



Strategic Plan

for 2022 and beyond



30th Anniversary



PVIS Strategic Plan for 2022 and Beyond

Today's learning for tomorrow's world. The PVIS way.

The PVIS way is our DNA. It is how we learn, teach, care and lead.

- » When we collaborate with and learn from each other – students, families and staff – we **create excellence in education** that our students, our school, Vanuatu and the world need.
- » When we **create a respectful culture** and we encourage our students to flourish, we value educators for their growth and expertise, and we support families for their positive commitments to our community.
- » When we **create space for curiosity**, all parts of our school community can explore options and discover ways in which we can serve each other and build a better school.
- » When we **create courageous, bold and innovative programs**, we can experience today's learning for tomorrow's world.
- » When we **create an equitable community**, we empower all members of our school to discover their potential.

Vision

Port Vila International School is the leading independent school in Vanuatu.

We serve education in our country and help to build our national vision to become **stable, sustainable and prosperous** by being an exceptional learning community, that nurtures exceptional individuals.

Mission

To promote the learning and wellbeing of every student in a diverse, caring and welcoming community so that they will thrive in Vanuatu and beyond as the creators and advocates for their future.

To inspire belief in self and others and help us all learn what is possible during a wonderful adventure of exciting possibilities.

To seek opportunities and create innovative solutions with a social and environmental conscience.

Values

Excellence that inspires us to rise to the challenge of delivering our best for each other, our school, Vanuatu and the world.

Respect that brings us together to engage with honour and celebrate our different perspectives and contributions.

Curiosity that empowers our minds to wonder, to think for ourselves and to seek improvement in all we do throughout our lives.

Courage that helps us to lead the way forward with boldness and create solutions that will leave a positive legacy.

Equity that enables and affirms that we will not be limited by gender, ethnicity, class or culture and that we treat all in our community with fairness.

Today's learning for tomorrow's world - let's create tomorrow together



Pillar 1.

Teaching, Caring and Learning

We continue to provide a rigorous and relevant curriculum that is further and better contextualised for our learners. This understanding of how to use knowledge in real-life contexts builds character, empathy and resilience. Interwoven academic and wellbeing programs create an environment in which all can achieve personal excellence. Teaching and supporting environmental responsibility and action is essential.

The further implementation of this curriculum will be intentionally differentiated, progressive and contextualised by pursuing different pedagogies and collaboration, personalisation, and the use of technology to support learning delivery.

Goals

- » Flexible approaches are established in the facilitation of learning through a broad, responsive and engaging curriculum adapted to meet the needs of our diverse student population, our context and the goal of learning that is worthy in the life the learner will lead
- » Capabilities approach to learning is successfully implemented: Character, Citizenship, Collaboration, Communication, Creativity, Critical Thinking
- » Technology that supports differentiated learning delivery, learning delivery and ability and future career aspirations and intentions is developed and implemented.
- » A proactive culture of child safety and student wellbeing that supports students to achieve their personal best is embedded within the school

Strategies: 1 Year Horizon

- » Embed our school values in the way we teach, learn and care by modelling and articulating them within and outside of the classroom, and with the wider community
- » Continue to adapt and refine the Early Years Framework, Australian Curriculum and the SACE to develop a comprehensive PVIS curriculum which best meets the needs of our students, community and circumstances of our school
- » Appoint a learning enhancement lead to improve the support of students with specific learning needs
- » Implement a staff Plan for Growth program that focuses on identifying the impact that teachers have and collaboratively implementing a plan to improve and increase that impact. This will include training in coaching and linking staff with external mentors (e.g., virtual department heads)
- » Explore what progressive curriculum and learning is like in a range of schools and contexts to develop an intentional framework for teaching and learning at PVIS, and further partner with a range of leading organisations and educational leaders)
- » Further develop policies and procedures that support teaching, learning, caring as well the compliance and strategic and operational objectives of the school



Strategies: 3 Year Horizon

- » Use data to drive the development of proactive programs that relate to school culture and The PVIS Way
- » Develop a whole of school approach to learning enhancement to serve students with specific learning needs (with a multi-year implementation)
- » Further improve and expand the Yumi Strong Wellbeing Framework across the whole school
- » Pursue the design of a PVIS led 'Vanuatu Teaching Excellence Institute' to provide initial teacher training and ongoing teacher training within the PVIS context, to develop teachers for our school and learners and Vanuatu as a whole
- » Providing additional meaningful opportunities to apply acquired knowledge, skills and understanding in different contexts through partnering with local and international organisations and businesses, and in the design of curriculum
- » Support and empower staff leadership roles to facilitate a school wide approach to restorative practice
- » Expand the schools structured speech events and in class program (PVIS Voices) across K-12
- » Explore additional options for outdoor and experiential education opportunities and performing arts education
- » Enhance and extend our delivery of the SACE with a focus on the inclusion of community learning as a part of students SACE Experience, take better advantage of the flexibilities built into the SACE, pursue a potential SACE College or Matriculation model



Strategies: 5 - 10 Years and Beyond Horizon

- » Develop a future-focused PVIS Digital Learning and Teaching strategy- that may include coding, robotics, digital delivery of learning, AI, digital citizenship
- » The school has a rich music, choral and performing arts program
- » Curriculum Design that allows for an agile learning environment, mastery and personalised learning. For example: explore further opportunities for collaboration outside of year levels, increased student agency, educational models where students aren't confined by their age or entry point, opportunities for skill development and attainment across stages and ages
- » Explore alternative or blended post-school options for students (e.g. school-based apprenticeships or cadetships, other local post-secondary education providers)
- » A 21st Century Library that uses technology to enrich extend and students through reading, research and reflection
- » Teams of teachers sharing and collaborating locally and globally

Pillar 2.

Our People and Our Culture

We continue to enhance existing practices to develop skills, nurture talent, support social and emotional wellbeing, evidence-based practice, and embrace new methodologies and digital competencies for the benefit of our students. These practices form part of our best practice – ‘The PVIS Way’.

We will define, articulate and nourish our culture - ‘The PVIS Way’. We believe that culture is essential to enabling us to adapt, evolve and realise our potential as people and as an organisation. By supporting and empowering staff to be the leaders of learning and wellbeing, PVIS will continue to build a strong collegial culture in which we assume shared responsibility for individualised student learning, development, and success.

Goals

- » The school has a strong and resilient organisational culture that embeds our mission and values
- » We will invest wisely and consciously in our students and our staff to enable personal and professional growth and performance
- » The school will attract and retain high calibre teachers and staff to ensure quality delivery of and support to educational programs and initiatives
- » Our teachers are empowered to collaborate, experiment, and innovate.
- » The school is recognised for its strong wellbeing culture and initiatives
- » Our vibrant, engaged and active parent community supports and seeks involvement in school activities

Strategies: 1 Year Horizon

- » Embed our renewed school mission, vision and values and strategic plan pillars in the way we teach, learn and care by modelling and articulating them within and outside of the classroom and with the wider community
- » Collect data from parents, students and staff about the school and use this data to inform future priorities and innovations in teaching, learning and caring programs
- » Creation of a strategy that further enhances our approach to attracting and retaining quality teachers, leadership development, coaching and staff learning pathways
- » Further develop strategies to support parental engagement and contributions to the school through Year Parents and other formal and informal opportunities, especially in relation to improving parental engagement in student learning and achievement
- » Engage with the SACE Change Network to offer the Learner Profile and new SACE Capabilities model in 2022 and beyond. This project will offer our students a new, additional university pathway and will reward them for not just their knowledge and subject skills but track and acknowledge the capabilities they have developed in Quality Thinking, Personal Enterprise, Engagement and Collective Impact. Ethical Understanding and Personal Growth and Learning
- » Development of a new Workplace Health and Safety framework

Strategies: 3 Year Horizon

- » Develop a long-term strategy to support a culture of learning across the school, informed by various data sources
- » Develop a formal and welcoming onboarding process for parents, students and staff
- » Further embed student leadership and engagement programs that support cross-age learning, peer support F-12 through a whole-school approach. Ensure further authentic participation for students in co-planning, decision making, accepting responsibility for outcomes and becoming advocates for change within and beyond PVIS
- » Articulate how the PVIS Way is experienced at each stage of learning for students and parents
- » Increasingly targeted communication to parents, including parent workshops, learning conversations, bulletins and newsletters
- » Develop a strategy for formal development of an Alumni group and association to facilitate the ongoing engagement of past students, families and staff
- » Develop a parent handbook that includes technical and practical information and expectations, as well as our values, attitudes and the PVIS Way,
- » Targeted professional learning on reflective processes and strategies informed by world's best practice
- » Investigate opportunities to build and cultivate partnerships with external providers to provide after school activities and programs and better utilise our resources and rooms outside of operating hours.

Strategies: 5 - 10 Years and Beyond Horizon

- » Nurture new, and deepen existing partnerships with schools, universities, and educational organisations within and beyond Vanuatu



Pillar 3.

Financial Sustainability and Operational Excellence

Ensure the continued financial stability and agility of the school for the benefit of current and future generations of PVIS students and the community. The school will pursue and embrace different models to resource the school.

Continue to enhance and develop the school's operations and facilities to support the provision of our teaching, learning and caring programs. Ensure our resourcing is focused on being courageous, bold and innovative, and modelling environmental stewardship to our school community.

Goals

- » The PVIS learning experience and the business model to ensure the school's ability to respond with agility to external conditions strategically.
- » Staff retention strategies are further developed to nurture and support longer term engagement with the school
- » A school master plan and maintenance plan is created and implemented to ensure the campus evolves and improves to serve our students, contemporary teaching, and the school's strategic objectives
- » Opportunities are expanded for integrated and transparent financial systems, analysis and oversight to inform decision making taking account the risk profile and appetite
- » Other revenue streams are established to support the strategic objectives of the school

Strategies: 1 Year Horizon

- » Identify and pursue opportunities for government and philanthropic grants and other funding opportunities for all priority areas of the school (facilities, professional development) using the Vanuatu Education Fund
- » Utilising buildings outside of school hours as a service to the community and an opportunity for additional revenue
- » The school further develops a maintenance plan that includes systems to identify and prioritise repairs as well as proactive maintenance and aesthetic improvement, and that the plan is appropriately resourced
- » Select and implement a School Management System that supports the key administrative functions of the school and effectively integrates with existing systems
- » Develop a strategy for formal development of a PVIS Foundation that supports the schools' strategic objectives (linked to Vanuatu Education Fund)
- » Develop future-focused ICT strategy that includes the ongoing improvement and expansion of internal network resources; hardware upgrades and renewal; security to ensure business and education continuity and ongoing excellence in the use of technology to support teaching and learning

- » Increase the percentage of non-fee revenue, noting the work of the Foundation, Vanuatu Education Fund and other evolving strategies
- » Conduct a review of the school administration structure with a view to consider different models to ensure effective support for the SLT and strategic objectives of the school
- » Financial and operational benchmarking and modelling against other Pacific countries, Australia and New Zealand (with an aspiration to meet or exceed)

Strategies: 3 Year Horizon

- » Business and Operations Manager Full time
- » Develop a campus building and facilities Master Plan that considers the teaching and learning needs of the school; campus expansion; classroom facilities and comfort; gardens and trees; play, sport and recreation facilities; student and staff amenities; shade and shelter; alignment to environmental stewardship
- » Review staff contracting, remuneration, terms and conditions and other incentives
- » Select and implement a Learning Management System that integrates with our systems and serves teaching, learning and communication with parents and students
- » Develop a strategy for the school to adopt and model actions that reduce the schools environmental impact and energy use
- » Develop a marketing master plan with a view to creating a role that has this area as a particular focus
- » Review additional staff retention and onboarding strategies that would include, but not limited to remuneration, class sizes and teaching load, orientation to Vanuatu and life in the Pacific, staff training and professional development with a key goal of PVIS being regarded as an employer and school of choice for educators internationally and in Vanuatu
- » Establish a range of MOU's with the Vanuatu Government for the mutual benefit of school and Vanuatu
- » Investigate alternate hours of operation for the school to ensure the best educational offering and maximised use of the campus (e.g. staggered start)

Strategies: 5 - 10 Years and Beyond Horizon

- » Master Plan Implementation and campus expansion
- » Construction of a Senior Secondary Study and Learning Centre
- » Develop a school environmental sustainability plan
- » Investigate options for outer-island and international student support (e.g. Boarding, remote delivery, additional campuses)

Pillar 4.

Education In Vanuatu - Within and Beyond PVIS

In addition to directly connecting with schools and educators, these collaborative relationships allow PVIS students, staff and educators in Vanuatu to have access to a wealth of educational and benchmarking resources and networks specifically designed for educational programmes and to drive our commitment to create courageous, bold and innovative programs for today's learning for tomorrow's world. In this approach, we seek to add value to PVIS and Vanuatu broadly.

Goals

- » Our existing relationships with the Australian Curriculum (Foundation to Year 10) and the South Australian Certificate of Education SACEi (Year 10, 11 & 12) are further strengthened and enhanced, including support to and implementation of the Early Years Framework
- » Opportunities to support the ongoing development of teaching and learning in Vanuatu are pursued for the benefit of PVIS and Vanuatu
- » Our school heritage and traditions are celebrated while remaining future-focused
- » Our network of local, national and international partnerships, both formal and informal across, but not limited to, learning, staff professional development, wellbeing, Intercultural experiences, and accreditations, are further developed and strengthened
- » Our community is further utilised to share experience and expertise
- » A strong, connected, and committed alumni is established

Strategies: 1 Year Horizon

- » 30-year anniversary celebrations in 2022 that honour the history, traditions and journey of the school, as well as the future ambitions and strategic priorities of the school
- » Increase secondary scholarships to maximise impact in Vanuatu and fully utilise enrolment capacity.
- » Leverage parent time and skills to support learning and school operations
- » English as an Additional Language Studio program to develop English Language acquisition for the wider community and for families wanting to access schooling at PVIS. (Possibility off-campus at alternate venue) for children with an enrolment pathway and for adults seeking English language instruction
- » Engage with schools around Efate and Vanuatu, such as Inter-School competitions – sports, drama, public speaking, excursions to outside communities and organisations

Strategies: 3 Year Horizon

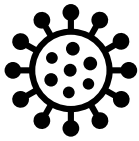
- » Investigate opportunities for Teaching Assistants to further develop their teaching and education support skills and capabilities locally and internationally
- » Investigate the development of an after school homework centre for students in need from our and other schools that might be operated by student leaders
- » Develop a staff career development and growth program that focuses on the development of individually mapped pathways within and beyond PVIS that is aligned to the vision and mission of the school and seeks to enrich and retain staff
- » Actively pursue international and local relationships with a range of schools to share resources, provide opportunities for students and staff (e.g. online debating, short term exchanges, sharing professional development)

Strategies: 5 - 10 Years and Beyond Horizon

- » PVIS is recognised as a leader in education in Vanuatu and the wider Pacific because of its own achievements and contribution to education more broadly and evidenced by several specific programs to develop students, teachers and the community
- » We are seen as leaders of bold, creative and innovative education and schooling



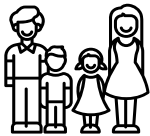
Challenges and Risks with Respect to Implementation of Strategic Plan



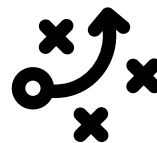
The ongoing impact of Covid-19 global pandemic on Vanuatu and the rest of the world



Government policy and application of policies (immigration, employment, education department etc)



Ensuring that the needs and aspirations of parents, students and staff are balanced and considered carefully. Stakeholder engagement is critical



'Rhetoric versus reality' - ensuring that actions and initiatives are robust, well planned and well-executed



People: capacity and capability. Finding and retaining the right people in the right roles, noting the potential turnover of staff, senior leadership, the Board and PVIS families



Pace: 'too much, too quick' or 'too little, too late, especially in the high change context of Vanuatu



Financial limitations and planning: resources to implementation strategies. Noting that the expected variability of the next few years will require very careful planning, flexibility and agility



(Mis) perceptions or stigma of the school within Vanuatu that limits (linked to articulating our value proposition, values, and mission in Vanuatu)

Reporting, Evaluation and Monitoring

Port Vila International School, through the Senior Leadership Team, will report quarterly to the Board on progress against the strategies and a robust framework will be developed to monitor and evaluate progress, achievements, risks and issues. Given the current and ongoing impacts of the COVID-19 pandemic the Board understands that flexibility may be needed in review of strategic progress until the economic and security situation in Vanuatu returns to normal.





Port Vila
International School