

# Three Year Strategic Plan 2008 - 2011

2008

**Committee members:**

**Wim de Boer (Chair)**

**Dr. Sandy Ojikutu**

**Amy Uzoewulu**

**Debra Giles**

**Peter Williams**

**Lucy Venkova**

# Introduction

## *Setup*

The Strategic Planning Committee was set up at the very start of the new academic year, September 2007, as one of AISA's standing committees. Its goal was to develop a new three-year strategic plan for AISA.

The Committee met on average on a three-weekly basis, revising existing items on the current strategic plan, as well as following a strategic process in order to develop a new plan.

In September 2008, the completed plan was submitted to the school board for approval and comments. The strategic plan was confirmed by the Board on September 27, 2008. The final Three-Year Strategic Plan includes the input of the entire AISA community.

## *Committee Members*

The strategic Planning Committee was made up of the following members:

Mr. Wim de Boer	President of the AISA Board of Directors, Chairman of the Strategic Planning Committee, parent
Dr. Sandy Ojikutu	Member of the AISA Board of Trustees, U.S. Ambassador's Representative on the Board of Trustees
Mrs. Amy Uzoewulu	AISA Director
Ms. Debra Giles	Middle School and High School Principal
Mr. Peter Williams	Early Childhood and Elementary School Principal, parent
Mrs. Lucy Venkova	Grade Seven Homeroom Teacher, parent, Staff's Representative on the Board of Directors
Mr. Siza Ntchakala	parent
Mrs. Willie Cohen	parent, PTA President

# The Strategic Process

## *Methodology*

The methodology used in developing the Three-Year Strategic Planning has a logical sequence. Starting point is the mission statement and vision statement of the school. The committee members then specify in more detail how they anticipate the envisioned situation where the school should move towards. In a third stage a SWOT analysis is made based on the detailed envisioned situation, and an analysis of the internal factors and the external factors currently experienced by the school. Taking the vision again as a starting point, together with the SWOT, the Strategic Direction and Goal are determined. From there the strategic plan is developed, followed by an action plan.

The whole Strategic Process is visualized in the picture below.



## ***Mission Statement***

AISA provides an accredited American education to inspire:

- Academic excellence
- Critical thinking
- Self-esteem
- Social responsibility and
- Respect for cultural diversity

In all students.

## ***Vision Statement***

The AISA vision is to be a Blue Ribbon School, which means:

- Students are challenged to achieve their full potential and are proud of their accomplishments;
- Teachers and administrators grow through providing a curriculum that exceeds anything with which they have previously been associated;
- Parents are eager to send their children to AISA;
- Peer schools identify AISA as a school producing the highest quality students;
- The international character will be represented by the student body, faculty, and educational program.

Taking this vision as starting point the committee envisions that this implies for AISA:

Students: All students who pass the admission test would be considered for enrollment, although this is also subject to availability of places, which follows the rules as defined in the policy. Regarding special needs it is envisioned that AISA would accept children with mild learning disabilities. Furthermore, the school has limited facilities to accommodate children with physical disabilities.

- Programs: Starting point for the programs should be that AISA should be able to develop and deliver students who will be able to proceed their education globally and are ready for global competitiveness.
- Early learning and Elementary programs currently are complete and accredited but the general opinion is that there is room for improvement/enhancement in the area of curriculum.
- Middle School program is currently fully accredited. Further development/enhancement of curriculum is also here anticipated.
- High School program is currently not complete (grade 12 will be added in August 2008) and in the process to be fully accredited. Vision is that High School should be complete through 12<sup>th</sup> grade and fully accredited. Currently there is a limited AP program in the fields of English and Biology. The vision is that the coverage of the AP program should be widened to more subjects. Furthermore, the possibility for embarking on an IB-program should be explored.
- Teachers: Continuation of recruitment of highly qualified teachers. Furthermore, increase the number of overseas licenced teachers in a wider supply of subjects. Issues to be addressed in order to recruit and retain qualified teachers are training, housing, salary package, etc..
- Parents: According to the outcome of the communications survey quoted, parents are very satisfied with the school.
- It is envisioned that parental involvement in school activities will be continued to be expanded in the future. Resourcing for after school activities therefor will consist of a mix of teachers, volunteers and professionals.
- It is envisioned that the AISA facilities would also function more fully as a center for the wider community in Abuja. Next to an active PTA, it is required to develop policies regarding use of the facilities that encourage this, taking into account the security and liability issues.
- Facilities: During the last 3 years the student population almost has doubled. Further growth is expected. The AISA facilities as currently built theoretically can host around 600 students. However, since not all classes are full and more subjects might preferrably be given in parallel, an expansion would be required to cover these numbers. From pre-K until grade 6 have currently (except for grade 3) all 2 classrooms per year, and the argument has been whether that that will most likely be not sufficient in the long run. Requirements for expansion clearly exist in high school and in early-childhood.

## ***SWOT***

This detailed analysis of the vision (future) was combined with percieved internal and external factors (of the current situation).

For internal factors one should consider aspects like:

- Finance
- Products (curriculum)
- Staffing
- Facilities

For external factors one should consider aspects like:

- Competitors
- Customers (parents, students)
- PEST (political, economical, social and technological)

The gaps and discrepancies perceived between these different analyses lead to the following SWOT analysis.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• International</li> <li>• Growing</li> <li>• Good Curriculum</li> <li>• Good Staff</li> <li>• Good Facilities</li> <li>• Good financial state</li> <li>• Dedication of few parents</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Turnover of teachers / finding good teachers</li> <li>• Disconnected with part of the parents</li> <li>• Cost and other problems of being in Nigeria</li> <li>• IT out of date and problematic in Nigeria</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Fully accredited high school program</li> <li>• Improve/expand curricula further (IB/AP)</li> <li>• International community in Abuja is growing, growth enrollment</li> <li>• High demand in EC and EL levels</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Growing too big too fast             <ul style="list-style-type: none"> <li>○ School Culture issues</li> <li>○ Managerial issues</li> <li>○ Parental perception: using fees for benefit of future instead of current</li> </ul> </li> <li>• Security and liability</li> <li>• Stagnation of enrollment</li> <li>• Difficulty recruiting overseas staff</li> <li>• Other international schools</li> <li>• Teenager behaviour</li> </ul>

## ***Strategic Direction and Goal***

Based on the results in the SWOT analysis a strategic direction was defined, namely:

*“Focus on quality, with moderate growth”*

In tangible terms this resulted in the following goal to be achieved by 2011:

*“Enrollment on middle school and high school grows to 200+ and improvement test scores of the standardized tests by 15% compared to the other international schools.”*

## ***Strategic Plan***

In order to achieve the goal set in accordance to the strategic direction the following critical clusters with further subdivision into critical areas were defined:

- A. Update and continue developing comprehensive curriculum
  - 1. Enhance curriculum
  - 2. Ensure accreditation
  - 3. Develop high school programs
- B. Further expand and strengthen qualified staff
  - 1. Expand number of US certified staff
  - 2. Staff development program
- C. Critical focus areas
  - 1. Strengthen IT program
  - 2. Security
  - 3. Building

These critical areas should lead in 2011 to the following goals:

- A1. An improvement in standardized test scores by 15% compared to the other international schools population.
- A2. Renewed accreditation for all levels from Kindergarten through 12<sup>th</sup> Grade by 2011.
- A3. Offer at least 10 AP classes by 2011.
- B1. Expand the number of US Certified staff from 24 to 30 by 2011.
- B2. Increase the average retention period of staff from 4 years to 5.5 years by 2011.
- C1. Increase by 2011 the number of computers in the lab from 20 to 40, with computerized databases in the library and administration.
- C2. Having operational a sound working ID system covering all stakeholders on the premises by 2011.
- C3. Having operational all essential facilities required for a mature curriculum by 2011, including a well equipped sports field, cafeteria, performance stage, assembly hall and gymnasium.

## ***Action Plan***

The action plan consists of all activities of collateral events that are required to achieve the goals set. An overview of the action plan is shown in the following table.

