



Bishop Mackenzie
International Schools

Minutes of the Open Session Board Meeting

Held on 28thth September 2023 at 6.00pm

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Present

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| B. Bijl | BB | Board Chair |
| R. Kanaan | RK | Board Member |
| A. Veen | AV | Board Member |
| U. Roxo | UC | Board Member |
| K. McCarthy | KM | Board Member |
| H. Schellenger | HS | Board Member |
| R. Khan | RKH | New Board Member |
| L. Kakhome | LK | New Board Member |
| A. C. Moody | AM | Director |
| L. Peacock | LP | Head of Secondary |
| E. Engel | EE | Head of Primary |
| M. Peters | MP | Learning Support Coordinator |
| L. Phiri | LP | Head of Operations |
| S. Soko | SS | Head of Finance |
| C. Honde | CH | Secretary to the Board |

Absent

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| A. Mahomed | AM | Board Member |
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| Time | Agenda Item | Minutes |
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| 6.18pm | Welcome | AM welcomed all members present and handed over to BB. BB welcomed two new board members. All members then introduced themselves. |
| | Approval of agenda | <p>The Board agreed to remove three items from the Consent Agenda as follows:</p> <ul style="list-style-type: none">• Matters Arising• Operations Report• CIS community Survey Analysis Domain A <p>Having removed the three items, the Board approved the following Consent Agenda.</p> |

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| | | <ul style="list-style-type: none"> • Board Minutes 230530 • Board Calendar • Upcoming Events • Board of Trustee Handbook |
| | <ul style="list-style-type: none"> • Matters Arising | <p>The following were matters arising from the previous meetings:</p> <ol style="list-style-type: none"> 1. Schoolbase implementation – Ongoing 2. IT Infrastructure Upgrade – Ongoing 3. Transport cost/benefit analysis – to be taken off the list of matters arising 4. Strategic Plan – Currently in progress: Data gathered from teachers and students. Committee will soon meet. Report to be presented to the Board at the next meeting. 5. Board self-evaluation – In progress 6. CIS/NEASC Evaluation Visit – In progress 7. IT Review – Pending 8. Communications Review – Done, final draft waiting for review. 9. Capital Development Fund Policy – Complete 10. Road works – Ongoing: Now doing the drainage. There has been significant improvement on the roadworks. 11. Roof Leaks – Complete 12. CCTV – Complete 13. Razor wire – Complete, thanks to the US Embassy 14. Capital Development Plan Review – In progress: Report will be presented at the next meeting. 15. Sensitivity analysis – Complete 16. PTA Elections – In progress 17. Area 46 Properties – In progress 18. Director evaluation – In progress 19. Board Elections – Complete: Two new board members elected. |
| | <ul style="list-style-type: none"> • Operations Report | <ul style="list-style-type: none"> • Human Resources <p><i>Performance contracts</i></p> <p>The school has put in place a performance management system which was implemented last year and is currently in progress. Along with the faculty appraisal systems, staff now go through a process where they set goals and objectives.</p> <p><i>Labour Relations</i></p> <p>There are some labour cases in court. These were included in the consent agenda for the closed session.</p> |

Pension Contribution Underpayments

In June 2023, following a letter to Reserve Bank by ex members of staff, the school discovered that during 2011 to 2015 there were underpayments on the pension contribution. Reserve Bank requested the school to provide the information and this has been done and currently the school is waiting for feedback. According to Old Mutual, the total amount of underpayments is round about K113m.

Old Mutual are pushing the blame on the school, while the employees are saying that it is Old Mutual is at fault. The issue has been discussed in the Finance committee, and the school also met the ex-members of staff. The issue seems to be with the group life cover (GLC), which Old Mutual were taking it out of the school's pensions contributions when the school had GLC with NICO.

It was noted that this is a historical issue from 2011 when the Pensions Act came into being. Old Mutual records cannot be recovered. As such, it is the school's records against the employees claims against Old Mutual.

Recruitment and employee exits

A Teacher Assistant (TA) who the school had employed last year, completed her contract. Over the break, the school employed two casual laborers to be watering the fields at night. This has made a significant difference to the fields. The school also hired a temporary tailor to help clear some backlog.

- **Admissions, communications and marketing**

Admissions

The school budgeted for 607 students this year. Current enrolment is at 603. Looking at the last three years, it is evident that the numbers have increased. It is expected that these numbers will change over the year. The ratio of tax-payers and non-tax payers has changed. There has been an increase in numbers in primary and some decreases in the middle school. The decrease in numbers is due to unexpected students leaving at the end of Grade 5 and this seems to be a trend.

Given this trend, in future, the school will be able to predict the numbers for Grade 6.

Student numbers

Student numbers are the determining factor when deciding the number of classes and ultimately the number of teachers that the school hires. Prediction about student numbers is made in January because that is when the hiring and the schedules are done. However, actual student numbers are not known until August. A decision was therefore made back in January to have three Grade 6 classes and two classes in Grades 7, 8, 9 and 10. Come August there was however, a drop in student numbers for Grade 6 and hence did not get the numbers as predicted in January. At this point, staffing and assignments is already in place and therefore ended up with three smaller classes in Grade 6.

Following concerns from a parent about the much larger Grade 7 classes the director engaged with the parent to explain the reason for both the smaller and larger classes and what the advantages and disadvantages of both are. While the school cannot make any changes now, in future the administration will take into account trends to determine the number of classes at each year level. It was noted that the larger classes were still within the school policy on maximum class size of 24 students.

It was reported that the school is going to lose a Grade 6 teacher in December due to legitimate health reasons. The concerned teacher's load will be re-arranged and classes will have to be reorganized, leading to an increase in numbers in some classes in some subjects in Grade 6. Parents will be properly informed in due course.

Sports Kit

The school plans to introduce a new sports kit to be sourced from the UK and sold to parents at an average cost of K32,000. Only those students who are part of a team representing the school, and who will always play, will be asked to buy the sports kit. The kit will, however, be available for regular PE activity.

The school approached NICO Holdings, Old Mutual, and FDH Bank for sponsorship of the sports kit. None of the companies has responded yet. The rationale for getting the sponsorship is based on the fact that the existing kit is old and rugged needs to be replaced.

School signage

The school signage and logo have been changed and this is more evident as you drive in through the gate. Information has been put out on the social media platforms.

Website Updates

The school is currently working on revamping its website, going through it section by section, making changes to information, photos and graphics. An external person will also be brought in to re-design the website. There is already a list of candidates that other schools have used and the next step will be to approach them and to get a quote on how much it would cost.

- **Maintenance and cleaning**

General maintenance

A lot of maintenance has been carried out around the school including floor repairs, repainting of the school perimeter fence, and ceiling repairs in the secondary block, just to mention a few.

Capital Projects

All capital projects, including the equipment storage works, and the library renovations are still in progress. There have been some delays as the school is waiting for materials. The two main big projects of the foyer in the hall and the library are pretty much on track and will be completed by the end of September. The tennis/basketball court, swimming pool heating, CCTV cameras, razor wire, and the safe havens work in primary have all been completed.

- **Security and school transport**

The school has plans to replace the Toyota Belta 2008 because it barely runs. There was no replacement of vehicles on the budget and AM will present the budget to the Board for its decision. It was suggested that the school should look at the whole fleet and develop a replacement

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| | | <p>plan including putting a policy in place on the maximum age of the fleet.</p> <ul style="list-style-type: none"> Information Technology (ICT) The school has identified a couple of projects that need to be done. The computer equipment needs to be seriously looked at because the computers in school need replacing. The school purchased some 20 new laptops for new teachers but computers for the other faculty, and students Chromebooks in primary, will also need to be replaced. The school needs a replacement policy for these. <p>The school camera has been replaced. The replacement camera including all accessories were bought in Australia for \$3000. The school has saved over \$2000 as the cost of replacing it in Malawi would have been approximatley \$5000.</p> |
| | <ul style="list-style-type: none"> CIS Community Survey | <p>AM presented an analysis of the CIS Community Survey based on the core standards of Domain A. Every Domain has a certain number of core standards and some non-core standards. For the school to be accredited, it must meet every core standard, and majority of non-core standards. 201 parents representing 33% of the parent community responded to the survey. It was noted that this is an acceptable number and quite reflective of the school’s particular context.</p> <p>75% was taken as a significant value such that if less than 75% of everybody strongly agreed or agreed, then that was taken as something significant. If 80% of respondents agreed or strongly agreed that would be within range and that is acceptable. The survey is a perception survey and does not necessarily reflect what is the case. Historic context is also important considering that peoples responses to the education reflect their experience of past several years and not necessarily what is the current situation.</p> <p>Domain A Core Standards Analysis</p> <ul style="list-style-type: none"> The results for A1 indicate that BMIS is pretty much in line with other like schools. According to the numbers, it is clear that there is a general agreement that the school’s mission is known and understood. It appears that 11% of the |

students disagreed or strongly disagreed that they understood the school's guiding principles. 8% from grade 4 to 10 and 14% from grade 11 and 21% from grade 12. These results indicate that the upper students did not have clarity about the mission. However, high numbers for the parents and faculty agreed that the guiding statements guide the school's decisions.

- 35.1% of faculty disagree or strongly disagree that the guiding statements provide clear commitment to high-quality learning and teaching. This is not unexpected. The new guiding statements were developed in 2022/23 and understood high quality learning as progress as success which did not pair with an existing previously developed definition of high quality teaching and learning.

At the time of the survey the school had not reviewed its definition of high-quality learning and teaching – an exercise undertaken in orientation of the 2023/24 academic year. Therefore, although there was an existing definition it clearly did not resonate with staff. Higher levels of disagreement appeared at the upper primary level.

As part of planned actions the new definition of high quality learning is to be developed as part of a consultative process with staff in August 2023 which will then guide the school's commitment to HQL and its guiding statements.

- It is noted that the school's definition of global citizenship and intercultural learning have yet to be developed and therefore 28.1% of faculty disagreed or strongly disagreed that the school puts into action its contextual definition of global citizenship.

- There are no explicit references to the CIS Code of Ethics and UN Convention on the Rights of the Child but there are explicitly embedded in policies (for instance, the child protection policy). Staff may not be aware of the BMIS commitment to the CIS Code of Ethics and UN Convention on the Rights of the Child in the BMIS policy handbook.

The survey will be run again before the evaluation to see how the perception would have changed. The plan is to run the survey every year.

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| | <ul style="list-style-type: none"> • Primary Head's Report • Secondary Principal Report | <p>There were no substantial matters arising from the Primary Head's report.</p> <p>There were not substantial matters arising from the Secondary Head's report.</p> |
| | <ul style="list-style-type: none"> • Inclusion Update | <p>Background A few years ago, the school identified learning support as being one of the areas that needed improvement. The school undertook a process which took about a year, where it carried out an assessment following which a trajectory was set for the school to improve its learning support function.</p> <p>Three-tier process of assessment Having noted that the school did not have a consistent process for students to enter the learning support, the Student Services Department went ahead and built a three-tier process based on what is called a multi-tiered system of support in the United States.</p> <ul style="list-style-type: none"> • Tier-one Research shows that 80% of students will be able to be successful with just tier one support. • Tier-two Research shows that about 15% of students need this support. They may go through a process which may end with the student being referred to Student Support. The student support goes through some targeted form of instruction and some potential cushions for it, or may be class support for a little bit of time. • Tier 3 A student who is not showing growth, or is showing a little bit of growth that is normally expected in Tier 2, moves to Tier 3. This is where the student gets an individualized education plan (IEP). Research shows that about 5% of students are in this category. <p>BMIS has two different types of individualized education plans. One that has goals called the IEP, and one that just needs accommodations in the classroom.</p> <p>Last year around September the Department introduced and implemented the Tier-one and referral process and trialed it. There was a set of questions to see if it was working. Tier-two was introduced and implemented in October, after which Tier-</p> |

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| | | <p>three was also implemented. In November the school went ahead to trial the entire process and got feedback. Based on the feedback that had been coming in, from April to June, the Department took some time to make revisions following which the Three-tier process was implemented in August 2023. The feedback coming from the teachers has been good.</p> <p>The Department is working with families to ensure that students who need learning support services receive them.</p> <p>An educational psychologist from SA visited twice and during both visits, students were assessed. It was noted that these visits have educational value in that they assess cognitive and intellectual functions where they try to find out about the socio-emotional workings of a student’s mind. These are things that the Department is not qualified to do.</p> <p>Student Service Team</p> <p>In the past year, the Student Service Team has been focusing on the following, among many other things:</p> <ul style="list-style-type: none"> • Working together to make sure students re being supported. The Department focused on creating a philosophy and drafting a student services handbook. Once finalized, the handbook will be open to the school community. It will describe Department’s services, standards, and protocols. • The Department has also been working on educational support handbook which is an internal support handbook for learning support and ELL teachers and the Learning Support Coordinator. • The Department offered PDs to staff, and created an internal student services website for staff. |
| | <ul style="list-style-type: none"> • GPPC – African Village Project | <p>Background</p> <p>Denis Milner visited Malawi last year and visited BMIS. He is working on a project where he is going to create a school for needy Malawian children and he is planning on doing an IB type of school. He intends to provide this education for Malawian children who will not have to pay fees. He is proposing a strategic partnership with BMIS through a Teaching Assistant (TAs) program. Essentially, he wants to employ TAs, and put them in BMIS classrooms for a year so that they can be trained by the teachers. He will then take them out and put them in this school.</p> |

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| | | <p>After discussing the proposal at length, the Board resolved that this is something that will not work for BMIS and a response in that regard should be sent to Denis.</p> <p>It was suggested that the school should come up with a policy of building capacity for Malawian teachers. BMIS can still strive towards getting Malawian teachers on board for its own benefit not for somebody else’.</p> |
| | <ul style="list-style-type: none"> • Accreditation Update | <p>AM will be updating the Board on the CIS self-study.</p> <p>Committees are in place. Chairpersons and committee members have been selected in such a way that there will be continuity next year as some staff will be leaving.</p> <p>There is a roadmap from now up to the end of the year and the school will be required to submit early feedback. Financial information, community survey, school context and the overview, will have to be sent to CIS on the 29th of January. They will assess the information and provide early feedback which will guide the rest of the report.</p> <p>Because it is a synchronized visit with CIS, NEASC and the IB, the school is also at the same time doing the IB self-study questionnaire. The school is required to submit it, all complete and done, on the 5th August. A team of 12 people will come for the evaluation visit which starts on 28th September 2024. They will be here for a week and they will be going through the entire school.</p> |
| | <ul style="list-style-type: none"> • Any Other Business | <p>It was suggested that the BMIS 80th anniversary should become a standard open session agenda item.</p> |
| 10.22 pm | Date of next meeting | <p>There being no other business, the meeting closed at 10.22PM. The date for the next board meeting will be 31st October.</p> |

Signed:.....(Board Chair)

Date:.....