

Strategic plan (2013 – 2018)

“The need for imagination, a sense of truth and a feeling of responsibility – these are the three forces which are the very nerve of education”
Rudolf Steiner



Playgroup
Kindergarten
Prep, Class 1 – 8

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Introduction

In support of our School's vision and mission, this Strategic Plan identifies the key principles, issues and initiatives to be followed over the next five years to address the School's needs, aspirations and support for its core business, the education of young people.

The Strategic Plan is designed to communicate broad directions concisely and clearly to the School community and stakeholders.

It provides a set of intentions which represent the considered outcomes of discussion, debate and consultation within the School about its response to the many complex issues facing a modern school. This document does not aim to be exhaustive, but rather act as a general guide. Our strategic plan is intended to be a dynamic process undergoing continual development through regular review of its aims in relation to the needs of the children, Steiner education and the priorities of the school as a whole.

A set of strategic goals is mapped to the School's mission statements and then further expanded into related and achievable aims. How the School realises these aims and the associated timelines are presented in this plan.

Finally, as an activity dealing with the developing human capacities, education must itself be continually developing.

Continual School improvement

Our school identifies the need to facilitate continual improvement to support ongoing excellence in teaching and learning, effective allocation of resources, an improved level of accountability and responsibility and an awareness of the changing educational and regulatory environment in the 21st century.

Vision

Out of love and hope for the future of the earth and all life upon it,

We strive to,

Develop the unique capacities of all within our care;

To ennoble the mind;

Fire the imagination;

Fortify the will and

Quicken the initiative for life.



Our school's strategic aspiration is summarised by these words of Marie Steiner:

“Our highest aim must be to develop young people who are able of themselves to impart purpose and direction to their lives”.

Our School's three fold nature

In society we distinguish three spheres of life, each with its specific characteristics: the *spiritual-cultural* sphere (freedom), the *economic* sphere (fraternity) and the rights sphere - governance, legal (equality). This distinction can be found on the macro level of global society as well as on the micro level of the individual human being. On the meso level of organizations and institutions, the same distinction can be made.

Our School is an institution operating within the *spiritual-cultural* sphere and its health will depend on a deep awareness of the principles at work in that realm. The other two spheres, the social and economic spheres equally serve the aims of our School. All three spheres corresponding to the impulses of freedom, fraternity and equality need to work together interdependently.

The School's vision will be achieved by identifying and further developing this threefold nature. An understanding of the threefold nature of our School as a living entity and the vital necessity of a harmonious development of the organization leads to the conscious, deliberate inclusion of threefold processes, activities and structures throughout the whole school.

Our strategic goals in this document will focus on the three spheres in our School

- Spiritual-cultural sphere
- Social sphere
- Economic sphere

The Spiritual/Cultural sphere: Pedagogical culture and educational practice.

Mission statements and intentions

- Continually developing a practical expression of Rudolf Steiner's pedagogy.
- Maintain the highest standards of excellence in the delivery of Steiner education. Offer an education to children which addresses the whole human being: body, soul and spirit.
- Enable children to enjoy their childhood.
- Create a context for adolescents to engage in a quest for meaning, a longing for relationship and a wish for empowerment.
- Experience our daily work as a living, creating culture.
- Through a holistic approach, balancing the arts, sciences, and humanities to support social, emotional and intellectual development.
- Maintain the highest levels of professional practice which positions our school as a leader in the delivery of Steiner education for this community and country.

The Rights sphere: Governance, Legal, Policies and processes relating to the whole school community and stakeholders.

Mission statements and intentions

- Create a culture that models and accepts only behaviours and attitudes that respect first the individual then the community.
- Promote practices which welcome and engage members and visitors to our school community into an active, supportive and friendly school environment.
- Cultivate the collaborative relationship between parent, teacher and child.
- Recognise and support the importance of good communication between teachers and parents in holding constructive class community dynamics.
- Working respectfully with all stakeholders of the school including staff, families, visitors, members of our local and global community and government regulatory authorities.

The Economic sphere: Resourcing of the school's operations

Mission statements and intentions

- Preserve an awareness of environmental rhythms and cultivating a sense of appreciation and guardianship of the natural world.
- Delegate school resources in accordance with the strategic goals.
- Manage all resources to ensure the ongoing viability of the School.
- Ensure the school is an orderly and supportive environment.
- Develop a marketing plan for enrolments and communications with prospective families.

Strategic goal 1.0

Safeguard and celebrate our identity as a Waldorf School

Mission statements and intentions

Continually developing a practical expression of Rudolf Steiner's pedagogy.

Maintain the highest standards of excellence in the delivery of Steiner education. Offer an education to children which addresses the whole human being: body, soul and spirit.

Through a holistic approach, balancing the arts, sciences, and humanities to support social emotional and intellectual development.

Maintain the high levels of professional practice which positions our school as a leader in the delivery of Steiner education for this community and country

Aim	Strategy
Maintain and develop links and networks with the Steiner Education Australia (SEA) nationally, and internationally	<ul style="list-style-type: none"> • Participate in national and international conferences for education, governance and management • Adopt the Australian Steiner Curriculum (ASC)
Actively promote and inspire an anthroposophical culture.	<ul style="list-style-type: none"> • Hold weekly cultural meetings within the School • Develop a mentoring program for staff for networking and liaising with other Steiner schools • Develop and resource a Study and Cultural Festivals Committee
Ensure that decisions made regarding this education are continually referenced to the indications for Steiner education.	<ul style="list-style-type: none"> • Participate in ASC subject development • Distribute ASC annotated bibliographies • Promulgate and implement the ASC at CSSK

Strategic goal 1.1

Delivery of excellence in Steiner education

Mission statements and intentions

Maintain the highest standards of excellence in the delivery of Steiner education. Offer an education to children which addresses the whole human being: body, soul and spirit.

Experience our daily work as a living, creating culture

Preserve an awareness of environmental rhythms and cultivating a sense of appreciation and guardianship of the natural world.

Aim	Strategy
Excellence in Steiner Education	<ul style="list-style-type: none">• Ensure continuation and strengthening of teacher mentoring and peer appraisal program• Educational managers to identify skills gaps and direct PD to address gaps• Ensure quality classroom practice at all year levels• Working to best practice in Steiner education and ensure classroom practice is outstanding at all year levels.• Continual review of National Steiner curriculum to meet /exceed standards for the effective delivery of this curriculum
Innovation and adapt to changes in technology	<ul style="list-style-type: none">• Staffing of IT support to ensure up-skilling for further teacher learning• Embrace and resource new technologies as relevant to Steiner pedagogy
Enhance educational support resources	<ul style="list-style-type: none">• Develop the Learning Resource Centre• Organisation of curriculum resources, materials and equipment• Develop Learning Profile and Learning Plan for supported students to better understand the learner and their needs.
Embrace and promote indigenous relationships	<ul style="list-style-type: none">• Invite indigenous content at assemblies and festivals - Music, storytelling, smoking ceremonies, and acknowledgment of Country• Attend camps with indigenous content• Invite local elders to tell stories and share their knowledge of country• Ensure appropriateness of who is teaching indigenous stories• Sustain indigenous horticulture on school site

Strategic goal 1.2
Secondary Education

Mission statements and intentions

Continually developing a practical expression of Rudolf Steiner’s pedagogy.

Maintain the highest standards of excellence in the delivery of Steiner education. Offering an education to children which addresses the whole human being: body, soul and spirit.

Create a context for adolescents to engage in a quest for meaning, a longing for relationship and a wish for empowerment.

Through a holistic approach, balancing the arts, sciences, and humanities to support social emotional and intellectual development

Aim	Strategy
<p>Create more practice time for Classes 7 & 8 (Subject lesson time/ core subject lessons in Maths. & English / Numeracy/Literacy)</p>	<ul style="list-style-type: none"> • Restructure the Class 7 and 8 timetable
<p>Define and articulate the vision for Classes 9 to 12 at Castlemaine Steiner School and translate the impulse into a viable entity</p>	<ul style="list-style-type: none"> • Establish a working group to develop and assess the feasibility of: <ul style="list-style-type: none"> ○ Education - curriculum development ○ Economic – financially viable and sustainable ○ Physical - infrastructure and development, propose area on the paddock behind the basketball court as an option for a clearly delineated secondary school site. ○ Social/cultural – social dimensions of a senior school for the child but also for the families of the school • Develop a school Master plan to include secondary school plans

The Rights sphere:
Governance, Legal, Policies and processes relating to the whole school community and stakeholders

Strategic goal 2.0

Whole school accountability and compliance requirements

Mission statements and intentions

Cultivate the collaborative relationship between parent, teacher and child.

Develop excellent communications between families and the school

Work respectfully with all stakeholders of the school including staff, families, visitors, members of our local and global community and government regulatory authorities

Aim	Strategy
Working to VRQA set standards to comply with school registration requirements and other reporting bodies such as DEEWR, DEECD, VCAA, VIT, ASIC	<ul style="list-style-type: none"> • Be aware of and implement VRQA standards and promulgate any changes to standards to relevant staff • Ensure uniform reporting and record keeping processes • Streamline policy and procedure into a whole school manual and adopt a document control system for review and renewal of school procedures
Develop excellent communications between families and the school	<ul style="list-style-type: none"> • Working to high professional standard in communications – implementation: develop and promote excellence in communication skills and processes of / by all staff • Developing excellent communications between families and the school; and fostering connection with, and responsibility for our own community, the community of Mount Alexander Shire, and beyond.

Strategic goal 2.1

Community Building

Mission statements and intentions

Promote practices which welcome and engage members and visitors to our school community into an active, supportive and friendly school environment.

Cultivate the collaborative relationship between parent, teacher and child.

Recognise and support the importance of good communication between teachers and parents in holding constructive class community dynamics

Work respectfully with all stakeholders of the school including staff, families, visitors, members of our local and global community and government regulatory authorities

Aim	Strategy
Connecting our broader community	<ul style="list-style-type: none"> • Support and promote involvement in activities of class carers and parent groups such as the P&F. Create café meeting place and parent room play area. • Promote community use of facilities, build relationships with stakeholders and with prospective feed-in partners, build community partnerships. • Investigate options for a lunchtime kitchen. • Deliver a Parent Education program. • Investigate options for day care.
Build links with other Steiner schools and universities	<ul style="list-style-type: none"> • Value student teachers and provide placements • Attend professional development, conferences, actively build relationships, seek and provide support around best practice, etc. research projects, collaboration etc.
Worldwide community	<ul style="list-style-type: none"> • Participate in local, national and international projects and initiatives • Encourage international links
Developing a school history and alumni	<ul style="list-style-type: none"> • Collate and write the school history • Convene a committee to gather archival material and establish a school alumni, create a directory of past students, families/friends

Strategic goal 2.2

Accessibility and Diversity

Mission statements and intentions

Create a culture that models and accepts only behaviours and attitudes that respect first the individual and the community.

Promote practices which welcome and engage members and visitors to our school community into an active, supportive and friendly school environment.

Cultivating the collaborative relationship between parent, teacher and child.

Work respectfully with all stakeholders of the school including staff, families, visitors, members of our local and global community and government regulatory authorities

Aim	Strategy
Engage in regular social and educational practices to address behaviours that do not support the welfare of children	<ul style="list-style-type: none">• Promote and resource the School Rock and Water program• Provide a pastoral care services to support the welfare of children, teachers and families.• Engage in regular child studies• Promote inclusive behaviours, attitudes and culture to minimise Bullying or other social inclusion
Make the school available to a wide and diverse demographic	<ul style="list-style-type: none">• Offer fee assistance and fee agreements as applicable.• Adopt creative approaches to using resources responsibly• Retain a commitment to remain a low fee school• Develop and implement a School bursary fund and investigate options for student scholarships
Celebrate diversity	<ul style="list-style-type: none">• Celebrate an annual multicultural week as well as a standalone indigenous week• Host regular cultural activities and annual festivals
Disability Action Plan	<ul style="list-style-type: none">• Adopt additional education resources to support differences in learning styles• Ensure regular PD for support education staff to keep well- informed of current practice in disability support and education.• Apply for ISV disability funding for individuals with special needs

The Economic sphere:
Resourcing of the school's operations

Strategic goal 3.0

Environmental Sustainability

Mission statements and intentions

Preserve an awareness of environmental rhythms and cultivating a sense of appreciation and guardianship of the natural world.

Manage all resources to ensure the ongoing viability of the school

Aim	Strategy
Adopt environmentally sensitive school practices	<ul style="list-style-type: none"> • Undertake an Energy Audit • Investigate Grants for environmental sustainability programs in schools • Investigate options for the school to go off the utilities grid • Continue to support national tree planting days and other initiatives
Biodynamic practices	<ul style="list-style-type: none"> • Work with Rudolf Steiner indications on biodynamic agriculture • Maintain a horticultural program for students and possibly environmental science in secondary years
Contribute to a waste free community	<ul style="list-style-type: none"> • Start a take your waste home program • Reduce waste and paper usage across the school • Purchase ecofriendly paper and products • Retro fit buildings • Regularly review the "green-ness" of our school

Strategic goal 3.1

Resource management

Mission statements and intentions

Delegate school resources in accordance with the strategic goals.

Manage all resources to ensure the ongoing viability of the school

Ensure the school is an orderly and supportive environment

Aim	Strategy
Maintain and improve site and facilities	<ul style="list-style-type: none">• Provide appropriate resources for cyclical building maintenance• Provide staff training for volunteers• Organise regular working bees which are general and task specific• Audit the skills of the parent body to provide practical resources

Strategic goal 3.1

Organisational sustainability

Mission statements and intentions

Manage all resources to ensure the ongoing viability of the school

Develop a marketing strategy for enrolments and communications with prospective families

Aim	Strategy
Ensure ongoing operational viability	<ul style="list-style-type: none">• Ensure that contingency plans are in place for the transference of task related knowledge specific to:<ul style="list-style-type: none">○ School Finances○ Sites and grounds○ Administration Management○ Educational Management• Ensure appropriate educational and governance reporting and compliance requirements are in place• Adopt standard accounting practices which assure financial viability and accountability.• Improve operational efficiencies; - prudent financial stewardship ensuring the long term financial position of the school; and responsible corporate governance.
Develop a school marketing management strategy	<ul style="list-style-type: none">• Convene a school marketing committee.• Actively promote the experience and quality of this education.• Develop a marketing plan for the school with a regular review cycle. Evaluate the efficacy of the plan against the number of enquiries and enrolments.• Gather data on conversion from enquiry to enrolment.• Promote our school as a school of choice in the broader community.