Strategic Plan

2013-2017
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2013 – 2017
Introduction

This year Mater Dei College celebrated our 20th Anniversary of offering Catholic secondary education to students in the northern suburbs.

At this point in time it is important to acknowledge the commitment of past parents, staff and students to the development of the College over these past 20 years. Mater Dei College is regarded very highly amongst the local communities and this standing is due to the contributions of those that have been part of our College community since the beginning in 1993.

As we look forward to what the future may bring, it is opportune that we are reminded of our purpose and, in doing so, set out a framework to guide our efforts for the next five years. This Strategic Plan is the vehicle through which we have determined our focus areas and against which we will measure our progress towards achieving the agreed goals.

As stated

*Our mission is to prepare our students for life in a global community following, with courage, Mary’s example of faith.*

Guided by our Mission, Vision and Values we have formulated this Strategic Plan bearing in mind the Four Pillars of the College

- Faith
- Community
- Service
- Learning

and supported by

- Pastoral Care
- Governance

Through the consultation process in arriving at the elements of this Strategic Plan, we have created a shared vision of how best to serve the needs of our College community in the years ahead. At periodic intervals over the next five years we will report our progress in each of these areas.

We look forward to your support as we undertake this journey.

Our Mission

*Our mission is to prepare our students for life in a global community following, with courage, Mary’s example of faith.*
Our Vision

As a Catholic College, with Mary as our model in the discipleship of Jesus, our vision is for our students to:

• Grow in their Christian faith
• Develop a sense of compassionate service to others
• Learn and mature in the College’s safe, inclusive and caring environment
• Display high standards of behaviour and courtesy
• Strive to achieve their personal best
• Be confident, persevering and resilient; and
• Become active citizens and future leaders who make a positive difference in their community and the world

Our Values

We are guided by our Catholic faith, Marian tradition and Gospel values and focus on:

<table>
<thead>
<tr>
<th>Value</th>
<th>Focus Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect</td>
<td>For self, others and the environment</td>
</tr>
<tr>
<td>Compassion</td>
<td>Actively reaching out in humility</td>
</tr>
<tr>
<td>Integrity</td>
<td>Being ethical and trustworthy</td>
</tr>
<tr>
<td>Resilience</td>
<td>Having a positive sense of self</td>
</tr>
</tbody>
</table>

Our Strategic Direction

Key areas of focus in our new or enhanced initiatives over the next five years will be:

• Developing in our students a deep understanding of, and participation in, the faith life of the College, with our staff as role models
• Enhancing experiential opportunities for spiritual formation
• Extending Christian Community Service to develop an appreciation of disadvantage, compassion and community outreach as an integral part of College life
• Integrating technology into teaching and learning
• Extending career pathways through linkages to the Joondalup learning community
• Developing a strong focus in pastoral care on student resilience, mental health and well-being
• Further developing opportunities for parent engagement and involvement,
• Providing targeted professional development for staff
Our Four Pillars

Our Strategic Plan is implemented through the College’s Four Pillars:

- Faith
- Community
- Service
- Learning

Supported by

- Pastoral Care
- Leadership and Governance

Faith

Scope

The scope of this Pillar includes

- The faith life of the College community.
- Evangelisation

Outcomes

We aim to achieve the following outcomes:

- Our students:
  - Have a deep understanding of the Catholic faith;
  - Fully participate in the faith life of the College;
  - Understand the power of the sacraments,
  - Are guided by the Gospel values at Mater Dei College and throughout their lives
- Our College community demonstrates the goodness of the Catholic faith

Performance Measures

The following information will assist us to assess the achievement of outcomes:

- The extent of opportunities for prayer and reflection in the daily life of the College
- Student attitudes in the presence of the sacred
- The extent to which the faith life of the College is a reason for enrolment
New or Enhanced Initiatives

In addition to current activities we will introduce the following new or enhanced initiatives:

<table>
<thead>
<tr>
<th>New and Enhanced Initiatives</th>
<th>Timeframe</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Further develop opportunities for spiritual development of students in experiential ways, including encounter days and retreats.</td>
<td>Plan annually in Term 4.</td>
<td>RE Coordinator, Director of Mission and Care.</td>
</tr>
</tbody>
</table>
| 1.2 Further develop understanding and experience of liturgical practice by:  
  a) Staff.  
  b) Students. | Review annually in Term 4. | RE Coordinator, Director of Mission and Care. |
| 1.3 Increase opportunities for students to take active roles in liturgical celebrations. | Review annually in Term 4. | Director of Mission and Care. |
| 1.4 Enhance participation in College Mass. | 2013 | Director of Mission and Care. |
| 1.5 Enhance the rigour of delivery of our Religious Education programmes. | 2013 | RE Coordinator. |
| 1.6 Enhance the Catholic Identity programme for Year 7s, including opportunities for parent engagement. | 2013 | RE Coordinator. |
| 1.7 Normalise use of Catholic language in College life. | Review annually in Term 4. | Executive. |
| 1.8 Strengthen the focus on staff being Catholic role models for students. | Review annually in Term 4. | Executive. |
| 1.9 Evaluate and enhance the Evangelisation Plan. | 2015 | Principal. |
Community

Scope
The scope of this Pillar includes:
- Parent involvement
- Community relationships
- Linkages to the Archdiocese and Parishes
- Profile of the College

Outcomes
We aim to achieve the following outcomes:
- Increased parent involvement in the life of the College
- Stronger connections between the College and the wider Catholic community
- Enhanced relationships and opportunities for our students in the wider community
- Effective links with feeder Primary Schools

Performance Measures
The following information will assist us to assess the achievement of outcomes:
- Level of parent engagement
- Level of involvement with the wider Catholic community
- Number of events involving the College community and the wider community, and level of participation
- Extent of partnerships and relationships

New or Enhanced Initiatives
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<th>New and Enhanced Initiatives</th>
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<tbody>
<tr>
<td>2.1 Develop and implement a Parent Communication Plan.</td>
<td>2013</td>
<td>Principal, Marketing and Public Relations Officer.</td>
</tr>
<tr>
<td>2.2 Develop parent engagement, including exploring:</td>
<td>Review annually in Term 4.</td>
<td>Deputy Principal Pastoral Care with P &amp; F and Board.</td>
</tr>
<tr>
<td>- A Home Room Orientation Programme.</td>
<td></td>
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<tr>
<td>- A role for Year Group Representatives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Friends of Music, Sports, Performing Arts, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Parent mentors.</td>
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<td></td>
</tr>
<tr>
<td>2.3 Develop and implement a Partnership Strategy with particular focus on:</td>
<td>2013/14</td>
<td>Deputy Principal Learning.</td>
</tr>
<tr>
<td>- The Joondalup learning community to enhance career pathways.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4 Review the Marketing Strategy, including:</td>
<td>Review annually in Term 4.</td>
<td>Marketing and Public Relations Officer.</td>
</tr>
<tr>
<td>- The College’s profile in the local community.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Engagement with local parishes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- College website.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.5 Introduce a Mater Dei College Alumni Association.</td>
<td>2013</td>
<td>Marketing and Public Relations Officer.</td>
</tr>
</tbody>
</table>
Scope
The scope of this Pillar includes:

- Christian Community Service
- The College’s focus on social justice

Outcomes
We aim to achieve the following outcomes:

- Students who have an empathy with the disadvantaged and those in aged care
- Students who are community-minded, socially aware and active in service to others
- High student participation in social and environmental projects
- Preparation of students for future involvement in social justice

Performance Measures
The following information will assist us to assess the achievement of outcomes:

- Extent and level of participation in charitable initiatives.
- Extent and level of participation in environmental projects.
- Evidence of students taking the initiative to create and lead social justice projects

New or Enhanced Initiatives
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<tr>
<td>3.2 Further develop our environmental awareness and participation in environmental projects.</td>
<td>2013</td>
<td>Environmental Committee.</td>
</tr>
</tbody>
</table>
Learning

Scope
The scope of this Pillar includes:

• Academic programmes and opportunities
• Co-curricular programmes and opportunities

Outcomes
We aim to achieve the following outcomes:

• Students who are:
  - Critical and global thinkers
  - Inquiring and independent learners
  - Striving for excellence,
  - Prepared and motivated for further learning and their post-school destination of choice

• A range of subject choices that prepare students for the future
• Co-curricular programmes that help develop the whole person and provide wider opportunities and enrichments

Performance Measures
The following information will assist us to assess the achievement of outcomes:

• Students’ Secondary School results from a range of areas
• Offers of post-school destinations of choice
• Level of parent and student satisfaction with learning outcomes
New or Enhanced Initiatives

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</thead>
<tbody>
<tr>
<td>4.1 Further develop the College’s Centres of Excellence.</td>
<td>2013</td>
<td>The Learning Team.</td>
</tr>
<tr>
<td>4.2 Introduce an Academic Committee from across the College to introduce initiatives for gifted and talented students.</td>
<td>2013</td>
<td>Deputy Principal Learning.</td>
</tr>
<tr>
<td>4.3 Review Awards to further recognise student excellence across the College. Review annually in Term 4.</td>
<td></td>
<td>Deputy Principals.</td>
</tr>
<tr>
<td>4.4 Further develop career pathways by linking to the wide range of opportunities in the Joondalup learning community.</td>
<td>2013</td>
<td>Careers Adviser.</td>
</tr>
<tr>
<td>4.5 Explore ways to reduce administrative tasks for teaching staff. Review annually in Term 4.</td>
<td></td>
<td>Executive.</td>
</tr>
<tr>
<td>4.6 Enhance staff professional development to integrate technology in teaching and learning.</td>
<td>Review annually in Term 4.</td>
<td>Integration Coordinator.</td>
</tr>
<tr>
<td>4.7 Explore avenues to acknowledge staff for their contribution to student learning.</td>
<td>2013</td>
<td>Executive.</td>
</tr>
<tr>
<td>4.8 Regularly review College structure, timetabling and reporting. Review annually in Term 2.</td>
<td></td>
<td>Deputy Principal Learning.</td>
</tr>
<tr>
<td>4.10 Explore ways to further develop student engagement in sporting activities to enhance healthy lifestyles and interaction with other schools /Students.</td>
<td>2013</td>
<td>Co-curricular Coordinator.</td>
</tr>
</tbody>
</table>
Scope
This area supports the Four Pillars and includes:

- Student development.
- Pastoral Care

Outcomes
We aim to achieve the following outcomes:

- Students who value diversity and are:
  - Responsible
  - Self confident
  - Socially mature
  - Resilient,
  - Adaptable
- Students feel safe in the classroom and on the College campus
- A College community that is distinguished by the level of mutual care and support
- A Pastoral Care programme which focuses on student resilience, mental health and well-being
- Staff who are engaged in Pastoral Care

Performance Measures
The following information will assist us to assess the achievement of outcomes:

- Level of participation in Pastoral programmes
- Students feeling of safety in the classroom and on the College campus
- Extent of parent / staff interaction
- Level of parent and student satisfaction with Pastoral Care

New or Enhanced Initiatives
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</tr>
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<tr>
<td>5.1 Further develop the anti-bullying programme for Year Groups (including cyber bullying).</td>
<td>2013</td>
<td>Deputy Principal Pastoral Care with Year Coordinators.</td>
</tr>
<tr>
<td>5.2 Research and develop a Health Programme focusing on personal development, mental health and wellbeing.</td>
<td>2013</td>
<td>Deputy Principal Pastoral Care with Head of Learning Area Physical Education.</td>
</tr>
<tr>
<td>5.3 Investigate ways to enhance our counselling services for students.</td>
<td>2013</td>
<td>Executive.</td>
</tr>
<tr>
<td>5.4 Develop staff understanding of, and engagement with, Pastoral Care.</td>
<td>2013</td>
<td>Deputy Principal Pastoral Care.</td>
</tr>
</tbody>
</table>
Leadership And Governance

Scope
This area supports the Four Pillars and includes:

• The role of the Executive and Board
• Facilities, finances and staffing
• Policies, procedures, risk management and legislative compliance
• The history and traditions of the College

Outcomes
We aim to achieve the following outcomes:

• Capacity to attract and retain quality staff
• The College is financially responsible, environmentally aware and organisationally sustainable
• The quality of campus facilities is maintained and improved

Performance Measures
The following information will assist us to assess the achievement of outcomes:

• Level of staff satisfaction
• Level of staff turnover
• Balanced budget and positive financial returns
• Successful implementation of the Strategic Plan

New or Enhanced Initiatives
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<th>Timeframe</th>
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<tbody>
<tr>
<td>6.1 Explore ways to enhance staff communication.</td>
<td>Annual review in Term 1.</td>
<td>Executive.</td>
</tr>
<tr>
<td>6.2 Review the organisational structure in order to position the College for curriculum change.</td>
<td>Annual review in Term 3.</td>
<td>Executive.</td>
</tr>
<tr>
<td>6.3 Engage staff, Board, students and parents in the implementation of the Strategic Plan and provide regular updates on progress.</td>
<td>2013</td>
<td>Principal.</td>
</tr>
<tr>
<td>6.4 Review and redevelop the College’s:</td>
<td>2014</td>
<td>Principal and Board.</td>
</tr>
<tr>
<td>a) Capital Development Plan.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Leadership And Governance

<table>
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<th>New and Enhanced Initiatives</th>
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<tbody>
<tr>
<td>c) Five Year Financial Plan.</td>
<td>2014</td>
<td>Principal and Board.</td>
</tr>
<tr>
<td>d) ICT Plan.</td>
<td>2014</td>
<td>Deputy Principal Learning</td>
</tr>
<tr>
<td>6.5 Devise strategies to increase the proportion of Catholic students enrolled in the College.</td>
<td>2014</td>
<td>Principal and Board.</td>
</tr>
<tr>
<td>6.6 Develop a Scholarship Scheme for prospective students.</td>
<td>2014</td>
<td>Principal and Board.</td>
</tr>
</tbody>
</table>
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