



Strategic Plan

2012 to 2022



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Introduction

Daramalan College

The Society of the Missionaries of the Sacred Heart (MSC) was founded in France by Fr Jules Chevalier in 1854. The MSC came to the Pacific to establish missions in Melanesia in 1882 and this led to them creating a permanent base in Sydney two years later. In 1962 the MSC founded Daramalan College which has maintained a proud tradition of providing Catholic education to students in Canberra since that time. The College began as a boys' school for students in Years 5-12 but it has developed over time and is now firmly established as a leading co-educational school for students in Years 7-12.

In the last year of the 2007-2011 planning cycle, Daramalan College had 1478 students, the largest single campus secondary school in the ACT. In 2011 the College had a full-time staff of 142.2 including 108.9 full-time teaching staff.

Major achievements under the umbrella of the 2007-2011 Strategic Plan include the following milestones:

- MSC Formation Policy endorsed for staff and Board members. (Goal 1)
- Decision to focus on an aspect of MSC Spirituality through the celebration of a theme for each year. (Goal 1)
- Implementation of an experiential program for student spiritual formation across Years 7-12. (Goal 1)
- Successful registration of the school for 2010 - 2014. (Goal 2)
- Adoption of the Academic Care Charter. (Goal 2)
- Introduction of the Daramalan Framework for Quality Teaching. (Goal 2)
- Development of a Thinking Carnival for Years 7-9. (Goal 2)
- Introduction of inter-disciplinary curricula through Year 7 Rich Tasks. (Goal 2)
- Launch of the revised Gifted and Talented Policy. (Goal 2)
- Implementation of SMS and email as one form of effective and timely communication between College and families. (Goal 3)
- Successful application for funding from the Career Education Lighthouse Project to devise and introduce a Careers and Transition Program across Years 7-12. (Goal 4)
- Review of the co-curricular program. (Goal 4)
- Revision of all Student Leadership programs to ensure more effective training and increased levels of responsibility. (Goal 4)
- Development of a safer, more attractive physical environment. (Goal 4)
- Development of a Student at Risk Policy. (Goal 4)
- Introduction of a formal and detailed Staff Code of Conduct Policy. (Goal 5)
- Development of a new Staff Probation Policy Compliance with Teacher Quality Institute requirements. (Goal 5)
- Building Program achievements: Garratt Wing and Sharpe Link completed, new Design & Technology buildings commenced. (Goal 6)



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- Effective financial management leading to a much improved financial position. (Goal 6)
- Significant upgrade of Information Communication Technology infrastructure and support structures. (Goal 6)
- Full compliance with National Secondary Schools Computer Fund guidelines. (Goal 6)
- Successful application for the funding of a Trade Training Centre. (Goal 6)

Vision

- To be a college recognised as a caring and dynamic school community where we seek to promote and live out the charism of the MSC.

Mission

Our mission is to excel through

- Creating a learning environment that supports, informs and inspires our students
- Encouraging staff initiative, enthusiasm and commitment
- Providing the best facilities within available resources

Principles

We are guided by a Spirituality of the Heart.

A Spirituality of the Heart reverences the human heart as loved by God unconditionally, and as the privileged place of encounter with God. Living such a spirituality involves the journey into one's own heart and into the heart of the human condition, open to encountering there the compassionate heart of Jesus – the heart of God. It is this encounter which has the power to transform brokenness into blessing, to create our world anew.

At Daramalan we value every individual as one who is loved by Christ.

We endeavour to help other people believe in this love and so change the world by building a community of love. The motto of the Missionaries of the Sacred Heart highlights this missionary spirituality: "May the Sacred Heart of Jesus be everywhere loved" and at Daramalan we have promoted this ethos with passion and fervour. The school motto, "Fortes in Fide" expresses our commitment to be people who are "Strong in Faith" in our God, in ourselves and in others.

Daramalan College nurtures a spirit of family formed by kindness and understanding, by compassion and mutual forgiveness, by gentleness, respect for self and others, humility and simplicity, by hospitality and a sense of humour, with justice and concern for all.

Daramalan's Goals for 2012 to 2022

Our goals set the parameters for progress towards our Vision for 2012-2022. Each Goal chapter surveys the planning context; sets out the Objectives and Key Strategies; lists the relevant Key Performance Indicators; and identifies the linked plans that will translate the 2012-2022 Plan into action.



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Core Goals & Objectives

Central to Daramalan's position as a Catholic secondary high school and college and contributing to its broader stakeholders are the following goals and objectives:

1. Catholic Identity in the MSC Tradition

- A college that proclaims its identity as an MSC school, including through the use of symbols
- A dynamic Religious Education program that engages and challenges all students and effectively passes on the Catholic tradition
- A culture of active commitment to social justice

2. Equity, excellence and innovation in learning and teaching

- Quality programs and practices, including high quality teaching, that meets the diverse needs of all students
- A challenging and stimulating learning experience for students
- Students equipped to contribute to civic life and to the workplace

3. Dynamic engagement with our communities

- Effective communication between students, their families and the College
- Strong reciprocal relationships that enrich our communities and support other organisations

Enabling Goals & Objectives

Interconnected and cutting across the core goals to enable Daramalan to achieve its mission are these goals and objectives:

4. Students engaged with learning and with College life

- Students engaged as members of the College community
- A social and physical environment where all students can participate in College life
- Efficient and professional management of student transitions

5. Versatile, skilled and committed staff

- An adaptable workforce with skills aligned to strategic directions
- A supportive, rewarding and equitable work environment

6. Business capacity to advance the achievement of our Vision

- Decision-making based on sound planning, governance and quality processes
- Strategic deployment of resources and information
- A sustainable and reliable infrastructure

Key Performance Indicators

The College will measure its institutional performance against the 2012-2022 goals using 11 key performance indicators:

- Community Perception
- Student Demand
- Student Outcomes
- Student Perception
- Staff Perception
- Staff Capability
- Staff Retention
- Staff Professional Development
- Financial Performance
- Resource Utilisation
- Environmental Impact



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Goal 1

Catholic Identity in the MSC Tradition

Strategic priorities

Ensure the unique MSC Education vision, values, traditions and spirituality are at the heart of all that we do

Objective 1: A college that proclaims its identity as an MSC school, including through the use of symbols

Key Strategies:

- Nurture students in the MSC Ethos and undertake the formation of staff, Board members and families
- Embed MSC Ethos throughout the curriculum and in all programs offered by the school
- Liturgical celebrations to focus on the MSC Ethos
- Establish ways for past students to continue their association with MSC Spirituality

Objective 2: A dynamic Religious Education program that engages and challenges all students and effectively passes on the Catholic tradition

Key Strategies:

- Employ staff who have the professional background to effectively commit to the values of the College
- Continue to review and develop the Religious Education program in Years 7-12
- Keep all staff, students, families and the wider community informed about the Religious Education program

Objective 3: A culture of active commitment to social justice

Key Strategies:

- Promote understanding of social justice issues among students, staff and families
- Establish an expectation that all students will work for social justice within the school and/or the wider community
- Nurture and develop our students so that they show care and compassion for others

Key Indicators of Performance

- Staff Capability
- Community Perception
- Student Outcomes
- Student Perception
- Staff Perception

Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Strategic Operational Plans
- Strategic Management Plans



Goal 2

Equity, excellence and innovation in learning and teaching

Strategic priorities

- Strengthen and sustain a reputation for excellence in learning and teaching through innovation and quality student outcomes
- Ensure students are valued, in their communities and by employers, for their knowledge, skills and distinctive qualities

Objective 1: Quality programs and practices, including high quality teaching, that meet the diverse needs of all students

Key Strategies:

- Monitor and improve practices to ensure the quality of curriculum and assessment models the Daramalan College Academic Care Charter
- Demonstrate best practice in the provision of learning support for all students
- Promote and develop the professional capability and formation of staff involved in learning and teaching to demonstrate best practice

Objective 2: A challenging and stimulating learning experience for students

Key Strategies:

- Ensure that pedagogy creates personalised learning experiences that are relevant, flexible and student-centred
- Provide opportunities and infrastructure for students to support each other as learners

Objective 3: Students equipped to contribute to civic life and to the workplace

Key Strategies:

- Ensure that students have the skills, knowledge, attitudes and values necessary for the world beyond school
- Provide and celebrate multiple pathways through school and to the world beyond

Key Indicators of Performance

- Staff Capability
- Community Perception
- Student Demand
- Student Outcomes
- Staff Perception

Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Strategic Operational Plans
- Strategic Management Plans
- Daramalan College Academic Care Charter



Goal 3

Dynamic engagement with our communities

Strategic priorities

Strengthen connections to the community through improved channels for interaction and mutually beneficial projects

Objective 1: Effective communication between students, their families and the College

Key Strategies:

- Develop and implement a coordinated strategy for providing accurate, targeted and timely information to students, prospective students and their families
- Ensure that effective mechanisms are in place for managing stakeholder feedback and complaints

Objective 2: Strong reciprocal relationships that enrich our communities and support other organisations

Key Strategies:

- Evaluate and strengthen key partnerships that benefit our communities
- Encourage the recognition of our former students and strengthen their continuing contribution to the college as Alumni
- Strengthen partnerships with targeted schools within Daramalan's primary catchment areas

Key Indicator of Performance

- Community Perception
- Student Demand

Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Strategic Operational Plans
- Strategic Management Plans



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Goal 4

Students engaged with learning and with College life

Strategic priorities

Ensure the Daramalan Student Experience is engaging, motivating, personalised and spiritually rewarding

Objective 1: Students engaged as members of the College community

Key Strategies:

- Encourage and facilitate the participation of students in the life of the College
- Promote a culture of excellence where learning is valued and students take responsibility for learning
- Identify and support the emotional, mental, spiritual and physical wellbeing of students, including programs for personal development

Objective 2: A social and physical environment where all students can participate in College life

Key Strategies:

- Provide a safe, accessible and welcoming physical environment
- Promote an inclusive culture where diversity is valued

Objective 3: Efficient and professional management of student transitions

Key Strategies:

- Ensure that student processes are clear, efficient, fair and effective
- Provide information, resources and tools to students and families to support student decision making
- Equip teaching and general staff with information and skills to enable them to deliver high quality student services

Key Indicator of Performance

- Community Perception
- Student Demand
- Student Outcomes
- Student Perception
- Staff Capability

Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Strategic Operational Plans
- Strategic Management Plans



Goal 5

Versatile, skilled and committed staff

Strategic priorities

Enhance staff capacity to achieve excellent outcomes and ensure the College's continued success

Objective 1: An adaptable workforce with skills aligned to strategic directions

Key Strategies:

- Ensure staffing decisions are based on effective workforce planning
- Continue to review and improve systems and practices to identify, attract and retain excellent staff whose abilities are aligned to strategic directions
- Develop leadership and management at all levels to enhance our capacity to meet current and future challenges
- Strengthen the capacity, knowledge and abilities of our workforce to adapt to new challenges and take advantage of opportunities

Objective 2: A supportive, rewarding and equitable work environment

Key Strategies:

- Create a work environment which promotes engagement, commitment, personal fulfilment and care for individuals.
- Recognise and reward staff excellence and innovation in areas which are aligned with our strategic priorities
- Promote equity, diversity and tolerance in the workplace
- Establish effective staff communication, including regular feedback mechanisms
- Continue to review and improve practices that promote a healthy and safe work environment

Key Indicator of Performance

- Staff Capability
- Staff Perception
- Staff Retention
- Staff Professional Development

Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Strategic Operational Plans
- Strategic Management Plans



Goal 6

Business capacity to advance the achievement of our Vision

Strategic priorities

Embed quality processes and professional business planning and practices in all areas to sustain and promote financial security, environmental management and a competitive advantage

Objective 1: Decision making based on sound planning, governance and quality processes

Key Strategies:

- Ensure College governance structures operate with due diligence, appropriate advice and corporate responsibility so that decision making aligns with College goals
- Support and reinforce ethical practice in our dealings with both internal and external parties
- Ensure ongoing risk management is part of plans and practices across all areas

Objective 2: Strategic deployment of resources and information

Key Strategies:

- Continue to align the budget process with strategic priorities through regular reporting and monitoring
- Enhance marketing and forecasting capacity for student enrolments
- Strengthen the policy framework and support mechanisms ensuring quality and best practice

Objective 3: A sustainable and reliable infrastructure

Key Strategies:

- Continue to monitor, develop and improve a comprehensive Capital Management Plan governing buildings, information technology and other major infrastructure
- Exemplify and promote good practice in environmental management, especially in the use of major resources such as water and power
- Continue to ensure quality practices and planning across all major infrastructure areas

Key Indicator of Performance

- Resource Utilisation
- Financial Performance
- Environmental Impact

Aligned Plans

Actions to achieve this Goal will be implemented and monitored through:

- Strategic Operational Plans
- Strategic Management Plans
- Capital Management Plans