



American International School of Abuja

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American International School of Abuja
Minutes of the Board of Governors Meeting
September 29, 2022 17:05

1.0 Attendance

Present:

Katie Jagelski	President
Jnana Jyoti	Secretary
Laurel Rushton	Member
Jehanne Tamli	Member
Greg Hughes	Head of School
Christopher Pretorius	Business Manager
Nicholas Ojehomon	Internal Auditor
Gregg Shoultz	MS/HS Principal

Notes taken by:

Jyoti Jhana - Secretary

Open Session

1. Administrative Report

The HOS supported by the MS/HS Principal updated the board on the following; Athletics Program, WAISAL, Student Council, Academic, AP Exams, School Trips, Changes to the Early Childhood Program, Staffing for 2023/2024. games in the MPH, participated in card and board games in the Library and had a great deal of fun with football and volleyball matches.

Actions Points:

- The Board agrees that the school should continue planning for school trips during the Spring break.
- The Board will continue with the support of the administration in terms of researching an appropriate model by which the Early Childhood Program will be administered. In the interim discussions will take place with a range of stakeholders on this subject.
- The Board approved the following staffing increases for 2023/2024 - Teaching Coaches (40% x 2), and Early Childhood Coordinator.



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- The Board approved that the school sponsors 50% of hotel accommodation for WAISAL trips.

2. Facilities Update

The HOS updated the Board on the roofing issues at the staff residences and explained some of the implications that these are having on the quality of life for teachers, while also giving a brief history of the matter.

The HOS updated the Board on proposed changes to the Safe Haven. The architect was briefed but alerted us to significant cost increases.

Actions Points:

- The Board agrees that the school wide planning should continue including the Safe Haven project, however the Board also requested that additional projects eg. solar panels are discussed once more with the Facilities Committee and then presented to the Board in relation to their feasible introduction into the 2022/2023 capital budget.

Closed Session

Policy Committee Update

The Policy Committee yesterday recommended changes to various school documents (all highlighted below) as means of ensuring proper conduct for parents and financial propriety.

Additionally, the DEI Committee endorsed the DEI Statement prepared by our consultant and requested that this appear before the Board for review.

Actions Points:

- All changes to the various policy documents were approved



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- The Board will continue to review the DEI Statement with the document being slated for final approval at the October 2022, Board Meeting.
- The Policy Committee has also been requested to draft a policy regarding membership to AISA Board and PTA and conflicts of interest.

AISA Policy Amendments as Proposed - September 29, 2022

Admission Form Extract

I attest that all the information provided in this application is accurate to the best of my knowledge and all appropriate information regarding my child is correct.

I understand that if my child's application is accepted I will be a key partner in our school community and that I will abide by the general expectation of upholding the highest standards in terms of positive behavior and that the values that I will model will be in line with those of the school.

(Addition) I understand that gross misconduct (eg. violence against another member of the community, consistent disregard for school rules and policies etc.), will not be tolerated in the AISA community and that gross misconduct will be liable to sanctions as determined by the Board of Governors, including the possible disenrollment of my children from the school.

I understand and agree to abide by all school policies and regulations, which may be updated from time to time. I agree to update any pertinent information that has changed, such as my child's health information, telephone numbers, email and home addresses, etc., in a timely fashion. I will take an active role in my child's education, be responsive to any concerns raised by the school, and support and abide by all recommendations given by the school.

I understand that there is no guarantee of admission and that admissions decisions made by the school are final. I understand that admissions decisions are based on a holistic view considering all factors and a complete review of the student's application and records. I understand that should my child's application be denied, the \$500.00 Application Fee paid is non-refundable.



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Should I make a subsequent application for my child, I would be charged an additional \$500.00 Application Fee for the new application.

(Addition) I understand that it is an expectation that parents will abide by all financial policies of the school, and that all funds used to pay for school fees are made in good faith and are in no way associated with unlawful or illegal acts (eg. money laundering) that violate any Nigerian or international laws. AISA will not be held liable for any violations of this policy, and will cooperate fully with any law enforcement agency should school fees be subject to investigation.

I authorize AISA to treat any minor injuries sustained by my child at school. I understand and respect the school's judgment in serious medical situations. If the school should decide that the situation is life-threatening and that urgent/immediate medical attention is required, my child will be taken to the preferred Hospital listed in my application unless my child is part of an organization with a prior agreement with the school.

I agree to hold the school blameless and free of liability for any loss, damage or injury sustained by my child or myself.

I hereby make this application for admission for my child to the American International School of Abuja in accordance with the school's terms, rules, and regulations. I have read and understood what is written above. I understand that my signature below gives the school permission to conduct appropriate testing. Should this student be admitted to the American International School of Abuja, I agree to be responsible for all charges, including incidental expenses. I understand that I must pay all tuition charges by specific due dates, and penalties will apply after those due dates. Should the student be admitted to the American International School of Abuja, I agree to partner with the school in my child's education by abiding by the school calendar, maintaining open lines of communication with the teachers and administration, and regularly attending parent-teacher meetings throughout the school year.

I understand and accept that as a student of AISA, my child's picture may be used in school publications such as yearbooks, brochures, newsletters, and the school website.



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Should the school find it necessary to close at any time during the school year due to reasons beyond its control, I understand that fees paid to the school will not be refunded.

Policy Document Extract with Addition

AISA Policy Manual Chapter 9: Community Relations

1. NIGERIAN GOVERNMENT RELATIONS. AISA will endeavor to maintain strong and positive relations with the government and people of our host country.

2. U.S. GOVERNMENT RELATIONS. AISA shall meet the conditions required to receive financial support from the U.S. State Department Office of Overseas Schools. These include U.S. representation on the Board, a U.S. curriculum, English as a language of instruction and enrollment for all eligible children of U.S. government employees.

3. RELATIONSHIP WITH AISA PARENTS. At AISA, we believe that a positive partnership with the school and the student's parents or guardians is essential to the fulfillment of the school's mission. We encourage an effective partnership by collaborating with parents in sharing expectations and commitments, as described in the Student-Parent Handbook.

3.1 Communication: In order to foster a professional, positive atmosphere on our school campus, it is important for all members of the AISA community to observe the proper channels of communication. Concerns should first be discussed directly and respectfully with the individual(s) involved. In any discussion, whether phone, email, text, face-to-face, etc., all participants are expected to maintain a calm demeanor and tone.

3.2 Parent-Teacher Communication: If a parent has an issue or concern regarding his/her child, the parent should speak directly to the teacher. If the situation cannot be satisfactorily resolved, the parent can bring the concern to the attention of the respective Principal.

3.3 Parent-Administration-Board Communication: If a parent has a question or concern regarding the educational program or general administration of the school, he/she should speak with the respective Principal. Only if the issue cannot be resolved at the Principal level should it be elevated to the Head of School. If all of these channels have been followed without success, only then should the Board be approached, in writing, through



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the Head of School. Parents may also attend the Open Session of regular Board meetings to bring any concerns or issues to the Board.

3.4 Parent-Teacher Association: The Board supports the work of the Parent Teachers Association in supporting the improvement and advancement of the school through organizing functions and by providing funding for specific school needs.

(Addition) 3.5 Parents as Positive Role Models: As key partners in our school community there is a general expectation that our parents uphold the highest standards in terms of positive behavior and that they model values that are in line with those of the school. In any instance whereby the school believes that a parent has displayed gross misconduct (eg. violence against another member of the community, consistent disregard for school rules and policies etc.), the parent may be liable to sanctions as determined by the Board of Governors, including the possible disenrollment of their students from the school. In these instances school fees will be non-refundable.

Student Parent Handbook Extracts with Additions

1100.01 Parents as Partners of AISA

As key partners in our school community there is a general expectation that our parents uphold the highest standards in terms of positive behavior and that they model values that are in line with those of the school. In any instance whereby the school believes that a parent has displayed gross misconduct (eg. violence against another member of the community, consistent disregard for school rules and policies etc.), the parent may be liable to sanctions as determined by the Board of Governors, including the possible disenrollment of their students from the school. In these instances school fees will be non-refundable.

At AISA, we believe that a positive partnership with the school and the student's parents or guardians is essential to the fulfilment of the school's mission. To encourage the most effective partnership, we expect that all parents will:

- Support the school's mission.
- Understand and support the school's rules, regulations, and policies.



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- Provide a home environment that supports positive attitudes toward the school, including the provision of a productive setting for homework completion and studying.
- Monitor and support their child's progress in school.
- Monitor homework completion in a manner that ensures that the work is completed by the student.
- Communicate appropriately and respectfully with all members of the school community.
- Seek to resolve problems and secure information through appropriate channels (See Channels of Communication).
- Support the school through volunteerism and attendance at school events.
- Attend Partnership Conferences and other conferences related to my child.
- Attend parent education sessions and information sessions about school programs.
- Read school related information, including "The Croc Connection" and other information sent home or posted on the school's website.
- Call or email the divisional administrative assistant if their child is out sick.

500.24 Financial Matters

Revenue Structure: As per the School Constitution, "The finances of AISA shall be raised through tuition fees, special levies, loans, donations and grants."

It is an expectation that parents will abide by all financial policies of the school, and that all funds used to pay for school fees are made in good faith and are in no way associated with unlawful or illegal acts (eg. money laundering) that violate any Nigerian or international laws. AISA will not be held liable for any violations of this policy, and will cooperate fully with any law enforcement agency should school fees be subject to investigation.

American International School Abuja
Diversity, Equity, and Inclusion at AISA
January 2022

The vision of the American International School Abuja (AISA) is to be a world-class international school that develops students' skills, knowledge, and character to enable them to achieve their full potential and pursue their dreams. Our mission is to challenge, collaborate, empower; inspiring global citizens to be lifelong Learners.



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To achieve this goal, we are committed to building and sustaining a diverse, equitable and inclusive school community. This is to ensure that every member of our community can participate fully at AISA and uphold the right to an educational experience in which diverse identities, experiences and ideas are recognized, and human dignity is affirmed.

We are determined to prepare every student to participate in a multifaceted, pluralistic, and interconnected society. Therefore, we challenge ourselves to consistently evaluate and refine our curricula, practices, and policies to commit to our core values¹ and ensure we embody these philosophies every day. Our effort to be diverse, equitable and inclusive is an abiding commitment and a continuous process for us. This statement therefore reflects not only who we are as AISA, but also who we seek to become as a renowned American international school in Abuja, Nigeria.

Diversity at AISA

Diversity is one of AISA's core values and it is also our major strength. We therefore engage diversity in the broadest sense, knowing our community is comprised of students from over 40 countries and staff who have a wide variety of backgrounds, nationalities, skills, characteristics, and social identities. We pay close attention to the ways that status, privilege, opportunity, and access to resources systemically correlate with social identities, and we strive to eliminate these disparities.

Our focus on diversity involves all members of the AISA community, including individuals from both majority and minority groups. Since our strength is in our diversity, we are dedicated to fostering an inclusive school environment in which every student and member of our community can thrive and be themselves in a fully authentic manner.

We believe that our diversity has helped our students to develop as better collaborators, stronger communicators, open minded thinkers, and innovators with respect for both our local and global cultural communities. At AISA we celebrate

¹ Our Core Values at AISA are five-fold: All people have equal and inherent worth and dignity; Collaboration and consensus-building contribute to an effective community; Embracing diversity strengthens individuals and unifies our community; continuous growth and perseverance are fundamental in pursuing one's goals; Intentionally building trust facilitates dependable relationships.



our similarities and differences, we challenge stereotypes and biases, and ensure accountability for any forms of injustice.

Equity at AISA

We constantly strive to ensure the dignity of everyone is respected at AISA, and that any form of marginalization is eliminated. This is the first of our five core values: recognizing the equal and inherent worth and dignity of every student, staff, and member of our community.² Equity is concerned with justice and fairness and so for us, it is a guarantee of fair treatment, access, opportunity, and advancement for students, faculty, and staff at every stage of educational and career development. It is a state of being, a process, and a condition that is rooted in fundamental human rights, and, therefore, is not reliant on individual choice or voluntarism.

Whereas equality may lead to an assumption of an even playing field and may shape individual and institutional efforts to treat people the same, equity requires more; it is about understanding and accommodating difference and providing every student and staff with what they need to thrive within our school environment. At AISA, equity for us also requires us to proactively identify and combat discriminatory ideas, attitudes, behaviours, as well as systems, policies, processes, and practices that lead to disadvantage.

We are concerned with a legal and ethical commitment to doing what is right and necessary to achieve such a state through proactive measures to identify root causes, and design interventions to remove obstacles to fair opportunities and experiences in all spheres of academic life.

In doing this work we remain cognisant of the historical and contemporary struggles as well as the lived experiences that greatly inform the lives and work of our community members. As such, we carry with us an awareness of the privileges that we may have, and we also collectively recognize the existence of inequities which exist in different forms within the country we are in, and the world at large.

Our commitment to equity at AISA requires us to actively identify and address these inequities as they affect our students and strive to dismantle any systems of power and oppression that create and perpetuate them within our school community. We

² *Ibid.*



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recognize that other inequities remain unidentified and are beyond AISA and so we rely on an intersectional lens to guide our efforts as we challenge ourselves to do this work on both a personal and institutional level, with empathy and mutual respect.

Inclusion at AISA

We align our pedagogical and administrative function behind the idea that every student, irrespective of demographic background, competence, or ability can achieve educational excellence. We teach content that intentionally includes representation from a broad cross-section of the U.S. standards-based curriculum which incorporates the acquisition of concepts and the development of skills for students in preschool through Grade 12. Our teaching is inclusive of Nigerian analyses, with relevance to the broader international society.

Our commitment to inclusivity entails interconnected actions to dismantle barriers that impede student participation, engagement, representation, and the empowerment of members of diverse social identities and from various backgrounds within the life of the school. Inclusion for us is also enabling our community to fully enjoy the opportunities that AISA has to offer, and to strive to have all meaningful representation in all aspects of school life including decision-making. AISA is committed to the advancement of inclusion — the act of creating a school and work environment where every individual feels welcomed, respected, supported, and valued.

Our Approach to DEI

AISA is committed to sustaining institutional efforts to ensure that DEI is embedded across the school communities, and ingrained in all functions, decision making, and planning. Our DEI approach is an intersectional one which begins from the understanding that the different vectors of personal and social diversity (age, ancestry, tribe, ethnic origin, disability status, gender identity, genetic characteristics, nationality, race, gender expression, religion, sexual orientation, weight, body image, neurodiversity, physical abilities, language, genetical differences and class etc.) do not exist separately or in isolation from each other. Instead, the various vectors of diversity are interwoven and affect each other. We understand that DEI is a process and not a destination, and it requires the responsibility of everyone in our community – students, faculty, parents,



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caregivers, staff, our Board of Trustees, and even alumni– to develop a sense of belonging to AISA’s life-long commitment to DEI.

Our Aspirations

We aspire towards an inclusive, respectful, and collaborative school community, one that is recognized for its DEI commitment and ensures that everyone who is a part of the AISA community engages and thrives in a meaningful way. We want every student, staff, and family to feel a sense of belonging at AISA with inclusive and supportive structures and social spaces where everyone can feel safe, respected, and supported. The collaborative intelligence of our community is needed to foster our progress as a leading international school. We aspire to strive towards progressive multiculturalism and social justice by creating mechanisms that recognize, acknowledge, account for, and redress the inequities of normative educational practices.

We recognize our responsibility to examine traditional power structures and to address unfair treatment wherever they arise. We also aspire to educate and enable all members of our academic community to learn and think critically about how the culture of power and privilege can manifest in and around our classrooms and how to navigate the same. We aim to create an inclusive and equitable environment for all where everyone at AISA experiences a strong sense of belonging, connection, well-being, and a shared responsibility to foster individual and collective success.

Finance Committee Report

The Business Manager briefed the Board on financial matters including the reserve, capital spending, currency variations and depreciation on the amount held in Naira.

Board Retreat for 2022/0223 School

The Board discussed options for a possible retreat in terms of content. General discussion looked at governance practices and ways in which the Board can be more effective in terms of its operations. Additionally, discussion also took place regarding the need for strategic planning and setting long and short term goals.

Actions Points:



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- Discussion would be ongoing with regards to finding a facilitator.
- The HOS and the Board Chair will continue to work on an agenda and focal points for the retreat.

Respectfully Submitted:
Jyoti Jnana - 6 October 2022

Signed by Board President:

Secretary: