The fact that generosity and pro-social behaviour are predictive of not only wellbeing but also academic success, highlights that many governments around the world seem to be putting the cart in front of the horses by over-emphasizing quantitative testing of literacy and numeracy, thus inadvertently forcing teachers and schools to teach to the test, rather than focus on what really matters. What really matters is a whole-learner approach to creating individual and collective wellbeing, in which academic success – however important this is – becomes a by-product of such an approach. Come and learn evidence-based strategies for increasing your staff and students’ wellbeing and social capabilities, which, it turns out, echo profound perennial wisdom, past and present.
A summary of the three areas of focus:

1. **Strategic Directions**
   a. **Ministry & Mission**
      i. The Lutheran community
      ii. Mission activity and opportunities
      iii. Worship
      iv. Christian education
      v. Faith formation
      vi. Inter denominational interaction
      vii. Pastoral care and wellbeing

   b. **Situation Analysis**
      i. Background
      ii. Current position
      iii. Influencing factors
      iv. Competitor position
         - Location
         - Size
         - SES/ICSEA scores
         - Educational focuses

   c. **Demographics**
      i. Population trends
      ii. Enrolment opportunities

   d. **Educational/Curriculum Goals**
      i. Current
      ii. Planned
      iii. Delivery methods and options

   e. **Staffing**
      i. Current structure
      ii. Future needs/mix
      iii. Professional and spiritual development plans
f. Facilities
   i. Current
   ii. Needed
      • Essential
      • Desirable
      • Optional

g. Financial Modelling
   i. Review
      • Past performance
      • Current position
   ii. Future forecasts
   iii. Scenario planning
   iv. Benchmarks and performance targets to be achieved

h. Funding
   i. Recurrent
      • Government support
      • Fees to be charged
   ii. Capital
      • Government support
      • Donations
      • Borrowings required

i. Marketing
   i. Current focus/activities
   ii. Future plans/strategies
   iii. Measurements of success

j. Risk Management/Mitigation
   i. SWOT Analysis
      • Strengths/Weaknesses = internal
      • Opportunities/Threats = external
   
   ii. Risk Assessment
      • Internal factors
      • External factors
      • Down and up sides
2. **Master planning**
   
a. Planning principles & objectives

b. Educational brief

c. Existing conditions

d. Spatial analysis

e. Facility needs

f. **Proposed solutions/options**
   
i. Buildings
   
ii. Traffic & parking
   
iii. Activity hubs
   
iv. Outdoor spaces including sports/recreation areas
   
v. Building typology
   
vi. Views/vistas
   
vii. Environmental management and sustainability
   
viii. Future expansion
   
ix. Staging plans

g. **Costings**
3. **Business Plan**
   
a. **Executive Summary**

b. **Mission/Vision/Values**

c. **School Environment**
   
   i. Overview
   
   ii. History
   
   iii. Main activities
   
   iv. Operations
   
   v. Technology
   
   vi. Competitor advantage
   
   vii. Suppliers & terms of payment
   
   viii. Business management
   
   ix. Human resources
   
   x. Legal environment
   
   xi. Business systems
   
   xii. Risk management
   
   xiii. Insurances

d. **Educational Environment**
   
   i. Overview
   
   ii. Market characteristics
   
   iii. Enrolment trends and opportunities
   
   iv. Market positioning/niche
   
   v. Social and cultural impacts
   
   vi. Economic conditions
   
   vii. Political and legal impacts
   
   viii. Special interest groups
   
   ix. Environmental issues

e. **Competitor Analysis**
   
   i. Independent schools
      
      • Catholic
      
      • Other
   
   ii. Government schools

f. **Marketing Plan**
   
   i. Target market
   
   ii. Promotion
   
   iii. Fee pricing


g. **Risk Management**
   
   i. SWOT analysis
   
   ii. Risk assessment/plans
h. Financial plans & Viability Assessment
   i. Past & current years
   ii. Projections
      • Out 5 years
      • Out 15 years

i. Capital Funding
   i. Government
   ii. Donations
   iii. Loans
   iv. LLL Matching Deposits

j. Review & Analysis Process
   i. Timing including key trigger points
   ii. Key Benchmarks and performance targets

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