

**Treetops Montessori School**

**STRATEGIC PLAN**

**2009**

## **VISION STATEMENT**

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*The Vision Statement describes the aspirations of Treetops Montessori School.*

Our Vision is that Treetops is an excellent, intimate Montessori educational community which, through its children, makes a difference.

In every child at Treetops, we aim to:  
inspire a passion for excellence;  
nurture the curiosity, creativity and imagination born within us all;  
awaken the human spirit;  
encourage the fulfilment of absolute potential with respect to their intellectual, social, physical, spiritual and emotional development.

## **MISSION STATEMENT**

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*The Mission Statement outlines the purposes towards which the school devotes its time and energy.*

We provide an environment that supports a broad, harmonious and thorough education and maintains Treetops' unique, positive, caring and encouraging energy, which is shared and appreciated by the wider community.

Our Vision is that Treetops is an excellent, intimate Montessori educational community which, through its children, makes a difference.

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## **STRATEGIC PLANNING PROCESS**

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The strategic planning process began several years ago with a small group of parents and staff who recognised that to grow successfully, the school needed a coherent plan. Through the efforts of this dedicated group of people, the Vision Document (the foundation of the Strategic Plan) was created in 2000.

The creation of the Strategic Plan began in November 2002, with a Strategic Planning Committee which created the Key Result Areas and the first draft of the plan. In February 2003, Treetops held a Strategic Planning Day at which a group of parents and staff created the goals, objectives and tasks. The document created from that day was the first working draft of the Strategic Plan. From that point, the Strategic Planning Working Group created the final draft of the 2003 plan.

Treetops Strategic Plan will grow and evolve with the school, changing to meet its needs and leading it towards the Vision of Treetops as an excellent, intimate Montessori educational community which, through its children, makes a difference.

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## **KEY RESULT AREAS**

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The original draft of the Strategic Plan considered four Key Result Areas, these being Education, Finances, The Local Community and Stakeholders' Satisfaction. These four areas were then workshopped at the Strategic Planning Day. What became apparent from the goals, objectives and tasks created on that day was that Stakeholder Satisfaction would result from the desired achievements in the other three areas. Stakeholder Satisfaction was therefore removed as a separate result area and placed above the other three areas as the ultimate goal.

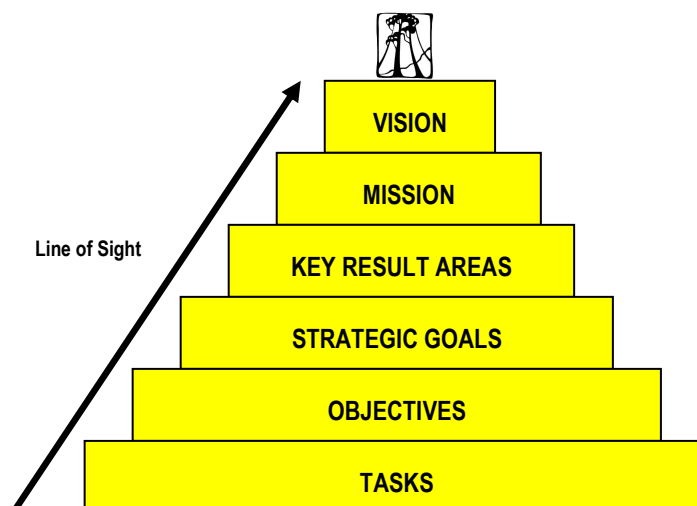


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## STRATEGIC PLAN OVERVIEW

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The Strategic Plan is based on and supports both Treetops' Vision and Mission. The Vision, Mission and Key Result Areas do not change but the Strategic Goals, Objectives and Tasks are reviewed and implemented on a yearly basis. Hence the plan enclosed contains the tasks to be undertaken during 2009.



**Key Result Areas** – These areas, based on the strategic focus, are the areas in which the school aims to see the results of its efforts.

**Strategic Goals** – Specific to each Key Result Area, Strategic Goals are reviewed on a yearly basis.

**Objectives** – Specific to each Strategic Goal, these are the steps which will be taken to achieve the goals on a yearly basis.

**Tasks** – Specific to each Objective, these are the individual jobs to be done to accomplish all of the above, on a yearly basis.

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## REVIEW AND MANAGEMENT PROCESSES

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Annual review and planning is conducted by the Principal in conjunction with the Board and the School Management Team.

Routine review is conducted at regular Management Team meetings, with reports submitted to the Board. The focus of the reports will be on achievement and specific actions to be executed by the Board.

## **Key Result Area: Financial Security**

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### **Strategic Goal 1: Become financially independent**

- Objective: 1.1 Maintain Playgroup, Children's House and Primary School Enrolments**
- 1.1.1 Conduct an annual parent satisfaction survey.
  - 1.1.2 Ensure continued delivery of quality education.
  - 1.1.3 Maintain and review enrolment process (e.g. website, information package, tours, parent interviews, orientation process).
- Objective: 1.2 Increase flow through into the Middle School and Upper Secondary area**
- 1.2.1 Develop a quality Montessori Middle School programme.
  - 1.2.2 Introduce the International Baccalaureate Diploma Programme.
  - 1.2.3 Promote the Middle School and IB programme to existing Treetops families (e.g. create a prospectus)
  - 1.2.4 Promote the Middle School and IB programme during the enrolment process.
- Objective: 1.3 Maintain Annual Budget**
- 1.3.1 Monitor variances between budgeted line items and actual spending and income.
- Objective: 1.4 Maintain Long Term Financial Plan**
- 1.4.1 Review Plan.
- Objective: 1.5 Develop a Capital Fundraising Programme**
- 1.5.1 Create a Capital Fundraising Policy.
  - 1.5.2 Create a Capital Fundraising Plan.
  - 1.5.2 Review fundraising processes and policy.
- Objective: 1.6 Maintain Annual Review of Fees Policy and Structure**
- 1.6.1 Review Fees Policy.
  - 1.6.2 Review fees structure.

## **Key Result Area: Quality Learning Environment**

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### **Strategic Goal 1: Ensure ongoing registration**

#### **Objective: 1.2 Meet Government requirements**

- 1.2.1 Comply with all DEEWR requirements.

### **Strategic Goal 2: Deliver a Montessori education from playgroup to upper school through which each child is given the opportunity and support to reach their potential**

#### **Objective: 2.1 Have facilities to deliver quality education**

- 2.1.1 Create an ICT plan to expand the school computer facilities.
- 2.1.2 Investigate sharing facilities with other schools.
- 2.1.3 Investigate increasing Treetops' sports facilities.

#### **Objective: 2.3 Ensure enrolment flow from Playgroup through to Upper School**

- 2.3.1 Educate parents about Montessori philosophy and principles.
- 2.3.2 Promote Treetops within Treetops.

### **Strategic Goal 3: Deliver comprehensive and relevant curriculum**

#### **Objective: 3.1 Deliver Montessori and State Curriculum and IB Diploma Programme in the most effective way**

- 3.1.1 Comply with the Curriculum Framework requirements.
- 3.1.2 Promote ongoing Montessori training for staff.
- 3.1.3 Continue to research and implement new educational ideas.
- 3.1.4 Embed the IB Learner Profile throughout the school

#### **Objective: 3.2 Strengthen the link between learning and real life**

- 3.2.1 Promote appropriate use of technology.
- 3.2.2 Arrange work experience.
- 3.2.3 Arrange excursions and camps.
- 3.2.4 Arrange quality community service programmes

### **Strategic Goal 4: Employ Quality Staff**

#### **Objective: 4.1 Recruit quality staff who share Treetops' Vision**

- 4.1.1 Create a succession plan for all teaching areas.
- 4.1.2 Budget adequate funds for staffing purposes.

#### **Objective: 4.2 Provide for staff professional development.**

- 4.2.1 Research and promote effective professional development.
- 4.2.2 Budget adequate funds for staff development.
- 4.2.3 Create a Professional Development Plan.
- 4.2.4 Implement a Professional Development Plan.

#### **Objective: 4.3 Retain quality staff.**

- 4.3.1 Develop a plan to bring staff salaries into line with State school teachers.
- 4.3.2 Develop a plan to enhance the quality of the working environment.
- 4.3.3 Execute plan with regular feedback.
- 4.3.3 Maintain Performance Progress Interview process.
- 4.3.4 Utilise staff members' strengths and expertise.

## **Key Result Area: Community Connection**

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### **Strategic Goal 1: Maintain a strong school community**

**Objective: 1.1 Provide the opportunity for involvement of parents, students and staff throughout the school.**

- 1.1.1 Hold transition ceremonies, parent days, family concerts, end of term gatherings, ex-student events and busy bees.
- 1.1.2 Encourage parent observation in classrooms.
- 1.1.3 Allow parent involvement in classrooms through programmes such as “options” and cooking sessions.
- 1.1.4 Implement programmes and events to increase student/class interaction within the school.
- 1.1.5 Encourage parents to nominate for the Board.

### **Strategic Goal 2: Achieve positive interaction with the wider community**

**Objective: 2.1 Develop and maintain Treetops' community connections**

- 2.1.1 Arrange for interschool collaboration.
- 2.1.2 Become involved in Mundaring Shire initiatives for schools.
- 2.1.3 Become involved in community based projects (e.g. Arts Festival).
- 2.1.4 Arrange school representative attendance at relevant Darlington Resident and Rate payers Association meetings.
- 2.1.5 Encourage student representation at relevant Darlington Resident and Rate payers Association meetings.
- 2.1.6 Maintain connection with local businesses.

**Objective: 2.2 Create an effective network between Montessori Schools**

- 2.2.1 Arrange and/or be involved in Montessori school picnics.
- 2.2.2 Maintain association with Montessori Principals Collegiate Group.
- 2.2.3 Maintain membership of Montessori Australia Foundation.
- 2.2.4 Encourage staff to become members of the Montessori Teachers Association.

**Objective: 2.3 Involve the school in various areas of the wider community**

- 2.3.1 Develop affiliations with other local schools.
- 2.3.2 Develop affiliations with other communities (e.g. local, sporting, chess, arts, philosophical).
- 2.3.3 Arrange excursions.
- 2.3.4 Arrange pen pals and e-pals.

**Objective: 2.4 Involve members of the wider community in the school**

- 2.4.1 Create opportunities for families to share their community connections with the school/classroom.
- 2.4.2 Create opportunities for volunteer involvement by members of various communities.
- 2.4.3 Organise incursions by various community members.
- 2.4.4 Create opportunities for extended family to access the school.

**Objective: 2.5 Effectively promote Treetops Montessori School**

- 2.5.1 Maintain the Promotions Plan.
- 2.5.2 Provide articles for newspapers, newsletters and journals.
- 2.5.3 Become involved in community based projects (e.g. Arts Festival).
- 2.5.4 Maintain the web page.

## **Key Result Area: Community Connection**

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### **Strategic Goal 3: Develop an appreciation of cultural and social diversity**

#### **Objective: 3.1 Increase tolerance, acceptance and celebration of diversity**

- 3.1.1 Arrange Theme days/ Cultural days.
- 3.1.2 Create opportunities for parents and community members to share their cultural diversity.
- 3.1.3 Create opportunities for parents and community members to speak to students about their occupations/vocations/ interests.
- 3.1.4 Create work experience programs.
- 3.1.5 Arrange excursions.
- 3.1.6 Create links with the Nyungar community

### **Strategic Goal 4: Engender In Treetops students a sense of community, responsibility and the desire to “make a difference”**

#### **Objective: 4.1 Enable students to develop the skills and experiences to positively engage with environmental issues**

- 4.1.1 Develop classroom/school based projects which raise awareness of environmental issues (e.g. Wastewise and Waterwise).
- 4.1.2 Develop classroom/school based projects which enable students to take responsibility for their school environment.
- 4.1.3 Allow students to take responsibility for the care of the school garden.
- 4.1.4 Develop/become involved with volunteer projects in the local (Darlington/Hills) community.
- 4.1.5 Develop or become involved with State based volunteer projects. (e.g. Wildlife rehabilitation programmes).
- 4.1.6 Become involved with Global environmental issues.
- 4.1.7 Become involved in appropriate fundraising for environmental issues at all levels.

#### **Objective: 4.2 Enable students to engage with issues of disadvantage**

- 4.2.1 Affiliate with programmes such as “Save the Children”.
- 4.2.2 Participate in Donation Programmes (e.g. the “Shoe Collection”).
- 4.2.3 Participate in suitable fundraising for community groups.
- 4.2.4 Affiliate with institutes/centres of “Special Need”.
- 4.2.5 Arrange excursions and incursions

#### **Objective: 4.3 Enable students to engage with political issues with a view to tolerance, creating a better world and Montessori’s goal of “World Peace”**

- 4.3.1 Arrange excursions and incursions
- 4.3.2 Initiate student contact with local members etc.
- 4.3.3 Participate in presentations of petitions.