2015 - 2018
STRATEGIC PLAN
PMSA
As the governing body of four leading independent schools in Queensland and Australia, the PMSA Council is pleased to announce the launch of the PMSA 2015-2018 Strategic Plan. This plan is underpinned by the following four strategic intent areas:

- **Promote Excellence in Teaching and Learning**
- **Foster a Caring Christian Culture**
- **Deliver Sound Governance and Management**
- **Engage with our Communities for Sustainability and Growth**

These strategic intent areas provide the PMSA and its schools with shared leadership ambitions about what matters most when it comes to providing exemplary education for our students, both now and in the future.

The four leading PMSA schools – Brisbane Boys’ College, Clayfield College, Somerville House and the Sunshine Coast Grammar School – each embark on their own journeys of reflection and planning as they work with their community stakeholders to develop their school strategic plans. The intention of the PMSA is to help shape, support and empower initiatives, behaviours and other actions that align with this plan and, just as importantly, each of the PMSA school strategic plans.

This strategic plan will help to inform and set the direction across the PMSA and its schools. Over the next four years, the plan will be monitored and reviewed annually to ensure we are achieving our goals. We will adjust the plan over time as community and school expectations change so that we can take advantage of growth and other opportunities, as they emerge.

The strong reputations of each of our schools is founded on our ability to continually innovate and improve our exceptional educational environments founded on caring Christian values, where students are encouraged and supported to excel academically, spiritually and in co-curricular activities. The four strategic intent areas reflect the PMSA Council’s commitment to our six core values – Relationships, Care, Ethics, Personal Development, Excellence and Celebration. Finally, I would like to take this opportunity to acknowledge the continued support of the Presbyterian and Uniting Churches and the work of PMSA Council’s Strategic Planning sub-committee.

I am sincerely grateful for their input and support during the development of this plan and look forward to working with our school communities, particularly the PMSA and school councils, Principals and their staff, as we bring life to the 2015-2018 PMSA Strategic Plan.

Des Robinson
PMSA Chairman
OUR VISION
To build communities based on Christian foundations, by providing teaching and learning environments of excellence, permeated by Christian faith and actions.

OUR MISSION
Our mission is to provide outstanding teaching and learning environments for our students and staff, in schools built on the teachings and example of Jesus Christ.

Our focus is to enable students to discover and then develop their God-given talents.

Our aim is for students to achieve personal excellence, live a fulfilling and satisfying life and make a meaningful contribution to family and society.

OUR VALUES
STRONG AND HEALTHY RELATIONSHIPS – founded on God’s relationship with us.
CARE IN A SAFE ENVIRONMENT FOR GROWTH AND DEVELOPMENT – respect for self and others.
ETHICS AND INTEGRITY – seeking the truth, right thinking and right action.
PERSONAL DEVELOPMENT AND GROWTH – resilience, learning, continuous improvement.
EXCELLENCE – Encouraging all to fulfil their potential.
CELEBRATION – student, staff and wider community achievements.
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A Team Approach to Professional Learning

Somerville House has taken a collaborative approach to professional development, with the introduction of Professional Learning Teams across the Junior, Middle and Senior Schools, actively engaging teachers with current research into forward-thinking, highly effective teaching strategies. Part of a wider professional development program, this initiative emerged from the School’s Curriculum Framework which emphasises collaboration, innovation and a shared vision of high-quality teaching and learning. During the initial six months of the project, every teacher participated in one or more of sixteen teams; undertaking a minimum of six hours of professional reading, or action research, and collaborative reflection. Projects included professional book clubs that studied recent publications by renowned educational researchers, Marzano, Hattie and Dweck, then presented key learnings and recommendations to the whole staff. Working in small, team-driven professional learning projects has energised teachers to share in rigorous, reflective teaching approaches.

Promote exceptional education outcomes for our students

1. Promote exceptional education outcomes for our students
   a. Monitor growth in learning through key student outcomes, including:
      i. Academic outcomes, using OP/NAPLAN data and student GPA trends
      ii. Co-curricular outcomes, using participation/satisfaction indices
      iii. Pastoral outcomes, using satisfaction indices
      iv. Post school or graduate outcomes, using satisfaction measures
   b. Develop strategies to shape parent expectations and increase parental engagement as partners in their child’s learning.

Maximise student opportunities

2. Maximise student opportunities
   a. Optimise the breadth of co-curricular opportunities provided by schools
   b. Identify academic opportunities of excellence for students to value add
   c. Share teaching and learning expertise across PMSA schools.

Focus on staff development as key to quality learning

3. Focus on staff development as key to quality learning
   a. Continue developing the structure of Performance Planning and Review for all staff
   b. Evolve and develop the PMSA Quality Teacher Recognition Framework
   c. Promote and Support Excellence in Teaching initiatives by:
      i. Developing a shared culture of strong instructional leadership
      ii. Fostering strong collaboration and online professional learning communities among PMSA schools
      iii. Funding research and innovation to enhance teaching practices.

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The School’s team approach to professional learning is on-going, with plans to integrate peer mentoring and coaching projects to further develop quality teaching.

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Christianity Explored

Under the leadership of the School Chaplain, Sunshine Coast Grammar School runs the Christianity Explored Course for school leaders and staff. This supports our PMSA mission that our schools are built on the teachings and examples of Jesus Christ.

Staff have made the following comments about the course:

“It has really shown to be a more natural way to discuss Christianity and filled in some of the gaps of my personal knowledge regarding Jesus.”

“Last year I completed the Christianity Explored course and found it enjoyable and informing of the basis of understanding of the Bible and Gospel message. The group discussions was a definite highlight of the course, I recommend it to all staff, no matter background or beliefs.”

The course naturally complements our PMSA vision which is to build communities based on Christian foundations, by providing teaching and learning environments of excellence, permeated by Christian faith and action.

FOSTER A CARING CHRISTIAN CULTURE

1. Continue to strengthen the Christian foundations of PMSA schools
   a. Develop the PMSA Christian Education Curriculum to support and embody our Christian values across PMSA schools
   b. Foster and support consistent, nurturing, and engaging pastoral care practices amongst PMSA school communities
   c. Continually promote and celebrate Christian faith practices.

2. Build a nurturing and caring Christian environment for students and staff
   a. Promote the use of Christian values and behaviours as a basis for the character development of our students
   b. Provide human resource management strategies to nurture and develop a caring, inclusive and strong Christian culture
   c. Develop and sponsor programs that promote the value of, and celebrate, excellence in, staff performance and achievement.

1.

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Women’s Industry Network

The Clayfield College Women’s Industry Network is a dynamic and innovative program designed to develop career mentoring for current Year 11 and 12 students and recent graduates of Clayfield College. The Network provides a means for alumni of the College, in partnership with College teaching staff and past and present PMSA Councillors, to share their professional journeys with senior students. Through the creation of this rich professional network and with the support of The Australian Institute of Management (AIM), Clayfield College alumni members are providing new professional development opportunities for College staff, Councillors and students alike. Breakfasts are regularly held at AIM House in Spring Hill where Senior girls have the opportunity to connect with working women across a range of professions and to ask questions in a supportive environment. All mentors are invited to maintain connections with the College through the use of LinkedIn. In this, the second year of the program, the number of enthusiastic mentors is growing, with many of our alumni delighted to continue their own professional development journeys by being able to “give back” to the College. The Network is just one example of how our PMSA schools are working with their communities, and organisations such as AIM, to develop their leadership and management skills while exploring new career networking opportunities for our students.

DELIVER SOUND GOVERNANCE AND MANAGEMENT

1. Continuously improve governance of the PMSA council and school councils
   a. Review and clarify the governance roles, responsibilities and delegated authorities of schools and their councils
   b. Develop and implement a professional development and succession plan for the PMSA Council and School Councils
   c. Implement a strategic risk monitoring and reporting regime for the PMSA Council and for School Councils
   d. Ensure that school strategic plans are realistic, achievable and that key actions are monitored and reported upon by School Councils.

2. Continuously improve the management performance of PMSA schools
   a. Review and develop the PMSA policies framework in collaboration with schools and their communities
   b. Provide middle and senior management with consistent, high quality professional development on the application of PMSA’s human resource policies and practices
   c. Continuously develop and report upon key performance indicators to strategically manage PMSA’s resources and financial performance.
Explore opportunities for operational efficiencies
a. Work with internal stakeholders to consider opportunities for consolidation and optimisation of corporate shared services across the PMSA.

Explore opportunities for growth in PMSA schools
a. Work with both internal and external stakeholders to develop clear evaluation criteria upon which to consider growth/acquisition opportunities.

Engage and build the reputation of the PMSA and its schools, internally and externally
a. Articulate and promote the PMSA value proposition
b. Improve stakeholder communication and engagement to strengthen our links with our stakeholders
c. Improve brand awareness and recognition to enhance the PMSA's reputation in the community.

1. Engage with our communities for sustainability and growth

Extension Biology Program at Brisbane Boys’ College
– partnering with the University of Queensland to develop Scientific Minds

“BBB may well be cultivating the next generation of innovators to cure cancer or unravel the mysteries of Parkinson’s disease. For six years now, Brisbane Boys’ College has run an Extension Biology program in partnership with the University of Queensland (UQ) that sees students work with some of the country’s leading researchers. The course, which runs over eight months, forms the basis for the major senior science assessment item, the extended experimental investigation. Having access to state-of-the-art labs and exposure to commercial practice and scientific processes stand the boys in great stead for university with many choosing to undertake a tertiary course at the university in the fields of science or medicine.”