



AIS Vienna

American International School Vienna Our Journey to Excellence, Continued 2021-2026



“To the AISV Community: Our Journey to Excellence”

Introducing the Strategic Framework to the AISV community:

We welcome you to AIS today - and to the vision of tomorrow. An excellent school is continuously improving. We are always looking for ways to thoughtfully pursue new ideas, new possibilities and new ways to be the best version of ourselves.

The strategic planning process has been intensive and inclusive through community surveys, listening sessions and virtual workshops to gather and analyze your collective hopes and dreams, concerns and critiques, and ambitions and aspirations for AIS students.

Kathryn Miner, School Director & Alison Shorter-Lawrence, Board Chair



“A vision without a strategy remains an illusion.” - Lee Bolman

Thank you to our stakeholders for your active participation! Your feedback through the surveys and listening sessions informed our work each step of the way.

Thank you to the members of the Strategic Planning Steering Committee who volunteered significant number of Friday nights to ensure the AISV Vision had a fitting Strategy, complete with a Mission and Values statement, to ensure AISV’s future is solid and very real!

Thank you to our external consultant and facilitator Abbi DeLessio whose wisdom and experience guided us on our journey to ensure AISV’s future is no illusion, and that we have a clear vision and strategy to guide us on our path toward excellence.

Elisabeth Rosenstock-Siller, Chair of Strategic Planning Steering Committee, EB Member
(and parent of HS students)

The Executive Board & Strategic Planning



One of the most important duties of the AISV Executive Board and school leadership is to ensure that long-range planning continues in a seamless process to ensure that our collective aspirations of the AIS community are realized and we provide for the long-term financial and academic success and sustainability of the school for generations of students to come.

The Executive School Board's Strategic Planning Steering Committee is continuing our ongoing journey on behalf of current and future AISV students. As we come to the end of the 2016-2021 five-year strategic plan, we have conducted a broad-based planning exercise in which we gathered the collective voices from across all stakeholder groups to write another chapter of the AISV story.

Our Steering Committee



1. Dr. Kathy Miner, Director
2. Kirsten Detrick, EB Vice-Chair (and parent of an Alum)
3. Bori Brasso, EB Member (and parent of ES students)
4. Kassantra Coyne, Faculty (and alum)
5. Dr. Jake Dibbert, MS Principal
6. Brian Golden, Faculty (and parent of ES student)
7. JT Hilliard, Non-Teaching Staff (and alum)
8. Matt Kuykendall, Faculty (and parent of ES students)
9. Hannah Hurtig, Student Representative
10. Katrin Lhotka, Parent of HS student
11. T. Clifford Reed, Parent of MS and HS students
12. Elisabeth Rosenstock-Siller, Chair of Strategic Planning Steering Committee, EB Member (and parent of HS students)

Thank you to the members of our Steering Committee and Elisabeth for her leadership in supporting the team to be an open and engaging experience for all.

Community Participation



Community Climate Surveys with nearly 700 surveys received

- Grade 7-12 Student Survey: 203
- Stakeholder Survey - Parents: 220
- Stakeholder Survey - Alumni: 91
- Stakeholder Survey - Employees: 147
- Stakeholder Survey - Parents of Alumni: 21

Virtual Listening Sessions with 120 stakeholders

- Parents: 24
- HS Students: 12
- EB & Steering Committee: 8
- Non-Teaching Staff: 10
- PTF Board: 13
- SLT: 6
- LocRes (Local Resident Community): 12
- Teachers: 24

Our Consultant



Abbi DeLessio is a Senior Consultant for Triangle Associates and has been the AIS Vienna Executive Board Coach for the past three years.

An experienced senior executive with over 17 years of success in educational leadership and board relations, Abbi DeLessio focuses on leadership, governance, and organizational development to support independent and international schools in achieving their mission and vision.

AIS Vienna Legacy of Achievement



AIS Vienna Legacy of Achievement



AIS Vienna has a long-standing and rich heritage of achievement, success, and lasting connection.

We were founded on the belief about the value of an American style holistic program and 61 years later, we continue to adapt, sustain, and thoughtfully improve.

With nurturing teachers who challenge and inspire our students, we are guided by an enduring ethos of engaging in possibilities for deeper learning for our students, in a more personalized yet connected way.

The AIS Vienna legacy continues by exploring ways to provide more for our students.

Adapting to Changing Needs



This plan was developed at an important moment in our societal and AIS institutional history.

Our world is experiencing rapid change with new advancements in technology and communication; major advances in the way we understand how people learn, grow and adapt; massive shifts in the societal, political, economic and environmental landscape across the globe.

Every plan included is a strategic choice and priority as a school, informed by research and data, to guide the continual evolution of our program to match the needs of our students.

This Moment



We are strongly committed to retaining the DNA of AIS. Guiding our students to learn, grow and adapt, and prepare for a rapidly changing world remains our core objective.

We go forward empowered by our deep care for our students, knowing that it is our responsibility to help them to be ready.



AIS Vienna Building Forward



We aim to embrace new opportunities, pursue more personalized learning approaches for students, innovative practices, adopt new methodologies and offer wider perspectives to deepen our curriculum;

Promote citizenship within an inclusive environment, build upon themes of ethical character, purposeful action and international mindedness, celebrate diversity and honor multiple perspectives;

Ultimately, we strive to develop students who see themselves as connected to the global community and have a sense of responsibility to its members.



Adapting to Changing Needs of Students



In this Strategic Plan, we are:

- Advancing our mission and purposefully aligning our programs, resources, and practices with our core values, to more effectively meet the evolving needs of our students;
- Adapting our program to be more student centered approach to reflect more student ownership, agency and engagement of their learning, giving students more voice and choice;
- Going deeper with our research based curriculum and instructional practices;
- Recommitting to the concept of citizenship in not only fostering personal growth of each student but also their role in a healthy and accepting community;
- Encouraging innovative ideas and committing to carry out ambitious priorities in bold, informed and sustainable ways.

Essential Questions: Council of International Schools



Essential Questions have been added for leadership teams and self-study committees to reflect upon:

- How well does the school promote inclusion, diversity, equity and anti-racism through its guiding statements? How can these guiding statements be developed to improve policy and practice in these areas?
- To what extent do teachers demonstrate a clear understanding of the aptitudes, cultural context, well-being and prior attainments of their students so that they learn effectively? How can this be improved?
- How well does the school protect and safeguard students from all risks, including those arising from abuse and discrimination to ensure their well-being in both the short, the medium and the longer term? How can this be improved?
- How well does the school promote inclusion, diversity, equity and anti-racism through its staffing policies and its working relationships? How can policy and working relationships be improved in these areas?"

Student Centered Elements of the Core Values



- Empathetic, caring, courageous
- inclusive, accepting, respectful, ethical
- Resourceful, resilient, growth mindset
- Adaptive, confident, reflective, responsible, independent
- Take initiative, act with integrity

Respect. Aspire. Achieve.

Core Values



Respect: We will be kind, considerate, inclusive and thoughtful in our interactions with others and the environment.

Aspire: We will pursue our passions, imagine possibilities, and make them real.

Achieve: We will apply ourselves to the best of our ability with effort and ingenuity and strive for personal growth.

Elements of the Mission



- Empowerment, ownership of learning
- Growth in a holistic and balanced program
- More student centered
- Adaptive to student future needs

Elements of the Vision

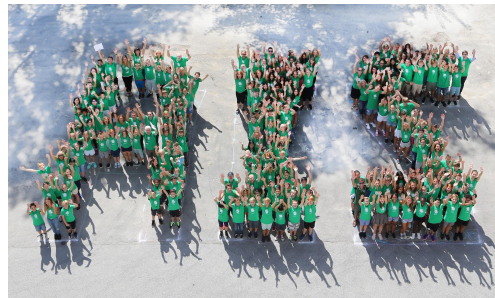


- Power of community
- Developing passions into a path forward
- Life-long learners, confident, finding one's place

Our Mission



At the American International School Vienna, we empower each student with the skills and character strengths necessary to be positively impactful global citizens who strive for personal growth and excellence in an ever-changing world.



Our Vision



A community of innovative learners realizing their chosen futures with courage, curiosity, and joy.



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Achieve

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Strategic Plan Priorities 2021-2026

01

Teaching & Learning

Empowering students to strive for personal growth and excellence.

02

Character & Community

Cultivating ethical, purposeful and balanced citizens of a diverse community.

03

Facilities

Creating spaces to support innovative learning.

04

Finance

Stewarding resources to support current and future students.

Our Four Strategic Plan Priorities



1. **Teaching & Learning:** Empowering students to strive for personal growth and excellence.
2. **Character & Community:** Cultivating ethical, purposeful and balanced citizens of a diverse community.
3. **Facilities:** Creating spaces to support innovative learning.
4. **Finance:** Stewarding resources to support current and future students.



01

Teaching & Learning

Empowering students to strive for personal growth and excellence.



Priority 1: Goals



1. Enhance and align adaptive program offerings to provide a student-centered learning experience that empowers students in a personalized pathway towards growth and excellence.
2. Strengthen and develop student centered instructional approaches that maximize access to learning for each student that is differentiated for abilities, interests, learning needs and diverse perspectives.
3. Invest in professional development for faculty, educational resources, and technology that promote inclusive student centered instructional practices within a diverse community.

Priority 1: Action Items



Program Offerings:

1. Where possible, implement adaptive and personalized program delivery structures with a focus on different abilities and interests.
2. Action and resource a cohesive and comprehensive technology plan to facilitate a student centered approach to learning as identified in the AIS Technology Vision and Philosophy.
3. Design, implement and resource a learning support services model and enrichment opportunities across the divisions.

Priority 1: Action Items



Instructional Approach:

4. Renew and refresh pedagogy to enhance inquiry and authentic standards based learning experiences in which students own the process.
5. Develop a PK-12 philosophy of assessment with a commitment to academic rigor and the pursuit of student-centered learning through personal relevance, choice, autonomy and creation.
6. Create AIS Learning Principles that align instructional practice to the AIS Curriculum, emphasizing collaboration, critical thinking and creativity.

Priority 1: Action Items



Professional Development:

7. Create a collaborative system of professional learning with training, resources and coaching opportunities that supports our academic program and learning community goals, ensuring a safe, inclusive and equitable environment.



02

Character & Community

Cultivating ethical,
purposeful and balanced
citizens of a diverse
community.



Priority 2: Goals



1. Set and reinforce expectations of what it means to be an AIS citizen in a community that embraces diversity, equity and inclusion, building on the foundation of ethical character, purposeful action and international mindedness.
2. Provide varied opportunities to engage students in purposeful service learning and community involvement.
3. Demonstrate a commitment to balance the emotional, physical and intellectual well-being of each student.

Priority 2: Action Items



1. Define, model and teach the character traits and dispositions of an ethical and purposeful AIS student with a focus on international-mindedness, empathy, understanding, acceptance, bias awareness and one's sense of responsibility to others.
2. Assist students to identify academic, cultural and service opportunities to take action as ethical and purposeful citizens for intellectual enrichment and exposure to diverse perspectives.
3. Create a community-wide philosophy and integrated program to reinforce strategies and skills that contribute to the emotional, physical and intellectual well-being of each student.
4. Assist students to identify and develop areas of personal interests, athletics, academic skills and life/career aspirations specific to a course of study.
5. Continue comprehensive review and integration of research based Child Protection & Safeguarding practices.



03

Facilities

Creating spaces to
support innovative
learning.



Priority 3: Goals



1. Ensure a long-term facilities plan through an intentional focus on resource and space utilization to support solutions for student centered and innovative learning spaces.
2. Plan and provide for high quality classroom environments with optimized space and conditions for teaching and learning.
3. Improve accessibility, sustainability, safety and whole school cohesiveness across the campus.
4. Create open and inviting communal spaces for increasing opportunities for peer-to-peer collaboration, interaction, and community-building experiences.

Priority 3: Action Items



1. Develop and launch a long-range, multi-project master plan with a commitment to ongoing upgrades.
2. Gather data from students, teachers and facilities experts to ensure that spaces facilitate quality teaching and learning.
3. Identify priorities consisting of phased projects to optimize classroom space and conditions; improve accessibility, sustainability and safety; create communal spaces and cohesiveness across the three divisions.
4. Conduct cost rationalizations to optimize resources.
5. Develop an implementation plan that aligns timelines and capital expenditures.



04

Finance

Stewarding resources to support current and future students.



Priority 4: Goals



1. The budget process is structured in support and driven by the strategic priorities of the school, to provide a sustainable program of excellence for current and future students.
2. Monitor finance and budgeting and establish multi-year targets to ensure sustainable, high quality learning environment and opportunities for students.
3. Invest in our human, facility, and financial resources to further our academic goals while remaining efficient through analysis of qualitative and quantitative data.
4. Ensure that resources growth over time matches or exceeds the school's capital and operational needs.

Priority 4: Action Items



1. Create multi-year development plans that can translate into annual budget planning which secures reserves to safeguard the school's future.
2. Provide transparent information about income and spending of school financial resources to demonstrate the connection to the value of our educational program.
3. Collect, analyze and monitor data and conduct periodic reviews of resources for efficiency.
4. Develop and increase non-tuition revenue streams, including but not limited to, monetary gifts.

Outreach



- **March 16, 2021: Strategic Plan Presentation to Executive Board**
 - Abbi DeLessio and Strategic Planning Steering Committee
- **April 14, 2021: Presentation to All Staff**
 - Kathy Miner, Principals, Teachers, Student on Steering Committee
- **May 11, 2021: Strategic Plan Presentation to General Assembly**
 - Kathy Miner, Executive Board, Steering Committee
- **May 20, 2021: Director Coffee: How to implement a Strategic Plan**
 - Kathy Miner



A community of innovative learners realizing their chosen futures with courage, curiosity and joy.





Thank you