



**AISL**

**American International  
School of Lagos**

**2025**

**A ROADMAP TO OUR FUTURE**

# Introduction

Dear AISL Community,

On behalf of the AISL Board of Directors and the school leadership, I am pleased to present an adaptable strategic plan known as AISL 2025. This plan is designed to advance our mission, vision, and core values and to serve as our roadmap for the next 3 years.

Over the past year, representatives from all stakeholder groups, including students, parents, faculty/staff, and alumni, have provided input to the planning process through surveys, SWOT analysis, and focus groups. We have conducted an informal external environmental scan in an effort to better understand the school's position in the local, regional, and international marketplace. Most importantly, we have explored what it means to be an innovative school in the 21st century designed to promote learner agency in order to prepare students *to create a just and sustainable world*.

AISL 2025 is grounded in a well-defined and inspirational mission and vision that is shared and commonly understood. By design, this plan builds upon AISL's key strengths, some of which include a strong focus to support the academic and social/emotional learning of each student, a talented and committed faculty/staff, and the pride that students, parents, alumni, and faculty/staff have in the school community. This plan reflects the challenge of preparing students for a more competitive global marketplace and for a future that is not fully known or understood. Given this reality, the plan calls for some changes in how we approach teaching and learning, curriculum and program design, use of time and space, and the use of financial resources to support student learning.

Our work on this plan has been inevitably influenced by the disruption caused by the pandemic and the economic climate in Lagos. The world around us, including the local marketplace, has changed. As we transition from pandemic to endemic, we recognize the need to rebuild and create stronger partnerships with parents, alumni, corporates and social service providers in order to realize our mission and provide our students with *exceptional learning experiences*. As a school, we also need to prioritize adding value to what we offer in a more competitive local and global marketplace.

Our 7 Impact Areas and 18 strategic goals reflect our most important priority—to ensure that we best meet the academic and social & emotional learning needs of our students and to realize our Mission, Vision and Core Values. This plan will support AISL's continuous improvement and build upon AISL's 57 year legacy as a quality American international school located in the commercial hub of Nigeria.

Go EAGLES!

Sincerely yours,

*Thomas J. Pado*  
Superintendent



## **MISSION**

AISL provides exceptional learning experiences within a global community where all voices count. We spark the inspiration in students to be the best version of themselves so that they can joyously soar on their own paths of learning, growing, leading, and contributing as world citizens.



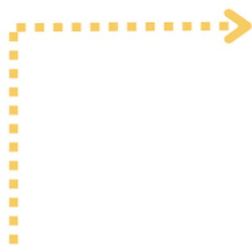
**Why do we exist?**

## **VISION**

Empowering our community of learners to create a just and sustainable world.



**What do we aspire to do?**



**What guides our actions?**

## **CORE VALUES**

### **Respect**

We are considerate of ourselves and others in order to foster an inclusive and equitable environment.

### **Empathy**

We honor our diversity, treat one another with kindness, and demonstrate compassion through service.

### **Responsibility**

We are accountable for ourselves, others, and our community.

### **Integrity**

We act morally, tell the truth, and feel good about what we do.

### **Courage**

We take on life's challenges with resilience and are confident in mind and spirit.





# STRATEGIC IMPACT AREAS



## How will we succeed?

**AISL 2025:  
A Roadmap to our Future**



**1**  
**Exceptional Learning Experiences**  
Design exceptional learning programs, pathways, and experiences that motivate, challenge, and support all students as they develop their agency as self-directed learners.

**2**  
**Student Well-Being**  
Advocate for and support student physical, social and emotional health and well-being in partnership with families.



**3**  
**Our Inclusive Global Community**  
Foster a diverse and inclusive global community united by our commitment to our Core Values.



**4**  
**The AISL Story**  
Advance our Mission and Vision through shaping, sharing and celebrating our story, our history, and our future.



**5**  
**Inspiring Learning Environments**  
Create and maintain flexible, safe, inspiring, and environmentally friendly learning environments to support the delivery of a modern, relevant, and culturally responsive curriculum.



**6**  
**Systems**  
Upgrade and align the use of systems, processes, and procedures to enhance learning and school operations.



**7**  
**Governance & Financial Stability**  
Practice fiduciary, strategic, and generative governance and safeguard the financial health of the school.





## Impact Area 1: Exceptional Learning Experiences

*Design exceptional learning programs, pathways, and experiences that motivate, challenge, and support all students as they develop their agency as self-directed learners.*

**Goal:** Design and deliver an aligned modern, relevant, and culturally responsive Early Childhood - Gr. 12 curriculum that supports AISL's mission, vision, and core values.

**Targets:** In the next 3-5 years, AISL will:

- Document a vertically and horizontally aligned curriculum using Understanding by Design (UbD) that is supported by a curriculum review process.
- Upgrade and modernize innovative programs (e.g. STEAM & STEM) that support the future readiness of students.
- Ensure that the curriculum reflects the identities of our students and supports the connection between students' cultures and life experiences with what they learn in school.

**Goal:** Build organizational capacity to personalize learning in order to meet the diverse needs and interests of students.

**Targets:** In the next 3-5 years, AISL will:

- Ensure that the AISL Learning Principles informs the use of high impact, research-based teaching practices and strategies throughout the school.
- Implement a Multi-Tiered System of Support (MTSS) to formally identify and meet student academic and social / emotional learning needs (incl. highly capable students).
- Create a distributive leadership model to implement change and support continuous improvement.
- Provide students with greater flexibility and choice in designing individual learning pathways.

**Goal:** Establish a culture of improvement through the continuous assessment of student learning.

**Targets:** In the next 3-5 years, AISL will:

- Clarify assessment design and reporting guidelines and procedures to ensure that stakeholders understand the extent to which students meet standards and global competencies throughout the year.
- Adopt and use protocols to analyze internal and external assessment data to inform teaching and learning.

## Impact Area 2: Well-Being

*Advocate for and support student and community physical, social and emotional health and well-being.*

**Goal:** Nurture a community-wide culture of mindfulness, care, and responsibility for self and others.

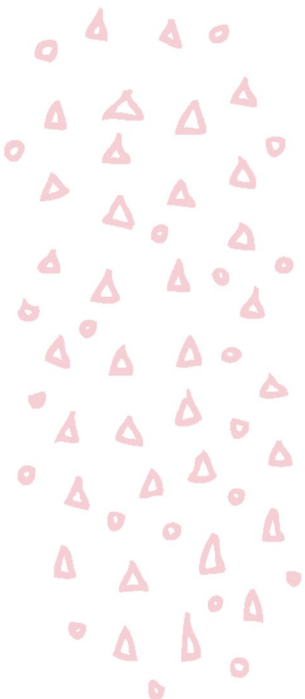
**Targets:** In the next 3-5 years, AISL will:

- Adopt and integrate a social and emotional learning framework and resources (including child protection) into AISL's EC - Gr. 12 curriculum.
- Further develop and refine social and emotional learning of our students (e.g. homeroom, electives, and advisory) to support a healthy and thriving student culture.
- Involve students, parents, and faculty/staff in co-constructing and leading well being initiatives.

**Goal:** Provide students with opportunities to pursue interests and passions by reinvigorating the after school athletics and activities and Saturday sports program.

**Targets:** In the next 3-5 years, AISL will:

- Offer a diverse and progressive menu of activities and experiences in the areas of athletics, creative arts, technology, and global citizenship/service that reflect student needs, interests, and passions.
- Increase engagement of AISL faculty, parents, and community partners to support the after school athletics and activities program.



## Impact Area 3: Our Inclusive Global Community

*Foster a diverse and inclusive global community united by our commitment to our Core Values.*



**Goal:** Recruit, develop, and retain talented and committed leadership and faculty/staff that reflects the diversity of our school community.

**Targets:** In the next 3-5 years, AISL will:

- Refine the recruiting and hiring process with an emphasis on attracting a diverse pool of qualified, service minded candidates locally and internationally.
- Offer a highly competitive, benchmarked salary and benefits packages to attract a highly qualified faculty/staff.
- Implement a purposeful standards based appraisal process focused on goal setting, professional learning, feedback, and accountability.
- Provide clear guidelines and procedures to support ongoing and purposeful professional learning and growth.

**Goal:** Develop a deeper understanding of global citizenship and a commitment to social justice and sustainability in order to inspire action and change.

**Targets:** In the next 3-5 years, AISL will:

- Ensure that students develop a global perspective and an understanding of justice, equity, diversity and inclusion through an aligned EC- Gr. 12 approach.
- Establish and integrate an age appropriate and robust EC - Gr. 12 community service and action program into the AISL curriculum.
- Integrate principles and practices of sustainability within all areas of our educational program and school operations.

## Impact Area 4: The AISL Story

*Advance our Mission and Vision through shaping, sharing and celebrating our story, our history, and our future.*

**Goal:** Showcase AISL's brand and value proposition in order to advance the Mission, Vision and Core Values.

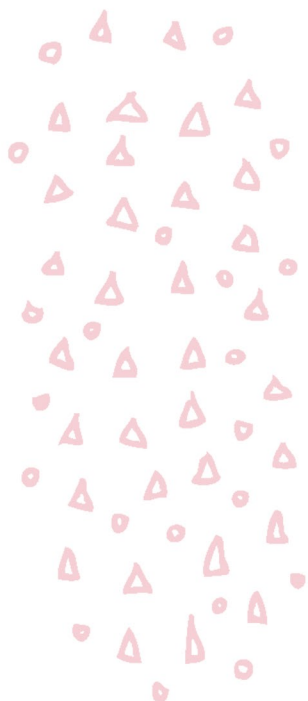
**Targets:** In the next 3-5 years, AISL will:

- Design and implement a marketing plan that informs decisions and actions including fundraising / sponsorship and community outreach.
- Create a portfolio of admissions/promotional materials to showcase the school and highlight the school's unique value proposition in Lagos.
- Increase social media presence with a focus on showcasing student talent and experience and AISL's value proposition.
- Launch a new and more dynamic website including a suite of tools to enhance internal and external communication.

**Goal:** Reinvigorate relationships and engagements with parents, alumni, consulates, and corporate partners to support student learning and to enhance AISL's profile in the community.

**Targets:** In the next 3-5 years, AISL will:

- (Re)engage and partner with parents, alumni, and local businesses to actively support school initiatives, activities, and celebrations.
- Offer regularly scheduled, ongoing parent forums focused on student learning and experiences.
- Design experiences that support entrepreneurial / service endeavors and provide students with insight into and experience with leading local and multinational companies in Nigeria.
- Host a series of branded community events (e.g. sport, cultural, etc.) for students, parents, and alumni.







## Impact Area 5: Inspiring Learning Environments

*Create and maintain flexible, safe, inspiring, and environmentally friendly learning environments to support the delivery of a modern, relevant, and culturally responsive curriculum.*

**Goal:** Modernize and update the campus by implementing Phase 1 of AISL's Facilities Master Plan.

**Targets:** In the next 3-5 years, AISL will:

- Design, construct/renovate the following:
  - Early Childhood Indoor Learning Environment
  - Early Childhood/Lower Elementary School Outdoor Learning Environment
  - Innovation & Design Center,
  - Construct a maintenance block/service yard and a roof top recreational area
- Implement Phase X (annual campus/classroom renovation) including equipping all learning spaces with modern, flexible furnishings.
- Design and construct the Athletic Center.

**Goal:** Create a sense of pride and purpose of common areas, learning environments, and office spaces.

**Targets:** In the next 3-5 years, AISL will:

- Design modern, purposeful, and well equipped learning environments, office spaces, and common areas that support innovative teaching practices, collaboration, and community.
- Support and develop the capacity of faculty to employ innovative strategies that leverage our learning environments and tools to engage and challenge students.
- Invest in modern, comfortable, and flexible furnishings and fittings to support learning and collaboration.

**Goal:** Integrate alternative energy solutions into the execution of the Facilities Master Plan while using energy resources more responsibly.

**Targets:** In the next 3-5 years, AISL will:

- Reduce energy consumption of kW/h (>50%) on campus and in faculty/staff housing.
- Develop a more robust waste management system (e.g. recycling, eliminating single use plastic, water retention, etc..)
- Design and implement a feasible hybrid solar solution (solar, NEPA, generator)
- Develop green spaces and gardens on campus to enhance learning about the natural environment.

## Impact Area 6: Systems

*Upgrade and align the use of systems, processes, and procedures to enhance learning and school operations.*

**Goal:** Develop robust, secure, and “invisible” infrastructure that supports reliable connectivity and the application of cloud-based solutions.

**Targets:** In the next 3-5 years, AISL will:

- Update network infrastructure (switches, cabling, routers, software.) that supports reliable, seamless connectivity throughout the campus.
- Provide reliable and efficient connectivity throughout the campus.

**Goal:** Provide students and faculty/staff with access to ubiquitous, agile technology tools and resources to support critical and creative thinking, problem solving, collaboration, and digital citizenship.

**Targets:** In the next 3-5 years, AISL will:

- Invest in up-to-date and developmentally appropriate applications/ tools that support critical and creative thinking, computational thinking, problem solving, collaboration and digital citizenship.
- Develop a shared understanding of a digital citizenship philosophy and approach that informs responsible use of technology in the community.

**Goal:** Implement and update systems, processes and procedures to enhance school operations and campus health and safety.

**Targets:** In the next 3-5 years, AISL will:

- Publish, update, and utilize the following guidelines, processes, and procedures:
  - Child Protection
  - Emergency/Crisis Response
  - Faculty/Staff Handbook
  - Human Resources
  - Security / Health & Safety
  - Facilities/Maintenance
  - Technology

**Goal:** Customize and digitize a school management system that provides integrated tools to enhance admissions, learning management, human resources, asset management, and school finances.

**Targets:** In the next 3-5 years, AISL will:

- Implement a Learning Management System to design, deliver, track and report on student learning and understanding.
- Re-designed the system to enter and track assets (asset register).
- Adopt and implement a modern school information system that integrates admissions, learning management, student support services, human resources and school finances.



## Impact Area 7: Governance & Financial Sustainability

*Practice fiduciary, strategic, and generative governance and safeguard the financial health of the school.*

**Goal:** Align Board composition and contemporary governance practices with the AISL Articles of Association to ensure compliance and sustainability.

**Targets:** In the next 3-5 years, AISL will:

- Conduct a review of Board recruitment, composition and organization to support continuity and ensure diverse skill sets/ competencies
- Align contemporary governance practices with the AISL Articles of Association.
- Focus on legal compliance in order to mitigate risk and liability.
- Allocate time to engage in generative governance.

**Goal:** Adjust the budget structure based on assumptions aligned with market conditions that maximizes the educational impact of expenditures.

**Targets:** In the next 3-5 years, AISL will:

- Establish clear and sustainable operational and capital revenue streams along with operational reserves (benchmarked).
- Adopt an adaptable long term financial plan to guide financial decisions based on assumptions that reflect local, regional, and international markets.

## Continuous Improvement

The school leadership will develop an Annual Improvement Plan aligned with AISL 2025 at the beginning of each academic year. The Annual Improvement Plan will consist of a series of goals, actions, and milestones to be achieved that are aligned with AISL 2025. The Board of Directors will provide input and approve the Annual Improvement Plan. Among the numerous types of data informing the Annual Improvement Plan are:

- Student learning data
- CIS/MSA accreditation self-studies and reports
- IB evaluation self-studies and reports
- Stakeholder surveys / focus groups
- Nigerian law/regulations

During the course of the year, the school leadership will align budget priorities with the Annual Improvement Plan and will allocate time and resources to fulfill the commitments in the plan.