

Glenbrook School



**Strategic Plan
2011 - 2013**

Strategic Plan 2011 - 2013

Mission Statement

Provide a stimulating and supportive environment to deliver quality learning and student achievement.

Key Strategies

1. Strive for excellence in teaching and learning.
2. Develop a school that reflects the needs of a 21st Century Glenbrook School Learner.
3. Maintain a quality staff and value this as our most important asset.
4. Develop a culture that embraces our school values.
5. Develop high quality communication with our parent community.

Strive for excellence in teaching and learning.

- 1.0 To continue to develop superior literacy and numeracy programmes that will be our 'core focus'.
- 1.1 To use Information and Communication Technologies (ICT) to enhance classroom programmes.
- 1.2 To display best practice teaching.
- 1.3 To provide a range of relevant learning opportunities for all children.
- 1.4 To use assessment data to enhance classroom practice.

Develop a school that reflects the needs of a 21st Century Glenbrook School Learner.

- 2.0 To develop a clear Thinking Skills programme.
- 2.1 To develop a schoolwide Inquiry Process.
- 2.2 To develop a curriculum that meets the needs of a 21st century learner.
- 2.3 To continue to provide and value the importance of quality Phys Ed, Sport, and EOTC throughout the school.
- 2.4 To develop classrooms that support 21st century learning.

Develop a culture that embraces our school values.

- 3.0 To develop a culture that promotes high expectations.
- 3.1 To have each child take responsibility for their own learning.
- 3.2 To foster leadership opportunities for our students.
- 3.3 To develop programmes that enhance our school culture.
- 3.4 To upskill BOT members to ensure the governance of the school reflects our culture.

Maintain a quality staff and value this as our most important asset.

- 4.0 To provide a quality schoolwide programme of professional development (teachers and teacher aides).
- 4.1 To focus on low teacher : student ratios
- 4.2 To maintain a supportive, rewarding and challenging environment for staff.
- 4.3 To develop best practice in recruitment of new staff, ensuring a good range and caliber of applicants.

Maintain high quality communication with our parent community.

- 5.0 To provide quality feedback and evidence of individual, cohort and schoolwide student achievement.
- 5.1 To initiate opportunities to upskill our parents about educational issues and understanding.
- 5.2 To provide opportunities for parents to be involved in their child's education. (eg: on-line portal, goal setting, surveys and reporting process).

2011 Strategic Goal 1: Strive for excellence in teaching and learning.

Objective		Action	Who	Cost	When	Outcome Indicators
1.0	To continue to develop superior literacy and numeracy programmes that will be our 'core focus'.	1.0.0 Teachers attend Numeracy Project refresher courses.	A.Davidson Principal	\$4,000	All year	High level teacher expertise and quality teaching.
		1.0.1 Introduce a schoolwide writing process.	All	\$0	Term 2	Standard process to produce better writers.
		1.0.2 Undertake writing PD	Facilitator	\$2,000	All year	Upskilled teachers
		1.0.3 Introduce Spelling Under Scrutiny programme schoolwide.	Eng. Team All teachers	\$1,000	All year	Consistency across school and improved spelling.
		1.0.4 Incorporate vocabulary activities into literacy programme.	All	\$0	All year	Increased vocabulary knowledge.
1.1	To use ICT to enhance classroom programmes.	1.1.0 Teachers will receive PD for ICT software and hardware.	Principal	\$0	Term 2-4	Teachers incorporate ICT into classroom programme.
		1.1.1 Upgrade IT infrastructure, purchase software and hardware.	Principal	\$20k to \$70k	Term 2-4	Teachers are able to incorporate IT into their programme.
		1.1.2 Upskill key children in ICT to support teacher development.	H. Simnor Principal	\$0	Term 2-4	Support for teachers to deliver their programmes.
		1.1.3 Teacher PD for MUSAC	Facilitator	\$2000	Term 2-4	Teachers use MUSAC to benefit learning.
1.2	To display best practice teaching	1.2.0 Use learning intentions and success criteria in all classes.	All	\$0	All year	Teachers involve children in their learning.
		1.2.1 Develop teacher's handbook	All	\$0	All year	Teacher consistency across the school.
1.3	To provide a range of relevant learning opportunities for all children.	1.3.0 To offer careers education to Year 7&8 children (careers day)	A.Davidson J.Howe	\$0	Term 3	Children are exposed to options for future careers.
		1.3.1 To develop the SENCO role and support programmes.	SENCO's	Release	All year	Quality schoolwide support programmes.

1.4	Use assessment data to enhance classroom practice.	1.4.0 Develop an assessment schedule using quality assess tools.	All	\$0	Term 1	Programmes will address pupil needs.
		1.4.1 Use assessment data to guide each teaching programme.	All	\$0	All year	Quality teaching programmes developed.
		1.4.2 Develop and use a student assessment folder to track a child.	Mgmt Teachers	\$0	All year	Able to track and report on a child's development over time.
		1.4.3 To develop a 7 year old assessment tool.	Junior Sch Teachers	Release	Term 1&2	Quality tool to track child's development after two years at school.

2011 Strategic Goal 2: Develop a school that reflects the needs of a 21st Century Glenbrook School Learner.

Objective		Action	Who	Cost	When	Outcome Indicators
2.2	To develop a curriculum that meets the needs of a 21st century learner.	2.2.0 Review the Glenbrook School curriculum.	All	\$0	Term 1	A school curriculum that meets the needs of the Glenbrook children.
		2.2.1 Ensure programmes, assessments and reporting reflect the National Standards	All	\$0	All year	National standard requirements are met.
		2.2.2 Resource the curriculum with a specific focus on Numeracy kits, IT equipment and reading resources.	Principal All	\$TBC	Term 2&3	Adequate resources to support programmes.
2.3	To continue to provide and value the importance of quality PE, Sport and EOTC opportunities at all levels of the school.	2.3.0 To offer an increased range of sporting experiences.	All	\$0	All year	Children are exposed to a range of sports and levels of competition.
		2.3.1 Develop an EOTC and sport programme with guidelines for 2012, including camps and EOTC.	All	\$0	Term 3-4	Children will have the opportunity to participate in relevant sport and EOTC activities.
		2.3.2 To increase participation in lunchtime sports.	Principal Senior chn	\$0	All year	An increase in lunchtime participation and sports / social skills.
2.4	To develop classrooms that support 21st century learning.	2.4.0 Install window fixtures as per 5YA to support projectors.	Principal	5YA budget	Term 1&2	Resources support learning.
		2.4.1 Stocktake of schoolwide furniture to develop a long term plan.	Principal	\$0	Term 1	Long term plan for furniture purchase.

2011 Strategic Goal 3: Develop a culture that embraces our school values.

Objective		Action	Who	Cost	When	Outcome Indicators
3.0	To develop a culture that promotes high expectations.	3.0.0 Review our school behavior management plan.	All & BOT	\$0	Term 1	Clear behaviour management plan and consistency for the school community.
		3.0.1 Promote excellence through achievements eg: academic, sports, leadership, whanau groups and cultural.	All	\$0	All year	Children see role models, examples of excellence and acknowledgement for hard work.
		3.0.2 Introduce the concept of 'Personal Bests' and 'Caught Being Good' - playground	All	\$0	Term 2-4	Each child challenges themselves to do their best, always.
3.1	To have each child take responsibility for their own learning.	3.1.0 Set and monitor personal learning goals.	All	\$0	Term 1&3	Child set and work towards achieving personal goals.
		3.1.1 Children understand that their behavior is their personal choice.	All	\$0	All year	Children make positive behavior choices to improve their student achievement.
3.2	To foster leadership opportunities for our students.	3.2.0 To provide opportunities, clear expectations, guidance and job descriptions for student leaders in school roles.	Principal A.Davidson J.Howe	\$0	All year	Children identify qualities of a leader. Children practice leadership. Leaders are developed and valued.
3.3	To develop programmes that enhance our school culture.	3.3.0 Introduce Cool Schools and Peer Mediators schoolwide.	All	\$1500	Term 1, all year.	Programmes support behavior management and learning.
		3.3.1 Introduce the Virtues programme schoolwide.	All	\$0	All year	Children use the Virtues language to identify and display values.
3.4	To upskill BOT members to ensure that the governance of the school reflects our culture.	3.4.0 Undertake regular prof. development , including on National Standards.	BOT	\$0	Term 2-3	BOT develop understanding of National Standards and how this affects school.
		3.4.1 To develop and review our strategic plan.	BOT All	\$0	Term 1	A clear direction for Glenbrook School.
		3.4.2 Develop a BOT handbook	BOT	\$0		Clear guidelines and expectations for all BOT members.

2011 Strategic Goal 4: Maintain a quality staff and value this as our most important asset.

Objective		Action	Who	Cost	When	Outcome Indicators
4.0	To provide a quality schoolwide programme of professional development (teachers and teacher aides).	4.0.0 Develop a clear programme for professional development that reflects our school focuses and strategic plan.	Principal	\$10,000	All year	Teachers and teachers aides receive quality professional development.
4.1	To focus on low teacher : student ratios	4.1.0 Manage banked staffing using excel programme.	Principal	\$0	All year	Children will be provided with the best learning environment.
		4.1.1 Use teacher aides to support classroom learning / programmes.	Principal	Salary	All year	Teachers will be supported in their teaching.
4.2	To maintain a supportive, rewarding and challenging environment for staff.	4.2.0 Develop a quality appraisal process for all staff.	Principal	\$0	All year	Staff receive feedback on teaching practice and individual development goals are set.
		4.2.1 Build management capacity through leadership opportunities.	Principal	Units	All year	Teachers have opportunities to build their personal capability / skills.

2011 Strategic Goal 5: Maintain high quality communication with our parent community.

Objective		Action	Who	Cost	When	Outcome Indicators
5.0	To provide quality feedback and evidence of individual, cohort and schoolwide student achievement.	5.0.0 Better utilise MUSAC for data keeping and analysis	All Facilitator	\$1500	All year	Accurate teaching from quality data.
		5.0.1 Review our reporting system, including written and parent interviews.	All	\$0	All year	Easy to understand reports that provide parents with a good understanding of their child's learning / needs.
		5.0.2 Share school goals and strategic plan.	Principal BOT	All year	All year	Shared vision and understanding of school focus / direction / goals.
5.1	Initiate opportunities to upskill our parents about educational issues and understanding.	5.1.0 National Standards Development via newsletter and website.	Principal	\$0	All year	Parents will develop an better understanding of the National Standards.
		5.1.1 Parent evenings: Cool Schools and Reading.	Principal	\$0	Term 2	Shared understanding of school programmes.
5.2	To provide opportunities for parents to be involved in their child's education. (eg: on-line portal, goal setting, surveys and reporting process).	5.2.0 Introduce schoolwide Child Centred Conferences.	All	\$0	Term 1&3	Child, parents and teachers have a shared understanding of the child's learning.
		5.2.1 Maintain classroom communication / sharing through our website.	Teachers with web group.	\$0	Term 2-4	Better communication.
		5.2.2 Revamp the parent handbook and make this available on the website.	Principal	\$0	Term 1&2	Shared expectation of what Glenbrook School does and is about.

2012

Proposed Contracts

ICT Contract
Health Promoting Schools

Boys Education
Enviroschools

Strategic Goals

1. Strive for excellence in teaching and learning.

1.0 To continue to develop superior literacy and numeracy programmes that will be our 'core focus'.
Spelling Under Scrutiny PD, Reading programme review with a specific focus on comprehension strategies and activities, continue writing development.

1.1 To use Information and Communication Technologies (ICT) to enhance classroom programmes.
Software PD (including IWB's), Maximising PC's in the class, additional hardware, digital cameras / story telling.

1.2 To display best practice teaching.
21st century pedagogy – best practice visits, quality group work and associated tasks, children developing success criteria

1.3 To provide a range of relevant learning opportunities for all children.
GATE programme, EOTC programme into action.

1.4 To use assessment data to enhance classroom practice.
Review assessment programme, introduce e-asttle, formative assessment and develop quality professional learning discussions at syndicate level.

2. Develop a school that reflects the needs of a 21st Century Glenbrook School Learner.

2.0 To develop a clear Thinking Skills programme.
Teacher PD and trial in class.

2.2 To develop a curriculum that meets the needs of a 21st century learner.
Inquiry visits, conference attendance, enviroschools development, purchase quality resources to enhance programmes.

2.3 To continue to provide and value the importance of quality Phys Ed, Sport, and EOTC throughout the school.
Implement EOTC programme, interschool sport involvement, Health promoting schools contract, Whanau leader events.

2.4 To develop classrooms that develop 21st century learning.
Develop new 5YA.

3. Develop a culture that embraces our school values.

3.0 To develop a culture that promotes high expectations.
Reinforce excellence in all areas of school

3.1 To have each child take responsibility for their own learning.
Self evaluation, developing success criteria, resilience

3.2 To foster leadership opportunities for our students.
Develop social conscience and giving back to community

3.3 To develop programmes that enhance our school culture.
Cool Schools review, interschool sports, cultural events, kapa haka?

3.4 To upskill BOT members to ensure the governance of the school reflects our culture.
Principal appraisal, review of the Charter. BOT professional development.

4. Maintain a quality staff and value this as our most important asset.

4.0 To provide a quality schoolwide programme of professional development (teachers and teacher aides).
Develop a clear programme of PD that reflect the schoolwide focuses. T.aide PD

4.2 To maintain a supportive, rewarding and challenging environment for staff.
Conference attendance, leadership opportunities.

4.3 To develop best practice in recruitment of new staff, ensuring a good range and caliber of applicants.
Develop teacher handbook. Process and timeframe for appointments.

5. Maintain a quality learning environment.

5.0 To provide quality feedback and evidence of individual, cohort and schoolwide student achievement.
Maximise MUSAC for assessment data, use data to guide teaching programme and professional discussions.

5.1 To initiate opportunities to upskill our parents about educational issues and understanding.
Mathematics evening, thinking skills, best practice classroom.

5.2 To provide opportunities for parents to be involved in their child's education. (eg: on-line portal, goal setting, surveys and reporting process).

BOT survey for Charter / Strategic planning, develop website, using parents / community members as experts at school

2013

Proposed Contracts

ICT Contract
Health Promoting Schools
Enviroschools

Strategic Goals

1. Strive for excellence in teaching and learning.

1.0 To continue to develop superior literacy and numeracy programmes that will be our 'core focus'.
Oral language development, questioning, writing, numeracy review.

1.1 To use Information and Communication Technologies (ICT) to enhance classroom programmes.
Software PD, IWB PD, online portal for parents, investigate eportfolios

1.2 To display best practice teaching.
Peer visits, teacher conference attendance, self review,

1.3 To provide a range of relevant learning opportunities for all children.
Enviroschools schoolwide, School Production, Review current programme

1.4 To use assessment data to enhance classroom practice.
Review of effectiveness, e-asttle development.

2. Develop a school that reflects the needs of a 21st Century Glenbrook School Learner.

2.0 To develop a clear Thinking Skills programme.
Integrate thinking programme and tools into classroom programmes.

2.1 To develop a schoolwide Inquiry Process.
School visits and teacher development (Term 1&2) trial unit (term 3), review (term 4)

2.2 To develop a curriculum that meets the needs of a 21st century learner.
Review teacher pedagogy via appraisal system. Boys education concepts into action.

2.3 To continue to provide and value the importance of quality Phys Ed, Sport, and EOTC throughout the school.
Health Promoting Schools

3. Develop a culture that embraces our school values.

3.0 To develop a culture that promotes high expectations.

3.1 To have each child take responsibility for their own learning.
Investigate e-portfolio, Student Led Conferences and online portal's.

3.2 To foster leadership opportunities for our students.
Build capacity for leadership throughout the school, identifying leadership.

3.4 To upskill BOT members to ensure the governance of the school reflects our culture.
New BOT training, review BOT handbook.

4. Maintain a quality staff and value this as our most important asset.

4.0 To provide a quality schoolwide programme of professional development (teachers and teacher aides).
Programme reflects our needs and school direction.

4.1 To focus on low teacher : student ratios
Review staffing and baked staffing usage.

4.2 To maintain a supportive, rewarding and challenging environment for staff.
Offer management opportunities and training for interested staff.

5. Maintain a quality learning environment.

5.0 To provide quality feedback and evidence of individual, cohort and schoolwide student achievement.
Investigate on-line portal, review reporting processes, e-asttle.

5.1 To initiate opportunities to upskill our parents about educational issues and understanding.
Parent evenings as required (Literacy, best practice, assessment)

5.2 To provide opportunities for parents to be involved in their child's education. (eg: on-line portal, goal setting, surveys and reporting process).
Investigate on-line portal