STRATEGIC PLAN 2010-2014

Strong Foundation * Bright Future

“Centred in Christ”

“Each day is a step we make towards eternity and we shall continue thus to step from day to day until we take the last step, which will bring us into the presence of God.”

Catherine McAuley
On Monday 30 January 1899, under the leadership of Mother Clare Buggy, a small group of Sisters of Mercy opened the first of four schools that would later become Ursula Frayne Catholic College. Thirty five students arrived to start school on the first day. Conditions were difficult and resources scarce. The school fee was sixpence a week. From the very beginning the Sisters involved students in extra-curricular cultural and physical activities. The results of this instruction were presented to the Victoria Park community in fundraising concerts involving performances of musical items and verse recitation. This, no doubt, enhanced the growing reputation of the school and enabled the Sisters to provide greater opportunities for the students.

More than a century later, the Ursula Frayne Catholic College Board seeks to continue the hard work of the founding Sisters by drawing on their wisdom and foresight, their strength in adversity, and their spirit and faith in God to continue to provide a quality Catholic education to the community of Victoria Park. To achieve this end, the College Board has developed a new five year Strategic Plan using a consultative process involving the Board, Executive Leadership team, staff, parents and students. The College Board is grateful for the assistance of Dr Liz Pattison who facilitated the consultative process.

The Plan is underpinned by the College Motto, Mission, Vision and Core Values, which form the precepts upon which all future actions will be based. Furthermore, the Plan aims to be “futures focused” by embracing new ideas and initiatives while valuing and building upon the legacy of Catherine McAuley, Ursula Frayne, and the traditions and charism of the Sisters of Mercy.

The five year Strategic Plan encompasses four Key Result Areas of Catholic Identity, Community, Education and Stewardship and sets out the actions to be undertaken to achieve the goals. The document provides a rich source of material to guide the development of policies and programs to ensure that Ursula Frayne Catholic College continues to be a college of renown and choice in the south-eastern metropolitan area.

As we set out the next steps along our journey, we are grateful for the wisdom and foresight of our forebears and look to present and future generations to build a Christ Centred, dynamic and vibrant school for our students. The College Board commends the Strategic Plan 2010-2014 to the students, staff, parents and community of Ursula Frayne Catholic College.

Mr Frank Rainone
College Board Chairman

Mr John Armstrong
Principal
OUR MISSION

Ursula Frayne Catholic College is a K-12 coeducational College in the tradition of Catherine McAuley.

Our mission is to empower all students in the pursuit of excellence in their life long learning journey.

OUR VISION

In accordance with our Motto and Mission, our Vision is to provide a vibrant, innovative and contemporary learning environment that develops the whole person spiritually, intellectually, physically, socially and emotionally.

We will achieve this by:

- Proclaiming the Gospel of Jesus Christ to encourage the formation of students as leaders of Christian virtue, conscience and service within the community.
- Promoting collaboration and partnerships with staff, students, parents and the wider community.
- Creating a loving community where all may be nurtured and grow in wisdom and love.
- Embracing diversity and promoting acceptance and inclusive practices.
- Responding to challenges and changes in our world to continually identify and improve the educational opportunities for our students.
- Setting high standards in all fields of endeavour.
- Exercising responsible and effective stewardship of our resources.
Catherine McAuley, the first Sister of Mercy, made a difference in her time and her influence continues to be felt today. Her appeal lies in her faith and confidence, generosity and hospitality, her courage and humanity, and that she had the heart to listen and dared to step out and make a difference. We have chosen the following values to enable the Ursula Frayne Catholic College Community to be a part of this Mercy charism.

**COMPASSION**

The charism of Mercy is not just to talk about love and compassion, but to do something about helping other people in need. Compassion is caring and understanding about someone in need or trouble.

**EXCELLENCE**

Excellence is to do your best so that you will make a positive difference in your own and in someone else’s life.

**HOSPITALITY**

Catherine McAuley lived hospitality in such an all-pervasive way as to become almost elusive. It became part of her until it grew to encompass and embrace all who needed shelter and warmth, dignity and independence, comfort and care, compassion and courage.

**RESPECT**

Try to meet all with peace and ease. Nothing can rank in importance to gentleness of manner and respect towards others.

**JUSTICE**

Action today not tomorrow; be ready to be open and respond; be aware of others and try to understand how they feel. Justice begins in our heart and leads to action and justice. Be fair in everything you do.
OUR STRATEGIC DIRECTION

Our Strategic Direction focuses on:

1. Evangelising our Catholic faith, strengthening our links with our Patron Ursula Frayne and the Mercy charism, and enhancing opportunities for the faith formation of students and staff.

2. Maintaining and building on the high standards, happy environment and sense of community we have achieved.

3. Continuing to foster a love of learning through dynamic teaching processes that build on:
   - the generosity of spirit of our students;
   - the talents and diversity of our outstanding teachers;
   - our holistic, student-centred approach; and
   - ongoing enhancements to curriculum and programs.

4. Growth in enrolments to achieve the long-term financial sustainability of the College, whilst maintaining our caring and inclusive culture where all students are known and each individual is valued.

5. Enhancing our campuses, exploring all avenues to increase the space available, and taking full advantage of all opportunities to further develop our buildings, grounds and facilities.

6. Enhancing our whole College approach, K-12, by increasing collaboration across learning areas, sharing resources and expertise between our two campuses, and encouraging the active involvement of parents.


8. Building on the strengths of our pastoral care by further developing student self awareness, self confidence, resilience and leadership.

9. Embracing new opportunities in teaching and learning, including the educational potential of new technologies.

KEY RESULT AREAS

The delivery of the Strategic Plan is built around four inter-related Key Result Areas:

- Catholic Identity
- Community
- Education
- Stewardship
KEY RESULT AREA 1
CATHOLIC IDENTITY

SCOPE

This Key Result Area includes:

- The Mercy ethos and traditions
- Religious Education
- Faith formation of the whole College community
- Ritual, symbols and liturgy
- Retreats
- Christian Service Learning
- Chaplaincy, ministry and mission
- Evangelisation

GOALS

Our Goals are to:

- Help students progress their own faith journey.
- Provide support for parents to foster the spiritual development of their children.
- Support the faith formation of our staff and families.
- Foster the Mercy ethos and the College’s core values of compassion, excellence, hospitality, justice and respect.
- Engender a volunteering spirit, sharing our gifts and talents for the benefit of others.
- Develop the capacity to relate to other faiths and reflect on contemporary issues, based upon the strength of our Catholic beliefs.
- Ensure that the Archdiocesan Religious Education Units are fully implemented.

PERFORMANCE MEASURES

The following information will assist in assessing the Goals:

- The level of participation in liturgies, retreats, rituals and registrations for Sacramental Programs.
- The extent of achievement of the College’s Evangelisation Plan.
- The capacity to recount the Ursula Frayne story and Mercy traditions.
- Performance in the Bishops’ Religious Education Literacy Test.
KEY RESULT AREA 1
CATHOLIC IDENTITY (CONT...)

ACTION PLAN

1.1 Evangelisation
   1.1.1 Review and redevelop the College’s Evangelisation Plan.

1.2 Religious Education
   1.2.1 Recruit specialist Religious Education teachers for the Duncan Street Campus.

1.3 Faith Formation
   1.3.1 Increase student understanding of the relevance of faith to life and society, today and into the future.
   1.3.2 Explore different models of faith formation for staff.

1.4 Liturgy
   1.4.1 Develop the culture of singing and involvement of all students in various forms of liturgy.

1.5 Christian Service Learning
   1.5.1 Explore models for Christian Service Learning, strengthening reflection and the links to Religious Education.
   1.5.2 Create links to Mercy works and missions, focusing on faith in action.

1.6 Parishes
   1.6.1 Liaise with Parish Priests of students within the College community by inviting local clergy to discuss mutual concerns, celebrate Mass and assist in the Sacrament of Reconciliation.

1.7 Ursula Frayne Story and Mercy Traditions
   1.7.1 Explore ways of enhancing the Mercy traditions through the naming of buildings and increasing religious symbols around the College.
   1.7.2 Articulate the stories of the Australian Sisters of Mercy and Ursula Frayne to staff, students and the wider College community.

1.8 Parents and Families
   1.8.1 Provide information to assist parents to understand the Catholic faith and our expectations of students, including:
      - Awareness and understanding of the Sacramental Program.
      - The roles of parents, parish and College in faith formation of students.
   1.8.2 Explore programs to enhance the prayer life of families.
KEY RESULT AREA 2
COMMUNITY

SCOPE

This Key Result Area focuses on the pastoral care of our students, staff and families and includes:

- Specialist programs and opportunities to support students, staff and families
- Policies such as the “Friendly Schools Policy” and discipline policy
- Counselling (including career counselling)
- Mentoring
- Student Services
- Multi-age groupings
- Induction and transition for students
- Specialist roles of Cluster Leaders, Form Teachers, Campus Minister and Student Leaders
- A safe College environment

GOALS

Our Goals are to:

- Maintain a caring and supportive culture for the whole College community where:
  - students feel safe and happy; and
  - all members of the College community are valued and respected.
- Develop a genuine concern between people and perceptiveness of the needs of others throughout our College community.
- Assist students to develop self awareness, self esteem and resilience.
- Maintain pride in the College and a strong sense of belonging.
- Ensure a fair and just approach, including spending the time to work through appropriate standards of student behaviour.
- Recognise positive behaviours.
- Foster and encourage student leadership.

PERFORMANCE MEASURES

The following information will assist in assessing the achievement of Goals:

- The extent to which the goodwill and generosity of spirit is maintained (via feedback from the College community and the witnessing of relationships).
- Standards of student behaviour (via feedback from the College community, behaviour records and with witnessing of behaviour).
- The extent of student/staff satisfaction with their experiences at the College.
KEY RESULT AREA 2
COMMUNITY (CONT...)

ACTION PLAN

2.1 Students

2.1.1 Review and enhance pastoral care programs and initiatives and be responsive to changing student needs and new approaches.

2.1.2 Explore opportunities to extend the responsibilities of the Student Leadership Group.

2.1.3 Review and enhance transition programs between the Primary and Secondary School.

2.1.4 Explore a buddy program for special needs students.

2.2 Staff

2.2.1 Enhance the buddy system/peer support for new staff.

2.2.2 Further develop cross-campus professional and social networks for staff.

2.3 Parents

2.3.1 Increase parent awareness and understanding of the College’s pastoral programs and initiatives.

2.3.2 Identify parent expertise and ways in which parents could be involved in assisting the College.
KEY RESULT AREA 3
EDUCATION

SCOPE

This Key Result Area focuses on teaching and learning and includes:

- Curriculum
- Extra curricular activities, including camps and excursions
- Education support and extension of gifted students
- Specialist programs
- INSTEP and VET programs
- International and exchange student programs
- Resource Centres
- Professional Development for teachers
- Parent forums, workshops and information evenings
- Partnerships with business, the community, and collaboration with external agencies
- Learning technologies
- Leadership Programs

GOALS

Our Goals are to:

- Strive for excellence to enable students to achieve their full potential.
- Inspire confidence, empower our students to take control of their own learning, and foster a lifelong love of learning.
- Provide a broad range of educational opportunities for the holistic development of each student.
- Integrate our Catholic values within all educational programs.
- Integrate sustainability strategies of environmental protection, social justice and the equitable sharing of resources to meet the needs of current and future generations.
- Achieve a proactive and integrated whole College learning environment, K – 12.
- Develop a learning community that is future focused and nurtures best teaching practice and the professionalism of teachers.
- Partner with parents in the student’s learning journey.

PERFORMANCE MEASURES

The following information will assist in assessing the Goals:

- Literacy and numeracy levels (including external comparisons).
- Aggregated student performance data across all subjects.
- Improved Year 12 results and student post school destinations.
- Level of parent and student satisfaction (via surveys and interviews).
KEY RESULT AREA 3
EDUCATION (CONT...)

ACTION PLAN

3.1 Curriculum and Programs

3.1.1 Further develop academic extension programs.

3.1.2 Further develop education support programs.

3.1.3 Explore programs focused on environmental sustainability.

3.1.4 Continue to explore opportunities to improve nutrition and the promotion of a healthy lifestyle.

3.1.5 Continue to collaborate across all learning areas from K to 12 (including major feeder Primary Schools).

3.1.6 Review the Kindergarten program in light of new Federal Government guidelines.

3.1.7 Review curriculum offerings and timetables to enable appropriate implementation of the Australian Curriculum.

3.1.8 Extend study skills programs throughout the College.

3.1.9 Explore opportunities for students to undertake university and/or TAFE courses whilst attending the College.

3.2 Professional Development of Staff

3.2.1 Further develop staff professional development, including:
   - different approaches to teaching and learning; and
   - optimising the benefits of learning technologies.

3.3 Modes of Education Delivery

3.3.1 Explore different and flexible modes of educational delivery to prepare for older students on the Duncan Street Campus.

3.3.2 Explore ways that utilise technology to enhance learning.
KEY RESULT AREA 4
STEWARSHIP

SCOPE

This Key Result Area includes:

- Leadership and management structures including the Board, Executive Leadership Team, Middle Management and Friends of Frayne
- Marketing, public relations and communication
- Enrolments
- Customer service and administration
- Management of staff, finances and risk
- Capital development and maintenance of buildings, plant, equipment and College grounds
- College improvement programs
- Interaction with the Catholic Education Office and the wider school system

GOALS

Our Goals are to:

- Ensure a vibrant and financially viable College.
- Retain existing students and increase the level of new enrolments in order to achieve full capacity.
- Increase wider community awareness of the achievements and special characteristics of the College.
- Create a functional, safe and aesthetically pleasing learning environment with the capacity to respond to change and new opportunities.
- Deliver good stewardship in line with Gospel values.
- Provide effective and efficient corporate governance and management structures.
- Recognise the goodwill and extensive contribution of staff and parents.

PERFORMANCE MEASURES

The following information will assist in assessing the Goals:

- The extent to which the College is financially sustainable in the longer term.
- The achievement of enrolment targets.
- The achievement of the Capital Development and Maintenance Plans.
- The extent to which customer service standards are met.
- Capacity to attract and retain quality staff.
- Compliance with legislation, Government and Catholic Education Office requirements.
KEY RESULT AREA 4
STEWARDBSHIP (CONT...)

ACTION PLAN

4.1  *Space, Buildings, Grounds and Facilities*

4.1.1 Explore options to increase the size of both campuses.

4.1.2 Develop a Master Plan for both campuses to facilitate the development of a new five year Capital Development Plan, Maintenance Plan, Landscape Plan and Learning Technologies Plan.

4.1.3 Review the bus fleet in order to rationalise/upgrade and ensure safety in line with new government legislation.

4.2  *Financial Management*

4.2.1 Ensure financial sustainability by increasing enrolments while maintaining the strengths of the College’s culture and student outcomes.

4.2.2 Optimise funding available through special programs and grants.

4.3  *Human Resource Management*

4.3.1 Progressively review the staff structure in line with growth.

4.4  *College Improvement Program*

4.4.1 Introduce a process for College improvement that incorporates formative appraisal of staff.

4.5  *Marketing and Communication*

4.5.1 Further develop marketing, public relations and communication strategies.