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**Focus Area: Governance Arrangements (e.g. Strategic Planning, School Operations Decision Making Structures and Processes)**

**Increasing the capacity and effectiveness of strategic administration in small school communities**
Smaller schools (less than 250 enrolments) have particular needs in carrying out a range of key functions associated with financial planning and administration, renewal and review. New school principals in particular can struggle with developing and maintaining strategic administrative processes in light of heavy commitments to ongoing operational processes. Participating schools will trial a range of approaches to local support for organisational leadership to allow for increased time for educational leadership.

School designs a project (action learning and/or professional development) plan to assist in the development of approaches to grow organisational leadership at the local level. A key consideration of any project will be the sustainability and transfer of outcomes across similar small school contexts. This program should explore creative ways in which small schools can build their resource capacity to address a range of administration tasks associated with running a small school. The program could involve visitations, readings, use of critical friends and/or mentors, participation in professional development programs and the establishing of partnerships. The school will engage in the project and prepare a report evaluating the project and providing recommendations.

- Schools constructs and signs off on effective strategic administration project plan (June 30, 2012)

Please amend where required
- Project Plan signed off by School and Area Supervisor
- Effective strategic administration project completed documenting effective ways (products, programs, processes and/or learning) in which schools can build resource capacity to address a range of administration tasks associated with running a small school.
Enhancing Local Autonomy of schools

School Project Plan Outline

The school project aims to influence 4 main areas:

1. Professional development for a new principal in line with the Role of the Principal document.
   - Religious Leadership
     - Develop, articulate and promote a vision and mission statement for St Joseph’s. This will involve the principal meeting regularly with mentor and other experts to ensure community engagement throughout the process.
     - Nurture spiritual formation. This will involve the principal participating in ‘Sharing Our Call 2’ a Marist spiritual formation programme.
   - Educative Leadership
     - Develop and implement a contemporary school-wide pedagogy. This will involve the principal receiving coaching with a trained coach with deep educative leadership experiences.
     - Develop and promote a collective responsibility and accountability for student achievement and wellbeing. This will involve the principal researching and then employing an expert to provide professional development to our entire staff in the area of student wellbeing.
   - Staff and Community
     - Induct staff effectively. This will involve the principal and mentor working together to establish efficient induction programmes.
   - Strategic Leadership
     - Ensure the allocation of school resourcing is appropriate, equitable and supports school renewal plans. This will involve the principal observing the mentor during budgeting processes.
   - Organisation Leadership
     - Comply with policy and legislative requirements. This will involve the principal and mentor establishing systems that allow policy documents to be accessible for the entire school community.

2. Increase the effectiveness of key role holders particularly the Finance Secretary, APRE and ST-IE by using methods such as, mentoring and internship arrangements.

3. Provide seed funding to develop the skills of a local expert to manage some online systems, including SRS, SBS and LMS.

4. Investigate school resource management systems.

Performance milestones and Payments

- Project Plan Brief signed off by School and Area Supervisor (First Payment)
- Area Supervisors Sign-off:
- Director Sign-off:
- Report on progress of project plan (Second Payment)
- Effective strategic administration project completed documenting effective ways (products, programs, processes and learning) in which schools can build resource capacity to address a range of administration tasks associated with running a small school. (Final Payment)