Foreword

The publication of the 2009–2011 Strategic Plan is the culmination of work undertaken by the Board and staff of AISSA to describe the fundamental values and vision of the Association. It also includes the goals and strategies to tackle the future. It is the hope of the Board that members of our Association and other interested bodies will draw individual and collective strength from the clarity of purpose and shared strategies described within the Plan.

The Association of Independent Schools of South Australia is the unified voice of Independent schooling in South Australia. The impact of the Association’s operations is respected across all educational sectors and States/Territories in Australia. The Strategic Plan sets a strategic course for the next three years. The Board is excited about the possibilities of implementing the Plan and is looking forward to monitoring and evaluating its success.

The positive impact of our Association stems from its ability to remain committed to supporting the needs of its diverse membership through “unifying and supporting Independent schools”. The Plan confidently challenges the Association to remain the preeminent voice of independent education, and to be at the forefront of educational debate in South Australia and the nation.

We are pleased to commend the Plan to you.

Luke Thomson
President
Vision
The AISSA will:
• be a forceful and inspirational voice of education in SA
• be the most powerful advocate for Independent schooling in the community
• advocate with a single voice
• safeguard the independence and common interests of member schools and associated systems with a single voice
• have an organisation work culture which is unified, encouraging, respectful, inclusive, challenging and optimistic
• have the resources to deliver innovative and excellent services valued by members

Values
• We believe passionately in Independent schooling and the right of parents to exercise choice
• We accept only the highest ethical and professional standards
• We respect and are strengthened by diversity
• We promote a spirit of openness and mutual trust
• We embrace a culture of support, encouragement and networking

Goals
• Align the services provided by AISSA and its related entities to ensure effective and efficient delivery of services to member schools;
• Link the budget planning of the AISSA Board with strategic directions of the Association and member schools;
• Identify emerging demands on the AISSA office and evaluate the impact on the resource needs.

Operational Strategies
Review the AISSA long term Financial Plan to ensure it reflects emerging service and resource demands on the Association;
Align expertise of AISSA personnel with the services required by member schools and identify staffing requirements on an annual basis;
Evaluate infrastructure needs for the AISSA and investigate alternative office and training facilities;
Ensure staff have access to sunrise technology to deliver services, in particular professional development and advice to member schools;
Investigate alternative income sources to support new services to member schools and seek new financial partnerships;
Present a revised Financial Plan to the AISSA Board by end of 2009.

Strategic Priority 7
Have the means

We will ensure the AISSA has the appropriate resources to enable it to provide relevant, exemplary and creative services to its members.

Means

2011
**Goals**

- Communicate our purpose with clarity;
- Develop and implement appropriate communication strategies to achieve awareness of the purpose and functions of the AISSA among identified stakeholder groups.

**Operational Strategies**

Inform journalists, politicians and key external agencies about the purpose and functions of the AISSA and its related entities;

Communicate the purpose and services of the AISSA and related entities to new principals, new board members, school interest groups and system authorities;

Maintain regular media coverage on key policies and issues that impact on member schools;

Assess the extent to which members and representatives from external agencies understand the purpose and functions of the AISSA and its related entities;

Assess the degree to which member schools consider the AISSA and its related entities make a positive difference to their school;

Conduct induction programs for new principals, new teachers and new board members on an annual basis;

Report to the AISSA Board on the level of understanding among members and key external agencies about the purpose and services provided by the AISSA at the end of each calendar year or as required by the Board.

We will ensure that members, governments, the media and the community are aware of the purpose and functions of the AISSA and related entities.
Influence Governments

The AISSA will be the voice for the Independent school sector in South Australia and advocate for the views of its membership to be reflected in significant legislation and regulations.

Goals

• Work with (not for) governments to achieve positive outcomes for children’s services and school education in South Australia;
• Protect the fundamental principles and characteristics underpinning Independent school care and education in SA;
• Maintain positive and professional relationships with politicians across all political parties;
• Ensure the views of the SA Independent school sector are presented in the national arena;
• Demonstrate the positive contribution Independent schools make to building communities and the education and care of children and young people in SA.

Operational Strategies

Plan a long term communication strategy for representation to governments;
Develop an effective consultation strategy to ensure member schools, interest groups and school authorities within the sector contribute to determining the position of the sector on key policy issues;
Work with ISCA to ensure the views of the SA Independent school sector are considered in the development of national policy and legislation;
Prepare high quality written and oral submissions on key policy and legislative matters based on genuine consultation with member schools and related interest groups and system authorities;
Seek AISSA representation on key external committees, working parties and advisory groups relating to early childhood services and school education within SA.

Engage all Members and School Interest Groups

We will establish and maintain high levels of engagement across member schools and related interest groups and system authorities within the Independent school sector.

Goals

• Provide opportunities for involvement of all member schools and associated interest groups in the enterprise of the AISSA;
• Ensure that membership of the AISSA Board and its Standing Committees reflects both the diversity of the Independent school sector and expertise required for effective governance of the Association;
• Ensure the services provided by the AISSA and its related entities are respectful of each school’s ethos and culture.

Operational Strategies

Facilitate the engagement of new Heads and school board members with the AISSA and its related entities;
Implement a range of strategies to engage members, interest groups and system authorities with the AISSA and its related entities;
Undertake a program of regular visits by senior AISSA staff to member schools;
Develop a succession planning strategy for the AISSA Board and Standing Committees for presentation to the AISSA Board and related entity authorities by the end of 2009;
Assess the level of members’ satisfaction with their engagement with AISSA services and governance and provide a report to the Board as required.
Take the Lead

We will be a leader in providing high quality services and advocacy, and support the leadership of member schools in their provision of quality education and related children’s services.

Goals

• Model leadership through the provision of high quality services and advocacy;
• Foster innovation and excellence in education within the Independent school sector and related children’s services;
• Foster the highest possible standards in school governance;
• Facilitate the participation of the Independent school sector in debates on care and education;
• Enhance the profile of the AISSA and the Independent school sector within the community and across governments and the media.

Operational Strategies

Enhance the profile of educational services provided by the AISSA and its related entities;
Foster high quality professional development and debate through the Centre of Excellence and Innovation in Teaching and Learning, including the publication of discussion papers on key topics of significance to member schools;
Prepare high quality publications for external distribution;
Prepare high quality written and oral submissions based on genuine consultation with member schools and related interest groups and system authorities;
Seek AISSA representation on all key external committees, working parties and advisory groups relating to early childhood services and school education within SA;
Communicate the key objectives and targets of the SA Strategic Plan to member schools and be the key link to government on this Plan;
Enhance formal links with the Universities and other education and training providers;
Ensure the views and needs of the Independent school sector in SA are presented to ISCA and federal politicians;
Explore the establishment of an accreditation/registration unit, based on high standards, within AISSA for the review of Independent schools and children’s services within the sector;
Identify services to assist member schools educate disadvantaged children;
Make annual AISSA awards to recognise excellence and innovation within member schools;
Conduct a professional development and context briefing program for school board members;
Conduct workshops on governance on topics determined by feedback from member schools and source articles for the AISSA Governance Journal.
Take the Lead

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Ensure the views and needs of the Independent school sector in SA are presented to ISCA and federal politicians;
Explore the establishment of an accreditation/registration unit, based on high standards, within AISSA for the review of Independent schools and children’s services within the sector;
Identify services to assist member schools educate disadvantaged children;
Make annual AISSA awards to recognise excellence and innovation within member schools;
Conduct a professional development and context briefing program for school board members;
Conduct workshops on governance on topics determined by feedback from member schools and source articles for the AISSA Governance Journal.

Support Our Schools

We will plan and deliver high quality professional services that will make a difference to member schools, their communities and children’s care and education in South Australia.

Goals

• Provide services to support member schools to achieve excellence and high quality educational outcomes;
• Identify emerging changes in children’s services and school education and align service provision;
• Maintain exceptional customer service standards;
• Protect the autonomy of member schools and school authorities within SA.

Operational Strategies

Be pro-active in alerting schools to emerging issues and changes in policy directions;
Engage external expertise to ensure members have access to relevant high quality advice;
Enhance in-school delivery of services to member schools, including on-line services and review of the AISSA and related entities website;
Establish a service to assist member schools meet their compliance requirements associated with their funding agreements with State and Federal governments;
Develop a more integrated approach to service delivery across funding sources and AISSA and related entities;
Determine members’ satisfaction with the quality and range of services provided by the AISSA and related entities, including professional development services and services provided via the revised AISSA website and provide reports to the Board as required;
Evaluate AISSA procedures to ensure member schools receive prompt access to advice.
Influence Governments

The AISSA will be the voice for the Independent school sector in South Australia and advocate for the views of its membership to be reflected in significant legislation and regulations.

Goals

• Work with (not for) governments to achieve positive outcomes for children’s services and school education in South Australia;
• Protect the fundamental principles and characteristics underpinning Independent school care and education in SA;
• Maintain positive and professional relationships with politicians across all political parties;
• Ensure the views of the SA Independent school sector are presented in the national arena;
• Demonstrate the positive contribution Independent schools make to building communities and the education and care of children and young people in SA.

Operational Strategies

Plan a long term communication strategy for representation to governments;

Develop an effective consultation strategy to ensure member schools, interest groups and school authorities within the sector contribute to determining the position of the sector on key policy issues;

Work with ISCA to ensure the views of the SA Independent school sector are considered in the development of national policy and legislation;

Prepare high quality written and oral submissions on key policy and legislative matters based on genuine consultation with member schools and related interest groups and system authorities;

Seek AISSA representation on key external committees, working parties and advisory groups relating to early childhood services and school education within SA.
**Strategic Priority 1**

**Communicate Our Purpose**

We will ensure that members, governments, the media and the community are aware of the purpose and functions of the AISSA and related entities.

**Goals**
- Communicate our purpose with clarity;
- Develop and implement appropriate communication strategies to achieve awareness of the purpose and functions of the AISSA among identified stakeholder groups.

**Operational Strategies**
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**Strategic Priority 6**

**Build Strong and Productive Partnerships**

We will build a spirit of unity across the membership and establish partnerships and networks with governments and other non-government organisations for the benefit of Independent schools and the common good of the education and care of young people in South Australia.

**Goals**
- Establish strategic partnerships to enhance the delivery of AISSA member services;
- Develop professional links with school interest groups, governments and their agencies, politicians and the media to enhance the policy analysis and advocacy role of the AISSA;
- Conduct advocacy and representation roles in a professional and ethical manner.

**Operational Strategies**
- Maintain a professional working relationship with the media;
- Build professional working relationships with agencies in the Health and Family Community Services portfolios, and with staff in early childhood care and education;
- Establish and maintain positive relationships with the Vice Chancellors of the Universities in South Australia;
- Build a positive relationship with the new SACE authority;
- Identify external agencies and individuals that could enhance the advisory role of AISSA committees and working parties and seek representation from them;
- Analyse emerging trends in industrial relations to strategically position the AISSA in the national legislative context;
- Establish partnerships between the AISSA Centre of Excellence and Innovation for Teaching and Learning and other institutions.
Strategic Priority 7

Have the means

We will ensure the AISSA has the appropriate resources to enable it to provide relevant, exemplary and creative services to its members.

Goals

• Align the services provided by AISSA and its related entities to ensure effective and efficient delivery of services to member schools;

• Link the budget planning of the AISSA Board with strategic directions of the Association and member schools;

• Identify emerging demands on the AISSA office and evaluate the impact on the resource needs.

Operational Strategies

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