



# MACHABENG COLLEGE

## STRATEGIC PLAN

2024 – 2029



DRAFT v.3 – 12<sup>th</sup> JANUARY 2024  
ADOPTED BY THE BOARD – XXXXXXX



## INTRODUCTORY MESSAGE

For almost 50 years, Machabeng College has provided something unique in Lesotho – quality international education to local and international students in Maseru and beyond; teaching all subjects with a strong global perspective and modelling to students what it means to live and relate as citizens of southern Africa and the world. Today, Machabeng College is a vibrant co-educational community of day and boarding students from S1 to IBDP2, supported by a passionate team of teachers and administrative staff.

As we reflect on Machabeng College’s journey, we are grateful to those visionaries who established a school where an international focus would be central to learning, thus providing unparalleled opportunities for its students to work and study almost anywhere in the world. We are grateful to the committed board members, leaders, administrators, and educators who have guided the College’s establishment and development over the decades.

Machabeng College is committed to preparing and equipping its students to be competent men and women who can make a contribution to society wherever they study, live and work. This Strategic Plan displays our commitment to partnering with the entire Machabeng community to develop outstanding men and women who have acquired an excellent understanding of the world, its challenges and its opportunities, and have the capacity and desire to transform the world in which they live.

Our strategic vision will focus on five priority areas. The first and most significant of these is our focus on the students, developing and providing excellent learning opportunities for every student entrusted to the College’s care. We will initiate reforms to ensure that all facets of governance are consistent with best practice and that we nurture leadership and excellence in all our staff. The inclusion of financial sustainability reflects our commitment to ensuring that Machabeng College has the means to provide an exceptional education to future generations of families who value excellence in international education.

We acknowledge with deep gratitude the support provided by Dr Stephen Codrington from Optimal School Governance ([optimalschool.com](http://optimalschool.com)) in assisting with the development of this Strategic Plan.

It is our pleasure and privilege to introduce the Machabeng College 2024-2029 Strategic Plan. This plan builds on our strong foundations and provides the strategies by which the College can advance its mission and serve the citizens and residents of Lesotho and beyond.

Chair of the Board

Headmaster

## OUR MISSION

*The Mission is the enduring purpose of the College.*

**Machabeng College's mission is:**

**to provide excellent pre-university international education, and to serve as one of Lesotho's premier educational resources.**

## OUR VISION

*The Vision flows from the Mission, and it defines the ways in which **the Mission shall be enhanced** during the period of this Strategic Plan. It is designed to be ambitious and challenging while still being achievable, and should contain criteria for determining success.*

**Machabeng College's strategic vision is:**

**to strengthen Machabeng College's position as the school of choice<sup>a</sup> for local and international families<sup>b</sup>, who desire high quality<sup>c</sup> global education<sup>d</sup>.**

Specific ***criteria for determining success*** arise from each component of this strategic vision:

- a. An increase in enrolments (both day and boarding).
- b. An increase in the proportion of students from expatriate and international families.
- c. A demonstrable statistical improvement in students' academic performance, staff morale, quality of infrastructure, governance/leadership, and financial sustainability.
- d. Full accreditation by international organisations such as the Council of International Schools (CIS) and the International Baccalaureate (IB).

# OUR FIVE FOCUS STRATEGIES

This five-year strategic vision will be achieved through a focus on five priority areas:

1. Our students and their education
2. Our staff
3. School culture and community
4. Environment, facilities and technology
5. Governance, leadership and finance

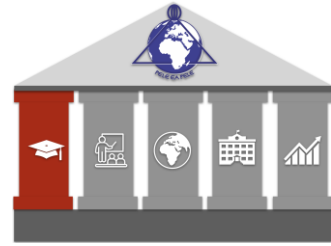






## Strategy 1

### Our students and their education



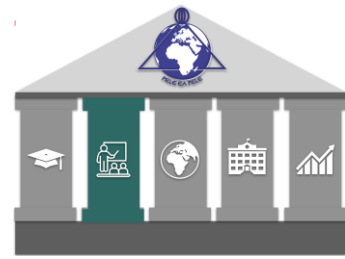
Focus constantly on developing and providing exemplary learning opportunities for all our students.

- 1.1 All staff will partner with parents and make every effort to help **every student achieve personal excellence**, including students with specific needs.
- 1.2 The College will investigate and implement ways to ensure **seamless and coherent progression** for students coming to the College, and then at every stage throughout S1 to IB2.
- 1.3 The College will develop **student profiles** of the ideal Machabeng student at each stage of transition and these will inform the College's educational program.
- 1.4 The College will commit to raising students' application, evaluation outcomes and **external examinations results**.
- 1.5 The College will identify patterns and areas where **student discipline** may be administered inconsistently and take steps to ensure that the consequences of students' actions are managed fairly.
- 1.6 The College will encourage participation in **sports and other co-curricular activities**, especially in areas that help develop global awareness and service among its students.
- 1.7 The College will provide appropriate **information technology resources** with sufficient speed and reliability to optimise the quality of students' learning.



## Strategy 2

### Our staff



## Facilitate leadership and excellence at every level of the College's teaching and non-teaching staff.

- 2.1 The College will strive to **retain and attract top quality** teaching and non-teaching **staff** from diverse backgrounds.
- 2.2 The Headmaster shall co-ordinate a **consultative review of possible staffing deficits** (and excesses) within the context of the College's commitment to achieving the goals of this Strategic Plan, with the findings being shared with the Board. The review shall include (but not be limited to) assertions that the College may benefit from additional staffing in areas such as counselling, administrative supervision, human resources management, maintenance, and procurement, as well as some teaching areas.
- 2.3 The College will ensure **fairness, transparency, and equity** in staff workloads, benefits and opportunities.
- 2.4 **Clear job descriptions** will be developed and published for every teaching and non-teaching position, to be kept up-to-date with clear lines of accountability and published as a revised **organogram**.
- 2.5 The College will build staff capacity through a process of regular **goal setting and performance appraisal** to encourage professional self-improvement, thus ensuring levels of performance and teaching quality are consistently high and caring, innovation is encouraged, and ethical conduct is consistently modelled.
- 2.6 **Communication** and other factors affecting engagement will be monitored and enhanced where gaps are identified.
- 2.7 The College will identify the potential and nurture the skills of its teachers and non-teaching staff, including through provision of internal and external **Professional Development** opportunities.

## Strategy 3

### School culture and community



Protect and enhance the College's inclusive global identity building upon the richness of Lesotho's cultural heritage through every activity and characteristic of the College.

- 3.1 Every **program, activity, initiative and capital development project** must satisfy the criterion that it helps to serve development of the College's international character as identified in the Mission Statement.
- 3.2 Every **staff member and volunteer** who serves the College is expected to support and uphold the College's international culture of excellence.
- 3.3 The College shall co-ordinate a **consultative review of all College policies** (and excesses) and implement agreed changes. The review will begin by identifying any significant gaps in the current list of policies and re-examining current policies that have health/safety considerations and/or which seem to be contentious (such as substance abuse, cellphone access, discipline, class sizes, staff housing, and healthy food).
- 3.4 **Internal and external processes** will be reviewed regularly to ensure that the College's culture is intentional, effective, understood and communicated.
- 3.5 Ongoing contact with **alumni and other stakeholders** will be strengthened.
- 3.6 Provision of **student support counselling services** will be improved.
- 3.7 **Relationships and interactions** between the board and the school community will be enhanced in appropriate ways.
- 3.8 The College will take every step to provide a **healthy, safe and secure environment** that protects and enhances the students' wellbeing.

## Strategy 4

### Environment, facilities & technology



Ensure the College's physical environment and facilities are developed to enhance present and future educational needs.

- 4.1 Regular thorough **health and safety audits** of the campus will be undertaken followed by prompt action to address maintenance or other needs that pose risks to health or safety. The Board will monitor these audits and their outcomes.
- 4.2 An audit of quality of the College's **physical resources and facilities** will be undertaken to identify and then address areas that may be bottlenecks to achieving educational priorities through 'best practice'. Priority will be given to addressing perceived shortcomings, including but not limited to the following areas:
  - 4.2.1. the library and media centre
  - 4.2.2. boarding house bathrooms
  - 4.2.3. kitchen
  - 4.2.4. administrative offices (including the front building)
  - 4.2.5. access to computers / internet
  - 4.2.6. some classrooms (including furnishings)
  - 4.2.7. new boarding house
  - 4.2.8. sports facilities and equipment
  - 4.2.9. staff facilities
  - 4.2.10. external fencing
- 4.3 **Environmentally sustainable** principles and practices will be adopted wherever physically and financially possible.
- 4.4 **Computers, internet access and other technology** such as School Management Systems (SMS) will be updated as required to maintain and ensure future excellence in the College's service to its community, including admissions, accounts, auditing and student record-keeping.
- 4.5 Robust **systems for backing up records** will be used, including off-site and cloud storage.
- 4.6 **A Master Plan** will be developed and revised periodically to focus on educational facilities and other supportive amenities required for effective educational provision.

## Strategy 5

### Governance, leadership and finance



Harmonise governance, leadership and finance to achieve sustainable capacity to meet identified needs while ensuring education is both excellent and affordable.

- 5.1 The Board and senior management will work together to ensure ongoing **accreditation by relevant local and international bodies**, including addressing points raised by CIS in the 2019/2020 Special Report.
- 5.2 The Board will establish a sub-committee to investigate and report on ways of improving the stability and **effectiveness of governance** with terms of reference that include (a) clarifying the governance-management relationship between the Board and the College's operational leadership, (b) engaging in regular professional development in governance, (c) seeking to implement greater control over its own composition, and (d) the balance of benefits and challenges of College's identity as a government vs independent international school.
- 5.3 The Board will engage in regular, independently conducted **Board performance reviews** to ensure a continuing high standard of effective governance.
- 5.4 The Board will explore mechanisms to facilitate **succession planning** to maintain strong and sustainable governance and operational leadership of the College into the future.
- 5.5 Appropriate **engagement and communication** will be strengthened between the Board and other elements of the College community.
- 5.6 The Board and senior management will explore **alternative diverse sources of income** (including increased government funding, corporate support, naming rights, international philanthropic fundraising, UWC affiliation, etc) to reduce reliance on tuition fees and enhance financial sustainability.
- 5.7 The College will explore and, if appropriate, implement innovative and effective **marketing strategies** to promote the College to its key demographics and beyond.
- 5.8 **Fees and fee structures** will be set at a market competitive level while ensuring sufficient funding is available to finance best practice educational provision (personnel and physical resources) with all necessary capital development and maintenance.

5.9 **College finances** will be used as a means to help achieve the goals of the College’s Mission rather than as ends in themselves, and to that end, the College will be recognised for being conducted in a visionary, compassionate, yet business-like manner.

## TRANSLATING STRATEGIES INTO ACTION

The strategies outlined in this document will be prioritised and implemented through annual Operational Plans by the College’s board, executive, teachers and staff. At the end of each year, progress on meeting targets will be evaluated, re-assessed if appropriate, and used for setting the following year’s Operational Plan.

The College will report periodically to the college community of progress made towards achieving the goals of this Strategic Vision.



Machabeng College



# International School of Lesotho

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