The School Improvement Initiatives Map has been developed to support the school review process, a key component of the School Accountability and Improvement Framework in Victorian government schools. The review process is designed to provide an expert, independent analysis of current school performance and practice, and to advise on appropriate goals, targets and key improvement strategies to assist the school in improving student outcomes. It ensures that a common purpose and values are established for the school and a clear strategic direction is set for the following four years.

The School Improvement Initiatives Map aims to support school reviewers in the review process and to provide advice to schools about initiatives they can undertake to achieve improved student outcomes.

The Effective Schools Model provides a useful framework to examine and describe current practice and identify opportunities for improvement. Reviewers use this model to frame their review recommendations. To strengthen this work, the School Improvement Initiatives Map presents draft descriptors and capabilities for each element of the Effective Schools Model, which are being developed as part of the School Improvement Developmental Learning Framework. Organising the rich array of Departmental initiatives and resources around this framework supports the development of a clear theory of action for review recommendations.

I strongly encourage all reviewers to use the School Improvement Initiates Map as a tool in the school review process to help ensure a coherent planning process for school improvement efforts.

Darrell Fraser
Deputy Secretary
Office for Government School Education
Introduction

The School Review program is an essential component of the School Accountability and Improvement Framework. The Framework was introduced into Victorian government schools in 2005 and is focused on building continuous school improvement through addressing three student outcomes: student learning, student engagement and wellbeing, and student pathways and transitions. During the review process, the school’s performance in each of these outcomes is examined. In evaluating performance, the reviewer develops an understanding of the context and environment in which the school operates. The review recommendations should focus on those areas considered a priority in the context of the school’s overall performance.

The School Improvement Initiatives Map is a tool designed to assist reviewers in their recommendations. Organised around the Effective Schools Model, it contains draft descriptors and organisational capabilities for each element of the model, together with a range of associated Departmental initiatives and resources available for schools.

The draft descriptors and organisational capabilities can inform the identification of appropriate key improvement strategies that a school needs to adopt to build on strengths and continue to improve. Reviewers can then use the range of initiatives and associated resources included in the School Improvement Initiatives Map to develop detailed actions required to support achievement in a particular student outcome area.

Significant Departmental initiatives in which a school is engaged can be readily integrated into the School Strategic Plan, as they are each designed to contribute either directly or indirectly to improved student outcomes.

The School Improvement Initiatives Map is a living document and will be updated on a regular basis to ensure it contains current Departmental initiatives and remains a relevant and valuable tool in the school review process.
1 Professional leadership
2 Shared vision and goals
3 Accountability
4 Learning communities
5 Stimulating and secure learning environment
6 Focus on teaching and learning
7 Purposeful teaching
8 High expectations of all learners
Professional leadership
Stimulating and secure learning environment
Shared vision and goals
High expectations of all learners
Learning communities
Focus on teaching and learning
Effective Schools
Accountability
Purposeful teaching
Bastow Institute of Educational Leadership Programs

- Emerging Leaders Program
- Leaders in the Making
- Eleanor Davis School Leadership Program
- Developmental Program for High Performing Principals
- Contemporary Child Development Theory for Early Childhood Educators
- Educational Leadership in Early Childhood Settings
- Leading People in Early Childhood Settings
- Leadership for Business managers
- Master in School Leadership
- Master in Literacy
- Master in Numeracy
- eM Master Class
- Establishing a Literacy Coach in Your School
- Instructional Coach Training
- Leadership Teams

- Numeracy Coach Training
- Mentoring Matters
- Mentoring for First Time Principals
- Professional Coaching for Principals
- Rural School and Community Leadership
- Principal Internships
- Leading People Modules
- Leading Organisations Modules
- Leading Instruction Modules
- Leading Futures Modules

Bastow Institute of Educational Leadership:

- Bastow Institute of Educational Leadership programs and modules brochure
- The Developmental Learning Framework for School Leaders
- iLead 360° Survey
- Willing to Lead publications
An effective school has leaders who set a clear direction and purposefully develop the knowledge, skills and leadership capacity of all staff to improve teacher practice and student performance.

Developmental Learning Framework for School Leaders

- Technical Leadership
- Human Leadership
- Cultural Leadership
- Educational Leadership
- Symbolic Leadership


Principal Resources

Principal resources:

- Principal Induction Toolkit
- Guidelines for Principal Class Performance and Development 2010 (PDF - 1.2Mb)
- Principal for a Day Program

Financial Management Professional Development Programs

- Dollars and Sense
- Talking Finances
- Big Day Out for Business Managers

Financial Management:


- Financial Management Professional Development
- School Financial Policy and Guidelines
- School Finance Manual for Victorian Government Schools
- A Guide to Budget Management in Schools
- The SRP Guide
Professional leadership
Stimulating and secure learning environment
Shared vision and goals
High expectations of all learners
Learning communities
Focus on teaching and learning
Effective Schools
Accountability
Purposeful teaching
**School Accountability and Improvement Framework**

School Accountability and Improvement Framework Guidelines:


• School Strategic Planning Guidelines
• Annual Implementation Planning Guidelines
• Annual Reporting Guidelines
• School Review Guidelines

**Data Literacy Resources**

School Performance Data:


Data Interpretation Case Studies:


**Transformation and Development Framework**

Key variables defining whole school transformation:


Transformation and Development Framework Matrix:


**School Council Training Program**

School Councils:


• Introduction to School Councils: an induction program
• Introduction to School Councils: a guide for prospective members
• Making the Partnership Work

*continued over...*
An effective school reaches agreement on a vision that reflects the community's needs, values and aspirations and ensures policies and practices are consistent with that vision to achieve continuous improvement.

- Engages the school community
- Aligns polices and practices
- Engages in ongoing inquiry

**Bastow Institute of Educational Leadership – Leadership Development Modules**

- **Leading People**
  - Developing Relationships
  - Developing Effective Communication
  - Developing People
  - Developing Self

- **Leading Organisations**
  - Leading Organisational Change
  - Leading School Improvement
  - Leading Ethically
  - Leading Responsibly

- **Leading Instruction**
  - Leading Instructional Practice
  - Leading Curriculum and Assessment
  - Leading Literacy
  - Leading Numeracy

- **Leading Futures**
  - Leading Learning Space Design
  - Leading Technology for Learning
  - Leading Communities
  - Leading Systems

**Bastow Institute of Educational Leadership:**


- Bastow Institute of Educational Leadership programs and modules brochure
- The Development Learning Framework for School Leaders
- iLead 360° Survey
- Willing to Lead publications
School Council Training Program

School Councils:
• Introduction to School Councils:
  an induction program
• Introduction to School Councils:
  a guide for prospective members
• Making the Partnership Work

School Improvement and Accountability Resources

School Accountability and Improvement Framework:
Performance and Development Culture - Revised Self Assessment Framework:
School Compliance Checklist:

Supporting School Improvement: Transparency and Accountability in Victorian Government Schools

Data Literacy Resources

School Performance Data:
Data Interpretation Case Studies:

continued over...
An effective school has rigorous governance and accountability policies and practices that require every member of the school community to act on their individual responsibilities in order to fulfil their collective obligation.

- Holds all to account
- Meets system accountability requirements and standards
- Uses data to improve performance

### Financial Management Professional Development Programs

- Dollars and Sense
- Talking Finances
- Big Day Out for Business Managers

Financial Management:

- Financial Management Professional Development
- School Financial Policy and Guidelines
- School Finance Manual for Victorian Government Schools
- A Guide to Budget Management in Schools
- The SRP Guide

### Assessment and Reporting Advice

- Assessment Advice:  
- Student Reports:  
- Child Protection and Mandatory Reporting:  
Learning communities
IMPROVEMENT INITIATIVES & ASSOCIATED RESOURCES

**Ultranet**

**Virtual Conference Centre**

**Coaching Initiatives**
- Teaching and Learning Coaches
- Literacy and Koorie Literacy Coaches
- Ultranet Coaches

Coaching Initiatives:
- Teaching and Learning Coach Initiative Guidelines
- Literacy & Koorie Literacy Coaches Guidelines
- Ultranet Coaches Guidelines

Coaching Teachers in Effective Instruction:
An effective school commits to learning by fostering collaborative professional relationships between all members of the school community and translates this diverse knowledge base into strategy that impacts on the quality of the outcomes of all students.

- Develops relationships
- Creates and shares knowledge
- Focuses on improvement

**Practitioner Led Research**

- Practitioner Led Research Grants Program:
- Research e-Lert Newsletter:
- Recent Research Publications:

**School Business Community Partnership Brokers**

- LLENS and other networks:

**Literacy and Numeracy Week:**

Professional leadership
Stimulating and secure learning environment
Shared vision and goals
High expectations of all learners
Learning communities
Focus on teaching and learning
Effective Schools
Accountability
Purposeful teaching
Learning Environment Resources

Ultranet - Connections 2010:

Student needs, teacher practice and learning spaces:

Pedagogy and Space:

Student Wellbeing Policies

Effective Schools are Engaging Schools: Student Engagement Policy Guidelines:

Student Wellbeing Policy – Framework for Student Support Services:

Support for School Communities Resources

Student Attendance – It's Not O.K. to be Away:

Respectful Relationships Education:

Support for School Communities:

• Supporting children, young people and their families affected by homelessness – Guidelines for Victorian schools
• Partnering Agreement - School Attendance and Engagement of Children and Young People in Out of Home Care
• School Focused Youth Service Initiative
• Abilities Awareness Program

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| An effective school shares responsibility for the wellbeing and safety of all members of their community. The community reaches agreement about the nature of the behaviours and the quality of the interactions that occur between students, teachers, school staff and parents. | **Program for Students with Disabilities**
- Home Based Education Support Program
- Schoolcare Program
- Medical Intervention Support
- Equipment Grants for Students with Vision Impairments

Students with Disabilities:

2011 Program for Students with Disabilities Guidelines and Student Support Group Guidelines:

Students with Disabilities – Supplementary Programs:

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- Bushfire resource
- Occupational Health and Safety
- Safety Guidelines for Education Outdoors

**Health Initiatives** |
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<td>‘Go for Your Life’ Education Initiatives:</td>
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Health:

**Anaphylaxis Training:** |
|--------------------------------------------------------|
- Anaphylaxis Management in Schools Policy: |
- Anaphylaxis Guidelines: |
Focus on teaching and learning
Learning and Teaching Professional Development

Student Learning:
- Curriculum Planning
- Assessment Advice
- Assessment Self Assessment Tool
- Principles of Learning and Teaching

Teacher Professional Learning Programs
- Teacher Professional Leave
- Casual Relief Teacher (CRT) Program
- Education Support Staff Programs
- Induction Program
- Teacher Mentor Support Program
- Refresher Courses for International Teachers
- Refresher Courses for Returning Teachers

Teacher Professional Learning:

Principles of Highly Effective Professional Learning:

Education Support Staff Professional Learning:

Teaching Scholarships and Incentives
- Student Teacher Practicum Scheme
- Teaching Scholarship Scheme
- Special Education Scholarships
- Rural Retraining Program

Teacher Supply and Demand Initiatives:

School Workforce Management tools:

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</table>
| An effective school demonstrates a school-wide approach to student success by strategically deploying financial, human and physical resources and aligning staff development to the learning needs and preferred pathways of students | **Secondary Teacher Assistants Initiative**
Secondary Teacher Assistants Initiative:
- Secondary Teachers Assistants Initiative Guidelines 2008 - 2010

**Languages Other Than English (LOTE) Training and Re-training Program**
LOTE Professional Learning:

**ePotential ICT Capabilities Resource**
ePotential:

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<td>• eLearning Planning Guide</td>
<td>• e² Master Class</td>
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<td>• eLearning Planning Matrix</td>
<td>• Leadership Teams</td>
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</table>
| • eLearning ICT Showcase | Bastow Institute of Educational Leadership:

**e² Instructional Model:**
Purposeful teaching
Purposeful teaching

IMPROVEMENT INITIATIVES & ASSOCIATED RESOURCES

Coaching Initiatives

- Teaching and Learning Coaches
- Literacy and Koorie Literacy Coaches
- Ultranet Coaches

Coaching Initiatives:

- Teaching and Learning Coach Initiative Guidelines
- Literacy & Koorie Literacy Coaches Guidelines
- Ultranet Coaches Guidelines

Coaching Teachers in Effective Instruction:

Bastow Institute of Educational Leadership – Teams Programs

- e5 Master Class
- Establishing Literacy Coaching in Your School
- Instructional Coach Training
- Numeracy Coach Training

Bastow Institute of Educational Leadership:

Teaching and Subject Specialisation Resources

Teaching and Subject Specialisation:

- Teaching (General)
- Curriculum/Subject Specialisations

Online Professional Learning Programs


- Literacy Domain Sessions
- Mathematics Domain Sessions
- Science Domain Sessions
- Information and Communications Technology (ICT) Domain Sessions
An effective school recognises and values quality teaching practice to engage and challenge students, and ensures that teachers have a deep understanding of how students learn, what they need to learn and how to tailor teaching practices to the learning profiles of students.

### Maths and Science Initiatives
- Science Scholarships Initiative
- Science Professional Learning
- Mathematics Professional Learning

**Energising Science and Mathematics Education in Victoria:**

**Science Scholarships Initiative:**
Earthwatch TeachLive Research Expeditions:

**Mathematics Developmental Continuum:**

**Science Continuum P-10:**

**Maths Online Interview:**

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### Reading Recovery Program

### Literacy and Numeracy Resources
- Victorian Literacy and Numeracy Statement
- Key characteristics of Effective Literacy Teaching
- Key characteristics of Effective Numeracy Teaching
- Literacy and Numeracy 6-18 Month Strategy (Primary and Secondary)
- Numeracy teaching with domains

### ICT Professional Learning Programs
- Catalyst Schools Professional Learning Program
- INTEL Teach Professional Learning Program
High expectations of all learners
High expectations of all learners

IMPROVEMENT INITIATIVES & ASSOCIATED RESOURCES

Standards Professional Learning Resources

Learning and Teaching Resources:
- Prep to Year 10 resources
- Year 10 to 12 Resources
- eLearning and ICT
- Learning Diversity Resources

Victorian Early Years Learning and Development Framework

English as a Second Language Programs

- ESL in the Mainstream Program
- The New Arrivals Program
- Outposting and visiting programs
- Isolated ESL Student Support Program


Multicultural Education Programs

- Cultural Diversity Quest Grants
- Victorian Values Education Professional Development Program
- Civics and Citizenship Education
- Studies of Asia
- Education for Global and Multicultural Citizenship Professional Learning Program

Multicultural Education:

- Education for Global and Multicultural Citizenship Strategy


Support for Refugees
Interpreting and Translating Service
ESL Developmental Continuum
ESL Handbook
ESL Survey
Multicultural Education Aides Handbook
High expectations of all learners

IMPROVEMENT INITIATIVES & ASSOCIATED RESOURCES

The Languages and Multicultural Education Resource Centre (LMERC):

Studies of Asia:

Program for Students with Disabilities
• Home Based Education Support Program
• Schoolcare Program
• Medical Intervention Support
• Equipment Grants for Students with Vision Impairments

Students with Disabilities

2011 Program for Students with Disabilities Guidelines and Student Support Group Guidelines:

Students with Disabilities – Supplementary Programs:

Select Entry Accelerated Learning Program (SEAL)
Gifted Education

Wannik Education Strategy Programs and Reforms
• ANZ Indigenous Traineeships
• Clontarf Football Academies
• Wannik Dance Academies
• Koorie MIPS Program
• School for Student Leadership
• Year 11 & 12 Wannik Education Scholarships
• Wannik Tutorial Program
• What Works. The Works Program
• Koorie Literacy Coaches

continued over...
High expectations of all learners

**IMPROVEMENT INITIATIVES & ASSOCIATED RESOURCES**

**Wannik (Learning Together – Journey to Our Future): Education Strategy for Koorie Students in Victoria:**

**Wannik Programs:**

**Individual Education Plans for Koorie Students:**

**Student Mapping Tool:**

**Language Support Program**

**Language Support Program:**

- Language Support Program Professional Learning Guide
- Language Support Program Professional Learning Pathways

**Careers and Transitions Resources**

**Careers and Transitions:**

- Managed Individual Pathways (MIPS)
- Student Mapping Tool (P-12)
- Effective Strategies to Increase School Completion
- Career Education in Schools
- Learning and Teaching Careers Resources

**Local Learning and Employment Networks and Other Networks:**

**Transition to School:**
An effective school shares a belief among staff, parents and students in the capacity for all to develop and participate in realising the full potential of every student.

- Develops shared understandings and beliefs
- Provides opportunities for success / supports achievement
- Communicates expectations

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Effective Schools

- Professional leadership
- Shared vision and goals
- Accountability
- Learning communities
- Stimulating and secure learning environment
- Focus on teaching and learning
- Purposeful teaching
- High expectations of all learners

Professional leadership
Stimulating and secure learning environment
Shared vision and goals
Learning communities
Focus on teaching and learning
Purposeful teaching
High expectations of all learners
Accountability