



STRATEGIC PLAN

GOVERNANCE AND STEWARDSHIP

Mission: As a College community we are committed to developing and maintaining a system of governance that models the mission and values of Edmund Rice, in the context of a planned increased role for the Board, likely to be articulated by the Trustees in 2008.

Aim: To establish governance structures and processes founded on the tradition of service established by Edmund Rice.

GOALS

STRATEGIES ACTIONS

Governance

1. College Board members will be experienced in governance, educational practices and are Governance. 'formed in the Edmund Rice tradition thus enabling the Trustees to delegate higher levels of 'responsibility post 2008.
2. During the period of transition to new governance structures, the College Board and Executive will have worked collaboratively with the Trustees and each level of decision-making post 2008 is clarified and communicated.
3. Key participants in the management and governance of the College will have received full and. formal induction into their roles.

- Clarify decision making authorities at the Trustee, Board and Executive levels.
- Develop Board members understanding of key issues relating to Charism, Education and Governance.
- Work with the Province to establish clear guidelines as to the role responsibilities of the Board in context of change.
- Proactively prepare for probable governance structures and directions and develop a common understanding of stewardship across the broader college community.
- Develop a structured induction and educational program for Board Members and Executive.
- Develop a structured induction and educational program for Staff and Parent groups.
- Create a Board Manual.
- Staff information on the Board.
- The Board may invite members of staff to their meetings.
- Minutes of Board meetings to be accessible.

Communication

4. The College has open and transparent reporting.
5. The College has a Communications Plan that builds public confidence in the academic achievements of its students.
6. The College welcomes and invites families who embrace the ethos, community, standards and traditions of the Edmund Rice Charter.

- Respond with appropriate communication to the College community.
- Ensure that the Catholicity and the Edmund Rice charism are preserved and promoted.
- Articulate the spiritual, emotional, social, academic, physical and cultural needs to the College community with a particular emphasis for the student body.
- Increase the media coverage of the College.
- Manage the range of communication mediums.

Financial Management

7. Available resources are managed prudently to secure the College's future.
8. Transparency is ensured in the allocation of resources through the budgetary processes and the college reports its financial position to all stakeholders in appropriate detail.
9. The College enjoys generous stakeholder support of its capital works program.

- Allocate sufficient resources for social justice and spiritual development.
- Ensure the appropriate allocation of resources to meet the needs of students with special needs.
- Review the range of promotional and fundraising activities in the College.
- Manage the financial affairs of the College so as to provide a cash surplus for further capital works and refurbishment.
- Subject all proposed major capital works to cost/benefit analysis.

Managing Risks

10. A risk management framework exists to comply with all relevant laws and regulations.

- Develop and implement a comprehensive risk management framework.

COLLEGE ETHOS

Mission: As a College community we are committed to communicating the Catholic faith through living out Gospel values within the tradition of service in education established by Edmund Rice.

Aim: To integrate the mission and values of the Edmund Rice Charter into the life of the College.

GOALS

STRATEGIES ACTIONS

The Waverley College Culture

The College Family, Students and Staff be given the opportunity to:

- Experience the richness of Catholic liturgical heritage.
- Develop an understanding of the Edmund Rice tradition and his work for the disadvantaged.
- Understand the full range of Edmund Rice ministries.
- Experience social justice so as to empathise with those who suffer injustice.

- Implement the key themes of the Charter across the College.
- Induct new staff, students and parents into the life of the College.
- Continue to take up the challenge of addressing contemporary issues.
- Provide opportunities for all members of the College community to experience the richness of our Catholic heritage.
- Integrate the Edmund Rice story and tradition into the curriculum.
- Provide a range of opportunities for all members of the College community to experience social justice in action.
- Implement a range of experiences to ensure students and staff are engaged in social justice.
- Engage with Edmund Rice ministries to develop a broader understanding of social justice in action.

1. The College develops in students a sense of self respect, achievement, discipline and dignity.

- Ensure all day-to-day policies are congruent with the Edmund Rice Charter.

<h2 style="margin: 0;">CURRICULUM AND TEACHING PRACTICE</h2>	
2. Each member of staff is supported and encouraged to:	<ul style="list-style-type: none"> • Maintain the Christian tradition of transmitting faith to students. • Experience his/her work as an expression of a Christian vocation.
3. A spirit of reflection and contemplation is maintained for students and staff.	<ul style="list-style-type: none"> • Support of the Charter by the College Executive. • Provide opportunities for staff to understand and experience their work as a Christian vocation. • Develop and implement a process to promote the achievements of staff. • Encourage and financially support staff so that they may upgrade their Religious Education qualifications.
4. The College recognises the place of Mary Our Mother, in the Church.	<ul style="list-style-type: none"> • Enhance the opportunities provided to students and staff to reflect on their relationship with God and their vocation in life.
5. The structures in the College, and the processes that are used, are just and fair.	<ul style="list-style-type: none"> • Opportunities are provided to deepen our Marian spirituality under the patronage of Our Lady of Perpetual Help.
6. The College provides a safe and caring environment.	<ul style="list-style-type: none"> • Develop and implement pastoral care and discipline strategies that ensure the dignity of each student, staff member and families. • Enhance current processes to reflect natural justice for both students and staff. • Review and enhance College grievance procedures.
7. The College environment is one where the diversity of cultures is recognised, understood and respected.	<ul style="list-style-type: none"> • Ensure that the opportunities / activities provided by the College are congruent with the Edmund Rice Tradition with special care for the poor and marginalised.
CURRICULUM AND TEACHING PRACTICE	<p>Mission: As a College community we are committed to maintaining and enhancing an environment where student learning potential is maximised and the highest levels of teaching performance are maintained.</p> <p>Aim: To assist each student to reach his potential.</p>
GOALS	STRATEGIES ACTIONS
The Learning Environment	<ul style="list-style-type: none"> • Develop and implement a plan to enhance the learning environment in the College and in particular to identify and prioritise classroom upgrade requirements by using appropriate technologies. • Ensure input by the College community into the development and implementation of the College master plan. • Continue to access government grants for students with special learning needs.
Student Needs	<ol style="list-style-type: none"> 1. The general facilities and resources within the college support and enhance the learning experience. <ul style="list-style-type: none"> • Introduce a variety of school based courses. • Review and further develop study skills initiatives in the College. • Ensure enrolment procedures are aligned with the Charter and College Mission Statement. • Develop and further refine initiatives to meet the needs of students in their transition from primary to secondary school. • Track and report achievements for both UAI and Non-UAI students. • Encourage parents to participate actively in their son's education. • Maintain and extend the intervention strategies to identify the individual learning needs of each student. • Extend the Vocational Educational access for students and develop programs and strategies to suit those students who choose an alternative to university. • Further develop and implement literacy and numeracy learning strategies. • Continue to raise profile of Annual Writing competition.
Teaching Practice	<ol style="list-style-type: none"> 2. Each student is provided with the opportunity, the means and the support to assist him to become an independent learner. 3. The college engages students, staff and parents to strive towards the highest academic standards. 4. The learning needs of students are identified and appropriate programs are tailored to assist them to meet their potential. <ul style="list-style-type: none"> • Investigate a broader and financially viable scholarship program for teachers. • Continue to acknowledge and reward students for achieving academically. • Improve the academic performance of the students by quality teaching and learning. • Appraisal, summative and formative is used to improve teaching and learning. • Review the time allocation for the position of Careers Advisor. • In-servicing for staff to be maintained. • Continue to offer in-service opportunities for teachers in curriculum based IT. • Review current Learning Support funding. • Develop a best practice series in the current Staff Newsletter (Attunga). • Continue with and develop a 'boys and literacy' strategy. • Add to a variety of school-based courses with resource based learning, thinking skills programs, and co-operative learning.
Curriculum Development	<ol style="list-style-type: none"> 5. The College continues to attract teachers skilled in the highest standards of teaching and learning. 6. The College continuously strives to improve the levels of academic achievement. 7. The College fosters the learning and use of modern technologies. <ul style="list-style-type: none"> • Review and modify curriculum choices as required to assist students to achieve their personal goals. • Maximise the use of feedback from SNAP/ELLA/BST/SC/HSC to better meet student needs and enhance learning experiences. • Review and enhance the curriculum for students with special learning needs and for gifted & talented students.
Curriculum Development	<ol style="list-style-type: none"> 8. The College curriculum is maintained and developed to best meet the broad range of our student learning needs in line with the Board of Studies requirements. 9. Students achieve to their potential in literacy and numeracy.