



STRATEGIC PLAN
2022 - 2026



LOVE, LEARN, LEAD AND SERVE

Marist College Ashgrove was established in 1940 by the Marist Brothers with its mission to educate boys in the Marist tradition to love, learn, lead and serve. The founder of Marist Education was St Marcellin Champagnat, a priest from Southern France. He was changed due to an experience of blessing a dying boy, only to see that he had little education and no understanding of God. His passion and determination to then start a religious order to address this concern led to schools being established throughout the world, including Australia and Ashgrove in Brisbane. Marist College Ashgrove has been an integral part of boys' education in Queensland for over 80 years.

Our College Mission is to educate boys in this Marist tradition that is spirituality inspired by St Marcellin Champagnat. This Marist charism encourages young men to love all people equally, be life-long learners, to lead positively and to serve all, especially those in need. Our vision is to provide a holistic education - achieving excellence in academics whilst facilitating a boy's spiritual, cultural, social and physical development. Teaching and learning that focuses on ways in which boys learn best is our specialty. Our staff are experienced in using pedagogy to maximise boys' learning and there is a shared goal to ensure boys reach their full potential.

Marist College Ashgrove aspires to be a welcoming community where all are treated with dignity and respect because all people are formed in God's 'image' and 'likeness' (Genesis 1:26-27). The pastoral care of each boy is paramount. Gospel values provide a framework for teachings that are inherently espoused at Marist Ashgrove - integrity, right relationships, humility, character, honesty, persistence, resilience, acceptance, reflection and compassion for all. This is the Marist tradition and legacy and we aim for this to live on through the 2022-2026 Strategic Plan.

Marist College Ashgrove prides itself on the partnerships it builds with families and the broader community to develop young men with both the capacity and courage to lead. Marist College Ashgrove graduates are well-rounded, self, and socially aware citizens. They are empathic to the needs of others, and resilient young men, who, upon graduation, have developed the skills and confidence to strive boldly and courageously for their goals, whilst humbly making the world a better place.

Marist College Ashgrove is a member school of Marist Schools Australia and is governed by the Board of Marist Schools Australia Ltd. Catholic identity is central in our boys' education. The College is supported by the generous contributions of the College staff, parents and alumni to create a warm, unique and identifiable family spirit.

Throughout 2021, the College's Executive Leadership Team, College Leadership Team and the College Advisory Council have worked with staff, parents and peak school-community bodies to develop this plan. It builds on considerable achievements over many years and looks forward, with hope, to the continued fulfillment of St Marcellin Champagnat's vision to educate young men to make an enduring difference in our society.

The Strategic Plan focuses on the next five years (2022 – 2026) and has been created at a time of significant change in our society. As part of the plan, we will endeavour to define the attributes of a Marist graduate. In a fast-changing global era, this will present a challenge for the whole community as we attempt to understand the trends and complexities of our graduates' futures.

THIS STRATEGIC PLAN IS BASED AROUND 5 FOCUS AREAS:

- **Evangelisation of the College Community in Faith**
- **Maximising Growth**
- **Pastoral Care and Wellbeing**
- **People and Processes**
- **Stewardship and Sustainability**

The Marist College Ashgrove family pledges its commitment to ensuring the Strategic Plan 2022-2026 becomes a living reality.

Head of College
Mr Michael Newman



OUR MISSION AND VALUES

COLLEGE MISSION

To educate boys in the Marist tradition inspiring them to love, learn, lead and serve.

COLLEGE VISION

Marist College Ashgrove is a Catholic learning community inspired by St Marcellin Champagnat's vision to make Jesus known and loved.

We provide a holistic education in an environment that is engaging and challenging, empowering young men to achieve their personal best.

We equip our boys with the resilience, skills and capabilities to be good Christians, good citizens and lifelong learners in a complex and ever-changing world.

KEY MARIST VALUES

We strive for:

SIMPLICITY | PRESENCE | LOVE OF OUR WORK | FAMILY SPIRIT | AND BEING IN THE WAY OF MARY





EVANGELISATION OF THE COLLEGE COMMUNITY IN FAITH

INTENT:

Marist College Ashgrove is an inclusive Catholic community animated and inspired by the Marist spirituality.

STRATEGIES:

To enhance the Catholic identity and Marist spirituality, the College will:

Develop a strong Catholic Spirituality Plan

- Develop a spirituality plan for all members of the community incorporating the elements of: liturgy, prayer, retreats, social justice activities, and curriculum.
- Design and deliver a targeted and comprehensive Faith Formation Program for staff to develop religious literacy in the Christian, Catholic and Marist faith traditions, including retreats, spiritual and theological education, social justice opportunities and prayer experiences.
- Grow the religious literacy of students in the Catholic Christian tradition and Marist spirituality including: retreats, spiritual and theological education, social justice opportunities and prayer experiences.
- Define and enable the attributes of a Marist graduate.

Communicate and promote Catholic identity, spirituality and values

- Sustain and deepen the community's knowledge of Marist spirituality and the Catholic Christian tradition.
- Sustain and deepen staff understanding of the Catholic identity of the College and the need for its promotion by them.
- Ensure the communication of college life reflects the Marist College Mission and Values.
- Foster an inclusive and welcoming family spirit which upholds the dignity of all people.
- Advance and enable the Marist College Reconciliation Action Plan.
- Develop and implement a staff and student induction program that enables our staff and boys to understand and live Marist values and Catholic spirituality.

Sustain and deepen faith experience

- Create opportunities for lived faith experiences of prayer and formation.
- Facilitate opportunities for students to create, lead and participate in liturgy, social justice, outreach and advocacy.
- Develop and implement valuable year group retreat experiences.
- Provide faith experiences and connection with the wider Marist College Ashgrove community.
- Develop and implement practical prayer forms for our boys which develop in them an appreciation of God's unconditional love, e.g. silent meditation.
- Encourage staff to authentically share their faith experiences with students.

Design and deliver high-quality Religious Education

- Critically review Religious Education programs and resourcing.
- Strengthen the capacity of Religious Education teachers to deliver engaging, student-centred learning that is integrally Catholic.



MAXIMISING GROWTH

INTENT:

Marist College Ashgrove is a leader in maximising student and teacher growth.

STRATEGIES:

To ensure student growth, the College will:

Create a strong culture of learning

- Promote the discussion, analysis and publishing of student achievement data internally and externally enabling academic improvements for all students and more responsive and effective teaching.
- Encourage and enable students to track their own data and therefore, own their learning.
- Continue to develop and formalise the Academic Care Program, including student academic interviews.
- Review interim and progressive reporting to provide optimal information to parents and students.
- Use student exit data to promote the successful outcomes of students at Marist.
- Celebrate success through the implementation of a College awards night, point of time recognitions and academic assemblies.
- Strive for improved NAPLAN results as indicators of literacy and numeracy
 - 100% value added across year levels
 - All domains to be 10% above national mean for Years 7 and 9 (Year 5 a minimum of 5%)
- Strive for improved senior data including:
 - 100% of students attaining a Queensland Certificate of Education (QCE)
 - Over 45% of the cohort achieving an ATAR above 90
 - Over 10% of the cohort achieving an ATAR above 99
 - 100% completion rate for Certificate and Diploma courses

Strive for excellence in boys' education

- Review and respond to the academic growth of boarders and the effectiveness of current study programs, including involvement and input from the Academic Care Team.
- Examine subject offerings so they provide optimal opportunities for our boys to achieve their personal best.
- Review and adjust where necessary, the College's learning enrichment and support processes/programs to improve student outcomes in the classroom.
- Revise the extension opportunities for our boys, e.g. implement a STEAM Excellence Program.
- Continue to provide relevant and successful pathways for all boys – including Vocational Education.
- Evaluate the work experience program for students.
- Analyse the structure of the timetable to allow best student outcomes.

Continue to build teacher capacity

- Develop an agreed, shared and helpful learning framework and pedagogy designed to enhance boys' learning outcomes at the College.
- Provide targeted professional learning for teaching staff.
- Utilise high-impact teaching strategies.
- Use data to differentiate teaching and learning strategies.
- Provide professional development for the engagement of IT systems for learning.
- Review academic growth of Indigenous students and the effectiveness of the current study programs and respond to these findings.
- Provide professional development on the implementation of current curriculum content and assessment standards.
- Develop mentorship, shared practice and staff collegial programs.

Continue to progress resources and processes

- Provide classroom environments which enable and encourage a variety of successful pedagogical strategies for boys.
- Develop an eLearning plan.
- Develop a curriculum plan for the College which is enacted for the academic improvement and progress of each boy. Elements of this plan would include: assessment, planning, exceptional learners, pedagogy of the College, communication with parents, subject offerings, data and its use for academic improvement and external indicators.
- Communicate and monitor with parents and students the importance of achieving learning outcomes together.
- Ensure that wellbeing and learning are an integral link through social and emotional programs.





PASTORAL CARE AND WELLBEING

INTENT:

The dignity and wellbeing of all students and their families is enhanced and assured based on the belief that we are all made in the image and likeness of God (Genesis 1:27)

STRATEGIES:

To ensure student wellbeing, the College will:

Enable a Marist-centric Pastoral Care framework

- Enable the Marian focus of Marist education to highlight respect, equality and dignity for all women at all times.
- Focus on Marist College Ashgrove being a safe place for all students.
- Prioritise research evidenced practices of wellness of mind and body, leadership, resilience, character development, emotional intelligence and respect for self and others.
- Develop and maintain a right relationships and consent program for all boys throughout the College.
- Ensure opportunities for positive interactions with women and girls to develop relationships based on mutual respect, understanding and good citizenship.
- Implement age-appropriate pastoral care opportunities.

Connect strongly with families and the community

- Develop strong connections with the wider college community through planned college activities and excellent communication.
- Provide connections with Old Boys, future families and the wider community.
- Provide support to families in dealing with their boys when in need.
- Enable education and in-service opportunities for boys and their families on adolescent boy related welfare topics.

Design policies and resources that encourage and promote safety, care and inclusion

- Monitor and review application of policies and processes ensuring issues of safety and inclusivity.
- Proactively ensure the consistent implementation of the College Bullying Policy and so, encourage an inclusive and accepting environment.
- Develop a comprehensive and practical welfare plan for the College, catering for the needs of each individual boy. Elements of such a plan will include both proactive and reactive elements – for example: discipline procedure, responsible thinking program, mental health, camps, ASH program, consent and right relationships, bullying, dress and grooming standards, guest speakers, procedures, emotional literacy, understanding and regulation, and House system activities.
- Review and develop best practices of care for our boys in boarding.

Provide student opportunities across all year levels

- Implement a forum where student voices can be expressed and peer mentoring enabled.
- Further develop leadership opportunities for boys in each year level.
- Ensure a comprehensive program in sport and cultural activities at the College which enables high participation, success and excellence.
- Develop and implement a positive reinforcement program of student expected behaviour.

Insist on high expectations of behaviour across the student body

- Insist on and monitor high standards in behaviour, wearing the College uniforms and grooming, both internally, and when representing the College.
- Develop a system with rewards to promote desired behaviours.
- Create a more publicly acceptable, thorough, fair and equitable internal student behaviour investigation process.



PEOPLE AND PROCESSES

INTENT:

Marist College Ashgrove has a high performing staff committed to professional improvement and growth.

STRATEGIES:

To ensure the ongoing wellbeing and development of skills and resourcefulness of the College staff, Marist College Ashgrove will:

Develop a staff which is highly functional

- Introduce a staffing strategy to attract, develop and retain highly skilled teachers, educational leaders and support staff.
- Strengthen and develop current college leadership capabilities, including middle leadership.
- Review structures in the boarding school and staffing implications.
- Acknowledge, review and improve staff wellbeing opportunities at the College.
- Enable cross training of non-teaching staff to ensure succession planning, collaboration, support and appreciation.

Enable a workforce which is supported

- Deliver high-quality planned and systematic professional learning for all staff which is linked to the Strategic Plan.
- Enable staff to build a relevant program of professional learning that correlates with the Strategic Plan.
- Build the capacity and skills of our Middle Leaders.
- Provide opportunities for aspiring leaders.
- Further develop programs for early career teachers and comprehensive induction for new staff.
- Provide worthwhile department or team meetings which address workflow and welfare issues and staff wellbeing.

Foster a professional environment

- Ensure the welfare, conditions and pay of all staff are honoured and commensurate with the College's EB Agreement.
- Staff Services organisation, processes and operations reviewed and improved for all.
- Ensure the improvement of staff pay procedures based on the recent pay audit.
- Create an understanding and respect for different staff roles within the College, enabling greater connection, appreciation and collaboration.

Provide strong links between the College and our various support groups

- Ensure high quality partnership, synergy and integration with the Strategic Plan for the various support groups of the College:
 - Marist Schools Australia
 - College Advisory Council
 - Finance Advisory Committee
 - P&F Committee
 - Old Boys' Association
 - Boarder Parent Network Committee
 - Foundation Committee



STEWARDSHIP AND SUSTAINABILITY

INTENT:

Marist College Ashgrove is a well-resourced learning organisation known for its best practice in sustainable processes and procedures.

STRATEGIES:

To ensure responsible stewardship and its ongoing and long-term sustainability, Marist College Ashgrove will:

Ensure accountability

- School officers and coaches to develop performance plans and annual evaluations with direct line managers.
- Demonstrate excellence in governance and risk management practices.
- Ensure strategic and business practices support improved financial outcomes.
- Implement a purchase order system and invoice automation.
- Undertake annual college stocktake.
- Review boarding at the College with the view to developing strategies to enable it to become more financially sustainable, e.g. extended-day students.
- Consolidate the College budget enabling surpluses for future building plans.
- Continue a debt collection process, enabling a successful reduction in debt rate.
- Continue to review and provide improvements and financial sustainability to food outlets, tuckshop and dining halls.
- Undertake comprehensive reviews and improvements to laundry facilities.

Continue a clear environmental focus

- Continue to develop a sustainable environmental footprint for the College.
- Ensure rich environmental education for all, consistent with and informed by Church teachings.

Promote the College

- Strengthen strategic partnerships and ensure effective co-ordination of marketing, communications and event strategies, positioning the College as a "school of choice".
- Update communication methods with all members of the Marist College Ashgrove family.
- Strategically implement the new Year 5 enrolment plan to ensure a full cohort from 2024.
- Develop a fundraising and philanthropy arm which engages the wider Marist College Ashgrove family to contribute financially.
- Establish clear timetables and targets for enrolment applications.

Develop a pathway to improve the physical resources of the College

- Implement a comprehensive maintenance plan ensuring the continual care of, and improvements to College facilities, e.g. Cyprian
- Ensure an efficient rollout of the 1:1 Laptop Program enabling optimal learning.
- Develop a 5-year IT improvement-strategy.
- Implement the Master Plan, including a new Primary building, refurbishment of the Carrick Wing, a new STEAM centre and assembly hall.
- Evaluate and enable the means to store and share resources between departments and areas of the College for the benefit of students.
- Using landscape architects, review the College grounds and gardens, planning and implementing improvements.



THE REALISATION OF OUR STRATEGIC PLAN

This Strategic Plan has been collaboratively formed to apprise the direction of Marist College Ashgrove between 2022 and 2026 developed from consultation with a comprehensive parent survey and staff, stakeholder and student voice. Each focus area has been examined in conjunction with the College Leadership Team, staff and College Advisory Council. Defined, measurable strategies have been created and will be closely considered and actioned.

This plan provides the basis for shaping the formalised College annual Operational Plans and setting of actions and targets by all staff in each of their focus areas. The Strategic Plan is submitted to the Regional Council for their endorsement and through them to the Board of Marist Schools Australia Ltd for approval.

It will be monitored by the College Executive Leadership Team, College Leadership Team and College Advisory Council through an annual cycle of reporting for each focus area. Through the Head of College the progress of this plan will be reported to the wider community on an annual basis.

Our College has a rich history and significant traditions. This plan is designed to honour the past while embracing the realities of a world of change, one in which we will strive to remain authentic to our Marist spirituality. This plan will be successful with the combined cooperation of all staff, parents, students and stakeholders of the College. We commit to regular evaluation of the success of the plan's implementation.

We commit to regular evaluation of the success of the plan's implementation and to reaffirm our commitment to being people inspired by Marcellin Champagnat, the Marist Brothers both past and present, and the Gospel values. Through current and evolving channels of communication, we will regularly update our Marist Ashgrove family on our pursuit and achievement in each strategy of this plan.



