



OPTIMAL SCHOOL GOVERNANCE

OSG-S5

MISSION, VISION AND STRATEGIC THINKING

OVERVIEW OF THE COURSE

COURSE RATIONALE: A key component of the role of ‘responsible persons’ is to “provide strategic guidance” (NESA Requirements, section 3.9.3.1). It is also a NESA requirement that ‘responsible persons’ have “relevant qualifications, skills and experience for governing the school properly”. Therefore, if ‘responsible persons’ are to be effective in their duties, they must understand how to develop and sustain the school’s mission, vision and strategic direction. This course helps ‘responsible persons’ understand the important differences between mission, vision and strategic direction, and equips them with a practical framework to develop and then implement strategic guidance in the school from a governance perspective.

COURSE OBJECTIVE: This course is designed to help ‘responsible persons’ [as defined under Section 47(1)(b) of the Education Act in New South Wales] understand and implement sound policies and ongoing procedures for effective governance in ways that comply with the NESA requirements upon school boards. Specifically, the course is designed to provide in-depth appreciation and practical application of ways in which ‘responsible persons’ can work together to ensure (a) effective implementation of established principles of ‘best practice’ in the areas of mission, vision and strategic direction and (b) compliance with relevant NESA requirements in these areas. Furthermore, the course provides opportunities through discussion and problem-solving for ‘responsible persons’ to build unity of understanding, a common purpose, and a commitment to implementing ‘best practices’ for effective school governance in a strategic manner that enhances the school’s outcomes. The course is designed to address ongoing professional learning needs rather than serving as a key component of the induction of new ‘responsible persons’.

COURSE AIMS:

1. To help ‘responsible persons’ understand the nature and importance of mission, vision and strategic direction.
2. To inform ‘responsible persons’ about the NESA requirements and expectations as they relate to mission, vision and strategic direction.
3. To expand knowledge of the NESA requirements and expectations into a solid, practical understanding that is demonstrated by a commitment to fulfil the requirements and adhere to principles and practices of ‘best practice’ in the areas of mission, vision and strategic direction.
4. To help ‘responsible persons’ develop a practical strategy to fulfil the NESA requirements in terms of (a) record keeping, (b) understanding effective governance principles and practices, and (c) implementing ‘best practice’ in the areas of mission, vision and strategic direction.
5. To help ‘responsible persons’ reflect upon the importance of mission, vision and strategic direction and their implementation, the board’s effectiveness in fulfilling its role of governance in these areas, and if appropriate, initiate an ongoing process of improvement.

DURATION OF THE COURSE: 4 hours.

MODE OF DELIVERY: Face-to-face interactive workshop with all the ‘responsible persons’ in one group, usually delivered at the school or at another suitable venue organised by the school.



SUMMARY OF COURSE CONTENT:

- What is meant by 'mission'?
- What makes a good mission statement?
- Best Practice self-evaluation and reflection of the board's effectiveness in developing and sustaining the mission.
- What is meant by 'strategic vision'?
- How is a 'strategic vision' different from a 'strategic plan'?
- Expanding the vision.
- Types of vision statement.
- Internal and external reality.
- Planning for an unknown future.
- Shifting paradigms.
- Implications of shifting paradigms.
- The changing nature of work.
- Changing economic and cultural paradigms.
- The effectiveness of current educational practices.
- Individual student differences and learning styles.
- The scope of a strategic vision.
- The nature of a strategic vision.
- How to develop a strategic vision.
- Strategic outcomes.
- The board's role in steering the vision.
- The five sustainabilities.
- A possible model of strategic planning
- Drafting appropriate mission and vision statements.
- Best Practice self-evaluation and reflection of the board's effectiveness in developing and sustaining the vision.

This course covers the following governance requirements as outlined in the *Registered and Accredited Individual Non-government Schools (NSW) Manual* (December 2017): 3.9.3.1-A; 3.9.3.1-B and 3.9.3.1-C.

CERTIFICATION: Upon successful completion of the course, a signed letter is issued to the school certifying the name of the course, the content covered, the duration of the course, the venue, and the names of those persons who attended.