



AIS Vienna

AISV Strategic Plan 2026-2029

Shaping AISV's Future Together

Our Mission

At the American International School Vienna, we empower each student with the skills and character strengths necessary to be positively impactful global citizens who strive for personal growth and excellence in an ever-changing world.

Our Vision

A community of innovative learners realizing their chosen futures with courage, curiosity, and joy.

Our Values

Respect

We will be kind, considerate, inclusive, and thoughtful in our interactions with others and the environment.

Aspire

We will pursue our passions, imagine possibilities, and make them real.

Achieve

We will apply ourselves to the best of our ability with effort and ingenuity, and strive for personal growth.

The Executive Board & Strategic Planning



One of the most important responsibilities of the AISV Executive Board and school leadership is to ensure that long-range planning continues seamlessly, so that the collective aspirations of our community are realized and the school's financial and academic sustainability is secured for generations of students.

The Executive Board's Strategic Planning Steering Committee is carrying forward this ongoing journey on behalf of current and future AISV students.

As we conclude the 2021–2026 five-year strategic plan, we have undertaken a broad-based planning process, gathering voices from across all stakeholder groups to write the next chapter of the AISV story.



Guided by Your Voices: AISV 2026–29 Strategic Plan

AIS Vienna

A heartfelt thank you to everyone who helped shape the AISV 2026–29 Strategic Plan. Your voices, through surveys, listening sessions, and countless conversations, were at the heart of this process.

To the members of our Strategic Planning Steering Committee - students, parents, senior leaders, faculty, staff, board members, alumni, and the U.S. Embassy representative - who gave generously of their time, including in-person weekend retreats, your dedication and commitment to this community made all the difference.

Special thanks to Director, Dr. Kathy Miner, and external consultant Robert Brindley, whose experience and guidance have helped set AISV on a clear and inspired path forward.

Together, we have built something meaningful — a strategy that honors who we are and rises to meet the moment.

Co-Chairs Marsela Pecanac-Causevic and Michael Ayoub



To the AISV Community:

We welcome you to the next chapter in AISV's future.

AIS Vienna

An excellent school does not stand still; it takes responsibility for shaping what comes next.

This Strategic Framework builds on the momentum of our previous plan and reflects the Board's commitment to long-term stewardship, financial sustainability, and mission-aligned growth.

It clarifies our priorities, sharpens our focus, and positions AISV to thrive in a complex, connected, and rapidly changing world - ensuring that our legacy of excellence continues for generations to come.

Matthew Werner, Board Chair & Kathryn Miner, School Director

Our Consultant & Facilitator



Dr. Robert Brindley began his career as an exploration geophysicist before moving into education in 1980. He started as a Math and Science teacher and later served as Director of IB World Schools in the USA, Uzbekistan, and Romania.

After completing his tenure at the American International School of Bucharest, he has worked extensively with international school boards in five countries, focusing on Board Development, Strategic Planning, and School Design.

Robert holds a Doctorate in Educational Administration and Institutional Structural Change.

Guiding a Community Process



The consultant's role is to guide the school through the process, ensuring continuous improvement in teaching and learning.

A successful plan:

- Addresses mission-critical issues that limit educational progress
- Reinforces key strengths within the community
- Ensures the Board's fiduciary responsibilities support future initiatives
- Resolves obstacles that could limit student success
- Is written clearly and directly, outlining roles, responsibilities, desired outcomes, and measures of success.



This Moment



Technology and AI are transforming how we learn and communicate, while research continues to deepen our understanding of student growth and wellbeing.

At the same time, global shifts in society, politics, economics, and the environment are redefining the challenges our students will face.

Each priority in this plan reflects a deliberate, research- and community-grounded choice to evolve our programs and provide authentic learning experiences - preparing students to be inquisitive, empathetic, globally-minded and resilient citizens, in the face of real-world challenges.



Preparing Students for Their Futures



Our strategic plan is aimed to prepare students to thrive in a complex and rapidly evolving world to:

- Think critically and creatively - to question, synthesize, discern, and apply knowledge in meaningful ways
- Develop skills in problem-solving, complex communication including languages, collaboration, digital and quantitative literacy, adaptability, and intercultural competence
- Develop agency and confidence that they can contribute meaningfully to the world around them

Grow into capable young adults who can create opportunities for themselves and live purposeful, choice-filled lives.



Feedback, Data and Reports



Our strategic plan is informed by multiple sources of feedback and data, reflecting the needs and priorities of our community:

- **Council of International Schools (CIS) Team Report, Spring 2025** – recommendations across curriculum and programs
- **External Consultant Reports** – a number of external consulting reports, including college counseling and belonging/culture reports
- **CIS Community Survey** – students, faculty, staff, parents, Board, and alumni, with added belonging questions
- **Listening Sessions** – in-person and virtual dialogues with students, families, faculty, and Board members

The Steering Committee used these data points to identify strengths, address gaps, and shape a strategic plan that is evidence-based, inclusive, and forward-looking.





Our Five Strategic Plan Priorities



Teaching & Learning

Developing learners who know themselves, own their learning, and thrive in a complex, connected world

Global Citizenship, Character & Wellbeing

Building belonging, character, and inspiring purposeful action

Finance

Stewarding resources to support current and future students

Facilities

Creating spaces to support innovative and future focused learning

Governance

Strategic governance for sustained excellence



Teaching & Learning

Developing learners who know themselves, own their learning, and thrive in a complex, connected world



Global Citizenship, Character & Wellbeing

Building belonging, strengthening character, and inspiring purposeful action



Finance

Stewarding resources to support current and future students



Facilities

Creating spaces to support innovative and future focused learning.



Governance

Strategic governance for sustained excellence

Priority 1



Teaching & Learning

Developing learners
who know
themselves, own
their learning, and
thrive in a complex,
connected world



Teaching & Learning



At AISV, students take ownership of their learning, know their strengths, and thrive now and in the future.

They become confident multilingual communicators, embracing the host country's language and culture while engaging globally.

As discerning digital citizens, they navigate information, technology, and AI responsibly, creatively, and with integrity. They are prepared not just to adapt to change, but to contribute thoughtfully and confidently in a complex world.



Discerning and Balanced Digital Citizens



AISV aims to support students and families in navigating technology safely, responsibly, and thoughtfully.

We have developed goals to refine practices and ensure consistency and balance across learning, wellbeing, and digital life.

By proactively addressing challenges like AI, online safety, and attention management, we prepare students to use technology with purpose while building independence, resilience, and readiness for the future.

Prepared, responsible, and resilient in a connected world



Goals: Teaching & Learning



Goal 1. Independent and Self-Directed Learners know themselves as learners to take ownership of their choices with personalized support and guidance by school personnel to thrive academically, now and in the future.

Goal 2. Proficient Multilingual Communicators embrace the host country language and context in a supportive multilingual environment.

Goal 3: Discerning Digital Citizens critically evaluate information, utilize technology and AI responsibly, and navigate the online world with integrity.

Action Items: Teaching & Learning



Independent and Self-Directed Learners

1.1 Set personal goals, select learning strategies, and reflect on progress in order to adapt when needed.

1.2 Embed essential competencies -including critical thinking, creativity, communication, and self-management -into the core curriculum so students can apply these skills in new ways.

1.3 Strengthen personalized learning, guidance, and counseling/advisory structures that support and monitor students' goal-setting, academic decisions, and transitions.

1.4 Commit to professional learning that will equip all educators to design environments that foster student agency, use high-impact strategies, and provide targeted support for interventions and extensions.

Action Items: Teaching & Learning



Proficient Multilingual Communicators

2.1 Enhance language proficiency (German, English, Spanish, French) and growth to express ideas and communicate effectively across cultures and real-world contexts.

2.2 Prioritize authentic language use in classrooms, focusing on meaningful communication and cultural understanding.

2.3 Establish a clear, school-wide approach to language learning, using proficiency data to guide teaching and support student growth.

2.4 Commit to ongoing professional learning to support teachers in using evidence-based practices that meet the needs of students at every level of language proficiency.

Action Items: Teaching & Learning



Discerning Digital Citizens

3.1 Refine and embed our vertically aligned Digital Citizenship curriculum which integrates critical thinking, online discernment, and ethical decision-making into the core academic experience.

3.2 Establish and monitor developmental grade-level skill progressions to ensure every student achieves consistent mastery of essential digital platforms and operational skills.

3.3 Engage and partner with the wider school community -families and external experts -to deepen collective understanding of digital literacy, media discernment, and the evolving technological landscape.

3.4 Construct a collaborative system of professional learning that equips all faculty with the digital fluency and pedagogical strategies necessary to model and mentor students in responsible technology use.

Priority 2



Global Citizenship, Character & Wellbeing

Building belonging,
strengthening
character, and
inspiring purposeful
action



Global Citizenship, Character & Wellbeing



At AISV, students belong, contribute, and lead with confidence in an inclusive community.

They engage their passions to take meaningful action, becoming responsible and impactful global citizens.

Guided by digital mindfulness, social-emotional skills, AISV Character Traits and Dispositions, and intercultural understanding, they are prepared to thrive and make a difference in a connected, changing world.



Belonging:

The Foundation for Learning and Happiness



While our students generally feel a strong sense of belonging, a transient population makes it essential to continually foster a culture of **dignity and respect** across the community.

Developing **intercultural competency** equips students to thrive in college, career, and life.

Belonging means feeling valued, seen, heard, and safe- critical foundations for both happiness and readiness to learn.



Goals: Global Citizenship, Character & Wellbeing



Goal 1. Belonging

Connected and Confident Learners experience a sense of belonging, feel recognized and valued, and actively build an inclusive school community.

Goal 2. Global Citizenship

Curious, Responsible, and Impactful Global Citizens explore their interests, collaborate with others, and take meaningful action to contribute positively to their school and community.

Goal 3. Digital Wellness

Balanced Digital Learners use technology with purpose and safety, practice digital mindfulness, employ self-regulatory strategies, and seek support when needed to maintain holistic well-being.



Action Items: Global Citizenship, Character & Wellbeing



Belonging

- 1.1 Actively contribute to an inclusive culture by valuing others' perspectives and maintaining a safe environment for all.
- 1.2 Integrate restorative frameworks and social-emotional learning into the core curriculum and advisory to provide students with the language and skills to resolve conflicts and build a culture of belonging.
- 1.3 Systematize the collection and analysis of qualitative and quantitative evidence to benchmark, monitor, and intentionally improve the sense of belonging across the school.
- 1.4 Commit to sustained professional learning that strengthens intercultural competencies and inclusive pedagogy, ensuring faculty proficiency in restorative questioning, culturally responsive teaching, and social-emotional learning.

Action Items: Global Citizenship, Character & Wellbeing



Global Citizenship

2.1 Students engage with curricular and co-curricular opportunities to participate in “meaningful action” projects, applying their passions to address community challenges while demonstrating responsibility and initiative.

2.2 Intentionally embed “taking informed action” and Social-Emotional Learning skills (Self-Awareness, Self-Management) across the curriculum to ensure a consistent K–12 pathway for purposeful service.

2.3 Define service learning and establish a shared understanding, creating a unified K–12 framework to ensure consistency in student-led action across all divisions.

2.4 Commit to professional learning that equips educators to facilitate complex inquiry, support student risk-taking, and foster meaningful interdisciplinary connections.

Action Items: Global Citizenship, Character & Wellbeing



Digital Wellness

- 3.1 Equip students with self-regulatory strategies and reflective practices to manage the cognitive and emotional demands of their digital lives, using technology with purpose.
- 3.2 Create a collaborative partnership between the Technology, Student Support Services and Counseling departments to proactively identify and address the impact of digital life on student well-being.
- 3.3 Cultivate school-wide norms and environments that promote digital wellness and agency, protect time for face-to-face interaction, and foster partnerships with families.
- 3.4 Commit to specialized professional growth to ensure all educators are proficient in digital wellness strategies, enabling them to model healthy technology use and integrate attention-management techniques into their teaching.

Priority 3



Finance

Stewarding resources
to support current
and future students



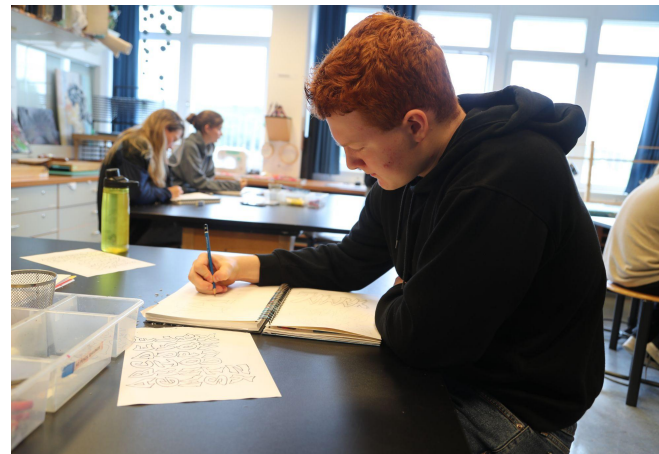
Goals: Finance



Goal 1. Invest in our People: Ensure competitive compensation and professional development for faculty and staff to directly support AISV's academic priorities.

Goal 2. Fund Major Capital Investments: Implement a comprehensive funding model that secures resources for major facilities projects and safeguards the school's operational budget and long-term financial health.

Goal 3. Secure Financial Reserves: Review AISV's long-term financial sustainability to safeguard its future and ensure resilience against unforeseen challenges and opportunities.



Action Items: Finance



Invest in our People

- 1.1 Benchmark compensation and benefits packages against peer international schools in the region.
- 1.2 Integrate a multi-year salary scale adjustment plan into the budget to maintain competitiveness.

Fund Major Capital Investments

- 2.1 Develop a blended financing plan aligned with the multi-year budget and major facilities project.
- 2.2 Utilize financial modeling and data analysis tools to improve the accuracy of multi-year budget forecasting.



Action Items: Finance



Secure Financial Reserves

3.1 Set an annual cash flow surplus target sufficient to cover future needs, accounting for annual audited depreciation.

3.2 Develop non-tuition revenue streams, including monetary gifts.

3.3 Monitor demographic trends and the competitive landscape to adjust enrollment targets and financial projections.

3.4 Ensure ongoing legal and financial compliance, supporting the school's integrity, Treaty benefits, and non-profit status.



Priority 4



Facilities

Creating spaces to support innovative and future focused learning.



Goals: Facilities



Goal 1. Replace the aging Sports Hall with a future-ready Athletics/PE Center that supports long-term physical education programming and student well-being.

Goal 2. Resolve Cafeteria Capacity Constraints to enable aligned schedules across divisions and support efficient staffing.

Goal 3. Review and Finalize Learning Space Expansion to increase classroom and common space capacity to support flexible, innovative, and future-focused learning.

Goal 4. Develop the AIS Vienna Campus 2040 Roadmap to guide coherent, flexible, and future-focused campus development.



Action Items: Facilities



Replace the aging Sports Hall

1.1 Review and refine the Athletics/PE Center design to ensure it meets current and projected program needs while remaining within defined budget and cost constraints.

Resolve Cafeteria Capacity Constraints

2.1 Develop design options to reduce congestion and ensure students in all divisions can eat at appropriate times.

Review and Finalize Learning Space Expansion

3.1 Plan flexible, student-centered learning and communal spaces that optimize conditions for teaching and learning and enhance connection and cohesiveness across campus.

3.2 Integrate heat mitigation, accessibility, and high-quality learning environment standards, including lighting, acoustics, and air quality, into all facilities planning and renovation decisions.

3.3 Develop project options within defined budget and cost constraints.

Action Items: Facilities



Develop the AIS Vienna Campus 2040 Roadmap

4.1 Align future facilities planning with enrollment trends, educational priorities, and financial sustainability.

4.2 Establish guiding principles for long-term campus use, growth, and renovation, including:

- Improved accessibility, sustainability, safety, and whole-school cohesiveness
- Open and inviting communal spaces that foster collaboration and community-building
- Advancement of sustainability and Eco-School goals through global initiatives and active student engagement



Priority 5



Governance

Strategic governance
for sustained
excellence



1959

The American International School (AIS Vienna) is founded by the Embassies of the United States and Canada; VICS is dissolved. Enrollment at this time is 234 students with 17 nationalities. The old school building on Bauernfeldgasse is no longer adequate, so a major portion of grant funds are used to establish a new campus site.

1961

AIS Vienna takes possession of the current 45,000 square meter site on Salmansdorfer Strasse, on the edge of the Vienna Woods in the 19th District.



Strategic Governance

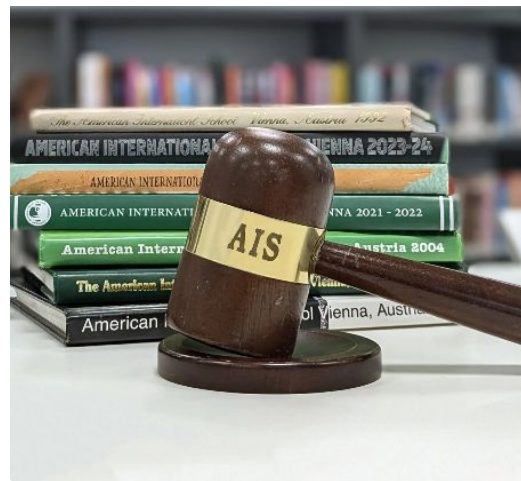


Strategic Governance for Sustainable Excellence

International school governance is how AISV ensures long-term success for future generations of students.

Prudent financial, fiduciary, and strategic stewardship, guided by policy and By-laws, underpins institutional stability and supports the delivery of the AISV Mission.

At the heart of this stewardship is the Board's strategic capability and effective governance practice, ensuring strong leadership and sustainable excellence.



Maintaining a high-performing, Mission-driven Board that guides strategy, ensures accountability, and strengthens long term effectiveness

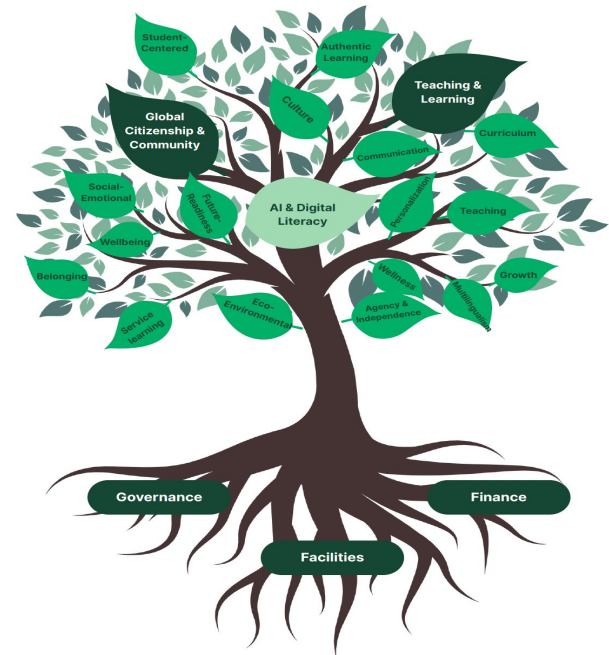
Goals: Governance



Goal 1. Enhance Strategic Governance and Fiduciary Oversight: Ensure prudent financial, legal, and strategic oversight - with special emphasis on major capital projects - to safeguard institutional stability and sustainability.

Goal 2. Build Board Capacity and Professional Practice: Strengthen long-term governance effectiveness and continuity through intentional succession planning, ongoing development, induction, and accountability.

Goal 3. Optimize Governance Policies and Transparency: Ensure governance policies support long-term strategy, are clearly communicated, and are understood by stakeholders.



Action Items: Governance



Enhance Strategic Governance and Fiduciary Oversight

- 1.1 Establish routine Board processes focused on Board responsibilities, maintaining a clear distinction between strategic governance and operational management.
- 1.2 Enhance data-informed decision-making to support the Board's fiduciary oversight of school operations.
- 1.3 Prioritize facilities strategy and financial oversight to ensure long-term continuity, project viability, and the school's financial sustainability.
- 1.4 Strengthen risk mitigation and financial oversight by implementing strategic indicators to monitor financial health, risk exposure, and long-term trends, supporting effective long-term financial planning.
- 1.5 Review governance policies, risk frameworks, and reporting structures to address the strategic implications of our major facilities development.
- 1.6 Monitor strategic plan progress through regular reporting.

Action Items: Governance



Build Board Capacity and Professional Practice

2.1 Create targeted recruitment strategies to encourage community members with specific skills to run for election.

2.2 Provide ongoing Board training aligned with strategic governance roles, fiduciary responsibilities, and the Code of Conduct, supported by a Board consultant.

2.3 Sustain a comprehensive Board induction process to ensure all members understand governance responsibilities, fiduciary duties, and strategic expectations.

2.4 Ensure Board continuity and preserve institutional knowledge through effective knowledge-retention strategies.



Action Items: Governance



Optimize Governance Policies and Transparency

3.1 Review key governance policies, committee structure, and By-Laws to ensure alignment with the long-term strategic direction and governance best practices.

3.2 Increase transparency around how the Board's work aligns with the school's guiding statements and long-term objectives.

3.3 Develop effective, accessible methods to communicate Board policy updates and rationale to stakeholders, using visual and digital tools.

3.4 Ensure that the Board maintains approving authority and strategic oversight of fundraising efforts.



Strategic Plan 2026-2029



- Independent and Self-Directed Learners
- Proficient Multilingual Communicators
- Discerning Digital Citizens
- Connected and Confident Learners
- Curious, Responsible, and Impactful Global Citizens
- Balanced Digital Learners



*Together, our priorities develop empowered, principled learners
- courageous, adaptable, and ready to shape their own futures
and positively impact the world.*

Traffic Light Visual for Reporting



Goal 1.2: Student-Centered Instructional Approaches

Focus: Digital Citizenship and Responsible Technology Engagement.



A community of innovative learners realizing their chosen futures with courage, curiosity and joy.





Thank you!

AIS Vienna



Respect. Aspire. Achieve.