**Strategic and Annual Planning Problems? Help is at hand.**

The University of Auckland Centre for Educational Leadership’s (UACEL) vision is **To Serve Students by Growing Leadership Expertise.** This planning template was designed by Linda Bendikson, the Director of UACEL, to support leaders to think and plan clearly. It builds on the work done by many people over many years of planning and reporting, and is therefore available as a free down-loadable resource from the UACEL website ([www.uacel.ac.nz](http://www.uacel.ac.nz)) under the **Resources** tab.

Linda worked with Planning and Reporting staff from the Ministry of Education to ensure that this template supports schools to clearly identify what is required in order to comply with legislation, and that we have an aligned view of ‘best practice’.

This model privileges improved student learning outcomes – they are **always** the focus of targets. What adults need to do or learn in support of those targets, are deemed to be **Strategies for Improvement** – not goals in themselves. Strategies for improvement that directly support the student achievement target are written under the target (see page 6 of template). Other strategies that need to be implemented but do not necessarily directly relate to the targets, are simply listed (see page 7) and can be crossed off as they are achieved.

A template is merely a scaffold. Obviously, people will have a variety of philosophies of what good planning for improved outcomes entails. We do not suggest that this is the one and only way of planning – merely that this is one way that has a close focus on serving the needs of all students.

A template cannot speak to the many nuances of contexts nor can it answer questions that may arise. If you require support in your planning, contact UACEL. The UACEL offers workshops on a range of leadership responsibilities including: annual planning, goal and target setting and a full range of leadership responsibilities to help your school to achieve better outcomes. UACEL offer a suite of courses under the ‘Growing Great Leaders’ title, and are available to run courses in your school or regional centre by negotiation.