STRATEGY 2018-2020
KEY DIRECTIONS
FOR A SHARED FUTURE

**Catholic
Education**
Diocese of Wagga Wagga

STRATEGY 2018-2020: KEY DIRECTIONS FOR A SHARED FUTURE

Jesus is the foundation of Catholic schools - 'I came that they may have life, and have it abundantly' (John 10:10).

Our work in Catholic education is to create the conditions for students to become fully alive - inspired with a love of learning and a heart of hope. In anticipation of our students reaching the fullness of their humanity, we are called to nurture: high quality relationships; the development of critical thinking capabilities, human values and a moral and ethical world-view; a relationship with Jesus through experiencing, teaching and practising the Catholic faith.

Strategy 2018-2020 focuses this educational ministry of providing a high quality Catholic education within our diocesan system of schools. It is designed to inspire the spirits, minds and actions of all, and in doing so foster a community of hope that can confidently meet the ongoing challenges presenting for our Church, Catholic Education and for Leadership within these contexts.

The Strategy promotes Fullan's idea of 'simplexity' by 'finding the smallest number of high-leverage, easy-to-understand actions that unleash stunningly powerful consequences' (Fullan 2009, p.16). It is organized around the three identified priority areas of Catholic Identity, capacity Building and Service, and demands shared responsibility for its actioning. The priority areas summarize the improvement theme categories that presented in the data collected using the Education System Improvement Tool (ESIT) from Central Office personnel and from Principals and School Leadership Teams.

Actions identified within each priority area will be detailed further in the Central Office Annual Improvement Plan (AIP), which will also be informed by individual schools' Annual Improvement Plans. To monitor and evaluate progress of the improvement agenda, regular check-ins using the ESIT will be scheduled and recorded in the AIP timeline of events.

The following four guiding principles frame the animation of the Strategy:

1. **Journey with** | engaging in respectful, challenging dialogue within a collaborative and supportive environment to determine a mutual understanding of the best way forward to improve student outcomes

2. **Build from the evidence** | collecting, analysing and using relevant and rigorous evidence to inform future practice.

3. **Learn and reflect** | engaging in a continuous cycle of inquiry and improvement.

4. **Speak with hope** | using skilful language to cultivate hope to embrace all that the future holds.

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STRATEGY 2018-2020 FOCUS: Provision of High Quality Catholic Education

PRIORITY AREA: CATHOLIC IDENTITY

Aspiration

A strong and positive Catholic identity is evident in the ethos and culture of the central office and all school communities.

Actions

- Create a new inspirational System document that focuses on the vision and on the purpose, the 'why', of Catholic education, and in doing so addresses the dual moral purpose of Catholic Identity and student learning.

    - Develop System understanding of Missionary Discipleship and enable each school to explore and live this understanding

PRIORITY AREA: CAPACITY BUILDING

Aspiration

A highly skilled System workforce focused on improving outcomes for all students.

Actions

- Create a *Leadership Strategy* that connects to the vision and purpose of the System and:

    - Includes best-practice policies and procedures for recruiting, inducting, supervising, mentoring and supporting teachers and leaders
    - Ensures consistent application and monitoring of policies and procedures aligned to performance management and capacity building

- Create a 3-year plan for upskilling school and central office staff in the collection, analysis and use of varying data sources to effectively support teaching, learning and decision-making
- Significantly improve the relevance, quality and modes of delivery of professional learning opportunities offered by the central office and school communities
- Continue to support schools in monitoring and evaluating the alignment of curriculum, pedagogical practice and assessment to ensure instructional coherence

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Aspiration

All employees share a personal and collective responsibility for System priorities.

Actions

- Significantly improve:

    - Identification, actioning and communication of System improvement targets
    - Access to quality technical expertise identified by school clusters

- Continue to:

    - Develop strategies to manage government authorities, legal jurisdictions and aspects of compliance to enable schools to focus on improving student outcomes
    - Monitor and evaluate System effectiveness through the ongoing use of the Education System Improvement Tool (ESIT)
    - Improve the development of high impact internal and external networks and partnerships that promote student learning outcomes
    - Improve the culture of service orientation across the system of schools
    - Ensure transparent, system-wide policies and processes inform the allocation of material and human resources equitably across the System, with measures in place to regularly evaluate their effectiveness

References

Australian Council for Educational Research (in press). *Education System Improvement Tool* (ACER Press)

Fullan, M. (2009) *Motion Leadership: The Skinny on Becoming Change Savvy* (Corwin Press)

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