL Qatar will strengthen a community where inclusion, international mindedness, and belonging are lived every day, so all students, staff, and families feel safe, valued, and able to thrive.

Which IB Learner Profile trait can you show today?

YOU
can do great things!

Essential Agreements

Push the chain in

Hand Hygiene: Help us help ourselves by washing our hands properly and regularly.

Hand Hygiene: Help us help ourselves by washing our hands properly and regularly.

EVERY DAY
IS A
NEW CHANCE
TO LEARN,
GROW,
AND SHINE

WHOLE BODY LISTENING

I see the teacher's hand signals and I listen to the teacher's voice.

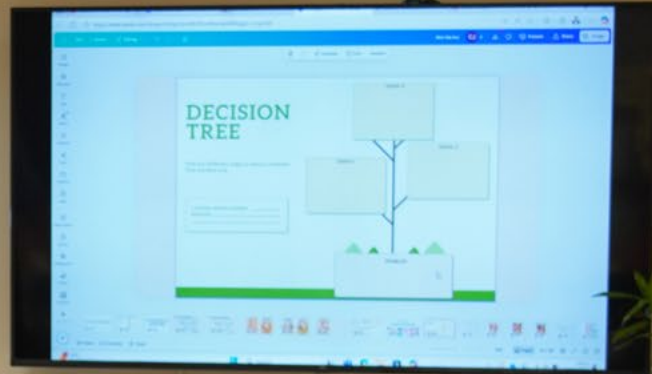
I see the teacher's hand signals and I listen to the teacher's voice.

Grade 2
A B C
The alphabet is like
Lego blocks—
put them together
and build
words!

Alphabet cards: Aa, Bb, Cc, Dd, Ee, Ff, Gg, Hh, Ii, Jj, Kk, Ll, Mm, Nn, Oo, Pp, Qq, Rr, Ss, Tt, Uu, Vv, Ww, Xx, Yy, Zz

September 2024

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



ZONES OF REGULATION

High

Low

Zone 1: High alert, high energy, focused, ready to learn.

Zone 2: High alert, high energy, focused, ready to learn.

Zone 3: High alert, high energy, focused, ready to learn.





Middle School: A Year of Growth and Connection

Leigh Anne Toler
Head of Middle School



This year, our Middle School embraced the schoolwide theme of “Meet Each Learner’s Needs” by continuing to create learning experiences that are engaging, relevant, and responsive to the unique needs of young adolescent learners. It was also a year marked by disruption and uncertainty, requiring our entire community to adapt in ways we could not have anticipated. Through it all, our Middle School students and staff demonstrated resilience, flexibility, and a remarkable ability to support one another. They met challenges with confidence, humor, and openness, reminding us that growth often happens during the moments that test us most.

Learning continued to extend well beyond the classroom walls. Middle School students participated in a wide range of athletic and e-sports competitions, challenged themselves through both local and international Week Without Walls experiences, journeyed to perform Umrah, and showcased their creativity, talent, and teamwork through our highly successful production of High School Musical, Jr. The production was a particular highlight of the year, bringing together students, staff, and families in a celebration of the arts and demonstrating what is possible when young people are given opportunities to shine.

Our Middle School students also continued to make their voices heard this year. Their strong participation in the annual World Café, Strategic Planning conversations, Community Project actions, and a variety of community events reflected a genuine desire to contribute to and shape the life of the school. Whether sharing ideas, providing feedback, or engaging in discussions about the future of ISL Qatar, MS students demonstrated that they care deeply about their community and are eager to make a positive impact. Their high level of engagement reinforced what we know about young adolescents: when given authentic opportunities to contribute, they rise to the occasion.



This year also marked an important milestone for our Middle School as ISL Qatar joined 11 other international schools as an ELMLE Steering Committee School, formalizing our partnership with the European League for Middle Level Education. We are grateful to Ms. Emma Sinclair for her service on the Steering Committee and look forward to Mr. Benjamin Smith continuing this work in the coming year. As a Middle School community, we are committed to continually learning and growing alongside educators who share our passion for working with young adolescents. This partnership provides valuable opportunities to collaborate, reflect, and learn from colleagues across the network, helping us further strengthen our program and provide the very best experience for our students.

As we reflect on the year, we are proud of all that our Middle School community has accomplished and look forward to building on these experiences as we continue to learn, grow, and thrive together.



ELMLE Steering Committee School

ISL Qatar joined 11 peer international schools to steer the European League for Middle Level Education (ELMLE).

1 Flagship Musical Production

Middle School students, staff, and families collaborated to stage a highly successful performance of High School Musical, JR.

4 Student Voice Platforms

Learners shaped institutional dialogue through the annual World Café, Strategic Planning conversations, Community Projects, and community events.

STRATEGIC GOAL 1

ISL Qatar will ensure equitable, personalized and inclusive learning principles and practices for all.

Objective 1.2 - ISL Qatar will ensure every student has equitable access to high quality learning through inclusive teaching practices that support different learning needs.



Class of 2026: Achievement, Leadership, and Celebration

Scott Schaffner
Head of High School



The Class of 2026 demonstrated exceptional resilience, leadership, and academic achievement throughout a year marked by both opportunity and challenge. Despite periods of regional uncertainty, our students remained focused on their goals and achieved outstanding results in the International Baccalaureate Diploma Programme.

The cohort achieved a **98.3%** IB Diploma pass rate, significantly above the global average of **82.6%**, and earned an average Diploma score of **32.5** points, exceeding the global average of **30.9** points. In addition, **18** students achieved **35 points** or higher, **4** students achieved **40 points** or higher, the highest Diploma score was **43 points**, and **16** students earned bilingual IB Diplomas. A total of **59** IB Diplomas were awarded, and every graduate earned an ISL Qatar High School Diploma, a credential recognized by the Qatar Ministry of Education as well as universities around the world.

Student leadership was also showcased through our second annual **TEDxYouth Qatar** event, which was planned and delivered by students. The event provided a platform for sharing ideas, inspiring others, and amplifying student voice throughout our community. You can access the event here: <https://www.youtube.com/watch?v=Hl9Qnqd9Fe8>

The year concluded with a memorable **Graduation Ceremony**, where families, staff, and friends came together to celebrate the accomplishments of the Class of 2026 and mark an important milestone in their educational journey. We congratulate the Class of 2026 and look forward to following their future successes.

Class of 2026 IB Results

98.3%
IB DIPLOMA
PASS RATE
(Global average: 82.6%)

32.5
AVERAGE DIPLOMA
SCORE
(Global average: 30.9)



43
HIGHEST
DIPLOMA
SCORE

18

STUDENTS ACHIEVED
35+ POINTS

4

STUDENTS ACHIEVED
40+ POINTS

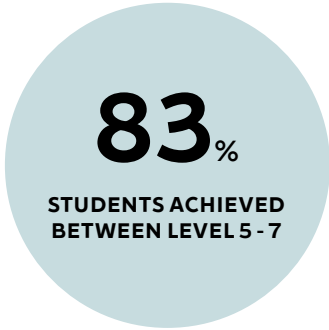
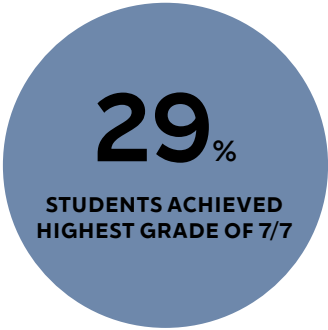


16
BILINGUAL
DIPLOMAS
EARNED





IB MYP Personal Project Results



STRATEGIC GOAL 1

ISL Qatar will ensure equitable, personalized and inclusive learning principles and practices for all.

Objective 1.6 - ISL Qatar will equip students with the knowledge, skills, and motivation to make a positive difference in their communities, in line with the Human Development Outcomes of the Qatar's National Vision 2030 for an Educated Population.





Partnerships That Extend Learning

Learning grows through connection

Introduction

Learning becomes more meaningful when students can connect it with something that matters to them. Throughout 2025–2026, we strengthened partnerships that extended learning beyond the classroom and gave students access to authentic experiences, expertise and future pathways. Our work in sustainability created opportunities for inquiry and action around real environmental challenges. Our alumni brought their experience back into school to support and guide current students, while our university partnerships connected learning with further study and life beyond ISL Qatar. Together, these partnerships supported students in developing agency, making informed choices and seeing how their learning connects with the wider world.

This approach also supported our thematic goal, “Meet Each Learner’s Needs.” By creating different opportunities to engage, contribute and explore future possibilities, we gave students more ways to discover their interests, develop their strengths and take increasing ownership of their learning.

Looking Ahead

As we move into 2026–2027, our new thematic goal, “**Strengthen Engagement for All;**” will guide our next steps. Building on the partnerships and connections developed this year, we will create more meaningful opportunities for students, families, alumni and partners to engage with our school community, share their expertise and contribute to learning beyond the classroom.



Partnership for sustainability

Sustainability continues to be an important part of learning and school life at ISL Qatar, helping students understand the connections between the environmental, social and economic pillars of sustainability and the role their choices play in shaping the future. This commitment reflects our vision of **“Imagining and designing a better world together.”**

Our partnership with Earthna provides opportunities for students to engage with sustainability in Qatar. High School students participated in conservation at a mangrove restoration area, while our whole-school participation with Earthna in the Eco-Schools programme was recognised with the **renewal of ISL Qatar’s Green Flag Award**. Primary School students partnered with HaDIQAA to develop vegetable gardens and composting, while our whole-school partnership with Seashore Recycling supported e-waste recycling.

Across grade levels, students put sustainability into practice through everyday choices and shared responsibility. Recycling, reducing unnecessary printing, using reusable water bottles and becoming more conscious of resource use help make sustainability part of daily school life. Curriculum experiences also encourage students to consider environmental issues, responsible consumption and their role within the wider community.

Sustainability education was further expanded with the **introduction of Environmental Systems and Societies (ESS)** as a Diploma Programme course, giving students a dedicated pathway to deepen their understanding of sustainability and engage with real-world environmental issues.

Whole-school initiatives created opportunities to turn learning into action. During Global Action Days, “Plant & Eat,” students explored sustainable food choices and grew edible plants, while Earth Day brought students and families together for a sustainable picnic and hands-on activities.

Together, these initiatives connect learning, partnerships and authentic action, developing the knowledge and critical thinking students need to contribute to a sustainable future.

STRATEGIC GOAL 2

ISL Qatar will build and sustain meaningful relationships that enable authentic action and enrich the life of its community.

Objective 2.7 - ISL Qatar will implement a whole-school sustainability plan that encourages critical thinking, ethical action, and community involvement for a just and sustainable future.



Partnership with our alumni

Our Alumni Programme is an important part of how we build a connected learning community around our students. It creates a bridge between the experience gained at ISL Qatar and the many academic, personal and professional pathways that follow, bringing different generations of learners into conversation with one another. Through these relationships, current students gain access to authentic perspectives, experiences and professional networks that can help them reflect on their own aspirations, make informed choices and approach their next steps with greater confidence and agency.

Throughout 2025-2026, we strengthened these connections through two dedicated Grade 12 sessions, where alumni shared their experiences and responded to students' questions about preparing for final examinations, university life, studying and living abroad, international experiences and adapting to new academic and cultural environments. These conversations created space for students to explore the questions that mattered to them and learn directly from people who had navigated similar transitions.

Our alumni community was also represented at Graduation, where an alumna addressed graduates and their families, sharing the perspective of someone whose own journey had begun at ISL Qatar and continued into the wider world.

As our Alumni Programme grows, we are building stronger connections across generations, expanding professional networks and creating meaningful opportunities for alumni to contribute to school life. In doing so, we strengthen a community in which experience, knowledge and relationships continue to support each new generation of ISL Qatar students.

STRATEGIC GOAL 2

ISL Qatar will build and sustain meaningful relationships that enable authentic action and enrich the life of its community.

Objective 2.3 - ISL Qatar will grow its Alumni Programme by building strong connections, expanding professional networks and involving alumni in school life.



Strategic Partnership Between Arkansas State University Qatar and ISL Qatar

Dual Enrolment Program: Empowering Students with an Early University Advantage.

ISL Qatar is proud to partner with Arkansas State University Qatar to offer our high school students the opportunity to earn university credits while still completing their secondary education.

Through the A-State Qatar Dual Enrolment Program, eligible students can take university-level courses that count toward both high school graduation requirements and future college degrees. This unique pathway allows students to experience higher education early, strengthen their academic portfolios, and accelerate their journey toward university success.

The program offers flexible learning options, including both online and in-person courses, enabling students to explore their interests, gain valuable college experience, and reduce future tuition costs by earning transferable credits before graduation.

This partnership reflects ISL Qatar's commitment to providing innovative learning opportunities that prepare students for success in higher education and beyond.

Global Online Academy (GOA)

ISL Qatar is proud to offer students access to the Global Online Academy (GOA), a worldwide network of leading international schools that provides online courses and learning opportunities.

Through GOA, students can pursue specialized subjects, collaborate with peers from around the world, and develop the academic, digital, and leadership skills needed to succeed in higher education and an increasingly interconnected global society.

This partnership reflects ISL Qatar's commitment to expanding learning opportunities and empowering students to become confident, globally minded learners.



STRATEGIC GOAL 2

ISL Qatar will build and sustain meaningful relationships that enable authentic action and enrich the life of its community.

Objective 2.4 - ISL Qatar will continue to build partnerships with external organizations that support student learning through real experiences and service. These partnerships will also bring new knowledge, skills, or resources to benefit staff and the wider school community.





Truly Internationally Minded

Roula H. Ismail

Director of Multilingual and Intercultural Learning



At ISL Qatar, we believe that every learner's language is a bridge to identity, learning and belonging. During the 2025-2026 academic year, the Multilingualism and Intercultural Learning Department focused on strengthening curriculum coherence, deepening intercultural understanding, and creating meaningful opportunities for students to use language as a tool for connection and action.

Major achievements included the completion of a redesigned Language Acquisition curriculum, the development of a Multilingual Policy, the introduction of internationally recognised language assessments (DELE, DELF and ABT Arabic), and the establishment of stronger leadership structures through the Multilingual Leadership Team.

Representing 14 language groups within the school community, the department continued to foster a culture where multilingualism is visible, celebrated and valued. Across the school, students engaged in World Languages Day, the Day of Intercultural Understanding, embassy visits, intercultural collaborations, and our World of Languages magazine.

From the Primary Years Programme to the Diploma Programme, students explored language in authentic and creative ways. In the PYP, learners used language through inquiry, cultural explorations and multilingual storytelling. In the MYP, students developed innovative projects including Minecraft-based language learning, AI supported language activities, and cross-cultural shadow theatre collaborations connecting communities in Greece and Turkey.





STRATEGIC GOAL 1

ISL Qatar will ensure equitable, personalized and inclusive learning principles and practices for all.

Objective 1.1 - ISL Qatar will ensure our curriculum is connected across all grades and subjects, supporting individual needs and promoting inclusive, engaging, and challenging learning for every student.



14
language groups
represented
within the school
community

3
internationally
recognised
language
assessments
introduced

DELE, DELF and ABT Arabic

2
countries
connected

through a cross-
cultural shadow theatre
collaboration:
Greece and Turkey

In the DP, students continued to develop advanced linguistic and intercultural competencies through rigorous language study, international-minded inquiry, bilingual diploma pathways, and preparation for external language certifications.

Together, these experiences helped cultivate a vibrant multilingual culture where diverse languages, perspectives and identities are recognised as strengths, empowering students to communicate with confidence and contribute meaningfully in a globally connected world.



From Data to Better Learning

Joanne Gillan
Deputy Head of School for Learning, Analytics and Innovation



“We are meeting each student’s needs by unpacking the data and current support systems, anticipating and reducing barriers to learning.”

– MTSS strategic goal group

“We assumed we had fewer students to support initially, but after collecting and analysing the data we realised the need was much greater than expected.”

– MTSS strategic goal group

At ISL Qatar, this year’s thematic goal, Meet Each Learner’s Needs, challenged us to deepen our understanding of every learner, reduce barriers to success and strengthen evidence-informed decision-making across the school. Much of this work happens behind the scenes – in the

systems we build, the data we collect and analyse, and the professional conversations that turn information into action. This year marked the second year of our five-year Data Culture Roadmap. Building on earlier work that established common assessment systems

and adopted Toddle as the school-wide learning management platform, our focus shifted from collecting data to actively using it. Key milestones included inclusion-focused professional learning, learning analytics training for teaching teams, and the launch of the Learning

Analytics Collaborative (LAC) Dashboard. Bringing together information from multiple sources into a single, accessible platform, the dashboard enables staff to view learner progress, identify trends and engage in more informed conversations about support, achievement and growth.

Leadership & Professional Learning				Professional Development Investment						
5	4	7	8	19	7	11	6	~24	5	16
Staff presentations major regional and international conferences	staff members completed Principal's Training Center leadership programmes	staff members completed further qualifications during the year	staff members are currently pursuing advanced qualifications	conference engagements	leadership development programmes	IB training enrolments	role-specific training programmes	additional professional learning activities	external trainer engagements delivered in-house	professional memberships maintained

Data & Analytics			Innovation & Teaching	
5	1	~28	18	1
year Data Culture Roadmap guiding school-wide development	unified LAC Dashboard integrating data from multiple sources	self-paced courses available through the LAC Learning Center	staff trained as NEASC School Accreditation Visitors	Toddle Buddy Week dedicated to exploring AI in planning, teaching and assessment

The impact of this work has been particularly evident in our Multi-Tiered System of Supports (MTSS).

Through a deeper analysis of existing data and support structures, staff developed a clearer picture of learner needs across the school and strengthened approaches to early intervention. This work reinforced the importance of using evidence to anticipate challenges, reduce barriers and ensure that support reaches students who need it most.

Innovation at ISL Qatar continues to be defined not only by new technologies, but by new ways of thinking about teaching and learning. Throughout the year, teacher-led inquiry groups explored questions related to student engagement, assessment, feedback, learner agency and inclusive practice. At the same time, regular Living the Strategic Plan sessions enabled all staff to connect their work directly to the school's strategic priorities, creating a shared sense of ownership and purpose.

Curriculum innovation also advanced this year through the introduction of coding experiences across Grades 6-10 and continued exploration of artificial intelligence

within teaching and learning. During a dedicated Toddle Buddy Week, staff worked collaboratively to investigate how AI tools could support planning, teaching and assessment. This practical, hands-on approach ensured that new technologies were evaluated not for their novelty, but for the genuine value they add to learning.

Central to all of this progress is a sustained investment in people. Staff participated in a wide range of professional learning opportunities, including curriculum workshops, leadership development programmes, inclusion training, conferences and professional networks. Colleagues also shared their expertise beyond ISL Qatar through presentations at regional and international events, contributing to educational conversations across the profession. Alongside formally funded professional development, many staff members continued postgraduate studies and professional qualifications, further strengthening the culture of inquiry, reflection and lifelong learning that underpins our school.

Together, these initiatives are helping to build a stronger culture of learning, analytics and innovation. Through the continued development of the LAC Dashboard, MTSS framework, professional learning systems and evidence-informed practices, ISL Qatar is creating the conditions for increasingly personalised learning experiences and more effective support for every learner.



STRATEGIC GOAL 3

ISL Qatar will align its governance, operations, and resources to maximize mission-driven impact, foster growth, and ensure sustainability.

Objective 3.4 - ISL Qatar will attract, grow, and retain exceptional staff whose skills and values reflect our community and the needs of our future campus.

"This is a tool that can help us make informed decisions. It supports conversations with parents and is simple to use."

– LAC Dashboard strategic goal group

"This process created a stronger sense of structure for our team and made our practices more uniform across grade levels."

– Inclusive & Equitable Access group

"I now feel more confident in designing tasks and assessments that bridge MYP and DP expectations more seamlessly."

– Teacher-led inquiry group reflection

"My teaching has shifted from content delivery to facilitating personalised, interactive and technology-enhanced learning experiences."

– Teacher-led inquiry group reflection

Technology as an Enabler of Learning, Operations and Future Readiness

Joris Deckers
Director of Technology



Over the past three years, ISL Qatar has steadily strengthened the digital foundations that support learning, wellbeing, operations and future growth. Building on this momentum, the 2025-26 academic year focused on ensuring that technology remains a reliable, secure and strategic enabler for our entire school community.

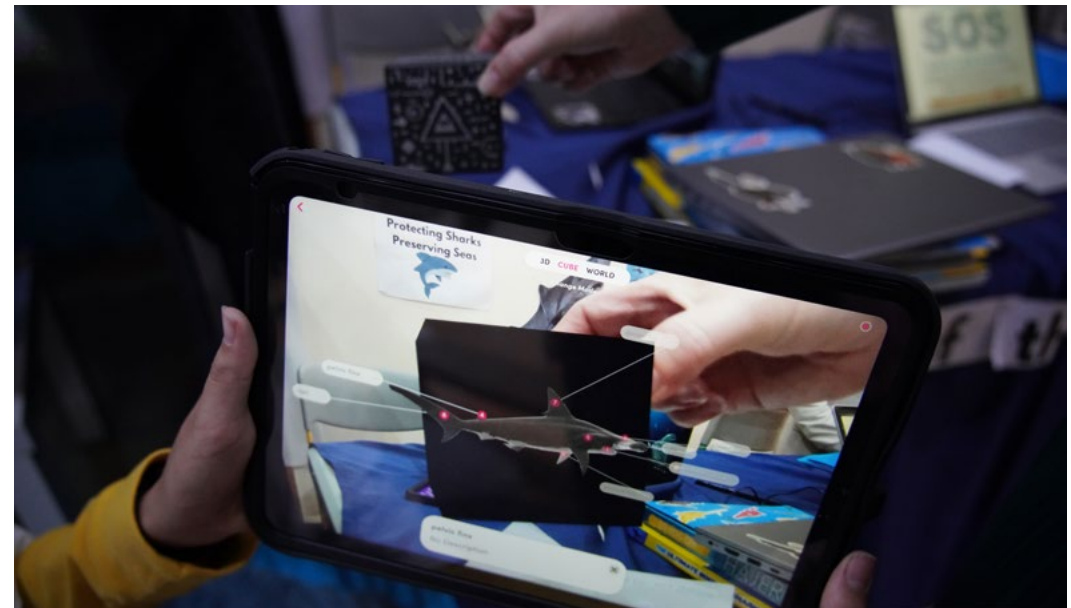
At the heart of this work is the continued development of ISL Qatar's Digital Age Curriculum. As learning becomes increasingly shaped by digital tools, information systems, artificial intelligence and global connectivity, our aim is not simply to increase the use of technology, but to create the conditions that enable students and staff to thrive in a complex and rapidly changing world.

We are intentionally building learning environments that empower learners to engage with technology creatively,

critically, ethically and responsibly, while developing the knowledge, skills, habits and dispositions required not only to navigate an increasingly digital future, but to help shape it.

This educational purpose is closely connected to our work in digital safeguarding, data privacy and cybersecurity. A future-ready digital environment must also be a safe and trusted one.

Throughout the year, we strengthened the systems, policies and practices that protect students, staff and school data while continuing to promote responsible digital citizenship across the community. From device security and web filtering to identity protection and data governance, our approach has been guided by a clear commitment to student wellbeing, ethical technology use and the careful stewardship of information.





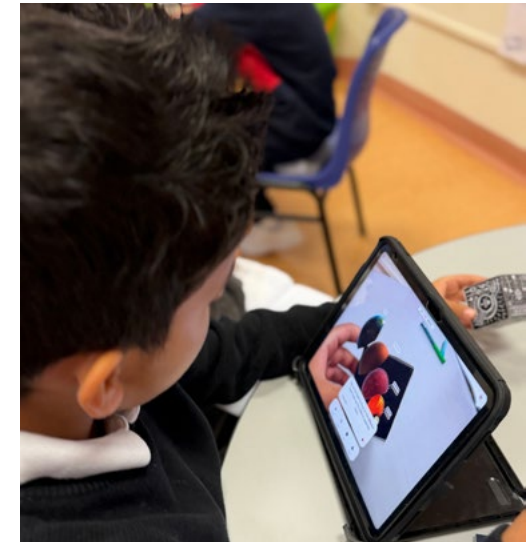
Another significant area of focus has been the development of connected systems and data-informed decision-making. Through the continued integration of key school platforms and the refinement of data processes, we have reduced duplication, improved the flow of information and created a more cohesive digital ecosystem. These developments help ensure that technology not only supports day-to-day operations, but also enables more effective planning, collaboration and resource allocation across both learning and operational areas of the school.

Alongside this systems work, we have explored the responsible use of emerging technologies, including artificial intelligence, through policy development, staff professional learning and practical experimentation in both teaching and administrative contexts. This work connects closely with professional learning and innovation across the school, ensuring that new technologies are considered through the lens of educational value, safeguarding, privacy and long-term impact.



The physical and technical infrastructure behind this work remains essential. Continued investment in network reliability, digital platforms, user support and operational systems has helped provide a stable foundation for teaching, learning and school operations. At the same time, technology planning has played an important role in shaping the vision for ISL Qatar's new campus, helping ensure that learning spaces are flexible, connected and designed to support evolving educational needs.

Technology is at its best when it becomes almost invisible and intentional, quietly enabling meaningful learning experiences, supporting operational excellence and helping a community thrive. We are proud of the progress made this year and excited about the opportunities that lie ahead.



STRATEGIC GOAL 1

ISL Qatar will ensure equitable, personalized and inclusive learning principles and practices for all.

Objective 1.5 - ISL Qatar will implement a Digital Age Curriculum that integrates technology into all areas of learning, helping students develop adaptability, responsibility, and digital literacy for the future.



Meeting Each Learner's Needs: Every Learner Has a Story

By **Reinette Evert** (Head of Inclusion and Student Wellbeing)
and **Samir Vilyeu** (Inclusion Lead)

Every learner arrives at ISL Qatar with their own strengths, challenges, interests and aspirations. Behind every achievement is a unique story, and our role is to help each learner write the next chapter with confidence, belonging and purpose.

This year, we focused on strengthening the support systems across the school to ensure that learners receive the right support at the right time. Through closer collaboration between teachers, Learning Support, EAL and Counselling, we continued building a more proactive and inclusive approach to meeting student needs. This work culminated in **the development of a Multi-Tiered System of Support (MTSS)**, which will be implemented in the 2026-2027 school year to help us identify needs earlier, respond more consistently and monitor student progress more effectively.

One of the most powerful examples of student growth came through the EAL Magazine. Created by multilingual learners, the publication gave students the opportunity to share their experiences, interests and perspectives while celebrating the many languages and cultures that enrich our community. It reminded us that language is not only a tool for learning but also a way for students to express who they are and where they belong.

Across the school, students were supported in different ways as they developed confidence, independence and resilience. Some learners found new ways to access the curriculum, others strengthened their wellbeing through trusted relationships and guidance, and many continued to grow as communicators, collaborators and self-advocates.



These stories may look different, but they share a common thread. They show what is possible when students, families, teachers and support teams work together to remove barriers and create opportunities for success.

At ISL Qatar, every learner has a story. We are proud to be part of that journey and remain committed to creating a school where every learner feels known, valued and supported.



STRATEGIC GOAL 1

ISL Qatar will ensure equitable, personalized and inclusive learning principles and practices for all.

Objective 1.2 - ISL Qatar will ensure every student has equitable access to high quality learning through inclusive teaching practices that support different learning needs.



Parent School Association (PSA)

This year has been an important one for our Parent School Association, as the PSA continued to grow both in structure and in the role it plays within our school community.

At the heart of this growth has been the involvement of our parents. Throughout the year, parents have generously given their time, shared their ideas and expertise, volunteered at events and found new ways to support one another and contribute to school life. With the introduction of class representatives and class leads, we have also created stronger connections across year groups and more opportunities for parents to communicate, get involved and have their voices heard.

This involvement extends beyond community activities and events. PSA members also took part in Strategic Plan sessions, contributing a valuable parent perspective to conversations about

the school's direction and priorities. They reflected on the progress made so far, shared feedback and ideas, and contributed to discussions about the next steps and the future of our school. Having parents represented in these conversations helps ensure that the experiences and perspectives of our families are part of how we continue to grow and move forward as a school community.

Some of the most memorable moments of the year came from simply bringing people together. Our coffee mornings and parent gatherings offered opportunities to meet, talk and build relationships, while the International Family Food Fair was a wonderful celebration of what makes our community so special. Families came together to share food, traditions and stories from around the world, reflecting the extraordinary cultural diversity that is such an important part of life at ISL Qatar.





STRATEGIC GOAL 2

ISL Qatar will build and sustain meaningful relationships that enable authentic action and enrich the life of its community.

Objective 2.5 -ISL Qatar will strengthen the Parent School Association by developing a more structured and sustainable model for parent partnership and community engagement.

Our parents also brought their own knowledge and experiences into the community. This year, the PSA organised two parent sessions around topics that matter deeply to families today. One explored the impact of artificial intelligence on teenagers and the questions parents are navigating as technology becomes an increasingly important part of their children's lives. Another focused on supporting children and families during times of crisis, creating a valuable space for conversation, reflection and mutual support.

There were also moments of celebration. The PSA joined the school in marking important milestones for our students, including heartfelt clap-outs for our graduating students and thoughtful surprises that made these occasions even more memorable.

Behind every event, gathering and initiative were parents who chose to get involved. Some contributed ideas, some volunteered their time, some shared their professional expertise and others simply showed up and helped create the



welcoming community we want every family to experience.

As we look towards a new school year, we would love to welcome even more parents into the PSA community. There are many ways to be involved, whether you have an idea to share, a skill or experience that could benefit other families, a little time to volunteer, or simply a desire to connect with other parents.

If you would like to get involved or learn more about the PSA, we would love to hear from you at psa@islqatar.org. Together, we can continue building a community where every family feels connected, welcomed and part of school life.



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