

2017 Annual School Improvement Plan

MISSION AND CATHOLIC IDENTITY

Promotion of the Catholic Life and Culture of the College

Create the expectation and reality that all teachers see it as a fundamental purpose of their role to promote the Catholic life and culture of the College

Staff Faith Formation

Develop a strategic and explicit approach to the faith formation and the religious leadership of all staff Pre-K to Year 12

Personal and Spiritual Growth of Students

Develop a cohesive, consistent and whole-school approach to fostering the personal and spiritual growth of students in the life and mission of the Catholic community

TEACHING AND LEARNING

Vision for Learning:

Develop a vision for learning and teaching and an innovative pedagogical framework that will inform and guide teaching practice across the College and is informed by and critiqued against quality research on highly effective schools

Systematic Curriculum Delivery

Develop a whole-school explicit, coherent and sequenced plan for curriculum delivery across the years of schooling which makes clear what (and when) teachers should teach and students learn

Assessment

Develop a whole-school understanding of authentic assessment of, for and as learning. This will require teachers to review and revisit existing assessment practices and schedules and design rich assessment tasks which provide quality feedback on learning progress and achievement

Analysis and Discussion of Data

Utilise growth mindset research, informed by the use of targets and a variety of data analysis, to secure growth in learning gains for every student including those related to academic, behavioural and attendance domains

WELLBEING OF STUDENTS AND STAFF

Wellbeing as a School Community Imperative

Utilise credible programs and frameworks to inform and uphold the values and practices that create safe learning environments for students and staff

Whole-school Wellbeing Program

Develop and implement a cohesive school-wide wellbeing program

Student Resilience

Enhance the resilience of students through a whole-school approach to the development of social and emotional intelligence and overall wellbeing of students

Student Attendance

Improve student attendance and punctuality consistent with or above benchmark levels

STRATEGIC LEADERSHIP AND PARTNERING

Engaging with Parents

Create ongoing opportunities for parents to engage with the faith and learning journey of their children

Distributive Leadership

Develop and consolidate the model of shared and distributive leadership to ensure a contemporary pedagogy becomes embedded across the College

STRATEGIC PRIORITY 1: MISSION AND CATHOLIC IDENTITY

PRIORITY OVERSIGHT RESPONSIBILITY: Principal and Deputy Principal, Mission and Catholic Identity

Strategic Priority 1 outlines Newman College priorities as a Catholic school founded on faith in Jesus Christ. Integral to this is the lived expression of the charism of Saint Marcellin Champagnat. Priority is given to enriching the Religious Education Curriculum and its role in the spiritual and academic formation of students and staff. The school is committed to engagement with the mission and expression of the Church through liturgical celebration, opportunities for reflection and practical works of outreach grounded in Catholic social teaching.

COMPONENTS	WHAT WE INTEND TO DO ABOUT THIS..... STRATEGIC INTENT	2017 ANNUAL IMPROVEMENT PROJECTS, TASKS, SPECIFIC STRATEGIES	EVIDENCE OF PROGRESS – OUTCOMES, BENEFITS RESULTS AND IMPROVEMENTS
The Role of the College as an Expression of God’s Mission within the Catholic Church	<p>Promotion of the Catholic Life and Culture of the College Create the expectation and reality that all teachers see it as a fundamental purpose of their role to promote the Catholic life and culture of the College</p>	<ul style="list-style-type: none"> • Community launch and implementation of the Marist Ministry Plan in relation to Evangelisation, Parish partnerships, Religious Education and community outreach • Development of a Marist Ministry Team across PK-12 • Consolidation of Philippines Immersion Program • Promotion of the Marist National Bi-centenary theme of AWAKEN. 	
Faith Formation	<p>Staff Faith Formation Develop a strategic and explicit approach to the faith formation and the religious leadership of all staff PK-12</p>	<ul style="list-style-type: none"> • Preparation for Staff Spirituality Days in collaboration with the Marist Life Formation Team. • Refine the staff retreat program • Create opportunities for staff to discern membership of Marist Association of St Marcellin Champagnat 	
	<p>Personal and Spiritual Growth of Students Develop a cohesive, consistent and whole-school approach to fostering the personal and spiritual growth of students in the life and mission of the Catholic community</p>	<ul style="list-style-type: none"> • Provision of more opportunities for prayer, sacramental contemplative reflection and stillness for students and staff • Development of a Parish linked Youth Ministry Program Year 6-8 • Embedding of Primary Sacramental retreats • Revision of Senior Retreat Program • Development of Marist Youth Ministry Program 	

STRATEGIC PRIORITY 2: TEACHING AND LEARNING

PRIORITY OVERSIGHT RESPONSIBILITY Deputy Principal, Learning and Staff Development, Heads of School

Strategic Priority 2 outlines Newman College priorities for maintaining a strong and deliberate focus on the development of teacher quality as well as the continual improvement and commitment to a professional learning community. There is a continued focus on integrating literacy, numeracy and eLearning across the curriculum and provide opportunity for acceptance of diversity, connectedness to the wider world and the empowerment of students. The implementation of the Australian curriculum and related pedagogical change is seen as an opportunity for improving student learning outcomes. The intrinsic relationship between student wellbeing, pastoral care and student learning is fostered across the school community.

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Learning Culture	<p>Vision for Learning Develop a vision for learning and teaching and an innovative pedagogical framework that will inform and guide teaching practice across the College and is informed by and critiqued against quality research on highly effective schools</p>	<ul style="list-style-type: none"> Action the whole school pedagogy and further develop a deeper understanding of each of the four pedagogical principles. 	
Curriculum	<p>Systematic Curriculum Delivery Develop a whole-school explicit, coherent and sequenced plan for curriculum delivery across the years of schooling which makes clear what (and when) teachers should teach and students learn</p>	<ul style="list-style-type: none"> Refinement and further development of the subject selection process for students to assist them to make informed decisions in relation to an academic, blended or vocational pathway. Continuation of cooperative planning as a framework for program and assessment development 	
Assessment	<p>Assessment Develop a whole-school understanding of authentic assessment of, for and as learning. This will require teachers to review and revisit existing assessment practices and schedules and design rich assessment tasks which provide quality feedback on learning progress and achievement</p>	<ul style="list-style-type: none"> Professional learning sessions to enhance school-wide understanding and development of quality assessment and associated professional practices. Develop a cohesive PK-12 learning cycle piloted in selected unit and faculty groups Development of assessment schedules 	
Data	<p>Analysis and Discussion of Data Utilise growth mindset research, informed by the use of targets and a variety of data analysis, to secure growth in learning gains for every student including those related to academic, behavioural and attendance domains</p>	<ul style="list-style-type: none"> Use of external indicators such as Appraise and WACE data to evaluate the targeted individualized learning processes Review and research current diagnostic testing instruments for student improvement Develop Middle Leader capacity in Data Alignment. 	

The Annual School Improvement Plan draws from the Mandate of Marist Schools Australia and Catholic Bishops of Western Australia, Strategic Directions CEWA (LEAD) and the Newman College Strategic Plan

STRATEGIC PRIORITY 3: WELLBEING OF STUDENTS AND STAFF

PRIORITY OVERSIGHT RESPONSIBILITY Heads of School

Strategic Priority 3 outlines Newman College priorities for the development of a shared understanding and commitment to the enhancement of student and staff wellbeing. Wellbeing is both central to learning and an outcome of learning. It is multidimensional and characterised by feeling well and functioning well. Student resilience and wellbeing are understood as essential for both academic and social development and this is optimised by the provision of safe, supportive and respectful learning environments for students in settings characterised by trust, respect and confidence. Confident, resilient community members with a capacity for emotional intelligence perform better academically and are better able to maintain healthy relationships and responsible lifestyles.

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Safe and Supportive College Environments	<p>Wellbeing as a School Community Imperative Utilise credible programs and frameworks to inform and uphold the values and practices that create safe learning environments for students and staff</p>	<ul style="list-style-type: none"> Further, clarify the role of Leaders of Wellbeing as developing a focus on the whole person for students in relation to Faith and Learning 	
	<p>Whole-school Wellbeing Program Develop and implement a cohesive school-wide wellbeing program</p>	<ul style="list-style-type: none"> Heads of School and Leaders of Wellbeing to collaborate in the planning, design and implementation of the school-wide Pastoral Care Program 	
Student Resilience	<p>Student Resilience Enhance the resilience of students through a whole-school approach to the development of social and emotional intelligence and overall wellbeing of students</p>	<ul style="list-style-type: none"> Plan and design a whole school approach to an integrated provision of wellbeing services 	
Student Attendance	<p>Student Attendance Improve student attendance and punctuality consistent with or above benchmark levels</p>	<ul style="list-style-type: none"> Heads of School, Leaders of Wellbeing to collaborate with Unit and PCG teachers to develop benchmark and incentives for full attendance. 	

STRATEGIC PRIORITY 4: STRATEGIC LEADERSHIP AND PARTNERING

PRIORITY OVERSIGHT RESPONSIBILITY Principal

Strategic Priority 4 outlines Newman College priorities for embedding a culture and practice of strategic thinking, planning and acting. There is an active commitment to the fostering of positive working relationships and successful outcomes with parents, stakeholders and partner agencies. The College values all parents and provides effective structures for, and actively promotes parental involvement in their children's learning, seeking and acting on parents' views and informing them about their children's learning and the work of the College. A culture and practice of teamwork, collaboration and mutual support underpins working relationships, with strategic partnerships characterised by innovation, creativity and value-adding.

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Engagement with the community	<p>Engaging with Parents Create ongoing opportunities for parents to engage with the faith and learning journey of their children</p>	<ul style="list-style-type: none"> Strengthen the Newman Parent Consultative Committee and Newman Parents forums 	
	<p>Distributive Leadership Develop and consolidate the model of shared and distributive leadership to ensure a contemporary pedagogy becomes embedded across the College</p>	<ul style="list-style-type: none"> Develop a coherent Leadership Professional Learning Program that is commensurate to the professional standards for leaders Ensure all position descriptions for leadership are modelled under the professional practice domains for leaders 	

An additional two priorities (5 and 6 – A Catholic Workplace and Stewardship and Sustainability) outline Newman College’s approach to long-term sustainability through responsible strategic thinking, planning and acting, in collaboration with Marist Schools Australia and other partnerships. This includes priorities for addressing the leadership and staffing needs of the College by providing for the ongoing development of the skills, resourcefulness and creativity of all College staff.

STRATEGIC PRIORITY 5: A CATHOLIC WORKPLACE			
PRIORITY OVERSIGHT RESPONSIBILITY Principal, Deputy Principal Learning and Staff Development, Professional Officer – Special Projects			
Strategic Priority 5 outlines Newman College priorities for addressing the leadership and staffing needs of the College by providing for the on-going development of the skills, resourcefulness and creativity of all College staff. Respect for all is seen as central to sustaining a growth-promoting workplace culture. Strategic people management comprises a positive and respectful workplace culture, policies, values and practices. Successful people management has a positive and measurable impact on levels of self-esteem and productivity, staff turnover and sustainability. College processes and policies should be contemporary, integrated, cohesive and adaptable. The distinctively Catholic nature of the College as a workplace is embraced, promoted, highly valued and well understood within the College community.			
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One School Three Campuses	<p>Organisational Structure Give high priority to the development of a seamless PK–12 organisational structure for the delivery of schooling that facilitates cohesive instructional programs, the development of literacy and numeracy, seamless transition, effective communication and consistent approaches to student wellbeing; such organisation to deliver a single school calendar, whole school celebrations and observances and effective resourcing (human, financial and material and sharing)</p>	<ul style="list-style-type: none"> • Development and consolidation of the Operations Committee. • Prioritise the benchmark of a “settled environment” in all aspects of College life 	
Capacity Building Through Professional Learning	<p>The Learning Culture Extend the culture of personal professional goal setting and continual improvement informed by AITSL Standards and connected to the College Strategic Plan.</p>	<ul style="list-style-type: none"> • Align the PK-12 coaching and development cycle • Development of Growth Plans and growth mapping across the College leadership 	
	<p>Building Leadership Capacity Leadership capacity is developed and extended consistent with National teacher accreditation requirements including the requirements of higher levels of accreditation</p>	<ul style="list-style-type: none"> • 	

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STRATEGIC PRIORITY 6: STEWARDSHIP AND SUSTAINABILITY

PRIORITY OVERSIGHT RESPONSIBILITY Acting Business Manager, Principal

Strategic Priority 6 outlines Newman College approaches long-term sustainability through responsible strategic thinking, planning and acting in collaborative with Marist Schools Australia and other partnerships. High quality learning spaces and sustainable provision of ICT infrastructure, hardware and software ensures ICT deployment is optimised in terms of reliability, accessibility, adaptability and security across the learning and administrative environments. Environmental stewardship is understood as a spiritual, moral and financial imperative, and sustainable approaches are actively pursued.

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Master-planning	<p>Capital Development Plan Review the Capital Development Plan (refurbishment) in the light of the emerging Vision for Learning with a view to creating vibrant learning spaces and communal staff spaces that support contemporary learning and build staff community, engagement and solidarity and reduce the effects of siloing</p>	<ul style="list-style-type: none"> • Design and launch of the College's Capital Development Plan. • All new works to align with the Capital Development Plan 	
Enrolments	<p>College Profile and Marketing Develop a marketing strategy with broad reach in the local and wider community which creates a highly professional new narrative for Newman College in order to position it as a school of choice (primarily) for Catholic parents</p>	<ul style="list-style-type: none"> • Utilize the local media, the College website and the feeder schools to promote the developing school • The development of a new College Newsletter; website; and school - parent protocols that streamline the communication between school and home 	
	<p>Feeder School Partnerships Strengthen enrolment pathways to secondary school with feeder Primary schools</p>	<ul style="list-style-type: none"> • Further consolidation of the existing relationship with Catholic primary schools and enrolled students for 2018 	
	<p>Fee Structure Maintain a financially sustainable and competitive fee structure</p>	<ul style="list-style-type: none"> • Continued review of College recurrent and capital budgets to ensure future provision of resources 	