



Board of Directors Goals for 2021-22

HEALTH AND SAFETY

Goal: Support and monitor the AISM administration's efforts to manage COVID-related risk for the benefit of the institution and the community.

Issue to be addressed: COVID continues to be part of the school environment, creating issues of instability, clear guidance for quarantine practices, and understanding of how decisions are being made.

Sample Objectives/Actions:

- Participate in COVID-19 Advisory Group made up of medical and public health professionals.
- Regularly review the school's health and safety protocols to ensure that the Association's interests are represented in AISM's interpretation of current scientific research as well as the specific COVID-19 situation in Mozambique.

STRATEGIC PLANNING

Goal: Institutionalize an evidence-based framework to inform AISM's planning for academic and institutional quality.

Issue to be addressed: The last strategic plan ended in 2020. This leaves the school without a long-term strategy to guide the school into its next phase of development.

Sample Objectives/Actions:

- Review the results of the community survey in June and create action plans as needed.
- Review the survey instrument and revise as needed for distribution in 2021-22.
- Ensure objective and transparent presentation of results to key audiences in the AISM community.
- Oversee administration-led improvements to curriculum and curricular communication.
- By March 31, 2022, determine the appropriateness of initiating an institution-wide Strategic Planning Process and establish any required timelines and activity plans.

FIDUCIARY OVERSIGHT

Goal: To achieve and maintain the financial stability of AISM in the medium and long-term and ensure value for money through the building of reserves, diversification of revenue, and review of financial processes to ensure transparency and accountability.

Issue to be addressed: Excessive financial exposure to enrollment volatility has created a scenario where AISM finances are overly dependent on revenue from current-year enrollment, putting school operations at risk when enrollment fluctuates.

Sample Objectives/Actions:

- Review Financial Procedures (e.g. procurement, budgeting, reporting, tuition policies) and revise as needed
- Conduct annual audit of finances
- Set cash reserve targets
- Initiate development of an investment policy
- Review long term facilities plans
- Collaborate in the creation of a risk management register and associated protocols



GOVERNANCE AND COMMUNITY BUILDING

Goal: Ensure that all school policies, procedures, practices and actions demonstrate respect, tolerance, and inclusiveness for all members of the school's diverse community, encompassing but not limited to gender, race, and culture

Issue to be addressed: *AISM's Board and Administration can improve prioritization of the interests of our diverse community members in decision-making and policy formulation.*

Proposed Objectives/Actions:

- Establish a Sub-Committee of the Governance Committee focused on Community Building to review institutional performance in encouraging diversity, equity, inclusion, and justice (DEIJ) with a focus on (a) ensuring that Board and Administration practices do not inadvertently discriminate against any group; and (b) making recommendations to the Board and Administration for changes to policy and administrative procedures.
- Ensure and report to the Board on representative gender and cultural diversity, as well as faculty and, if possible, staff representation, in each Board Committee in line with AISM's values of diversity, tolerance, and inclusion.
- Review proposed changes to the Special Educational Needs (SEN) and English as an Additional Language (EAL) programs to ensure adherence to AISM's values.
- Proactively recruit for diversity and representativeness in committees and board candidates

Goal: Ensure that all AISM policies and procedures promote and encourage trust, transparency, accountability, and community participation in school affairs.

Issue to be addressed: *To enhance trust in the community, AISM policies and practices need to become more understandable, more responsive to community needs and input, and more accountable to the Association.*

Proposed Objectives/Actions:

- Create a risk register (to include both financial and non-financial risks) and associated risk management and community transparency standards and protocols.
- In collaboration with the School Director, ensure that revisions to AISM information architecture (e.g. website and community portal and communications protocols) are in line with Board-established standards for transparency and inclusiveness.
- Support and encourage constructive norms of communication and collaboration between the Board, Administration, Faculty, Staff, and the Association, and representative bodies including the PTA and Teacher and Faculty Voice Councils.
- Oversee the Administration's review of employee and teacher contracts and employment policies to ensure they are in compliance with Mozambican labor laws.

Goal: Ensure that AISM implements practices of good school board governance.

Issue to be addressed: *The AISM Board has not fully developed the procedures to govern and oversee the school in a transparent and effective manner.*

Proposed Objectives/Actions:

- Create a professional development/performance evaluation system for the Director
- Create, review, and adopt a "Board Procedures" chapter in the Board Policy Manual. Ensure review by representatives of all pertinent stakeholder groups (Association, Administration, Faculty, and Staff).
- Create a plan for regular board training, reflection, and refresher training.

