

STRATEGIC PLAN 2025 - 2027



MARIST SCHOOLS AUSTRALIA LIMITED



Photo provided by Marist College Canberra

MESSAGE FROM THE CHAIR

In this year of Jubilee for the Catholic Church, where Pope Francis is calling us to journey as Pilgrims of Hope, it is with the same hope, that this new Strategic Plan is endorsed by the Board of Marist Schools Australia. The intimate engagement by the Board in the development of this new plan, in collaboration with the MSA Executive and Principals, reflects our shared fidelity to the mission and vision of Marist Schools Australia in the provision of quality Catholic education to young people throughout the country. The document is commended to you and will with God's good guidance better enable all involved in our Marist schools to *make Jesus known and loved*.



Professor Brother David Hall FMS
Chair of the MSA Ltd Board

MESSAGE FROM THE NATIONAL DIRECTOR

Conciliar and post Conciliar documents on Catholic education from the Vatican consistently emphasise the person of Jesus Christ as the foundation of all Catholic schools. This basic truth in Catholic schools that have been founded with a Marist spirituality and tradition is emphasised and made explicit in a particular way, *our Marist way of living the Gospel*. Every Marist school throughout the world draws upon the same foundational documents. The witness the core documents help to shape are the well springs of this philosophy of Christian education. *Water from the Rock*¹ is a guide to Marist spirituality that has flowed from Saint Marcellin Champagnat. *In the Footsteps of Marcellin Champagnat*² is a guide to Marist pedagogy.

The charism of Saint Marcellin Champagnat is a gift of the Holy Spirit to the Church, for the mission of the Church. In the two centuries since Saint Marcellin began Marist education, many people have been attracted to the distinctive Marist educational style. The Marist school has the gospel of Jesus Christ at its heart. Marist educators look to Mary as first disciple and example as they seek to nurture, teach, gather, reconcile, and to stand with young people, give them reason and means to believe, to hope and to love. Marist schools are deeply committed to high quality, successful education through which learning outcomes for all students reflect awareness of individual gifts, interests, aspirations and achievements.

Marist schools strive to mould their school communities as families, where people relate to each other with dignity, acceptance, honesty, and respect. Marist education is both integrated and rigorous, forming young women and men to be compassionate and critical, articulate and aware, faith-filled and hopeful. On entering a Marist school, a person should find a community that is alive with the Gospel, a warm and hospitable place, *a learning community with purpose* and breadth of vision where there is special care for those most in need.

The Marist Schools Australia Ltd (MSA Ltd) Strategic Plan identifies four priorities for 2025 - 2027. These have been endorsed by the Board following collaboration and discernment with the MSA Ltd Executive and College principals. Other key stakeholders included the three MSA Regional Councils, the Marist Association of St Marcellin Champagnat Ltd Board and the Provincial Council of the Marist Brothers.

Whilst providing direction for the MSA Executive, the plan also communicates priorities to our many partners in Catholic education throughout the 19 Dioceses in which Marist schools are located.

The 2025 - 2027 MSA Ltd Strategic Plan aspires to achieve much and is presented with profound trust in our loving God, for as Saint Marcellin often reminded his early Brothers as they faced their many challenges, "*Lord, the work is yours!*"



Dr Frank Malloy
National Director

1. [Water from the Rock](#)
2. [In the Footsteps of Marcellin Champagnat](#)



OUR MISSION

We exist to support the Catholic Church's evangelising mission to make Jesus Christ known and loved and to ensure quality education in the Marist tradition through our schools.

OUR VISION

Our vision is that our schools are faith filled communities of high quality, contemporary evangelisation in the way of Mary, with proven excellence in achievement for all young people.

WE MARISTS ...

We **Marists** are a vital faith community
an expression of Church
that embraces **God's mission**
with Marian joy, hope and audacity.

Our **discipleship** of Jesus Christ
and the priorities of all our ministries
are inspired by the **Gospel passion**
and compassion
which fired **Saint Marcellin**.

We remain **attentive**
to the God of all life,
and we are **committed**
to nurturing our spirituality
through **ongoing formation**.

We draw on both
Marist **tradition** and **imagination**
To be game-changers for young people,
particularly those most on the **peripheries**.

We foster connectedness and **communion**
among ourselves as an Association,
with the Marist **spiritual family** around the world,
and with the **wider Church** of which we are part.



Photo provided by Marist College Bendigo



Photo provided by Chanel College Gladstone



Photo provided by Corpus Christi College Maroubra

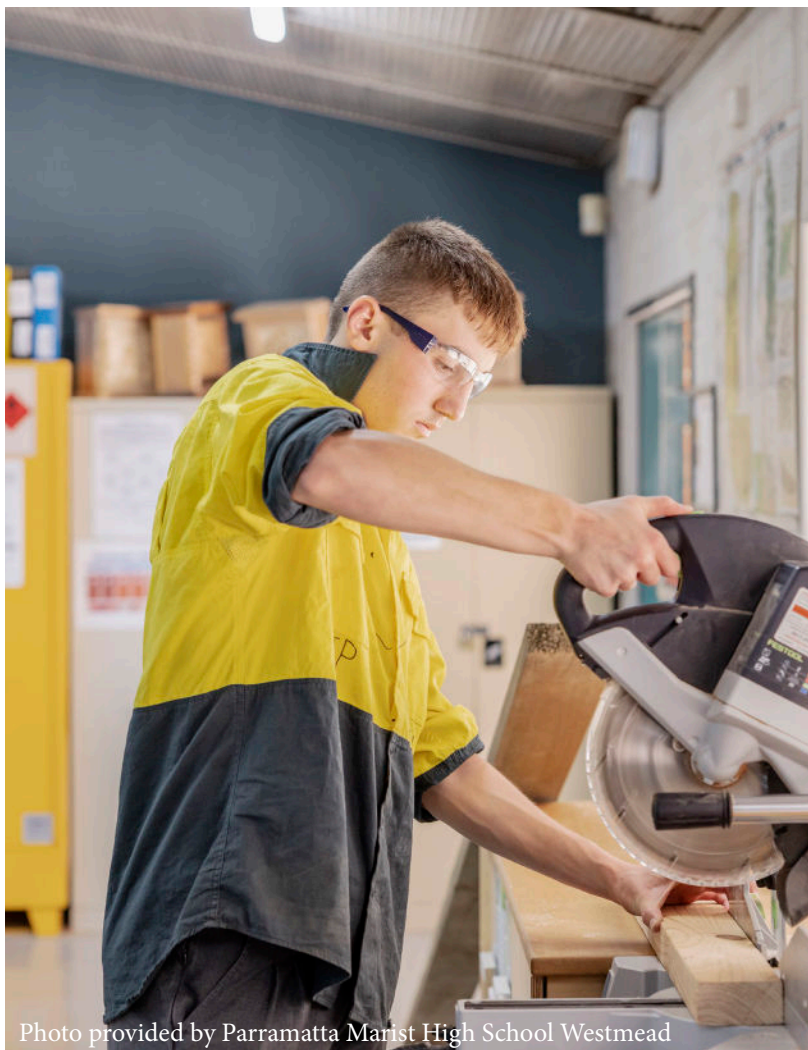


Photo provided by Parramatta Marist High School Westmead

Constitution of Marist Schools Australia Limited

Preamble

The Company is formed to continue the Education Ministry previously conducted by the Trustees of the Marist Brothers and, in particular, to assume the governance, management, conduct and operation of the Colleges for which the Trustees of the Marist Brothers was previously the registered proprietor. The Company will continue the work of the office of Marist Schools Australia, previously conducted by Trustees of the Marist Brothers, in providing support to the Colleges and paid education services to the Marist member schools.

The Company is formed to strengthen the manner in which the Colleges are governed and operated within Australia by adopting contemporary and best governance practices and ensuring that the Colleges comply at all times with Australian legislation.

The Company strives at all times to provide a safe and supportive environment for its students.

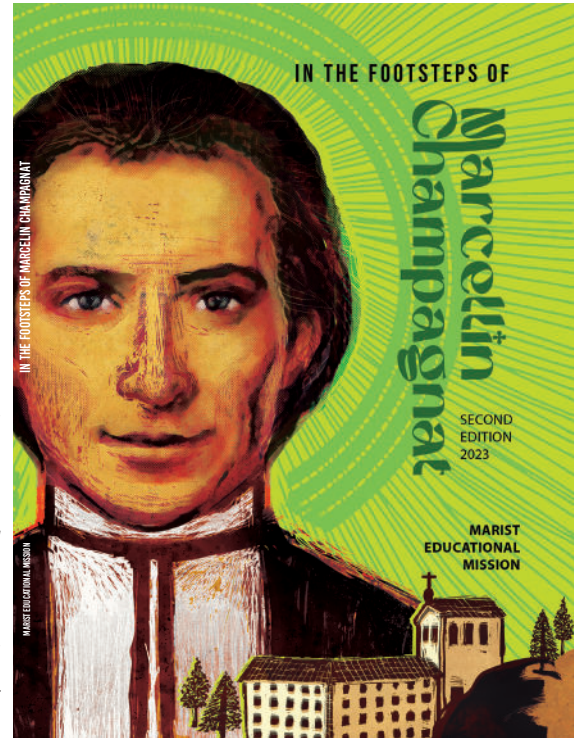
Prior to the incorporation of the Company, Marist Association of St Marcellin Champagnat Limited ACN 653 757 870 (a company limited by guarantee) (MASMC Ltd) was formed by the Association and Trustees of the Marist Brothers to continue many of the apostolic works, activities and operations of the Association and Trustees of the Marist Brothers, other than the Education Ministry. MASMC Ltd was also established to govern the activities and operations of the Association. MASMC Ltd has as its primary object and purpose the continuance of the core mission of the Province of making Jesus Christ known and loved, in the way of Mary, through evangelisation and education.

Upon incorporation of the Company, MASMC Ltd is the sole member of the Company.

OBJECTIVES: ENACTING THE PHILOSOPHY - MARIST PEDAGOGICAL PRACTICE

Marist pedagogical practice today draws on the values of the lived experience of generations of Marist educators since 1817. The values underpinning the Marist way of education were first codified in 1853 in *The Teacher's Guide*. The publication was written by companions of the founder Saint Marcellin and drew on his example, guidance and inspiration. Over the years *The Teacher's Guide* was updated, rewritten and translated. *In the Footsteps of Marcellin Champagnat* is the contemporary version of *The Teacher's Guide* and is a foundational formation document for Marist educators across the globe indicating that the Marist “style of educating is based on a vision that is truly holistic, and that actively seeks to communicate values. While we share this vision with many, particularly in the Catholic community, we use a distinctive pedagogical approach which Marcellin and the first Marists initiated, and which was innovative in many of its aspects” (116).

Love is the core of God's mission as exemplified in the life and teaching of Jesus, entrusted to Marcellin in the past and now to us in the present. From this, we share Marcellin's intuition that “to educate children properly we must love them and love them all equally”. Out of this principle flow some characteristics of our style of educating following in the way of Mary, family spirit, presence, simplicity and love of work. We seek to adopt these attitudes and values, and many others, as our way of living the Gospel. It is their sum and their interaction which gives our Marist pedagogy its Spirit-inspired originality” (117).



Following in the way of Mary: Mary is the **inspiration for the Marist educator**, as she was for Saint Marcellin. Hers was a **journey of faith**, just like ours. Schooled in the culture and tradition of her people, she was nevertheless astounded by the extraordinary intervention of God in her life. Though “chosen from all women”, she knew the hardship of giving birth in an inhospitable place, far from home, and the life of a refugee. There was dust on her feet. As Jesus’ first disciple, woman and our sister in faith, Mary inspires us in our own faith journey. As educator of Jesus at Nazareth, she is the inspiration for our educational approach (118).

Family Spirit: Saint Marcellin’s great desire and legacy is that we relate to each other and to children and young people **as members of a loving family**. The well-spring of this “family spirit” is the love that Jesus has for all humanity. We seek to make this a reality in all our ministries. Wherever we are, then, we undertake to build community among all associated with our ministries and activities, including those who work alongside us, the children and young people in our care and their families. Each person should feel at home among us. A warmth of welcome, acceptance and belonging should prevail where everyone has a sense of being esteemed and valued. We share this spirit with the entire global family that is the Institute. **In our educational ministries in particular**, this family spirit stands in contrast to a purely results-oriented education which does not respect the dignity and needs of each person. As far as possible in our ministries, we give preferential attention to those whose needs are greatest, who are most deprived, or who are going through hard times (123-4, 126).

Presence: Marists educate above all by being present to children and young people in ways that show them that we care for them personally. We **welcome** them, **listen attentively** to them, and make time for them, getting to know each one individually. Personally, and together as a group of adults we seek to establish appropriate relationships with them, founded on love, which create a favourable climate for learning in an educational setting, for passing on values, and for personal growth (128).

Simplicity: For Marist educators' simplicity expresses itself primarily young people that are **genuine** and **straightforward**, undertaken with our hearts and honestly mean what we say. Such simplicity is the fruit and action, that derives ultimately from being **honest** with ourselves, we add **humility** and **modesty**, making the three violets of our Mari of God to work through us and seeking "to do good quietly". All to understanding of others, respecting their dignity and freedom. In our t also show preference for simplicity of **method**. Our way of educating, in real life, and practical. Likewise, simplicity of **expression**, avoiding c to the possibilities and demands of our contemporary educational set



Love of work: Saint Marcellin was a man of deep prayer and contemplation and a man of hard work. **Determination and trust in God** were characteristics of the ways he educated himself, ministered to his parishioners, founded his religious family, and undertook all his projects. Marcellin, the builder, shows us the importance of being ready to "roll up our sleeves", prepared to do whatever is needed for the sake of the mission. Like Marcellin, Marist educators are called to give generously of ourselves and have a balance of life, integrating **soul and service**. Consequently, each of our Marist educational ministries adopts a similar emphasis in its culture and approach, integrating love of work, celebration of achievements and fostering prayer, worship, and contemplation. In our ministries, love of work entails thorough preparation for all our educational activities, providing appropriate feedback, carefully planning and evaluating our programmes, and offering additional support to those who are struggling or encountering difficulties. It demands reflective, creative and decisive actions in developing innovative responses to meet the needs of children and young people (136-8).

Over the years, our interactions with diverse cultures and religious traditions across the world have enriched our heritage. Our approach to Marist education has been further enriched by evolving pedagogical and psychological insights, as well as theological developments. Creative fidelity to Marcellin's charism encourages us, in each of our ministries, to follow Jesus, especially among the least favoured children and young people, as sowers of the Good News, with a distinctive Marist approach (142).

Expectations for schools

Marist Schools Australia Ltd has clear expectations of school leaders and teachers in fostering this educational philosophy in their strategic and day to day leadership. College mission and vision statements must clearly reflect Marist spirituality and pedagogical approach. These statements must be actively promoted to the school and broader community on each College website, in the College's Strategic Plan and College's Annual Report. For prospective and enrolling families Marist spirituality and pedagogical approach must be clearly communicated in the College Prospectus and Enrolment Package. College policies, procedures, and organisation must reflect the essence of Marist pedagogy as outlined In the Footsteps of Marcellin Champagnat and captured in the five characteristics.

Marist Schools Australia Ltd requires school staff to be engaged in ongoing annual spiritual formation and professional learning as provided by the Mission and Life Formation team and the MSA Ltd executive, all of whom are highly successful and experienced Marist educational leaders.

Implementation of the Plan

For each year of the Strategic Plan an Annual Improvement Plan is established. Strategic Intent, projects and specific strategies, personnel accountability, and timelines are clearly articulated. Importantly, evidence of progress is an essential element in reporting on the outcomes, benefits, results, and improvements gained over each 12 month period. The Annual Improvement Plan is a working document of the MSA Executive Team and is shared with MSA Ltd Board, MSA Regional Councils and MSA College Principals. It forms the basis of the Annual MSA Ltd Report.

STRATEGIC PRIORITIES 2025 - 2027

1

FORMATION IN CATHOLIC IDENTITY AND
MARIST SPIRITUALITY

2

EXCELLENCE IN LEARNING, TEACHING AND WELLBEING

3

STEWARDSHIP, GOVERNANCE AND
STRATEGIC LEADERSHIP

4

FLOURISHING MARIST COMMUNITIES

STRATEGIC PRIORITY 1

Formation in Catholic Identity and Marist Spirituality

STRATEGIC INTENTS:

1.1 Strengthening Marist schools as Christ-centred evangelising communities with strong connections to the life of the broader Catholic Church.

1.2 Ensuring that the formation of leaders, staff and students is informed by a Catholic worldview and Marist spirituality.

1.3 Strengthening the Catholic identity of Marist schools through building contemplative communities of genuine engagement, dialogue and prayer.

1.4 Prioritising the vitality of the Marist life through developing a strong and engaging Marist Association in support of the spiritual life of staff in MSA schools.

1.5 Prioritising opportunities to provide Catholic education in the Marist tradition to those who are marginalised and/or vulnerable.



Photo provided by Red Bend Catholic College Forbes



STRATEGIC PRIORITY 2

Excellence in Learning, Teaching and Wellbeing

STRATEGIC INTENTS:

- 2.1 Ensuring thriving school communities are committed to discern, communicate and embed the Marist School Improvement Framework.
- 2.2 Strengthening our Marist schools as a professional learning community.
- 2.3 Build a shared language and common understanding around what evidence based successful learning looks like for young people in Marist Schools.
- 2.4 Ensuring an explicit focus on the continuous improvement of engagement, wellbeing, and learning in our Marist communities.



STRATEGIC PRIORITY 3

Stewardship, Governance and Strategic Leadership

STRATEGIC INTENTS:

3.1 Strengthening governance, strategic stewardship and accountability.

3.2 Ensuring the collective governance and leadership capacity at the school and executive levels

3.3 Building the financial capability and sustainability of MSA Ltd.

3.4 Identifying growth and development opportunities for new and existing Marist schools.



STRATEGIC PRIORITY 4

Flourishing Marist Communities

STRATEGIC INTENTS:

4.1 Building a strong and sustainable workforce.

4.2 Strengthening our understanding of the intimate connection between prayer, resilience and wellbeing.

4.3 Embedding structures that enrich our communities through prayer, worship, learning and wellbeing

Marist

MARIST SCHOOLS AUSTRALIA LIMITED