



AISL

American International
School of Lagos

2025

A ROADMAP TO OUR FUTURE

AISL 2025

A Roadmap to our Future

Board Approved (Revised) Aug 1, 2023

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



AISL 2025: A Roadmap to our Future



STRATEGIC IMPACT AREAS

How will we succeed?

AISL 2025:
A Roadmap to our Future



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.

1.1: 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: By 2025, AISL will:

- Document a vertically and horizontally aligned curriculum using Understanding by Design (UbD) that is supported by a curriculum review process.
- Develop a shared understanding of a digital citizenship philosophy and approach that informs responsible use of technology in the community.
- 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.

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

Targets: By 2025, 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 of learning.
- Provide students with greater flexibility and choice in designing individual learning pathways.

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

Targets: By 2025, AISL will:

- Ensure that the AISL Learning Principles informs the use of high impact, research-based teaching practices and strategies throughout the school.
- 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.

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

Targets: By 2025, 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. leadership, service) to support a healthy and thriving student culture.
- Develop a shared understanding of a digital citizenship philosophy and approach that informs responsible use of technology in the community.

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

Targets: By 2025, 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.
- Establish and integrate an age appropriate and robust EC - Gr. 12 community service and action program focused on justice and sustainability into the AISL curriculum.
- Design and coordinate developmentally appropriate experiential learning activities and trips.

Impact Area 3: Our Inclusive Global Community

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

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

Targets: By 2025, 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 aligned with budget 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.
- Provide opportunities for staff voice and input into decision making.

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

Targets: By 2025, AISL will:

- Ensure that our community develops a global perspective and an understanding of inclusion and belonging.
- 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.
- Design and implement a well structured merit-based scholarship program (Gr 10-12) for talented and motivated Nigerian students from underserved local communities.

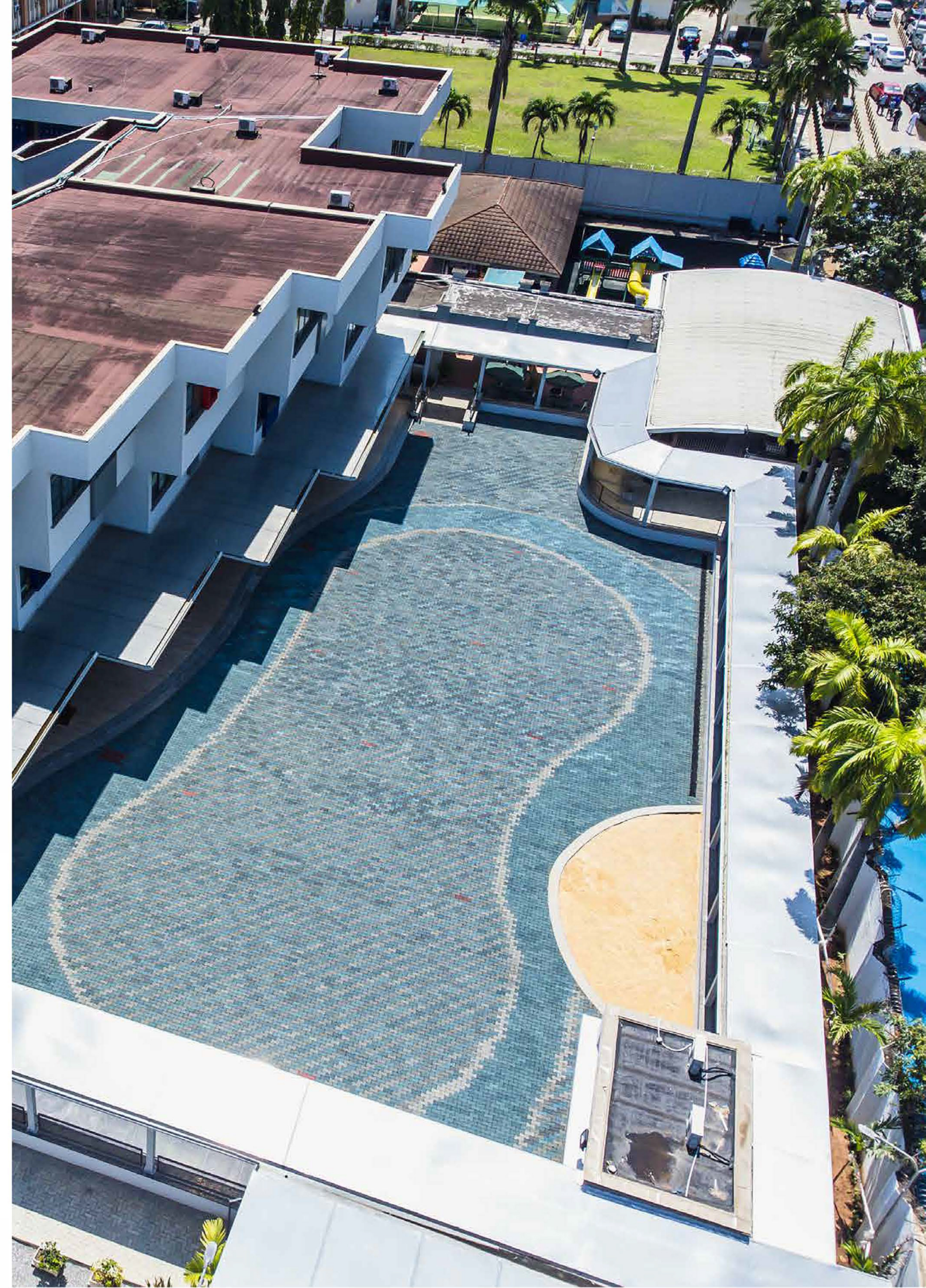
Impact Area 4: The AISL Story

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

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

Targets: By 2025, 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 and upgrade online and campus presence with a focus on showcasing student talent and experience and AISL’s value proposition.

4.2: 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: By 2025, AISL will:

- (Re)engage and partner with parents, alumni, and local businesses to actively support school initiatives, activities, and celebrations.
- Leverage the expertise in our parent/alumni community to provide relevant learning experiences for students.

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.

5.1: Modernize and update the campus by implementing Phase 1 of AISL’s Facilities Master Plan.

Targets: By 2025, AISL will:

- Design, renovate / construct EC/ES/MS indoor and outdoor learning environments to enhance learning.
- Design and construct a purpose built Athletic Center.

Goal 5.2: Create a sense of pride and purpose of common areas, learning environments, and office spaces.

Targets: By 2025, AISL will:

- Invest in modern, comfortable, and flexible furnishings and fittings to support learning and collaboration.
- Design and construct/renovate learning environments and spaces that are accessible based on physical and social-emotional needs.

<p>Goal 5.3 : Integrate alternative energy solutions into the execution of the Facilities Master Plan while using energy resources more responsibly.</p>
<p>Targets: By 2025, AISL will:</p> <ul style="list-style-type: none"> • 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..) • Integrate alternative energy solutions into campus design. • 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.

<p>6.1. Develop robust, secure, and “invisible” infrastructure that supports reliable connectivity and the application of cloud-based solutions.</p>
<p>Targets: By 2025, AISL will:</p> <ul style="list-style-type: none"> • Update network infrastructure (switches, cabling, routers, software.) that supports reliable, seamless connectivity throughout the campus. • Provide reliable and efficient connectivity throughout the campus.

<p>6.2: Implement and update systems, processes and procedures to enhance school operations and campus health and safety.</p>
<p>Targets: By 2025, AISL will:</p> <ul style="list-style-type: none"> • Improve schoolwide efficiency by implementing sustainable, logical agreed systems to communicate, store, and retrieve school procedures and information • Upgrade campus wide health and safety guidelines and procedures.

<p>6.3: Customize and digitize a school management system that provides integrated tools to enhance admissions, learning management, human resources, asset management, and school finances.</p>
<p>Targets: By 2025, AISL will:</p> <ul style="list-style-type: none"> • Adopt and implement a modern school information system that integrates admissions, learning





- management, student support services, human resources and school finances.
- 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).

Impact Area 7: Governance & Financial Sustainability

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

7.1: Align board composition and contemporary governance practices with the AISL Articles of Association to ensure compliance and sustainability.

Targets: By 2025, AISL will:

- Review and adjust practices to support effective school governance.
- Engage legal counsel to review and revise the AISL Articles of Association.

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

Targets: By 2025, 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 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.