

EXECUTIVE SUMMARY

In recent years, parents inclined to invest more in learning resources for their children to provide higher quality education. Statistics indicate many professionals migrate from Sri Lanka to western countries in search of greener pastures. The Middle East has become the alluring destination for Sri Lankan professionals, with a number of Sri Lankans migrating to the region. However, the inability to provide standard education to the children and accommodate families was a major challenge. In this context, Sri Lankan School Muscat stands out in the entire region for its excellent results in academics and co-curricular activities. As a proud Sri Lankan brand, SLSM is considered as the ‘miracle of the desert’. The beginning of SLSM wasn't smooth sailing by any means. The school has come a long way since then in winning the hearts of the public.

Continuous growth has different dimensions in the literature review. In this case study, the authors have discussed continuous growth in terms of leadership execution, stakeholder participation and best practice. Multiple attributes in continuous growth, namely; revenue growth, increase in numbers and results and activities have been studied through extensive literature review. Similarly, three different dimensions in leadership execution have also been studied through rated journal articles, namely; transformational leadership, governance and guidance and performing teams. Authors have recognised voluntary service, fundraising and social activities as key dimensions of Stakeholder participation. Long term vision, ambitious standards and efficient use of resources are identified as the most critical dimensions in best practice. Each dimension has been sufficiently backed by rated literature underpinning.

The entire comprehensive concept has been developed into a case framework to understand the outcome of the case study through three drivers, namely; leadership execution, stakeholder participation and best practices, respectively. Monitoring by regulatory bodies is identified as the moderating factor of this study. Authors have carried out twenty in-depth interviews and eight focus group discussions to unearth real facts behind the success story of SLSM. Moreover, the authors were able to gather further facts and figures through secondary sources such as newspaper articles, magazines and published school yearbooks. Sufficient information gathered and captured in the case study justifies and provides invaluable information on how SLSM has been continuously growing for the past three decades.

The entire case was narrated through a series of timeline events captured for the last ten years. The most critical events, landmark achievements, and strategic decisions taken are explained through a theoretical background with appropriate interview quotes. This establishes the essences and importance of the case study in the minds of the readers. The leaders who have transformed the school at different stages of its journey have been the strong pillars behind its success. This journey wouldn't have been a success unless for their commitment and transformational leadership. Stakeholder's invaluable participation in different aspects of various activities is discussed in detail with adequate examples. Strategic decisions taken to move ahead with the best available standards in all possible levels have done wonders in building a highly reputed international school in the region.

The Sri Lankan School Muscat offers tailor-made education with an international reputation to attract more students at an affordable price. The student number has grown over the years. The school realised the importance of identifying different talents in different students and impartially offer more opportunities to groom. The Principal who was re-appointed in 2010 gradually transformed the students, teachers and parents to a greater extent in building the unity within the school community. The SLSM has a unique uncomplicated governing structure to help the progress of the school functionalities. The voluntary support of the stakeholders is a vital aspect. Since its inception, the school managed to raise funds as and when required. The culture developed within the SLSM continues to take part in CSR activities. Through long term vision to be "the best school in the world" SLSM has taken significant steps in improving standards.

The fascinating story of SLSM can be conceptualised in terms of continuous growth. The SLSM was instrumental in achieving continuous revenue growth even during the country's economic turbulence. The school has transformed its academic and discipline standards to a greater height through transformational leadership. Stakeholder engagement in fundraising activities has helped to improve school infrastructure requirements. Benchmarking with international standards and continuous quality improvement have paved the way towards producing high achievers at the global level on a consistent basis. One of the key lessons is how the leadership executed their plans in bringing a community school to a fully-fledged international school in a short period. The ability to develop infrastructure in par with international standards is another key lesson to learn from this case study. This case study helps to deeply understand the key salient factors which would help a relatively new school to the highest standards.