

SUPPORTING SCHOOLS TO SUCCEED

Celebrating a Legacy, Shaping what comes next.

CSE acknowledges the Wurundjeri Woi Wurrung people of the Kulin Nation, Traditional Owners of the land on which we work. We pay our respects to Elders past and present.



A 121-Year-Old Start-Up

Dear Schools,

Centre for Strategic Education (CSE) is a not-for-profit that was founded 121 years ago in Melbourne, with the enduring purpose of supporting and improving the effectiveness of schools.

In 2026 and beyond, our purpose remains simple:

To be a trusted partner, connector and enabler of school effectiveness.

For most of my career, from teacher to Principal, CSE (formally known as IARTV) has been a consistent presence, supporting excellence in independent schools. CSE has always believed that education improves when educators share ideas, learn from one another and contribute generously to the sector.

When Anthony Mackay AM stepped down as CEO in 2025, we faced a choice. Do we celebrate a remarkable legacy and close the chapter, or do we reinvent ourselves for the challenges schools face today? As a Board made up of principals and representatives of the Independent Education Union (Victoria and Tasmania), we chose reinvention.

Over the past year, we have listened to teachers, middle leaders, principals, school boards and other leaders working in education.

The message was consistent. Across every level of a school, people want support to be effective operators. Educators and school leaders are often reinventing the wheel, searching for practical solutions and lessons learned from other schools, and feeling isolated from insights that lie beyond the education sector. We felt schools need trusted spaces to learn and connect, solve problems and share what works.

CSE is not here to duplicate the work of others. We are here to listen, connect people, share expertise and help schools tackle the challenges that sit beyond the classroom, but in the school context.

In September 2026, we are formally relaunching. The next 12 months will be a time for learning, testing and building. We invite you to join us on that journey as a Founding School, through one of our networks, or as a participant in our coaching and strategic planning programs.

“Together, we can better understand and act on what makes schools work.”



Simon Le Plastrier

Acting CEO, CSE
simonle@cse.edu.au

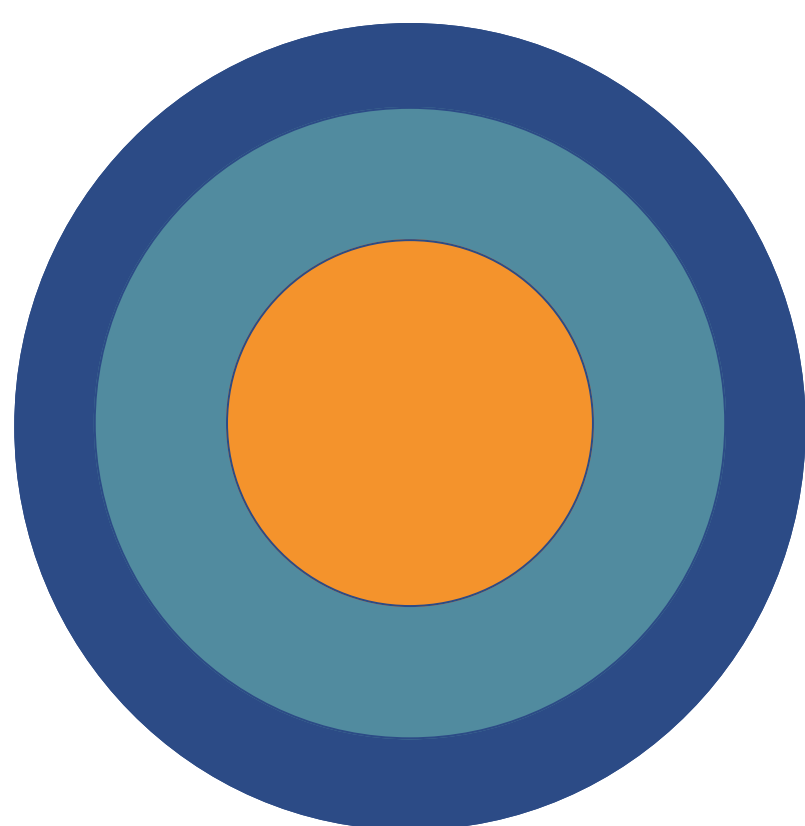


The Role for CSE

Over the past year, we have heard that schools want help to be more effective. Effectiveness is the ability to consistently achieve intended outcomes, while minimising wasted effort, removing unnecessary barriers and continuously improving the way that work gets done. In practice, this means clearer direction and stronger leadership, well-designed operating models and capable teams and individuals who have the tools and support to solve problems, remove barriers and improve practice.

School effectiveness is not driven by a single initiative or transformational program. It is built through hundreds of daily decisions and actions, working together across every level of a school. There is a place for transformation, of course, but CSE is about building change into the everyday.

CSE’S FOCUS AREAS:



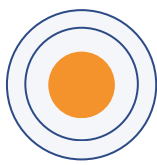
Clearer Direction and Strong Leadership

A clear identity, vision and set of priorities that guide major decisions and investment. A well-designed and well-leveraged change ecosystem within schools. Leaders build coherence, role clarity and disciplined prioritisation.



Well-Designed Operating Models

The blueprints for how schools run day-to-day. The structures, roles, resources and processes that enable effective delivery inside and outside of the classroom.



Effective Daily Practice

Individuals and teams with the right capabilities and tools to be effective in their roles. Transferable skills to diagnose problems, test improvements, influence others, and embed what works.

CSE IS HERE TO ENABLE EFFECTIVENESS

We are creating spaces and opportunities where:

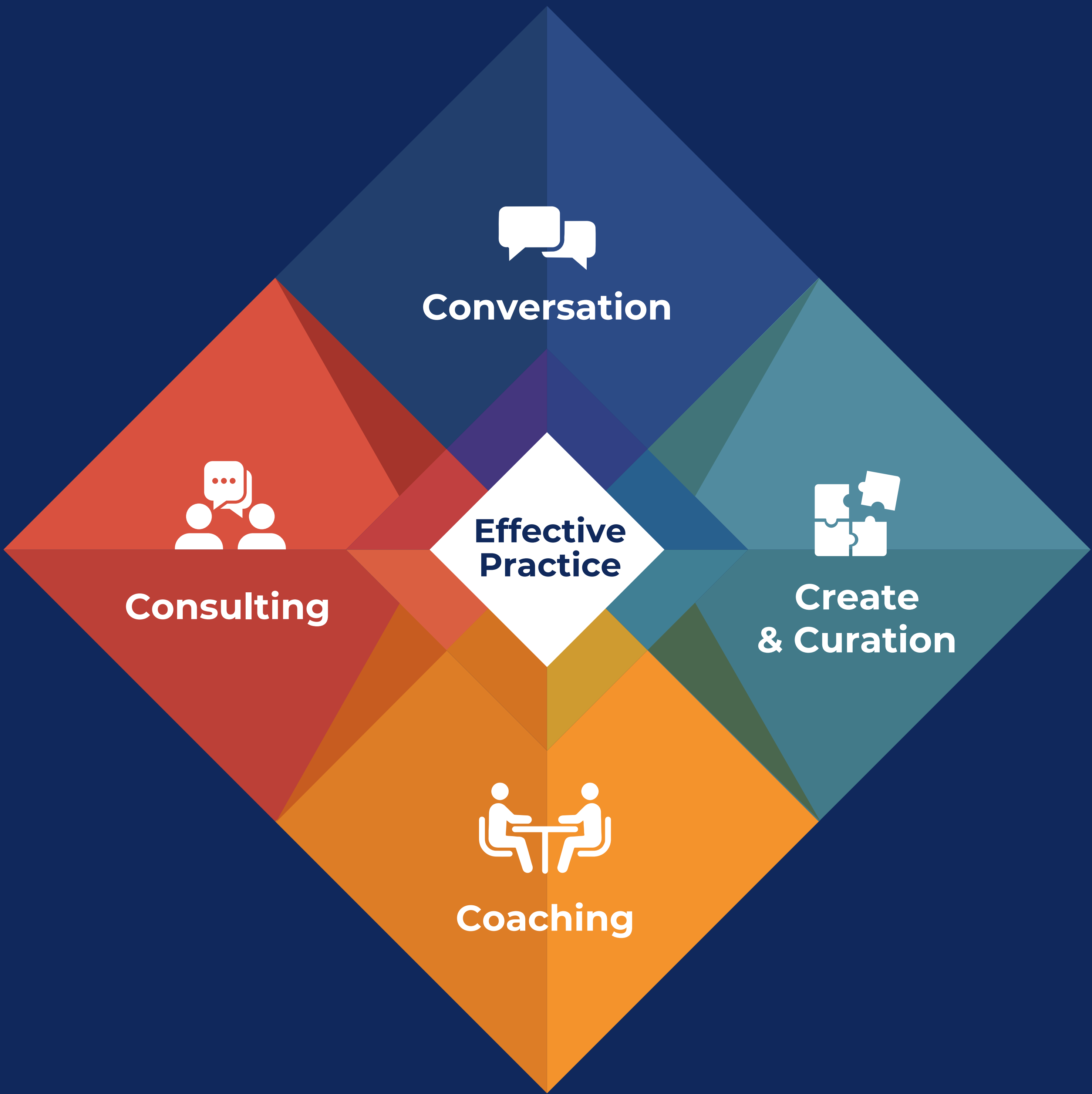
- Schools learn from one another and test ideas together quickly, rather than solving the same problems in isolation.
- Knowledge, resources and solutions are shared generously across the sector.
- Leaders have access to trusted peers, mentors and experienced practitioners.
- Capability is built in areas rarely taught through traditional educator pathways, including strategy, problem solving and change management.
- Progress comes from practical action and disciplined execution, not endless planning.

“Our role is simple: to be a trusted partner, connector and enabler of school effectiveness.”



Pathways to School Effectiveness

CSE has four service categories that provide different avenues for improving and enabling school effectiveness. They help schools access practical solutions, learn from one another and build capability.



Conversation

Trusted, safe spaces to share, collaborate and learn with peers across the education ecosystem, connecting existing ideas with new people.

Create & Curation

Unearthing and sharing the proven research and resources so that schools don't start from scratch. Collaborating to create new solutions and sharing them across the sector.

Coaching

Connecting schools and educators with experienced leaders who partner to build specific capabilities and mindsets in school leaders.

Consulting

Structured advisory services bespoke to schools that support problem-solving and the design and delivery of change into all levels of schools.



How Will CSE Support Schools?



Conversation

CSE's networks for trusted connection

CSE is establishing role-based networks that bring together educators with shared responsibilities, experiences and challenges.

The rule of entry is simple: be generous with the challenges that you're facing and the solutions that you're testing.

A challenge may feel unique within your school, but it is rarely unique across the sector. The goal is to break the echo chamber, learn from others' experiences, avoid common mistakes and accelerate progress towards practical solutions.

Each Conversation focuses on one shared problem at a time, using structured discussion and facilitators to surface practical ideas, lessons learned and approaches that are already working elsewhere.

Participants return to school energised with fresh perspectives, practical tools to trial, pitfalls to avoid and trusted peer relationships that endure beyond the conversation.

FIRST NETWORKS TO LAUNCH...

With more to come..

Teacher Connect

For Educators with 5-15 years' experience

Middle Leader Connect

For Educators Leading an aspect of school

Leading Education Circles

For Principals and School Leadership



Create & Curation

CSE's collaborative problem-solving and solution design

When schools need to find a solution to a specific challenge or opportunity, CSE helps them access tried-and-tested approaches or create bespoke solutions where none yet exist.

CSE is curating a resource bank of more than 1,000 publications generated and funded by CSE over the last 50 years. It gives schools access to the collective wisdom, research, and ideas from many of Australia's leading education thinkers.

CSE is also launching Educator Innovation Labs for situations where fit-for-purpose solutions need to be created. These labs bring together educators from 2-3 schools to diagnose issues, co-design solutions, and trial and refine them simultaneously across multiple contexts. Findings, methodologies, and outcomes are formally documented, accredited, and published, creating valuable resources for the wider education sector.

Participants develop highly transferable skills in problem diagnosis, solution design, and test-and-learn methodologies that they take back to their schools and apply time and time again.

FIRST PLATFORMS TO LAUNCH...

With more to come..

CSE Publications

Our back catalogue of over 1000 CSE publications

Educator Innovation Labs

Collaboration between 2-3 schools to produce a new tool, resource or approach to a shared challenge



Find out about upcoming events here



COMING LATER IN THE YEAR... THE CSE INSIGHTS ENGINE

Access CSE's living insights tool of publications, research, case studies and practitioner insights, including lessons emerging from Conversation Networks and Educator Innovation Labs.



How Will CSE Support Schools?



Coaching

CSE's leadership capability model

There is no shortage of coaches for leaders. The challenge is finding a trusted coach who understands your context and can provide practical guidance at a price point accessible to schools.

CSE connects emerging and experienced leaders with trusted practitioners who have demonstrated impact across a range of school contexts. Through a combination of individual coaching and small-group coaching cohorts, leaders gain personalised support while learning alongside peers facing similar challenges or development goals.

CSE Coaching focuses on uncovering blind spots, strengthening leadership practice, and creating the conditions for leadership teams to thrive. The experience is confidential, supportive, non-judgemental, and focused on practical growth and impact.

FIRST PROGRAM TO LAUNCH...

More to come..

Human Practice of Leading

In Partnership with **Andrew Gemmel, Plinth Partners**. An 8-month leadership development program focused on behavioural, relational and human dimensions of leadership.



www.plinthpartners.com.au



Consulting

CSE's dedicated school improvement model

CSE works with a network of trusted consulting partners who understand schools and the complexity of leading change in our sector.

CSE consulting does not tell schools what to do. Our role is to listen and to solve challenges alongside leadership, building capability as we work. Critically, we bring partners with experience inside and outside the education sector to challenge assumptions and expand possibilities.

When you need specialist expertise, additional capacity and trusted advisors to get something done, CSE can connect you with the right people.

FIRST SERVICES TO LAUNCH...

Strategic Planning Projects

In Partnership with **Spark Strategy**. Schools will be guided through a bespoke school strategic planning process that ensures community buy-in, a strategy that is deliverable in line with budgets and capacity and an implementation plan.



sparkstrategy.com.au



x 2 PRO BONO STRATEGIC PLANNING PROJECTS ON OFFER!

To celebrate the re-launch of CSE, we are offering **two schools a free-of-charge strategic planning project to start in 2026**. Schools will partner with Spark Strategy to develop a strategic plan & implementation plan.



Expressions of interest now open.



Become a CSE Founder School

Join CSE as a founder school in 2026 for \$7000 and receive tokens and discounts valued at around \$12,500.

School's founder tokens and discounts do not expire, they can be used at the school's discretion.

2026 OFFER
(Available undtil 31 Dec 2026)

\$7,000



Conversation

CSE's networks for trusted connection

- Teacher Connect** ×4 free events (unlimited attendees per school) + inaugural event
- Middle Leader Connect** ×4 free events (max. 4 attendees per school) + inaugural event
- Leading Education Circle** ×4 free events (for 2 attendees per school) + inaugural event
- Strategic Leadership Immersion (Program under development, set to run Winter 2027)**
10% discount for Principal attendance

TOKENS VALUED AT
\$2,000



Create & Curation

CSE's collaborative problem-solving and solution design

- Educator Innovation Lab** ×10% discount for 1 Innovation Lab Round (3-4 educators per school)
- CSE Publications** 12-month school subscription to access 1000+ CSE publications
- CSE Insights Engine (Summer 2026)** 12-month school subscription

TOKENS VALUED AT
\$7,000



Coaching

CSE's leadership capability model

- Leadership Coaching** 10% discount (for 1 coaching program, includes x8 small group and x8 1:1 coaching sessions)

TOKENS VALUED AT
\$400



Consulting

CSE's dedicated school improvement model

- Strategic Planning** 90-minute complimentary strategic advisory session for school leadership and Board Chair with Spark Strategy.

TOKENS VALUED AT
\$1,125



CSE Hub for Hire

CSE's Space for Reflecting, Thinking and Doing

- CSE Hub for Hire** ×2 full days' access to CSE's Hub (days can be used separately)

TOKENS VALUED AT
\$2,000



Our CSE Hub for Hire

A practical, no-fuss space for educators. Make yourself at home and focus on the conversation.

Located in the heart of Abbotsford, the CSE Hub is an open-plan, top-floor venue designed specifically for schools and education organisations. Set high above the bustle of school life, it provides a space for reflection, connection and problem-solving.





100

UP TO 100 GUESTS STANDING





60

UP TO 60 GUESTS THEATRE OR CONFERENCE STYLE





40

UP TO 40 GUESTS WORKSHOP STYLE

ADDITIONAL ACCESS TO:

- A private boardroom with seating for up to 10 people
- Dedicated kitchen facilities
- CSE library with other 400 education texts.

KEY FEATURES:

- Fully accessible venue with lift access and accessible amenities
- Flexible room layouts to suit workshops, strategy days, professional learning and events
- Integrated AV technology, microphones and video conferencing capability for hybrid events
- Rooftop terrace and garden spaces with panoramic views across Melbourne, from the city skyline to Yarra Bend Park
- The best of Abbotsford’s pubs, breweries and restaurants nearby.

ADDITIONAL SERVICES AVAILABLE:

- Workshop facilitation experts
- Catering services
- Event MCs and moderators
- Event coordination support



SCAN THE QR CODE

to explore the Hub, view floorplans and room configurations, and access pricing and availability.



Level 6,
19 Thompspon St
Abbotsford
VIC 3067



CSE’s Strategic Planning Product

Strategic Planning with CSE

OUR DELIVERY PARTNER



We partner with Spark Strategy in the delivery of our strategic planning projects to bring you a rare combination of deep education experience in strategic planning for the not-for-profit sector. Spark Strategy are not-for-profit strategy experts. With over 27 years of experience, over 700 NFP clients and close to 100 youth and education clients.

From independent school strategy to systems change, Spark Strategy knows the education space, and our specific corner of it, well.

WHAT MAKES US UNIQUE?

Access Experts from beyond the four walls of Education

CSE are committed to bringing expertise from across the sector and beyond education to broaden school perspective and collaborate with the best.

Capability-building embedded in our partnering

Our projects, services and engagements are designed with capability-building and knowledge transfer at the forefront.

Purpose-led and accessible

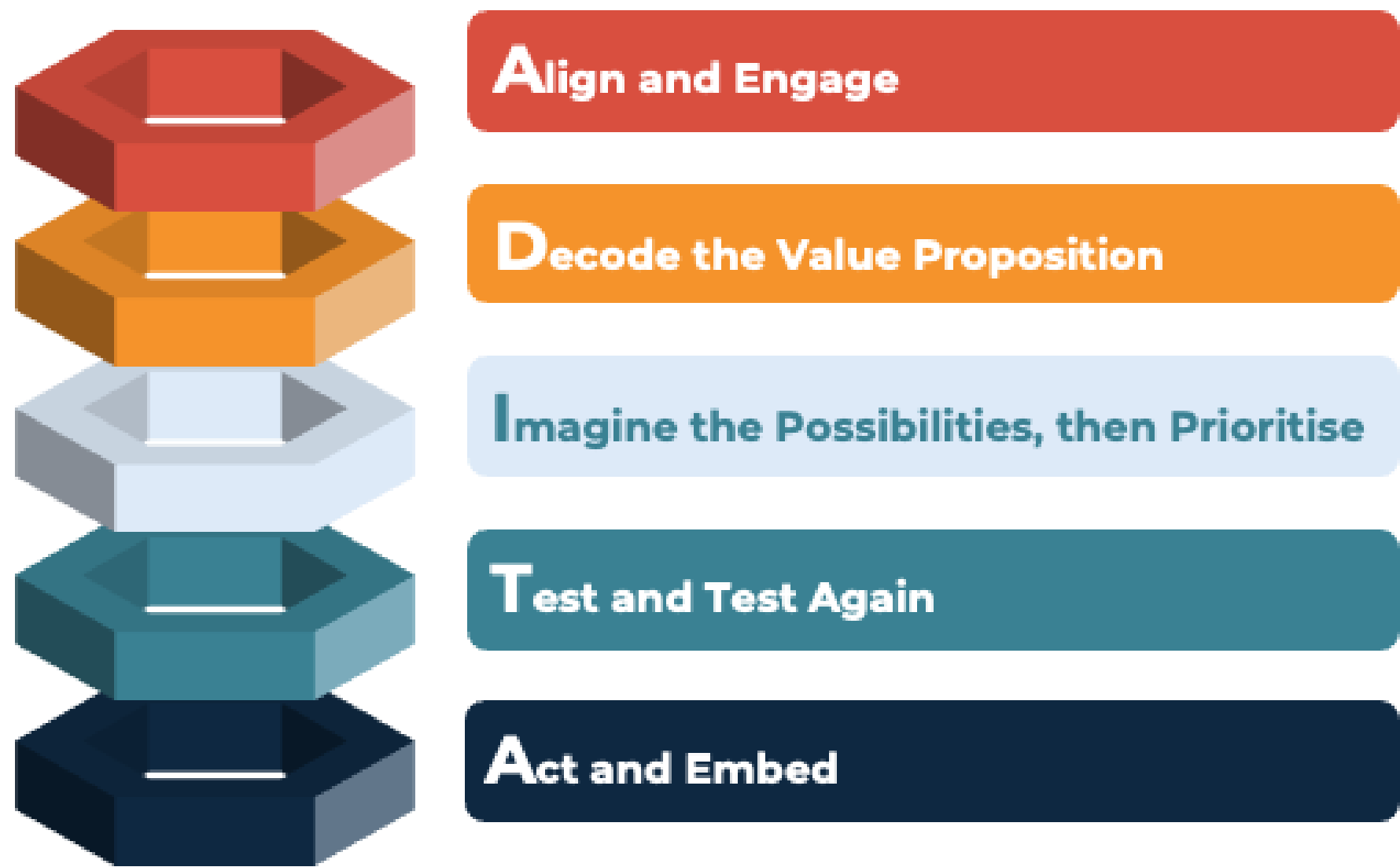
As a not-for-profit, CSE is driven by improving schools. Pricing is structured so that the cost of high-quality strategy will not be a barrier for our schools.

OUR APPROACH | THE ADITA METHOD

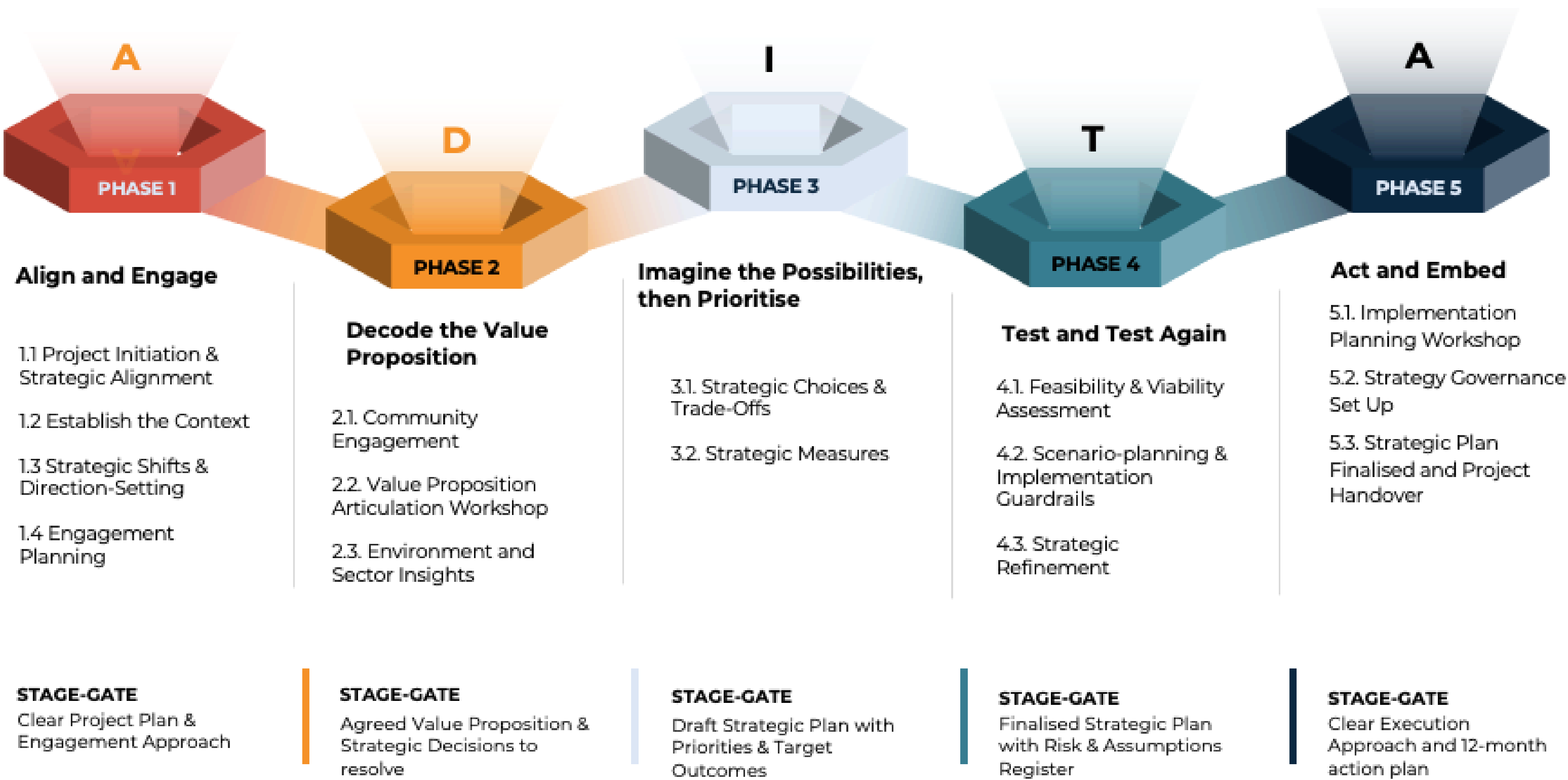
CSE’s project methodology is a structured 5-stage approach. It provides consistent and transparent sequencing for strategic planning that can be shared with Board, Leaders and community members to understand progress through the process.

Within each stage, there is flexibility in approach and the optionality to dive deeper into the detail or expand engagement. Critically, however, progression is gated to ensure ongoing alignment, endorsement and momentum. There are two stages that make our methodology stand out.

- 1. We build strategy based on what the community values. So we start with a targeted value proposition stage that harnesses all research and community engagement around explicit questions of the value your school creates.
- 2. Bold, unconstrained thinking first and a discrete and rigorous stress-testing phase next. Stress-testing utilises your business model, financials and scenario-planning to conduct feasibility and viability assessments that refine the bold ideas.



5-STEP PROCESS OVER 16 WEEKS





CSE’s Strategic Planning Product

Our Adapable and Accessible Pricing Model

We calculate the price of work based on three inputs

YOU DESIGN YOUR PROJECT

01 Core ADITA Project Package

Fixed Fee

02 Optional Additional Depth Modules

\$ Modules priced individually
see below

CSE CAN SUPPORT YOU

03 CSE’s Affordability Support

CSE is committed to giving all schools access to the highest quality services and support.

We can work with schools to understand affordability limitations and ways to overcome them through a pro-bono discount contribution.

The Projects on Offer

		Comprehensive Strategy	Strategic Planning Essentials
		For schools tackling significant strategic decisions, seeking strong community buy-in, and wanting a robust, evidence-based plan that has been tested, refined and endorsed by key stakeholders.	For schools seeking a practical, facilitated strategy refresh where leadership and governance are already aligned and the school is willing to take a more active role in developing and refining content.
Stage	Module	\$\$	\$
Align and Engage	1.1 Project Initiation & Strategic Alignment	✓	✓
	1.2 Establish the Context	✓	✓
	1.3 Strategic Shifts & Direction-Setting	✓	✓
	1.4 Engagement Planning	✓	1.4 Engagement Planning
Decode the Value Proposition	2.1 Community Engagement	✓	2.1 Community Engagement
	2.2 Value Proposition Articulation Workshop	✓	✓
	2.3 Environment & Sector Insights	✓	2.3 Environment & Sector Insights
Imagine the Possibilities, then Prioritise	3.1 Strategic Choices & Trade-Offs	✓	✓
	3.2 Strategic Measures	✓	✓
Test and Test Again	4.1 Feasibility & Viability Assessment	✓	4.1 Feasibility & Viability Assessment
	4.2 Scenario-planning & Implementation Guardrails	✓	4.2 Scenario-planning & Guardrails
	4.3 Strategic Refinement	✓	4.3 Strategic Refinement
Act & Embed	5.1 Implementation Planning Workshop	✓	✓
	5.2 Strategy Governance Set Up	✓	5.2 Strategy Governance Set Up
	5.3 Strategic Plan Finalised & Project	✓	✓



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