



The American International School · Vienna

Action Plan 2016-2017

STRATEGIC AREA: GOVERNANCE & LEADERSHIP

CHAMPION: STEVE RAZIDLO S.RAZIDLO@AIS.AT

STRATEGIC GOAL: Stable, effective governance and vibrant leadership, which model, and are based on, trust and accountability.

STRATEGIES	TASKS TO ACHIEVE STRATEGY (ACTION STEPS)	RESPONSIBLE PERSONS	RESOURCING	OBSTACLES	TIMEFRAME	CRITERIA TO SHOW SUCCESS
<p>1.. Benchmark governance against international school best practices, in the context of AIS Vienna history, and challenge existing structures and systems.</p> <p>*context= AIS as American, place in Vienna, historical governance challenges from previous audits and accreditations</p>	<p>1. Challenge existing structures and systems for transparency, efficiency stability:</p> <p>a. Identify, analyze, and suggest best practices of Boards and governance structures.</p> <p>b. review procedures, policy A by-laws pertaining to governance and leadership (including structures, term lengths, roles and membership)</p> <p>c. propose streamlined modifications/build the case</p> <p>d. communicate and consult with community)</p> <p>e. mobilize vote in the community for GA in Spring 2017</p>	<p>Gov Comm (with Policy Comm)</p> <p>1a) GovCom PolCom</p> <p>1b) Director, Board</p> <p>1c) GovCom/PolCom</p> <p>1d) and 1e) Board, PTF, Communications unit</p>	<p>a+b: ECIS CEESA US Embassy and OOS</p> <p>In-house Counsel (b+c)</p> <p>Focus group and Communications staff (d +e)</p> <p>d+e: PTF Country Coordinators Boosters TAC (etc) U.S. Embassy</p>	<p>By Laws</p> <p>Sufficient votes to change By-Laws</p> <p>Means of communication</p> <p>Scoops</p>	<p>1a) Nov 2016 1b) Oct 2016 1c) Nov 2016 1d) Jan+Feb 2017 1e) Mar-Apr 2017 (in special G.A.?)</p>	<p>1a) Agreed Benchmarks 1b) Completed review 1c) Board approved and legally checked Proposal 1d) Revised proposal (approved by Board and legally checked) 1e) Affirmative and binding vote for proposed modifications</p> <p>1) Increased longevity of board and administration</p>

<p>2. Implement continuous improvement and professional development for administration and board to drive innovative and effective leadership and sustainable governance.</p>	<p>Board: 2a) Devise structured on-boarding and orientation mechanisms: i) Board training based on StratPlan and Action Plan ii) Admin advice services for StratPlan and Action Plan 2b) Research Board manual examples which outline roles, responsibilities, and protocols 2c) Improve Board performance via (i) monthly feedback from gov committee and/or Board “coach” for effective leadership And (ii) yearly questionnaire, Board self-assessment, skyped-in board meeting by consultant, consultant de-brief to Board 2d) Define profile criteria for board members Administration: 3) Hold Team building retreat for SLT to build team and define 2016-2017 objectives for innovative action and means to deliver them 4) Principals and other SLT members to define innovation & excellence objectives, feedback loops, and required professional development for effective and consultative leadership and SLT functions</p>	<p>2a) Board Officers, Director, Consultant: 2b) GovCom 2c) GovCom or designated Board rep, Board Coach or consultant 2d) NomCom 3) SLT and facilitator 4) Principals, SLT, facilitator</p>	<p>ECIS CEESA Facilitator</p>	<p>Time Budget</p>	<p>2a) Spring 2016 2b) Research begins Fall 2016, Finalized Spring 2017 2c) January 2d) Spring 2017 3) November 4) August-Sept</p>	<p>2) Improved Trust and Accountability Enhanced Spring 2016 Board Transition Board stability Board “coach” report yields objective evidence of improved Board processes Board paused discussion/investigation of formal coaching options during August 2016 retreat. (3) November retreat occurs and identifies process improvements and prioritized 2016-2017 goals (4) Articulated plan in each department/division for leadership innovations and</p>
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						excellence targets for 2016-2017 Spring 2017 General Session reports by division on innovative & excellent practices
3. Develop, implement, and nurture effective and transparent communication and inclusive feedback mechanisms to help guide governance and leadership activities.	<p>3a) Create and implement dash board</p> <p>3b) Establish Communications Coordination Committee and hold quarterly meetings to review communications and recommend revisions</p> <p>(i) define communications objectives in an on-going open dialogue</p> <p>3c) Articulate and communicate stakeholder roles and responsibilities as an Association member</p> <p>(i) create one pager in family handbook and incorporated into Orientation package</p> <p>3d) Assess communications tools and feedback/ information sources, for/to the Board, and their effectiveness and identify and enable alternate means of communication with the community as appropriate</p> <p>3e) Formulate questions for Omnibus survey (Board communications, leadership, governance performance)</p>	<p>(3a) Board</p> <p>(3b) communications coordination committee: PTF president, communications unit, Board Officer-Secretary, Director, and student (?)</p> <p>(3c) Board and Director</p> <p>(3d) CCC</p>			<p>3a) Fall 2016</p> <p>3b) Director requested Board pause creation of new communications committee. Board open meetings, board and administrative parent communication events increased. Director reconnected to PTF Board monthly meetings.</p> <p>3c) May/August 2016</p>	<p>(3a) Dash board created and functioning</p> <p>(3b) Trust increased Feedback visibly used in General Assemblies, General Sessions of board, PTF, staff meetings</p> <p>(3c) active participation in board meetings and voting numbers</p> <p>(3d) February 2017 Winter GA report from CCC</p> <p>(3e) Omnibus survey is scheduled and administered Spring 2017</p>

					<p>3d) August 2016 Board retreat supplants quarterly meetings with new communication activities</p> <p>3e) Spring 2017</p>	
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STRATEGIC AREA: LEARNING & HUMAN CAPITAL

CHAMPION: DEBRA LECHNER D.LECHNER@AIS.AT

STRATEGIC GOAL: A collaborative culture of innovation and continuous improvement in teaching and learning for excellence in a complex, dynamic world.

STRATEGIES	TASKS TO ACHIEVE STRATEGY (ACTION STEPS)	RESPONSIBLE PERSONS	RESOURCING	OBSTACLES	TIMEFRAME	CRITERIA TO SHOW SUCCESS
1. Ensure a continuum of development for a diverse student body, which is well-supported at all levels, and where creativity, passion, and achievement are fostered across the spectrum.	1a. Monitor students academic, social and emotional needs and assure processes in place as students progress K-12	Director	Endicott Survey Surveys on affective domain	Adequate Participation	Spring 2016	95 percent of parents will indicate their children are adequately academically supported. (Markers can be modified based in the learning of internal and external surveys. Possibly cohort tracking)
	1a. Identify resources for students with disabilities and for gifted students	Divisional Administration	Resource specialists ratios	Natural limits on staff numbers	December 2016	90+% offer a positive Net Promoter score
	1a. Monitoring student success across EAL and Resource sub-groups	Dave Straffon, Admissions, Resource, Counselors, EAL	Wednesday mtgs			May 2017
	1b. Monitor student balance between academics and interests/creativity/passions???	Events Office	Collect student participation data	Staff abilities and interests Staff interests and abilities	Spring 2017 Year end planning for the following year.	Evidence exists that co- and extra- curricular program decisions are based on meeting mission and student needs

		Director and Divisional Principals MS Principal	Define co-curricular and extra-curricular priorities Analyze Existing O-Bock offerings			Student survey Possible cohort tracking
	1c. Identify professional development needed to assure the identified student needs are supported.	Principals Counselors Resource & EAL Specialists	Student Support Team	Communication	Spring 2017	Professional Development decisions are based on identified needs. Evidence should exist of annual PD goals that include trainings, as needed, to support students with specific needs. (e.g. documented PD for Autism).
STRATEGIES	TASKS TO ACHIEVE STRATEGY (ACTION STEPS)	RESPONSIBLE PERSONS	RESOURCING	OBSTACLES	TIMEFRAME	CRITERIA TO SHOW SUCCESS
2. Maintain a cohesive, dynamic, high quality 21st century curriculum, characterized by depth and opportunities for differentiation.	2a. Define what innovation means at AIS. What are we currently doing to foster innovation? a. Begin to develop a database of potential parent resources that could be ... b. Showcase current innovations at fall meetings c. Seek out conferences that promote innovation (e.g. Global Innovation Summit, TEDx conference, etc.) Innovation defined 'locally'	Team of stakeholders Deb?? Is this possible to do within the Accreditation work?	Research group and professional development Giving teachers time to learn about innovative opportunities (investigating other schools, digging deep) Look to the community for skills and talents	time where to fit innovative activities into schedule?	Fall 2016-17	Innovation targets/opportunities are identified and shared with community Divisions and/or Admissions holds an active list of parent resources that can be tapped to support and enhance curriculum and instruction.
	2b. Examine instructional materials to assure vertical alignment and opportunities for differentiation Examine current course options	Principals Counselors	Student Support Team		Spring 2017	More than one academic avenue (primarily HS) is available for students and there is a smooth progression between grade levels and across divisions to assure depth of learning and

						differentiation for groups of learners.
	2c. Expand the curriculum development process to include researching of 21st century programs, strengthening depth of comprehensive programming and providing PD across all disciplines.	Curriculum Director & Assistant All school staff	PD in implementing new curricula based As per curriculum development cycle	Insufficient time for PD and addressing the change process NOTE: Clerical support for curriculum and PD functions added for 2016-17 school year Additional curriculum support at the HS dept level	May 2017	Documented curriculum PK-12 Internally and externally
STRATEGIES	TASKS TO ACHIEVE STRATEGY (ACTION STEPS)	RESPONSIBLE PERSONS	RESOURCING	OBSTACLES	TIMEFRAME	CRITERIA TO SHOW SUCCESS
3.Promote innovative and purposeful technology use and integration.	3a. Audit current practices with the 2016 ISTE standards and address gaps	Tech Director, Integration staff, and curriculum teams	Professional Development	school calendar does not provide sufficient PD time	2016-17 (collect data)	June 2017 Technology Audit Report Using the ISTE Standards to drive technology use in integration
	3b. Implement a consistent platform for electronic portfolios at the MS and HS levels	Technology team, principal, counselor		additional PD on Haiku and other possible options.	June 2017 - identify one platform that will be used by MS & HS	Electronic Portfolios in grades 6-12 on common platform for 2017-18 school year

				Conflict with SIS choice of Power School or Veracruz		
STRATEGIES	TASKS TO ACHIEVE STRATEGY (ACTION STEPS)	RESPONSIBLE PERSONS	RESOURCING	OBSTACLES	TIMEFRAME	CRITERIA TO SHOW SUCCESS
4. Work as a community to nurture a culture of mutual support and respect.	<p>4a. Define the characteristics and roles within the AIS community and evaluate protocols to ensure the sustainability of mutual support and respect</p> <p>NOTE: 4a. action planning is moved to Governance and Leadership #3. CCC idea, as mentioned in the Gov & Ldshp section, has been paused</p>	Communications Coordination Committee (Board members, Admin, TAC, PTF, students Booster Club	<i>** Might already be constructed as a quarterly meeting of prominent communication partners</i>		2016-17	A defined set of operational protocols.
	4b. Brainstorming of all-school initiatives that foster community support and respect (community building activities)	Director, SLT, PTF, Student Council			2017-18	
	4c. Identify existing and potential programs that address issues of social interaction (bullying, healthy lifestyle choices)	Counselors, Health Teachers	Formalize programs		February report to Board on implementation efforts re:AIS anti-harassment, intimidation, bullying policy	Articulated ES, MS and HS bullying program implemented. Bullying Incident Report Form. Transitions Team Audit
	4d. Work with the Transitions Team to develop a student ambassador type program	Transitions Team MS Principal ?? Admissions ??		Staffing & coordination need	School year 2016-17	

	modeled after the Safe Passages Program at ASH					
5. Recruit, develop, appraise and retain high quality faculty and staff. (Refer to Section 4.2)	5a. (Recruit) Increase AIS visibility in the international community to help attract high quality candidates <ul style="list-style-type: none"> Attend job fairs Teacher presenting at conferences supporting AIS initiatives Host trainers, consultants and regional conferences 	Director, Principals, and administration		money, adding positions		Recruiting based on our school's size. Administrative attendance at one international fair. AISV teachers/staff will present at two or more regional/intl conferences. Successfully host Fall 2016 regional trainings. Expanded teacher participation in regional job-alikes
	5b. (Develop). See #1c and 2c					
	5c. (Appraise) Implement new appraisal process designed this school year	Deputy Director, Teacher Appraisal Task Force	Evaluation of teachers based on the new appraisal process	Time	All teachers in the appraisal cycle are evaluated based on the new appraisal system by the end of of 2016-2017	Clear documentation of annual evaluations for 1/3+ of AIS professional staff. 80+% teachers have met their goals. Survey teachers that were evaluated based on the new appraisal system to review if modifications to the process are necessary. Fall 2017 Staff Evaluation Audit

	5d. (Retain) Identify a cohort of schools that will help to identify how competitive AIS in comparison. (how competitive our compensation package is)	School Board, Director, teacher representatives	Identify a cohort of schools to benchmark compensation Different sets of benchmark schools for different purposes	Comparing diverse financial packages	December 2016 (ready to go for 2017-18) recruitment year)	Board, TAC and administration share a common list of comparison schools. Exit interview results and job acceptance ratio.
??????	5e. Assess teaching loads of current staff to evaluate our student teacher ratio in all subject areas-- 1 to 8 isn't really what it is in most classes)					Dashboard statistic comparable to CEESA average

STRATEGIC AREA: IDENTITY & COMMUNICATION

CHAMPION: DEIDREE DINO D.DINO@AIS.AT

STRATEGIC GOAL: A clear, compelling identity and brand, recognized locally and globally. Communication will be targeted, managed and timely.

STRATEGIES	TASKS TO ACHIEVE STRATEGY (ACTION STEPS)	RESPONSIBLE PERSONS	RESOURCING	OBSTACLES	TIMEFRAME	CRITERIA TO SHOW SUCCESS
1. Clearly define a common understanding of our identity, which honors our diversity and history.	<p>a. Identify the key stakeholders, analyze and document their emotional and functional reasons and rationale for choosing, staying at, or leaving AIS (including targeted 8-10 of each group: students, parents, faculty, support staff, alumni, appropriate external community and partners)</p> <p>b. Review and develop key core messages on unique value proposition and emphasis on interculturalism</p> <p>c. Identify opportunities and areas where student involvement can be supported and encouraged to further support our mission and core values</p>	<p>Admissions, Marketing and Communication, Alumni Affairs, Student Council, KSN</p> <p>Director or designee</p>	Time, Training, Staffing, Consultant or Facilitator service	*Staffing, job descriptions and capacity, organizational focus, structure, capability, budget restrictions, time limitations	<p>Start in September 2016, review by beginning of December 2016, discussion brief by January 2017</p> <p>b. fall 2016</p> <p>c. Winter 2016/Spring 2017</p>	<p>a. Members of each key stakeholder group identified, focus group discussions held</p> <p>b. Key core messages documented and shared with appropriate stakeholders Winter 2016-2017 key messages evidenced in 2017 Admission app, video, tour, etc</p> <p>c. Areas and opportunities for formal student involvement identified and documented</p>
2. Develop and implement a marketing plan to	a. Review the current structure of positions, job responsibilities, and possible	Director, Marketing & Communication,	*Time, Training, Staffing, Expertise, budget allocation for	*Staffing, job descriptions and capacity,	Start in the 2016-17 school year, <i>coordinate</i>	Proposal for restructuring of jobs and development of team

<p>promote our school and its brand.</p>	<p>staffing and training needs to develop a team in order to ensure that a successful marketing plan is implemented, which would include:</p> <ol style="list-style-type: none"> 1. Showcasing student-produced content and student experience 2. Website review and development 3. Development and positioning of the brand 4. Promote human talent within the school 5. Promote internationalism, interculturalism and diversity 	<p>KSN Advisers, Alumni Manager Admissions staff,</p> <p>5a. Accreditation Self-Study Committee</p>	<p>professional development / training / consultancy</p>	<p>organizational focus, structure, capability, budget restrictions, time limitations</p>	<p><i>with plans for fundraising from the Finance Area, finalize by June 2017, rollover into Fall 2017</i></p>	<p>Organizational role clarifications dedicate clearer resp. For 1a-5a</p> <p>Accreditation Self-Study Report defines AIS</p>
<p>3. Establish strategic partnerships locally, regionally and internationally to benefit the school and students.</p>	<p>a. Audit potential mission-aligned opportunities within the city of Vienna and the world of international education, specifically with:</p> <ol style="list-style-type: none"> 1. Local schools and international schools in Austria 2. U.S. schools 3. European and global international schools, especially within the context of student transitions programs 	<p>Director, SLT, Faculty, Department Heads Admissions staff</p>	<p>Time, Staffing, Networks</p>	<p>Staffing, job descriptions and capacity, organizational focus and culture, structure, capability, budget restrictions, time limitations</p>	<p>Start in the 2016-17 school year but AFTER review and restructuring of roles under strategy no. 2, likely rollover to the 2017-18 school year (if staffing needs are clarified)</p>	<p>Potential partnership/s at each level and steps for establishing said partnerships identified and documented</p>

	<ul style="list-style-type: none"> 4. Austrian Ministry of Education 5. Public and private institutions / organizations in Austria and globally, including environmental stewardship organizations 6. Colleges and higher education 7. Local cultural infrastructure and institutions (museum, theater, subject related events etc. -> interdisciplinary collaboration) for further immersion in the host country 					
4. Develop, implement and monitor a targeted communication plan.	<p>a. Audit communication practices, tools, and resources against best practices.</p> <p>b. :</p> <ul style="list-style-type: none"> 1. Online (AIS website, class websites, learning management systems, social media) 2. Internal administrative channels (school information system) 3. Word-of-mouth, personal meetings, special events 	SLT Marketing & Communication TBD	*Time, Training, Staffing, budget allocation for new SIS and website	*Staffing, job responsibilities and capacity, organizational culture, structure, capability, budget restrictions, time limitations	A. Defining Audit and ascribing responsibility b1. Website redesign / development due November 2016. b2 .SIS rollover June 2017 b3. By June 2017	a. Audit of practices, tools, and resources completed and shared with responsible stakeholders B1. New website is used November 2016 b2. Priority list for channels of communication created

	<p>c. Create mission-aligned, audience-appropriate messages & activities.</p> <p>d. Make recommendations to strengthen and streamline practices and guidelines on two-way communication</p>				<p>C. Internal Community affirmation the work is completed.</p> <p>D. Definition of and agreement on 'evidence' that messages have been strengthened and streamlined</p>	<p>c. Mission-aligned, audience-appropriate messages and activities proposed.</p> <p>d. Recommendations on improving guidelines and practices made</p>
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STRATEGIC AREA: FINANCE, RISK MANAGEMENT, RESOURCES

CHAMPION: RUDI GABRIEL R.GABRIEL@AIS.AT

STRATEGIC GOAL: Responsible management of resources that enables AIS to fulfill its educational promises and environmental responsibilities.

STRATEGIES	TASKS TO ACHIEVE STRATEGY (ACTION STEPS)	RESPONSIBLE PERSONS	RESOURCING	OBSTACLES	TIMEFRAME	CRITERIA TO SHOW SUCCESS
<p>1. Actively maintain and communicate the existing financial model and include response models to stress scenarios.</p>	<p>a. Update 5 year baseline budgeting</p> <p>b. Define stressors for the school and run stress tests</p> <p>c. Find an effective means to communicate financial information to the school community</p> <p>d. Evaluate the effectiveness of communication of financial information through a survey</p>	<p>Administration Business Manager HR manager Finance Committee Marketing Manager External Expert</p> <p>FICO, Board, Business Mgr</p>	<p>Communication technology Financial means</p>	<p>Staff resources for running stress testing</p> <p>Determine time frame for updating information in a secure manner to stakeholders</p> <p>Determine communication methodology</p>	<p>a. Annual update for 5 year plan</p> <p>b. Run tests – 12 – 24 month time frame</p> <p>c. Report to community stakeholders at least three times a year</p> <p>D. Review accuracy of the model against historical information starting Year 3.</p>	<p>a. The matching of the financial model with the actual budget as defined in the December 2016 Budget Workshop</p> <p>b. Stress scenarios - report to Oct 2017 General Session</p> <p>c. Community survey administered and published by end of 2016-2017</p> <p>c./d. 80% community satisfied with communication of financial processes</p>

<p>2. Optimize the competitiveness of AIS's compensation package on the international educator market.</p>	<p>a. Analysis of current competitive position through comparison of AIS compensation package against other international schools in Austria, Europe, and globally.</p> <p>b. Define indicators for competitiveness of the school's compensation package <i>(cross-listed with Learning & Human Capital)</i></p> <p>c. Conduct exit interviews and other employee feedback by neutral person/institution outside of school</p> <p>d. Review current employment policies for areas of potential improvement</p>	<p>Administration Business Manager HR Manager Faculty & Staff representatives External expert</p> <p>B. Business manager, selected staff</p> <p>c. HR, staff rep</p> <p>D. Business manager, HR manager and selected staff</p>	<p>Compensation Database Financial means</p>	<p>Definition of comparison schools</p> <p>Budgetary restrictions</p> <p>Accessibility of data and data quality</p>	<p>June 2017 research and collect comparison data and define indicators of compensation competitiveness.</p> <p>Within 24 month, refine areas of underperformance gap analyses)</p> <p>Within 36 month optimize compensation package based on findings</p> <p>Update value of indicators every two years.</p>	<p>a. Based on 2016-2017 exit interviews, majority of faculty leave for reason not related to the compensation package.</p> <p>a.High job acceptance ratio</p> <p>B. December 2016 is target for parallel work in Learning and Human Capital 5d</p> <p>C. exit interview results shared with EB and relevant community</p> <p>d. Report to Director in Fall 2017 to become focus of optimization</p>
<p>3. Prioritize green and innovative opportunities.</p>	<p>a. Identify environmental organization by whom we wish to be accredited.</p>	<p>Director and task force to determine environmental organization External Expert</p>	<p>Financial means</p>	<p>Budget limitations</p>	<p>a. Form Task Force Fall 2016; determine organization within twelve months.</p>	<p>a. Spring 2018 Certification organization identified for Board and facilities planning .</p>

	<p>b. Within five years, address and implement standards with the goal of receiving certification.</p> <p>c. Allocate resources to achieve certification goals</p> <p>d. Review Facilities Master Plan and identify innovative opportunities to improve quality of teaching and learning outcomes.</p>	d. SLT, Board			<p>b. 2017-2018 identify agency. 2018-2019 resource allocation</p>	<p>B. 2018-19 budget reflects expenditures toward 'green' certification</p> <p>C. Successful certification in Year 5.</p> <p>D. Nov 2016 report re: remaining 3-year priorities from 2013 Master Plan</p>
<p>4. Invest in technology to anticipate educational demands in the 21st century.</p>	<p>a. Research and identify technology to invest in for school information systems.</p> <p>b. Create task force to identify needs for technology hardware/software, and professional development for technology education that meet demands of 21st century digitally fluent students.</p> <p>c. Allocate budgets, and track utilization of budgets of technology needs.</p>	<p>T director Curriculum Coordinator External expert</p>	Financial means	<p>Budget limitations</p> <p>Technical accessibility</p>	<p>School management system should be completed within the twelve months.</p> <p>Budget allocation starting with budget 2017/18</p>	<p>a. Fall 2017 Implement new school management system</p> <p>b. Fall 2018 report to Board identifying critical areas of technology investment completed within 24-36 months. 100% utilization of identified technology budget by end of Year</p> <p>c. 2019-2020, 2020-2021 Technology budget allocations determined</p>

						through consultation of the 2018 report
5. Explore sustainable additional streams of funding and maximize those opportunities.	<p>a. Identify and hire an external consultant to develop strategies for sustainable additional streams of income.</p> <p>b. Launch annual, sustainable fundraising efforts</p>	<p>Director</p> <p>Business Manager</p> <p>Alumni Manager</p> <p>Marketing Manager</p>	<p>Financial means, partial staffing increase or consulting payments or both</p>	<p>Focus on funding for ES addition in 2016-2017</p>	<p>a. Start Spring 2016</p> <p>B Executive Board approval of ES Extension option will determine start of capital campaign beyond EUR 152,000 already raised for project</p>	<p>a. AIS development plan available</p> <p>Evaluate sustainability of income streams</p> <p>b. Annual campaign and other targeted fundraising yields 50% of ES Extension cost</p> <p>Annual campaign results published in 2016-2017 Annual Report</p>