



Guilford  
Young  
College

# Strategic Plan

## 2020-2022

## Vision

*With Christ our Light we seek truth, and, in our learning, we respect all creation and each person, and we celebrate the gifts and achievements of our community.*

## Founding Pillars

*Our College is animated by the Charisms of our founding Orders who came together to establish our College handing on the light of Christ to GYC*

### **The Christian Brothers**

Justice and Solidarity — We are committed to justice and peace for all, grounded in a spirituality of action and reflection that calls us to stand in solidarity with those who are marginalized and the Earth itself.

### **The Dominicans**

Veritas – the quest for truth through love of knowledge and lifelong learning

### **The Salesians of Don Bosco**

Celebrating diversity and promoting relationships based on mutual respect – building inclusive communities of welcome, integrity, joy, respect, belonging and dynamism

### **The Sisters of St. Joseph**

Reverence for the dignity of all, humble and compassionate service of those made poor and courage in the face of adversity. “There where you are you will find God”

### **The Sisters of Charity**

Develop our own spirituality and gifts in the service of others

*‘All created things give us ideas and glimpses of the beauty of the infinitely beautiful Creator.’*

Father Julian Tenison Woods

## Introduction

### *Responding to the Archbishop's Charter 2020-2022*

#### **Catholic Identity**

As we move into a new era for Catholic senior secondary education in Hobart, one which provides a wider set of choices and opportunities for our senior secondary students, the Catholic identity of Guilford Young College's remains the bedrock of our school. *Christ our Light* expresses the centrality of Jesus Christ in our College life as the animating force of all our endeavours in education and of our Mission in forming our students as people of faith.

#### **Learning**

Guilford Young College, as one of a co-operative Catholic consortium of senior secondary colleges, will broaden the Catholic system's capacity to provide high quality senior secondary education to our students and. Underpinning our curriculum is the priority of Religious Education and providing a range of curriculum options for study and opportunities for learning outside the formal curriculum in Catholic social teaching and ethics.

#### **Leadership**

Successfully managing major change and reforms of the future and ensuring that future benefits all the students in our colleges calls us to respond to the challenges of leadership both within our local GYC community and to provide the same servant leadership to our co-operating network of extension colleges.

#### **Mission**

Individually and within our co-operating network of colleges, we are part of the evangelising mission of the Universal Church and all that this encompasses. Our Mission extends beyond the provision of a Catholic senior secondary education to all who seek it, reaching out to the poor, the disadvantaged, the marginalised and disabled.

## Domain 1: Catholic Identity & Evangelisation

### **Goals:**

1. *To review the College's Mission Statement*
2. *To review and broaden our Religious Education courses and provide flexible study options for RE*
3. *To provide and resource new staff formation opportunities, including retreats in daily life and theology programs*
4. *To devise and introduce a set of graduate standards for students in RE and faith formation*

### **General**

#### *Teaching and Learning*

Work will focus on the renewal of Religious Education courses at GYC including new offerings in 2021 and 2022 and a VET course to be piloted in 2021. Some courses will be discontinued in 2021 and our new course structure will provide more relevant flexibility and options for students entering the College in 2021 and 2022.

#### *Co-curricular*

Planning will focus on consolidating our current co-curricular options for students, supplementing our Focus days for each grade and examining the options for extended retreat experiences. The potential for a 'retreat in daily life' model like the staff professional formation option will be explored for students

#### *Prayer & Liturgy*

The strategic plan will review and map our prayer and liturgy offerings for students and staff and for Parish based activities, explore options to respond to COVID-19 during 2020 and potentially 2021. School, Campus and House based liturgies and prayers have moved online and planning will focus on the new possibilities that emerge for this forced change.

### *Mission & Outreach*

The major objectives will be to deepen and build on the current House outreach activities and expand opportunities for students through the curricular and co-curricular areas. This will also involve expanding our current relationships with St Vincent de Paul, Edmund Rice Camps, L'Arche, Caritas, OzBosco and St Francis Flexible Learning Centre. Planning will also focus on the changes and opportunities for Mission and Outreach in the COVID-19 era.

### *Staff Formation*

The major objectives in the Strategic Plan will be supporting the Accreditation program and providing high quality professional learning for all staff, fostering the skill and capacity base of the RE team, increasing resources for the RE programs and establishing a 'Retreat in Daily Life' program at GYC to supplement the current Staff Retreat program.

## Domain 1 Action Plan: Catholic Identity & Evangelisation

Strategies	Indicators of success	Resources	Timeline
Survey students, parents and staff on relevance, accuracy and applicability of Mission Statement.	Adequate survey response and sample size	I.T. and Administration resourcing	December 2020
Review Religious Education Provision (Curricular and Extra-Curricular). Determine potential new course offerings in curriculum & identify new formation opportunities in extra and co-curricular programs.	Publication of review with recommendations	Staffing and relief costs for Review Team	Audit completed: May 2020 Actions to address recommendations arising from audit: August 2020
<i>Investigate and offer</i> new formation and accreditation identify new formation and development opportunities for staff.	Increased uptake of accreditation courses, fully subscribed staff retreat programs and the foundation of the retreat in daily life program.	Provision of retreat facility within new capital program. Funding to address and remedy where insufficient	Publication of recommendations for new programs, December 2020 Action recommendations: Term 1, 2021
Devise and introduce a set of Graduate Standards for Religious Education and Formation for Year 12 students.	Attainment rate of all standards in excess of 70%. High level of awareness of the Graduate RE standards	Provision of additional funding for RE Faculty for implementation of standards. Additional funding for publication of associated information	Implementation of pilot project for graduate standards in RE in 2021 and 2022 Full implementation of Graduate Standards in RE program commences 2022.

## Domain 2: Teaching and Learning

### **Goals:**

1. To conduct a review of the College's teaching and learning programs and timetable structure
2. To investigate and identify leading practice in online learning and develop comprehensive E-Learning programs.
3. To examine additional VET provision opportunities and expand the current scope of courses in the Trade Training Centre
4. To ensure quality teaching and learning for every GYC student by building teacher capacity through the Professional Learning Community model
5. To provide professional development support, resourcing and capacity building to the GHR project

### **General**

#### *Curriculum & Timetable Review*

The reviews will focus on the current scope of courses at GYC including new offerings in 2021 and 2022 with a focus on pedagogy and the implantation of recommendations of the 9-12 Review. Some courses will be discontinued in 2021 and our new course structure will provide more relevant flexibility and options for students entering the College in 2021 and 2022. The review will also include an inquiry into alternative timetable options to facilitate access for students, options for increasing session length for VET courses and working towards a common timetable structure for the GHR project.

#### *E-Learning Initiatives*

Planning will be future-focussed on the rapidly expanding place and importance of E-learning in senior secondary learning. Major initiatives include the review of Library and information services, asynchronous learning, online course options and video conferencing allowing remote access to the virtual classroom. The newly appointed Director of E-learning will lead the planning and roll-out of E-learning initiatives.

### *VET Provision*

The strategic plan will review and map our VET provision and explore options to expand our provision during 2021 and 2022 by both adding courses under the GYC RTO and providing additional staffing in administration and management for the RTO. Planning will also focus on advertising the quality courses offered by our RTO and promoting the GYC RTO as the leading provider of VET in schools in Tasmania.

### *Quality Teaching and Learning for Every Student*

Planning will focus on applying quality teaching to target improved student outcomes for all GYC students through the provision of professional learning for teachers. This will include embedding the Professional Learning Community model into the school in order to develop teacher skills in identifying focus on student outcomes. A Guiding Coalition may be developed to help identify areas of need and guide the future direction of the PLC model within the school by identifying areas which need to be investigated further, and staff will investigate these through the Inquiry Cycle process. The outcomes of these inquiries will be applied in future practice.

### *Professional Learning and Capacity Building for Greater Hobart Review*

The objective will be to support the extension schools in developing their staff for the provision of Year 11 and 12 courses in 2023, through providing professional learning and resources. Additionally, there will be a focus on deepening connections between all Greater Hobart 7-12 colleges by building networks between association college teachers and GYC staff, with the aim of improving student transitions between schools.

## Domain 2 Action Plan: Teaching and Learning

Strategies	Indicators of success	Resources	Timeline
Survey students, parents and staff on effectiveness, relevance, convenience and suitability of current teaching and learning programs and timetable.	Adequate survey response and sample size	I.T. and Administration resourcing	June 2021
Review current E-learning provision, examine survey data from 2020 survey into online learning. Determine potential new E-learning initiatives in E-learning, asynchronous delivery, video-conferencing and online delivery.	Publication of review with recommendations	Staffing and relief costs for Review Team	Actions to address recommendations arising from audit: March 2022
Investigate and offer new VET courses for inclusion in GYC RTO scope and provide capital facilities and resources to support the expansion.	Viable foundation of new VET courses, increased provision for Association College students and increased uptake of VET courses in the GYC RTO	Provision of VET facilities within 2021-2023 capital projects program.	Hotel Management 2021 Individual Support (Nursing) 2020 Logistics & Warehouse Operations 2023 Forklift Operations 2023
Development of Guiding Coalition and formation of inquiry groups around targeted areas of need in order to improve student outcomes	Embedded Professional Learning Community model within the school and evidence of improved student outcomes	Time for professional learning and inquiry cycle meetings	Throughout 2021
Provide professional learning support and coaching for teachers and administrators moving into provision of senior secondary courses in the GHR	Successful introduction of courses in 2023 in Extension schools	Provision of additional funding for staffing release to support delivery by GYC staff of professional learning programs in Association Colleges.	Implementation of phase 1 11/12 professional learning programs 2021 Full implementation of 11/12 professional learning programs by 2022.

## Domain 3: Capital and Financial

### Goals:

1. To review and complete the 2021-2023 College Master Plan
2. To provide capital resources for expansion and improvements to the current delivery of programs within the College
3. Provide capital resources for the capital development projects scheduled for 2021-2023
4. Provide capital resources at GYC to support the GHR and complete contingency planning for GYC to respond structural changes of the GHR.

### General

#### *College Master Plan*

The College Master Plan will be updated to incorporate the projects planned for 2020-2022 and in response the major structural changes of the Greater Hobart Review into Catholic Education. With the changes planned for three of the Association Colleges to extend to add senior secondary classes, planning will incorporate the likely and potential implications for Guilford Young College. The Master Plan will also include capital planning for the period 2023-2026.

#### *Expansion and Improvements to Current Facilities and Programs*

Financial and capital planning for improvements to all existing capital infrastructure, particularly the learning environments of all GPLA and student facilities.

#### *Capital Projects 2021-2023*

Detailed planning for all major capital projects will be undertaken to deliver those projects to completion by 2023.

#### *Supporting the GHR and Contingency Planning for GYC post 2023*

Contingency planning will be undertaken for reduced long-term average enrolment for GYC from 2023 onwards with the implementation of the of the Greater Hobart Review and the senior secondary extensions to three of our Association Colleges. Planning will take into account a range of enrolment profiles and produce strategic options for each.

### Domain 3 Action Plan – Capital and Financial

Strategies	Indicators of Success	Resources	Timeline
<p>Review and create a new Master Plan, in line with the strategic plan, for College buildings/facilities to meet future needs at each Campus</p> <ul style="list-style-type: none"> <li>Current Identified major works contained in “Appendix A”</li> </ul>	Master Plan completed and action commenced	Strategic Plan	Completion by end of 2020
Identify property assets that might require renovation, renewal or substitution	Schedule of works identified and documented. Works commenced	Master Plan	Refer Appendix A
In consultation with the GHR steering committee identify capital expenditure that might improve cross-college service delivery of education from 2023 onward	Agreement from the Steering Committee that identified actions will improve services for multiple delivery	Consultant assistance where applicable	By end 2021
Formulate a building/facilities development projection in terms of the Master Plan to enable suitable investigation and implementation to be undertaken in good time	Development program agreed and documented	Budget planning Consultants where applicable	By mid-2021 Annually reviewed
Preserve College Capital where practical for designated projects	Budget provision. Sufficient left for operational Reserves	Principal, Business Manager and Board	Ongoing
Complete a 5-year financial forecast with capital allocations each year against Master Plan objectives, identifying any sources of funds (i.e. Loans) required to finalise projects	5 year budget with capacity for scenario changes	Principal, Business Manager and Board	Annually by end November of each year

## Domain 4: Mission – Community Development

### Goals:

1. *Develop a College Marketing and Promotions Strategy 2021-2023*
2. *Appoint a Pathways and Transitions Team with specific responsibility for enrolment transition from consortium Catholic colleges to GYC*
3. *Conduct a review of Pastoral Care leadership, policy and structure.*
4. *Renew and relaunch the GYC Old Scholars' Association, compile a complete Alumni database and identify significant achievements by GYC scholars.*

### General

Building upon the existing profile of Guilford Young College in the greater Hobart and Tasmanian community will be a key goal over the next three years, particularly as the College enters a period of change in Catholic education with the implementation of the Greater Hobart review. The College is in its 25<sup>th</sup> year in 2020 and approximately 20,000 students have graduated since 1994. There will be a major emphasis on promotion of the College over the life of this plan to increase awareness of GYC, highlight the many achievements of our ex-students and celebrate their contributions to the community and to the Mission of the College.

Special emphasis will be given to the transition and enrolment process and to fostering strong links with our consortium colleges (Sacred Heart, Mount Carmel, St. James and Dominic Colleges) whilst maintaining strong links to the extension colleges (St. Virgil's, St Aloysius and MacKillop Catholic Colleges).

## Domain 4 Action Plan – Community Development

Strategies	Indicators of Success	Resources	Timeline
Design and produce the <i>GYC Promotions and Marketing Strategy</i> .	Plan completed and key goals of the strategy met	Promotions and Marketing team and budget.	December 2020
Appoint the Transition and Enrolment Team (Enrolment Registrar, Marketing Officer, Pathways and Careers Counsellor and Administration staff	Achieve benchmark of the equivalent of 70% of total enrolment of the consortium Colleges.	Transition and Enrolment team and budget	December 2020 (Team appointed) December 2021 (Enrolment benchmark)
Conduct a review of current Pastoral Care leadership and management. Implement recommendations of review and conduct a review of pastoral care policy	Recommendations from leadership and policy reviews fully implemented	Review of pastoral care leadership conducted by College Executive.	By end 2021
Renew and relaunch the GYC Old Scholars' Association, compile a complete Alumni database and identify significant achievements by GYC scholars.	Active old-scholars association. Increased engagement with old-scholar community. <i>Walls of Achievement</i> completed.	Administration time allocated. Budgeting for <i>Walls of Achievement</i> . Funding for special events.	By mid-2021 Annually reviewed