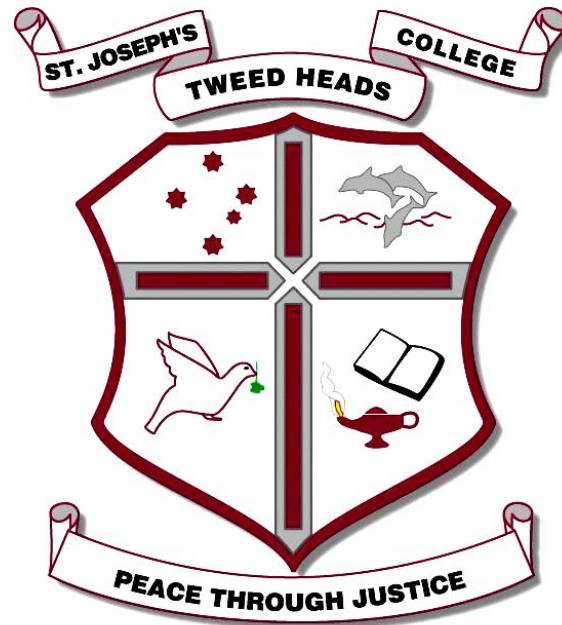


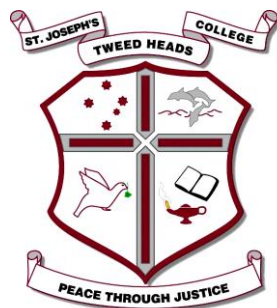
St Joseph's College Banora Point



Strategic Management Plan 2014-2018

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Strategic Management Plan 2014-2018



Key to Terms

Term	Title
LoCate	Leader of Catechesis
LoSE	Leader of School Evangelisation
LoC	Leader of Curriculum
NSCSWW	National School Chaplaincy Student Welfare Worker
LoPC/SW	Leader of Pastoral Care/Student Welfare
LoP	Leader of Pedagogy
LoLs	Leaders of Learning

Catholic Mission and Identity							
Goal 1	To maintain and enhance the celebration and active participation in Parish life, Religious Education, Catholic spirituality and Faith Practice in light of Proclaim and the New Evangelisation	Responsibility	2014	2015	2016	2017	2018
Strategy 1	To continue retreats, parish involvement, reflection days, sacramental programs and youth access programs 2014-2018:						
Outcomes	<ul style="list-style-type: none"> The continuation of reflection days, retreats, Year 11 camp, sacramental program, You Have a Friend, St Vincent de Paul, St Martha's visits, Primary school visitations The continuation of the close link with the Parish Priest and his involvement in the College The development of a scope and sequence for student spirituality for each year level, and for the overall Year 7-12 student body, that reflects the appropriate developmental stage of the students 	College Executive, LoSE and Assistant LoSE (programs), Welfare team LoPC/SW, Year Coords, NSCSWW	←				→
		Principal, College Executive, LoSE	←				→
		LoSE, Assistant LoSE (programs)	→				

Catholic Mission and Identity							
Goal 1	To maintain and enhance the celebration and active participation in Parish life, Religious Education, Catholic spirituality and Faith Practice in light of Proclaim and the New Evangelisation	Responsibility	2014	2015	2016	2017	2018
Strategy 2	To promote active involvement and participation for all staff, students and parents 2014-2018:						
Outcomes	<ul style="list-style-type: none"> Improved verbal and sung responses in Masses (Year 7 and 8 focus 2014) Correct behaviour in sacred space Parish Masses on Wednesday that involve Year 7 and Year 8 in the first term Each liturgy include members of staff and parents where possible Greater participation by parents in liturgies and Masses Develop a school prayer format, structure and routine 	LoSE and Assistant LoSE (music) LoSE and all staff LoSE, Assistant LoSE (programs) and NSCSWW LoSE and Assistant LoSE (music) LoSE, Assistant LoSE (music) and NSCSWW LoSE and Assistant LoSE (programs)	→	↔			
Strategy 3	Continue building awareness of the need to actively engage students in the RE curriculum and CSO organised spirituality and faith formation opportunities in keeping with the new evangelisation of the Catholic Church and the Proclaim Initiative:						
Outcomes	<ul style="list-style-type: none"> Immersion experiences, such as Vietnam Initiate the move towards specialisation of RE staff according to CSO requirements Engaging all staff in spirituality experiences Provide opportunities to raise further awareness and understanding of Proclaim and the New Evangelisation 	LoPC/SW and LoSE Principal, LoCate Principal, LoSE Principal, LoCate, LoSE	←	→			→

Catholic Mission and Identity

Goal 2	To extend the promotion of Christian values and morals into every aspect of school life in keeping with the New Evangelisation	Responsibility	2014	2015	2016	2017	2018
Strategy 1	To develop a social justice program and a ministry program (CSYMA; Young Vinnies) for Stage 4 year groups:						
Outcomes	<ul style="list-style-type: none"> Introduce St Vincent de Paul in Year 7 and 8 in 2014 Initiate knitting squares Investigate Ministry program (eg. CSYMA) in Year 7 and 8 Year 8 to promote and educate the rest of the school about Caritas Raising awareness of homelessness 	<p>LoCate, LoSE and Assistant LoSE (programs), Year Coords, NSCSWW</p> <p>LoCate, LoSE and Assistant LoSE (programs), Year Coords, NSCSWW</p> <p>LoCate, LoSE and Assistant LoSE (programs), Year Coords, NSCSWW</p> <p>LoCate, LoSE and Assistant LoSE (programs), Year Coords, NSCSWW</p> <p>LoCate, LoSE and Assistant LoSE (programs), Year Coords, NSCSWW</p>	→	→		→	
Strategy 2	To organise greater year group involvement in staging liturgies:						
Outcomes	<ul style="list-style-type: none"> Dynamic Youth Masses and liturgies with relevant staff Youth Masses organised once a year by each stage, with special invitations to parents 	<p>LoSE, Assistant LoSE (music), Assistant LoSE (programs) and NSCSWW</p> <p>LoSE, Assistant LoSE (music), Year Coords, NSCSWW</p>	→	→			
Strategy 3	To develop or create a discrete sacred space in the school:						
Outcomes	<ul style="list-style-type: none"> A large enough space to accommodate 30, opened at lunch times, cushions and comfortable, voluntary roster 	College Executive			→	→	→

Catholic Mission and Identity

Goal 2	To extend the promotion of Christian values and morals into every aspect of school life in keeping with the New Evangelisation	Responsibility	2014	2015	2016	2017	2018
Strategy 4	To engage the wider community in the celebration of the Catholic nature of our school:						
Outcomes	<ul style="list-style-type: none"> Establish a Tweed Catholic Schools Day to celebrate our Catholic heritage Initiate a Guest speaker program with dynamic people to engage students 	College Executive LoCate and LoSE	→		→		

Organisation							
Goal 1	Improve & refine organisational structures to support the authentic Catholic school mission in teaching and learning	Responsibility	2014	2015	2016	2017	2018
Strategy 1	Review professional development policies and processes so that they align with identified needs of the staff and the College and the AITSL Standards:						
Outcomes	<ul style="list-style-type: none"> Targeted needs are identified 	College Executive, LoLs	→				
	<ul style="list-style-type: none"> Staff develop yearly PD goals 	College Executive, LoLs, all staff	→				
	<ul style="list-style-type: none"> Faculty meeting time is valued and viewed as PD 	College Executive, LoLs, all staff	→				
Strategy 2	Promote and support a positive culture that supports academic success and personal achievement:						
Outcomes	<ul style="list-style-type: none"> HSC and NAPLAN results are promoted throughout the community 	LoC and LoLs	→				
	<ul style="list-style-type: none"> The wider community is aware of the College's G& T program 	Leader of G&T	→				
	<ul style="list-style-type: none"> Achievements are showcased throughout the College, including a trophy cabinet in the Reception Foyer 	Executive	→				
	<ul style="list-style-type: none"> Academically gifted students are afforded flexible opportunities 	Staff/timetablers/LoLs	→				
	<ul style="list-style-type: none"> Success is respected and appreciated by all 	Staff	→				
Strategy 3	Review student excursion/incursion and representative sport policies and costs:						
Outcomes	<ul style="list-style-type: none"> Develop yearly planners for each year group 	LoLs and LoSE	→				
	<ul style="list-style-type: none"> Cumulative cost burden on parents is known by staff 	Executive, LoLs	→				
	<ul style="list-style-type: none"> Policies are reviewed and updated 	LoLs, Leader of Sport	→				

Organisation							
Goal 1	Improve & refine organisational structures to support the authentic Catholic school mission in teaching and learning	Responsibility	2014	2015	2016	2017	2018
Strategy 4	Review internal communication practices and procedures:						
Outcomes	<ul style="list-style-type: none"> • Communication lines are improved across the College, eg. Daily notices are displayed each day in the library • Development of a consistent approach to the communication and digital storage of internal memos, notices, rosters and meeting minutes. • Investigate student management packages to assist teachers in the areas of assessment, reporting, monitoring, feedback and tracking of student data that align with Diocesan directions and avoid duplication • Develop a user-friendly assessment planner for Years 7-9 that will assist in limiting the overload of students at particular times and publish these to parents and students across all Years 7-12 • The restructuring of the assessment program and procedures to ensure a more equitable distribution of tasks 	Library Assistant	→				
		Staff					→
		College Executive, LoLs	→	→			
		LoC and LoLs	→				
		LoC and LoLs	→				

Organisation							
Goal 2	Establish a strategic plan for the on-going maintenance and future growth of the school	Responsibility	2014	2015	2016	2017	2018
Strategy 1	Develop a prioritised plan for the refurbishment of the College buildings:						
Outcomes	<ul style="list-style-type: none"> A five year plan for ongoing and systematic maintenance of classrooms (painting; flooring) 	Principal, College Executive	→				→
Strategy 2	Investigate the procurement of innovative furnishings that are better suited to contemporary learning:						
Outcomes	<ul style="list-style-type: none"> The existence of flexible learning spaces 	Principal and LoLs	→				→
Strategy 3	Review and development of the College's 1:1 computer program:						
Outcomes	<ul style="list-style-type: none"> A committee to investigate options Future procurements are financially sustainable 	Principal and Committee	→				
Strategy 4	Investigate financially viable means to improve staff work and common area:						
Outcomes	<ul style="list-style-type: none"> An audit of current kitchen equipment, furniture and flooring Review current use of space with a view to providing private telephone and interview access Installation of space saving compactus 	Principal and Delegates	→	→			→

Teaching and Learning

Goal 1	To continue to encourage contemporary learning through engaging pedagogy in a supportive environment	Responsibility	2014	2015	2016	2017	2018
Strategy 1	Develop strategies for teachers to know their students, improve professional practice and professional engagement in alignment with AITSL standards:						
Outcomes	<ul style="list-style-type: none"> Learning to Learn (L2L) is further developed as an opportunity for students to identify their own learning strategies All teachers of students are given access to the learning styles information developed in L2L and this is to be used in planning for differentiation The scope and sequence of the L2L program is evaluated and adjusted to support the delivery of the curriculum in each year group Professional development is provided that makes better use of assessment 'for', 'as' and 'of' learning and quality feedback procedures Teachers are supported with professional development opportunities on how to teach to different learners Professional development that assists teachers in developing how to achieve student critical thinking, creativity, collaboration and inquiry On-going programs/approaches that increase teacher quality, eg. the Peer to Peer Observation programs; developing and evaluating "cycles of improvement" for individual teachers; using ICT; AITSL accreditation; and professional development workshops 	<p>LoC, LoP, Assistant Principal</p> <p>LoC, LoP, Assistant Principal</p> <p>LoC, LoP, Assistant Principal</p> <p>LoC, LoP</p> <p>LoC, LoP, Leader of Additional Needs, G&T Coordinator, LoLs</p> <p>LoC, LoP, LoLs</p> <p>LoC, LoP, LoLs, Leader of eLearning</p>	<p>→</p>	<p>→</p> <p>→</p>		<p>→</p> <p>→</p>	<p>→</p> <p>→</p>
Strategy 2	Develop more effective strategies for teacher collaboration to enable teachers to be more effective teachers:						
Outcomes	<ul style="list-style-type: none"> Embedded procedures and systems for greater collaboration through Professional Learning Communities and Teams Opportunities for team teaching of some classes are created 	<p>Principal, Assistant Principal, LoP, LoC, LoLs</p> <p>Principal, Deputy Principal, LoC, LoLs, LoP</p>	<p>→</p>	<p>→</p>		<p>→</p>	<p>→</p>

Teaching and Learning

Goal 2	To further develop a curriculum that is engaging, flexible, contemporary and personal for all learners	Responsibility	2014	2015	2016	2017	2018
Strategy 1	Ensure that each course continues to develop curriculum using curriculum guidelines and based upon the new CSO template:						
Outcomes	<ul style="list-style-type: none"> Professional development is provided to all staff on Curriculum Design and applying this to the new CSO template Time is designated to PLTs for the development of curriculum using the CSO template Strategies exist for applying data analysis for curriculum adjustment and differentiation 	LoC, LoP, LoLs LoC, LoP, LoLs LOP, Leader of LIT/NUM, Leader of G&T, Leader of Additional Needs	→				
Strategy 2	Develop a more holistic approach across all areas of the curriculum:						
Outcomes	<ul style="list-style-type: none"> Curriculum mapping is used across year groups to better inform teaching practices Assessment mapping is constructed that minimises duplication of assessment tasks and encourages a more equitable distribution of tasks for students 	LoC, LoLs LoC, LoLs	→				
Strategy 3	Review the current reporting system and make necessary adjustments to align with curriculum changes:						
Outcomes	<ul style="list-style-type: none"> The current reporting format is evaluated and alternative formats investigated Models of exemplar reporting from other schools are investigated New reporting packages are investigated 	Principal, Assistant Principal, LoC, LoLs Principal, Assistant Principal, LoC, LoLs Principal, Assistant Principal, LoC, LoLs	→	→			

Community							
Goal 1	Seek to reinforce and develop positive and inclusive interactions within student, staff, family, parish and wider communities aiming at a school culture driven by Catholic values, respect and support	Responsibility	2014	2015	2016	2017	2018
Strategy 1	Review of community service contribution and formation of pastoral care group:		→				
Outcomes	• Revive the one community task/activity per year group	LoSE	↔				
	• Community targets being more visual for younger students	Year Coords	→				
	• Reinstating Year 7 Camp/Welcoming Day for feeling of belonging	LoSE & Year 7 Coord, LoPC/SW	→				
	• Investigate combining St Joseph's Day with Beach-a-thon	Executive	→				
	• Create link on College web site 'Community & Welfare'	LoPC/SW and Year Coords	→				
Strategy 2	Promote staff well-being:						
Outcomes	• Processes are in place to deal with staff grievances and differences that are transparent and understood	Principal and CSO	→				
	• Buddy for new teachers (over and above the handbook)	LoLs	→				
	• Consistent application of processes and practices	All staff	→				
	• Maintenance of the staff social club activities	Social Committee	→				
	• Opportunities exist for informal gatherings (eg. dinner evenings with guest speakers)	Social Committee	→				
	• Physical structure of staff room (quite/private space) - division into 'work' area and 'social' area - private phone area - reconfiguration of kitchen/dining area	Principal and Committee	↔	↔			

Community							
Goal 2	Strengthen, enhance and refine communication opportunities for interaction amongst teachers, parents, students, parish and wider community members via specific modes of inclusive and interactive communication	Responsibility	2014	2015	2016	2017	2018
Strategy 1	Review current community communication systems:						
Outcomes	<ul style="list-style-type: none"> Survey usage of parent portal, Moodle, e-newsletter Review content of current newsletter Revisit the Year Group Breakfasts 	Principal, Assistant Principal Executive Year Coords	→ →				
Strategy 2	Reform/Create a Parent Forum group and Alumni:						
Outcomes	<ul style="list-style-type: none"> Alumni formed Expression of interest letter to parents Parent Forum involvement a part of Year 7 interview process Contact with wider community or business chamber 	Principal and LoPC/SW Principal and LoPC/SW Principal and LoPC/SW Principal and LoPC/SW	→ →	→			→
Strategy 3	Review of Award/Merit System:						
Outcomes	<ul style="list-style-type: none"> Development of a Gold Award for SEAAR students Review of SEAAR awards for Year 7 to build on their enthusiasm for learning All staff to be aware of and actively counter 'tall poppy' syndrome Students and staff show respect for all student achievements Student support card posted home for recognition of students who have excelled in an area of school life Investigation of a student badge system to promote excellence across all aspects of the curriculum 	Assistant Principal, Year Coords LoC, LoLs All staff All staff Executive Executive, LoPC/SW and all staff	→ → → → →				→ →