



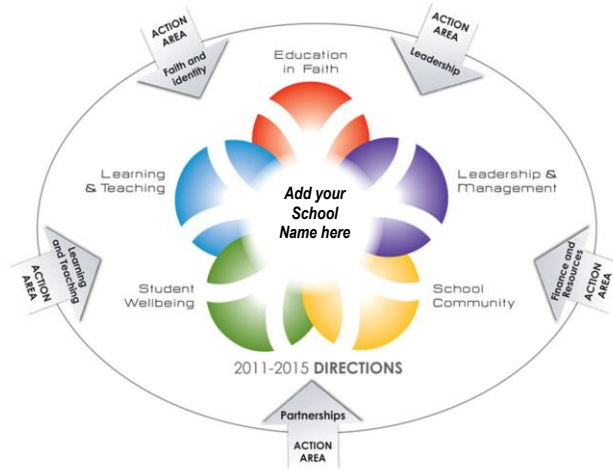
## ANNUAL ACTION PLAN

*within the context of 2011-2015 Directions for Catholic Education in the Archdiocese of Melbourne*  
2017



School Name: Marcellin College  
Location: 160 Bulleen Road, Bulleen. Victoria 3105  
School E Number: E1164

Year 4 of Cycle



### OUR SCHOOL VISION

Marcellin College is a Catholic Marist boys' school that is the centre of a community of learning, life and faith. In partnership with families, we nurture our students as they grow from boys to fine young men. We bring the Marist charism to all members of our community through the teachings of St. Marcellin Champagnat and the Gospel. We are a community where Jesus is known and loved, where each boy belongs and the dignity of all is respected. We empower the boys in our care to embrace all opportunities spiritually, academically, physically, culturally and socially with a determination to strive for the highest with virtue and courage.

**EDUCATION in FAITH**

**Goal/s articulated in the School Improvement Plan**

To deepen the school community's faith journey within the Catholic tradition and the Marist charism.

Intended Outcome/s	Target	Key Improvement Strategies	Responsibility	Evidence	Status
I. That the variables of Catholic Culture continue to improve.	That the school's Catholic Culture scores for the Importance and Behaviour - staff and Behaviour - students indicators increase to an average for staff (70), for students (60) and for parents (75).	Explore further ways to improve parent involvement in the faith life of the College.	AP (Mission) Remar Coordinator	Increased liaison with Foundation Office to develop and enhance events. Weekly Eagle articles that invite parents into conversation regarding our faith life. Increased attendance at Remar parent information evenings.	Ongoing
		Implement the 200th anniversary of the Marist Institute (Year of La Valla)	AP (Mission)	Participation in National Planning Committee for MSA Biennial conference. Plans in place to support staff and student participation in National Lecture series, touring icons, national MYM Festival, and celebrations of Champagnat Day and the anniversary of the Year of Lavalla, including blessing of art installation, Staff Formation Day, student and staff celebration on Champagnat Day, an event for the broader members of the Marcellin community. Induction and COMmissionine Mass planned to highlight Year of Lavalla.	Commenced 2016 (concluding Term 2, 2017)
		Explore opportunities for connecting with our feeder parishes.	AP (Mission)	Rotation of invitations to priests to celebrate key events. Support provided to parish priests for various events within their parishes.	Ongoing
		Develop better links in our current practices between our Catholic identity and Marist identity. (e.g.: links with Gospel values...)	AP (Mission)	Language used within Houses amended to clarify focus and highlight Catholic Social Teaching.	Ongoing
	Social Justice- student indicator will continue to improve to 70.	Explore the possibility of another Immersion Experience with an Indigenous focus.	AP (Mission)	Dialogue with Marist Youth Ministry commenced regarding ways of supporting the MYM Immersion in January. Introduction of the Little Learners program, run by Sacred Heart Alice Springs, into our House Social Justice Program.	Ongoing
		Consolidate Social Justice Initiatives at both House and College levels	AP (Mission), Heads of School, House Coordinators	Prayers and advocacy materials for use in House Social Justice program. Role description for Social Justice Coordinator shared with Consultative Committee. Review of House Social Justice Program completed. AP (M) and PCT have developed a new House Social Justice program for 2017 and beyond. Revision of organisations supported by Houses. Language used within Houses amended to clarify focus and highlight Catholic Social Teaching. Solidarity Week developed to include lesson plans for RE classes and awareness raising materials for the College screens. Awareness raising materials developed for casual clothes day to raise money for St. Mary's House of Welcome: shared with all Pastors.	Commenced 2016
		Investigate and introduce further opportunities for the Seminar Ministry program	REC	Thursday night Toasties	Ongoing
	Accreditation to teach in a Catholic school to reach 50%. Accredited to teach Religious Education to reach 100% for all RE teachers.	Continue to enhance the proportion of staff accredited to teach in a Catholic school.	AP (Mission)	Meeting held with MSA Regional Director and Mission and Life Formation Team representative to address impediments to our staff gaining accreditation.	Ongoing
		Continue to enhance the proportion of staff accredited to teach Religious Education	AP (Mission) and AP (Learning)	Publicised current list of accredited staff to AP (Learning) and REC and asked for strong consideration when completing loads. Followed up with advocacy and questioning of loads when published. Spoken with individual staff about increasing their RE allotment. Publicised sponsorship for RE study. Met with staff re gaining accreditation. Two staff members are investigating enrolling for 2017.	Ongoing

**LEARNING and TEACHING**

**Goal/s articulated in the School Improvement Plan**

To provide learning and teaching programs that foster lifelong learning, developing the skills necessary for all members in our community to connect and interact with the real world.

Intended Outcome/s	Target	Key Improvement Strategies	Responsibility	Evidence	Status	
1. That student learning outcomes in literacy and numeracy are improved.	Increase the Teaching Climate Index (Team-Based Practice and Learning & Teaching variables) to 60.2 in 2014 and 67.2 by 2017.	Implement a whole-school approach in the use of NAPLAN data to inform teaching strategies.	Head of Learning (7-9) Director of Learning (Learning for Tomorrow team)	Presentation to staff / access to data via <i>MyMarcellin / Accelerus</i> Referred to as part of Teacher Portfolio	Commenced (Term 1) <span style="float:right">Access</span>	
		Develop a whole-school literacy policy	Literacy Coordinator	Policy developed (draft presented to LTT)	Draft end of Term 2	
		Develop a whole-school approach in how to best use data to inform teaching strategies.	Director of Learning (Learning for Tomorrow)	Recommendations to LTT / access to data via <i>MyMarcellin / Accelerus</i>	Commenced 2016 (implement Term 1 2017)	
		Increase staff capacity in how to implement literacy and numeracy strategies in all subjects	Heads of Learning English LC / Maths LC	Staff PL sessions / link to course outlines	Ongoing (initial findings Term 2)	
		Implement a whole-school policy related to Individual Needs with a focus on literacy & numeracy.	Individual Needs Coordinator/Literacy Coordinator	Review of Ind. Needs LTT	Policy drafted / presented to	Ongoing (initial findings Term 2)
		Develop a Gifted & Talented policy	Individual Needs Coordinator	Policy drafted / presented to LTT	Draft (end of Term 3)	
2. That learning outcomes across Years 7-10 are improved.	Proportion of students in the top 2 bands of NAPLAN testing for Year 9 to be at least 35% for Reading, 25% for Writing, 32% for Spelling, 30% for G&P and 40% for Numeracy.	Implement refined curriculum development, review & renewal policies & procedures	LTT (AP Learning)	Timeline included in meeting schedule	Ongoing (Due end of Term 1)	
		Review course documentation (Sem 2)	Heads of Learning / LCs	Timeline developed to include key dates (Vic Curric/Study Design changes)	Ongoing (Due end of Term 2)	
		Review assessment & reporting policies & procedures.	Director of Learning Heads of Learning / LCs	Assessment audit (curric mapping) / review / recommendations	Ongoing (initial findings Term 2)	
		Develop an inquiry-based learning program(s) for Year 7-9 (Stage 2)	Head of Learning (7-9) Transition Team	Pilot Year 7 program Recommendations for 2018 to LTT / PCT	Commenced (Due mid Term 2)	
		Implement a renewed student progress process	Learning for Tomorrow Team (Dir of Learning / Heads of Learning)	Recommendations to LTT / PCT	Commenced (Due Term 2)	
		Implement a renewed promotion policy	Heads of Schools/Learning for Tomorrow Team	Recommendations to LTT / PCT	Commenced (Due Term 2)	
3. That VCE and VCAL outcomes are improved.	Proportion of students in the bottom 3 bands of NAPLAN testing for Year 9 to be no more than 35% for Reading, 40% for Writing, 35% for Spelling, 40% for G&P and 33% for Numeracy. VCE Median Study score to be 32 or better. VCE Study Scores of 40+ to be at least 10%.	Review the role of Heads of Learning	AP (Learning) / Exec	Recommendations to Exec (start of Term 2)	To commence Term 1	
		Review the subject selection process for Year 9-11 students including acceleration	Head of Learning (10-12) / Pathways Team	Recommendations to LTT	Commenced (Due mid Term 2)	
4. That student engagement and ownership of learning is enhanced.	Show improvement in proportion of Year 9 students from the Year 7 bottom 3 bands making 1.5 times State average growth for Reading, Writing and Numeracy and the proportion from the Year 7 top 2 bands making 1.2 times state average growth.	Review our Vision for Learning	AP (Learning)/Director of Learning/Heads of Learning	Policy reviewed / presented to LTT	Ongoing (completed by Term 3)	
		Continue to develop contemporary learning spaces with reference to the College's Masterplan	AP (Learning)/KLA Action Team	Develop sample rooms for teacher use / regular Masterplan updates	Ongoing (pilot in Term 1)	
		Build staff capacity in the use of contemporary learning spaces and the use of digital technologies to enhance learning & teaching	AP (Learning)/Director of Learning/Learning for Tomorrow Team	Update of LMS / MyMarcellin course pages / rubrics / online reporting	Commenced (initial findings Term 2)	

**STUDENT WELLBEING**

**Goal/s articulated in the School Improvement Plan**

To enhance student wellbeing by building resilience and empathy in an engaging and safe learning environment.

Intended Outcome/s	Target	Key Improvement Strategies	Responsibility	Evidence	Status
1. That students will develop resilience, independence and motivation for their learning and personal development.	Increase the Student Wellbeing Index (Emotional Wellbeing, Teacher Relationships and Engagement in Learning) to 71.2 in 2014 and 77.4 by 2017.	Systemically review policies and practices to ensure consistent implementation of student management	Pastoral Care Team	student organiser, MyMarcellin, parent communication, action teams, staff and student feedback, wellbeing review	ongoing
		Review and further develop positive education/growth mindset into the SWP and SPPC	Pastoral Care Team, Learning and Teaching Team, Learning for Tomorrow Team	Professional learning for staff, assemblies, student wellbeing program, parent information evenings, re-writing SPPC documents	ongoing
		Intertwine positive education and growth mindset into curriculum practice	Teaching and Learning Team, Learning for Tomorrow Team	Professional learning for staff, assemblies, student wellbeing program, parent information evenings, re-writing SPPC documents	ongoing
		Continue strategies to alleviate stress, frustration and tension and build resilience	Pastoral Care Team	growth mindset and positive education tasks, increase counselling hours, student wellbeing program	ongoing
		Educate the community of issues surrounding the drug policy through programs	Pastoral Care Team	staff professional learning, MyMarcellin, revised SWP program, parent information sessions, online communication	Term Three
		Review the provision for career counselling services to support student wellbeing, learning and aspirations	Heads of School	Careers Provision review	Term One

**LEADERSHIP and MANAGEMENT**

**Goal/s articulated in the School Improvement Plan**

To sustain a staff culture that is characterised by a shared vision, a strong sense of team work and a focus on continuous improvement.

Intended Outcome/s	Target	Key Improvement Strategies	Responsibility	Evidence	Status
1. That the performance and development culture of the college is strengthened.	Increase the Organisational Climate Index (Empathy, Clarity, Engagement and Learning) to 53.7 in 2014 and 57.5 by 2017.	Continued implementation stage 1 of Masterplan process and commence process of Stage 2	Executive	Stage 1 of building in progress. Planning, discussions and recommendations commenced at Exec/Leadership for stage 2	Stage 1 due end of 2017 Stage 2 ongoing discussion. Planning to be undertaken and complete by end of Semester 1.
		Investigate, develop and implement ARMs for support staff	HR Manager, AP (Learning), Business Manager, AP (Operations)	ARM process developed, established and communicated to support staff	Implemented and completed by end 2017
		Review & implement revised Executive/Leadership PD's, roles & structure	Office of the Principal	Leadership structure reviewed, new PD's completed and enacted	Completed by end of term 3 for implementation in 2018
		Development of the College Foundation business model to ensure ongoing support of the College bursary fund	Foundation Board, Exec Dir (Foundation), Business Manager, Principal	Strategic plan and business model completed and documented. Initial financial contribution by the Foundation to the College	Term 1, 2017 Term 4, 2017
		Implement new Learning timetable and POL structures in preparation for 2018	Special Project Team/Executive	Review of current learning structures, draft models developed and presented to staff, documented review of POL structures, ratify changes and implement	Implemented and completed by end 2017
		Implement a revised Professional learning Plan process that continues to focus on staff professional growth	Learning for Tomorrow team College Leadership Team	Review of Professional Learning Plan structures, draft models developed, documented review of PLP structures, ratify changes and implement	Implemented and completed by end 2017
		Implement MyMarcellin as a communication platform	AP (Learning)/ICT Manager/Director of Learning	Structured PL in Day 3 program, use of MyMarcellin for online reporting to parents, continued development of Course pages, further access to MyMarcellin by parents	Implemented and enacted by Sem 2, 2017
		Implement the Staff Wellbeing Committee	Executive	Present Staff Wellbeing committee at staff meeting, call for nominations and make appointments	End term 1
		Implement Comlinspace process for reviewing College policies	Executive	Develop a timeline for each policy to be reviewed, deligate related policies to relevant staff, update policies, ratify with Executive and publish on CompliSpace	Ongoing
		Provide opportunity for staff feedback surrounding the characteristics of Organisational Climate.	SIT team	Presentation to staff of SIF data, form new SIT team, regular meetings of SIT, creation of action teams, recommendations from SIT to the College Executive	Ongoing
Implement new College administration/school officer structures	Executive	Review completed, development of position descriptions, recruitment and appointments of personnel	Beginning of term 1		

**SCHOOL COMMUNITY**

**Goal/s articulated in the School Improvement Plan**

To continue to build an inclusive Catholic Marist school community, informed by social justice and fostering opportunities for partnerships with parents, alumni, and the broader community.

Intended Outcome/s	Target	Key Improvement Strategies	Responsibility	Evidence	Status
1. That communication and partnership projects with parents, alumni and the wider community are enhanced.	Increase the Community Engagement Index (Community Engagement variables) to 71.9 in 2014 and to 76.5 by 2017.	Review enrolment and application data to ensure positive transition and marketing	Deputy Principal, College Registrar	Analysis of enrolment and application data, updated marketing campaign, College tour numbers consistently high	Term One and Term Three End of Term One Ongoing
		Review content and delivery of Parent Enrichment Programs	Heads of School, Heads of Learning	Parent Information Evenings, Time and Space, Counsellor Events, Career Wise, VTAC, Eagle newsletter, Twitter and online communication	Ongoing
		Continue to celebrate community achievements	AP (Operations), Foundation Office	Dux Assembly, Leadership Assembly, ANZAC assembly, Sport and Winter Assembly, online communication (Eagle and Twitter), Art Assembly, Liturgies, REMAR, EncounterMC, Music evenings, VCALprograms, Feeder School Events, Community Outreach programs	ongoing
		Communicate further developments of the Masterplan to the community	Executive	Principal's Blog, online communication, House Graduations, Principal's address, Annual Report	ongoing
		Implement action for more effective communication with, and involvement of parents, alumni and various community groups	Foundation Office	MyMarcellin, Foundation events, online communication, parent functions (Mothers Day Breakfast, MCCA Gala ball), parent groups	ongoing
		Review of action taken for more effective communication with, and involvement of, parents, alumni and various community groups	Foundation Office, Executive	Communication policy, google analytics, Insight SRC data	Ongoing
		Ongoing development of capacity to use MyMarcellin	College Leadership, Learning and Teaching Team, IT Manager	Analytics, course pages, staff and student surveys, professional development sessions	Ongoing
		To implement a formalized process for parents to be in dialogue with the College to support decision making	MCCA, Deputy Principal	Parent involvement in various support groups and reviews, online communication	Term Two
		Continue to ensure that the College remains accessible to all families through Bursary initiatives	Business Manager, Principal, Transition Team	Bursary applications, communication with primary schools and prospective families	Ongoing