

100  
YEARS  
*in education*



PMSA

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STRATEGIC PLAN  
2019-2023

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## SHAPING OUR FUTURE

The PMSA Strategic Plan 2019 - 2023 represents the next chapter in our history as a leading Christian education institution. It sets out our collective vision and values and our strategies for the years ahead. It guides our decisions and actions to inspire the very best from our Board, our committees and School Councils, our corporate office, our schools, our students, our staff, our past students and our partners.

This plan reflects our commitment to our collective well-being, our continuous improvement and our future success.

Thank you for joining us on this exciting journey.



We are living in a time of unprecedented choice in education.

*future*



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## OUR FOUNDATIONS

Established in 1918, the PMSA is a joint mission of the Uniting Church Australia, Queensland Synod and the Presbyterian Church of Queensland.

One hundred years on, the PMSA continues to deliver exceptional educational environments founded on ecumenical values in our four outstanding schools - Brisbane Boys' College, Clayfield College, Somerville House and Sunshine Coast Grammar School.

At each school, students are encouraged and supported to excel academically, grow spiritually and achieve in co-curricular activities.

In an increasingly dynamic and interconnected world, our schools offer students an outstanding education, access to global opportunities and values for life.

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## WHERE WE ARE TODAY

The PMSA employs more than 1000 educators and staff and our four schools offer an unparalleled education to nearly 5000 students.

As the governing body, our role is to ensure the long term prosperity, sustainability and performance of our schools.



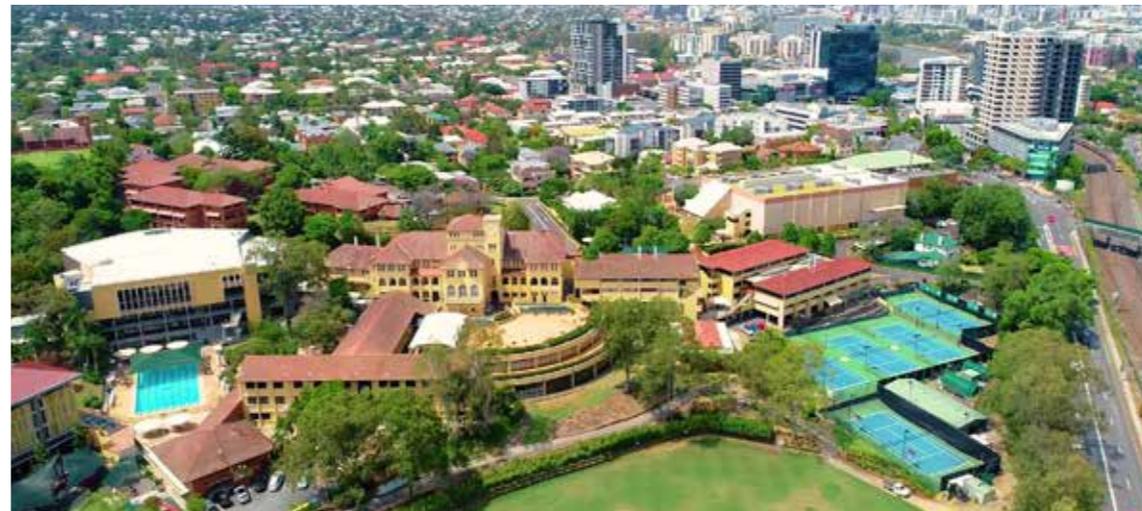
We're witnessing a seismic shift in the perception of our institutions.



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## A PLAN FOR THE FUTURE

We envisage a future where education is valued as a central pillar of our society and where Christian independent school education provides the finest opportunities and outcomes for future citizens of the world.



Increased automation and digitisation has opened up new possibilities in our personal and professional lives.

# Vision

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## DRIVEN BY OUR VISION

The PMSA's vision is to build caring school communities, by providing world-class teaching and learning environments of excellence, permeated by Christian faith and actions.

GUIDED BY OUR VALUES

# Values



## RELATIONSHIPS

We strive to form binding, constructive relationships based on faith, love, compassion and forgiveness.



## PERSONAL DEVELOPMENT

We foster resilience, where we learn from our mistakes and successes, and seek continuous improvement and self management.



## CARE

We care for our people. We seek and provide a safe environment for growth and development, where we can respect ourselves and the needs of others.



## EXCELLENCE

We aspire to achieve excellence and encourage each person to reach our potential.



## ETHICS

We encourage the building of strong ethical standards based on truth and integrity.



## CELEBRATION

We collectively recognise and celebrate our own and others' achievements and milestones.

## THRIVING IN A CHANGING WORLD

This plan leverages advice and research from local and global experts in education. It creates opportunities to respond to today's challenges and highlights initiatives to anticipate future change.

- **We are living in a time of unprecedented choice in education. Parents and communities have high expectations of the schools they choose for their children.**

This plan positions us to exceed local and global expectations through greater understanding of, and commitment to, high quality education experiences.

- **In an age of customisation and tailored services, we will deliver a personalised education experience for every young person in our care. Increased automation and digitisation has opened up new possibilities in our personal and professional lives.**

This plan gives us the opportunity to consider what, and how, the PMSA contributes to the lives of our students.

- **We're witnessing a seismic shift in the perception of our institutions. Governance models of corporations, governments and religious groups are being challenged.**

In response, this strategic plan makes new commitments to transparency and collaboration.

- **Following the introduction of Gonski 2.0, state school funding will increase and funding of independent schools will decline. Simultaneously, administration costs and teachers' wages will continue to rise.**

This strategic plan encourages our schools to find their optimal, sustainable capacity to deliver on quality education.

- **Despite some exceptional achievements, education in our country has declined by international standards. There is much to be learned from the 32 countries outperforming Australia<sup>1</sup>.**

This plan will foster a culture of inquiry and research to ensure our schools stand tall on the world stage.

## HOW WE'LL GET THERE

The **PMSA Strategic Plan 2019 – 2023** contemplates three horizons. We will measure and track our progress over the next five years to ensure we deliver on the commitments made in this strategic plan.

### HORIZON 1

#### PURSUING EXCELLENCE

Optimises our core strengths and focusses on quality as our key driver. We will focus on strengthening what we do and supporting our schools to elevate our international standing.

### HORIZON 2

#### GLOBAL PARTNERSHIPS

Develops partnerships and collaborates to advance our value proposition. We will focus on enhancing what we do by creating new experiences and competitive advantages for students.

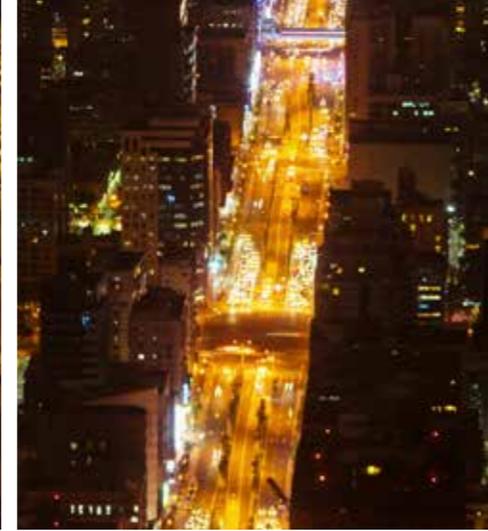
### HORIZON 3

#### EXTENDING PRESENCE

Extends our services through broadening our engagement and innovation. We will focus on increasing impact, access and opportunity by learning and sharing our success with others.

<sup>1</sup> Countries performing significantly higher than Australia in PISA 2015 and TIMSS 2015 (Caldwell, B 2018)





## SHAPING OUR

# Future

### HORIZON 1

#### PURSUING EXCELLENCE

Optimise our core strengths and focus on quality as our key driver.

1. Encourage schools to reach an optimal, **sustainable capacity to deliver exceptional education.**
2. Support schools to develop an environment where the **highest quality teaching** occurs.
3. Foster a culture of **inquiry and research** to support a focus on **evidence-based education.**
4. Establish a common **framework for academic outcomes and student well-being.**
5. Enhance **governance structures and support systems** throughout the organisation.
6. **Drive innovation and knowledge sharing** throughout the organisation.
7. Deliver **agility in administrative support** by thoughtfully adopting technologies and simplifying and empowering the corporate office to identify and implement initiatives across the organisation.
8. **Affirm our quality standards** by **international benchmarking** recognition.

### HORIZON 2

#### GLOBAL PARTNERSHIPS

Develop partnerships and collaborate to advance our value proposition.

9. Develop a formal **PMSA partnership program** to expand student and educator access to institutional best-practice.
10. Leverage the **talents, experience and relationships** of parents and past students.
11. Work with leading international academic institutions to provide **scholarship, learning and enrichment opportunities** for our students and educators.
12. Elevate **the relevance and importance of Christian education** in society through partnerships and collaboration.

### HORIZON 3

#### EXTENDING PRESENCE

Extend our services through broadening our engagement and innovation.

13. Become a **leading voice** in the local and global education community.
14. Promote our organisation as a **research partner** for advances in education.
15. Increase **opportunity, flexibility and access** for existing, remote and home-schooled students.





# Tracking

OUR PROGRESS

## HORIZON 1

### PURSUING EXCELLENCE

Optimise our core strengths and focus on quality as our key driver.

#### MEASURES

1. Financial predictability and sustainability of schools, including existence of waitlists.
2. Feedback from students, educators and parents, academic results achieved, and the prevalence of Highly Accomplished and Lead Teachers certified at each school.
3. Publishing of research programs undertaken by our schools, and the reputational impact of research-based initiatives being delivered within the schools.
4. Percentage of the academic outcomes' initiative completed, adoption of the framework and the student well-being index, and the consistency of results across schools.
5. Percentage of governance reforms delivered, implementation of a continuous governance improvement process, and stakeholder feedback on governance reforms made.
6. Number of initiatives shared and the creation of a formal innovation knowledge sharing forum / network.
7. Number of simplifications and technology improvements, trends in ratio of costs vs revenue vs services provided, and the number of inefficiencies identified and common platforms implemented.
8. Annual improvement in notional ranking of each school against appropriate international peer groups.

## HORIZON 2

### GLOBAL PARTNERSHIPS

Develop partnerships and collaborate to advance our value proposition.

#### MEASURES

9. Quality and number of formal and informal partnerships, number of participants enriched through these partnerships, and the recurrence of placements.
10. Frequency and effectiveness of interactions between current students and other community members, and the enrichment outcomes achieved.
11. Number and legacy impact of international opportunities fulfilled, in terms of enhanced systemic access for current students and educators.
12. Evidence of increased appreciation of Christian education in our society and the number of Christian advocacy-based partnerships.

## HORIZON 3

### EXTENDING PRESENCE

Extend our services through broadening our engagement and innovation.

#### MEASURES

13. External acknowledgement of PMSA's leadership in the global education community. Participation in local and international working groups and industry events.
14. Propensity of research initiatives undertaken with the PMSA and outcomes achieved.
15. Establishment of program, number of students enrolled and impact achieved.



# PMSA



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