strategic plan

towards 2020
Brigidine College St Ives is a Catholic congregational school dedicated to the education of girls. Founded by the Brigidine sisters to educate girls on Sydney’s upper north shore, the school models the charism of St Brigid, strength and gentleness. The College prides itself on providing a holistic education for girls combining the spiritual, academic, physical and cultural dimensions of learning. With excellent academic results, a high level of achievement in the performing arts and sport and a strong commitment to service, girls at Brigidine are challenged to think and experience beyond their boundaries, to have the courage to question their world and model Christ’s teachings in their lives.

The continued success of any endeavor is linked to its capacity to plan the direction it wishes to take and develop a framework that provides a cohesive and collaborative understanding of that direction. This framework will provide the philosophy and understanding that will shape all areas of the College over the next few years.

This plan has been developed in consultation with all stakeholders, the Board, staff, girls, parents and alumni of the College. It began with a commitment to reshape the Mission Statement that articulates our shared purpose and reflects those elements that are intrinsic to how we define ourselves.

On behalf of the Brigidine College St Ives Board, we are pleased to present the Strategic Plan – Towards 2020.

Ms Anne Garvan
Chair of the Board

Mrs Jane Curran
Principal

Mission Statement
We inspire girls to value learning, to be true to themselves and to honour their spiritual heritage. We challenge young women to act in the world with strength and gentleness.

While maintaining this commitment to excellence it is also timely to recognise the challenges of a modern world. These include new directions in curriculum, constantly evolving technologies for accessing our world and the information available to us, accountability requirements and community expectations. And, as a Catholic school, it is imperative to provide girls with an understanding of their faith so they emerge from their schooling with the moral courage and the integrity to enrich their world.
fortiter et suaviter
strength and gentleness
When Bishop Daniel Delany established the Brigidine Congregation in 1807, his actions were a direct response to a perceived need: to educate Irish people emerging from the hardships of penal times. In placing the Brigidines and their works under the patronage of St Brigid of Kildare, he insisted that he was not founding a new congregation but refounding the ancient Order of St Brigid, and thereby committing the sisters to a hallowed tradition of hospitality and service to all comers.¹

Today we are at a new moment of refounding. Building on the vision of an ancient tradition, Kildare Ministries in Australia will continue the works of the Brigidine sisters and be open to new expressions and adaptations that arise in response to new circumstances. Kildare Ministries has a vision of the transformative power of education, a vision with its roots in ancient tradition, but open to new expressions and structures that have arisen over time in response to new needs. In Kildare Ministries we will:

- be faithful to our Catholic heritage
- welcome all people, especially the most vulnerable
- celebrate all that is good with joy and gratitude
- engender a love of learning, hope and a sense of purpose
- image and practise justice and service.²

At Brigidine College St Ives we engender a love of learning, hope and a sense of purpose.

¹ Kildare Ministries Newsletter 1 2012
² Kildare Ministries: Enkindling the Fire Vision and Mission, Appendix 1
Brigidine College St Ives

STRATEGIC PLAN

Building on the vision of an ancient tradition and the transformative power of education.

strategic goals

faith learning wellbeing community resourcing governance
faith
live our catholic faith and brigidine identity in response to the spiritual needs of the girls in a changing world
goals
- provide spiritual formation for girls, staff and parents
- ensure opportunities for girls and staff to grow in understanding Christ’s mission to love and serve humanity
- offer a transformational curricular and cocurricular program which integrates Catholic and Brigidine values
- embed an understanding of St Brigid and Brigidine within the daily life of the College.

strategies
Our broad strategies in living our Catholic faith and Brigidine identity are through:
- ensuring that the girls have the opportunity to experience leadership in the liturgical program
- celebrating, maintaining and developing our connection to Kildare Ministries
- providing opportunities for girls to understand and experience their faith through involvement in liturgies, sacramental programs, eucharistic celebrations, retreats and reflections
- encouraging girls to see themselves as valued in the celebrations of their faith
- promoting an understanding of their faith and their Brigidine heritage in both its traditional and contemporary contexts
- recognising St Brigid as a model for young women in a contemporary world
- providing opportunities for staff and parents to understand and experience their faith through their connection to Brigidine.

The girls and staff grow in understanding of Christ’s mission to love and serve humanity.
learning

strategic intent
Reframe the learning paradigm to one of possibility, growth and success.

goals
- enable each girl to reach her potential
- deliver an engaging curriculum that meets current and future needs
- create opportunities that build capacity for the future
- instil in each girl a confidence to transform learning into action.

strategies
Our broad strategies in reframing the learning paradigm to one of possibility, growth and success are through:
- researching and planning rich, relevant learning
- investigating and embedding pedagogies that will enable girls in their learning
- encouraging flexibility and adaptability in the curriculum, its delivery and the spaces in which this occurs
- committing to identifying each girl’s place on the learning continuum to determine learning needs
- knowing each girl in terms of her background knowledge, cultural knowledge, interests, aspirations and capability
- ensuring programs provide opportunities to develop girls’ potential
- maintaining current and investigating new partnerships to learning.

Flexibility and adaptability is encouraged in the curriculum.
Our goal includes instilling in each girl a confidence to transform learning into action.

**learning**
reframe the learning paradigm to one of possibility, growth and success
wellbeing

ensure that we know, listen to and value each girl to promote personal growth and wellbeing
goals

- recognise the holistic nature of the development of girls and create opportunities which foster health and wellbeing
- provide an environment which allows girls to develop and affirm their strength as young women
- encourage and promote an effective partnership between parents and the College in support of the girls
- create a safe and supportive environment which nurtures the potential of each girl.

strategies

Our broad strategies in ensuring that each girl is known, heard and valued are through:

- providing a system of care which recognises the whole person and her individual needs
- celebrating each girl’s gifts and strengths across the breadth of her life within the College
- enabling girls to experience and model effective leadership
- providing opportunities and embedding programs for building personal capacity and resilience
- ensuring effective and timely communication with parents
- maintaining policies and procedures which support a safe environment.

An environment which allows girls to develop and affirm their strength as young women.
community

strengthen connections to support and further our shared purpose
community

strategic intent
Strengthen connections to support and further our shared purpose.

goals
- promote a deep understanding and appreciation of the Brigidine tradition and the Kildare Ministries as the core of our community
- engage with the wider community including the Catholic Church, other schools and networks
- achieve and maintain high quality reciprocal relationships with the community
- recognise the value of community relationships in achieving the College’s Mission.

strategies
Our broad strategies in strengthening connections are through:
- maintaining the excellent reputation of the College in the public arena through enhanced communication
- researching and implementing best practice in the use of technologies to maintain quality communication
- growing and maintaining connections to the various stakeholders within the College community through networks and opportunities for interaction
- strengthening connections to past students, staff and families
- enabling an understanding and experience of the College as a member of the local and global community.
resourcing

strategic intent
Develop and maintain current and future resources ensuring educational goals and community wellbeing are consistently and sustainably achieved.

goals
■ maintain Brigidine as a school of choice for learners and educators
■ ensure that the organisational structure of the College fosters the wellbeing of students and staff
■ maintain strong financial stewardship to ensure the viability of the College
■ ensure the recruitment and retention of quality staff.

strategies
Our broad strategies in ensuring that goals are achieved are through:
■ ensuring the teaching environment is responsive to the needs of 21st century learning through the maintenance and development of flexible and adaptable teaching spaces, quality technologies and the provision of quality teaching
■ assessing and mitigating the risks associated with all activities and operations
■ providing both internal and external evaluation of business practices and decision making for sustainable planning
■ providing opportunities for philanthropic support for capital projects
■ ensuring recruitment practices attract quality staff
■ recognising and developing the skills and attributes of staff through regular review.

The first stage of our capital works program, the Performing Arts Building.
Ensuring the teaching environment is responsive to the needs of 21st century learning.

**resourcing**

Develop and maintain current and future resources ensuring educational goals and community wellbeing are consistently and sustainably achieved.
governance
oversee the development of brigidine college so that it is faithful to its mission, retains its authenticity, meets its legal obligations and transparently engages with its community
governance

strategic intent
Oversee the development of Brigidine College so that it is faithful to its Mission, retains its authenticity, meets its legal obligations and transparently engages with its community.

goals
■ maintain commitment to the Catholic faith and Brigidine heritage as integral to the College’s identity
■ ensure the long term viability of the College through strong corporate governance and ethical and transparent decision-making
■ develop and support strategies for organisational sustainability
■ effectively manage risk for the College.

strategies
Our broad strategies in ensuring that Brigidine College is faithful to its Mission, retains its authenticity, meets its legal obligations and engages with its community are through:
■ management, planning and adherence to its regulatory obligations
■ maintaining an open and effective relationship with the Principal for the shared purpose of promoting and developing the College
■ supporting and fostering programs for the wellbeing of staff and students
■ analysing and evaluating the impact of Government legislation on the College
■ maintaining open and transparent communication with the Trustees of the College, Kildare Ministries.
evaluation

strategic intent
To evaluate and reflect on all aspects of College life including the effectiveness of the Strategic Plan

goals
- conduct evaluation at appropriate times, according to the nature of an activity
- implement an annual cycle of goal setting, development, performance and review with staff and girls
- apply research, including qualitative and quantitative studies to measure and analyse various programs and processes.

strategies
Our broad strategies in ensuring that Brigidine College evaluates and reflects on the effectiveness of the Strategic Plan are through:
- reviewing performance indicators for each key area of the strategic plan
- conducting staff performance appraisal
- reviewing departmental and executive reporting structures

- external reporting focusing on various aspects of management
- evaluating key aspects by external bodies, including school registration processes and the Board of Studies.

measurement of achievement
A variety of tools is used to measure the academic success of the girls. These currently include HSC results, National Assessment Program – Literacy and Numeracy (NAPLAN), state and national competitions, and external examinations and tests. Participation numbers and success in the spiritual life of the College, cocurricular activities, parent feedback and service involvement are further indicators of our success in meeting our goals. Leadership participation and demonstrated school spirit are also indicators of a healthy school.

To reflect together honestly and transparently will ensure the effectiveness of our Strategic Plan for the College.
evaluation

to implement a strategic plan, it is important to evaluate and reflect on its effectiveness