



STRATEGIC PLAN 2016-2021

***We are a community learning
together and growing
together to create a more
joyous, just and sustainable
world.***

Message from the Principal and School Board

Dreams and aspirations for our children have brought us together to create a caring and supportive community and a wonderfully unique school.

In 2016, Chrysalis is now 26 years old. We are coming to see the fruits of our labour, with many fine young men and women, who started their formal education here at Chrysalis, making their marks in the world. Our community offerings continue to grow with both Playgroup and After School Care coming on site over the past two years. The year 2016 is host to a symbolic milestone, when the child of a former Chrysalis graduate will be attending our school.

With all we have contributed to bring Chrysalis to where it is today, our school leadership team take great care for the future. This Strategic Plan has been made by the Chrysalis Community to help Chrysalis maintain its “magic”, providing clarity on who we are and what we offer. Furthermore, this Plan will provide the focus needed to ensure that Chrysalis is self-sustaining, operationally and financially, well into the future.

Our shared priority remains for Chrysalis students to become independent and responsible learners and to instil in them a life-long love of learning. Now more than ever, we aim to help our children find and develop their individual talents and passions and to positively contribute to our future society.

This plan was developed by a working group sponsored by the Chrysalis School Board. The contribution of Holly Buschman, Marni Klein, Julie Pemberton, Steven Walsh, Paul Doherty and Caroline Chapman to the Strategic Planning Sub-Committee is gratefully acknowledged, as is the input from Caryl Bailey, a Chrysalis grandmother, who volunteered her time and expertise to facilitate our community strategic planning workshop.

We would also like to acknowledge the contribution of staff and parents who completed surveys, filled out suggestion slips, attended the strategic planning workshop and generally gave us your time, enthusiasm and energy. We hope this plan is a good reflection of what the community both needs and wants and will help Chrysalis to flourish well into the future.

As always, we are learning together and growing together!

1 Chrysalis – who are we and what do we stand for?

1.1 Our Purpose for Being

We are a community learning together and growing together to create a more joyous, just and sustainable world.

1.2 Our Values

At Chrysalis we strive to embed habits of mind and heart that we need very much to help our community thrive.

WE VALUE	What this means to Chrysalis	KEY WORDS
SENSE OF BELONGING	We cherish our community culture of engagement and involvement, recognising our interconnectedness and celebrating inclusivity and diversity. Every individual is worthwhile, unique and makes a contribution.	Safety Trust Acceptance Vulnerability Service Participation
CARE AND RESPECT	Our circle is cherished. All our actions and interactions show care and consideration for people, property, and the beauty of our environment. We nurture our own personal health and wellbeing. We respect the natural world and are stewards of the Earth.	Integrity Empathy Compassion Forgiveness Wellbeing
SELF DISCOVERY & PERSEVERANCE	Learning happens where there is desire, skill, challenge, and support. Our community strives to remove fears and obstacles to discovery so that our students may rise above their own expectations and do more than they thought possible. We view all our experiences as learning opportunities – both inside and outside the classroom.	Courage Challenge Adventure Self Awareness Empowerment Success and Failure
LOVE OF LEARNING	We nurture individual and collaborative passion, and an innate love of learning. We encourage curiosity, creativity, and critical thinking. We hold a core belief that learning, study, and work should be inspiring, meaningful, and enjoyable. This love leads to intrinsic motivation of students and a desire to be responsible for their learning.	Freedom Inspiration Openness Play Self-Discipline Responsibility
REFLECTION	We need time alone and in groups to think, explore our thoughts, make connections, and foster new ideas. Shared experiences bond and inspire us to continuous improvement.	Slowing Down Mindfulness Observation Perspective Revision Innovation
JOYFULNESS	Although each day might bring ups and downs, the overall experience of life has an undercurrent of joy and wonder. We are present, with an awakened human spirit. We are capable and confident in our self-responsibility, and passionate in using our unique talents to serve others.	Appreciation Gratitude Self Esteem Enthusiastic Positivity Generosity

The image below shows one way of considering the relationship between our values. We feel that the foundational value is 'sense of belonging' and, from that point, our values build upon one another as shown below.



1.3 Our Education Philosophy

Our philosophy has at its core Montessori pedagogy that honours the holistic development of each child while including the knowledge, understanding and skills outlined in the Western Australian Curriculum and Early Years Learning Framework.

Chrysalis Montessori School consistently seeks to provide the best possible curriculum that reflects our school philosophy, especially in celebrating diversity, individual growth, and a life-long love of learning. A summary of our approach to delivering on our educational philosophy is presented in the table below.

<p>OUR VISION FOR THE CHRYSALIS GRADUATE: Our children are solidly on a path to becoming fully integrated excellent human beings, ready to take their place in the world.</p> <p>OUR MULTI-DIMENSIONAL VIEW OF ACHIEVEMENT OUTSTANDING CHARACTER KEY KNOWLEDGE AND SKILLS QUALITY WORK & CONTRIBUTION</p>		
<p>HOW WE DO - MONTESSORI</p> <p>Balances freedom with responsibility Encourages child’s active role in learning Sets high standards of academic excellence Prioritises social awareness and moral development Teaches a universal interconnectedness, and a global vision of humanity and its accomplishments Inspires desire to engage and be of service</p>	<p>WHY WE DO To embed habits of mind and heart</p> <p>WE VALUE SENSE OF BELONGING CARE AND RESPECT SELF DISCOVERY AND PERSEVERANCE LOVE OF LEARNING REFLECTION JOYFULNESS</p>	<p>WHAT WE DO - EDUCATION Enable leaders & teachers to perform at the highest level to best support students</p> <p>Leadership - shared school vision Character & Culture – actions align with values Curriculum - clear meaningful standards Instruction – alive with learning Assessment – holistic & empirical</p>

2 Strategic Plan - Purpose and Scope

The purpose of this Plan is to provide the strategic objectives of the school over the next five years and to outline the specific programs and initiatives that will be implemented to achieve those objectives.

Since one of our goals is to provide a consistent educational journey for our children, this Plan also applies to Chrysalis Montessori Playgroup and Chrysalis Montessori After School Care.

3 Strategic Plan - Focus Areas

There are four key areas of focus over the next five years, which we believe will enable us to maintain the elements of Chrysalis that are working well and to improve on the elements of Chrysalis that require improvement. The key focus areas are:

**CULTURE AND COMMUNITY;
ROLES AND RELATIONSHIPS;
OPERATIONS AND INFRASTRUCTURE; AND
EDUCATION.**

3.1 KEY IMPROVEMENTS NEEDED (WHAT TO CHANGE)

The table below summarises, in each Key Focus Area, what we've identified as important to improve and/or change over the next five years.

CULTURE AND COMMUNITY	<ol style="list-style-type: none"> 1. Clarify why we exist, who we are, what we do and how we do it 2. Strengthen the community through improved communication 3. Build community culture by re-establishing our character of service and engagement
ROLES AND RELATIONSHIPS	<ol style="list-style-type: none"> 1. Clarify expectations for Chrysalis community participation 2. Embed our new board of governance model
OPERATIONS AND INFRASTRUCTURE	<ol style="list-style-type: none"> 1. Improve our physical premises 2. Evolve our capabilities to meet the challenges of modern education 3. Focus financial planning on generating a surplus to harness technology and continuously improve our teaching and learning 4. Establish clear policies and practices for staff review and development 5. Prioritise annual maintenance
EDUCATION	<ol style="list-style-type: none"> 1. Plan succession to maintain high quality of teaching 2. Define and appropriately communicate (internally and externally) our educational point of difference 3. Link professional development and resource planning to school improvement plan

3.2 KEY SUCCESSES ACHIEVED (WHAT NOT TO CHANGE)

The table below summarises, in each Key Focus Area, what we've identified as working well, which we want to maintain over the next five years.

CULTURE AND COMMUNITY	<ol style="list-style-type: none"> 1. 'Chrysalisness' – that sense of belonging, interconnectedness with the community and positive feeling about the educational point of difference at Chrysalis 2. Our strong community spirit 3. How we make new parents and children feel welcome and valued 4. Parent engagement in strategic decisions
ROLES AND RELATIONSHIPS	<ol style="list-style-type: none"> 1. Leadership by an engaged, hands-on Principal 2. Passionate, engaged staff who are both State and Montessori trained 3. Engaged parents who make a whole-hearted contribution to Chrysalis 4. Engaged students who feel empowered and capable of making a contribution
OPERATIONS AND INFRASTRUCTURE	<ol style="list-style-type: none"> 1. Our natural playground 2. Governance structure with clear division of accountability between the Staff and the Board 3. Sound financial management
EDUCATION	<ol style="list-style-type: none"> 1. Our educational approach that develops a love of learning 2. Curriculum inspired by Montessori philosophy but which employs other educational best practices 3. An education philosophy underpinned by the idea that children have agency – they have the capacity to make decisions and choices about their learning 4. Small class sizes 5. An emphasis on wellbeing and social and emotional development 6. A camp curriculum including Junior and Middle Primary Camps and the annual Bibbulmun Challenge

4 Strategic Plan – Objectives and Actions

The objectives and actions which support either maintaining successful elements of Chrysalis or making required improvements, in each of the Key Focus Areas, are identified in the tables below.

Culture and Community

Strengthen the Chrysalis Community and provide the very best academic, mental, emotional, physical and spiritual environment.

Strategic Outcome	Specific Milestone	Accountable for Completion	Timing for Completion*
Clarify who we are, why we are here and the way we do things	Communicate the mission, values and educational philosophy to all stakeholders using preferred technologies as well as traditional forms (school meetings, school events, parent evenings).	Board Chairperson	Horizon 1
	Conduct the Chrysalis “Values in Action” project with whole community to connect specific behaviours to our Values. “It is Chrysalis when...”	Principal	Horizon 1
	Define the leadership model and values/ behaviours we expect. This will include how these behaviours will be developed and reinforced through actions and words.	Board Chairperson	Horizon 2
	Review and Specify the Business Model – define where funds come from and spending priorities.	Board Chairperson	Horizon 2
	Independently communicate financial priorities to parent community annually	Board Chairperson	Horizon 1
	Define how the previous MC needs to transition to the School Board structure. Determine key milestones and use this to communicate and engage the broader community with the change required.	Board Chairperson	Horizon 1
Develop open and effective communication with the community	Board review and utilise the decision framework designed in 2013 to engage the broader community on major decisions.	Board Chairperson	Horizon 2
	Review channels of community engagement and complete an analysis of what is effective in our context and what is not.	Board Chairperson	Horizon 1
	Re-scope and rejuvenate the Board sub-committees to help deliver the school strategic direction, increase community engagement and foster improved communication.	Board Chairperson	Horizon 1
	Review and rejuvenate the role of Parent Liaison rep to engage more with the parent community.	Board Chairperson	Horizon 1
Engaged Community: There is a spirit of service and participation through out the community	Create a register of parent occupation, skills, and interests and connect to various operational or educational support initiatives.	Principal	Horizon 1

Strategic Outcome	Specific Milestone	Accountable for Completion	Timing for Completion*
	Measure and increase the number of parents actively and productively engaged in community.	Board Chairperson	Horizon 2
Ensure that the spirit of the rituals, symbols and stories at always understood and honoured.	Increase community understanding of school rituals via newsletters, FB, web site, school meetings, school events.	Principal	Horizon 2
Attract the kind of new stakeholders (e.g, parents/funding bodies) that we want to partner with.	Develop a Marketing Plan.	Board Chairperson	Horizon 1
	Implement the Marketing Plan.	Principal	Horizon 2

* With regard to timings for completion identified for the specific milestones in the table above, Horizon 1 indicates completion prior to the 2017 Chrysalis Annual General Meeting (AGM) whereas Horizon 2 indicates completion between the 2017 AGM and the 2021 AGM.

Roles and Relationships

Everyone who is involved with the school understands the contribution they are expected to make.

Strategic Outcome	Specific Milestone	Accountable for Completion	Timing for Completion*
People who are employed by and/or volunteer for Chrysalis understand what contribution is expected of them and how they are performing.	Develop Job descriptions for salaried positions.	Principal	Horizon 1
	Develop Job descriptions volunteer positions, including Board Members.	Board Chairperson	Horizon 2
	Improve staff performance appraisal and feedback process.	Principal	Horizon 1
	Establish peer review systems to enhance professional development.	Principal	Horizon 2
	Establish Board of Governance internal review system.	Board Chairperson	Horizon 1
	Establish Board of Governance external review system.	Board Chairperson	Horizon 2
	Specify authorities for expenditure.	Principal	Horizon 1
	Explore different leadership models (e.g., co-principal alternatives).	Principal	Horizon 2
	Continue to evolve administration model (operations and finance) for future capabilities and sustainability.	Principal	Horizon 2
Set a clear basis for parent-teacher partnership in the classroom that respects teachers and provides the best possible Chrysalis education	Develop a 'role description' for parents...process to give parents information about how they can support our approach to education and the behaviours we expect.	Principal	Horizon 2
	Build on home help support structures to assist children requiring extra support.	Principal	Horizon 2
Set a clear basis for contribution to the school by all stakeholders	Update handbook for new parents.	Principal	Horizon 1
	Review and evaluate approach to Busy Bee hours and structure.	Board Chairperson	Horizon 1

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Operations and Infrastructure

**Establish the right policies and procedures to enable our school to operate at its best.
Create and maintain a physical environment that best enables learning together and growing together.**

Strategic Outcome	Specific Milestone	Accountable for Completion	Timing for Completion*
Maintain an appropriate infrastructure to support the physical requirements of our learning community.	Develop an approach for managing maintenance.	Principal	Horizon 1
	Develop a maintenance plan for the playground and surrounds (e.g., gardens).	Principal	Horizon 1
Maintain appropriate staff to support the educational and operational requirements of our learning community.	Develop a succession plan for the Board and the Principal.	Board Chairperson	Horizon 2
	Develop a plan for staff succession.	Board Chairperson	Horizon 2
	Review staff workload and determine whether human resourcing is adequate.	Principal	Horizon 2
The school is compliant to the requirements of Registration.	Develop a process map which identifies key documents which support Registration and the timing for review and updating those documents.	Board Chairperson	Horizon 1
	Review the requirements of the National Quality Standards and identify gaps, if any.	Principal	Horizon 1
Business planning processes are simple and straightforward.	Develop a document map which identifies how the various business plans (i.e., this strategic plan, the annual business plan, the school improvement plan, etc.) are to be used in the tactical operation of the school.	Board Chairperson	Horizon 1
Data management processes are effective	Centralise electronic recordkeeping.	Principal	Horizon 2
School community understands the decisions that are being made in operation of the school and the performance of the school	Increase availability and transparency of information to the school community (eg. Board and staff leadership decision making).	Board Chairperson	Horizon 1
Policies and procedures are known, implemented consistently and updated as required.	Review or create procedures and process maps.	Principal	Horizon 2
Sound financial governance	Review and revise where appropriate Financial Management Processes.	Board Chairperson	Horizon 2
	Document our approach to obtaining funding through grants – a marketing/funding philosophy and the process utilised to obtain funding.	Board Chairperson	Horizon 2

Strategic Outcome	Specific Milestone	Accountable for Completion	Timing for Completion*
Sustainable Business Model	Explore the options to expand into lands adjacent to current site.	Principal	Horizon 1
	Review hours of operation (i.e., half day policy, ages for full-day attendance., etc.).	Principal	Horizon 2
	Investigate expansion of after-school care into the school holidays.	Principal	Horizon 2
	Review term dates for alignment with other schools.	Principal	Horizon 2
	Investigate enrolment growth and provide a recommendation as to whether enrolment numbers should increase.	Principal	Horizon 2
Sound Risk Management	Review Chrysalis Risk Profile	Board Chairperson	Horizon 1
	Develop Risk Management Process	Board Chairperson	Horizon 1

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Education

Provide an educational environment based on Montessori principles and Western Australian curriculum, where children develop love of learning, become independent thinkers, develop life skills and respect for others.

Strategic Outcome	Specific Milestone	Accountable for Completion	Timing for Completion
Define and communicate educational strategies and how Montessori and other philosophies are integrated into the curriculum.	Develop community communication on educational philosophy.	Principal	Horizon 2
	Identify how Chrysalis will maintain an appropriate balance between Montessori principles and current day lifestyles.	Principal	Horizon 2
Chrysalis has an educational 'point-of-difference' from peers	Identify and cultivate unique social and emotional learning (SEL) framework.	Principal	Horizon 1
	Evaluate whether the virtues program should continue as is or be enhanced or improved.	Principal	Horizon 2
	Cultivate yoga, mindfulness programs and reflective activities.	Principal	Horizon 1
	Cultivate drama and effective group skills program.	Principal	Horizon 2
	Continue to evolve and develop the approach to school camps.	Principal	Horizon 2
	Develop our approach to student-led, project-based learning initiatives.	Principal	Horizon 2
Teachers have adequate support to sustainably manage our unique educational programs	Develop a systematic and planned approach to provide support options (either paid or volunteer out of community) (i.e. such as the Hale School Program and targeted parent help).	Principal	Horizon 2
Actively connect with the external community to enhance our educational experience	Explore the options to provide extracurricular music programs: keyed up music, band, choir.	Principal	Horizon 2
	Re-establish a relationship with Herdsman Wildlife Centre and implement learning experiences using the lake.	Principal	Horizon 2
	Explore educational relationships with neighbouring organisations in industrial park	Principal	Horizon 2
	Use the register of parent occupations to look for student service learning opportunities.	Principal	Horizon 2
Annual budget education resources more clearly reflect our strategic improvement goals and professional development needs.	Support staff to better define and align specific resource requests for preparation of the annual budget (embed disciplined approach to annual budget preparation).	Principal	Horizon 2

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4.1 HOW TO MAINTAIN THIS PLAN

The Board Chairperson is accountable for maintaining this plan. The process for maintaining this plan, over the next five years is as outlined in the figure below.



5 Document Revision History

Date	Revision	By	Description
28 March 2016	0	Holly Buschman	Issued to Chrysalis Community as Final.
14 May 2016	1	Holly Buschman	Replaced 'Australian Curriculum' with 'Western Australian Curriculum' throughout the document, as per request from Paul Doherty. Included this section for tracking document revisions.
9 June 2016	2	Holly Buschman	Added strategic outcome of 'sound risk management' under Operations and Infrastructure Key Focus Area.
24 June 2016	3	Holly Buschman	Update Cover Page