EMMAUS CHRISTIAN SCHOOL

STRATEGIC PLAN

2015-2018

Serving God and Serving Others
1. Background and Context

Emmaus Christian School is a P-10 independent school in the inner north of Canberra. We are a parent-controlled, independent, non-denominational Christian School founded in 1997 as a single stream Primary School. Over the 18 years of our existence, the school has grown to be a P-10 School with an enrolment of approximately 350 students. We are currently single streamed from P3-Year 5, with a double streamed Year 6. We allow for larger classes and the possibility of double streaming from Year 4, as part of our goal to double stream the Secondary School. Secondary currently has a single Year 7 class, double Year 8 and 9 classes, and a single Year 10 class.

After 18 years, the founding Principal, Mr Paul Marshall, stepped down at the end of first term, 2015. While there has been stable leadership in the Secondary School through the transition, the Primary Coordinator changed at the beginning of 2015, with Miss Caroline Orr taking over from Mrs Rachel McClure. Mrs McClure accepted the role of Interim Principal in April 2015 as the Board began the process of recruiting a new Principal. In early June 2015, Mr Eric Hofsink was appointed to the role, and will take up the job at the beginning of the 2016 school year.

After a record enrolment of 378 students in 2014, both primary and secondary schools contracted in 2015, with a June 2015 enrolment figure of 356. The school achieves well in NAPLAN tests, generally well above the ACT average for the areas tested.

In mid-2015, the School Board, along with the Executive and Teaching Staff of the school began to use the National School Improvement Tool (NSIT). This Strategic Plan comes out of our desire to build a culture of continuous, data-driven school improvement as we endeavour to provide excellence in our programs to enable our students to grow academically, socially and spiritually.
2. Our Core Values
At Emmaus Christian School, our aim is to provide an excellent academic education within a Christian worldview, in such a way that we prepare students for a life of serving God and serving others. We believe that students have a need to feel cared for, to experience success and develop mastery of skills, to develop independence by making choices, and to have fun while learning.

3. Our Goals

**Strategic priority 1:** Students demonstrate high academic achievement and progress.

**Measurable outcomes:**

1. Distribution of A-E grades by subject and year level, with a goal of 90% of students achieving A-C grades.
2. 90% of students reaching ‘At or above expected growth’ in NAPLAN and PIP tests.

**Strategies for reaching the above outcomes:**

1. Full implementation of PAT testing twice a year.
2. Development of a data collection program agreed to and supported by staff at all levels.
3. Teachers trained to use both standardised and classroom-generated data to inform differentiated teaching programs to cater to educational needs of all students.
4. Individual Learning Plans distributed to all relevant teachers, and referenced in term planning documents.
5. Development of Gifted and Talented curriculum to enhance growth of more able students.

Links to NSIT: A Culture that Promotes Learning, Analysis and Discussion of Data, Differentiated Teaching and Learning
**Strategic Priority 2:** The school partners with parents in the education of their children.

**Measurable outcomes:**

1. 95% of parents report high levels of satisfaction with school communication.
2. 95% of parents report high levels of satisfaction with how their concerns are dealt with.
3. Membership of the parent association rises to 60.

**Strategies for reaching the above outcomes:**

1. Implement “Minimum communication standards for teachers” document.
2. Teachers trained to report to parents with concerns early, and to respond quickly to parent communication.
3. Conduct a review of current association and committee structures and functions to better reflect current parent body skills, needs and availability.

Links to NSIT: A Culture that Promotes Learning, School-Community Partnerships

**Strategic Priority 3:** The school stewards its resources and maintains facilities to a high standard.

**Measurable outcomes:**

1. Maintenance schedules are up to date and complete.
2. The carpark resurfacing is completed within the life of the plan.
3. The school has an adequate number of classrooms for the number of students, with facilities to accommodate the desired single stream to Year 4, double stream 5-10 model.

**Strategies for reaching the above outcomes:**

1. A master plan will be developed to build facilities to cater for a student body up to 450 students.
2. A Grants Committee will be formed to assist the Board and the Principal as required in applying for grant money for new buildings.
3. We will move to a five year budget planning cycle, facilitated by maintenance and facilities planning.
4. An Operating Plan will be developed each year to facilitate aims of the Strategic Plan.

Links to NSIT: Targeted Use of School Resources, A Culture that Promotes Learning