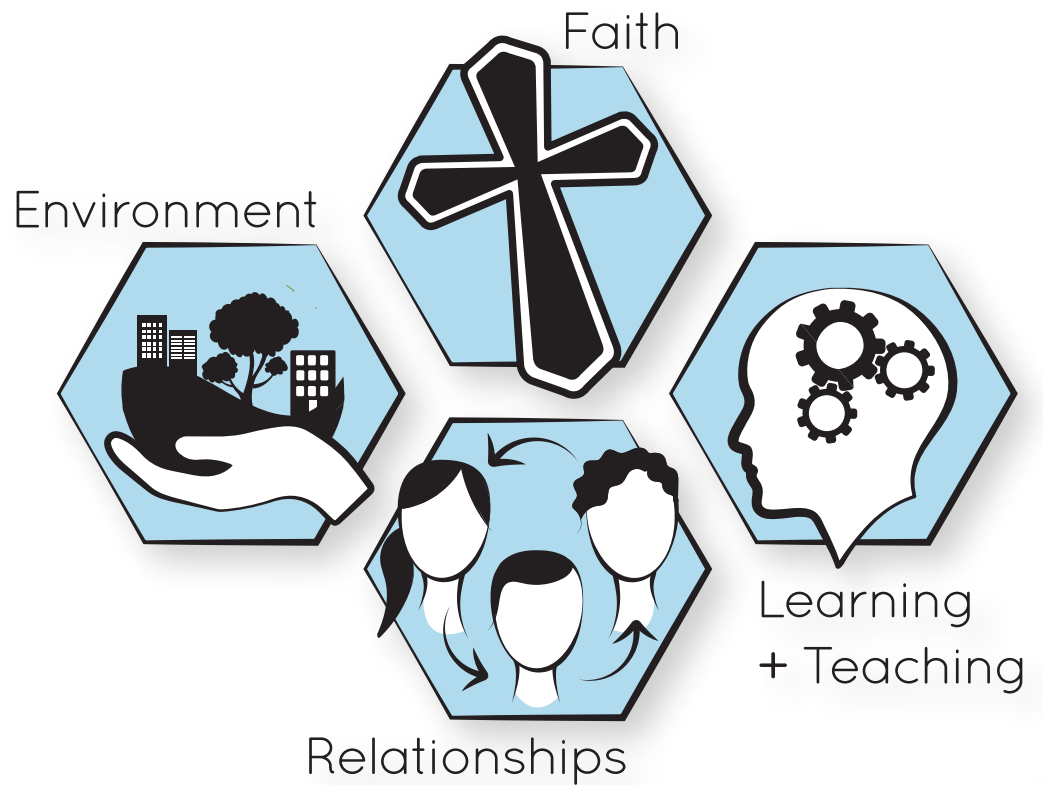




NOTRE DAME COLLEGE

to seek, to see, to respond



Strategic Plan 2019 - 2022



Welcome

Notre Dame College (NDC) recognises that school improvement and enhanced performance are dynamic processes which require intentional planning, implementation and ongoing evaluation. These actions have driven the development of the NDC Strategic Plan 2019-2022. The Strategic Plan charts Notre Dame College's course in broad terms and provides a clear roadmap for the overarching direction of the College over the four-year period up to 2022.

The Strategic Plan is grounded in two main drivers: 'To seek' and 'To respond'. The College seeks to develop students who are supported to achieve to the best of their abilities and who leave the College with learning dispositions, skills and vocational pathways that afford them every opportunity for successful lives. The College also seeks to ensure that Notre Dame students are people of faith, globally aware and connected, and committed to social justice in the communities they live and serve.

To achieve these aspirations, the College recognises its responsibility to provide

outstanding educational services to its students, their families and to the community. Notre Dame College will provide and ensure highly professional and pastoral staff who deliver engaging, contemporary and innovative curriculum. The learning environment and the community life of the College will be further strengthened by exemplary leadership, substantial facilities and infrastructure, financial security, and governance structures that enable NDC to respond strategically to its changing internal and external environments.

Fr Joe Taylor, the Canonical Administrator, the College Advisory Board, Mr John Cortese, the Principal and the College Leadership Team will work to oversee the implementation of this Strategic Plan.

More specific and targeted actions of 'To seek' and 'To respond' are outlined in this Strategic Plan. They shape and have been shaped by the key belief statements of the school community – Our Mission, Vision, Values and Graduate Outcomes, also outlined herein.

Mission

Notre Dame College is a Catholic co-educational secondary college located at Shepparton, in the Goulburn Valley. Based on our faith in God and built on our Marist-Mercy traditions, we provide a comprehensive and challenging educational experience for all students and staff in a faith-filled, pastoral community. Together with families, we strive to develop the full potential of each individual within a just and caring Christian community.

Vision

To seek, to see, to respond

We seek to grow our Catholic community and develop high achieving and globally connected students who see their responsibilities to themselves, each other and the communities in which they live and who respond as good citizens and people of faith.

Values

We seek to embed the following Values into the life of the College

Justice *and* **service**

compassion *and* **respect**

courage *and* **humility**

service *and the* **love of work**

family *and* **hospitality**

reflective

resilient
creative



Graduate Outcomes

We aspire for our graduates to be:

- **open** to growing their **relationship with God** and to **nurturing** their **spiritual lives**;
- **inspired** by the/our **Catholic faith**;
- **respectful** of other **religious beliefs** and practices;
- **hopeful** citizens with a **strong social conscience**;
- **responsible** stewards of the **natural environment**;
- **respectful, kind, inclusive** and ensure **care of self** and **others**;
- **successful** in achieving their **academic goals**;
- **capable** and **responsible digital citizens**;
- **open-minded, creative, reflective** and **inquiring thinkers**;
- **resilient, adaptable, courageous** and **optimistic** in **life** and **learning**;
- their **best** in all their **life pursuits**.

responsible

optimistic

respectful

kind
successful
open-minded

spiritual
capable

Strategic Goals - 'We Seek'



Faith

- We seek to strongly articulate our Catholic identity and promote our Catholic traditions.
- We seek to build a community capable of engaging all staff and students in dialogue that respects our Catholic beliefs and is receptive to all faith positions.
- We seek to continue fostering strong connections with our Marist and Mercy heritage and traditions.
- We seek to continue nurturing a College community that has a keen sense of Catholic social teaching and a strong commitment to social justice.



Learning and Teaching

- We seek to develop resilient and confident student learners who aspire to academic excellence and achieve success in their learning that positively contributes to a modern globalised world.
- We seek to deliver an engaging, contemporary and innovative curriculum that challenges each student.
- We seek to build and support a professional learning community that provides quality teaching and learning experiences for the students in our care.
- We seek to develop policies, processes and practices that assist all staff, students and members of our College community to achieve their maximum performance.



Environment

- We seek to provide and maximise the use of our physical learning spaces and resources in ways that inspire and promote contemporary learning and best practice teaching whilst ensuring compliance.
- We seek to ensure environmentally sustainable principles are embedded across all aspects of our College Community.
- We seek to ensure that we remain financially sustainable in the long-term whilst accommodating new teaching and learning initiatives.



Relationships

- We seek to always recognise the individual circumstances of all in our community and develop mutually respectful, collaborative and positive relationships.
- We seek to build and foster a community that allows all to flourish and that gives high precedence to the Gospel values of compassion, dignity and love.
- We seek to enhance our community engagement in all aspects of College life.



Strategic Actions - 'Respond by'



Goal We seek to strongly articulate our Catholic identity and promote our Catholic traditions and educational aspirations.

ACTION Change the focus of the Faith and Ministry team to address the following Enhancing Catholic School Identity (ECSI) recommendations;

- Foster the process of having literal belief mature into post-critical belief for staff and students.
- Discover new ways of reading and integrating the Bible that promote a dialogue school through recontextualization.

OUTCOME Staff attend professional development programmes that lead to a Post-Critical Belief (PCB) interpretation of scripture.

ACTION Establish an annual programme for all staff that identifies and explains the key Catholic symbols displayed around the school.

OUTCOME Programmes are established and running.



Goal We seek to build a community capable of engaging all staff and students in dialogue that respects our Catholic beliefs and is receptive to all faith positions.

ACTION Develop programmes where our Catholic faith and beliefs can be celebrated alongside the other Faith communities represented at our College.

OUTCOME Programmes are established and running.

Goal We seek to continue fostering strong connections with our Marist and Mercy heritage and traditions.

ACTION Introduce Marist and Mercy values into the strategic plan of the College so that they become our language and identity.

OUTCOME The Strategic Plan articulates the values.

ACTION Ensure that Marist and Mercy values are explained and displayed when using symbols around the college.

OUTCOME Marist and Mercy values are known and valued.

Goal We seek to continue nurturing a College community that has a keen sense of Catholic social teaching and a strong commitment to social justice.

ACTION Introduce one element of Catholic social teaching in the Religious Education Curriculum for each year level.

OUTCOME Each Year level has one Catholic Social Teaching (CST) element that is explored through the curriculum.

ACTION Explicitly communicate and/or teach one Catholic social teaching element for each whole school social justice activity.

OUTCOME Each social justice event has a CST element.



Learning
+ Teaching



Goal We seek to develop resilient and confident student learners who aspire to academic excellence and achieve success in their learning that positively contributes to a modern globalised world.

ACTION Implement processes that reward endeavour and achievement and encourage students to make the best use of their talents.

OUTCOME Review and update the current student Academic and Citizenship Awards policy by December 2019. Newly developed programs and processes that motivate students to strive for greater success in their learning. Implement the new program by June 2020.

ACTION Implement processes that enhances the students' literacy and numeracy skills, and digital literacy.

OUTCOME The POL positions will continue to implement programmes that will upskill staff. Complete skills audit and implement strategies.

30 % of student to show High growth from Year 7 to Year 9 NAPLAN data across all dimensions by 2020.

(Reference: Curriculum Review document - 2017)

ACTION Equip students with critical thinking and adaptive skills by embedding the project-based learning at Years 7 - 10. Embed critical thinking development across all learning area.

OUTCOME The PBL programmes at NDC are authentic, rigorous and engaging. Students achieve at the expected level for the Victorian Curriculum Capabilities.

ACTION Designing programs and processes that foster a growth mindset.

OUTCOME Students acquire lifelong learning habits - learn to learn study skills.

Insight SRC Student Wellbeing Aggregate Indicator to increase to 78 in 2020.

Goal We seek to deliver an engaging, contemporary and innovative curriculum that challenges each student.

ACTION Design an innovative 21st Century curriculum that supports student collaboration and problem solving.

OUTCOME There is a continuous review of courses through Professional Learning Teams.

ACTION Provide a programme of learning that supports the interests, abilities and aspirations of all students.

OUTCOME Learning Enrichment, VCE, VET, VCAL programmes are reviewed and developed.

The Careers Education Programme is integrated across Years 7-12

ACTION Engage with innovative learning spaces – physical, virtual and online.

Review, develop and implement e-Learning policy.

Utilise the physical learning spaces to maximise the resources and opportunities available.

OUTCOME A Master Plan that incorporates contemporary learning spaces that facilitate engaged learning.

There is Multiple service delivery of learning programmes.

There is an updated eLearning Policy.

Learning is more collaborative and engaging.

Teachers are capable and confident in utilising the learning spaces.

ACTION Consider and act upon the recommendations of the Curriculum Review 2016/2017.

OUTCOME The curriculum steering committee will continue to monitor the implementation of the review, evaluate and suggest further improvements.

ACTION Support teachers to implement more formative assessment that promotes growth.

OUTCOME there is continued development of rich assessment tasks.

The feedback and reporting processes are reviewed.

Goal We seek to build and support a professional learning community that provides quality teaching and learning experiences for the students in our care.

ACTION Embed the practices of the Learning and Teaching Instructional Framework.

OUTCOME Learning Area Coordinators and peer observation as teachers are supported to deliver lessons using the Instructional Framework.

ACTION Use data to inform teaching and learning, enhance student performance and enabling differentiate student learning.

OUTCOME Data driven Professional Learning Teams that clearly document teaching practices to support differentiated curriculum.

ACTION Engage in professional learning activities that strengthen pedagogical practice. Develop a process for staff to establish goals and target professional development to achieve their goals.

OUTCOME Revised Professional Learning policy that outlines the strategic objectives of the ARM process.

ACTION Develop a community partnerships strategy

OUTCOME Develop and implement social justice programs, VCAL community-based projects, and Immersion programmes.

ACTION Select and implement a learning management system that provides quality feedback, engages parents and drives student improvement

OUTCOME A Learning Management System (LMS) is introduced in 2019.

There is ongoing review of the implementation of the LMS.



Learning + Teaching

Goal We seek to develop policies, processes and practices that assist ALL staff, students and members of the College Community to achieve at their maximum performance.

ACTION Promote and expand leadership of Catholic Identity with exposure to the Mercy and Marist charisms. Queensland Leadership Institute train middle leaders in their leadership competencies.

OUTCOME More confident and capable leaders who give witness to the Mercy and Marist values.

ACTION Ensure the Appraisal System for leaders inclusive of ARMs and formative review is rigorous and constructive.

OUTCOME Leaders are affirmed and enriched and challenged in their leadership.

A process is in place where annual goals are linked to ARMs and formative review.

ACTION Continue to build a culture of professional dialogue and feedback.

OUTCOME Staff are affirmed and challenged. Leaders are skilled in giving feedback.

ARMs are sequential and inform ongoing development.

ACTION Enrich/support staff to strive for excellence within the teaching profession by having a strong emphasis on Coaching.

OUTCOME The pedagogy is improved and teachers are more confident.

Teachers experience the coaching model and are more committed to self-reflection and exploring ways to improve their teaching.





Environment



Goal We seek to provide and maximise the use of our physical learning spaces and resources in ways that inspire and promote contemporary learning and best practice teaching whilst ensuring compliance.

ACTION Review and Update our 2014 Master Plan considering Stages 1-3 have been completed. The Future Stages that have been identified may require review considering St Anne's P-12 Catholic School opening in Kialla and any potential impact of the Shepparton State School development.

OUTCOME The Master Plan is updated.

Our planning provides for potential significant change in student numbers.

Our plan supports best practice 21st Century Teaching and Learning.

ACTION Develop 2019 - 2022 Maintenance Plan to ensure that all areas of the College are presented at their optimum.

OUTCOME A Maintenance Plan informs the Annual Budget and 2019 - 2022 Budget.

The Maintenance Plan prioritises areas within the College based on greatest need and the achievement of Strategic Goals.

ACTION Refer to Strategic Goals and Intent when providing feedback concerning resource allocation.

OUTCOME Regular reference to aspects of the Strategic Plan when giving feedback to staff about resource allocation decisions.

ACTION Embed risk management practices across the College.

OUTCOME There is regulatory and legislative compliance.



Goal We seek to ensure environmentally sustainable principles are embedded across all aspects of our College Community.

ACTION Create a Sustainability Committee that includes teaching and non-teaching staff, as well as students to create and promote positive sustainability initiatives throughout the College.

OUTCOME The College has an active Sustainability Committee. Staff and student awareness about sustainable practices is enhanced.

ACTION Conduct an Energy Audit.

OUTCOME An Energy Audit which provides baseline data and recommendations for minimising our utility consumption.

A plan has been developed and implemented in response to the recommendations of the Energy Audit.

ACTION Monitor utilities consumption through live tracking as well as maintaining historical records of consumption.

OUTCOME Consumption levels of utilities are recorded to allow comparison over periods of time.

Utility consumption is actively monitored to identify and remedy anomalies in a timely manner.

Goal We seek to ensure that we remain financially sustainable in the long-term whilst accommodating new teaching and learning initiatives.

ACTION Create Annual Budget and 2019-2022 Budgeting Model aligned with Strategic Goals.

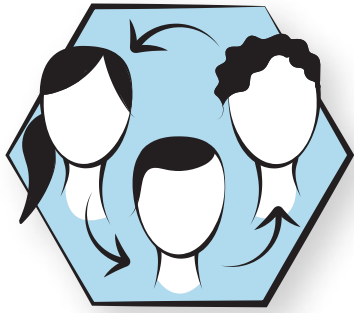
OUTCOME The Budget Model clearly aligns with Strategic Goals.

Fees are set at a level to ensure we can maintain day-to-day operations and achieve our Strategic Goals whilst maintaining affordability for those seeking a Catholic Education.

ACTION Ensure the College is financially flexible and responsive to accommodate new initiatives and changing circumstances as they arise.

OUTCOME Budgets can accommodate unforeseen opportunities and setbacks as they arise.





Relationships

Goal We seek to always recognise the individual circumstances of all in our community and develop mutually respectful, collaborative and positive relationships

ACTION To review the role of the pastoral group leader as being the connection between family and school.

OUTCOME Pastoral group leaders will form strong positive relationships with families.

ACTION To provide professional learning in wellbeing based on positive education principles to all community members.

OUTCOME There is improved capacity of teachers as teachers of wellbeing.

ACTION To provide opportunities to develop understanding of all in our Community.

To develop and implement a parent code of conduct that is respectful of all in our community.

OUTCOME There are Learning opportunities for parents.

ACTION To further develop the role of the Multicultural Education Support officer in building links between families and the College.

To review the implementation of the Respectful Relationships material in the 7 - 10 curriculum.

OUTCOME There is better understanding of different cultural groups in our community that leads to further inclusion.



Goal We seek to build and foster a community that allows all to flourish and that gives high precedence to the Gospel values of compassion, dignity and love.

ACTION To review our current Student Welfare and Discipline Policy and procedures in line with positive education and PBIS frameworks.

OUTCOME There is a Wellbeing rather than welfare focus.

ACTION To develop a staff wellbeing plan based on positive education principles

OUTCOME There is an improvement in the capacity of all teachers as teachers and role models of positive wellbeing.

Goal We seek to enhance our community engagement in all aspects of College life

ACTION To identify the characteristics of positive parent engagement in our community.

OUTCOME There is a parent engagement strategy for Notre Dame College.

ACTION To review parent communication and ensure they are accessible for all and explore additional communication methods.

OUTCOME Consideration is given to the appointment of a Media and Communication Officer.









Special thanks to the Strategic Plan Committee

Patricia Bergin, John Cortese, Les Billings, Emma Reynoldson,
Kris Walker, Karen Fox, Peter Chalkley, David Smyth,
Susan Nabbs, Steve Bognar, Lena Cross.

Thanks to Kellie Morrison for your tireless input into the project.
Thanks to Monica Burney for designing the publications.

