



DE LA SALLE
COLLEGE

Deo Duce – with God as Leader

Strategic Plan 2015 – 2018



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A Spirit of Service

MISSION

De La Salle College is a Catholic boys' College based on the teachings of Jesus Christ, in the tradition of St John Baptist de La Salle. We are committed to inspiring a life of faith, learning, leadership and service.

VISION AND PHILOSOPHY

To be an outstanding school striving for excellence and innovative academic achievement in a supportive community, to best prepare young men for our world. A Lasallian school offers a human and Christian education which enables our students to discover their potential and their mission in a community of faith. A Lasallian education prioritises service to the poor and the marginalised, and emphasises respect for all.

VALUES

At De La Salle College we are committed to our faith, our educational community and our spirit of service and compassion. Our Lasallian charism guides, nurtures, challenges and encourages all our endeavours. We value our role in the international Lasallian network and strive for meaning, relevance and creativity to deliver a quality education for our young men in a 21st century environment. We practise the five core principles as set forth by St John Baptist de La Salle:

1. **Respect for all people:**
We honour and respect the dignity of all individuals.

2. **Quality education:**
We engage in quality education together as students and staff by thinking critically and striving for personal best.
3. **Inclusive community:**
We celebrate diversity and welcome all members to our community.
4. **Concern for the poor and social justice:**
We are in solidarity with the poor and advocate for those without a voice.
5. **Faith in the presence of God:**
We believe in the living presence of God in our students, in our community and in our world.

A Community of Excellence

LEARNLIVELEAD

In September 2014 the College slogan was revised to *Learn. Live. Lead.* in order to reflect a more contemporary branding of our community's strategic direction. The change represents a fresh approach to renew all we do, all we represent and the values we instil in the young men in our care.

LEARN: At De La Salle College we are a contemporary learning community striving for excellence, innovation and creativity, engaging the individual learner in the 21st century world. Learners' needs, backgrounds, perspectives and interests are addressed in design of curriculum, modes of assessment and pedagogical approaches. Personalising learning promotes independence, interdependence, self-motivation and risk taking; providing challenge, choice, rigour and relevance.

LIVE: Our Catholic faith is inspired by the Gospel values of Jesus Christ. He and St John Baptist de La Salle are central to our identity and shape all we do. Peace, hope, justice, love and faith underpin our philosophy. Through the College's robust social justice program and immersion in the Lasallian ethos, we see our students develop a strong moral compass and compassion for those around them. In embracing the breadth, opportunities and challenge of our co-curricula program students access a rich and varied experience.

LEAD: We recognise that today's students are tomorrow's leaders. This is why we develop young men to go out into the world after school with the qualities of a confident leader: self-awareness, self-regulation, motivation, empathy, and social skill. Leadership helps students develop self-respect and they come to respect others in the process.

From the Principal

De La Salle College aims to cement its position and reputation as the pre-eminent provider of a quality Catholic, Lasallian education for boys in this area of Melbourne.



In an increasingly secular world the culture, traditions and messages of our Catholic faith, the transmission of gospel values and our Catholic education system retain their relevance to our young men. This certainly demands a deliberate and purposeful strategy to keep it relevant and meaningful. We must now be strategic and make decisions about what traditions should be preserved, but have the courage to create the future of our choice.

All members of our College community take responsibility for religious and spiritual leadership in addition to our Catholic/Lasallian identity, which underpins all areas of the College. Students must be provided with the knowledge, skills and experiences to enable them to take pride in our culture of respect and service, to celebrate diversity and to contribute effectively to a global society. In the proud tradition of Lasallian schools our vision provides rich, diverse and relevant opportunities and pathways for all students.

The next four years promise to be an exciting period of change and innovation at De La Salle College. The development of our four-year Strategic Plan provides clarity and direction for exactly what sort of school we aim to become. This will inform a Master Plan, as we look to renovate and build at the Year 4 to 9 Tiverton Campus. Development works will be undertaken with the aim to create contemporary learning spaces, capable of accommodating and promoting global citizenship and advanced learning, in which De La Salle College students can build 21st century skills.

The College operates on a platform of high standards and high expectations, ongoing improvement, innovation and accountability. Staff, students and

parents must work together to instill a passion for learning, an atmosphere of mutual respect and acceptance, a culture of service, and a commitment to social justice.

The current implementation of an innovative ICT Strategic Plan provides renewed emphasis on the use of technology as a vehicle to drive improvements in pedagogy and learning outcomes. A focus on staff professional learning and action research is central to this initiative.

The College will grow as a creative learning environment which values, promotes and celebrates excellence. Through personalised learning students will be motivated, engaged and challenged. In the vein of a Lasallian educational vision, respectful, positive and professional relationships between students and teachers are strengthened to support learning and promote student wellbeing in all features of College life. Boys must feel they are known; a whole school approach to wellbeing enables staff to know all students as learners.

I encourage everyone in our community to read carefully the Strategic Plan and the exciting developments proposed herein. The Strategic Plan is the culmination of wide consultation and a commitment to develop clarity around a shared vision and unity of purpose. In addition, it encompasses the directions, priorities and recommendations from the 2014 Secondary and Primary School Reviews. I would like to acknowledge and thank all those involved in the production of this document: it paints a vibrant and vivid picture of De La Salle College's growth from 2015 to 2018.

Mr Peter Houlihan
Principal

Guiding Principles of Lasallian Education

WHAT MOTIVATES US?

1. The Lasallian spirit is present in all our work. Our unique identity is visible at all times through: our awareness of God; acting as brothers/sisters to one another; Jesus' presence in us; and our service to the poor.
2. We live our lives following the example set by Jesus Christ. We practise justice, fairness, prayer and service to each other in all aspects of our vocation.
3. All of our community – students, teachers and parents alike – respect one another so that our College is a safe, enriching and satisfying place in which to work.
4. Everybody strives to create a co-operative culture and atmosphere at our College to facilitate powerful learning.
5. Diversity and inclusivity are intrinsic values. The distinct talents of each individual should be encouraged and valued, so that they might advance us all. We work together, share, and avoid harassment of any kind.
6. Everyone has a right to feel safe. No one should have to fear being bullied or teased. No one should be afraid of taking a risk, being different, or speaking their mind.
7. We should encourage all in our community to seek success in their talents. A contemporary, broad and comprehensive academic program must be provided alongside a wide range of co-curricula activities, so that everyone has the opportunity to achieve.
8. The importance that all in our community care for one another, so that when we have a problem, we feel confident enough to share it with a trusted peer.
9. We value our capacity for forgiveness and respect the individual's right to make amends.
10. At our College, people are encouraged to take risks and learn from both success and failure – this promotes personal growth.



1. Education in Faith

BROAD GOAL

That the Catholic identity of the College will strengthen around the Lasallian charism.

INTENDED OUTCOMES

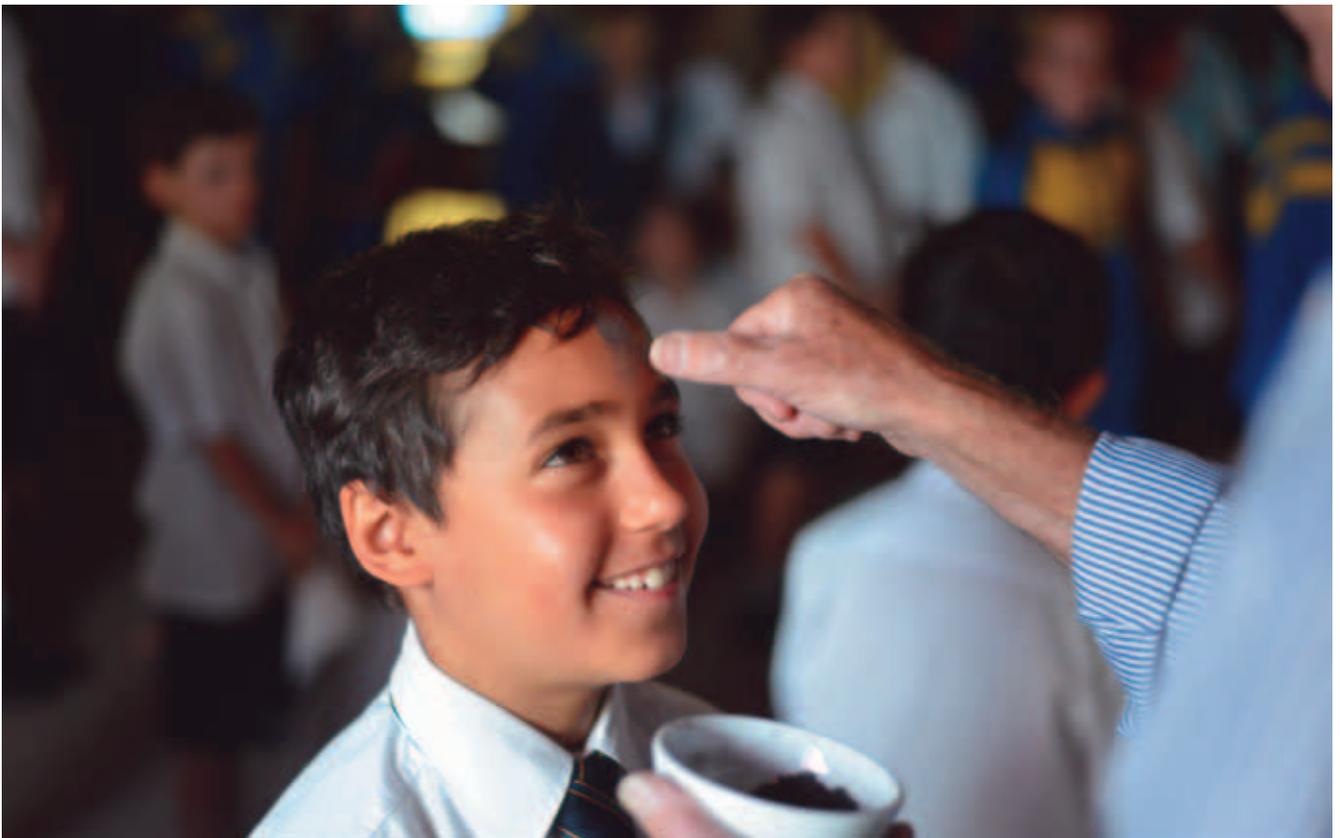
The centrality of our Lasallian charism will be nurtured over the next four years through the following:

- Further developing opportunities for staff formation through stronger links with Lasallian organisations, to enhance staff appreciation of Catholic identity in the Lasallian context.
- Embedding the guiding principles of St John Baptist de La Salle to nurture students in their faith and spirit of service to others.
- Providing increased opportunities for students and staff to reflect on contemporary issues concerning faith, Lasallian ethos and social justice, through enhanced retreat, formation and immersion experiences.

- Increasing clarity around the nature, structure and relevance of the Religious Education curriculum at the College.
- Creating opportunities for students to exercise leadership in the faith domain and Catholic identity.
- Supporting our parents' ongoing education in faith.

KEY STRATEGIES

- 1.1 To create expanded opportunities for prayer, liturgy and celebration of the sacraments.
- 1.2 To provide a range of opportunities for Lasallian education as part of staff professional learning, including convening an annual staff formation day.
- 1.3 To develop stronger links with the Lasallian Mission Council.
- 1.4 To enhance retreat experiences for Years 7 to 12 and develop the capacity of staff to lead retreats.
- 1.5 To support staff in obtaining Accreditation to Teach in a Catholic School and Accreditation to Teach Religious Education.
- 1.6 To review the Religious Education courses at Years 7 to 10, with an enhanced understanding of Catholic tradition, and to develop relevant and engaging pedagogy and resources.
- 1.7 To develop a Liturgy Team comprising staff and students.
- 1.8 To continue to refine the social justice projects established at the College and generate increased opportunities for local and international ministry and service.



2. Learning and Teaching

BROAD GOAL

To improve student learning outcomes within an environment designed to support contemporary learning and teaching practices.

De La Salle College is a comprehensive boys' school of open entry and mixed ability. This means that learning programs and activities account for the range of needs of all students. Special attention is accorded therefore to the nature and purpose of learning and teaching via personalised learning, in a culture of ongoing improvement.

INTENDED OUTCOMES

The College's learning and teaching program reflects the Lasallian ethos and culture. It is designed to be engaging and challenging; to foster a culture of opportunity and excellence, with high expectations and aspirations. It seeks to provide the following:

- That student outcomes will improve in the Victorian Certificate of Education (VCE), Vocational Education and Training (VET) and Victorian Certificate of Applied Learning (VCAL) and in literacy and numeracy across all the stages of schooling.
- That individual student-learning progress will be tracked, measured and analysed in each year level, then used to inform improved practice. Learners' needs, backgrounds, perspectives and interests are addressed in design of curriculum, modes of assessment and pedagogical approaches.
- That De La Salle College grows into a contemporary learning community that strives for excellence, innovation and creativity, engaging the individual learner in a global 21st century context.



KEY STRATEGIES

- 2.1 Embed and build on the leadership structure created for 2015 for learning and teaching, designed to drive innovation and support teachers to work collaboratively around clear and shared understandings of practice, centred on personalising learning.
- 2.2 Review curricula program options with the intention to develop diverse and engaging programs, constructed to meet students at their point of need.
- 2.3 Establish an agreed and shared vision for learning based on principles of a performance and development culture. Planned and relevant professional learning, aligned with the College Improvement Plan, is targeted to ensure individual, Learning Team and College-wide growth.
- 2.4 Encourage models of learning that enhance and prioritise:
 - clear learning intentions
 - challenging goals and success criteria
 - variety in learning strategies
 - deep understanding of student progress
 - the power of feedback and metacognition.
- 2.5 Build the systematic collection, interpretation and application of data to drive a culture of growth and improvement. This includes the use of formative assessment to better inform planning for learning and student progression.
- 2.6 Empower students to become active, independent and motivated participants in the learning process by encouraging responsibility in program and pathway design.
- 2.7 Ensure the successful enhancement of digital learning provision across the College through concerted improvements in infrastructure, teacher capacity, learning resources and leadership in the area. Robust and reliable systems for access to digital learning provide a critical gateway for the development of a flexible, stimulating and contemporary learning environment that has personalisation at its heart.

3. Student Wellbeing

BROAD GOAL

To enhance opportunities for students to be more engaged, self-managing and responsible members of the College community.

INTENDED OUTCOMES

To improve student wellbeing, focusing on the development of the whole person including intellectual, spiritual, emotional and physical growth by:

- building on the strong, positive relationships between students and staff
- nurturing connectedness and mutual respect between staff, students and the wider community

- developing resilience, self-esteem and confidence as young men in the tradition of St John Baptist de La Salle.

KEY STRATEGIES

- 3.1 Build the capacity of teachers to develop positive relationships with students in all aspects of College life, employing restorative practices as a key vehicle.
- 3.2 Improve student connectedness in areas such as student wellbeing and pastoral structures.
- 3.3 Establish clear policies and procedures for student management which reflect our emphasis on diversity and inclusivity.
- 3.4 Develop structures and programs that support student transition to a new environment.
- 3.5 Increase opportunities for student leadership in all aspects of College life, including the learning, pastoral, faith, social justice and co-curricula areas.
- 3.6 Enhance recognition of student achievement, endeavour and participation in all areas of College life and the broader community.
- 3.7 Promote increased student involvement in the co-curricula program of the College.



4. Leadership and Management

BROAD GOAL

To grow and sustain a staff culture that is characterised by a shared vision; a commitment to excellence; a strong sense of collegiality and collaboration; and a focus on continuous improvement.

INTENDED OUTCOMES

That the organisational climate will continue to strengthen through strong, supportive and strategic leadership that is characterised by a culture of:

- empathy
- clarity
- team engagement
- staff learning.

KEY STRATEGIES

4.1 Develop and embed a new College Vision, with distinct links to our Lasallian ethos and learning charter.

4.2 Develop an environment which fosters leaders who are approachable and empathetic, with excellent communication skills.

4.3 Enhance in staff a sense of purpose, responsibility, and professional standards and performance expectations, leading to the creation of shared ownership of the College's Mission.

4.4 Drive visionary and distributed leadership at all levels of College operations that focus on collaborative, team-based approaches where decision-making is transparent and inclusive.

4.5 Prioritise professional growth, including staff appraisal processes, attention to affirmation and accountability, and structured mentoring and coaching.

4.6 Contemporise operational and leadership structures to ensure they support and facilitate the strategic direction of the College through effective governance and management.

4.7 Build robust systems that support the core business of the College which demonstrate best practice and are responsive to learning and teaching, student management, data collection and administrative needs.

4.8 Incorporate an international outlook in the curriculum; develop staff and students as active, informed and connected global citizens.

4.9 Optimise ongoing efficiency of the College Board and Finance Committee, incorporating strategic planning and formal review of operations.

5. School Community

BROAD GOAL

To create a sense of community and partnership that enables families, students and others to identify with the purpose, values and traditions of the College.

INTENDED OUTCOMES

Ensure there is a broadly based, effective connection and partnership with all our key stakeholders and partners in order to:

- provide opportunities for all students to become involved in the wider life of the College
- engage parents meaningfully in their sons' learning and the wider life of the College, including exposure to the traditions of St John Baptist de La Salle

- expand the connection and communication with College alumni
- foster relationships with the wider community.

KEY STRATEGIES

5.1 Develop an action plan for growing and sustaining partnerships with families, parishes, College alumni, the De La Salle Brothers, other Lasallian schools (local, interstate and international), the broader educational community and the local community in which the College is situated.

5.2 Enhance the profile of, and support of, the Parent Network, to promote relationships between the College and families.

5.3 Build on and strengthen the existing ties with the Old Collegians via increased engagement with this network and their skills and resources.

5.4 Consolidate the establishment of the Marketing, Communications and Development Office and articulate strategies in relation to marketing, communications, fundraising and enrolments.

5.5 Promote community Masses with the intention of expanding the involvement of the College in local parish Masses and celebrations.

5.6 Increase support for underprivileged students and families in the College and wider community.

5.7 Build on the promotion and support of staff wellbeing.

6. Facilities and Resources

BROAD GOAL

Research, plan and execute the upgrade and development of facilities to reflect contemporary education design, spaces and practice, and the visual expression of the Lasallian ethos.

INTENDED OUTCOMES

To create a physical environment which is aesthetically striking and functional; where student learning spaces and staff work areas are consistent with a contemporary educational setting designed to:

- support, enable and engage the learner
- promote safe and efficient learning and working practices
- maximise passive and active use of external spaces
- be congruent with environmental and sustainability priorities.

KEY STRATEGIES

- 6.1 Develop a College Master Plan that prioritises building works over the coming ten years, incorporating:
 - Design and development of contemporary learning spaces to enhance and support 21st century pedagogy, emphasising opportunities for collaborative and flexible learning.
 - Creative design of teaching and administration offices and workspaces which support a team approach to professional learning, collaboration and efficient administrative practice.
 - Investigation of options for growth of the College footprint whilst retaining and promoting the iconic elements of the College.

- Development of new, and redevelopment of existing, specialist areas.
- 6.2 Ensure the ongoing fee structure is appropriate to supporting the College's strategic direction and maintaining accessibility for Catholic families via our charter of caring for the last, the lost and the least.
 - 6.3 Improve efficiency of educational, student management and business processes via enhanced IT systems and an ongoing review of all business practices.
 - 6.4 Commit to formal economic strategies and planning to guarantee financial security.





DE LA SALLE
COLLEGE

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