STRAEGIC PLAN

July 2014 – December 2016

Stella Maris College

INCLUSIVE
INSPIRING
INNOVATIVE
STEELA MARIS COLLEGE - OUR HISTORY

1857 Sisters of Good Samaritan founded by Archbishop JB Polding
1880 Stella Maris Manly property acquired by the sisters
1881 Convent built and Industrial school commenced
1889 Chapel built
1910 Much of original land sold
1930Present Convent and school built
1931 Stella Maris College opened with 33 students and Sr Sabina Shinnick as first Principal
1944 Primary section of Stella Maris discontinued
1954 Building extensions include a hall
1961 Wyndham Scheme commences: College offers School Certificate and Higher School Certificate
1965 Building extensions include classrooms, laboratory, library and canteen
1974 New library opened
1981 50th Anniversary 'Golden Jubilee' celebrations; 648 students
1985 Stella Maris College becomes an independent school
1987 Building extensions include Music, Art rooms and staff areas
1989 First Stella Day
1993 College incorporated
1995 Departure of Sr Lia Van Haren, last Good Samaritan Principal
1996 Allan Coman appointed as first lay Principal
1997 Convent handed over to College
2000 Master Plan for College buildings developed
2001 Heritage Refurbishment of Convent and Chapel
2004 Building project: Star of Sea Theatre, Drama and Dance studios, Music practice rooms and classrooms
2006 75th Anniversary 'Diamond Jubilee' celebrations
2009 New commercial kitchen and canteen opened
2010 Purchase of Manly Fishing and Sporting Club as second Campus
2012 Benedict Campus opened
Our Vision

“An inclusive education in the Benedictine Tradition”

Our Mission

Stella Maris College, a school of good Samaritan Education, recognises and respects the individuality of each person in the College community. This Catholic community is committed to providing an inclusive education through quality learning experiences. Students are challenged to be innovative, creative and collaborative learners in order to achieve their full potential. They are empowered to meet the demands and challenges of the 21st century and positioned to make significant and positive contributions in our world.

Our Values

At Stella Maris we focus on these Benedictine Values

- Hospitality
- Community
- Stewardship
- Peace and Justice

Our values underpin our actions and are reflected in the priority areas of this Strategic Plan.
STELLA MARIS COLLEGE - OUR FUTURE

The Stella Maris College Strategic Plan directs the Stella Maris Board and College Leadership Team, ensuring that the Vision, Mission and Values are reflected in our decisions and actions ensuring the ongoing development of the College. These are the milestones to be achieved during the current planning period.

Milestones 2014
- Implement College programs focused on the Benedictine Value of Hospitality
- Initiate Phase 1 of the Professional Learning Model for all teachers
- Conduct the ACER Well-Being survey
- Establish the revised College branding and undertake the new promotion strategy.
- Obtain the Development Application for Stages 1 and 2 of the 10-year Site Master Plan
- Recruit a new principal for Stella Maris College for the 2015 school year.

Milestones 2015
- Implement College programs focused on the Benedictine Value of Stewardship
- Successfully induct the new principal into the College and its community
- Commence building phase of Stage 1A of the 10-year Site Master Plan
- Initiate programs that engage the College with Aboriginal and Torres Strait Islander communities

Milestones 2016
- Implement College programs focused on the Benedictine Value of Community
- Complete building phase of Stage 1A of the 10-year Site Master Plan
- Prepare for Stage 1B of the 2014 College 10-year Site Master Plan.
Core Priority 1: EXTEND CATHOLIC IDENTITY AND CULTURE

‘Let them prefer nothing whatever to Christ...’
Rule of Benedict Chapter 72

We enliven the Good Samaritan Benedictine charism by fostering

- the seeking of God through formation, prayer, ritual and reflection
- a life centred on the gospels which
  * articulate and animate our values
  * promote social justice
  * nurtures a personal relationship with Jesus
- a commitment to partnership and Christian community by
  * social action
  * supporting the needs within the local community
  * friendship with Aboriginal and Torres Strait Islander communities
  * activities to support refugees and asylum seekers
  * participation in Good Samaritan Immersion projects and activities

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<tr>
<th>ACTIONS</th>
<th>RESPONSIBILITY</th>
<th>TIMING</th>
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<tbody>
<tr>
<td>Focus on one of our core Benedictine values of Stewardship, Community, Peace &amp; Justice and Hospitality each year; increasing awareness of the value and highlighting its importance with special programs.</td>
<td>Leadership Team</td>
<td>2014-2016</td>
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<td>Animate the College’s Social Justice Framework</td>
<td>Mission Team</td>
<td>2014-2015</td>
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<td>Explore and initiate avenues of engagement with Aboriginal and Torres Strait Islander communities.</td>
<td>Mission Team</td>
<td>2015</td>
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<tr>
<td>Increase participation in Good Samaritan Education immersion and ministry activities by staff, students and Board members.</td>
<td>Leadership &amp; Mission Teams</td>
<td>2015-2016</td>
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‘... that the strong have something to strive for and the weak nothing to run from.’

Rule of Benedict Chapter 64

We ensure that Stella Maris is a vibrant learning community through

- a commitment to the Stella ‘Star’ Learning Framework where:
  * students are challenged to be critical, innovative, creative and collaborative learners in order to reach their full potential
  * there is an explicit culture of learning
  * there are high expectations
- contemporary teacher professional learning
- parental engagement in their daughter’s learning

### Core Priority 2: ENHANCE TEACHING AND LEARNING

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<tr>
<td>Implement Professional Learning Model for all teachers that:</td>
<td>Director of Innovative</td>
<td>2014-2016</td>
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<td>* engages with the AITSL Professional Standards for Teachers</td>
<td>Learning</td>
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<td>* ensures proficiency with the Stella ‘Star’ Learning Framework</td>
<td>Dean of Mission and Learning</td>
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<td>* promotes pedagogical dialogue</td>
<td>Leadership Team</td>
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<td>* strengthens collaborative models of curriculum design and planning</td>
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<td>Profile the academic achievement of each student to monitor learning</td>
<td>Dean of Mission and Learning</td>
<td>2014-2016</td>
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<td>gain, and identify areas of strength and areas for future development</td>
<td>Heads of Departments</td>
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<td>Initiate programs to facilitate greater engagement of parents in</td>
<td>Leadership Team</td>
<td>2014-2016</td>
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<td>their daughters’ learning</td>
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<td>Provide up to date resources on a prioritized basis for teaching and</td>
<td>Leadership Team</td>
<td>2014-2016</td>
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<td>learning</td>
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Core Priority 3: SUSTAIN COMMUNITY WELLBEING

‘All guests who present themselves are to be welcomed as Christ...’  
Rule of Benedict Chapter 53

We promote wellbeing and effective relationships throughout the Stella Maris community by

- valuing the dignity of each person
- developing resilience, self-belief and confidence which are values in all members of our community
- supporting and valuing diversity
- promoting inclusivity and a sense of belonging
- fostering pride in themselves and as a member of the Stella community
- promoting respect for all members of the College community
- encouraging parents and staff to work in partnership to ensure the safety and wellbeing of students

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<tr>
<td>Maintain the diversity of curricular and extracurricular activities to provide opportunities for every student to be included and achieve individual success</td>
<td>Leadership Team</td>
<td>2015-2016</td>
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<tr>
<td>Ensure the Deputy Principal and her team retain leadership of the Pastoral Care program</td>
<td>Principal and Deputy Principal</td>
<td>2015-2016</td>
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</table>
| Undertake the ACER Wellbeing Survey to guide pastoral planning | Dean of Mission and Learning  
Director of Innovative Learning | 2014-2015 |
| Provide for students more programs in Christian Leadership and make available additional opportunities for them to apply their leadership skills | Leadership Team | 2015-2016 |
Core Priority 4: PROVIDE LEADERSHIP AND GOVERNANCE

*‘... the prioress or abbot must always remember what the little signifies and act accordingly’*

*Rule of Benedict Chapter 2*

We effectively lead and govern the College by

- developing and overseeing effective policies and procedures
- successful strategic planning
- ensuring clear lines of responsibility and levels of authority
- succession planning for the Principal/CEO, College Board, Board Committees, Leadership Team and critical roles

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<tr>
<td>Monitor</td>
<td>Leadership Team</td>
<td>2014-2016</td>
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<td>- Compliance</td>
<td>Board</td>
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<td>- Accountability</td>
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<td>- Risk Management</td>
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<td>Ensure that the knowledge and experience of key personnel is retained through discussion, thorough documentation and a shared team approach</td>
<td>Leadership Team</td>
<td>2014-2016</td>
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<td>Develop performance, goal setting and review procedures for all staff in line with AITSL guidelines</td>
<td>Leadership Team</td>
<td>2014-2015</td>
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<td>Oversee the successful transition of new Principal</td>
<td>Chair Board</td>
<td>2015</td>
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<td>Leadership Team</td>
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<td>Develop an ongoing strategic planning policy</td>
<td>G&amp;N Committee</td>
<td>2014</td>
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Core Priority 5: ENSURE SUSTAINABILITY AND STEWARDSHIP

‘... regard all... goods of the monastery as sacred vessels of the altar, aware that nothing is to be neglected.’
Rule of Benedict Chapter 31

The viability of the College is achieved by ensuring that quality teaching and learning is supported by:

- sound financial management
- contemporary facilities and resources

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<td>Undertake revision of branding, website, marketing and promotion</td>
<td>D&amp;S Committee</td>
<td>2014</td>
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<td>Appoint a Development Officer</td>
<td>Principal</td>
<td>2014</td>
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<td>Obtain Development Application approval and execute Stage One of Master Plan</td>
<td>Principal B&amp;R Committee</td>
<td>2014-2016</td>
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<td>Develop and maintain an asset management plan</td>
<td>Business Manager</td>
<td>2014-2015</td>
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<tr>
<td>Augment College History in association with Sr Lia Van Haren</td>
<td>D&amp;S Committee</td>
<td>2016</td>
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<tr>
<td>Ensure budget is managed to provide ongoing investment in future facilities</td>
<td>Business Manager</td>
<td>2014-2016</td>
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