

# **IGNATIUS PARK COLLEGE STRATEGIC DIRECTIONS 2008-2012**

These strategic directions are the foundations for the development of strategic statements – our vision, mission and values, and for the development of strategies and operational plans in a range of functional areas relating to the operation of the College. The strategic directions identified from the research and consultative phases of the planning cycle are

- Living the presence of Jesus through the charism of Edmund
- Leading through Strategic Governance
- Transforming our Learning Community
- Liberating our young men
- Nurturing the Iggy Park family
- Resourcing our future
- Ensuring Reflective Practice

These Strategic Directions have been presented to the wider College Community for critique and review. Feedback was incorporated into the final statements and accepted by the College Board in February.

# **CULTURAL CHARACTERISTICS AT THE HEART OF A CATHOLIC SCHOOL IN THE EDMUND RICE TRADITION**

Schools conducted in the Edmund Rice tradition offer a distinctive Catholic educational philosophy. Vision and Mission Statements give expression to the distinctiveness of the educational ministry as it serves the mission of the Church in today's world. This Charter seeks to articulate the cultural characteristics of the Edmund Rice educational tradition for Australia in the twenty-first century.

There is no single component of the vision, mission and practice of a Catholic school in the Edmund Rice tradition that determines its distinctiveness. The vision and mission have their heart in the mission and ministry of Jesus, the Catholic Church and the Charism of Edmund. In this context, there is a need to look at the sum total of the Gospel message, the Tradition of the church and the unique response made by Blessed Edmund in the movement of God's Spirit. The formulation at this Charter, describing the cultural characteristics of a Catholic school authentic to the Edmund Rice tradition, embraces this holistic approach.

The following cultural characteristics emerged from extensive consultation and research. They are proclaimed as an authentic expression the Charism of the Blessed Edmund Rice, expressed in dynamic and adaptive learning communities. The integration of these cultural characteristics, and much more, reflects the mission of a Catholic school in the Edmund Rice tradition.

## **Holistic Education**

- *Integrated development occurs through quality teaching and learning.*

## **Spirituality**

- *Each person's story is unique and sacred.*

## **Faith in Action**

- *Each person is called to respond out of a normal relationship with God.*

## **Community**

- *A school forms a distinctive community.*

## **Pastoral Care**

- *The dignity of each person as a child of God is at the heart of pastoral care.*

## **Service of Others**

- *Service of others is integral to being a follower of Jesus.*

## **Being Just**

- *Justice is integral of the vision of the Kingdom.*

## **At the Margins**

- *Edmund Rice, following Jesus, sought out the marginalised.*

## **Compassion**

- *Compassion is central to the life and teaching of Jesus and to the spirituality of Edmund.*

## **Stewardship**

- *God's gifts are to be shared justly and used wisely, as exemplified by Edmund.*

## **Reflective Practice**

- *Reflective practice leads to personal and communal growth.*

# **LIVING THE PRESENCE OF JESUS THROUGH THE CHARISM OF EDMUND**

- Provide further formation for staff and students in the nature of our Catholic identity in the Edmund Rice tradition
- Continue to educate all members of the community about the values of Edmund Rice Education and ensure that these values are embraced
- Provide stronger orientation to prayer in the life of the College to encourage a personal spirituality
- Promote social justice initiatives in our community and in our world
- Further develop in students and staff solidarity with those in need through education and service.

## **LEADING THROUGH STRATEGIC GOVERNANCE**

- Provide appropriate formation and opportunities to empower all members of the community to model subsidiarity and demonstrate Servant Leadership consistent with the Gospels.
- Improve the College organizational chart to clearly delineate management structures. The organizational chart will highlight communication and reporting lines to enhance the effectiveness of operations within the College and ensure the College's policies, procedures and protocols are available to all stakeholders.
- Articulate to the wider College Community the inter-relationships between Edmund Rice Australia, Edmund Rice Northern Region, the College Board and the College Leadership Team to ensure decision making policies, lines of communication and accountability are clearly understood.
- Review position descriptions and selection processes for all employees to ensure these documents and people selected support the Strategic Directions of the College.
- Involve all staff in the College Budget process to ensure the College's financial position will enable adequate resources to allow students to access a holistic education incorporating high quality facilities, staffing and programs.

- Actively seek strategic partnership with educational and corporate bodies to ensure the College maintains its standing as one of Townsville’s leading academic Colleges.
- Invite indigenous parents and elders to form a “think tank” with senior staff to map out inclusive strategies to support indigenous students and to develop a Reconciliation Action Plan for the College.
- Market the College as a dynamic Catholic Learning Community for boys in the Edmund Rice tradition that redefines the education of young men.
- Continue to promote the directions of the Charter and keep the College’s Community up to date with the National Governance agenda.
- Explore ways to make the Renewal Process more meaningful and life-giving to all members of the College Community.
- Strategically develop the future of the College’s Outdoor Education Centre to enable the centre to become self-sufficient and more attractive and available to the wider community.
- Explore opportunities for the formation of a College Foundation.

## **TRANSFORMING OUR LEARNING COMMUNITY**

- Encourage the journey of lifelong learning and promote a genuine love of learning with all immediate stakeholders of the College – students, teachers and families.
- Develop a process to balance the proportion of time and resources devoted to academic pursuits.
- Enhance the subject co-ordinators profile and authority for curriculum leadership within the College.
- Design a College Curriculum framework incorporating National Curriculum and Queensland Curriculum Assessment & Reporting imperatives.
- Develop closer professional development (PD) links with the Townsville Catholic Education Office given the possibility of decreased access to Queensland Studies Authority PD in the future.
- Explore ways to enhance students learning including an increased focus on study skills and developing a shared understanding for the purpose of homework.
- Ensure best-practice teaching strategies within the College.
- Extend the whole-school literacy program to increase its awareness and effectiveness.

- Investigate and construct subjects and units of work appropriate to the needs of our increasingly diverse student population.
- Utilise a systematic approach to monitor the student's academic progress.
- Review subject offerings and timetable priorities in order to better cater for students' academic needs.

## **LIBERATING OUR YOUNG MEN**

- Review and update the IPC Behaviour Management Policy annually.
- Provide opportunities and time for staff and students alike to develop positive relationships, ensuring that when difficult situations arise, all members of the community are treated with respect.
- Develop programs and opportunities which enable students to develop appropriate socializing skills with each other and members of the opposite sex, based on confidence and resilience.
- Continue to renew an innovative anti-bullying program.
- Increase the scope and size of support programs/personnel for students with challenging behaviours.
- Provide opportunities for students to take more ownership of their individual journey at IPC, ensuring a balanced holistic education.
- Strengthen the profile and involvement of the student leaders.
- Ensure staff and students reflect valid and appropriate models of masculinity.
- Identify and develop mentoring and leadership structures for students and staff within the House System and across the College.

## **NURTURING THE IGGY PARK FAMILY**

- Provide more opportunities for parent/student/staff interaction to encourage family involvement within the College.
- Promote right relationships between, and respect the dignity of, all members of the community.
- Develop an Old Boys community that will support the operations of the College and provide ongoing links.
- Create more effective network with staff and students in Townsville Catholic Secondary Schools.

- Encourage an ongoing commitment to service as a community.

## **RESOURCING OUR FUTURE**

- Develop and prioritise a physical resourcing plan (3-5) years.
- In planning for future staffing requirements, strive to attract the best possible applicants.
- Develop timetabling methods in order to keep staff in their areas of expertise where possible, ensuring effective use of resources.
- Review timetable priorities, subject offerings and line structures in order to better cater for students' needs.
- Continue to stay abreast with IT developments and provide an up-to-date network for all College IT needs.
- Increase amount and scope of professional development to include curriculum initiatives and ICT's for all support staff.
- Develop a detailed mentoring program for all and beginning teachers.
- Ensure that all staff participate in strategic areas of professional development.
- Provide opportunities and develop an induction and training schedule for support and office staff, including WH&S.
- Review the current operations of school facilities including Hall and Tuckshop.
- Explore ways to enhance the provision of resources for the Creative Arts area.
- Increase administrative support within the College to reduce work intensification in order to ensure best practice.

## **ENSURING REFLECTIVE PRACTICE**

- Continue to support a culture of genuine reflective practice and critical self reflection.
- Engage in appraisal processes and academic audits in order to enhance the quality of teaching and learning as well as the quality of middle management.
- Promote staff accountability for the physical resources, meeting administrative deadlines, the delivery of curriculum, teaching practices, workplace health and safety and student welfare.
- Encourage more staff to participate in the James Cook University Preservice Teacher Program.