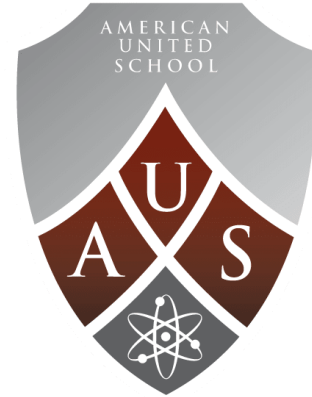


# STRATEGIC PLAN 2023-2028



AMERICAN UNITED SCHOOL  
KUWAIT  
A BETTER CHOICE

# From the Director



## Welcome to the American United School

Our guiding principle is “Learning - Anytime, Anywhere.” For the past few years that principle has been lived out through the lens of online and socially distant learning. Now, it is time to embrace small group instruction, collaborative group work, athletic competitions, live performances, and a deeper focus on building positive relationships. Academic success is a very important aspect but the work of nurturing the growth of the whole child physically, emotionally, socially, spiritually, and intellectually is a responsibility for all of us working together to that end.

AUS continues to evolve and provide value added experiences. Starting this school year, we have signed a partnership with the Real Madrid Foundation offering a football academy that promises to be an extra-curricular bonus. Academically you will discover more Advanced Placement (AP) offerings in high school, a middle school curriculum called Springboard that supports the AP growing curriculum, and the continued expansion of Core Ready.

I look forward to what we will achieve in the next five years,

Michael J Winger, Director

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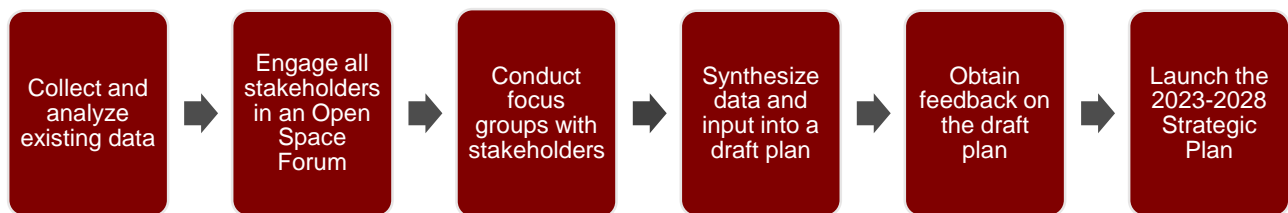
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## Strategic Plan 2023-2028

As a part of the American United School of Kuwait's 10 Year Anniversary, school leaders engaged in efforts to launch a five-year strategic plan that provides a road map for strengthening AUS's commitment to being the better choice for students and their families. The 2023-2028 Strategic Plan builds upon the achievements of the first ten years and will culminate in a celebration of fifteen of service to our community.

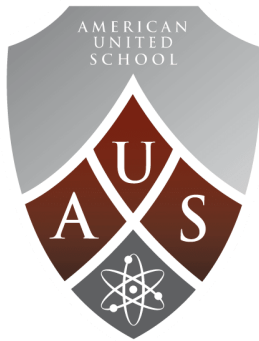
### The Process

Strategic plans are guides that identify the desired future state of organizations. As such, they are meant to serve as the lens through which strategic decisions are made to achieve targeted outcomes. For this reason, AUS's strategic plan represents the aspirations of our students, families, the School Advisory Board, the Parent Teacher Student Organization, the director, principals, teachers, support staff and community. The process in which we engaged to ensure full representation began in 2022 and will conclude with the launch of the new strategic plan by AUS school leaders at the start of the 2023-2024 school year.



### The Outcomes

The final version of the Strategic Plan 2023-2028 includes AUS's current Vision, Mission, and Guiding Principles as approved by the founders. Three strategic priorities that emerged from the voices of stakeholders: (a) academics; (b) connectedness; and (c) human capital. Across these three priorities, we have established six goals and twelve priorities that will ensure AUS remains a better choice. In support of this strategic plan, AUS leaders will develop processes and measures for continuously analyzing progress towards goal achievement. The strategic plan will remain accessible to all constituents as a statement of our commitment to our students and families.



# AMERICAN UNITED SCHOOL OF KUWAIT

VISION	MISSION
<p>To provide an outstanding American education that enables students to be inspired by lifelong learners and responsible global citizens.</p>	<p>Our mission is to:</p> <ul style="list-style-type: none"> <li>• Promote creativity &amp; collaboration</li> <li>• Challenge academic growth</li> <li>• Embrace our diverse community</li> <li>• Enhance student learning through technology</li> </ul>
GUIDING PRINCIPLES	
<p><b>LEARNING—ANYTIME, ANYWHERE</b></p> <p>We believe learning is not confined to a classroom or a campus—it should be available wherever and whenever the learner needs it.</p> <ul style="list-style-type: none"> <li>• At AUS, we continually demonstrate how to be a caring community of learners—our students, teachers, staff and families are committed to educating the whole child.</li> <li>• Our school community acknowledges and recognizes the personal, cultural and social value of each individual with an understanding of intercultural tolerance and acceptance.</li> <li>• We believe technology is an integral part of students’ lives, expectations, and the future—this cannot be ignored but rather explored with a deep send of intellectual inquiry.</li> <li>• We are dedicated to the future global success for this planet which depends upon having a diverse, well-educated workforce.</li> </ul>	

# PRIORITY AREA I- ACADEMICS

## Goal I- Global Competitiveness

AUS will offer a K-12 curriculum that prepares students to be globally competitive.

### Objectives

- 1.a. Increase participation in global academic competitions
- 1.b. Increase student participation in travel abroad experiences

### Measures

- 1.a. The number and percentage of students that participate in global academic competitions
- 1.b. The number and percentage of students in 6-12 grades that participate in travel abroad experiences

## Goal 2- Academic Rigor

AUS will offer an academically rigorous curriculum that prepares students for post-secondary education at highly ranked colleges and universities.

### Objectives

- 2.a. Increase AP course offerings at the middle and high school levels
- 2.b. Utilize testing that allows for benchmarking student performance internationally

### Measures

- 2.a. The number of and enrollment in AP courses offered at each grade level
- 2.b. The percentile rankings of AUS students on international tests compared to competing schools

# PRIORITY AREA II- CONNECTEDNESS

## Goal 3- Student Engagement

AUS will offer robust non-academic opportunities that grow students into well-rounded citizens of the world.

### Objectives

- 3.a. AUS will increase the number of team and individual athletics opportunities
- 3.b. AUS will increase the number and variety of clubs and student activities

### Measures

- 3.a. The number and percentage of students participating in at least one sport
- 3.b. The number and percentage of students participating in at least one non-academic club or activity

## Goal 4- Parent and Community Engagement

AUS parents and community members will have high levels of engagement with AUS students, faculty, and staff.

### Objectives

- 4.a. Increase opportunities for parents to engage in AUS sponsored activities
- 4.b. Increase community engagement through volunteerism and school partnerships

### Measures

- 4.a. The number and percentage of parents who engage in a minimum on one AUS activity per year
- 4.b. The number of community involved partnerships, projects, or activities per year

# PRIORITY AREA III- HUMAN CAPITAL

## Goal 5- Preferred Workplace

AUS will become the preferred workplace for K-12 faculty and staff in the Middle East.

### Objectives

- 5.a. AUS will offer competitive salary and benefits packages that attract the most highly effective faculty and staff in the Middle East.
- 5.b. AUS will retain highly effective faculty and staff

### Measures

- 5.a. The number of vacancies remaining at the start of each school year
- 5.b. The annual retention rate of highly effective staff and faculty

## Goal 6- Highly Effective Faculty and Staff

AUS faculty and staff will be highly effective in their roles, capable of achieving all academic and operational goals and outcomes identified by AUS leadership.

### Objectives

- 6.a. AUS faculty will have access to pedagogical and content related training that reflects research based best practices for improving student learning outcomes
- 6.b. AUS staff will have access to training that increases operational effectiveness

### Measures

- 6.a. The percentage of faculty who have annual access to training and development aligned to their teaching role/content area
- 6.b. The percentage of staff who have annual access to job related training

# ENSURING SUCCESS

Strategic Plan 2023-2028 Priorities I-III represent the major areas of focus described by the students, staff, faculty, and families of AUS throughout the information gathering processes. Embedded within these three priorities of academics, connectedness and human capital are five aspirational goals that describe a future state of being. Within each goal are objectives that articulate the outcomes desired by stakeholders.

**Priorities** The broad areas of importance to all stakeholders

**Goals** The future states of being that stakeholders wish to realize

**Objectives** The actions stakeholders identified that may lead to achieving goals

**Measures** The tangible metrics that serve as indicators of whether a goal and objective were achieved

Upon the launch of the AUS Strategic Plan 2023-2028, leaders will begin the process of acting upon each objective, collecting and analyzing impact data, and sharing progress results with the AUS community. Achieving the goals and objectives outlined in this strategic plan cannot be the sole responsibility of the director, associate director, and principals of AUS; rather, this plan represents a commitment of the students, families, community, staff, faculty, and leadership to improve outcomes for all students. With the commitment of all stakeholders, AUS will remain a better choice!