

# DSM Strategic Overview

2021 - 2023

Deutsche Schule Melbourne Inc, ABN 52 936 931 854



## Purpose

The Deutsche Schule Melbourne (DSM) aims to be a leading provider of German-English bilingual education in inner Melbourne. DSM will have a compelling offer for expatriates, German-Australian families as well as local families that have an interest in bilingual education.

DSM was established to:

- establish, operate and support P-12 school offering in Melbourne;
- promote and conduct the teaching of children in Melbourne in the German and English languages
- teach according to a school curriculum approved by State Government and the 'Kultusministerkonferenz' (KMK) in Germany;
- promote German language, culture, arts and literature in the European context through education and the school community; and
- carry out such activities in accordance with Christian and humanistic values.

This document articulates the school's strategy and the primary objectives and priority areas for 2021-2023 for the school board and leadership team.

## Vision, Mission and Philosophy

### Vision

DSM helps students to realise their individual potential and become creative and confident participants in the global community.

### Mission

Inspire

- We inspire life-long learning by empowering students to lead their own learning journey.
- We inspire our students by offering learning experiences encompassing the heart, head and hands.
- We inspire our students to express themselves creatively and think critically about a world without borders.

Nurture

- We nurture the whole child in our vibrant German, Australian and multicultural community.
- We nurture mutual respect, understanding and caring for the individual.
- We nurture inclusive classrooms in which everyone feels pride and belonging.

Challenge

- We challenge our students to embrace diverse perspectives through bilingualism and by exposing them to an immersion program run by native speakers.
- We challenge our students academically by teaching according to the Victorian and the Thuringian Curricula.

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- We challenge our community to live sustainably by reducing its footprint and taking care of precious resources.

## Philosophy

- Together we create and shape everyday school life within our small but strong international community. We value respect, trust, kindness, honesty and patience. Students and parents alike enjoy participating in a variety of school events that foster multiculturalism and life-long friendships.
- Our school environment assists children to grow into balanced and confident individuals who are able to take responsibility for themselves and others. Being able to communicate in two mother-tongues enables them to perceive the world from a range of cultural perspectives. It assists them in developing a global view on life and appreciating cultural diversity.
- This is fostered by the school being an integral part of local and German-speaking communities. With its strong sense of community among the students' families and its cultural activities inviting the wider community to take part in the school's life, DSM is more than an educational institution. Ultimately, the school provides students with the environment to live and learn two cultures.
- The bilingual and bicultural education of children at DSM is delivered through the school's immersion program and reflects the philosophy of the school.

## Governance

DSM is a not-for-profit incorporated association. Members support the success of the school in various ways. They are involved in different working groups or committees, support school events or are members of the board.

### Board of Management

The DSM constitution establishes the responsibilities of the Board of Management which include:

- Governing and controlling the business and affairs of the school;
- Appointing the School Principal;
- Implementing, amending or repealing school regulations;
- Drafting the school budget and ensuring it is adhered to, including determining school fees, membership fees, and scholarship arrangements;
- Acting on resolutions passed at general meetings.

Board members are elected representatives of the school association. As per the constitution, the Board is responsible for the overall governance and performance of DSM. It supports the Principal and school leadership team. Members of the Board can incur personal liability under the Corporations Act and Common Law.

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## Principal and School Leadership Team

The school leadership team consists of the Principal, the Deputy Principal and the Business Manager. The team has broad responsibilities for the operations of the school that include:

- Principal: school development, educational programs, school operation and culture, and human resources.
- Deputy Principal: daily school operation, internship program, extra-curricular offers including OSHC and instrumental programs, and German Language Certificate program (DSD).
- Business Manager: finance and accounting, compliance and reporting, risk management, human resources, building and grounds.

## Parent Engagement

Every year Class Parent Representatives are elected who work to support, facilitate and enhance relationships between the school, and parents and guardians of students attending the School. They meet regularly with their class teachers to receive information, further school – parent communication and to discuss ideas and class events.

The key role of the Class Parent Representatives is to help build and maintain a positive and productive school culture and a vibrant school community. They also undertake various projects to contribute to and enhance the parent and student experience.

## Strategic Challenges

As part of the Board governance responsibilities members, together with the Leadership team, undertake three planning days a year to identify strategic priorities for the continued growth and success of the school. The following priority areas have been identified to be addressed for 2021-2023.

## Priority areas for 2021-2023

### Governance

- Constitution review
- Build out sub-committee structure
- Solidify risk frameworks and policy implementation

### Primary School development

- Ongoing curriculum review
- Implementation of Learn-Coaching method
- Lateral entry program development

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## Secondary School

- Development of pedagogical secondary school concept including GIB for Years 11-12
- Development of program and curriculum for Years 7-10
- Registration of Years 7 & 8 with the VRQA

## Human Resources

- Enhance DSM's Employer Branding
- Progress career path and professional development opportunities
- Continued refinement of HR processes

## Marketing & Communications

- Expand brand awareness as leader in bilingual education
- Develop marketing plan for commencement of secondary school
- Review of communication strategy and communication plan

## Infrastructure

- Explore options to expand facilities
- Staged improvements of the Primary School
- Finalise playground project

## Finance

- Review of long term financial plan
- Identify sources of infrastructure financing
- Continue to maintain financial stability

## School Culture & Community

- Implementation of a community engagement model
- Development of a framework for events and activities
- Re-igniting community vibrancy after COVID

July 2021