

Universal Civilizations Academy School

Strategic Plan 2016 – 2021



22

**Years of
Excellence**

1994

2016



Universal Civilizations Academy School

2016-2021 Strategic Plan

Board of Trustees and Leadership Team

Board of Trustees:

Universal Civilizations Academy School Board of Trustees is comprised of seven members. The Board provides local governance for the students' educational experience at all grade levels through to graduation by means of specific procedures. The current Board of Trustees is comprised of the following members:

Mr. Mubarak Al-Mutawa, Chairman

Dr. Ahlam Khattab, Director

Mrs. Musarrat Saleem, Vice Principal

Mrs. Eman Majed, Vice Principal

Ms. Hanadi Marafi, PTC Chairman & Board Member

Ms. Maha Al Aqeeli, PTC Member

Mr. Monther Al Maatouk, PTC Member

Mr. Atif Saeed, Community Member

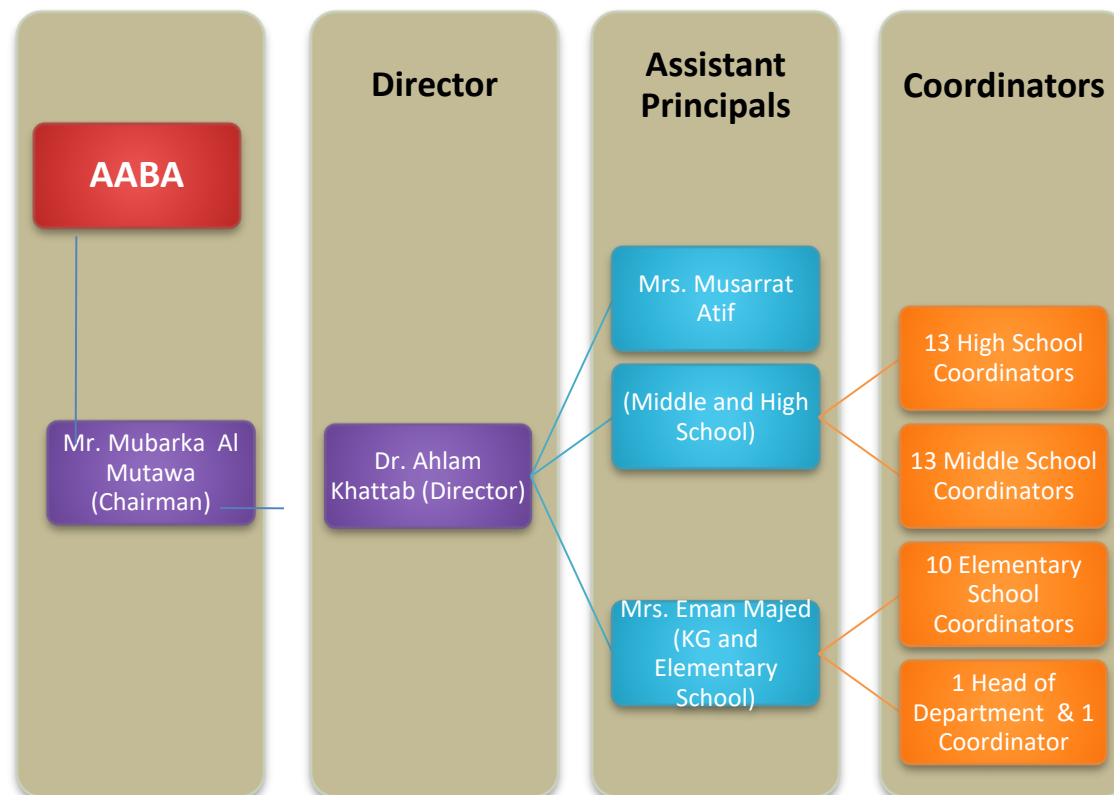
Universal Civilizations Academy School

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Board of School Trustees and Leadership Team

Leadership Team

The principal of the school is chief executive officer for the school board and is responsible for the development, supervision and operation of school programs and facilities. The team includes administrators with direct responsibilities. Each provides regular updates to the school board concerning his/her specific area.



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Mission and Philosophy Statements

Mission

Universal Civilizations Academy School is committed to providing students with the best of two worlds; empowering them with the knowledge that diversity of culture and background is a strength to be respected. Students are encouraged to meet academic challenges with openness, enthusiasm, and a willingness to learn.

Vision Statement

Universal Civilizations Academy School is dedicated to building generations of students who strive to excel academically, are proud of their culture and beliefs, and are open-minded to the world.

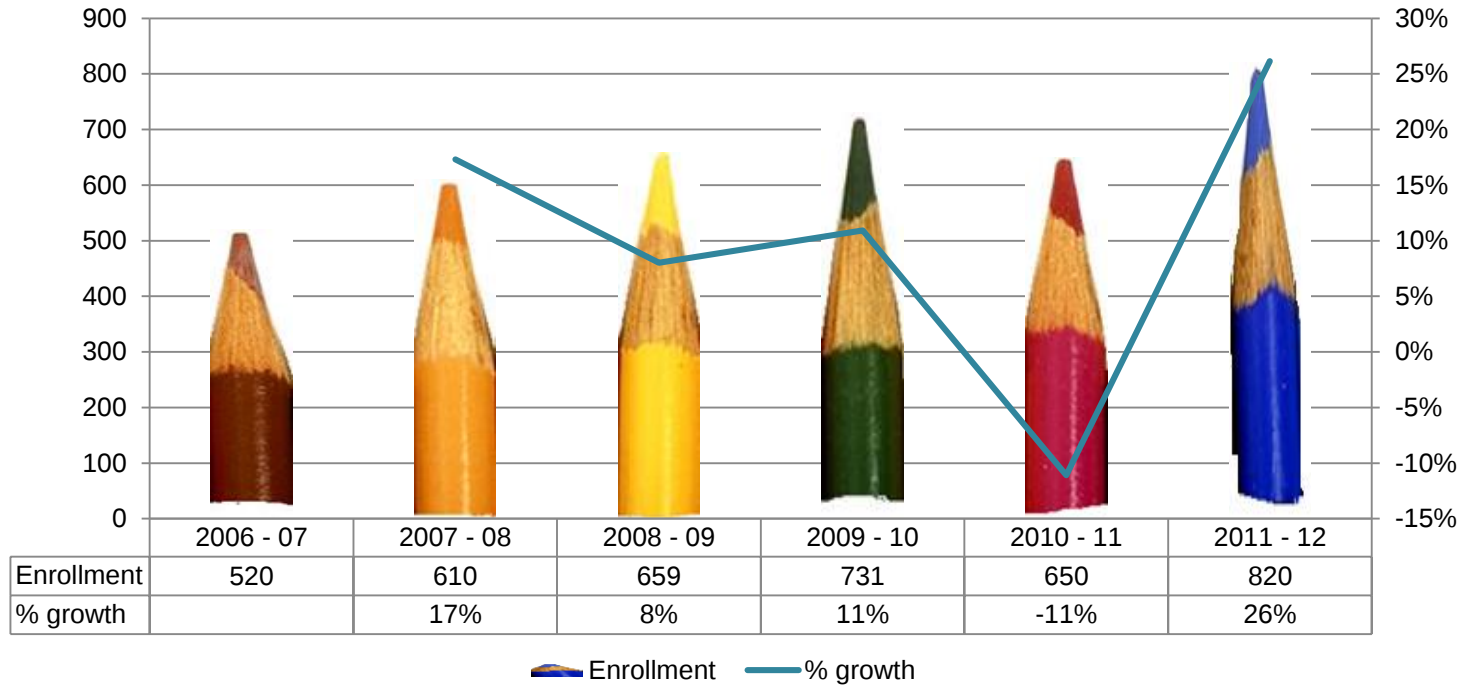
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Growth

UCA's continual but periodic growth is illustrated in the chart below.

History of Enrollments



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Our Foundation – People, Place and Culture

Our unique combination of people, place, and culture is our foundation. Our plan leverages each.

People

We are thinkers – Our faculty is comprised of graduates from diverse institutions.

We are problem solvers – Our graduates attend well-known and respected universities in Kuwait and abroad.

Place

We are UCA –

Our Children are Our Future

Motto: Faith Unites Us, Knowledge Builds Our Future

Culture

We are responsible for positively contributing to society. In fact, it is a part of our public service heritage and has always been our goal.



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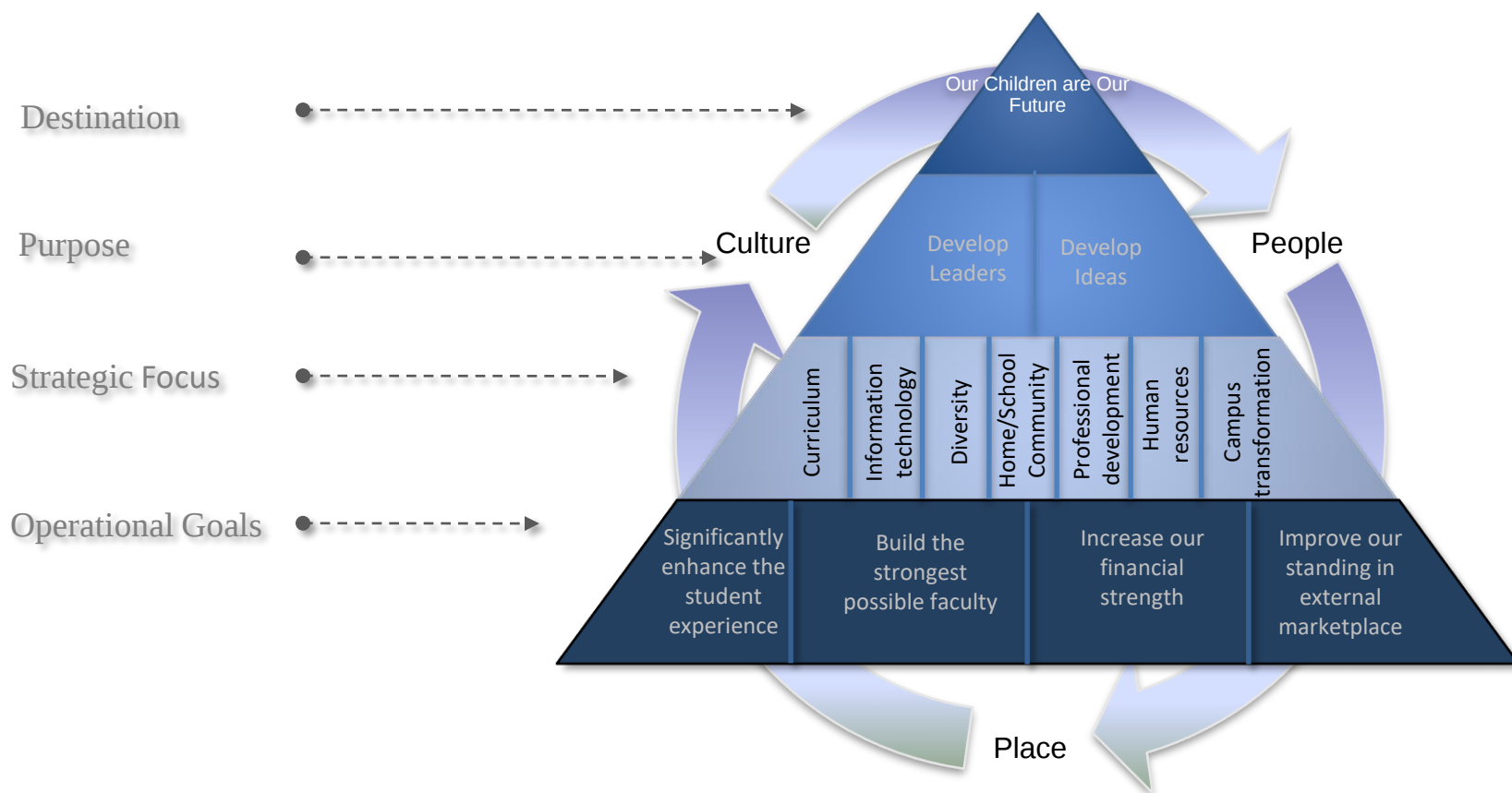
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Strategic Focus

- Raise the level of achievement for all students.
- Reduce the gap between high and low performing students
- Empower students and staff to become life-long learners and offer learning experiences that enable students to become successful citizens.
- Continue to implement the strategic plan to guide the efficient use of school facilities, enhance student achievement, accommodate a steadily growing enrollment, and ensure a safe and secure learning environment.
- Implement strategies to increase our graduation rate.
- Maintain a balanced budget that protects the delivery of direct instructional services and utilize effective cost containment measures while continuing to build our team of highly qualified employees.
- Support attainment of diverse cultural knowledge and the adoption of effective character education for all students.

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Curriculum

UCA's curriculum and instructional practices are based upon the [*Common Core State Standards, Ministry of Kuwait curricula, and UCA standards*] which identifies the factors that makes our school the optimum learning environment and improves students' performance.

Curriculum Goals:

- Enhance the curriculum to ensure that it prepares young adults to thrive in the 21st century.
- Develop, review, update and maintain comprehensive student assessments.
- Commit to the concept that co-curricular and extra-curricular programs are critical parts of students' full experience at UCA.

In order for students to be successful, they must be able to read fluently and comprehend text at or above grade level. UCA uses a balanced literacy approach to teach reading and writing. Teachers use UCA's literacy framework as a guide to ensure all components of the balanced literacy framework are implemented with commitment.

Key Strategic Initiatives

Defined role of committee, established protocol, makeup of memberships and budgets.

UCA uses "Curriculum Mapping" as a comprehensive framework for its curriculum, which includes essential questions, assessment techniques and skills, content resources, timeline and sequencing and team planning.

Ensure assessments are aligned to UCA's standards, Ministry of Education and Ministry of Higher Education guidelines

Stress individual connection with each and every student by capitalizing on a low student/teacher ratio.

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Information and Instructional Technology

AABA selects, purchases, upgrades, and maintains an IT infrastructure and resources based upon current educational research on technology and optimum student performance.

Information Technology Goals

- Develop standards for computer competency for our students.
- Develop an assessment plan that identifies where additional technology instruction is needed , in order to prepare our students for the demand of middle and high school.
- Vertically align a comprehensive IT curriculum for grades KG to 12 with clearly articulated minimum competencies and mastery goals including:
 - Mastery of the use of technology to process, organize, communicate and evaluate information in order to answer questions and solve problems
 - Improvement in reading, writing and mathematics skills
 - Improvement of academic performance of students with learning disabilities

Key Strategic Initiatives

Technology in AABA is used to support the curriculum, facilitate day-to-day school operations, and foster communication with staff, students and the parents.

Assessment tools are in place to facilitate effective use of technology for end of course assessments.

IT training for teachers is timely, efficient and focused on meeting:

- Required competency levels
- Skills in the utilization of technology as a teaching and learning tool to facilitate student competence and mastery goals

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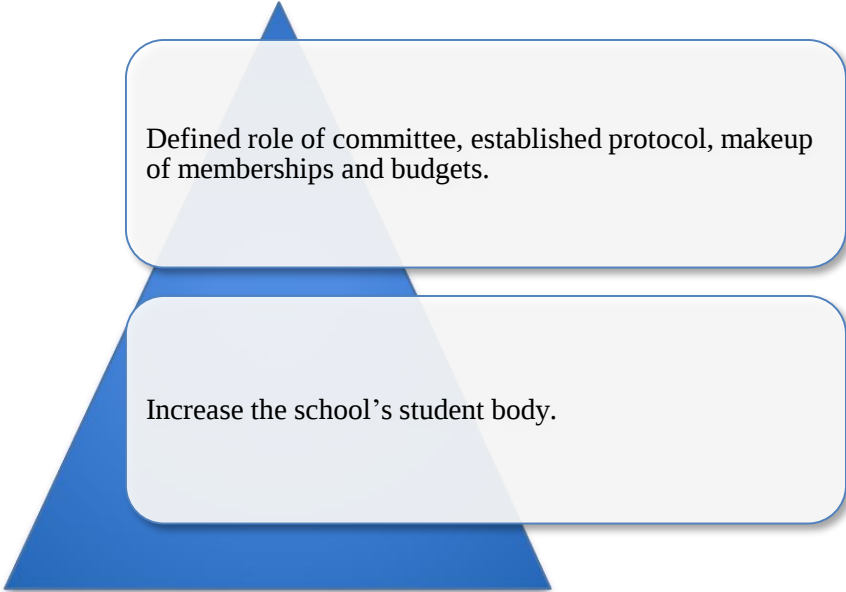
Diversity

AABA is comprised of a diverse faculty, staff, and student population.

Diversity Goals:

- Educate and promote diversity and its importance to our faculty, staff, and students.
- Assure that policies, procedures, and programs support and encourage an inclusive respectful environment for faculty, staff and students.
- Focus on renewed efforts to expand school diversity by recruiting and retaining multi-cultural members of the AABA community (trustees, faculty, staff and students)
- Facilitate the design, development, and implementation of student-focused programs and events that will enhance awareness of and sensitivity to diversity issues in school.

Key Strategic Initiatives



Defined role of committee, established protocol, makeup of memberships and budgets.

Increase the school's student body.

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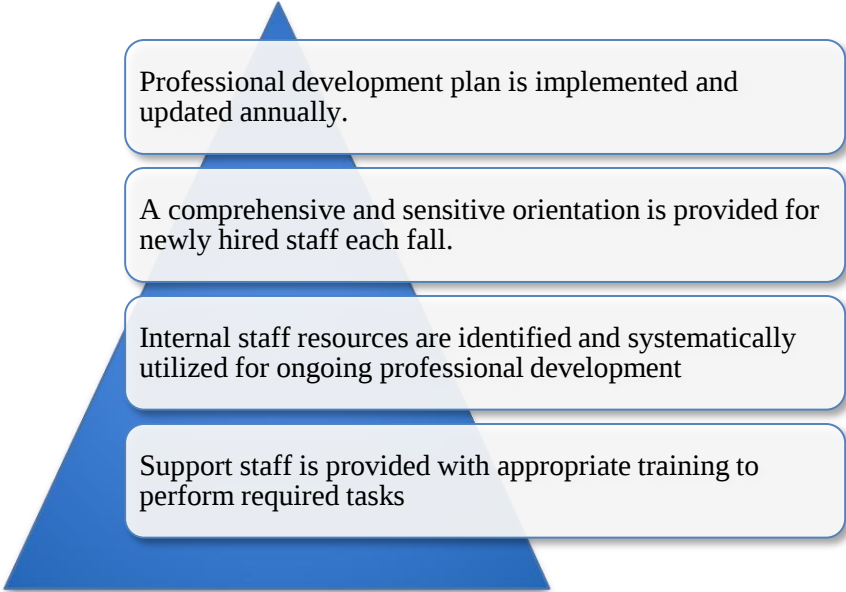
Professional Development

AABA provides a coherent, school – wide professional development program that supports teachers and increases the competency of all AABA staff in order to improve student performance.

Professional Development Goals

- Provide opportunities for professional development which align specifically with school improvement initiatives.
- Understand and effectively use data to implement targeted interventions at the classroom level.
- Implement additional program services and resources to address diverse learning abilities.
- Increase focus and resources to implement a balanced literacy program.
- Assure competitive and appropriate salaries.

Key Strategic Initiatives



Professional development plan is implemented and updated annually.

A comprehensive and sensitive orientation is provided for newly hired staff each fall.

Internal staff resources are identified and systematically utilized for ongoing professional development

Support staff is provided with appropriate training to perform required tasks

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Human Resources

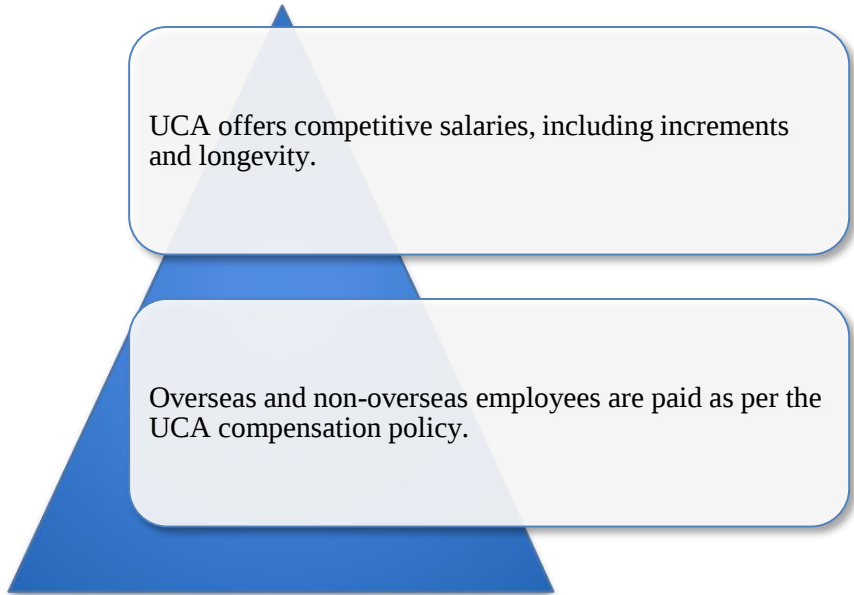
UCA's staff salary is comprehensive, supportive, and highly competitive in Kuwait. The Human Resources division will continue to engage in regular analysis and planning to ensure its services address the long term needs of the school.

Human Resources Goals:

Over the next five years the school aims to address the following strategic concerns:

- Recruit and retain high quality staff in a competitive labor market .
- Analyze information from a variety of sources to assist in the development of improvement strategies.
- Ensure a safe working environment by implementing safe work practices
- Create an equitable and diverse workplace.

Key Strategic Initiatives



UCA offers competitive salaries, including increments and longevity.

Overseas and non-overseas employees are paid as per the UCA compensation policy.

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Campus Transformation

UCA's plan for renovation and construction is guided by the commitment to reduce the number of transitions our students make, to accommodate growth, and to enhance areas where a documented need exists.

Campus Transformation Goals:

- Sustain our facility and investigate expansion.
- Update the current master plan that describes the needs of our facilities, and its planned configuration over the next five years.
- Support to increase the performance of our special education students.

Key Strategic Initiatives

UCA campus is currently being transformed to enhance library space for campus-wide interaction and learning.

More classrooms, labs, and space will be provided in order to increase technology and ensure a comfortable learning environment.

UCA will continue professional development and student academic success by staying abreast of the newest research and technology.

Individual requirements of special needs students will continue to be analyzed in order to increase academic performance and support our students.