

ASD Strategic Plan 2007-2010

Curriculum

Goal #1

The administration, faculty, and board will enhance or develop, through policy and practice, a complete student support system. (ESL, Learning support, Counseling, Gifted).

Action Steps

- a. Develop a philosophy, schedule, and training of classroom teachers to support all student needs (including ESL, Learning Support, Counseling and Gifted).
- b. Review alignment of curriculum with admissions policy.
- c. Review alignment of classroom programs with student support systems.
- d. Identify and provide training and resources to support differentiation.
- e. Explore models of gifted and talented program (in ES and MS) and decide if such a need exists at ASD.

Goal #2

Diversify and expand the curriculum

Action Steps:

- a. ASD will develop links with local universities to enhance and enrich the ASD program.
- b. A school-wide community service module will be developed.
- c. Identify and evaluate US and international standards and best practices to incorporate a more global perspective into the curriculum.
- d. Continue to enhance the PK-12 co-curricular program and staffing.
- e. Explore the integration of global studies into the curriculum.
- f. Review and modify World language program to meet expectations of language growth and placement.
- g. Explore a high school "Week Without Walls" program.
- h. Review and evaluate the curriculum support for the Scholastic Aptitude Tests (SAT) and decide how ASD will support SAT preparation.
- i. Review the need and desirability of an IB Diploma program in the high school.

Goal #3

Develop a comprehensive curriculum map

Action Steps

- a. Standards and benchmarks will be refined and aligned vertically and horizontally to eliminate overlaps and to close gaps within the curriculum
- b. Explore dispositions that will become an integral part of our curriculum and learning and incorporate into standards and benchmarks.
- c. Identify trans-disciplinary skills, integrate them within curriculum, and define responsibility for teaching them.
- d. Define and align all programs (including specials) into a PK-12 program.
- e. Review World language programs in the elementary and middle school.

Instruction

Goal #1

ASD will continue to develop a focus on student learning.

Action Steps

- a. Develop an agreement on a philosophy and definition of student learning.
- b. Integrate student-learning agreements into instruction.
- c. Develop a cycle for both internal and external assessments of school focus on student learning.
- d. Review and adjust divisional schedules in terms of how they are best meeting the needs of students.
- e. Ensure the focus is on student learning by prioritizing, limiting, and scheduling the number of co-curricular and extra-curricular activities.
- f. Implement Northwest Educational Association as an external assessment tool.

Goal #2

Utilize appropriate tools to develop, implement, and analyze curriculum.

Action Steps

- a. Assess the extent to which learning is affected through the use of curriculum mapping and UBD planning on Atlas Rubicon and NESAs Virtual School.
- b. Continue to provide support and training for Virtual School, Atlas Rubicon, and Understanding by Design.
- c. Develop a protocol for the adoption and evaluation of any new and existing programs, processes and procedures.

Goal #3

Continue to strengthen the professional development program.

Action Steps:

- a. Develop an instructional best practices philosophy for ASD including teacher/faculty critical skills set, and evaluate professional development program to support this philosophy.
- b. Explore a Masters on-site program and decide if a need exists at ASD.
- c. Identify and enhance training for school initiatives.
- d. Provide training that enables new faculty to meet or exceed ASD teaching standards (consider development of new faculty/staff core training guidelines).
- e. Train teachers in collaboration and critical friends' protocol to assess student work and set goals.
- f. Provide training and resources for instruction improvement (i.e. differentiation).
- g. Seek to develop and fund more leadership and professional growth opportunities for teachers.
- h. Develop philosophy, schedule, and training of classroom teachers to support second language students.
- i. Evaluate opportunities for enhancing PACT and Teacher Work Days.

Communication

Goal #1

Clarify and articulate beliefs that support our school philosophy.

Action Steps

- a. Develop a set of essential agreements to support the mission and vision of the school.
- b. Institutionalize ASD values at appropriate levels for all stakeholders (e.g. age- or division-specific interpretations).
- c. Foster an “ethos” of community at ASD and personal relationships across divisions.
- d. Explore additional ways to utilize and learn from our school diversity.

Goal #2

Continue to enhance the positive image of the school through a comprehensive marketing plan.

Action Steps

- a. Continue to develop and expand parent communication to deepen understanding, enhance support, and clarify expectations.
- b. Foster relationships with key college admissions offices on an on-going basis.
- c. Continue to enhance the image of the school in the international market by reviewing publications and advertisements on a regular basis.
- d. Continue to develop partnerships at the corporate and individual level, and evaluate opportunities to strengthen existing corporate partnerships.
- e. Establish an ASD Alumni network.
- f. Consider ASD participation in key regional/international conferences and meetings.

Goal #3

Review and define the scope of admissions.

Action Steps

- a. Collect data and make projections on demographics.
- b. Review admissions process to identify areas of strength and areas in need of improvement.
- c. Clarify admissions standards and clearly communicate these standards to all stakeholders.
- d. Develop a rubric for accepting students under conditional enrollment.

Goal #4

Implement a standards based reporting structure that effectively informs students and parents.

Action Steps

- a. Review present reporting structure and timeline (report cards and conferences) in light of best grading and reporting practices.
- b. Develop and communicate a set of school wide essential agreements about assessment and reporting.
- c. Develop standards based report cards per division.
- d. Implement an appropriate reporting timeline.

Facilities

Goal #1

Manage the logistics of supplies, resources, and people.

Action Steps

- a. Develop overall Facilities Management Plan (which may include and address some of these Action Steps).
- b. Develop a plan for near-term transitions as facilities are expanded in Phase 2/3.
- c. Develop a rubric and process to monitor the quality and healthy choices of the ASD cafeterias.
- d. Develop and implement a plan for parking by monitoring present parking needs and exploring options to address future needs.
- e. Develop and implement a security ID protocol.
- f. Develop an inventory (and quality control) system for teaching supplies, resources and services.
- g. Develop a plan and implement outsourcing of bussing.

Goal #2

Create a master plan for making the school environmentally responsible.

Action Steps

- a. Form a committee to promote environmental responsibility.
- b. Develop a school philosophy to support the master plan.
- c. Continue to develop facilities for recycling around campus.
- d. Develop school-wide campaign to promote environmental responsibility.
- e. Continue to promote technology as a means of reducing waste.

Goal #3

Coordinate and develop the community use of school facilities.

Action Steps

- a. Review and develop guidelines, including any fees, for the use of school facilities.
- b. Coordinate the maintenance and usage schedules for all facilities.
- c. Develop security procedures for use of facilities.

Goal #4

Develop a long-range faculty-housing plan.

Action Steps

- a. Continue to manage housing in order to maintain standards, quality, cost, location and amenities.
- b. Develop and implement a satisfaction survey for housing.
- c. Explore the costing trends of the housing market.
- d. Review and explore the options available as the real estate market changes.

Goal #5

Align ASD's corporate governance model to reflect larger campus.

Action Steps

- a. Investigate alternatives to strengthen ASD's legal status.
- b. Explore Central Office context for design and development of central office and support for business, facility, maintenance, human resources, and administrative needs to be developed on the standard of a world-class school.
- c. Prepare a comprehensive updated ASD Policy and Procedures Manual. Include authority and approval levels for ASD Director and key staff, as appropriate.
- d. Develop service contract template with standard terms and conditions.
- e. Consider requirements for support services/staff to address purchasing, contracts, government affairs (residence permits, health cards, driver's licenses, etc.), customs clearance, etc.

Goal #6

ASD will make a strategic decision about the growth and optimal size of the school.

Action Steps

- a. Optimal enrollment for the renovated and expanded facilities will be reviewed and approved by the Board of Directors.
- b. There will be an exploration of the need, possibilities, and desirability of expanding ASD beyond its present campus in order to meet enrollment demands and shift in demographics in Doha.

Technology

Goal #1

Implement and effectively use a student information system.

Action Steps

- a. Develop necessary infrastructure including hardware and software installation.
- b. Create and implement a training schedule for staff on the new system.
- c. Identify staff responsible for data input and create a schedule for data entry.
- d. Implement system for roll-out and use in the school for 2007/2008.
- e. Create a review and retraining cycle for effective use and refinement of system.

Goal #2

Research, design and implement a student laptop program.

Action Steps

- a. Explore and research viability of laptop program.
- b. Research different models of laptop programs and decide which model is best for ASD.
- c. Refine goal with implementation of action steps after choosing model.

Goal #3

Continue dynamic and “leading edge” technology programs and practices

Action Steps

- a. Refine the essential skills list for faculty and offer the necessary support to realize these skills.
- b. Investigate the possibility of a technology support program for ASD families that may include access to ASD IT facilities outside of normal school time.
- c. Apply leading edge technology outside of the classroom for communication (bulk SMS for parents/students, automatic phone dialer, plasma displays for student work, etc).
- d. Keep abreast of best practices in technology in other “leading edge” schools around the world, and evaluate for appropriateness of inclusion at ASD. Consider technology awareness building and training for faculty and staff to allow end users to visualize and develop technology applications.
- e. Increase student access to technology within the classroom.
- f. Investigate setting minimum standards for student home technology access.

Goal #4

Enhance and diversify the use of technology in instruction.

Action Steps

- a. Explore opportunities for IT facilitators to assist teachers in meeting IT goals in the classroom.
- b. Integrate IT standards and benchmarks into classroom practices.
- c. Continue to develop K-12 scope and sequence for Technology.
- d. Improve technology curriculum options for secondary students.