



Strategic Plan

Looking forward to 2020



Strategic Plan - overview

1. The Montessori Ethos
2. Our Purpose & Mission
3. Our 2020 Vision
4. Objectives to 2020
5. Strategies & Actions to Deliver





The Montessori Ethos

**The Strategic Plan for
Barrenjoey Montessori School (BMS)
exists within the context of the
Association Montessori Internationale (AMI).**

**AMI's Mission is to support
the natural development of the
human being from birth to maturity,
enabling children to become the
transforming elements of society,
leading to
a harmonious and peaceful world.**

"The child,
making use of all
that he finds
around him,
shapes himself
for the future."

Maria Montessori



Our Purpose

Our purpose at Barrenjoey Montessori School is to provide an authentic Montessori education of quality - reflecting the works and pedagogy of Dr Montessori – with passion, relevance and integrity.

Highlights of Montessori

- Respect for the dignity of each child
- Freedom of choice within structure and limits
- "Follow the lead of the child": each unfolds at his own pace
- The environment is "prepared"
- The teacher is a catalyst
- Learning is sensory-based
- Children "act on the environment" using their hands
- Work and accomplishment bring joy and satisfaction



Our Mission is

To be child-focused in everything we do

- ☺ *Empowering children by respecting and guiding them through evidence-based and structured Montessori activities to develop their skills and knowledge in areas of academia, creativity and social awareness. This leads to an enhanced sense of identity and belonging – we are providing 'An Education for Life'.*

To Align our education with Montessori pedagogy

- ☺ *Applying Montessori approaches to child development through innovative educational methods.*

To pursue excellence in the delivery of our Programs

- ☺ *Providing an invigorating professional and well-resourced environment that attracts, inspires and retains highly skilled Montessori teachers and management.*

To be highly effective in our management & communication

- ☺ *Managing ourselves responsibly to ensure long-term sustainability, and engaging our stakeholders through effective communication.*

To Foster partnerships within our School and wider Community

- ☺ *Being inclusive and welcoming to present, past and future students and families, and contributing proactively to our local community.*





Our 2020 Vision

By 2020

BMS will provide greater opportunities to realize the intellectual, social, emotional and physical potential of children aged from birth to 12 years, through education delivered with professionalism and integrity, true to the works of Dr. Montessori

When we think of intellectual activity we always imagine people sitting still motionless. But mental development must be connected with movement and be dependent on it."

*–Maria Montessori
The Absorbent Mind*



Objective 1 – Being Child-focused

A Commitment to delivering positive outcomes for each child

1.1 Ensure sustainability of ongoing programs

BMS will strive to include opportunities for existing students to develop each child's initiative and inner curiosity, encouraging a positive attitude towards learning, building self-confidence in their individuality and creating an environment where each of them is able to contribute towards harmonious relationships at all levels.

1.2 Enhance the existing educational program

BMS will continue to improve the 'whole-child' development through further developing the integrated curriculum that provides learning experiences inside the classroom led by BMS staff, and outside the classroom further developing the community engagement and opportunities for sport and cultural studies

1.3 Expand the 'universe' of potential BMS students

BMS will achieve a broader age-range of children, expanding the School to offer Montessori programs for children from birth to 12 years that meet the needs of children and their families within our community





Objective 2 – Aligning our Education with Montessori Pedagogy

A Commitment to maintaining compliance of our education programs whilst aligning with Montessori Pedagogy

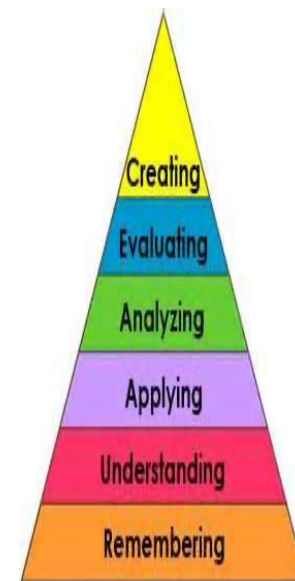
2.1 Continue to achieve registration and accreditation with the relevant regulatory bodies

- *Montessori Association Quality Assurance Program*
- *Board of Studies, Teaching and Educational Standards*
- *Early Years Learning Framework.*

2.2 Provide education about Montessori methods to parents and the community.

2.3 Actively promoting BMS as the preferred choice for a Montessori education.

2.4 Committing to remain at the leading edge of Montessori Principles.





Objective 3 – Delivering Excellence

A Commitment to Excellence in the Delivery of our Education Programs

3.1 Increase the staff PD budget

3.2 Develop policies and procedures relevant to staff recruitment and succession planning (e.g. teacher training sponsorship with preferred Montessori training colleges)

3.3 Promote the school as a preferred place of employment for teachers of Montessori Education





Objective 4 – Effective Management

A Commitment to improving the Effectiveness of our Management and Communication

- 4.1 Be proactive in evolving the BMS Board to broaden the skill-set*

- 4.2 Develop Portfolios of Responsibility for Board Members to work with the Principal recruiting and leading small teams within our community towards co-ordinated contribution*

- 4.3 Assist the Principal to develop and implement an integrated Marketing and Communications Plan*

- 4.4 Work with the Association of Independent Schools to continue to ensure compliance and efficient management.*



Objective 5 – Community Partnerships

A Commitment to Fostering Partnerships with our Community

5.1 To be an active member of our Community

5.2 Develop, adopt and implement within the Marketing Plan for the school:-

- *A Community Activity Plan*
- *A Fundraising and Sponsorship Plan*

5.3 Connect with our Alumni in a coordinated way to increase involvement and contribution

5.4 Develop and adopt a bursary

5.5 Explore cost effective before and after school care and vacation care options





Objectives are what we set out to achieve;
Strategies & Actions make them a reality.....

DELIVERING OUR OBJECTIVES - STRATEGIES & ACTIONS



Objective 1 - Strategies & Actions

Strategies & actions to ensure positive outcomes for each child

1.1 Ensure the sustainability of our ongoing programs

- Adherence to the Montessori quality assurance program
- Monitoring and feedback peer to peer and from the Principal to ensure consistency in approach

1.2 Grow the existing educational program that we offer

- Engage the community including the Pittwater gardens project , 'Going Out' program (to allow students to self-direct their learning from resources outside the school) ,PDHPE (sports program) including tennis, water safety and T-ball
- Expand in-class opportunities for learning to further enhance the Montessori curriculum
- Undertake risk-assessed excursions to outside learning sources

1.3 Expand the 'universe' of potential BMS students

- Engage a Planning consultant to assist with local council discussions
- Further explore options regarding existing school land expansion
- Explore potential options regarding a secondary campus
- Maintain BOSTES accreditation to Year 4 at a minimum.





Objective 2 - Strategies & Actions

Strategies & actions to maintain compliance of our education programs whilst aligning with Montessori pedagogy

2.1 Registration and Accreditation

- i. *Polices and procedure relevant to curriculum delivery and reporting*
- ii. *Familiarization of all documentation by all staff*
- iii. *Allocation of budget for consistency in membership and application*
- iv. *School improvement plans - as required (currently annual for each body)*
- v. *Regular attendance at AIS briefings*

2.2 Provide Education regarding Montessori to parents and the community

- i. *Further develop our Parent Education program*
- ii. *Classroom observation opportunities*
- iii. *Posting of Articles – using social media etc.*
- iv. *source opportunity to communicate the Montessori philosophy of Education*

2.3 Active promotion by Principal for BMS to be the preferred choice for primary education

- i. *marketing opportunities*
- ii. *social media*
- iii. *website*
- iv. *lectures by visiting Montessori 'experts' and others*

2.4 A commitment by the School to remain at the leading edge of Montessori education in NSW.

- i. *Participation in MAF conferences*
- ii. *Ongoing communication about BMS activities, including through the website*





Objective 3 - Strategies & Actions

Strategies & actions to ensure excellence in the delivery of our Education programs

3.1 Budget allocation for Professional Development for all staff

- i. *Explore most efficient and equitable program for Professional Development*

3.2 Policies and procedures relevant to staff recruitment and succession planning (sponsorship)

- i. *Develop a specific policy regarding recruitment through procedures and criteria for ads and interviews*
- ii. *Develop a succession plan for key people within BMS*
- iii. *Understand and adopt a sponsorship procedure to ensure ongoing supply of teachers with appropriate qualifications.*
- iv. *Staff appraisal reviewed to ensure relevance and compliance (BOSTES and EYLF)*
- v. *Principal to be funded for involvement in AIS leadership program in 2016*

3.3 Principal of the School to promote school as a preferred place of employment for teachers to remain at the leading edge of Montessori education

- i. *Engage BMS in action research projects (Montessori and other)*
- ii. *Create a high profile within the Montessori community*
- iii. *Publish article in professional publication to maintain high profile*
- iv. *Invitations to tertiary colleges offering practicum teaching, observations and work experience.*





Objective 4 - Strategies & Actions

Strategies & actions to improve our management and communication

4.1 Proactively evolve the BMS Board

- i. Undertake a skills audit
- ii. Recruit Board members based on skills gaps and incorporate complementary, contributing skill-sets
- iii. Develop a 'culture of performance' to ensure proactive contribution
- iv. Define specific key areas of responsibility
- v. Develop succession planning for the Board in terms of portfolio / skill sets

4.2 Develop "Portfolios of Responsibility" for Board Members

- i. Identification of Portfolio requirements (e.g. IT, finance, maintenance, marketing, etc.)
- ii. BMS Board members to take specific responsibility for oversight of a 'portfolio' of activities, working with the Principal in recruiting and leading small teams of parents towards co-ordinated and overseen contribution
- iii. Develop a 'working plan' to co-ordinate the Portfolio activities, limits of authority, feedback to Board, review processes and terms of reference for each portfolio.

4.3 Develop an integrated Marketing & Communications Plan that:-

- i. Builds brand awareness e.g. walking billboards / pictorial signage – portable and on pathways etc. adjacent to school
- ii. Drives student applications;
- iii. Increases community engagement;
- iv. Coordinate communications processes – internally and externally
- v. Incorporate an annual review of the Marketing Plan

4.4 Take a proactive approach to Governance requirements

- i. Continue the high standard the current Board is achieving;
- ii. Appoint a Director with specific portfolio responsibility to guide the Board through its Governance requirements
- iii. Ensure ongoing accreditation through professional development of Board Members.



Objective 5 - Strategies & Actions

Strategies & Actions to develop and foster partnerships with our Community

5.1 Develop and adopt a Community Activities Plan

- i. Incorporate within the Marketing Plan
- ii. Commit to an annual calendar of community based activities (e.g. Festival of Small Hands / cake stalls etc.) that engage the local community
- iii. Expand reach down to Mona Vale to increase target audience

5.2 Develop and adopt a Fund-raising and Donation Plan

- i. Incorporate within the Marketing Plan
- ii. Determine annual target based on the Schools' growth plans
- iii. Develop tactics for fund-raising initiative that address targets
- iv. Address the potential for BMS merchandise (e.g. artwork sale & T-Shirts)

5.3 Develop an Alumni Data-base

- i. incorporate within the Communications Plan
- ii. Develop Alumni program – 'career talks'; LinkedIn connectivity; Nostalgia; Fund-raising opportunities

5.4 Explore options for Bursary program

- i. Develop a Foundation & Bursary Program that provides for current and prospective Montessori students during economically tight family transitions and provides for financially disadvantaged students.

5.5 Explore Before-school-care and Vacation-care options

- i. to assist in enrolments and as a service to student families

