

**MARONITE COLLEGE OF THE HOLY FAMILY
PARRAMATTA**



STRATEGIC PLAN
2018+

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INTRODUCTION

The Maronite College of the Holy Family is a Maronite Catholic Australian Independent School with a tradition of excellence in the education of young women and men, in the West and North West of Sydney. Our students are afforded every opportunity to develop spiritually, academically and socially. We emphasise pastoral care, which nurtures students into faith filled adults who strive for justice and service of others.

The College Strategic Plan for 2018+ has been developed in consultation with a range of stakeholders and takes into account the College's Mission Statement, Annual reports, data analysis and other essential factors associated with the College.

In order to continue to achieve excellence in all facets of College life, we need to adapt to the ever changing educational context. The rapid changes in the 21st century in areas of technology, curriculum, accountability and community expectations, demand we as a College continue to strive for improvement.

This document is the College's Strategic Plan for 2018 onwards and focuses on the areas of:

1. College Life and Culture
2. Student Learning
3. Development of Staff
4. Engagement of Families and the Wider Community
5. Business Services
6. Future Directions

Our actions over the next years will be driven by these plans and our progress towards achieving these goals. We are also conscious of the need to be aware of our longer term future.

We look forward to working with the College community to implement our Strategic Plan 2018+ and to continue to inspire our young women and men to be leaders beyond today.

Sr Margaret Ghosn
Principal

MARONITE SISTERS OF THE HOLY FAMILY (MSHF)

The first female Maronite Congregation, The Maronite Sisters of the Holy Family, was founded by Patriarch Elias Hwayek, Rosalie Nasr and Stéphanie Kardouche, on the 15th of August 1895. Historically the Maronite Sisters of the Holy Family was 'founded for' the ministry of educating village girls. The Congregation from the very beginning was focused on the needs of the times, committed to educational, humanitarian and spiritual service.

COLLEGE ETHOS

Maronite College of the Holy Family - Parramatta is unique in that it was established in 1972 for students of Australian-Lebanese background and Maronite Catholic faith. The College, through the ministry of the Maronite Sisters of the Holy Family (MSHF) and its staff, strive to instil in the students the teachings of Jesus.

Emphasis is firstly given to providing a strong Maronite Catholic Foundation, expressed through regular worship and prayer, celebrating liturgy and Sacraments, commitment to the Scriptural Word and emphasis on the working of the Holy Spirit.

Secondly emphasis is given to love and service. All students are encouraged to see the best in themselves and in one another and to achieve their full potential. The College Ethos can best be achieved in the words of Saint Paul, 'Whatever is true, whatever is honourable, whatever is just, whatever is pure, whatever is pleasing, whatever is commendable, if there is any excellence and if there is anything worthy of praise, think about these things' (Phil 4:8).

The College is a community which promotes a sense of family. It emphasises values of treating all with dignity, service, forgiveness and justice.

MISSION STATEMENT

Maronite College of the Holy Family, in serving the educational needs of the broader community of Western Sydney, seeks:

- To build a College community in which the Gospel values of faith, justice and love are reflected in all aspects of daily life.
- To identify the unique needs of each student, so as to allow each child to develop to their fullest potential – spiritually, academically, physically and socially.
- To encourage each student to take pride in their Religious and cultural identity as Australians living in a multicultural society.
- To recognise and affirm the pre-eminent role of parents in the education of their children and encourage their active involvement in the College community.
- To live out the College motto of 'To know, love and serve.'

STRATEGIC PRIORITY -1- College Life and Culture

Maronite College of the Holy Family identifies priorities for the growth and development of student wellbeing, pastoral care and safety. It involves integrating a quality program of spiritual and cultural growth, sport and extra-curricular activities, into the life of the College. These are central to providing a well-rounded, morally based educational experience for students and contributes to the development of the whole person – mind, body and soul.

We aim to achieve this through:

- 1.1 A safe environment where every person at MCHF develops their sense of self-worth, awareness and personal identity
- 1.2 Providing a deeper understanding of the Maronite Catholic tradition and its expression across all facets of College life
- 1.3 Developing the MCHF community as disciples of Christ in faith, and are infused with the values of compassion and respect
- 1.4 Co-curricular programs and pastoral care structures
- 1.5 Programs and opportunities to develop the leadership qualities of students
- 1.6 Development of the extra-curricular program
- 1.7 Promote healthy eating



IMPROVEMENT STRATEGIES

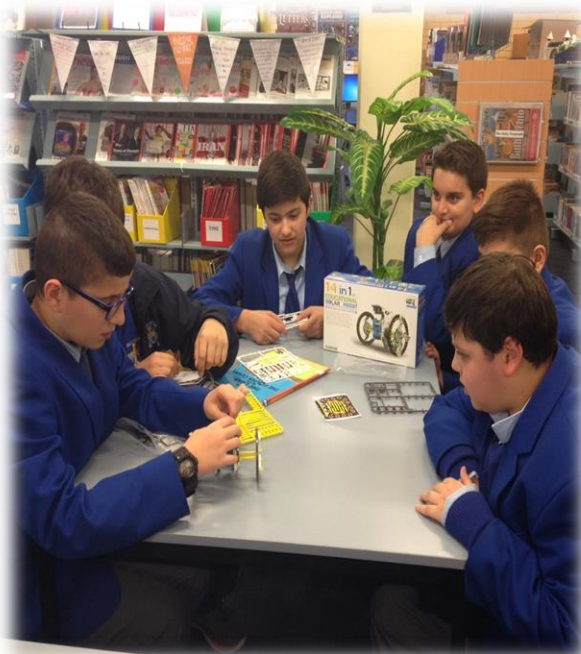
- Arabic language classes to be offered K-8 and as an elective.
- Lebanese cultural experience through classes, Mirath in Mind and Lebanon Independence day.
- Implementation of Maronite values through Religious lessons.
- Opportunities to pray together, attend Liturgy celebrations, retreats and reflection days.
- Co-curricular activities in social outreach, justice initiatives, fundraisers, community service programme for Yr 10 students.
- Leadership opportunities including class captains, SRC members and College Leaders.
- Representative sport participation, PDSSSC competitions, variety of recreational activities, athletics and swimming carnivals offered
- Students encouraged to participate in the areas of music, public speaking, debating, Mirath in Mind and performing arts
- Encourage healthy habits through the Healthy Schools Canteen program and Primary Crunch and Sip program
- Encouraging physical activity through the Live Life Well @ School program
- Confidential counselling services provided and accessible to students
- Anti-bullying, peer support and mentoring programs to assist students with social difficulties or low self esteem
- Pastoral Care of staff through spiritual days, Mass for teachers' Day, PDs etc

STRATEGIC PRIORITY -2- Student Learning

Maronite College of the Holy Family identifies priorities for improving student learning through student-centred pedagogical practices that engage and empower learners and enhance student achievement. Focus is on improving student learning outcomes and delivering pedagogical innovation and curriculum change. Involves a continued focus on education and implementation of the Australian curriculum integrating literacy, numeracy and contemporary digital learning.

We intend to be a community which is responsive to student learning and academic achievement. We aim to achieve this through:

- 2.1 Adopting a common learning framework and integrated curriculum K-12 which enhances student learning.
- 2.2 Providing a curriculum that engages learning in an appropriate digital environment.
- 2.3 Providing quality teaching which leads students to understand themselves as learners and enable them to set and meet high personal goals and embrace learning as a lifelong process
- 2.4 Actively engaging students in meaningful learning which is centred in pedagogical practices that embrace problem solving and higher order thinking skills
- 2.5 Building academic confidence through the provision of differentiated programs for students at both sides of the learning spectrum.



IMPROVEMENT STRATEGIES

- Set explicit and clear school wide targets in literacy and numeracy.
- Resource classroom so staff can create engaging and meaningful learning tasks
- Review the College's curriculum delivery to ensure consistent teaching and learning expectations with reference to NSW Curriculum and evidence based teaching practices.
- Promote research based teaching instruction to establish highly effective teaching methods, including explicit instruction to maximise student learning.
- Systematically collection and analyse a range of student outcome data including test data and quality classroom assessment with a focus in literacy and numeracy.
- Analysis and set improvement targets for: Learning Continuums in literacy and Numeracy, Data Wall, NAPLAN, Rosa and HSC
- Establish classroom environments which have high expectations for student success.
- Develop and maintain programs in all Key Learning Areas to ensure equitable outcomes.
- Embed explicit learning intentions and student self-reflection strategies in all learning experiences.
- Promote the practice of Flipped Learning classrooms
- Develop project based units of work accessed through Moodle
- Refine learning programs for higher achieving students and special needs students through differentiated learning activities and participation in Extension groups.
- Provide students with immediate and specific feedback that gives direction to future learning.
- Foster staff collaboration in evaluating student learning goals and achievement and to moderate assessment tasks.
- Identify students at risk and develop Personal Plans.
- Develop programs in Literacy and Numeracy by establishing Personalised Plans which provide access to Early Intervention.
- Inspire students to be proactive learners who take responsibility for their engagement in learning experiences.
- Be proactive in meeting with parents.
- Reflect on teaching practices and student outcomes and recognises their leadership capacity to inform future planning and direction.
- Work to ensure that students are formed as digital citizens

Students

- Self-reflect on their capacity to meet their learning goals.
- Take responsibilities for their own learning by actively engaging in student centred and teacher directed learning opportunities.
- Master core subjects as critical thinkers.
- Engage in different learning environments including classroom, Learning Centre, computer labs and outdoor areas to develop their skills in investigative research and creative thinking.
- Engage in a variety of peer interactions including group, pair, and whole class tasks to learn the importance of collaboration and shared learning.
- Responsibly BYOD to effectively complete all tasks

STRATEGIC PRIORITY -3- *Development of Staff*

Maronite College of the Holy Family Identifies College priorities for maintaining a strong focus on teachers' effectiveness, continued improvement and commitment to professional learning. Each teacher brings to this task their own unique talents and background - educational, social and religious. The focus is on effective teaching that meets student learning and development needs in the context of a Maronite Catholic school in Western Sydney.

We intend to be a community which insists on effective teachers and their professional development. We aim to achieve this through:

- 3.1 Developing the skills of all staff to ensure they are effective contributors toward the education and development of all students.
- 3.2 Providing authentic based professional development opportunities and resources for staff to continually improve and fulfil their role as educators.
- 3.3 Ensuring all teaching staff meet NESA accreditation requirements.
- 3.4 Providing staff collaboration opportunities at a whole school and departmental level.
- 3.5 Conducting annual performance reviews and appraisals to highlight achievements and build on areas for development.
- 3.6 Promoting a positive, committed and vibrant working environment and culture for staff where achievements and milestones are celebrated and opportunities provided to develop staff morale and working relationships.
- 3.7 Ensuring effective and strategic retention and recruitment procedures are developed and maintained.
- 3.8 Creating a culture where every staff member is engaged in purposeful and personally relevant professional development in order to enhance workforce capacity.



IMPROVEMENT STRATEGIES

- Embed the Quality Teacher Framework through consistent and relevant performance review.
- Develop a coaching culture of teachers as mentors.
- Encourage a culture of continuous professional learning fostered through effective collaboration processes and opportunities, collegial observations, and mentoring.
- Organise relevant consultants to work with staff to refine programming skills and develop meaningful lessons sequences.
- Set and reflect on Professional learning goals in order to enhance skills and increase productivity.
- Ensure teachers understand their accountability to the National Professional Standards and NESAs Maintenance of Accreditation requirements.
- Adhere to the Teacher Accreditation Policy to outline the College's obligations under the Teacher Accreditation Act 2004 ('TA Act) and the 'Guidelines for the Regulation of Teacher Accreditation Authorities for Non-Government Schools and Early Childhood Centres October 2015.'
- Provide staff with relevant Compliance Training and Policies.
- Encourage teachers to be proactive leaders in all matters related to College policies as well as understand their obligations under the relevant WHS and Child Protection legislation.
- Promote the engagement of staff in voluntary peer observations across grades and departments.
- Support the engagement of staff in team teaching activities.
- Provide staff with opportunities for external professional development and online courses.
- Review staff performance through a process initiated under the guidance of the College Principal.
- Provide New Scheme teachers with a mentor and Executive assistance to complete their accreditation program.
- Provide teachers in their maintenance phase with executive assistance
- Work as a team to develop high quality teaching programs which promote learning.

STRATEGIC PRIORITY -4- *Engagement of Families and the Wider Community*

Maronite College of the Holy Family identifies priorities for establishing and sustaining effective partnership with families, the Parent Association, parent volunteers, the Catholic education sector, Church agencies, the wider community, business and other major stakeholders.

We intend to be a community which works alongside Parents, Volunteers and the wider community. We aim to achieve this through:

- 4.1 Encouraging active members for the Parent Association and support their initiatives.
- 4.2 Developing services and initiatives for parents/guardians and increase their participation through volunteering at the College, the Community Hubs Program and the Parent Education and Support Network (PESN).
- 4.3 Encouraging parents/guardians to be involved in the life of the College.
- 4.4 Enhancing methods of communication with parents/guardians and the wider community.
- 4.5 Strengthening the relationships and professional engagement with the wider community.
- 4.6 Building the College brand through effective and strategic marketing of the College.
- 4.7 Enhancing student learning and well-being by developing relationships with parents, universities, business and community organisations.



IMPROVEMENT STRATEGIES

- Actively involve parents in a series of events that lead to the achievement of shared educational goals.
- Actively involve parents, community, students and staff in a series of fundraising events that lead to the achievement of financial goals.
- Ensure updated and informative provision of information including Social Media: Facebook, Fortnightly newsletters, College Website and Parish newsletter.
- Organise special events that showcase the students' enthusiasm for participation in events that are cultural and educational.
- Plan Parent information focusing on Key Learning Areas.
- Plan effective and relevant Parent Information Sessions and Parent Teacher Meetings.
- Provide a welcoming environment for parent and community groups.
- Provide opportunities and establish good routines for Parent Helpers in the classroom.
- Provide access to parent support networks including the Community Hubs program and The Parent Education and Support Network (PESN)

Parents

- Engage in opportunities to discuss their child's progress through ongoing and open communication practices.
- Take a proactive approach to their child's educational journey.
- Ensure consistent school attendance.
- Be aware of curriculum content at the various stages of their child's schooling through engagement in workshops and term curriculum notes.
- Engage with The Parent Education and Support Network (PESN) and the Community Hubs program which offer services and workshops which foster a partnership of students, parents and staff.
- Engage in ongoing opportunities provided for parent volunteers inducted to the volunteer program to assist in classroom activities from Kindergarten to Year 12 as well as a variety of College PA events.

STRATEGIC PRIORITY -5- *Business Services*

Maronite College of the Holy Family identifies how best to use our resources to provide quality facilities and programs by improving the financial wellbeing of the College to achieve our vision and educational objectives to ensure future success.

We aim to achieve this through:

- 5.1 Continuing to develop flexible state-of-the-art learning and co-curricular facilities to provide a modern environment for our students.
- 5.2 Adopting best practice as our standard for our use of technology and continue to explore new mediums to support our teachers and students to embrace a digital environment that inspires learning and facilitates outstanding teaching.
- 5.3 Committing to maintain and optimise facilities and grounds that are designed to benefit the students of today and for many years to come.
- 5.4 Ensuring best practice in governance throughout the School by establishing governance principles for the School Executive Delegation
- 5.5 Improving financial wellbeing of the School to achieve our vision and educational objectives to ensure MCHF thrives in the future.

IMPROVEMENT STRATEGIES

- Maintain a Business Continuity Plan, under the guidance of Catholic Church Insurances, to ensure that the College can re-establish critical functions following a disruption and minimise the impact of the event on providing services to the community and fulfilling its Mission.
- Facilitate the effective move of the storage of College data to the Cloud.
- Develop, circulate, review and evaluate policies that adhere to relevant legislation and compliance requirements.
- Research funding opportunities and complete applications and manage funds for extra-curricular activities.

STRATEGIC PRIORITY -6- Future Directions

Maronite College of the Holy Family intends to be a community which works towards responding to the future needs of the College.

We aim to achieve this through:

- 6.1 Promoting the College to be the preferred school of choice for parents in the local surroundings
- 6.2 Optimising enrolments to meet demographic demands and enhance future financial viability
- 6.3 Ensuring future facilities meet College needs, including new playgrounds and classrooms and continual updating of speciality rooms
- 6.4 Addressing and minimising environmental impact through awareness, recycling, reduction of paper and transition towards online resources etc.
- 6.5 Modelling financial scenarios to take account of government funding and alternative funding sources
- 6.6 Increasing Fee levels annually, in line with CPI
- 6.7 Maintaining quality, stable staffing aligned with emerging needs
- 6.8 Promoting the College to as a desirable employer for career teachers
- 6.9 Establishing a feeder Preschool and establishing connections with other College organisations
- 6.10 Sustaining the provision of digital learning, ICT infrastructure, hardware and software, ensuring accessibility, reliability, flexibility and security.
- 6.11 Purchasing of blocks of land for future expansion of the College

IMPROVEMENT STRATEGIES

- Strengthen collaborative partnerships with universities through practicum placements.
- Continue to access government funding for the Chaplaincy Grant to support the welfare of students.
- Continue to access government funding for the Sporting Schools and Live Life well @ School Grant to promote physical activity and healthy eating habits.
- Liaise and networking with Schools in the area to promote collaborative partnerships.
- Provide access for all Responsible Persons to undertake the Mandatory 4 hours NESA requirements to fulfil Leadership obligations outlined in the Registration and Accreditation of Non Governments Schools Manual.
- Expand the Bring Your Own Device Policy (BYOD).
- Engage in effective College marketing to promote the services, facilities and events, through newspaper advertisements, Open days, tours etc.
- Implement SchoolEdge for student data entry including online marking of student attendances in all classes.