



ST PIUS X COLLEGE

CHATSWOOD



A CATHOLIC SCHOOL IN THE EDMUND RICE TRADITION

*fide et
labore*

Strategic Improvement Plan
2012-2016



PRINCIPAL'S MESSAGE

*Your light must shine before others, that they may see your good deeds
and glorify your heavenly Father.*

MATTHEW 5:16

The **College Strategic Plan 2012-2016** is the result of wide consultation with the College community through Listening Assemblies involving students, parents, staff, ex-students and clergy. The product is a vibrant and dynamic plan which will enliven the College and proactively respond to our contemporary Catholic environment.

Each year the College Annual Plan will reflect these strategic endeavours as well as including the flexibility to respond to the emerging educational context of our world. The Mission and Vision of the College as a Catholic school in the Edmund Rice tradition embodies the Charter Touchstones and our Core Values as they are beautifully presented in this plan. The Mission and Vision Statements will be reviewed and reinvigorated in the first steps of this plan.

The College looks to the future with great anticipation and hope continuing its tradition of 75 years. The College motto **Fide et Labore – Through Faith and Hard Work** lights a path for us to build the Kingdom of God and love one another as Jesus taught us.

John Couani • PRINCIPAL
18 November 2011

STRUCTURE OF THE STRATEGIC IMPROVEMENT PLAN

- **Core Values** are defined in EREA foundation documents and underpin the Strategic Intent Statements.
- **Strategic Dimensions** provide the overarching framework for the Strategic Improvement Plan. There are nine Strategic Dimensions.
- **Components** within each Strategic Dimension are the inter-related set of elements which describe the broad framework for strategic action.
- **Strategic Intent Statements** articulate the specific strategic direction in which the College is headed in relation to each Component. They clearly reflect the express intentions of the College for sustainable development and improvement.

STRATEGIC DIMENSIONS

1. Catholic Life
2. Learning and Teaching
3. Curriculum and Extra Curricular Programs
4. Pastoral Well-Being
5. Human Resources and Development
6. Information Communication Technology
7. Facilities and Resources
8. Partnerships, Consultation & Communication
9. Strategic Leadership

ERA CHARTER TOUCHSTONES AND COLLEGE VALUES



EDMUND RICE EDUCATION
AUSTRALIA



The Charter Touchstones give us ideals authentically linked with the charism of Edmund Rice which underpins our ministry and educational endeavours. The Touchstones help us set our direction and define our goals as, following Blessed Edmund's example, we continue to reflect and make the Gospel a living reality in our College community.

GOSPEL SPIRITUALITY



LIBERATING EDUCATION



*As a Catholic school in the Edmund Rice tradition,
we aspire to be faithful to these four touchstones*

INCLUSIVE COMMUNITY



JUSTICE AND SOLIDARITY



COLLEGE VALUES

The core values of St Pius X College are embedded in the touchstones of the Charter for Catholic Schools in the Edmund Rice tradition:

Faith (Gospel Spirituality), **Excellence** (Liberating Education)

Respect (Inclusive Community) and **Opportunity** (Justice and Solidarity).

FAITH

St Pius X College is a Catholic learning community engaged in witness to the Good News of Jesus Christ through regular, conscientious and active participation in worship, a vibrant sacramental and prayer life, and engagement of the College community in the wider life of the local Church. The tradition of Blessed Edmund Rice infuses the religious and spiritual life of the College community.



EXCELLENCE

St Pius X College is a Catholic learning community committed to excellence in the education of boys and the pursuit of the highest levels of personal attainment in all aspects of education – spiritual, intellectual, cultural and sporting. Achievement and improvement are actively encouraged, supported, recognised and celebrated. All in the College community strive for 'personal best' performance and demonstrate persistence, resilience and tenacity in achieving goals.



RESPECT

St Pius X College is a Catholic learning community in which all hold a deep regard for self and others. This is expressed in the daily life of the College through care, compassion and service to promote justice and the dignity and rights of all people.

OPPORTUNITY

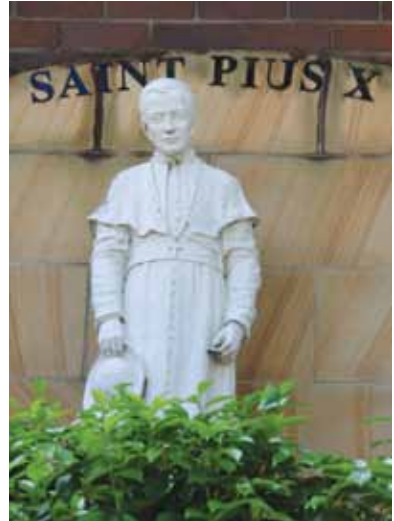
St Pius X College is a Catholic learning community committed to enhancing the life chances of all by working together to achieve common aspirations and goals. This is expressed in the daily life of the College through sustainable strategic approaches to new opportunities, maintaining equity and supporting the marginalised.



STRATEGIC DIMENSIONS

1. Catholic Life

Strategic Dimension 1 outlines College priorities for the focus on the person of Jesus Christ. Central to the College's Catholic life and culture are Gospel values and the ethos of Blessed Edmund Rice. Priority is given to improving the Religious Education Curriculum, its implementation and opportunities for spiritual formation, as well as promoting the engagement of the College community with the mission, culture and life of the Church, Edmund Rice Education Australia, social justice and outreach.



CATHOLIC IDENTITY

- Mission and Vision Statements reviewed and embedded within the College community
- A vibrant and engaging prayer, liturgical and sacramental life across the College community
- Increased opportunities to assist parents to engage in faith education of the student
- Extend the provision of religious symbols and icons displayed in all classrooms and the College environment

EDMUND RICE ETHOS

- Knowledge and understanding of the ethos expressed in the Edmund Rice Education Australia (EREA) Charter Touchstones and the St Pius X College values framework strengthened
- Teaching resources supporting a deeper understanding of Blessed Edmund Rice
- A culture across the College that embraces its values and traditions

RELIGIOUS EDUCATION

- The Broken Bay Diocesan Religious Education Curriculum fully implemented
- Faith formation opportunities for staff training and accreditation
- A systematic approach to the organisation, delivery, and assessment of Religious Education
- Catholic values embedded in all curriculum areas
- The College Retreat Program and spirituality experiences strengthened

SOCIAL JUSTICE AND OUTREACH

- An integrated Social Justice education program
- Productive social justice partnerships with Catholic schools and Missions and EREA Ministries
- Students more engaged with social justice initiatives within the Chatswood and wider community

ENGAGEMENT WITH PARISHES AND THE WIDER CHURCH

- Youth Ministry programs and initiatives that actively engage young people in Parish life and the universal Church

2. Learning and Teaching

Strategic Dimension 2 outlines College priorities for enhancing student achievement through student-centred teaching practices. A continued focus on literacy and numeracy, the integration of eLearning across the curriculum and the implementation of the Australian Curriculum, are seen as fundamental to improving student learning outcomes and delivering pedagogical innovation and curriculum change.

STUDENT ACHIEVEMENT

- Best practice boys' education delivering student engagement and enhanced student learning outcomes
- Student achievement supported by a coherent approach to the integration of eLearning and digital tools

LITERACY AND NUMERACY

- Innovative and robust literacy and numeracy programs supported by ICT and integrated across the curriculum

PEDAGOGY

- Student-centred personalised learning in all areas of curriculum
- Teachers collaborating in the sourcing, production and distribution of curriculum resources

DIVERSE LEARNING NEEDS

- Effective programs in support of students with special needs
- Effective programs to extend students

ASSESSMENT AND REPORTING

- Clear, concise and timely communication of student academic progress
- Teaching practices informed by the collating, tracking and analysis of student assessment data

3. Curriculum and Extra Curricular Programs

Strategic Dimension 3 outlines College priorities for establishing and maintaining a student-centred culture, characterised by a strong and deliberate focus on teacher quality, curriculum, extra curricular provision and resources for teaching and learning which meet student learning and development needs in a contemporary context.

CURRICULUM PROVISION

- The Australian Curriculum effectively implemented
- An appropriate and engaging curriculum responding to changes in the School Certificate and the school leaving age of 17
- Stage 6 curriculum (Years 11 and 12) broadened with consideration given to Vocational Education, the Performing Arts and Languages
- Educational provision for gifted and talented students strengthened

PLANNING, PROGRAMMING AND EVALUATION

- Teaching programs and resources differentiated for individualised student learning
- Seamless transitions across all stages of learning
- The delivery of Stage 4 (Years 7 and 8) PD/H/PE consolidated at Oxford Falls
- All teachers engaged in collaborative planning

ORGANISATION OF LEARNING

- Classroom organisation and timetabling optimise teaching and learning outcomes
- Timing and allocation of assessments for Years 11 and 12 integrated into the learning and teaching cycle

EXTRA CURRICULAR PROGRAMS

- Enhanced opportunities in the Creative and Performing Arts
- Implementation of effective programs for careers and post school guidance
- Specialist expertise supporting extra curricular programs
- Extra-curricular programs and College representative commitments monitored and diversified

4. Pastoral Well-Being

Strategic Dimension 4 outlines College priorities for the growth and development of values and the resilience, safety and security of all students. The College supports and promotes the intrinsic relationship between student well-being, pastoral care and learning. Equality, dignity and principles of justice and fairness are fundamental in all College pastoral and well-being approaches.



RESPECTFUL CLIMATE OF LEARNING

- Positive classroom behaviours promoted
- Consistent implementation of student management practices

PASTORAL CARE PROGRAMS AND STRUCTURES

- Induction processes engaging all students and parents new to the College
- The National Safe Schools Framework (NSSF) effectively implemented, countering bullying including cyber bullying
- Effective network of pastoral support services for students and families in need
- Peer Support and Mentoring Programs expanded and consolidated

STUDENT LEADERSHIP AND ENGAGEMENT

- Students with a clear voice are empowered to contribute to College life and dialogue
- Student Leadership extended at all levels

5. Human Resources and Development

Strategic Dimension 5 outlines College priorities for addressing the staffing and leadership needs of the College by providing for the ongoing development of the skills, resourcefulness and creativity of College leaders and staff. Respect for all is seen as fundamental to sustaining a growth-promoting workplace culture.

CULTURE OF REFLECTION

- A workplace culture characterised by team-work and capacity building
- A strengthened culture of professional dialogue and learning

PROFESSIONAL DEVELOPMENT

- All staff participating in a range of professional development activities
- All staff engaging with leadership development opportunities

STAFF RECRUITMENT AND RETENTION

- Recruitment and retention of dynamic teaching staff across all academic areas
- Staff renewing and refreshing themselves professionally
- Succession planning supported by opportunity for leadership development

COMPLAINTS AND GRIEVANCE PROCEDURES

- Clear, documented and well communicated complaints and grievance protocols

6. Information Communication Technology

Strategic Dimension 6 outlines College priorities for the overall sustainable provision of ICT infrastructure, hardware and software and ensures that ICT deployment is optimised in terms of reliability, accessibility, flexibility and security. This dimension also addresses the effective distribution, storage, display and archiving of knowledge to improve organisational outcomes and learning.

INTEGRATED ICT PLANNING

- An ICT Master Plan, embracing existing and emergent technologies
- Leading edge solutions developed and implemented

KNOWLEDGE MANAGEMENT

- Access to information managed through secure, interoperable systems that are user-friendly, transparent and accessible to stakeholders

SUSTAINABLE PROVISION OF ICT SYSTEMS AND RESOURCES

- A financially sustainable ICT environment, responsive to changing technologies

ACCESSIBILITY AND EQUITY

- Ensure students, staff and parents have full and equitable access to ICT

7. Facilities and Resources

Strategic Dimension 7 outlines College priorities for the long-term financial viability of the College, and plans for the timely provision and maintenance of school facilities that are supportive of and responsive to the needs of the College community, to facilitate highly effective teaching and learning in contemporary and sustainable physical learning environments. Environmental stewardship is understood as a spiritual and moral imperative.



COLLEGE MASTER PLAN

- A College Facilities Master Plan developed to enhance the educational and recreational environment
- Staff work facilities delivering positive, professional and personal outcomes

CHATSWOOD CAMPUS

- Active and passive recreational spaces, reflecting new facilities and needs of students
- Functionality and aesthetics of the work environment for students and staff considered in on-going upgrades

OXFORD FALLS CAMPUS

- Optimise Oxford Falls access and usage for comprehensive educational, sporting and cultural activities

ENVIRONMENTAL STEWARDSHIP

- Environmentally sustainable approaches to planning and operations

8. Partnerships, Consultation and Communication

Strategic Dimension 8 outlines College priorities for establishing and sustaining effective partnerships and strategic alliances with families, the broader Catholic education sector, the wider community, Church agencies and other major stakeholders.

PARENT ENGAGEMENT

- A climate of welcome and engagement with parents
- Parent education programs developed in consultation with parents

COLLEGE PARTNERSHIPS

- Community and outreach partnerships consolidated and extended

CHATSWOOD CATHOLIC PRECINCT AND COMMUNITY OF SCHOOLS

- Relationships with the Chatswood Catholic community of schools and the Chatswood precinct strengthened
- Educational and social interaction with neighbouring girls' schools enhanced

INTERACTIVE COMMUNICATION AND CONSULTATION

- College web-site re-developed and improved as an informative and interactive tool for students, staff, parents and the wider community
- Parent communication and consultation clearer and more user-friendly
- Consultation and communication between staff, College Executive and Board, interactive, open and timely

MARKETING AND PROMOTION

- College community satisfaction levels monitored and informing policy development
- An integrated marketing plan that underpins a stronger College profile in the local and wider community



9. Strategic Leadership

Strategic Dimension 9 outlines College priorities for identifying influences and challenges in planning and delivering key priorities. The College Executive and Board are responsible for analysing and interpreting its internal and external environments, identifying and managing risks and new opportunities as well as adopting a strategic orientation for ongoing development and improvement. The College endeavours to mitigate material disadvantage and to make provision for those in need and experiencing marginalisation in any form, consistent with the Edmund Rice tradition.

ANNUAL IMPLEMENTATION CYCLE

- A culture and practice of comprehensive annual planning and evidence-based self-review and improvement
- Progress on Strategic Improvement Plan reported against Key Performance indicators

FINANCIAL MANAGEMENT

- The financial impact of changes in government funding and public policy assessed in relation to sustainability
- Maintain affordability of St Pius X College fees

RISK MANAGEMENT

- Minimisation of risk through pro-active assessment of potential threats and opportunities
- Parents informed about school funding and implications of changes to Government funding

COLLEGE BOARD

- Strengthened partnerships and strategic alliances with key Church, educational, political, community and professional bodies
- Expertise and capacity strengthened through nominations processes and Induction and Formation Programs
- Structures and processes facilitating Board monitoring of the implementation and outcomes of the Strategic Improvement Plan





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