

Mercy College



Strategic Directions

2005 - 2009

COLLEGE VISION STATEMENT

Mercy College is a community whose members work in partnership towards the education of young people. With Christ as our guiding light and in the spirit of Catherine McAuley, we seek to recognise, appreciate and develop the gifts of all in a spirit of collaboration, love and service.

The College is committed to creating a climate where students can develop a love of learning. Our students are encouraged to be self-aware, tolerant, compassionate towards others and independent in thought and action, by contributing to the world in which they live and by maintaining a healthy lifestyle.

“The Glory of God is a person fully alive.”

THE PLAN

This document, containing a plan for the period 2005 – 2009, covers a five-year period that follows on from the previous 2000 – 2004 strategic plan.

A series of strategic directions, consistent with our vision statement, values and mission statement, has been developed by the College’s *Leadership Team*. The accuracy of these strategic directions has been audited with the School Board, Parent Council, staff, parents and students.

Consequently, there are a number of significant areas that have been identified as being the focus of the plan; some of these were included in the previous plan but are identified as requiring ongoing focus.

The significant areas have been grouped into four areas which are as follows:

- ◆ Pastoral Care
- ◆ Curriculum
- ◆ Charism & Spirituality
- ◆ Resourcing & Capital Development

On the following pages are more specific goals and timelines for each of the areas. The impetus and ultimate responsibility for the successful attainment of these goals rests with the College Board and the Principal.

1. Pastoral Care

The provision of pastoral care for all members of the College community is an intrinsic part of any Mercy institution. In an environment where every student, parent and staff member is valued, the College's Strategic Plan endeavours to -

- Have the individual as its focus;
- Ensure that pastoral care permeates all aspects of the curriculum;
- Promote respect for the rights of every person.

Strategic Directions	Suggested Strategies	Responsibility	Timeline
Continue to develop strategies to assist indigenous students and students from other cultures to become valued members of the College community	<ol style="list-style-type: none"> 1. Placement testing for indigenous/migrant students. 2. The introduction of Aboriginal Scholarships 3. The use of a part-time liaison officer for Sudanese Refugees 4. Participation in days/activities that focus on different cultures e.g. NAIDOC week, Harmony Day 	Careers Principal/Board Principal/Board Leadership Team	2006 2005 2005 - 2009 2005 - 2009
Ensure that processes are in place to provide a nurturing environment for staff that enables them to provide the best possible education for Mercy students	<ol style="list-style-type: none"> 1. The promotion and support (for all staff) of appropriate Accreditation 2. The support of staff with their P.D. needs 3. Support staff with <i>Access</i> scheme 4. A regular Colloquium 5. Special recognition of events e.g. weddings 6. End of term socialisation & Friday morning teas 	School Board School Board School Board School Board Leadership Team Leadership Team	2005 - 2009 2005 - 2009 2005 - 2009 2005 - 2009 2005 - 2009 2005 - 2009
Develop collaborative academic, sporting, cultural, pastoral and Christian service strategies that integrate students from the three learning areas	<ol style="list-style-type: none"> 1. Senior Students helping at junior sporting carnivals 2. The coordination of a College-wide Christmas Appeal 3. Support for the Life Link Appeal 4. The introduction of a Community Service Program into the MLC 5. The implementation of a mandatory Community Service program in the SLC 	Director of Sport Ministry REC Community Service Coordinator “ “ “	2006 - 2009 2005 - 2009 2005 - 2009 2005 - 2009 2007 - 2009
Continue to implement strategies which ensure that Mercy College is accessible and affordable to all eligible families, regardless of their individual financial circumstances	<ol style="list-style-type: none"> 1. Maintain school fees and charges at affordable levels for Mercy families 2. Set annual budgets that provide appropriate resources but are cognisant of fees/charges to Mercy families 3. Investigate and monitor the source and cost of each uniform item 4. Promote the sale of second hand uniforms 5. Keep booklists at an affordable level with minimal change to texts (to facilitate second-hand sales) 	College Board College Board Uniform committee “ “ “ “ Heads of Learning Centres	2005 - 2009 2005 - 2009 2005 - 2009 2005 - 2009 2006 - 2009

<p>Further develop middle schooling structures that ensure that students in Years 7,8,9 are supported in their transition from primary school</p>	<ol style="list-style-type: none"> 1. Visit local Year 6 students 2. Orientation for all incoming Year 7s 3. Half-day orientation for all incoming Year 8s 4. Prepare for extra intake of Year 7 students 5. Organise the Year 8 timetable so that it reflects a team approach for most curriculum areas 	<p>Head & Assistant Heads of MLC “ “ “ “ “ “ College Board Director of Curriculum</p>	<p>2005 - 2009 2005 - 2009 2005 - 2009 2006 – 2009 2006</p>
<p>Continue to develop strategies that encourage students to have pride in their uniform and their whole school environment</p>	<ol style="list-style-type: none"> 1. Introduce strategies that promote a <i>Keep Mercy Beautiful</i> ethos 2. The introduction of strategies to ensure the correct wearing of school uniform 3. Monitoring strategies to encourage students to be correctly attired 4. The introduction of a Year 12 tie 5. A review of the placement and use of student lockers 	<p>Leadership Team & Assistant Heads of Learning Centres Head of SLC Leadership Team Uniform Committee Leadership Team</p>	<p>2006 2006 2005 - 2009 2006 2006 - 2008</p>
<p>Create meaningful opportunities for parents to be involved in the school life of their children</p>	<ol style="list-style-type: none"> 1. An annual Mothers Day Morning Tea 2. Increase parental expectations and involvement in each Sacramental program (educational awareness). 3. Parents to be invited & welcomed at year group, learning centre and K-12 events 4. Parents to be involved in the three transition ceremonies 6/9/12 5. Use of parents for excursions, athletics and camps 6. Introduce & continue the <i>Parents as Partners</i> program in Year Eight and year Nine 7. Grandparents' Day 8. Promote parental attendance at K-12 assemblies 9. New parents morning tea 	<p>Community Relations Officer Ministry/REC/JLC Fibre Coordinator All Staff Heads of Learning Centre All Staff Assistant Heads of MLC (Years Eight & Nine) Community Relations Officer Principal Community Relations Officer</p>	<p>2006 - 2009 2006 - 2009 2006 - 2009 2006 - 2009 2006 - 2009 2006 - 2009 2005 - 2009 2005 – 2009 2005 - 2009</p>
<p>Continue to implement strategies that give leadership opportunities to students</p>	<ol style="list-style-type: none"> 1. Formalising of the structures to foster relationships between year levels (K-12) e.g. buddies 2. Increase the profile of JLC & MLC leaders in a K-12 setting 3. Insure TEE & VET representation on SRC 4. Explore opportunities to widen student leadership opportunities e.g. rotate Year 8, 9, 10 student leaders to maximise experience 5. Introduce SRC training workshops 6. Regular reports from SLC SRC to Leadership Team 7. Give all MLC & SLC students a forum to bring up concerns etc. e.g. Form Meetings – report to wider SRC → Heads of Learning Centre 8. Continue to monitor the SRC to ensure the availability of leadership opportunities in a wide range of areas e.g. Music and Sport 	<p>Classroom teachers & Assistant Heads of L.C. Heads & Assistant Heads of Learning Centres Director of Ministry Heads & Assistant Heads of Learning Centres Head and Assistant Heads of MLC Director of Ministry Heads & Assistant Heads of Learning Centres Leadership Team & Director of Ministry</p>	<p>2006 - 2009 2006 - 2009 2006 - 2007 2005 - 2009 2006 - 2009 2006 - 2009 2006 - 2009</p>

2. Curriculum

In this dynamic and rapidly changing world, Mercy College strives to develop a curriculum that fosters is relevant to all members of our community. In keeping with the principals of the Curriculum Framework, an inclusive approach is promoted through all learning opportunities. Through an environment, whereby the pursuit of excellence is promoted, the College's Strategic Plan endeavours to -

- Empower individual students to strive to achieve personal excellence;
- Challenge all students and offer all groups of students opportunities to achieve;
- Recognise and value the diverse knowledge and experiences of our students;
- Offer a seamless curriculum between the different levels of schooling.

Strategic Directions	Suggested Strategies	Responsibility	Timeline
Develop school wide literacy and Curriculum Framework plans that outline specific goals for each year of implementation.	1. Establish a Literacy and Curriculum Team (K-12) that develops strategies and enacts such strategies.	Director of Curriculum	2005
	2. Review current Curriculum Framework Implementation Plan	Director of Curriculum and Curriculum Team	2006
	3. Continue the work of the Literacy Team in implementing the Literacy Strategic Plan (current plan 2005- 2007).	Director of Curriculum and Literacy Team	2005 – 2009
	4. Annually review the goals of the Literacy and Curriculum Framework Strategic Plans	Leadership Team and Literacy & Curriculum Teams	2005 – 2009
	5. Appoint a Director of Curriculum	College Board	2005
Continue to develop a whole school approach for all students experiencing learning difficulties	1. Professional development opportunities offered to staff to facilitate the implementation of literacy strategies	Director of Curriculum and Literacy Team	2005 - 2006
	2. Further develop the role of the Educational Support teachers in the JLC, MLC and SLC.	Leadership Team	2005 - 2007
	3. Continue RAISE and Reading Recovery program in the JLC	Head & Assistant Heads of JLC	2005 - 2006
	4. The employment of a part-time educational psych	Leadership Team	2007
	5. Commence the Third Wave of RAISE in the JLC	Head & Assistant Heads of JLC	2006
	6. Establish the 'Transition to Work Program' for Year Ten students	Leadership Team	2005
	7. Participation in School Apprenticeship Link and Traineeship Programs	Careers Officer	2006 - 2009
Develop a whole school approach for students requiring academic extension	1. Introduce a Gifted and Talented Program for students within the Middle Learning Centre	Director of Curriculum	2005
	2. Extend Gifted and Talented Program to include students in Years Three – Six	Director of Curriculum and Leadership Team	2006 – 2007
	3. Extend Gifted and Talented Program to	Director of	2006 - 2007

	include students in Years Ten	Curriculum and Leadership Team	
Continue to develop a curriculum that embraces an integrated technology approach	<ol style="list-style-type: none"> 1. Appoint an I.T. Manager 2. Introduce Information Technology into Years Seven and Eight 3. Introduce Information Technology into Year Nine 4. Introduce Applied Information Technology into Year Eleven – Course of Study 5. Continue to increase the availability of computers 6. Provide Professional Development opportunities for staff to further develop Information Technology skills 	<p>Leadership Team Leadership Team</p> <p>Leadership Team</p> <p>Leadership Team</p> <p>Leadership Team</p> <p>Leadership Team</p>	<p>2005 2006</p> <p>2007</p> <p>2007</p> <p>2006 – 2009</p> <p>2006 – 2009</p>
Reintroduce the roles of Learning Area Coordinators in the four key curriculum areas	<ol style="list-style-type: none"> 1. Introduce Heads of Learning Areas in English, Science, and Design & Technology 2. Introduce Heads of Learning Areas in Mathematics and Society and the Environment 	<p>Leadership Team</p> <p>Leadership Team</p>	<p>2006</p> <p>2007</p>
Develop school wide reporting and assessment strategies that reflect outcomes focussed pedagogy	<ol style="list-style-type: none"> 1. Extend Outcomes Based Reporting in the Middle Learning Centre to incorporate levels of student achievement in Years Eight and Nine 2. Extend Outcomes Based Reporting to incorporate levels of student achievement in Year Ten 3. Learning area teaching programs (K –10) to identify outcomes addressed and recorded on coversheet – to be used to be used to map continuity between year levels 4. Develop a reporting process which reflects the pedagogy of the Courses of Study and the Curriculum Framework 5. Continue Parent Education process through regular communication of developments in outcomes focussed education e.g. newsletters, websites, parent evenings, brochures 6. Continue professional development sessions that promote a whole school approach to reporting and assessment strategies 	<p>Director of Curriculum & MLC Staff</p> <p>Director of Curriculum & Year 10 Staff</p> <p>Director of Curriculum, Heads of Learning Area and Learning Fibre Coordinators</p> <p>Leadership Team and Director of Curriculum</p> <p>Director of Curriculum</p> <p>Director of Curriculum</p>	<p>2005</p> <p>2006 - 2009</p> <p>2005 - 2009</p> <p>2006 – 2008</p> <p>2005 – 2009</p> <p>2005 - 2009</p>
Continue to develop curricula that is meaningful for Year Eleven and Twelve students	<ol style="list-style-type: none"> 1. Develop a College timetable that allows Year Eleven and Twelve students to have access to a flexible curricula structure/subject selection 2. Implement an inclusive subject selection process that involves students – parents – teachers – leadership team 3. Investigate the introduction of Courses of Study that will maintain an appropriate breadth of study for students 4. Investigate and implement ‘best practice in terms of certification of Yr 11 and Yr 12 students 5. Provide teaching staff in the MLC and SLC with suitable professional development opportunities to keep abreast of curriculum developments in the post compulsory years 	<p>Director of Curriculum</p> <p>Director of Curriculum</p> <p>Leadership Team & Heads of Learning Areas</p> <p>Director of Curriculum</p> <p>Leadership Team & Heads of Learning Areas</p>	<p>2005 - 2009</p> <p>2005 - 2009</p> <p>2005 – 2006</p> <p>2005-2009</p> <p>2005 - 2009</p>

Re-energise the physical education and music programs across the JLC, MLC and SLC learning centres	<ol style="list-style-type: none"> 1. The study of Music to be offered to students between Pre-primary and Year Ten 2. Introduce the study of Music to students commencing Year Eleven 3. Expand the involvement of the JLC in interschool sporting events 4. Offer a specialist soccer program in Year Eight for boys and girls 5. Extend the specialist soccer program to Year Nine for boys and girls 6. Appoint a Sports Coordinator for the MLC - SLC 7. Introduce Outdoor Education to Year 9 and Year 11 8. Extend Outdoor Education to Year 12 9. Investigate the purchase of a second school bus 	<p>Leadership Team & Director of Music</p> <p>Leadership Team & Director of Music</p> <p>JLC Sport Coordinator</p> <p>Leadership Team & Director of Sport</p> <p>Leadership Team & Director of Sport</p> <p>Leadership Team</p> <p>Director of Sport</p> <p>Director of Sport</p> <p>Leadership Team</p>	<p>2005 - 2009</p> <p>2006</p> <p>2005 - 2009</p> <p>2005 - 2009</p> <p>2006</p> <p>2005</p> <p>2005</p> <p>2006</p> <p>College Board</p>
Revise and develop the LOTE program to ensure quality and consistency across the JLC, MLC and SLC learning areas	<ol style="list-style-type: none"> 1. Offer students a choice of Italian and Indonesian in Year Eight 2. Students in Year Seven to study Italian (continuing study from the JLC) 3. Extend the number of contact periods for LOTE in the MLC 	<p>Leadership Team</p> <p>Leadership Team</p> <p>Director of Curriculum</p>	<p>2006</p> <p>2005 - 2009</p> <p>2006</p>
Provide a Religious Education program that is effectively taught by staff who are committed to this learning area	<ol style="list-style-type: none"> 1. Ensure that Year Ten Form teachers teach Religious Education to their form class 2. Ensure that Year Eight Form teachers teach Religious Education to their form class 3. Design programs that are able to address the developmental needs of students in each of the Learning Centres 4. Review the appropriateness of the <i>Religion and Life</i> Course of Study 	<p>Leadership Team</p> <p>Leadership Team</p> <p>REC and Religious Education Teachers</p> <p>Leadership Team & REC</p>	<p>2006 - 2009</p> <p>2006</p> <p>2005 - 2009</p> <p>2006 - 2008</p>
Develop a meaningful method for communicating student progress	<ol style="list-style-type: none"> 1. Review the use of student portfolios as a meaningful assessment tool 2. Monitor and review student reports to ensure that they are parent-friendly documents that accurately reflect student progress in academic and non-academic areas of education 	<p>Heads of Learning Centre</p> <p>Leadership Team</p>	<p>2006 – 2009</p> <p>2006 – 2009</p>

3. Resourcing & Capital Development

Mercy College strives to make a Catholic school education available to all Catholic children in so far as this is possible, at the same time embodying the Church's special preference for the poor and disadvantaged. As well as an extensive maintenance plan, appropriate capital development planning is essential in meeting the present and future needs of students.

As per CECWA policy, Mercy College will develop a Capital Development Plan (CDP) for the period 2005 – 2009 that will take into account the following:

1. Classroom spaces for new student places (a permanent sixth stream to begin 2006)
2. Renovation or replacement of the McAdam MLC teaching space
3. The integration of IT facilities into any new buildings
4. The construction of new classrooms and new areas e.g. Science to reflect the additional Year 7 student streams expected in 2009/2010
5. The expansion of the VET program (necessitating additional Hospitality and Design & Technology facilities) as the result of increased enrolments and the legislative changes with regard to school leaving age
6. Staff office space to incorporate workstations large enough to allow a computer and desk space
7. The need for interview rooms for Assistant Heads of Learning Centres
8. Secure compactus storage for student portfolios and work

Subject to much planning and CECWA approval, it is proposed that the CDP might be structured as follows:

Stage One - New MLC Building 2007

New building to incorporate external staircases and verandahs, toilet facilities, computer labs, staff labs, locker or classroom student bag storage, interview rooms, staff office rooms and operable walls to allow large open spaces for use for meetings, year gatherings, and examination space. The proposal would be that the placement of this building would be between the existing Year 7 block and the staffroom and would be an 'L' shaped building to connect to either refurbished or a rebuilt McAdam Building. The building would have two levels of teaching spaces and a sublevel for IT, staff archiving and storage.

Stage Two - Replacement of McAdam Building 2008

The construction of a double storey building with internal corridors and external staircases

Stage Three - Refurbishment of VET Area & Training Room 2009

The conversion and extension of the current Hospitality and Design & Technology areas
The conversion of the 'training room' into office space for senior staff

4. Charism & Spirituality

Underpinning all policies and practices at Mercy College is an understanding of Catholic values and, in particular, the history, traditions and charism of the College's Founding Order, the Mercy Sisters. The College's Strategic Plan will, therefore, endeavour to

- Promote the work of the Sisters of Mercy to the wider College community;
- Reflect the charism of the Sisters of Mercy
- Reach out to all members of the College Community, with a special emphasis on family life

Strategic Directions	Suggested Strategies	Responsibility	Timeline
Continue to implement strategies that regularly focus the students and staff on the tradition of the school and its founding Order the Mercy Sisters	1. Continue to emphasise the College's history during the MLC's Heritage Day	Head of MLC	2006 – 2009
	2. Introduce opportunities for House Days (and other activities) across the three Learning Centres	Heads of Learning Centre	2006 - 2009
	3. Link the Community Service program to the Mercy Sisters	Community Service Co-Ordinator	2007 - 2009
	4. Re-name significant buildings	Leadership Team	2007 - 2009
	5. Staff to be allocated a House and given a House Shirt to wear on House/Sports days	Heads of Learning Centre	2006 - 2009
Review and enact the school-wide Evangelisation Plan	1. Rewrite the College's Evangelisation Plan for the period 2005 – 2007	Director of Ministry, REC and Staff	2005
	2. Annually review the College's Evangelisation Plan	Director of Ministry, REC and Staff	2005 - 2007
Continue to implement strategies that bring witness to the College motto <i>Love in Action</i>	1. Encourage and continue with service and human rights groups such as Young Mercies, Amnesty International	Leadership Team, Director of Ministry, REC & Staff	2005 - 2009
	2. Create links with the Edmund Rice Centre for Social Justice and the Edmund Rice Centre for Migrants & Refugees	Leadership Team	2007
	3. Continue to promote the Staff Scholarship Fund	Staff	2006 - 2009
	4. Promote and continue to support the Red Cross soup patrol	Staff	2005 – 2009
	5. Introduce links between the completion of the service learning program and other activities such as Year 12 Ball and Year 12 Graduation.	Staff	2007 - 2009
Introduce the position of Religious Education Co-Ordinator (REC) for responsibility across the MLC & SLC	1. REC appointed for the MLC and SLC	Principal	2005
Access a part-time chaplain to work with the REC and class/form teachers to	1. Fathers Thy & Tony to celebrate weekly liturgies and to be available to work with classes each Friday	School Board, Director of Ministry & REC	2005 - 2009

celebrate weekly liturgies			
Develop a school-wide policy that ensures the regular and respectful use of the chapel.	1. Create a booklet that explains the symbolism and history of the chapel	Bursar	2006
	2. Include the purpose of the chapel in the new staff orientation program	Director of Ministry	2006 - 2009
	3. Monitor and review the use of the chapel in developing a College policy	Director of Ministry & Bursar	2006 - 2007
	4. Put the draft rules of the chapel on the intranet.	Director of Ministry	2006
	5. Include the "History of the Chapel" for Year Nine students on Mercy Heritage Day	Head of MLC Bursar	2005 - 2009