



Guilford Young College

GYC25

Strategic Plan 2023-2025

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

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.

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 I: Catholic Identity & Evangelisation

Goals:

1. To implement the new senior secondary Religious Education (RE) courses and provide flexible study options for RE
2. To increase Catholic enrolments from Government and Independent sectors and existing Catholic schools
3. To provide and resource new staff formation opportunities, including retreats in daily life and theology programs
4. To implement the recommendations from the 2022 Response to the Archbishop's Charter

General

Teaching and Learning

Work will focus on the implementation of the *Good News for Living* syllabus at GYC and replacing the *Faith in Action* course which will be discontinued in 2023.

Co-curricular

Planning will focus on formulating strategies for implementing the *Good News for Living* syllabus for Year 12 students in 2024 and examining how current co-curricular activities can support both *Good News for Living* and the TASC RE options. Focus days will be reviewed and/or replaced with an extended retreat program.

Prayer & Liturgy

School, Campus and House based liturgies and prayers will be re-instituted following expected easing of COVID-19 restrictions. Daily prayer and liturgy offerings for students and staff will continue in the pre-2019 model with the support of Campus Chaplains.

Mission & Outreach

The major focus of Mission and Outreach will continue to be the current House programs and in relationship with St Vincent de Paul, Edmund Rice Camps, L'Arche, Caritas, OzBosco and building links with St Francis Flexible Learning Centre.

Staff Formation

We will continue to publicise and offer RE professional learning opportunities for staff through CET's 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 I Action Plan: Catholic Identity & Evangelisation

Strategies	Indicators of Success	Resources	Timeline
Form a GNFL Implementation Team to plan for syllabus delivery, staffing, professional learning and timetabling for the new GNFL course in Year 11 (2023) and Year 12 (2024).	Courses fully written, differentiated and resourced. Staffing completed Professional Learning underway.	Increased RE subject budget allocation. Increased staffing allocation	December 2022 (Year 11) July 2023 (Year 12)
Marketing and Enrolment (MET) Team to formulate targeted marketing plan. Provide allocation for Scholarships and Bursaries for Catholic students.	Increased percentage of Catholic students overall and as a percentage of new enrolments	Transition and Enrolment team budget. Scholarships and Bursaries budgets	Ongoing with bi-annual reporting deadlines (per August census and November new enrolment figures)
Investigate and offer new College based formation and accreditation opportunities. Offer the <i>Retreat in Daily Life</i> program. Work with CET to provide additional 11/12 Accreditation and RE Formation opportunities.	Increased Accreditation offerings (both College based and through CET). Retreat in Daily Life program offered and run.	Inclusion of Accreditation budget in 2023 as part of Professional Learning budget allocation. Creation of Retreat in Daily Life centre in Houghton House	December 2023
Form an Archbishop's Charter Implementation Team to review, map and report on progress on implementation.	Action items of 2022 Archbishop's Charter response implemented	Inclusion of Archbishop's Charter response in 2023 as part of Professional Learning budget allocation.	Ongoing

Domain 2: Teaching and Learning

Goals:

1. To implement the new I I I I 2 courses in the 9-12 Curriculum
2. To complete implementation of the ARC Project
2. To implement the recommendations of the VET Strategic Plan
3. To implement the new Learning Management System

General

9-12 Curriculum

New I I I I 2 Courses are progressively being added to the TASC suite of approved courses. These courses will be added to the range of offerings available at GYC. See: [Courses accredited from 2023 - TASC](#). For courses accredited in 2022, see Appendix 3.

Academic Research Centres

The new Academic Research Centre concept has been established at both Campuses. Whilst these centres represent the College's major initiatives in integrating Library, research & study and e-Learning approaches and facilities, the major capital development to complete both centres will commence in 2022. The Hobart ARC is due for completion by February 2023. The timeline for completion of the Glenorchy ARC has not been finalised.

VET Provision

See *VET Strategic Directions* paper (Appendix 2)

Learning Management System

The implementation of a NEW Learning Management system (LMS) which will replace our current LMS (SIMON) commences in 2023. GYC will be the pilot school of the Catholic secondary College system and for Project 23 schools. The new system will integrate the current School Information System (SIS) and our timetabling system (EDVAL) to create a fully integrated information network. In 2024, the pilot project extends to include one other of the Catholic colleges to test inter-school information sharing before rollout to all direct funded Colleges

Domain 2 Action Plan: Teaching and Learning

Strategies	Indicators of Success	Resources	Timeline
Academic Committee reviews all new 11/12 courses for inclusion in subject handbook and removes discontinued courses. Directors of Pedagogy allocate new courses to Heads of Faculty for syllabus development.	New 11/12 course syllabus material developed and available to all teachers. New courses added to GYC Subject Handbook	New Course foundation subject budget allocation. Additional leadership support through Directors of Pedagogy	May annually (for inclusion in upcoming year's GYC Course Handbook)
Complete construction of Hobart ARC in 2022. Implement full range of services in Hobart ARC for commencement of 2023 academic year.	Hobart ARC fully operational as per ARC planning documents.	Capital Development budget.	Hobart ARC February 2023 Glenorchy ARC February 2025
See VET Strategic Directions Paper (Appendix 3)	See Appendix 3	See Appendix 3	See Appendix 3
Work with the CET ICT Team to implement Pilot LMS Project. Set up pilot LMS system at GYC to commence integration testing with current systems Synergetic SIS and EDVAL.	Pilot project meets all KPI's on time. Pilot system available and fully operational for Head Start week 2022.	CET to provide percentage of capital resourcing for LMS Pilot. Gyc Director of e-Learning and ICT team allocated time and resources for Pilot	Pilot commences December 2022 Pilot completion November 2023 New LMS fully operational at GYC February 2024

Domain 3: Capital and Financial

Goals:

- 1. To review and complete the 2023-2030 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 2023-2025*
- 4. Provide capital resources at GYC to support contingency planning for GYC response to structural changes of Project 23*

General

College Master Plan

The College Master Plan will be updated to include capital responses to the structural changes to Catholic secondary education arising from Project 23 and the projected reduction in enrolments for Guilford Young College from 2023 on. The new Master plan will project forward from 2023 to 2030 and updated to incorporate new capital projects underway for the 2023-2025 period.

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 2023-2025

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

Project 23 Contingency Planning

Contingency planning commenced in 2020 for reduced long-term average enrolment for GYC from 2023 onwards with the implementation of Project 23. Contingency Planning post 2023 will be adjusted in response to the information flow during the third and fourth Terms of 2022 and the actual changes which begin to take effect from the commencement of 2023.

Domain 3 Action Plan – Capital and Financial

Strategies	Indicators of Success	Resources	Timeline
<p>Form a College Master Plan Team chaired by CFO.</p> <p>Review current Master Plan and formulate new Master Plan for the period 2023 - 2030</p>	<p>Master Plan Team formed, Master Plan completed and action on implementing Master Plan commenced</p>	<p>Master Planning Team</p> <p>Strategic Plan</p>	<p>June 2023</p>
<p>Complete construction of all Capital Projects planned for post Project 23 implementation.</p> <p>Complete refurbishments and relocations projected for reduced enrolments</p>	<p>All Post-Project 23 Capital Projects completed.</p> <p>All refurbishments and relocations completed</p>	<p>Capital Development budget.</p> <p>Maintenance Budget</p>	<p>February 2025</p>
<p>Allocate financial resources for capital projects from College reserves. Manage planning and funding timelines</p>	<p>All planned capital projects funded on budget and completed on time</p>	<p>Projects funded from College Reserves</p>	<p>February 2025</p>
<p>Strategic budgeting process implemented. Contingency financial planning strategies implemented as necessary.</p> <p>Debt and deficit strategies formulated and in place.</p>	<p>Balanced budgets for 2023-2025</p> <p>or</p> <p>Managed deficits for 2023-2025</p>	<p>Financial planning Team (CFO, Principal & Board Treasurer) provided with resources and support to adequately manage reduced enrolment environment</p>	<p>Ongoing</p>

Domain 4: Mission – Community Development

Goals:

- 1. Develop a GYC Marketing and Promotions strategy responsive to the changes of Project 23*
- 2. Develop a GYC Scholarships and Bursaries strategy*
- 3. Create a GYC Alumni strategy that reflects the unique nature of GYC and its old scholars*
- 4. Position GYC as the leading Tasmanian educational institution sponsoring academic conferences, the performing and visual Arts and a lecture series*

General

With the changes to Catholic senior secondary education arising from Project 23, the College will enter a transition phase to a reduced enrolment over the next 3-5 years. The College Community Development priority will continue to be building on the reputation of Guilford Young College as an established specialist senior secondary College, the primary provider of quality VET in schools and, above all, an outstanding Catholic school faithful to our Mission of preaching the Gospel and passing on the Catholic faith. There will be a major emphasis on promotion of the College over the life of the 2023-2025 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 Project 23 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 GYC Promotions and Marketing Strategy that reflects the reality of Project 23 and supports our partners in Catholic senior secondary education.	Promotions and Marketing strategy completed, and key goals of the strategy met	Marketing and Enrolments team MET budget Marketing and Promotions budget.	February 2023
Instigate a scholarship and bursary program that is consistent with the Mission statement of the College.	Scholarship and Bursary program launched, advertised. Scholarships and Bursaries accepted	Provision made in MET budget for communication strategy. Provision made in fee income for Scholarship & Bursary program.	
Compile an Alumni database using exit data. Conduct a survey of GYC ex-scholars to determine the options available for engagement with Alumni. Identify significant achievements by GYC Alumni.	Alumni database created and maintained. Survey conducted. Outcomes of survey with recommendations forwarded to Board.	MET Team resourced to compile initial database and conduct survey. Ongoing provision from Administrative team for maintenance.	
Heads of Faculty plan bi/tri-annual conferences in their faculty learning area. Instigate the annual Archbishop Sir Guilford Young lecture series. GYC sponsors and host community Arts events and publish annual Arts calendar.	Conference program commenced. Annual Arts Program advertised and undertaken. Lecture series commences	Sponsorships sought (MET and Faculty teams). Additional resourcing from ticket sales on cost recovery basis. Conference and Events program budget to be allocated.	