



Inspiring our children
to create a better world
with their *own* two hands

Melbourne Montessori School

STRATEGIC PLAN 2018 - 2022

Vision

“Inspiring our children to create a better world with their own two hands.”

Our mission at Melbourne Montessori School is to:

- Provide excellence in Montessori education from birth to eighteen years.
- Provide an enriched and welcoming learning community that embodies the Montessori principles of respect for self, respect for all others including the development of intercultural understanding, respect for the environment as well as respect for our country’s freedoms and democratic principles.
- Nurture, inspire and support each person’s individual development.
- Provide a safe environment that enhances the safety and well-being of all.
- Foster the growth of self-confidence, independence, self-discipline, an inquiring and active mind, personal and social responsibility.
- Foster every child’s innate love of learning and to make their introduction to education a joyful and purposeful start to a journey of life-long learning.

1. Student Experience and Outcomes

Strategic Intent:

MMS will continue to be the leading Montessori School in Australia providing excellence in education, Cycle 0 to Cycle 5 (birth to 18 years), fostering an innate love of learning for all students

Strategic Aims and Actions:

- Develop a 'nido' (nest) program that provides community and a learning environment for babies from birth to 18 months and their parents/grandparents/guardians.
- Establish an extended day program for 3-year old students (Cycle 1: 11 students).
- Further develop curriculum incorporating the Montessori National Curriculum, Australian Curriculum and International Baccalaureate (IB) Programme.
- Establish a working group to develop a Cycle 4 (Year 7 to 9) program that incorporates an Urban and Rural Campus experience based on the Montessori pedagogy and understanding of the Adolescent Child.
- Deliver a Cycle 5 (Year 10) program that recognises the maturing Adolescent, completes the Montessori National Curriculum and prepares the students for the IB programme
- In 2019 introduce a Cycle 5/IB Programme (Years 11 and 12) that reflects the interests of the students.
- Create connections with Montessori and IB Schools nationally and internationally, offering Cycle 4/5 students and staff exchange opportunities and co-learning programs/experiences.
- Looking beyond the traditional measures of student achievement, develop and apply a holistic measure of student excellence, fulfilment and potential.

2. Staff Excellence

Strategic Intent:

-

MMS recognises the foundation of excellence in Montessori education is our teaching and educational support staff

Strategic Aims & Actions:

- Implement a teaching staff to student ratio at 1:15.
- Continue to deliver an annual staff training and development plan that supports ongoing personal development in the Montessori pedagogy, IB Programme and new innovations in teaching.
- Create opportunities for teaching and educational support staff career advancement through diverse roles and responsibilities within the School
- Employ only qualified Montessori/IB teachers or support a Montessori/IB training plan to commence after employment.
- Encourage and support the long-term continuity of teaching staff and educational support staff with ongoing training opportunities.
- Create opportunities for leadership and team building through the ongoing growth and development of staff in all areas to maximise continuity.

3. Innovation

Strategic Intent:

MMS will continue to innovate when developing materials, learning programs, curriculum and the use of emerging technologies that support students and staff in learning, teaching and preparedness for work in the 21st Century

Strategic Aims & Actions:

- Continue to develop a curriculum driven, materials program that supports excellence in, and culturally appropriate, student learning and interests across the school.
- Develop a New Technologies Plan that acknowledges the unique requirements of both the Junior and Senior School and incorporates the review and use of appropriate technology at all levels.
- Continue to be the leading Victorian Montessori School offering on campus training for both Montessori and mainstream teachers in the Montessori pedagogy
- Take a long-term view of the Future of Work and the innovations required for all students and staff to develop the necessary skill sets.

4. Resources & Facilities

Strategic Intent:

MMS will continue to invest in resources and facilities that support excellence in Montessori education in conjunction with the philosophy and values of the School

Strategic Aims & Actions:

- Develop a Brighton Campus 5-year Master Plan endorsed by Bayside City Council with the Junior School (Cycle 0 to 1) and Senior School (Cycle 4/5) located at this campus.
- Implementation of the Brighton Campus 5-year Master Plan which includes new, purpose-built buildings and redeveloped facilities.
- A Caulfield Campus 5-year plan for capital improvements to existing facilities to support the Junior School (Cycle 2 to 3).
- A Brighton Campus Long term/Future Master Plan that locates the Junior School (Cycle 0 to 3) at this campus.
- Develop a resources and facilities plan for the Senior School (2023 to 2028) with the capacity to accommodate a minimum of 150 students, and the flexibility to grow the Cycle 4/5 program based on community demand across several campuses.

5. Community Engagement

Strategic Intent:

MMS is a tight-knit, community-based, independent School that provides an opportunity for personal growth, life-long learning and connectedness for all members

Strategic Aims & Actions:

- Develop and deliver a community engagement strategy that encourages active participation in the School by parents, students and staff.
- Create and implement a marketing plan that promotes MMS as a thriving community for children to learn and grow whilst supporting enrolments and student retention.
- Develop and implement an internal communications plan that promotes clear, concise, timely and appropriate communication with parents.
- The MMS Foundation to generate wider community support and engagement through reconnecting with MMS Alumni (Students and Families) and creating a community of Friends of MMS.
- Collaborate with Montessori Schools Australia-wide to support the growth of Montessori education.
- Support under resourced Montessori programs in Indigenous communities in Australia and with our neighbours in the Asia Pacific.
- Increase involvement and profile in the local community as a leading advocate of Montessori as a progressive educational pedagogy.

6. Secure Future

Strategic Intent:

MMS is committed to a secure and sustainable School that provides excellence in Montessori education for all students and staff whilst investing for future growth

Strategic Aims & Actions:

- Maintain a tight-knit, community based, independent School.
- Achieve optimum student numbers without compromising the integrity of school values, culture and learning programs.
- Conduct an external review of the School Business operations including teaching and educational support staffing, structure and systems ensuring efficient and cost effective business operations to support the current needs and future growth of the School.
- Develop a 10-year financial model that provides financial stability and ensures sustainable future growth moving the School towards ongoing annual surpluses of at least 5% of total revenue to ensure the school's operational financial viability and to invest in future growth.
- Maintain an annual fee growth ensuring sustainability by taking into consideration operational cost growth, accessibility, the quality of educational offering and maintaining a diverse community.
- Review our operational and strategic risk management framework to ensure risk identification, mitigation and management at both Board and Executive level.
- Introduce a new Board Member induction program which includes relevant training with Independent Schools Victoria.
- The MMS Foundation to provide strategic direction to raise financial and in-kind support thus supporting the strategic direction of the School and more specifically the future growth of the School
- The MMS Foundation to implement the MMS Capital Campaign to fund redevelopment and capital improvements to the Brighton and Caulfield Campuses.