

STRATEGIC PLAN 2013 – 2015



FOREWORD

Catholic education in Broome began from a desire of parents to enable their children to engage in society and face the challenges of the day from the firm base of Christian Faith. St Mary's College is heir to this tradition, having benefited from the many years of service by the Sisters of St John of God, the Christian Brothers, Sisters of Our Lady of the Missions and the Loreto Sisters. Strong parents, lay missionaries and lay staff constantly assisted these religious orders. In a new century we move forward motivated by the same Catholic faith, assisting parents in the formation of their children and recognising that:

Catholic schools approach the handing on of knowledge in a spirit of service, concerned always to offer students an education of the highest standard. to be a Catholic school, a school must be a good school.

As a privilege and gift from God, new learning needs to be accompanied by the development of a matching sense of social responsibility. The gift of knowledge is not meant for self-centred purposes.
(Mandate to Catholic Schools 71-2)

By actively increasing the knowledge and engagement of parents and carers in the students learning and faith formation, we will create an environment where courage, love, empathy, acceptance and resilience can flourish.

This strategic plan is the result of extensive consultation with parents, staff, students and the wider community and is supported by detailed action plans. St Mary's College seeks strong, ongoing communication with the school community and this plan demonstrates that commitment. It is a plan that celebrates the history of the College, embraces the successes we have had and sets a path for growth, educational excellence and opportunity for students to develop into the best people they can be.

OUR MISSION

St Mary's College is a Catholic school situated in Broome that provides education from K-12 for parents who desire a Catholic education for their children. The College caters for the diverse educational, spiritual and cultural needs of its students by promoting self-esteem and initiative. It offers them skills to take their place confidently in society while living according to Christian values.

OUR VISION

St Mary's College is recognised as a model of reconciliation in the way we live, promote social justice and all Christian values and support all our students to strive for excellence.

OUR CORE VALUES

Courage: Upholding the Faith and all Christian values and being true to ourselves.

Love: Understanding differences with compassion and humility; accepting what has happened and being able to move on with unconditional forgiveness.

Empathy: Listening, understanding and communicating with others in the spirit of our College Motto – Listening Hearts.

Acceptance: Appreciating each person and their story, valuing cultural differences, creating a safe, caring College and being inclusive of all.

Resilience: Being self-motivated, understanding our strengths and challenges, always giving our best and persevering in the face of adversity.

OUR MOTTO – Listening Hearts

We have empathy for each person's circumstances, hopes and dreams and listen with our hearts to students, families and staff.



STRATEGIC DIRECTION

- Continue to build and support an environment that delivers quality, dynamic teaching and learning.
- Grow enrolments to improve capacity and scope of the opportunities St Mary's College is able to offer.
- Increase the enrolments of Catholic students from Broome and the Kimberley.
- Engage with the rich history and multi-cultural heritage of our community.
- Promote a culture where students achieve their personal best.

1. CATHOLIC IDENTITY

1.1. Vision and Mission

- 1.1.1. Review College vision, mission and core values statement.
- 1.1.2. In-service of Board on Mandate.
- 1.1.3. Initiation of Chaplaincy program.
- 1.1.4. In-service of Staff on various aspects of the Mandate and Mission.

1.2. Evangelisation

- 1.2.1. Review ways in which Sacraments and Catholic life are celebrated at the College.
- 1.2.2. Encourage and model attendance at Mass and prayer.
- 1.2.3. Review and develop staff and student Retreat Programs.
- 1.2.4. Develop and implement a Christian Service Program.

1.3. Catholic Life and Culture

- 1.3.1. Develop strategies to enhance and increase College involvement with Parish.
- 1.3.2. Increase the enrolments of Catholic students from Broome and the Kimberley.
- 1.3.3. Promote the employment of Catholic Staff.
- 1.3.4. Integration of the Liturgical Year into life of the College.
- 1.3.5. Support of Caritas and Catholic Missions as designated by the Bishop.
- 1.3.6. Recognise past religious orders directly associated with St Mary's College.

2. COMMUNITY

2.1. Engagement with Families

- 2.1.1. Ensure Aboriginal participation on College Board.
- 2.1.2. Develop strategies to ensure Aboriginal participation in school decision making forums.
- 2.1.3. Explore ways of forming liaisons with Aboriginal and other cultural groups.
- 2.1.4. Support the cultural staff induction program.

- 2.1.5. Review Aboriginal Teaching Assistants roles to enable liaison to be an integral part of their duties.
- 2.1.6. Continue development of initiatives and programs that celebrate cultural diversity.
- 2.1.7. Develop and implement strategies to enhance communication between teachers and parents.
- 2.1.8. Review current school website and publicity to enhance communication.



2.2. Engagement with Parish and Church

- 2.2.1. Develop an Alumni strategy to engage with past students.
- 2.2.2. Explore ways of working with Parish to promote St Mary's College.
- 2.2.3. Explore ways for parishioners to assist in sharing faith and Catholic culture in the school.

2.3 Wider Partnerships

- 2.3.1. Investigate support and funding options from Government and Non-Government agencies.
- 2.3.2. Foster links with potential supporters of the College and its mission.
- 2.3.3. Develop a Marketing strategy to portray the school as a high achieving, caring Catholic School.

3. EDUCATION

3.1. Vision for Learning

- 3.1.1. Establish and communicate a clear pathway for K-12 for improved numeracy and literacy outcomes for all students.
- 3.1.2. Establish an evidence based school wide approach to instructional practice. Embed these practices through ongoing school based professional learning.
- 3.1.3. Develop and document a K-12 Vision for Learning.
- 3.1.4. Establish a school organisational structure that supports teaching and learning.
- 3.1.5. Maintain and extend comprehensive data sets to inform teaching and learning, behaviour management and resource development.
- 3.1.6. Further enhance staff data literacy.
- 3.1.7. Engage teachers in rigorous in-depth review of available data sets.

3.2. Curriculum

- 3.2.1. Re-introduce the Pathways program.
- 3.2.2. Establish a trial a high achievers program.
- 3.2.3. Develop a Student at Educational Risk action plan.
- 3.2.4. Establish scholarship programs.
- 3.2.5. Develop industry and community networks and partnerships that extend learning opportunities for students. Raise awareness of career paths and responsible participation in the wider community.
- 3.2.6. Continue introduction of Yawuru Languages Program towards K-6 implementation.

3.3. Learning Environment

- 3.3.1. Upgrade Primary and Secondary classrooms to reflect high standards.



3.4 Teaching Practices

- 3.4.1. Progressively adopt and implement a more explicit approach to teaching literacy and numeracy.
- 3.4.2. Implement structures and processes to support consistent teaching practices.
- 3.4.3. Develop policy on instructional and classroom management practices and techniques.

3.5 Assessment

- 3.5.1. Use school based and national data sets to help moderate teacher judgements and to inform practices.

3.6. Reporting

- 3.6.1. Maintain and develop a comprehensive reporting process to local and remote parents.

3.7. Evaluation and Planning

- 3.7.1. Implement the Australian Curriculum as the basis of a stable and highly reliable pedagogy at St Mary's College.

3.8. Student Achievement

- 3.8.1. Develop and document an Awards and Celebrations policy and procedures process to celebrate the successes and contributions of the total school community.

3.9. Students with Special Learning Needs

- 3.9.1. Develop a Special Learning Needs strategic plan.

3.10. Student Wellbeing and Pastoral Care

- 3.10.1. Re-write the College Wellbeing and Engagement Policy.
- 3.10.2. Establish a school organisational structure that supports student welfare.
- 3.10.3. Comprehensive review of St Mary's approach to behaviour management and provide professional learning program to all staff.
- 3.10.4. Develop an enriching House and Pastoral Care system .Provide professional development to staff in relation to pastoral care.

3.11. Student Engagement

- 3.11.1. Maintain and enhance the student leadership program.
- 3.11.2. Continue to review and enhance the Follow the Dream program.
- 3.11.3. Develop image of College as the centre for leadership development for Aboriginal students and staff in the Kimberley.
- 3.11.4. Review and develop a transition program for new students to the College.
- 3.11.5. Review and develop a program of support for remote students.
- 3.11.6. Maintain and enhance the co-relation with the Clontarf Academy.
- 3.11.7. Review mechanisms for which uniform code is enforced.
- 3.11.8. Develop an overall attendance/lateness strategy for the College.



4. STEWARDSHIP

4.1. Professional Learning

- 4.1.1. Review and develop the College Professional Learning Program in line with the strategic direction of the College.
- 4.1.2. Maintain and enhance the school induction program for all teaching staff new to the Kimberley region, including the approach to Aboriginal cultural engagement.
- 4.1.3. Introduce a Leadership program to enhance the leadership skills of staff within the College and to identify and encourage potential leaders.

4.2 Staff Wellbeing

- 4.2.1. Provide regular opportunities for staff to inform decision making for the key groups in the school, teaching staff, Aboriginal Teaching Assistants, Administrative Staff and other ancillary staff.
- 4.2.2. Role clarity developed and documented for all staff.
- 4.2.3. Develop a staff appraisal process including peer review.
- 4.2.4. Review communication processes within the College.

4.3. Finance and Facilities

- 4.3.1. Review structure and policy of fee schedule to improve payment rates.
- 4.3.2. Upgrade secondary classrooms.
- 4.3.3. Review teaching and learning environments eg: class size, structure, spaces, equipment and resources.

4.4. Accountability and Compliance

- 4.4.1. Develop a performance management plan that supports the accountability framework and involves every member of staff.
- 4.4.2. Implement a Data Review Working Party to monitor school performance and report to the Board.

4.5. School Improvement Process

- 4.5.1. Review and develop the College Information Communications Technology plan for teaching, learning, professional development and administration.
- 4.5.2. Develop a gradual one-one laptop program for secondary students commencing Year 7.
- 4.5.3. Implement strategies to increase student numbers on Secondary campus.
- 4.5.4. Develop a plan to accommodate increase in student numbers on Secondary campus and three-stream Primary campus.

