



**Mount
Carmel
College**

We nurture.
We challenge.
We care.



STRATEGIC PLAN 2015 – 2019





Contents

02	Introduction
04	Mission and Vision
06	History
07	School improvement
08	Catholic culture and ethos
10	Wellbeing
12	Learning community
14	Leadership
16	College identity







Introduction

Mount Carmel College, a Catholic school for girls and young boys, inspires its students to flourish, to celebrate their many talents and to become young people of faith who will strive to make a difference in the world. At the heart of our mission is the rich heritage we have inherited from the Sisters of Charity, and which we proudly acknowledge, a heritage of service and commitment to social justice.

Mount Carmel embraces best practice in education. Its students are encouraged to identify and pursue academic excellence and to actively partake in sporting endeavours, cultural pursuits and social justice initiatives. The College is committed to each individual's full development: spiritual, academic, social-emotional and physical.

Our pastoral care philosophy builds an environment characterised by Gospel values: compassion, justice, tolerance, forgiveness and love. These values guide our teaching, our policies and practices, our interactions with students and their families. They are the foundation stones of the Mount Carmel culture.

Our strategic plan is based on consultation with students, staff, parents, the College Board and others within our College community. As we prepare for the next steps of our journey as a learning community, we gratefully acknowledge the wisdom and foresight of our founders and look to both present and future generations to continue the shaping of a dynamic, innovative and caring community of lifelong learners. The Plan covers a five year period, anticipating future opportunities and challenges, with clear signposts for evaluation and monitoring. This document supports the vision and mission of Mount Carmel by providing guidance for the strategic direction of the College.

Mission

In a vibrant Catholic community, we:

- foster the development of the whole person;
- engender a knowledge and love of life, humanity and God's creation;
- inspire our students to be advocates of peace and justice and of service to others.

We nurture.
We challenge.
We care.

Vision

With Christ as our guiding light and in the spirit of the Sisters of Charity, we strive to challenge individuals to develop their potential, live their faith and contribute to shaping a socially just society with courage, confidence and integrity.





History

Mount Carmel Junior School was founded by the Sisters of Charity in 1942. The Sisters of Charity were the first group of Women Religious to come to Australia in 1838 and to Tasmania in 1847. "Little Mount Carmel" began in a house in View Street, Sandy Bay, and transferred to "Lauramont" on its present site overlooking the Derwent River, in 1947. In 1957, St. Joseph's College merged with Mount Carmel and the school became known as Mount Carmel College.

The founders' commitment, from the beginning, was to improve educational opportunities, especially for young women, equipping them with skills to make a positive contribution to society. We remain true to this focus today at the College, and strive to provide an education which fosters creative thinkers, confident problem solvers and independent learners.

Building works and refurbishments have continued since the College's origin and, guided by our 2015-2019 Strategic Plan, we look forward to the development of facilities that will further cater for optimal learning outcomes, including a purpose designed Middle Years Centre, created to cater to the distinctive learning needs of the early adolescent phase. It is critical during this stage to ensure the provision of diverse opportunities for critical thinking, autonomy and supported risk taking. Our building plan will facilitate resources specifically for these needs, while subsequent re-design and re-allocation of other learning spaces will focus on the alignment of spaces to foster healthy relationships and flexible learning opportunities.

Our community faces the challenge of the future by looking with confidence to the mission of the Sisters of Charity for the spirit of strength, service and compassion which characterised their efforts.





School improvement

Mount Carmel College is committed to the process of School Improvement and is guided by the framework provided by the Tasmanian Catholic Education Commission. The College is accountable to parents, to students, government and our community. Our governance model is sound, with appropriate mechanisms to oversee decisions. The five components of our 2015-2019 Strategic Direction Plan have been chosen to enable the Charity ethos of our school to be fostered and strengthened: Catholic Culture and Ethos; Wellbeing; Leadership; Learning Community and College Identity.

Our Strategic Direction 2015-2019 reflects the College's ongoing commitment to facilitating the opportunity for each student to flourish in a learning environment that is enriched by Catholic faith and the Sisters of Charity traditions.



Catholic culture and ethos

We are loved, called and inspired by God to proclaim and live the mission of Catholic Christianity through our educational culture and ethos.

GOALS	STRATEGIES / ACTION PLAN	PERFORMANCE MEASURES
The following key indicators will assist in assessing our goals:		
<ul style="list-style-type: none"> • To inspire students to know, understand and live out the gospel values of Catholic Christianity as an expression of faith in our modern world. 	<ul style="list-style-type: none"> • To review our Religious Education curriculum and courses for depth, relevance and Catholicity. 	<ul style="list-style-type: none"> • Increased level of participation amongst students and staff in liturgies, Reflection Days, rituals of sacramental engagement.
<ul style="list-style-type: none"> • To continue to share the story of our faith traditions and promote it so that our Catholic identity is enriched. 	<ul style="list-style-type: none"> • Invite 'expert' speakers and mission teams to assemblies, classrooms and Reflection Days to broaden student/staff exposure to modern day evangelisation. • Strengthen our relationship with the Mary Aikenhead Foundation and the Sisters of Charity. • Build a foundation path which traces the heritage of the Sisters of Charity and construct a Charity Contemplation Space. • Explore ways of enhancing and promoting the Charity traditions through the naming of buildings and increasing religious symbolism through the College, thus strengthening our links with Mary Aikenhead and the Charity charism. 	<ul style="list-style-type: none"> • Re-structured building and outside spaces, used by staff and students for reflection, contemplation and prayer. • Staff engagement with the Mary Aikenhead Foundation. • Student awareness of the 'loving story' of the Sisters of Charity.
<ul style="list-style-type: none"> • To ensure that we stand with the marginalised both within and beyond our community by providing more community outreach opportunities. 	<ul style="list-style-type: none"> • Build and strengthen connections with organisations and missions, with a focus on contemporary faith in action. • Identify and respond to the needs of our College community. • Develop a peace, justice and advocacy philosophy across the College. • Increase student understanding of the relevance of faith to life and society. 	<ul style="list-style-type: none"> • The establishment of a structured community outreach program which also provides an opportunity for reflection.
<ul style="list-style-type: none"> • To foster the spiritual development of students and staff through liturgy and Religious Education programs. 	<ul style="list-style-type: none"> • Provide varied opportunities for experiential learning, encouraging spiritual growth of staff and students through liturgy and Religious Education programs. • Encourage more of our teachers to be accredited to teach Religious Education and offer professional learning pathways in spirituality and theology for staff. • Explore the scope for the possibility of a pilgrimage. 	<ul style="list-style-type: none"> • The submission of a proposal for a pilgrimage. • Increased numbers of staff who are accredited to teach Religious Education.

To foster the spiritual development of students and staff through liturgy and Religious Education programs.



GOALS	STRATEGIES / ACTION PLAN	PERFORMANCE MEASURES
The following key indicators will assist in assessing our goals:		
<ul style="list-style-type: none"> • Participate in the evangelising mission of the Catholic Church. 	<ul style="list-style-type: none"> • Ensure an ardent focus on the gospels and teaching of Jesus Christ as transmitted in the Catholic tradition with-in academic and co-curricular programs, and pastoral care structure. • Develop youth evangelisation teams within the student body. • Invite participation in retreats. 	<ul style="list-style-type: none"> • Student involvement with youth evangelisation. • Inclusion of reference to gospels in our unit documentation and programs.
<ul style="list-style-type: none"> • To strengthen our Eucharistic community and raise awareness of the sacraments. 	<ul style="list-style-type: none"> • Continue to provide opportunities for community Eucharistic celebrations and further provide encouragement to participate in sacramental preparation programs. • Ensure that the responsibility for daily prayer and liturgy is shared and celebrated by the whole College Community. • Provide support for parents to foster the spiritual development and prayer life of their children. 	<ul style="list-style-type: none"> • Increased numbers of students and staff seeking and receiving Baptism and/or Holy Communion and Confirmation. • An increase in the number of staff who volunteer to lead prayer. • Review of communications regarding parish sacramental programs.

Wellbeing

We recognise the intrinsic relationship between student wellbeing, pastoral care and learning. The College supports an explicit focus on the provision of a safe, contemporary and effective learning environment, where the dignity of individuals is fundamental to the growth and development of each person.

GOALS	STRATEGIES / ACTION PLAN	PERFORMANCE MEASURES
		The following key indicators will assist in assessing our goals:
<ul style="list-style-type: none"> • To inspire, stimulate, encourage and support the wellbeing and holistic development of individuals within our learning community. 	<ul style="list-style-type: none"> • Develop a shared understanding of student wellbeing and its explicit link to safe, effective learning environments. • Review and refine our Wellbeing programs. • Develop a Wellbeing Team for staff. • Create contemplation garden. • Continue and extend programs and opportunities to foster resilience, personal identity, respect and self-worth. 	<ul style="list-style-type: none"> • The evaluation of data such as attendance, pastoral and academic information, recorded on learning management systems. • The development of a sequential and age-appropriate wellbeing-focused pastoral program which would be reviewed annually to address current needs. • Assessment of attendance of staff and students.
<ul style="list-style-type: none"> • To nurture a social environment where students are safe, respected and supported and their social/emotional resilience is fostered. 	<ul style="list-style-type: none"> • Establish a framework to enhance connection and communication between Primary, Middle and Senior school. • Increase opportunities for students to have a voice in decision making. • Revisit and strengthen our Restorative Practice Framework which encompasses a proactive approach to the management of bullying. • Enhance the day to day practice of the Home Room Teachers emphasising the development of the social/emotional wellbeing of students. • Strengthen transition processes across the College and into the College. • Provide multiple opportunities to identify and support 'at risk' students. • Further develop the awareness of counselling and support services amongst staff, students and parents. • Integrate a sequential pastoral program aimed at educating students about issues of cyber-safety and responsible digital citizenship. 	<ul style="list-style-type: none"> • Evaluation and review of relevant Individual Education Plans and the communication of this information in a sensitive and pastorally appropriate manner. • A well-utilised learning management system which collates data about student needs and wellbeing. • A register of opportunities for student input and consultation. • Active monitoring of student and staff safety and wellbeing.

To promote healthy attitudes to participation in the life of the College, designed to develop a sense of belonging and build positive relationships.



GOALS	STRATEGIES / ACTION PLAN	PERFORMANCE MEASURES
		The following key indicators will assist in assessing our goals:
<ul style="list-style-type: none"> • To promote healthy attitudes to participation in the life of the College, designed to develop a sense of belonging and build positive relationships. 	<ul style="list-style-type: none"> • Facilitate the provision of a contemporary program of co-curricular activities which encourages and celebrates broad participation. • Foster the building of relationships between staff/students and students/students, both within their respective year level and across the College. • Establish a clear philosophy regarding team selection. • Offer a broad and rich co-curricular program. • Foster opportunities and programs to develop leadership qualities in students and awareness of servant leadership model. 	<ul style="list-style-type: none"> • Increased attendance and engagement in Kids Matter workshops by both staff and parents. • An equal opportunity to represent the College in co-curricular activities. • Feedback provided from staff, students and community members. • Review of opportunities provided. • Ongoing demonstration of servant leadership within student population. • Data that measures the number of students involved in co-curricular activities.



Learning community

We strive to challenge each individual and enhance their sense of personal worth through the building of a respectful and rigorous learning community.

GOALS	STRATEGIES / ACTION PLAN	PERFORMANCE MEASURES
<ul style="list-style-type: none"> • To provide a transformational education, with the highest quality 21st Century pedagogy, tailored to inspire a love of learning and respond to individual needs. 	<ul style="list-style-type: none"> • Ensure that teaching pedagogy and professional learning connects to the growing needs of the 21st Century learner in order to maximise educational opportunities. • Facilitate teacher development through collegial observation, mentoring and dialogue and create pathways for this through timetable structure. • Continue to provide for a differentiated curriculum, in which teaching staff add value to learning programs and facilitate opportunities for the highest educational outcomes for all students. • Combine flexible and innovative ways of structuring our classes, to maximise learning and engagement. • Create spaces which enhance the quality of student learning, provide for different learning styles and enable a range of teaching strategies. • Strengthen educational provision for students with learning needs, including gifted and talented students. • Utilisation of every space as a potential learning opportunity. 	<p>The following key indicators will assist in assessing our goals:</p> <ul style="list-style-type: none"> • Improved NAPLAN and other standardised testing results. • Tracking of data from senior secondary schools. • Data analysis which indicates individual student progress. • Teacher and student feedback regarding the functionality of spaces. • Observation of student connectedness. • Increased enrolments and retention of students.



To build a learning environment which challenges our students to display discerning, creative and critical thinking.

GOALS	STRATEGIES / ACTION PLAN	PERFORMANCE MEASURES
The following key indicators will assist in assessing our goals:		
<ul style="list-style-type: none"> • Develop an innovative and engaging Middle Years (6,7,8) program. 	<ul style="list-style-type: none"> • Explore and implement best practice for Middle Years and enhance our Middle Years philosophy and pedagogy catering for a clear focus on engagement, resilience and social development. • Develop a targeted Year 8 experiential development program to build learning and life skills. 	<ul style="list-style-type: none"> • Established Middle Years program. • Established Year 8 experiential program.
<ul style="list-style-type: none"> • To build a learning environment which challenges our students to display discerning, creative and critical thinking. 	<ul style="list-style-type: none"> • Provide authentic, experiential learning opportunities for personal and interpersonal growth and learning through challenge and resilience building experiences. • Extend upon the culture of academic endeavour and excellence, increasing opportunities for academic efforts to be shared and celebrated. • Encourage in students a passion for learning/knowning and understanding within specific subjects. 	<ul style="list-style-type: none"> • Integration of thinking skills being explicitly taught across all year levels. • Implementation of a sequential, skill based camp program. • Targeted Year 8 endeavour and challenge program.
<ul style="list-style-type: none"> • To maintain an exemplary standard of teacher professionalism and practice 	<ul style="list-style-type: none"> • Commit to and provide opportunities to support ongoing professional development for all teachers, with an emphasis on on-site, team-based collegial, professional development. • Build on structures which require staff to commit to professional growth and renewal by identifying priorities for their individual professional development. • Recruit quality teachers and recognise ongoing achievements. 	<ul style="list-style-type: none"> • An increase in internal professional development opportunities addressing staff priorities. • Positive feedback from all key stakeholders such as parents, students and staff.
<ul style="list-style-type: none"> • Continue to implement the Australian Curriculum. 	<ul style="list-style-type: none"> • Encourage a whole-school approach to contemporary learning models aligned with the Australian Curriculum. 	<ul style="list-style-type: none"> • Adoption of a fully integrated Australian Curriculum within the College.



To promote
a culture
of ongoing
innovative
practice and
improvement.

Leadership

We are inspired by the model of service leadership in the person of Jesus Christ. At Mount Carmel College we commit to prayerful, collaborative and consultative leadership, respecting the dignity of all members of our community.

GOALS	STRATEGIES / ACTION PLAN	PERFORMANCE MEASURES
The following key indicators will assist in assessing our goals:		
<ul style="list-style-type: none"> • To continue to build leadership at all levels, facilitating an environment where individuals feel confident that they can make a positive contribution to the life of the College. 	<ul style="list-style-type: none"> • Develop opportunities for staff and student team work and collaboration. • Create a culture where all voices can be heard and are valued and respected. • Facilitate scope for authentic leadership and ownership in each year level. • Re-evaluate current student leadership structures and explore other potential growth models. 	<ul style="list-style-type: none"> • Improved and flexible model of student leadership within the College. • Meetings that are opportunities for collegial dialogue and sharing of ideas. • Staff work in teams that are engaged and goal oriented. • Quality staff will be attracted and retained. • An increased number of students will aspire to and be involved in a range of leadership initiatives. • Communication is respectful, honest and open.
<ul style="list-style-type: none"> • To ensure strong financial stability and growth and resource the College's aspirational future. 	<ul style="list-style-type: none"> • Review and implement programs and initiatives to target growth needs. • Explore avenues to increase revenue through funding support, grants, donations and community events. 	<ul style="list-style-type: none"> • Retain existing students and increase enrolments. • Increased and strengthened relationships with the community.
<ul style="list-style-type: none"> • To promote a culture of ongoing innovative practice and improvement. 	<ul style="list-style-type: none"> • Assess and respond to the needs of individual year levels. Involve leading staff to pioneer and drive programs/initiatives. • Facilitate opportunities for staff to work together in professional teams. • Facilitate the development of professional learning communities. • Increase teacher familiarisation and engagement with AITSL Standards. 	<ul style="list-style-type: none"> • The implementation of educational initiatives which address the particular needs of a specific year level. • Establishment of professional learning communities which meet regularly.
<ul style="list-style-type: none"> • To collaboratively share responsibility for leading student learning. 	<ul style="list-style-type: none"> • Develop an appraisal and performance development culture within the College with an emphasis on developing best practice and supporting emerging leaders. 	<ul style="list-style-type: none"> • Retention and engagement of students in targeted levels. • Teachers use self-reflection tool to measure their professional learning goal.
<ul style="list-style-type: none"> • To optimise the College's communication processes. 	<ul style="list-style-type: none"> • Introduce bi-annual College publication connecting past, present and prospective families of Mount Carmel. • Provide training and ongoing support in the use of Seqta (Learning Management System) for all staff. 	<ul style="list-style-type: none"> • Appropriate use of Seqta. • Elicit feedback from key stakeholders. • Increased number of participating alumni.

College identity

We are shaped by the traditions of the Sisters of Charity and inspired to interpret this vision in a contemporary context.

GOALS	STRATEGIES / ACTION PLAN	PERFORMANCE MEASURES
The following key indicators will assist in assessing our goals:		
<ul style="list-style-type: none"> • Strengthen and celebrate our identity as a Catholic college for girls' and young boys' education. 	<ul style="list-style-type: none"> • Increase wider community awareness of the unique characteristics of our College. • Review the College uniform with a view to increasing student sense of pride. • Enhance the aesthetic reference to our historical founders. • Ensure a contemporary expression of our Catholicity throughout the College. 	<ul style="list-style-type: none"> • Integration and showcase of dynamic, visual expressions of our Catholic faith. • Formation of a uniform review committee and implementation of a more contemporary uniform, following broad community consultation. • Adoption of a targeted marketing strategy. • Creation of a foundation walk and contemplation garden.
<ul style="list-style-type: none"> • Build community connectedness to maximise our presence on a local, national and global platform. 	<ul style="list-style-type: none"> • Manage our communication, promotion and marketing efforts to increase and enhance the community profile of our College. • Review our enrolment processes and include Open Day/Welcome Sessions as a marketing medium. • Foster and strengthen links with alumni, inviting their ongoing involvement in the life of the College and acknowledging their achievements. • Consider a range of initiatives to successfully engage prospective parents and students. 	<ul style="list-style-type: none"> • Collation of attendance and enrolment data resulting from marketing strategies. • An established register of alumni and increased participation in Old Scholars' events. • Conduct successful Open Days/Welcome Sessions. • Featured stories of alumni in our College publications.
<ul style="list-style-type: none"> • Consolidate and increase our capacity for enrolments, while maintaining our unique and nurturing environment which enables students to flourish and reach their potential. 	<ul style="list-style-type: none"> • Establish greater links between Primary, Middle and Senior years. • Explore the possibilities for multi-age groupings to foster relationships, and enhance learning opportunities and social wellbeing. • Promote a scholarship fund to provide opportunities for Year 7 students to access MCC education. • Update and revise our Capital Development Plan. 	<ul style="list-style-type: none"> • The College's financial position will be sustainable. • Enrolment targets will be met. • Increased opportunities for interaction between primary, middle and senior years. • A well-resourced and publicised scholarship fund. • Feature stories about scholarship recipients in College publications. • Implementation of Capital Development Plan.



To promote healthy attitudes to participation in the life of the College, designed to develop a sense of belonging and build positive relationships.



Mount Carmel College

361 Sandy Bay Road, Sandy Bay, Tasmania, 7005

PO Box 217, Sandy Bay, Tasmania, 7006

Phone: +61 3 6216 7900 | Fax: +61 3 6216 7999

Email: info@mountcarmel.tas.edu.au

www.mountcarmel.tas.edu.au

We nurture. We challenge. We care.