

HOLY CROSS COLLEGE RYDE

STRATEGIC LEADERSHIP  
AND MANAGEMENT  
PLAN

2009 - 2011

Strategic Priorities  
Strategic Opportunities  
Major Tasks and Initiatives

# ‘MUST ACHIEVE’ STRATEGIC PRIORITIES

2009 - 2011

**1. Strengthening the identity of the College in the minds of the Community**

*SRI 1.1: Vision and Mission*

*SRI 1.3: Catholic Life and Culture*

*SRI 1.4: Parents, Parishes and the Broader Church*

*SRI 3.6: School Climate, Learning Environment, Relationships*

*SRI 6.1: Parent Involvement*

**2. Increasing enrolments**

*SRI 2.5: Pastoral Care*

*SRI 4.1: Recruitment, Selection and Retention of Staff*

*SRI 7.1: Planning for Improvement*

**3. Improving the quality of teaching**

*SRI 2.4: Integration of Information and Communication Technology*

*SRI 3.3: Teaching Practices*

*SRI 3.4: Planning, Programming and Evaluation*

*SRI 3.5: Assessment*

*SRI 3.7: Professional Learning*

**4. Achieving better student outcomes and results**

*SRI 2.1: Educational Potential*

*SRI 2.2: Rights and Responsibilities*

*SRI 3.2: Provision for the Diverse Needs of Learners*

*SRI 7.2: Innovation, Development and Change*

**5. Improving the physical environment of the College – plant, facilities and environs**

*SRI 5.1: ICT Resources*

*SRI 5.2: Use of Resources and Space*

*SRI 5.3: Environmental Stewardship*

*SRI 5.4: Financial Management*

**HOLY CROSS COLLEGE RYDE – STRATEGIC MANAGEMENT PLAN 2009-2011**

PLANNING 2009 - 2011		IMPLEMENTATION 2009 – 2011	
‘MUST ACHIEVE’ STRATEGIC PRIORITY	RELATED STRATEGIC OPPORTUNITIES	MAJOR PROJECTS/INITIATIVES	
<p><b>1. Strengthening the identity of the College in the minds of the community</b></p>	<ul style="list-style-type: none"> <li>• Strengthening the Patrician identity – possibilities to include naming, changes to uniform, signage, stationery</li> <li>• Engaging the Alumni in strategic developments</li> <li>• Establishing structures which engage parents in the College’s development</li> </ul>	<p>1.1 Consult with the community on identity issues</p> <p>1.2 Promote the College as venue for community forums</p> <p>1.3 Plan, coordinated and publish a program of social, educational, co-curricular, fundraising etc events for parents</p> <p>1.4 Strengthen the practice of Personal Invitations to parents to attend College forums and events</p> <p>1.5 Secure the support of the Alumni for the Archive Project</p>	

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<b>2. Increasing enrolments</b>	<ul style="list-style-type: none"> <li>• Improved promotion of the College in the wider community</li> <li>• Marketing program with clear messages for the community about:                             <ul style="list-style-type: none"> <li>○ On-site presence of the Patrician Brothers, the Patrician charism and alignment with Patrician Enterprises initiatives</li> <li>○ Target audience potential enrolments from independent, State and feeder schools</li> <li>○ Maximising the potential of the sense of College history and physical environment</li> <li>○ Promoting the College’s co-curricular provision(s)</li> </ul> </li> <li>• Meeting parents expectations re provision of the co-curriculum</li> <li>• Improving the appearance of the students and their pride in the College</li> </ul>	2.1 2.2 2.3 2.4 2.5 2.6 2.7 2.8 2.9	Strengthen the relationship with feeder school Principals and teachers Develop a whole-of-year plan for enrolment prospecting and recruitment Develop interview process for new enrolments Review Open Day Process in the light of 2009 experience Develop and implement a Marketing Master-plan (with Communications Unit, CEO Leichardt) to include approaches to secure a K-12 enrolment continuum Foster relationships with media - Catholic Weekly, Northern District Times, TWT Strengthen and coordinate a presence in the Parish (Mass) to promote Holy Cross Ryde Strengthen communication with teachers, students and parents with a consistent and persistent message of expectations about the wearing of the uniform Initiate a strategic presence of members of the Leadership Team at key student travel points periodically throughout the year

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<p><b>3. Improving the quality of teaching</b></p> <p><i>(To be read in conjunction with ADP 09 ‘Key Area 3’)</i></p>	<ul style="list-style-type: none"> <li>• Selecting/appointing the best teachers</li> <li>• Deepening instructional leadership</li> <li>• Developing a school-wide understanding of what constitutes quality teaching and learning</li> <li>• Establishing structures for sharing best practice</li> <li>• Targeting resources to improve teaching practice</li> <li>• Improving the quality of casual teaching</li> </ul>	<p>3.1 Securing consensus about a school-wide vision for learning</p> <p>3.2 Establishing a coaching and mentoring framework</p> <p>3.3 Establish a Learning Committee that draws on the IDEAS program and Boys’ Ed initiatives. To meet weekly; to provide leadership opportunities for two members of staff, to have two leadership team members; to regularly contribute to the Yellow pages</p> <p>3.4 Further develop a whole-of year induction program to care for new and beginning teachers</p> <p>3.5 Develop a staff negotiated list of non-negotiables</p> <p>3.6 Audit of organisation of communications systems (Yellow Pages, Crossroads, Memos etc) by mid 2010</p> <p>3.7 Develop mechanisms to directly link staff professional development to PPPRs, SMP and PSF of the NSWIT</p> <p>3.8 Financially plan for the introduction of a data projector and an internet-ready PC in each classroom over a five year time frame</p> <p>3.9 Learning Committee to take on strategy development for improving the quality of casual teaching</p>	

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<b>4. Achieving improved student outcomes and results</b>	<ul style="list-style-type: none"> <li>• Strengthening the community’s confidence in Holy Cross as their ‘College of Choice’ by delivering and communicating improved educational outcomes for students                             <ul style="list-style-type: none"> <li>○ Literacy and Numeracy/ NAPLAN</li> <li>○ ESSA</li> <li>○ School Certificate</li> <li>○ Higher School Certificate</li> </ul> </li> <li>• Establishing structures which engage teachers in professional dialogue on approaches to lifting student achievement</li> </ul>	4.1 Develop and implement a whole-school literacy and Numeracy Plan 4.2 Link with Principals of schools which have been successful in raising student achievement 4.3 Access system targeted support based on a rigorous analysis of student achievement data 4.4 Extend usage of DeCoursey data analysis to individual teacher level 4.5 Identify and minimise non-essential interruptions to teaching and learning 4.6 Align teacher in-service directly with school and system priorities and individual teacher PPPR goals for professional development (see 3.8 above) 4.7 Review end-of-year teaching timetable to facilitate authentic teaching to the end of the school year 4.8 Develop a whole school approach to improving student attendance and punctuality with a focus on Years 10-12, including arrangements for end-of-term/end-of-year 4.9 Establish a Learning Committee with direct links to the Leadership Team to progress improvements in the learning agenda (see 3.4 above) 4.10 Initiate approaches to student goal setting which have a successful record in improving student achievement 4.11 Investigate timetabled Year Assemblies led by members of the Leadership Team to ensure Leadership Team class-time access to every student	

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<b>5. Improving the physical environment of the College – plant, facilities and environs</b>	<ul style="list-style-type: none"> <li>• Re-imagining the use of space</li> <li>• Realising the potential of under-utilised spaces</li> <li>• Improving landscaping</li> <li>• Teachers’ contributing to improving the physical classroom environment</li> <li>• Implementing new structures/approaches to funding improvements to College plant and facilities</li> </ul>	5.1	Implement the School Frontage Improvement Program <ul style="list-style-type: none"> <li>• Cleaning the Sandstone of the Administration Building</li> <li>• Victoria Road Streetscape</li> <li>• Cnr Cressy Road</li> <li>• Curbing and Guttering</li> <li>• Clean Holy Cross Statue</li> <li>• Develop and implement a Master-plan for the development and maintenance of College Plant and Facilities (3 year horizon), funded through R &amp; M</li> <li>• Changes to the use of space – Administration Building, H-Block, external areas</li> <li>• A coordinated Landscape Plan with an emphasis on softening’ of the physical environment/</li> <li>• The old Brothers’ House Project</li> <li>• Classroom refurbishment plan scheduled across 3 years</li> <li>• Naming of Buildings and Signage/linked to College history and heroes</li> <li>• Plan for the relocation of the Archives</li> </ul>
		5.2	Architectural planning for the use of vacated Bros House
		5.3	Re-orient the roles and responsibilities of the maintenance staff to College strategic priorities and strengthen supervision
		5.4	Upgrade multimedia facilities for school hall
		5.5	Review use of school facilities, particularly ovals and hall