



Universal American School



Strategic Plan 2018-2023

Approved: Fall. 2018

Revised: Jan. 2020

What is a Strategic Plan

Our strategic plan represents the continued efforts of the Universal American School to provide continuity for its learning community with thoughtful attention to long and short - term planning. The Universal American School (UAS) Vision and Mission remain true and we are committed to fluid improvement as we provide high quality education services to our learning community. As we continue our successful accreditation relationship with the New England Association of Schools and Colleges (NEASC) and Council of International Schools (CIS), UAS looks to transition to a growth based learning model as we move forward. As international school standards for best practice teaching and learning evolve, so must we transform with change to stay true to our Mission. We believe that this plan meets both objectives and provides a unified guide for the board, administration, faculty, and parents as they work together to enable the long term, sustainable interests of our school and its students.

The strategic planning process was a thorough and inclusive one. A series of plenary sessions provided a platform for discussion and pre-strategic planning with stakeholders that represented all aspects of the school. This allowed development and focus, in regard to a number of beliefs, parameters and objectives that would represent fundamental foundation pieces of the revised Strategic Plan. The Advisory Board and Ownership remain committed to the school's Mission Statement and a plan that can provide a pathway for positive school growth, over time. UAS has a long-standing presence in the State of Kuwait and is recognized with a reputation of leadership within the International School Community. UAS takes pride as it serves to be a successful model for other schools to follow.

Based on the interactive discussion, it has been decided that the UAS Plan should focus on three key areas:

- Future Design
- Connections
- Balance



UAS Mission Statement

Universal American School is committed and dedicated to providing an excellent teaching and learning environment where students learn and understand what it means to be responsible, productive, and ethical citizens. The school strives to create an educational climate where students acquire the essential and necessary knowledge, understandings, and skills to reason critically, communicate effectively, learn continuously and think creatively when solving problems and making decisions.

The school's mission is actively pursued within the context of an international student body and a caring, supportive, and nurturing professional staff.

UAS Philosophy

Universal American School (UAS) continually dedicates its fiscal and human resources towards preparing students for both immediate and ongoing success in an ever changing and challenging world. Virtually all graduates continue their formal education by attending some of the finest international universities. *UAS* empowers its students to be able to comprehend the importance, appreciate the significance, and respect the Arabic language, culture, traditions, and religion, while using English as the basic means of communication and instruction. *UAS* strives to develop in all its students the capacity to become productive, ethical, and moral participants in a culturally diverse and technologically advanced global community.

UAS believes an effective, demanding, stimulating and caring education fosters the personal growth and development that is necessary for students to reach their fullest potential and to prosper in life. Such an education occurs best and yields optimal results when embedded in a collaborative and collegial learning community - a learning community characterized by high expectations and a demonstration of ethical and moral behavior and conduct from students and staff - a learning community where students, educators, and parents are actively involved in all facets of the educational process.

UAS further believes that the diversity of its student body and staff is in itself a source of great strength and should be respected, nurtured, and celebrated.

Internationalism: The belief that it is good for people of different countries to work and learn together.

UAS defines learning as: Learning is a lifelong cycle of inquiry, discovery, reflection and action that results in new understandings, and social, emotional and intellectual growth.

Acrostic: EAGLES LEARN

Empathy

Lifelong

Autonomy

Engagement

Growth

Authentic

Listen

Reflection

Enthusiasm

Nurture

Success

UAS Core Goals & Beliefs

1. *UAS* will inculcate in all students the belief that a true education lies in a life-long willingness to learn and adapt in the midst of a constantly changing world.
2. *UAS* will encourage students to develop an appreciation for other languages, cultures, and religions while cultivating pride in their own cultural identity.
3. *UAS* will cultivate in all students moral and ethical integrity based on the development of spiritual and human values.
4. *UAS* will provide each student with the essential knowledge and skills to understand and appreciate how societies function and to exercise the rights and responsibilities associated with internationalism and citizenship.
5. *UAS* will contribute to each student's physical and emotional well-being and development by providing a positive environment that supports a positive self- image and self-esteem.
6. *UAS* will encourage students to develop an appreciation for other people's values, perspectives and ways of life.
7. *UAS* will facilitate informal and formal exchanges of ideas in commerce, diplomacy, science, technology, law and the arts.
8. Students must take responsibility for their own learning and achievement and understand that significant learning does not occur without major personal effort, perseverance, and hard work.



Three Keys to Growth:

Future Design	Making Connections	Balance
<p>Transform student assessment to incorporate broad approaches to learning and allow students an autonomous pathway to demonstrate success. (LP3/5)</p> <p>Use Professional learning communities (PLC) strategies to enhance the use of common assessment that is linked to impact based evidence and data driven instructional decision making. Use data to inform teaching and learning, develop planning and shape learning outcomes. (LP1/6)</p> <p>Continue to develop systems and a culture that supports the UAS Mission/Vision. Distribute strong leadership and develop the potential of emergent leaders to foster school growth and continuity. (LP8/10)</p>	<p>Enable the transformative shift to student based learning with proactive professional development that is focused on support for all stakeholders within the learning community. (LP6/10)</p> <p>Continue to infuse the curriculum with environmental stewardship while providing relevant context through global events and social/political issues. (LP4/10)</p> <p>Strengthen programs that will help students to develop the values and character attributes to be caring and compassionate members of current and future communities. (LP2/4)</p>	<p>Apply the traits most important in the UAS Learning Community and develop induction programs that inculcate culture and curriculum and assessment to enhance teaching and learning. (LP3/4)</p> <p>Strengthen social, emotional and physical wellness by providing new community engagement opportunities, while also ensuring that technology is used in an appropriate manner that does not inhibit a healthy lifestyle. (LP2/7)</p> <p>Integrate multi-tiered systems to support and strengthen cross curricular opportunities, enhance transfer skills, autonomy, entrepreneurship and ethical interaction within the learning community. (LP5/7)</p>



As We Move Forward...

The keys identified in our UAS Strategic Plan keep us grounded in our yearly planning. In the first phases of the plan, implementation of new initiatives for 2018-2020 are committed to pursuit of the transitional shift to attend to our focus on teaching and learning. From the outset, professional development will be specific to items associated with autonomous learning and student assessment. As our learning community becomes versant in what this shift looks like in classroom and how we can use measured results to influence teaching and learning, we will transition to a learning focus where perspective, point of view, and empathy can be linked to global issues.

Each school level will collect data to support new action plans and modifications along the way may be needed. Research, external resources and support provided by agency associations like ECIS and NESA in addition to the perspective provided by our accrediting agencies, CIS and NEASC will influence our steps on this pathway of change.

It is important to recognize that commitment, by all school levels and governance, must support the learning community and its stakeholders through the term of this Strategic Plan. Thoughtful decision making and financial commitment impact our ability to strengthen our school and uphold our Mission. We consider the UAS learning experience to be a partnership between our school and our families. We value the input from all stakeholders as we travel this path together.

