



Chairo Christian School

STRATEGIC PLAN (2018–2022)

Growing Stronger

THIS SCHOOL IS BUILT
UPON JESUS CHRIST
THE ROCK OF
OUR SALVATION
MATTHEW 16:18

GROWING STRONGER

It is amazing to think that we are now well into our fourth decade of providing Christian education at Chairo Christian School. Praise God for His incredible blessings to us over the years!

I doubt that even our enterprising founders could have imagined all that God would do through Chairo from 1983 until today. Similarly, while it is important that *we* take time to carefully and prayerfully plan ahead, only God knows what the future holds.

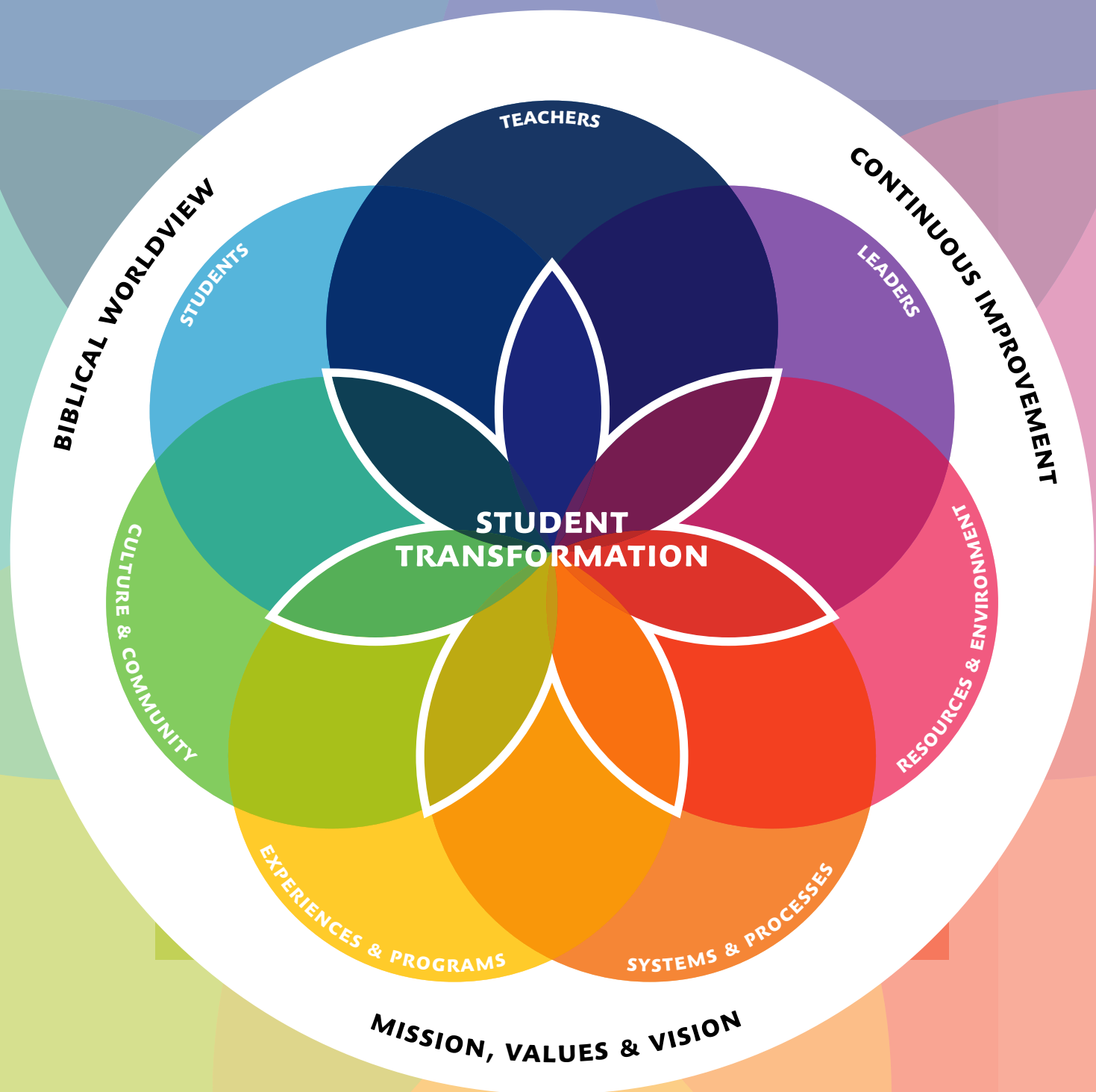
It is vital that we continue to honour our pioneers by remaining faithful to their vision and to Chairo's mission: *to provide excellence in Christ-centred education, in partnership with families, within a caring Christian community.*

Of course, in so doing, we need to seek wisdom from God and strive to ensure that we're facilitating a lifelong education for our precious children—an education that is highly relevant to our current context, wonderfully effective in its delivery, and strongly sustainable for the future.

On behalf of our board members and executive leaders, I commend this strategic plan to all members of the Chairo community as a carefully considered and most worthwhile means by which, we pray, we will grow stronger and God will transform the lives of all Chairo students.

Jeff Calway, Board Chairman





INTRODUCTION

Chairo has a model that guides our strategic planning. This model:

- emphasises what we believe to be our core business (our focus);
- clarifies the context within which we pursue our core business (our constants); and
- identifies factors that are essential to achieving our core business (our success factors).

In this booklet, we have articulated our focus, constants and success factors:

- Our focus is student transformation
- Our constants are a biblical worldview; our mission, values and vision; and a commitment to continuous improvement
- Our success factors are teachers; students; culture and community; experiences and programs; systems and processes; resources and environment; and leaders

Within each of the success factors are the strategic priorities that we will intentionally pursue over the next five years.



OUR MISSION

*To provide excellence in
Christ-centred education,
in partnership with
families, within a caring
Christian community*

OUR VALUES

Christ-like character

We are being transformed daily through God's word and Spirit, as both individuals and as a community.

Biblical foundation

We maintain an uncompromising biblical foundation in all that we think, do and say.

Partnership

We partner with parents as they seek to fulfil their God-given responsibility for the nurture and education of their children.

Relationship

We grow relationships that express the love and rule of Christ.

Achievement

We provide an educational environment in which students and staff members are nurtured toward reaching their potential through and for Christ.

Uniqueness

We celebrate and respond to the uniqueness of each individual as an image-bearer of God.

Stewardship

We steward wisely all that God has given us for the cause of Christian education.

OUR VISION

To see Christ's redemptive impact in the world through the capability, character and commitment of our students

BIBLICAL WORLDVIEW

CONTINUOUS IMPROVEMENT

**STUDENT
TRANSFORMATION**

*Building capability, character
and commitment*

MISSION, VALUES & VISION

OUR FOCUS

Our focus at Chairo is clear: the transformation of students so that their capability, commitment and character may reflect Christ.

Transformation involves shaping the desires of students toward God's Kingdom, in a way that pursues *shalom*—the integrated wholeness, wellbeing, harmony and purpose in every dimension of life that God intends for His creation.

Transformation of heart, mind, spirit and life is the work of the Holy Spirit, and the school works in partnership with families to shape the opportunities, experiences and relationships that each student will encounter (*Transformational Education: A framework for Christian teaching*).

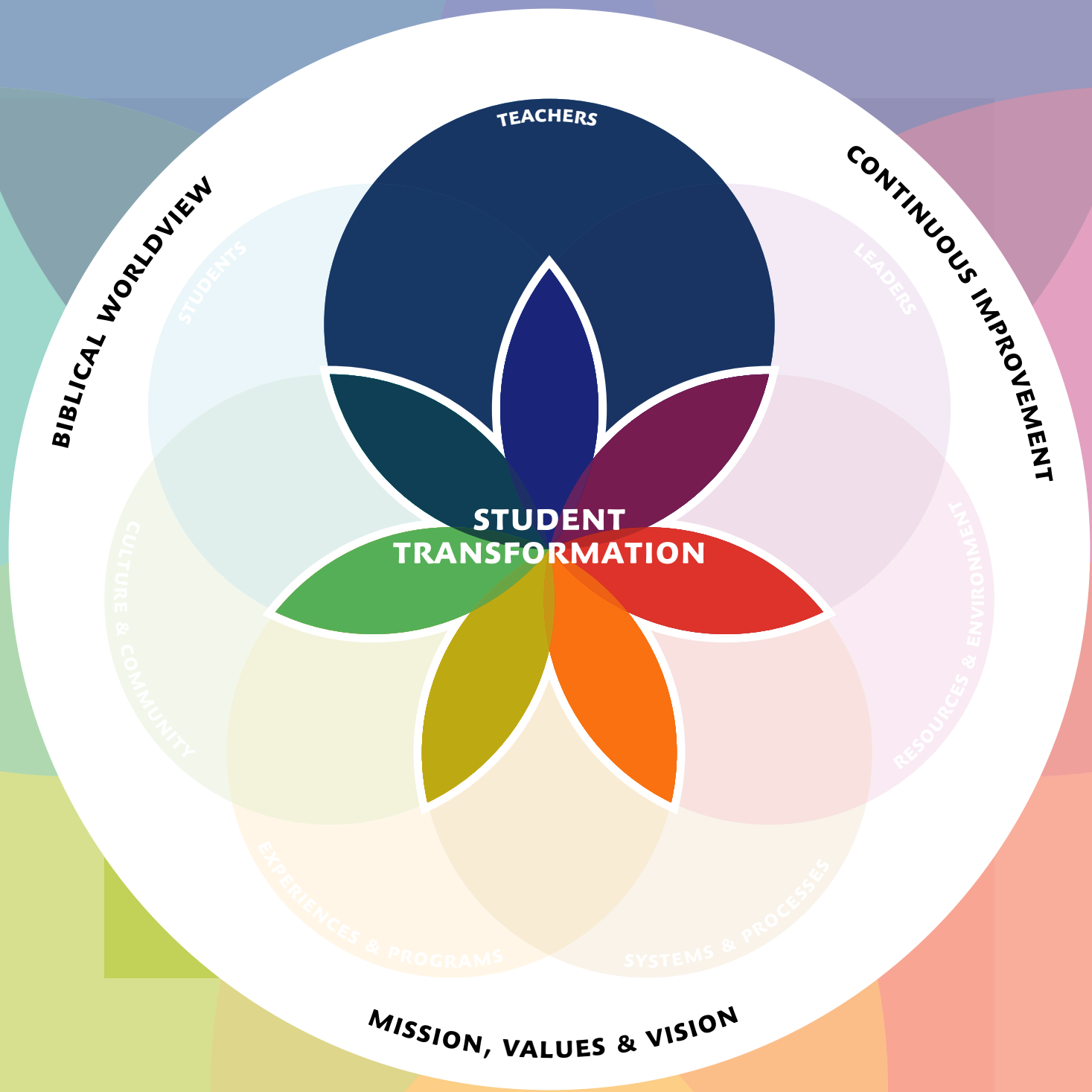
OUR CONSTANTS

Chairo seeks to be a community that sees all of life from a biblical perspective, faithfully living out our stated mission, values and vision, and intentionally reflecting on and refining what we do and how we do it.

These aspirations are summarised in our strategic model diagram as:

- biblical worldview;
- mission, values and vision; and
- continuous improvement.

We endeavour to allow these aspirations to constantly shape who we are and what we do as a community.



TEACHERS

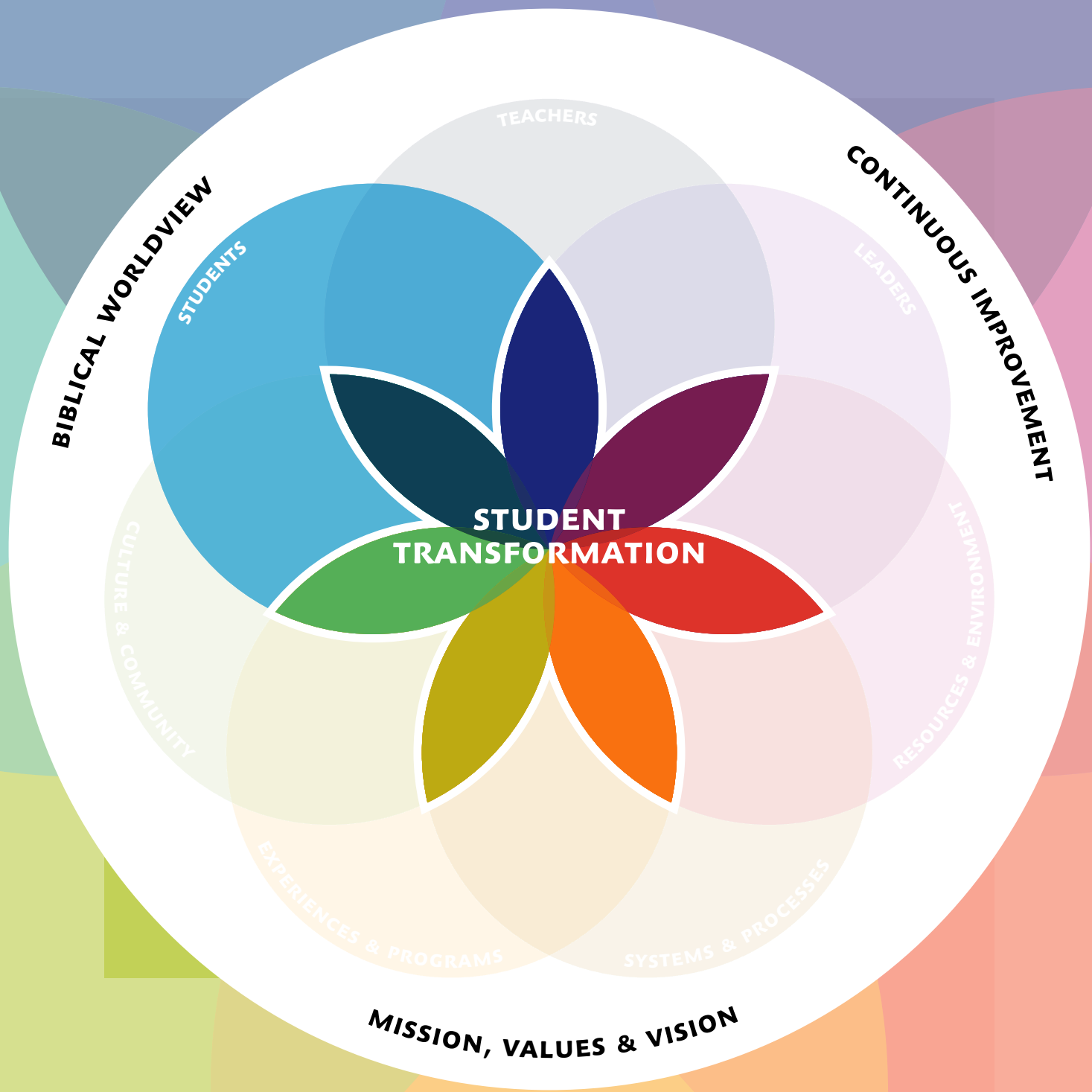
Transformed and transforming professionals who engage, enable and inspire every student

Our priority is to see evidence-informed educators¹ facilitating learning for every student².

- 1 Evidence-informed educators base their practice on two questions: 'What works?' and 'Why does it work?'
- 2 We imagine, and work toward, every student being successful!

Success in relation to teachers knowing what works and why it works will be measured through their conversations, documents and practice.

Success in relation to learning for every student will be measured through external data, the achievement of goals, and observations by staff members, parents and students.



STUDENTS

Participants in learning who take responsibility for themselves and want the best for others

Our priority is to provide opportunities for wellbeing¹ through relationship, responsibility, challenge, achievement and character development.

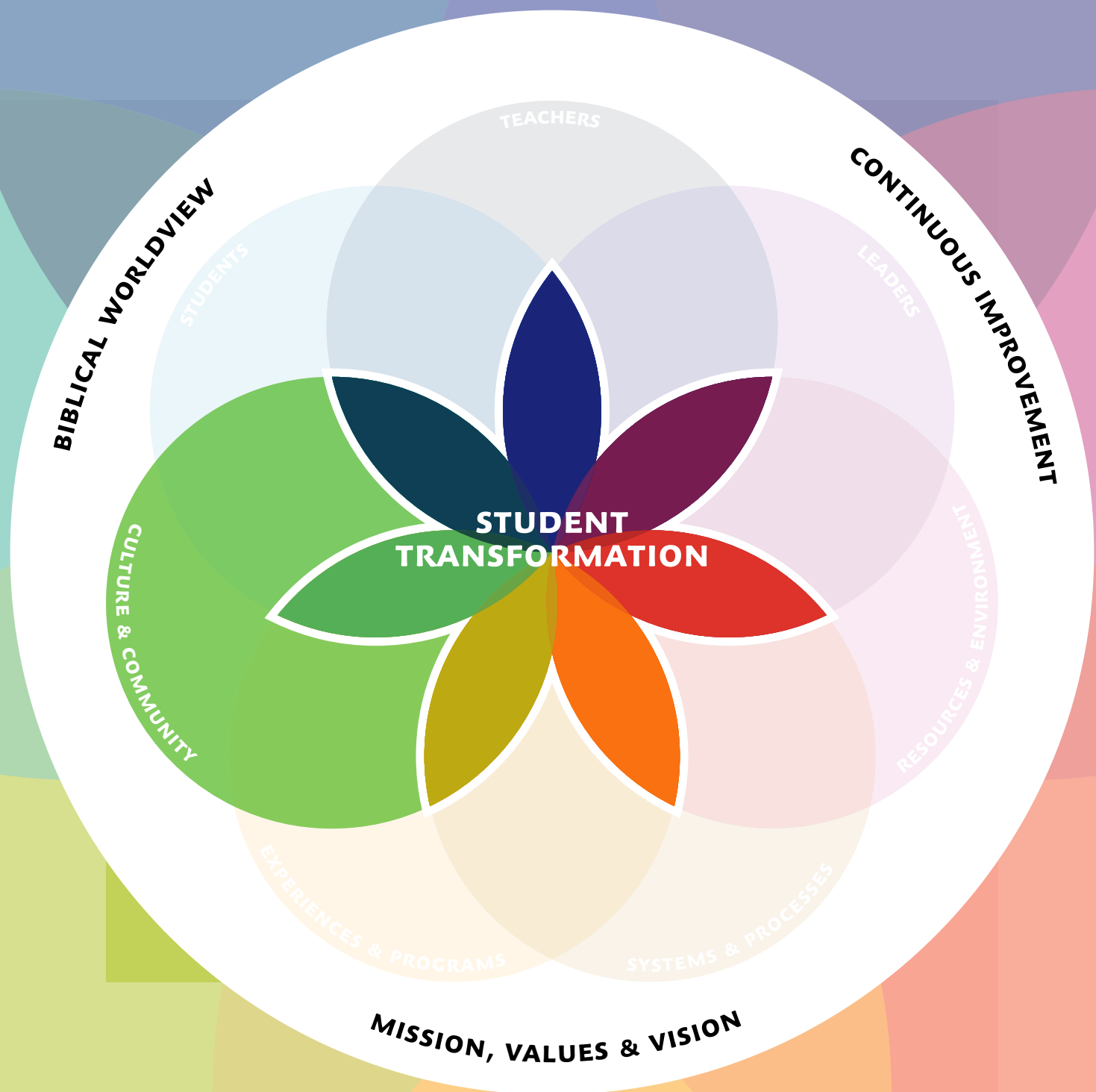
- ¹ Our understanding of wellbeing is based on a biblical view of flourishing that encompasses all of our being, including physical, psychological, spiritual and emotional aspects.

Success in relation to this priority will be measured through intentional attention to, and expression of, wellbeing indicators in both planned and incidental school experiences.

Our priority is to equip every student to apply themselves¹ responsibly and capably² in order to achieve³ in a range of endeavours⁴.

- ¹ Students applying themselves involves an intentional commitment to performing a task.
² We see students as key players in the process of learning, bringing new insights to areas of inquiry and embracing new understanding.
³ Achievement can be defined as successfully finishing something or reaching a goal, especially after effort or application.
⁴ Learning is to be holistic: instructing the mind, shaping the heart and equipping the hand.

Success in relation to this priority will be measured through recognition, by the student and others, of achievement in ways that were not realised previously.



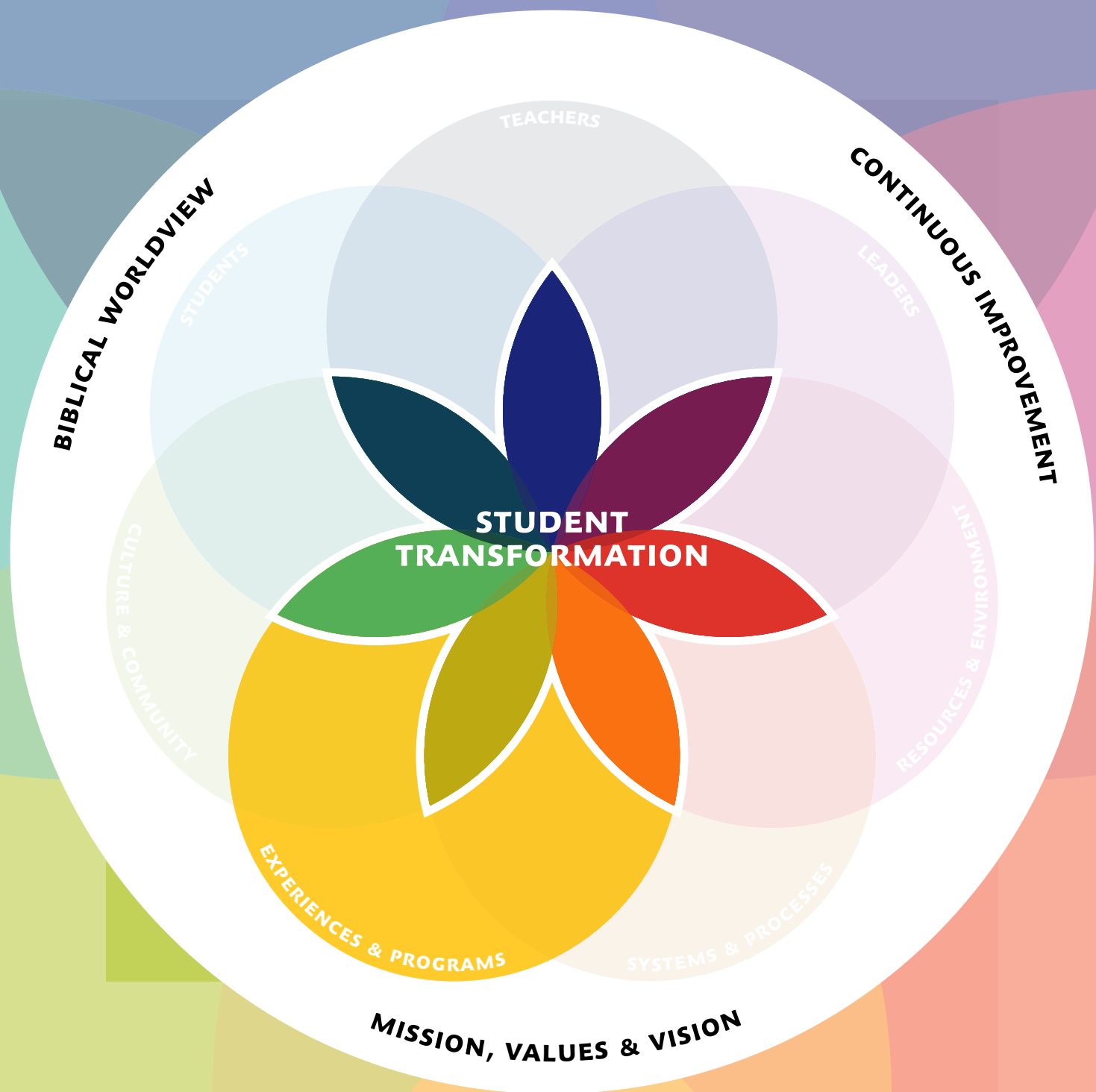
CULTURE & COMMUNITY

A people who love God and love others through their attitudes, actions and interactions

Our priority is to grow a Jesus-centred culture¹ through communication², training³ and accountability⁴.

- 1** As a school community, we believe that everything exists by Jesus, through Jesus and for Jesus.
- 2** This will require us to talk, think, pray and grow as a community.
- 3** Culture development requires intentional shaping and progress.
- 4** The expectations and standards we set ourselves as a community are based on imitating and obeying Jesus.

Success in relation to this priority will be measured through attitudes, actions, communication and achievements explicitly pointing to Jesus.



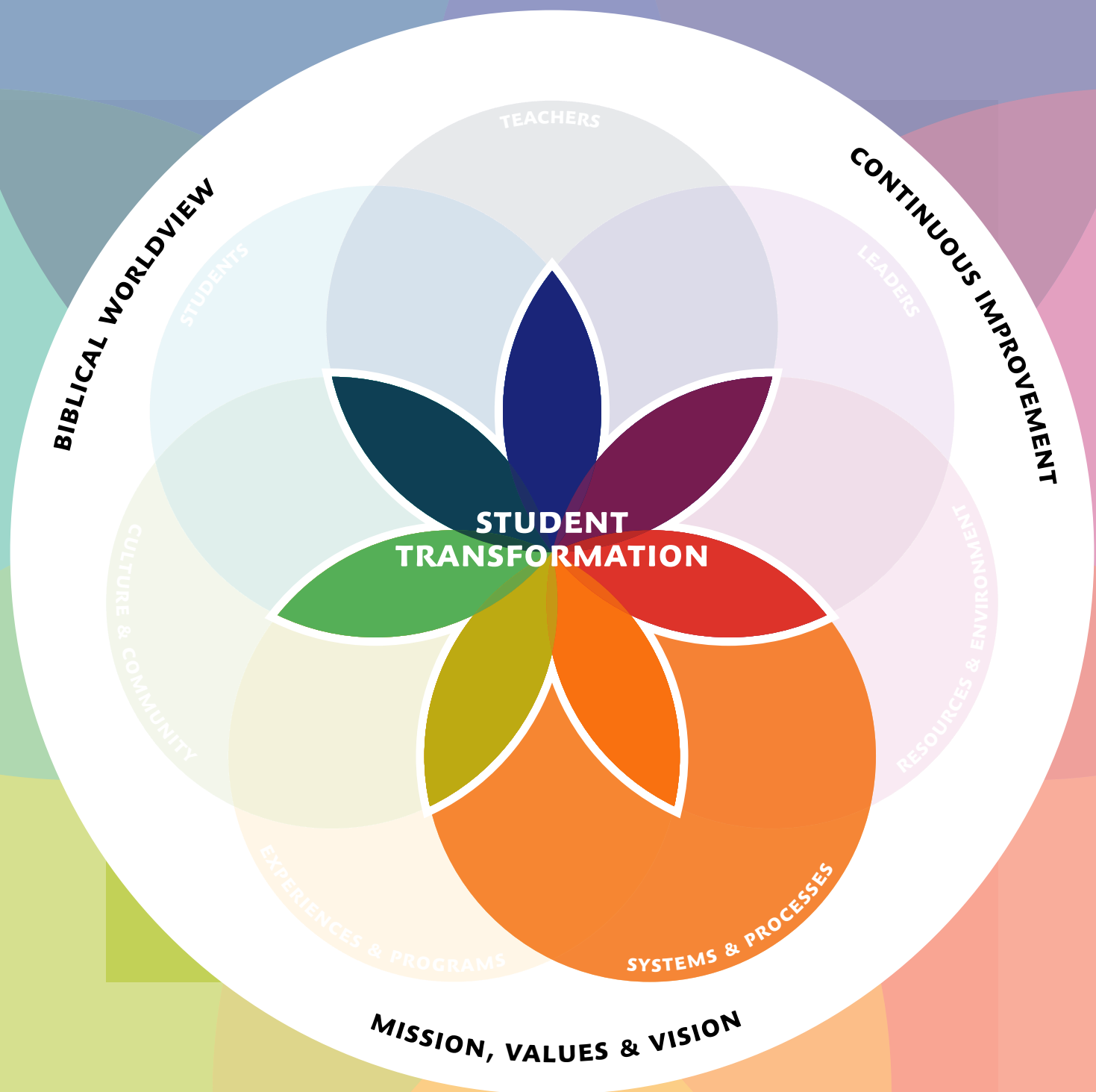
EXPERIENCES & PROGRAMS

Rich and rigorous opportunities that foster responsive discipleship

Our priority is to ensure that every student experience¹ is intentional², contextual³ and responsive⁴.

- 1 Student experience refers to our intentional and incidental curriculum.
- 2 Understanding that students learn through both planned and unplanned experiences, we pro-actively structure learning opportunities.
- 3 Contextual experiences are mindful of a student's age, stage, gifting, interest, ability and need within their school community.
- 4 Learning will result in some form of response by the learner.

Success in relation to this priority will be measured through evaluation of a range of experiences, by the student and others, that identify authentic responses by students.



TEACHERS

CONTINUOUS IMPROVEMENT

LEADERS

RESOURCES & ENVIRONMENT

SYSTEMS & PROCESSES

EXPERIENCES & PROGRAMS

CULTURE & COMMUNITY

BIBLICAL WORLDVIEW

STUDENTS

**STUDENT
TRANSFORMATION**

MISSION, VALUES & VISION

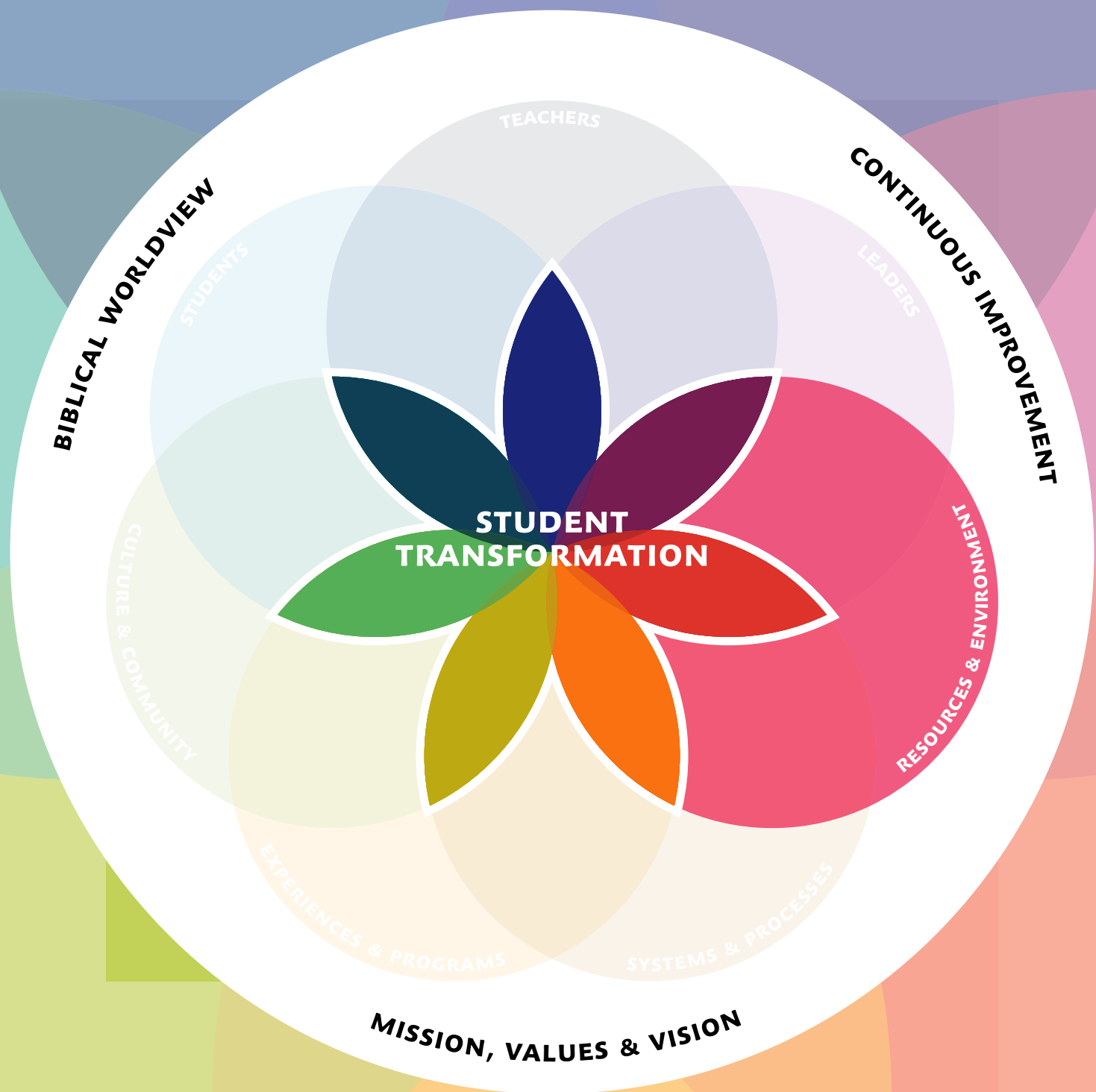
SYSTEMS & PROCESSES

Building effective and efficient means of fulfilling our mission

Our priority is to refine¹ purposeful, articulated² systems and processes that release stakeholders to make a fuller contribution³ to student transformation⁴.

- 1** Refinement is dependent upon a commitment to continuously improve and mature.
- 2** Systems and processes that lead to better practice should be fit for purpose and effectively communicated to every necessary stakeholder.
- 3** Freeing up those responsible for ensuring that learning occurs to devote maximum resource to that purpose.
- 4** This is our core business.

Success in relation to this priority will be measured through the qualitative and quantitative improvements achieved via systematic reviews of systems and processes.



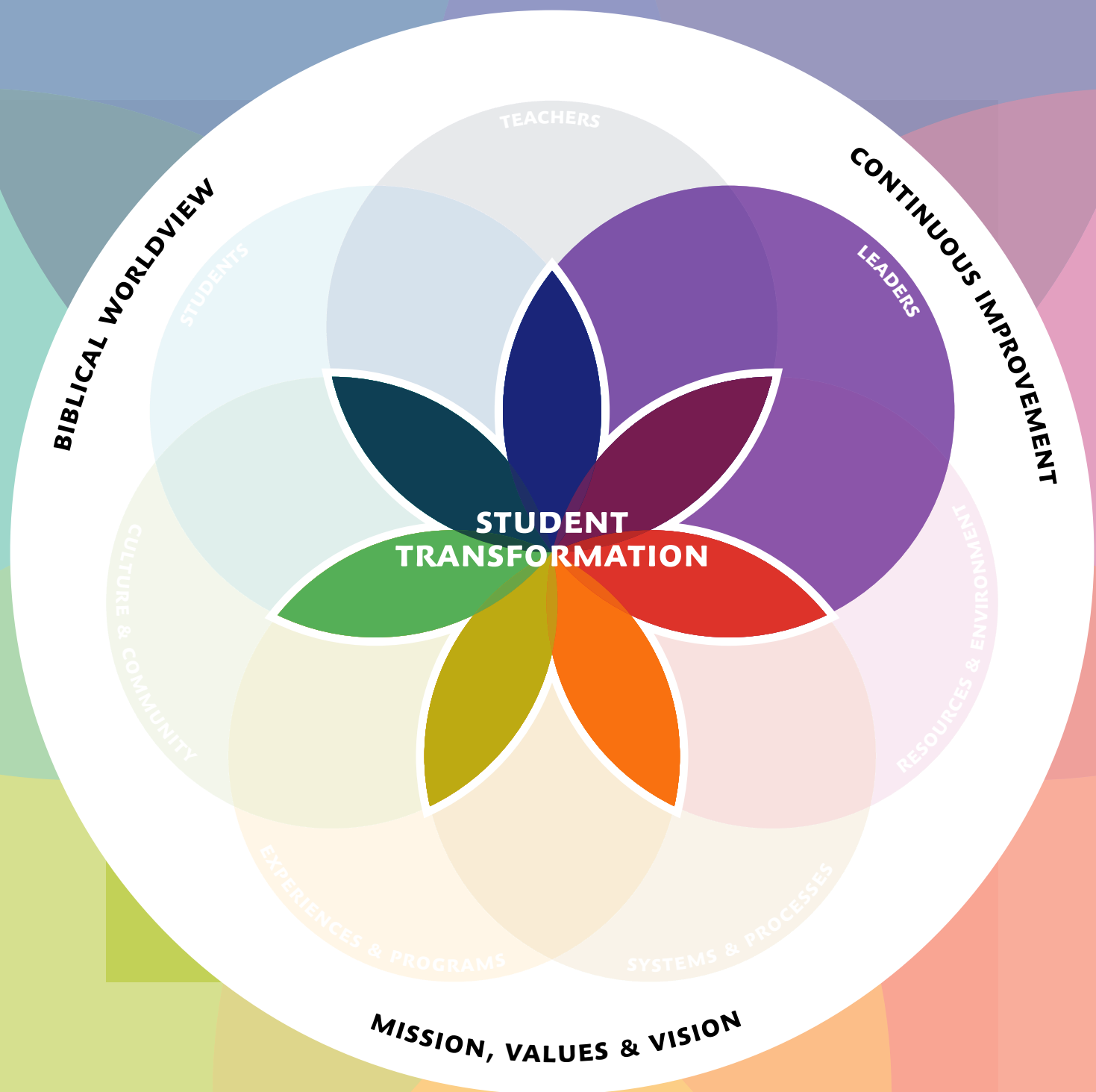
RESOURCES & ENVIRONMENT

Purposeful stewardship to bless and be blessed

Our priority is to develop a set of sound¹ and adaptable² projections and plans³ that guide the sustainable use of our resources and environment⁴.

- 1** By sound, we mean thorough, dependable and reliable.
- 2** Being adaptable involves being able to quickly respond to changing circumstances.
- 3** Projections and plans are documented ideas about what we believe we need to do, as well as when and how we expect to do it.
- 4** Tangible and intangible assets we have received or can suitably expect to receive constitute our resources and environment.

Success in relation to this priority will be measured through a regularly refined suite of documents relating to our responsibilities, finances and facilities.



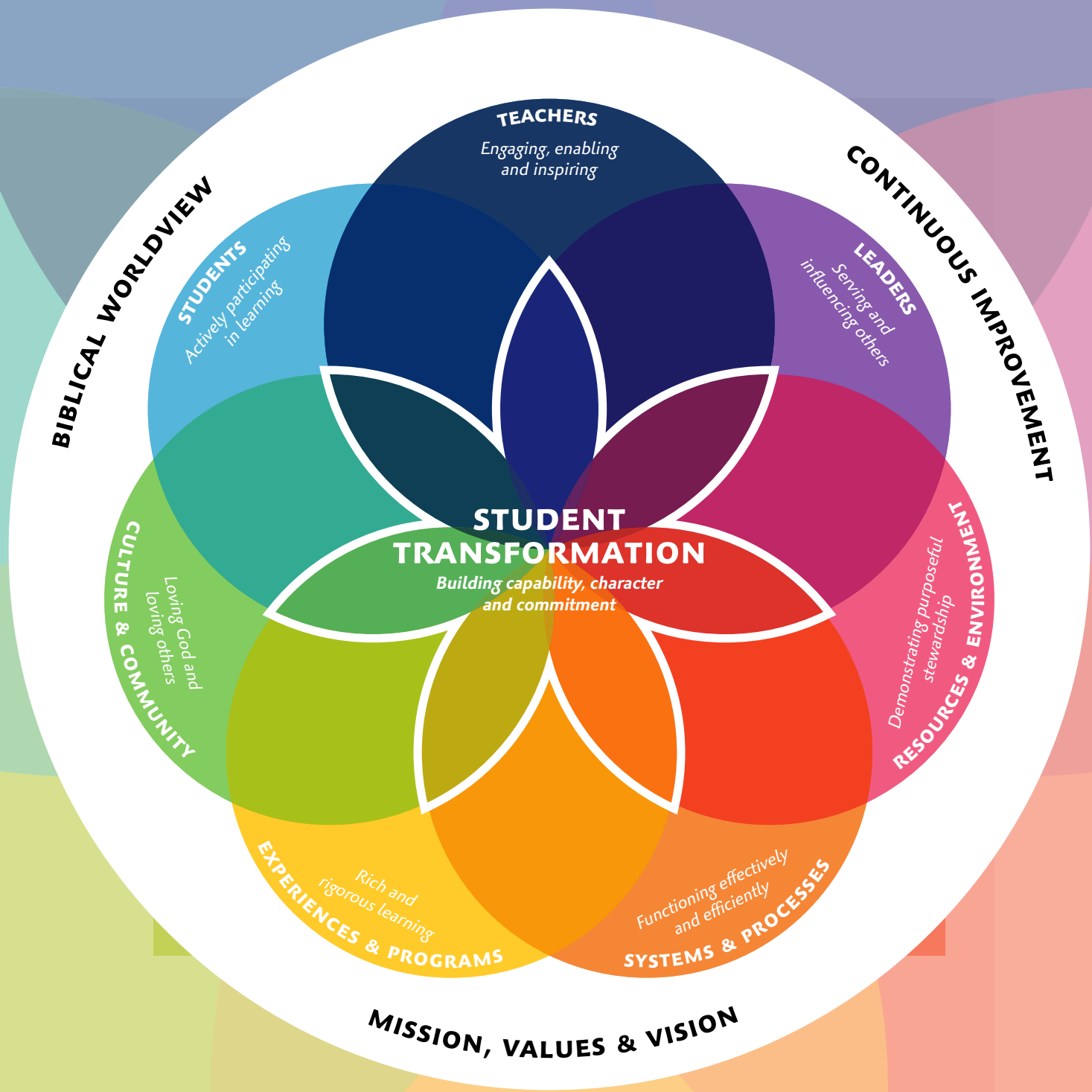
LEADERS

Leaders who serve and influence, to bring about a God-honouring future

Our priority is to establish leadership structures¹ and development opportunities² that maximise effectiveness³ and sustainability⁴.

- 1** Our leadership structures are the networks that leaders operate in and are responsible for.
- 2** Intentional pursuits that result in personal and professional growth.
- 3** Maximising effectiveness involves fulfilling a role at or above expectations.
- 4** Sustainability means serving in a manner that allows for personal and professional flourishing.

Success in relation to this priority will be measured through intentional evaluations that provide qualitative and quantitative gauges of effectiveness and sustainability.



TEACHERS

*Engaging, enabling
and inspiring*

CONTINUOUS IMPROVEMENT

LEADERS

*Serving and
influencing others*

RESOURCES & ENVIRONMENT

*Demonstrating purposeful
stewardship*

**STUDENT
TRANSFORMATION**

*Building capability, character
and commitment*

BIBLICAL WORLDVIEW

STUDENTS

*Actively participating
in learning*

CULTURE & COMMUNITY

*Loving God and
loving others*

EXPERIENCES & PROGRAMS

*Rich and
rigorous learning*

SYSTEMS & PROCESSES

*Functioning effectively
and efficiently*

MISSION, VALUES & VISION

STRATEGIC MODEL

Chairo's strategic model seeks to:

- emphasise our focus;
- clarify our context; and
- identify our success factors.

Our model brings these elements together in a way that highlights the requirement of intentional pursuit of each element, as well as their inter-relationship.

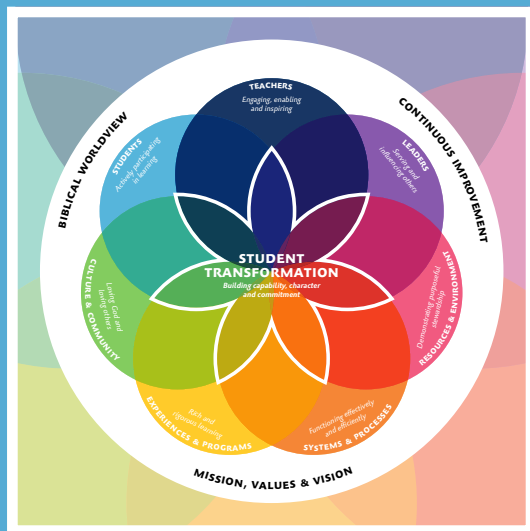


STRATEGIC MODEL

Our Strategic Model is owned by the Board, defining how Chairo will proceed strategically.

This model is:

- long term;
- shaped by a biblical worldview;
- grounded in Chairo's mission, values and vision;
- driven by continuous improvement; and
- applicable to every person within our whole school community.



STRATEGIC PLAN

Our Strategic Plan is set by the Board, contributed to by the Executive Leadership Team, and communicated to the whole school community.

This plan is:

- medium term (3–5 years);
- made up of high level strategic priorities;
- designed to enable Chairo to fulfil its mission; and
- pursued by the whole school.

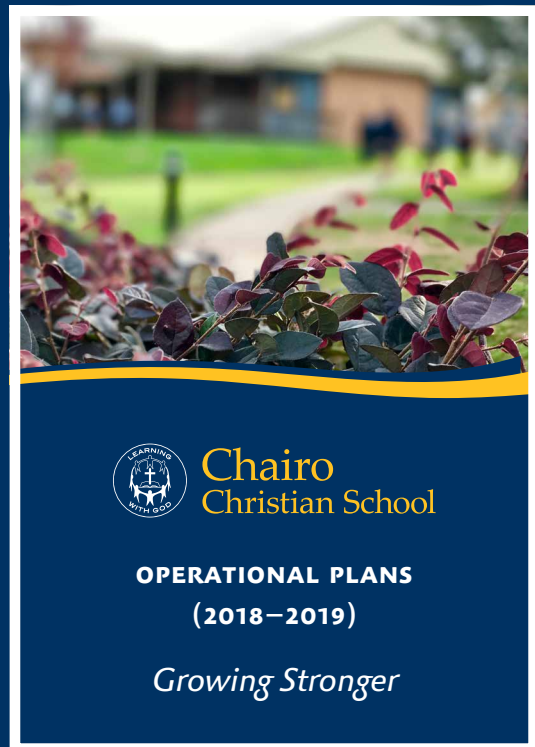


OPERATIONAL PLANS

Our Operational Plans are developed by senior managers, in order to achieve the high level strategic priorities articulated in the Strategic Plan.

These plans are:

- short term (12–24 months)
- campus or business-function specific;
- focused on the context they will be achieved in;
- achieved through deliverable and measurable goals;
- consistent and coordinated with other operational plans; and
- reported to the Board.





Chairo Christian School

DROUIN • LEONGATHA • PAKENHAM • TRARALGON

www.chairo.vic.edu.au