



**Bakhita School of Excellence**

# **Strategic Plan 2023 – 2030**

**ACHIEVE BETTER TOGETHER**

# The Purpose

The Bakhita School of Excellence was officially founded in 2023 by BETTER (Building East Timor Through Education/Resources) in partnership with the Diocese of Dili. The parties came together with the vision of providing an international standard of education that is accessible to all those in Timor irrespective of their location or economic situation.

The Timor Leste Strategic Plan 2011-2030 uses the word “education” 273 times in its 228-page document and states “the true wealth of any nation is in the strength of its people\*.”

This is further supported by the long-term vision of Timor-Leste, “By 2030, the people of Timor-Leste will be educated and knowledgeable, able to live long and productive lives, and have access to a quality education that will allow them to participate in the economic, social and political development of our nation\*.”

In Timor-Leste, 70% of students fail to meet basic year one learning outcomes and 58% of Timorese left or never attended school. With a young population where 50% are 19 years old or younger, education is a pathway out of poverty and into prosperity. This is a shared belief by BETTER, the Diocese and the Government.

The Bakhita School of Excellence set out to improve the status quo with the aspiration to set a new national standard of education in Timor-Leste that will lift these statistics to international standards.

The strategic plan holds true to the objectives of the Timor-Leste Government and the Catholic values on which it was established, and at the same time is innovative and bold as it pursues its transformative aspiration for the future of education in Timor-Leste.

The intent is clear and underpinned by the six goals that signal the priorities, key values and future actions. The Bakhita School of Excellence is centred on providing a new standard of education, creating responsible global citizens who don't only learn for themselves.

This strategic plan is a foundation document that frames future actions and the intended future direction. The Bakhita School of Excellence will be relentless in striving to be a leader in education, characterised by its Catholic identity, creating a global vision that inspires hope.

Regards,

ORNELLA BYAK  
**CEO & Founder**  
BETTER Timor & Bakhita School of  
Excellence School

\* Timor-Leste Strategic Development Plan 2011-2030, Democratic Republic of Timor-Leste, <https://www.adb.org/sites/default/files/linked-documents/cobp-tim-2014-2016-sd-02.pdf>

# About the Bakhita School of Excellence



## The Vision

To be a leader in education, characterised by its Christian values, creating a global vision that inspires hope.



## The Mission

Provide an international standard of education from Foundation to Year 12 that is accessible to all those in Timor and enables economic, social and political development of the nation. Fostered in its school values and Christian values, students don't just learn for themselves but for their community and country, creating courageous leaders of tomorrow.

# School Values

## Empowerment

The education-based approach enables students to learn for themselves, their family, community and country with a commitment to using their international standard of education to inspire change, transformation and hope.



## Innovation

By having the courage to think differently, educate differently and challenge the status quo, new results can be produced, providing improved, sustainable and transformational change.



## Accountability

An impact-driven approach means everyone values their integrity and takes responsibility for their actions.



## Passion for People

People are the centre of education. By having respect, compassion and a commitment to each other, together great change can be achieved.



## Sustainability

In providing long-term impact and change and not band-aid solutions, hope and progress is restored to educational outcomes, communities and the environment.





**2023-2030**

## **THE STRATEGIC VISION**

By the year 2030, children across Timor-Leste will have access to a BETTER education, creating a global vision of hope. This education, characterised by its Christian values, will give Timor-Leste a hand up through revolutionary education, not a handout. The mission will be enhanced by the pursuit of educational excellence, creating internationally minded leaders who will go on to serve and transform their country.

# Bakhita School of Excellence

## Characteristics in 2030



A safe learning environment for learners and their communities built on a foundation of respect, equity and excellence.

Learners who demonstrate the values of compassion, commitment, competence and creativity.

A culture in which learners don't just learn for themselves but learn for their community and to empower their country as it develops.

The process of practical learning to empower the Timorese with skills to learn today and earn tomorrow is encouraged as opposed to simply teaching.

Encourage creative and resourceful problem-solving in ways that draw upon a range of learning areas and disciplines.

# Achieving the Strategic Vision

To achieve the vision, the Board has identified 6 key goals:

# 1

## International Identity

To provide an international standard of education that is enabled by technology and 21st century learning principles, within the framework of the national curriculum.

# 2

## Student Empowerment

Supporting learners to achieve academic and personal excellence as responsible global citizens who don't only learn for themselves.

# 3

## Catholic Values

To develop the Catholic identity of the school on which it was formed, instilling the values a Catholic education provides.

# 4

## Staff Attraction & Retention

Attract and retain staff of the highest calibre and further develop their capabilities.

# 5

## Resources & Facilities

Build and resource the school with a fundamental value of sustainability practices both for the long-term prosperity of the school and the environment.

# 6

## Governance & Sustainability

Ensuring the future of the school through strong governance and a culture of accountability within the national and Catholic structures.

# Goal 1

## The International Identity

To provide an international standard of education that is enabled by technology and 21st century learning principles, within the framework of the national curriculum.

Strategic Objectives	Actions to be Taken
Provide a relevant and contemporary curriculum for all students	The school will offer the Timor-Leste national curriculum with additions from the Australian curriculum including the development of English, Tetum and Portuguese.
Innovation in teaching and learning	The use of technology, both software and hardware, and the integration of new pedagogies will be undertaken to enhance educational outcomes of the school.
Development of accessible opportunities for international engagement	The curriculum will enable a strong presence of international-mindedness as well as the schools connection to Australia through BETTER.



# Goal 2

## Student Empowerment

Supporting learners to achieve academic and personal excellence as responsible global citizens who don't just learn for themselves.

Strategic Objectives	Actions to be Taken
Learners who demonstrate the values of compassion, commitment, competence and creativity	Instil values as part of all school practices and daily life, grounded in the Catholic foundations.
Responsible global citizens who don't just learn for themselves but for their country at large	Delivery of the curriculum with a grounding in practical education in which learners see the importance of their education not only for themselves but for their country, whilst sharing what they learn among the community.
Supporting learners to achieve academic and personal excellence	Regular check-ins with learners and teachers to check progress in line with the academic scope and sequence, curriculum and general well-being.

# Goal 3

## The Catholic Values

To develop the Catholic identity of the school on which it was formed, instilling the values a Catholic education provides.

<b>Strategic Objectives</b>	<b>Actions to be Taken</b>
Formation of the school community in the Catholic tradition	Formation of parents and students as part of school enrolment.
Strengthen Catholic values	Integration of values academically through the teaching of Religion as a subject.  Integration of values practically in how education is delivered and how the school community treat each other.
Continued spiritual development	All staff and students continuing their spiritual development through daily prayer and monthly school community mass.  School support in preparing students for sacraments.

# Goal 4

## Staff Attraction & Retention

Attract and retain staff of the highest calibre and further develop their capabilities.

Strategic Objectives	Actions to be Taken
Recruitment of high-quality staff	<p>Recruitment and selection processes will be further developed to attract and select high quality staff.</p> <p>Working conditions and remuneration are conducive to retaining staff.</p>
Teaching staff demonstrate 21st century teaching practices including the use of technology	Professional learning including micro-credentialed courses will be provided to teachers in order to develop their teaching practices and integrate technology in the classroom effectively.
Staff professional development with leadership development	<p>Continued mentorship of the staff through the leaders of the school and with the BETTER team in Australia to support staff growth professionally and personally.</p> <p>Current and future leadership is identified and nurtured.</p>

# Goal 5

## Resources & Facilities

Build and resource the school with a fundamental value of sustainability practices both for the long-term prosperity of the school and the environment.

Strategic Objectives	Actions to be Taken
Undertake capital projects that expand the school to its target 52 classrooms and supporting infrastructure	Refurbish and construct capital projects needed to support progressively built school and ensure sustainable practices in development.
Develop school facilities and procure resources to enhance educational outcomes and 21st century learning	Continually review master plan to ensure proposed facilities are in line with improved educational outcomes.  Equip all teachers with a laptop and ensure classes have sufficient IT devices to enhance 21st century learning.
Ensure the facilities and resources of the school are properly maintained to ensure long-term sustainability	Hiring of sufficient maintenance and cleaning staff to ensure the facilities are maintained to high standard to ensure sustainability.

# Goal 6

## Governance & Sustainability

Ensuring the future of the school through strong governance and culture of accountability and stewardship within the national and Catholic structures.

Strategic Objectives	Actions to be Taken
To develop strong governance within the Board	Conduct at least 4 meetings per year with the board of the school.
Instil a culture of accountability and stewardship within the community	Integration of parent contributions to the school as part of the enrolment acceptance process.  Engagement and learning of parents as the students' first teachers in life and continued support of their children's education.
To protect the long-term future of the school and proactive financial management and planning	Responsible actions regarding fees, BETTER's funding and long-term responsibilities as the school plans to be returned to the Parish in full.