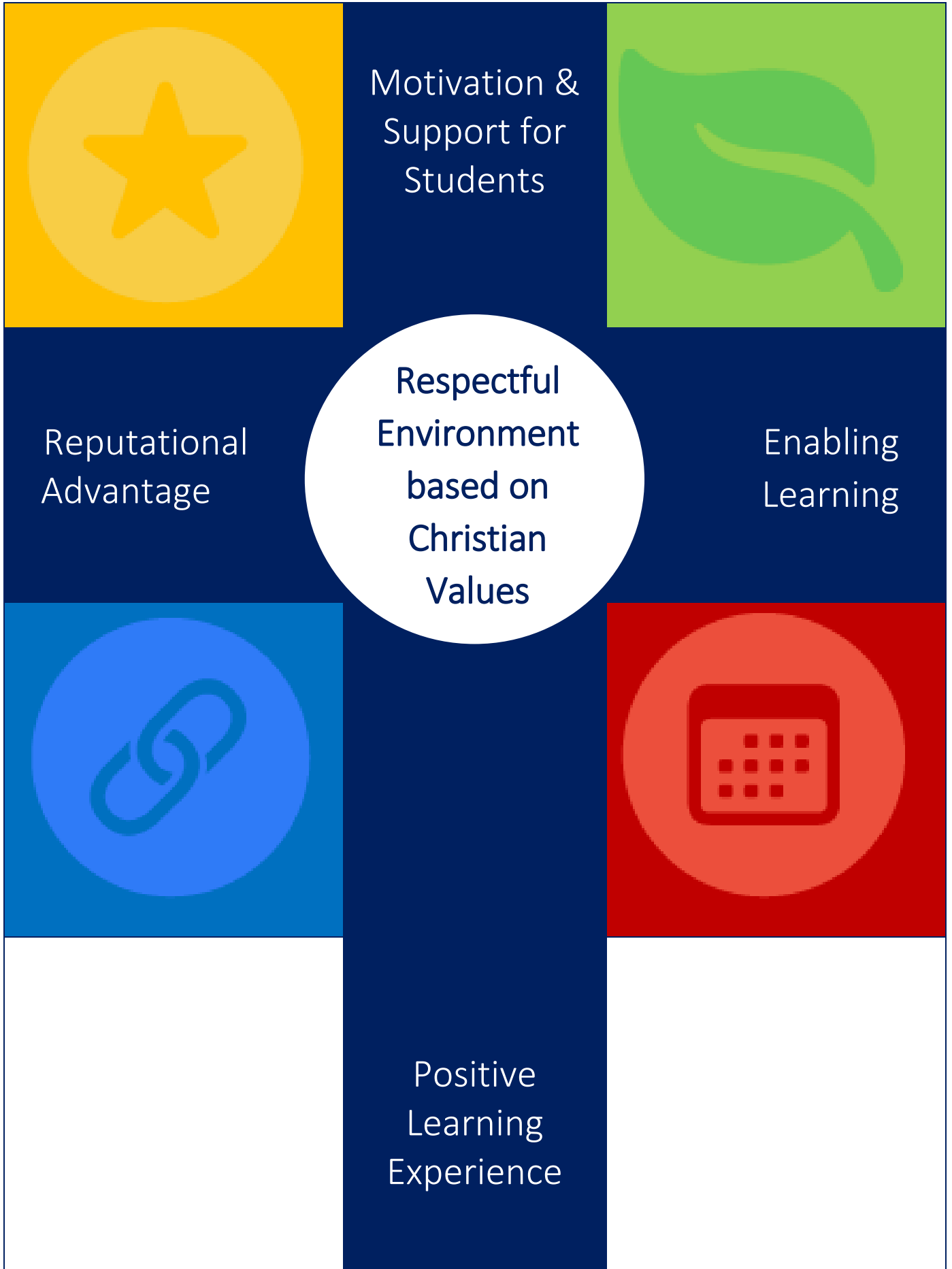


Strategic Plan 2020–2023



5 Strategic Anchors



4 Strategic Priorities

1.

Academic &
Personal
Achievement

2.

Outstanding
Collegial &
Professional
Staff



3.

Student &
Community
Engagement

4.

Long-Term
Sustainability &
Stewardship

A Range of Strategies

<p>1 Academic & Personal Achievement</p>	<p>Academic Rigour Curriculum Assessment Student Aspirations</p>	
<p>2 Outstanding Collegial & Professional Staff</p>	<p>Leadership Capacity Professional Learning Collaboration & Support</p>	
<p>3 Student & Community Engagement</p>	<p>DELTA Program Student Leadership Partnerships Shaping Community Perceptions</p>	
<p>4 Long-Term Sustainability & Stewardship</p>	<p>Improved Facilities & Resources Prudential Financial Management Governance</p>	

Strategic Priority 1



1. ACADEMIC & PERSONAL ACHIEVEMENT

Ensuring improved educational outcomes for each student according to their aspiration and abilities



Outstanding Collegial & Professional Staff	Student & Community Engagement	Long-term Sustainability & Stewardship
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OBJECTIVES



STRATEGIES & PROJECTS



MEASURES



<ul style="list-style-type: none"> A culture of academic aspiration throughout the school Students equipped with values, skills and knowledge to contribute to and flourish in an increasingly complex world Creativity and agility recognised as hallmarks of all teaching and learning endeavours at Highview College Effective teaching and learning leading to improved student results 	1.1 Academic Rigour	1.2 Curriculum	1.3 Assessment	1.4 Student Aspirations	<ul style="list-style-type: none"> Improvement in ATAR results Improvement in Year 9 NAPLAN Results Students achieving goals Increase in number of students in senior years choosing STEM subjects Percentage of Senior students gaining entry into preferred post-secondary courses Documented expansion of the Careers Program Documented student feedback for staff
	Deeper Learning More time in fewer studies each term	Year 7&8 Program Increase student engagement in learning	Quality Rubrics Improve quality and rigour of assessment	Careers Education Expand Careers Program	
	Reduce Interruptions Further focus on uninterrupted learning	Year 9 & STRIVE Increase rigour to increase standards and skills	NAPLAN & ATAR Improve student understanding of the purpose and content	Goal Setting Implement frameworks for students to plan next steps	
	Align Standards Explicit standards and frameworks to raise achievement	10-12 Program Initiatives to reinforce & raise expectations to improve VCE results	Quality of feedback Provide effective & timely feedback on student performance	Self-Assessment Build capacity of students to evaluate their own capabilities	
	Learning Landscape Increase learning agility among students	Promotion of STEM Engage students in STEM studies		Student Feedback Nurture constructive assessment of teacher effectiveness & learning habits	

Strategic Priority 2



2. OUTSTANDING COLLEGIAL & PROFESSIONAL STAFF

Investing in and supporting all staff to build their capabilities, foster a collaborative learning environment and to inspire students to achieve their personal aspirations



Academic & Personal Achievement

Student & Community Engagement

Long-term Sustainability & Stewardship

OBJECTIVES



STRATEGIES & PROJECTS



MEASURES



<ul style="list-style-type: none"> • High calibre, committed staff who inspire and motivate students • A positive culture among all staff • Reputation that Highview College is a fair and attractive place to work 	<p>2.1 Leadership Capacity</p> <p>Raising Efficacy of Leaders Programs to encourage development of leadership capabilities amongst staff</p>	<p>2.2 Professional Development</p> <p>Professional Learning Innovative, research-based programs with focus on self-reflection</p> <p>Acknowledge Best Practice Recognition of and reward for best practice in the school</p>	<p>2.3 Collaboration & Support</p> <p>Collegiality Culture of collaboration & alignment with school strategic direction</p> <p>Staff Wellbeing Initiatives to improve self-awareness, resilience & productivity in a safe, healthy work environment</p> <p>Enterprise Bargaining Negotiate a new EBA which is fair & manageable</p>	<ul style="list-style-type: none"> • Staff satisfaction rating over time • % staff supporting the EBA • Number of staff achieving professional goals • Increase in numbers of staff identified as exemplars in Attendance recording, DELTA Reporting and Academic Reporting
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Strategic Priority 3



3. STUDENT & COMMUNITY ENGAGEMENT

Creating a sense of pride and belonging and creating and consolidating meaningful and productive relationships within and beyond the school

Academic & Personal Achievement	Outstanding Collegial & Professional Staff	Long-term Sustainability & Stewardship
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OBJECTIVES



STRATEGIES & PROJECTS



MEASURES



<ul style="list-style-type: none"> An inclusive culture where everyone's achievements and contributions are celebrated Nurturing a sense of responsibility in every student to actively serve in their community and beyond Positive perceptions within the catchment area and reputation as an excellent regional school Higher level of awareness of the students of their place and responsibility within Highview, the broader community and their future 	3.1 DELTA Program	3.2 Student Leadership	3.3 Partnerships	3.4 Community Perceptions	<ul style="list-style-type: none"> Leadership roles and responsibilities at each year level Community partnerships in which the school participates Number of enrolments as a percentage of current capacity Survey results showing an increase in the satisfaction of parents and students
	<p>Christian Character Create opportunities for students to develop & understand personal faith</p> <p>Student Wellbeing Develop initiatives to address health & welfare needs of students</p>	<p>Student Voice Ensure authenticity of leadership roles & promote participation</p>	<p>Community Partnerships Strengthen connections & partnerships with the wider community</p> <p>Educational Partnerships Forge stronger links with Federation University & teaching training institutions</p> <p>Parent Engagement Initiatives to ensure parents more fully engage in their child's education</p>	<p>Profile of the College Activities to raise profile, reputation & attract enrolments</p>	

Strategic Priority 4



4. LONG-TERM SUSTAINABILITY & STEWARDSHIP

Providing resources, technology and facilities that are aligned with our strategic direction and teaching & learning



Academic & Personal Achievement	Outstanding Collegial & Professional Staff	Student & Community Engagement
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OBJECTIVES



STRATEGIES & PROJECTS



MEASURES



	4.1 Improved facilities & Resources	4.2 Prudential Financial Management	4.3 Governance	
<ul style="list-style-type: none"> • A well-maintained and inviting campus • Cost-effective implementation of the Master Plan • Maintain financial sustainability • Ensuring the Board is composed of an appropriate mix of suitably qualified and experienced members 	<p>Teaching Resources Teaching & Learning resources in keeping with expectations of contemporary education</p> <p>Maintenance & Upgrade Program of renovations & upgrades including the roof of the Heritage House</p> <p>Site Presentation Improved signage, cleaning and appeal of the site</p> <p>Property Masterplan Scheduled construction of priority projects</p>	<p>Financial Sustainability Systems to ensure tighter control of income, costs and risk post COVID-19</p> <p>Financial Forecast 5-10 year financial model to cover potential changes in the funding environment & financial risks</p>	<p>Maintain a Skills-Based Board Adherence to The Constitution in regard to appointment or election of Directors</p> <p>Communication from the Board Appropriate channels of communication biannually to stakeholders</p> <p>Consultation Board Chair/Staff Maintain two opportunities each year for staff to meet with the Board Chair</p>	<ul style="list-style-type: none"> • Total debt/surplus • Board Director membership • Completion of projects within the Masterplan • Feedback from Staff

Performance Indicators

1. Academic & Personal Achievement		Baseline		Stretch Target
Year 9 NAPLAN	Historic			Annual Improvement
ATAR Results	Historic			Annual Improvement
% of students entering desired programs	Historic			Maintain over 90%
2. Student & Community Engagement		Baseline		Stretch Target
Community Participation	Historic Data			Feedback from Community
Enrolments	2020 = 420			Annual increase towards capacity
Parent & Student Perception	Historic survey data			Annual Improvement
3. Collegial & Professional Staff		Baseline		Stretch Target
Staff Perception	Historic Survey Data			Annual Increase
EBA	2018 = 100% Agreement			90-100% Agreement
Staff SMART Goals	Historic			Increase in % achieving professional goals
4. Sustainability & Stewardship		Baseline		Stretch Target
Total Debt/Surplus	Historic			Measured against project completion
Masterplan Projects & Refurbishments	MASTERPLAN Targets			Completion record
Governance	Skills-based Board confirmed in 2019			All skill-based positions filled every AGM