

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.

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.

Vision



100 YEARS
in education

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.

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.



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.



PMSA

HOW WE'LL GET THERE

HORIZON 1

PURSUING EXCELLENCE

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

INITIATIVES

MEASURES

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| 1. Encourage schools to reach an optimal, sustainable capacity to deliver exceptional education . | 1. Financial predictability and sustainability of schools, including existence of waitlists. |
| 2. Support schools to develop an environment where the highest quality teaching occurs. | 2. Feedback from students, educators and parents, academic results achieved, and the prevalence of Highly Accomplished and Lead Teachers certified at each school. |
| 3. Foster a culture of inquiry and research to support a focus on evidence-based education . | 3. Publishing of research programs undertaken by our schools, and the reputational impact of research-based initiatives being delivered within the schools. |
| 4. Establish a common framework for academic outcomes and student well-being . | 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. Enhance governance structures and support systems throughout the organisation. | 5. Percentage of governance reforms delivered, implementation of a continuous governance improvement process, and stakeholder feedback on governance reforms made. |
| 6. Drive innovation and knowledge sharing throughout the organisation. | 6. Number of initiatives shared and the creation of a formal innovation knowledge sharing forum / network. |
| 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. | 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. Affirm our quality standards by international benchmarking recognition. | 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.

INITIATIVES

MEASURES

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| 9. Develop a formal PMSA partnership program to expand student and educator access to institutional best-practice. | 9. Quality and number of formal and informal partnerships, number of participants enriched through these partnerships, and the recurrence of placements. |
| 10. Leverage the talents, experience and relationships of parents and past students. | 10. Frequency and effectiveness of interactions between current students and other community members, and the enrichment outcomes achieved. |
| 11. Work with leading international academic institutions to provide scholarship, learning and enrichment opportunities for our students and educators. | 11. Number and legacy impact of international opportunities fulfilled, in terms of enhanced systemic access for current students and educators. |
| 12. Elevate the relevance and importance of Christian education in society through partnerships and collaboration. | 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.

INITIATIVES

MEASURES

- | | |
|--|---|
| 13. Become a leading voice in the local and global education community. | 13. External acknowledgement of PMSA's leadership in the global education community. Participation in local and international working groups and industry events. |
| 14. Promote our organisation as a research partner for advances in education. | 14. Propensity of research initiatives undertaken with the PMSA and outcomes achieved. |
| 15. Increase opportunity, flexibility and access for existing, remote and home-schooled students. | 15. Establishment of program, number of students enrolled and impact achieved. |

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.

