



**ELONERA**  
MONTESSORI  
SCHOOL

# Elonera Montessori School

## Strategic Plan 2020-2025



# Our Vision

- ✓ We believe our children will create a world which lives in peace
- ✓ We believe our children are part of a global community
- ✓ We believe our children will have respect for all life and all people
- ✓ We believe a Montessori Education will equip our children with the skills they need to be independent and empathetic.

# Our Mission

- ✓ Our School Community inspires a passion for excellence in all we do. We actively nurture the innate curiosity, creativity and imagination inside all children
- ✓ We are equipping our children with empathy and problem-solving skills their generation needs to change the world
- ✓ Our community values, above all else, self-respect, respect for others, honesty, integrity, responsibility, empathy, kindness and service to others



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# Strategic Plan Process



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## Gather Facts

- All stakeholders
- Community Analysis
- Competitor Analysis
- Industry Analysis
- Environmental
- School Performance
- School Strategies

## SWOT Analysis

- Opportunities
- Threats
- Internal Analysis
- Strengths
- Weaknesses
- Strategic Questions
- Strategic Issues

## Review Inputs

- Take all stakeholders into consideration
- Review Inputs
- Review SWOT Analysis
- Define key statements

## Strategic Matrix

- All Stakeholders
- Define strategies to address SWOT combinations

## Define Strategies

- Objectives
- Key strategies
- Short & long-term goals
- Operational plans

## Final Reviews

- All stakeholders
- Review goals
- Review plans
- Adjust as necessary

# School Core Goals



## **Our student experience will be best-practice Montessori Education**

1. We will nurture and support student wellbeing
2. We will ensure that student learning needs highest Montessori standards and practices, respecting and nurturing all aspects of a holistic education
3. We will be responsive to barriers in student learning by meeting student needs and different learning styles

## **We value our staff**

1. We will prioritise Montessori training, continuous learning, and ongoing staff development
2. We will nurture staff wellbeing

## **We will be proud of our facilities and resources**

1. We will continue to enhance the aesthetic and functional nature of the school environment
2. We will consider the original custodians or our nation when developing our site
3. We will improve information technology systems
4. Our students will have fully-equipped Montessori environments which are maintained to the highest standard
5. We will focus on retention and growth
6. We will be an environmentally sustainable school

# School Core Goals



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## We value our families and community

1. We will develop an improved well-structured parent education program
2. We will increase our school community engagement
3. We will activate our Alumni

## We will continuously improve governance and finance

1. We will recruit school Board Directors that have specific governance skills and relevant experience
2. We will improve our budgeting, financial planning practices and controls
3. We will ensure the long-term sustainability of our school

## We will communicate effectively and build relationships

1. We will further improve communication between our school and community
2. We will create and implement a marketing plan with the objective of sustainable growth

# Core Goal #1:

**Our student experience will be best-practice Montessori Education**



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## **1. We will nurture and support student wellbeing**

- Our school will implement wellbeing programs for all students because we know if students feel positive and heard, they learn effectively.
- We will employ a wellbeing coordinator to help us achieve this goal.
- Our school will improve cyber-safety literacy and systems to make sure our students and staff know how to be safe in this connected world.
- We will develop and make more use of our external environment. We know that the extension of the learning environment including our natural environment is essential to health and wellbeing and to best practice Montessori learning.

## **2. We will ensure that student learning meets highest Montessori standards and practices, respecting and nurturing all aspects of a holistic education**

- There will be more opportunities for interactions between stages.
- We will aspire to the highest Montessori standards to enrich engagement and to make student experience joyous.
- We will seek out connections with other Montessori high schools and International Baccalaureate (IB) programs because we know the benefit of sharing experiences and collaboration.
- Our school will develop educational connections with organisations including (but not limited to) TAFE, universities and other learning and training institutions.
- We will improve our school's co-curricular experience, including (but not limited to) programs for sport, music and robotics because we know a holistic education is a Montessori education.
- We are aiming to have a balance of ages and genders in each classroom.
- We will better inform the school community about the IB Learner Profile, varied learning pathways and programs, and the Independent Learner Continuum
- The IB Learner Profile will be used by staff to establish classroom goals and strategies to provide a pathway of development for their students

# Core Goal #1:

Our student experience will be best-practice Montessori Education



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### 3. We will be responsive to barriers in student learning by meeting student needs and different learning styles

- We will implement strong literacy and numeracy programs for all stages.
- We will work to increase learning support options for students to better support individual students needs
- We will implement programs to help our students improve their writing skills.
- We will increase learning support options for students because we know every student is an individual learner.
- Our school will look to develop a mentorship program for high school/IB students.
- Our school will improve support for English-as-a-second-language (ESL) students

# Core Goal #2:

## We value our Staff



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### 1. We will prioritise Montessori training, continuous learning and ongoing staff development

- We will continue to invest in our staff and their professional development by offering more chances for both teachers and assistants to come together as a cohort.
- We will do this by increasing the number of professional development days available to our staff.
- We will develop a specific goal setting process as part of the yearly staff review process.
- All our high school staff will have specific Montessori training for their level.
- Our school will stay true to the philosophies and teachings of Maria Montessori and will actively encourage and staff in this area.
- Our peer-to-peer mentoring program will be strengthened.
- We will strengthen our internal student transition program to allow staff to adequately plan for new students and their individual needs

### 2. We will nurture staff wellbeing

- We will establish a staff room.
- We will provide additional time for breaks, planning & programming.
- We will provide consistent information related to employment conditions.
- The executive will provide clearer information on allocations and oversight of Stage budgets

# Core Goal #3:

## We will be proud of our Facilities and Resources



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### 1. We will continue to enhance the aesthetic and functional nature of the school environment

- We will ensure that staff create more versatility and opportunity for Occupations.
- We will strive for exceptional indoor and outdoor environments and ensure they are maintained to a high standard.
- With input from relevant staff and students, the school will create a master plan for the development of our new IB suite.

### 2. We will consider the original custodians of our nation when developing our site

- We will be aware of the Indigenous people that used to live, hunt and gather on our site, develop our concepts of country and place and acknowledge that we too will be responsible custodians of the land while we use it.
- Wherever possible, we will plant native grasses and plants to provide a natural habitat for birds and animals and use these resources in our studies.
- Our cultural studies throughout the school will include programming about the wisdom, knowledge beliefs and value systems that the Indigenous community have passed on through their stories over thousands of years.
- We will look to develop our relationship with the UoW Indigenous support unit to provide a more meaningful understanding for our community

### 3. We will improve information technology systems

- The systems our school uses will be improved, and we will thoroughly assess and test them before making any changes or rolling out new software to the wider school community.
- We will enable staff and students to be competent and creative users of ICT as well as understanding the ethics of information communication through technology

# Core Goal #3:

## We will be proud of our Facilities and Resources



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### **4. Our students will have fully-equipped Montessori environments which will be maintained to the highest standard**

- All students will have exceptional Montessori environments.
- We will have an improved library management system to ensure all students benefit from this resource.
- We will increase opportunities for students to use the kitchen area

### **5. We will focus on retention and growth**

- We will improve parent/carer understanding of how their child can benefit from a Montessori education beyond the Early Years and Primary years
- Our school encourage families who wish to embrace a long-term Montessori education for their children.
- Our Executive and Board are focused on sustainable growth

### **6. We will be an environmentally sustainable school**

- We will support our students in their endeavours to shine light and bring about meaningful environmentally sustainable practices.
- We will increase student's knowledge and access to fauna and flora and invaluable animal husbandry opportunities as well as other activities, such as farming. This will ultimately focus on reducing waste and providing stewardship of our world

# Core Goal #4:

## We value our Families and Community



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### 1. We will develop an improved and well-structured parent education program

- Parents and carers will learn how Montessori principles inform education beyond the Early Years and Primary Years curriculums.
- Parents and carers will learn about how Montessori principles can play a role in the home.
- Our staff will actively encourage more parents and carers to undertake Observations of their children in the classroom.
- We will communicate a timeline and provide informative and effective orientation programs for students and parents

### 2. We will increase our school community engagement

- We actively encourage parents and carers to volunteer their expertise to the school in a way which enables the best possible outcome for all children and our community.
- Our school supports the establishment of parent groups.
- Our school will encourage students to have a strong voice within the school community.
- We will encourage a culturally diverse student and community population, recognising we are part of a global village.
- We will work with the community to encourage and facilitate scholarships

### 3. We will activate our Alumni

- Our school will establish an Alumni network, recognising how powerful such a network is in supporting our school as we continue to grow sustainably. This will include specific alumni school events open to our families.
- We will strengthen connections with other Montessori schools, preschools and Adolescence programs to encourage this network to thrive.

# Core Goal #5:

We will continuously improve our Governance and Financial Sustainability



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## 1. We will recruit school Board directors who have specific governance skills and relevant experience

- The Core Goals will inform the Board's focus and our directors will support school leadership to ensure implementation.
- New director orientation will reflect best-practice principles across all areas of responsibility, including governance and legal obligations.
- All Board members will undertake Australian Independent Schools (AIS) governance training; sub-committee and other community members will be actively welcomed.
- Our directors will follow best-practice principles for, among other things, Board sustainability and succession planning, compliance and risk management, co-opting external experts, and financial and strategic planning

## 2. We will improve our budgeting, financial planning practices and controls

- Our school will implement industry best-practice principles for budgeting and forecasting.
- Together our Board and school leadership will strengthen the school's financial control mechanisms to ensure stability and sustainability

## 3. We will ensure the long-term sustainability for our school

- Our Board and leadership team recognise the trust parents, carers, students and staff have placed in our school – we will actively support and resource all areas of our school to ensure the long-term sustainability for this generation of students and all the generations which follow.

# Core Goal #6:

**We will communicate effectively and build relationships**



## **1. We will further improve communication between our school and our community**

- All members of our school, including students and staff, will plan activities including (but not limited to) fundraisers and excursions well in advance enabling them to be promoted early and for parents and carers to plan accordingly. All scheduled events will be in the online school calendar
- There will be more frequent communication from our school Board.
- We will implement a digital management system for teacher-parent/carers communications including (but not limited to) permission and absence notes.
- We will strive for paper-free communication.
- The Board in liaison with the Head of School will establish a communications sub-committee/media team and will welcome involvement from non-board members.
- The Board will better communicate the progress of the Strategic Plan outcomes to the school community.

## **2. We will create and implement a marketing plan with the objective of sustainable growth**

- In liaison with the Head of School, the Board will establish a communications sub-committee/media team and will welcome involvement from non-Board members.
- The marketing plan will include a renewed focus on educating the wider community about the power of Montessori education through events including (but not limited to) marketing our showcase to members of the public and other educational organisations