



**Boronia K-12 College 8913**  
**Strategic Plan 2017-2020**

<p><b>Endorsement</b></p> <p>Principal:  Meagan Cook 07/06/2017</p> <p>School council: Refer to Council Minutes 21/06/17</p> <p>Delegate of the Secretary: Justin Butler 07/06/2017</p>	<p><b>Re-Endorsement</b> (if a Goal, KIS or Target is changed)</p> <p>.....[name] ..... [date]</p> <p>.....[name] ..... [date]</p> <p>.....[name] ..... [date]</p>	<p><b>Re-endorsement</b> (if a Goal, KIS or Target is changed)</p> <p>.....[name] ..... [date]</p> <p>.....[name] ..... [date]</p> <p>.....[name] ..... [date]</p>
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School vision	School values	Context and challenges	Intent, rationale and focus
<p>Boronia K-12 College will provide a safe, supportive and stimulating environment that engages and challenges students and adults to love learning, experience success and be effective and caring members of the global community.</p>	<p><b>Community</b></p> <ul style="list-style-type: none"> <li>We collaborate and share with others</li> <li>We are positive role models</li> <li>We value our community and are proud to contribute</li> <li>We support and care for each other</li> </ul> <p><b>Achievement</b></p> <ul style="list-style-type: none"> <li>We have high expectations in all that we do</li> <li>We set goals and take risks to achieve our personal best</li> <li>We seek feedback to reflect and improve</li> <li>We celebrate and are proud of our successes</li> </ul> <p><b>Respect</b></p> <ul style="list-style-type: none"> <li>We listen to one another's ideas with an open mind</li> <li>We value our diversity as we learn and grow together</li> <li>We treat everyone with honesty and empathy</li> <li>We take responsibility for our actions</li> </ul> <p><b>Lifelong Learning</b></p> <ul style="list-style-type: none"> <li>We participate in our learning in an open-minded and flexible way</li> <li>We are inquisitive and seek out new knowledge and skills</li> <li>We are enterprising, show initiative and use our creative abilities</li> <li>We are not afraid of making mistakes and constantly seek to improve</li> </ul>	<p>Boronia K-12 College is committed to developing our students into responsible members of the local, national and global communities that they live in. We are proud of all students at our College and the variety of pathways they pursue post-secondary school. Throughout all stages of schooling at Boronia K-12 College we aim to develop learners that strive to be: Skilled communicators, Constructors of knowledge, Real world problem-solvers, Ethical users of technology To achieve this goal, we offer quality teaching and learning programs delivered by highly skilled, innovative and enthusiastic professionals. Our contemporary buildings and grounds are second to none and provide a stimulating learning environment where students are able to maximize their potential. As students transition into schooling at Boronia K-12 College, they experience a challenging, differentiated curriculum designed to allow them to demonstrate their abilities and progress in their learning. Our Early Learning and Primary Years Programs combine elements of play-based learning and learning by doing, with a focus on the development of key literacy, numeracy and inquiry skills. Students continue their inquiry focus across a range of specialist programs including Music, Spanish, Art, Physical Education and Science. Our staff form positive and long lasting relationships with students and families that result in students prospering throughout their journey at Boronia K-12 College. Our Year 7 to 9 programs build strong foundations for future success. We emphasise the core literacy and numeracy skills across all subjects in the curriculum and students access Spanish as their language study. As they progress through the College, students have growing opportunities to refine their own pathways by selecting an increasing number of electives in Year 8, 9 and beyond. Our Year 9 students have the opportunity to contribute to their world through the Connect Program. The Connect Program includes opportunities to participate in Leadership Development, City Experience, Duke of Edinburgh and cross age tutoring programs/projects. Ensuring our new Prep, Kinder and Year 7 students are happy, secure and confident with a strong sense of belonging is a priority for all staff at Boronia K-12 College. Students are supported by a dedicated team of experienced teachers in a cluster of rooms in our dedicated Learning Centres. It is within these spaces that the majority of classes are held allowing students to develop a sense of ownership and pride over their environment and a sense of belonging and community amongst themselves and their teachers. As students transition into later years (Years 10-12) the opportunities to refine their pathways open up and students are provided with a diverse range of subjects from all areas of the VCE/VET and VCAL curriculums. Year 10 students are encouraged to undertake VCE/VET units of study to assist in preparing them for the rigors of a full VCE/VET program the following year. In 2016 the College, which is newly forming, underwent significant change within its leadership as the substantive Principal took up a new position within the Department. In 2017 the College will appoint a new substantive Principal to guide the implementation of the new Strategic Plan. The priority review in 2016, early in the development of a new school culture, identified the following areas for improvement:</p> <ul style="list-style-type: none"> <li>Role clarity for all leaders and coaching and mentoring for all new leaders.</li> <li>Implement a whole school wellbeing, pastoral care/student management system with agreed protocols and procedures that are consistently enacted.</li> <li>Document centrally - term and weekly scope and sequence of curriculum, learning activities, assessment tasks, rubrics for all year levels across all learning domains, showing how learning is differentiated.</li> <li>Lifting accountability of all staff to enact school improvement priorities.</li> <li>Improve the data literacy capability of all teachers.</li> <li>Research, consult, develop and implement a whole school instructional model that all teachers are involved in developing.</li> </ul>	<p>Based on the recommendations from the Priority Review our Strategic Plan will need to focus on the following areas of the FISO continuum to bring about improvement in students outcomes.</p> <p><b>EXCELLENCE IN TEACHING AND LEARNING</b></p> <ul style="list-style-type: none"> <li>Curriculum planning and assessment</li> <li>Evidence based high impact teaching strategies</li> </ul> <p><b>POSITIVE CLIMATE FOR LEARNING</b></p> <ul style="list-style-type: none"> <li>Setting expectations and promoting inclusion</li> <li>Empowering students and building school pride</li> </ul> <p><b>COMMUNITY ENGAGEMENT IN LEARNING</b></p> <ul style="list-style-type: none"> <li>Building communities</li> </ul> <p><b>PROFESSIONAL LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>Building leadership teams</li> <li>Strategic resource management</li> </ul> <p>This will enable us to address the areas for improvement outlined in the Priority review report.</p> <p>We aim to achieve is outlined in the Key Improvement Strategies within the strategic plan our work will begin with school culture and an instructional model that meets the needs of the various ages and stages of learning.</p>

Four-year goals (for improving student achievement, engagement and wellbeing)	Improvement Priorities, Initiatives and/or Dimensions	Key improvement strategies	Targets (for improving student achievement, engagement and wellbeing)																																																																		
<b>Maximise academic outcomes and further enhance teaching practices</b>	<p>EXCELLENCE IN TEACHING AND LEARNING</p> <ul style="list-style-type: none"> <li>Curriculum planning and assessment</li> <li>Evidence based high impact teaching strategies</li> </ul>	<p>Embed a culture of curriculum planning, moderation, assessment and data analysis that measures the impact of learning programs and is responsive to the needs of the students in key areas of:</p> <ul style="list-style-type: none"> <li>Literacy and Numeracy</li> <li>Victorian Curriculum, VCE/VET/VCAL programs.</li> </ul> <p>Continue to build Secondary teachers' understanding of curriculum and standards</p> <p>Continue to build Kinder and Primary teachers' understanding of curriculum and standards and utilise the International Baccalaureate framework in the planning of the Primary School Curriculum with a view to accreditation as an IB School</p> <p>Review the whole school literacy plan and literacy intervention programs</p> <p>Introduce a 1:1 plan for ICT in the upper Primary and Secondary years and implement an on-line learning management system that connects staff, students and parents to the learning and feedback occurring in the classroom</p> <p>Develop, implement and monitor an Instructional Model/s that meet the needs of the diverse stages of learning at the College and ensures strong classroom routines are established.</p> <p>Draw on research to document the key attributes of a highly effective (21st Century) Learner at Boronia K-12 College and develop a continuum by which to measure this across the school.</p>	<p>- 75% of students achieve medium or high growth in all aspects of NAPLAN.</p> <table border="1"> <tr> <td>Staff Opinion Survey</td> <td>2016 - percentage positive endorsement from whole staff</td> <td>2020 Target - percentage positive endorsement from whole staff</td> </tr> <tr> <td>Collective efficacy</td> <td>29.7</td> <td>&gt;50</td> </tr> <tr> <td>Academic emphasis</td> <td>28.5</td> <td>&gt;50</td> </tr> <tr> <td>Teacher Collaboration</td> <td>31.6</td> <td>&gt;50</td> </tr> </table> <p>- Positive endorsement (Panorama)</p> <table border="1"> <thead> <tr> <th></th> <th>2016- Year 5</th> <th>Target 2020</th> <th>2016- Year 6</th> <th>Target 2020</th> <th>2016- Year 7-9</th> <th>Target 2020</th> <th>2016 Year 10-12</th> <th>Target 2020</th> </tr> </thead> <tbody> <tr> <td>Attitudes to School</td> <td>5</td> <td></td> <td>6</td> <td></td> <td>7-9</td> <td></td> <td>10-12</td> <td></td> </tr> <tr> <td>Stimulating Learning</td> <td>34</td> <td>&gt;50</td> <td>17</td> <td>&gt;50</td> <td>19</td> <td>&gt;50</td> <td>11</td> <td>&gt;50</td> </tr> <tr> <td>Learning Confidence</td> <td>36</td> <td>&gt;50</td> <td>42</td> <td>&gt;50</td> <td>32</td> <td>&gt;50</td> <td>26</td> <td>&gt;50</td> </tr> </tbody> </table> <p>-</p> <ul style="list-style-type: none"> <li>VCE- increase average study scores from 24.98 to 27</li> <li>VCAL completion rates consistently above 80%</li> <li>Achieve Exceeding rating in all elements in the Quality Improvement Plan (QIP) for the four year old Kinder program</li> </ul>	Staff Opinion Survey	2016 - percentage positive endorsement from whole staff	2020 Target - percentage positive endorsement from whole staff	Collective efficacy	29.7	>50	Academic emphasis	28.5	>50	Teacher Collaboration	31.6	>50		2016- Year 5	Target 2020	2016- Year 6	Target 2020	2016- Year 7-9	Target 2020	2016 Year 10-12	Target 2020	Attitudes to School	5		6		7-9		10-12		Stimulating Learning	34	>50	17	>50	19	>50	11	>50	Learning Confidence	36	>50	42	>50	32	>50	26	>50																		
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<b>Maximise student engagement in all aspects of school life</b>	<p>POSITIVE CLIMATE FOR LEARNING</p> <ul style="list-style-type: none"> <li>Setting expectations and promoting inclusion</li> <li>Empowering students and building school pride</li> </ul>	<p>Develop and implement a student leadership and governance model that is inclusive of House structures</p> <p>Developing and embedding the Boronia K-12 College learning culture into consistent everyday practice of staff and students</p> <p>Establish a partnership with Real Schools to develop a restorative culture of practice at Boronia K-12 College</p> <p>Review protocols and procedures for absence and attendance records and how this links with Compass and is followed through</p> <p>Scope and Sequence proactive measures around wellbeing (positive education) and pastoral care programs</p> <p>Reorganise secondary curriculum and redevelop teaching spaces to ensure effectiveness of agreed pedagogies</p> <ul style="list-style-type: none"> <li>Later Years precinct and study centre</li> <li>New Curriculum Structures in the Secondary school that enable greater opportunities for students in years 9 and 10</li> </ul>	<p>- Student Opinion Survey Data- percentage positive endorsement (panorama)</p> <table border="1"> <thead> <tr> <th></th> <th>2016- Year 5</th> <th>Target 2020</th> <th>2016- Year 6</th> <th>Target 2020</th> <th>2016- Year 7-9</th> <th>Target 2020</th> <th>2016 Year 10-12</th> <th>Target 2020</th> </tr> </thead> <tbody> <tr> <td>Connectedness to School</td> <td>34</td> <td>50</td> <td>13</td> <td>50</td> <td>19</td> <td>40</td> <td>18</td> <td>40</td> </tr> <tr> <td>Classroom Behaviour</td> <td>20</td> <td>40</td> <td>25</td> <td>40</td> <td>12</td> <td>35</td> <td>16</td> <td>40</td> </tr> <tr> <td>Learning Confidence</td> <td>36</td> <td>50</td> <td>42</td> <td>60</td> <td>32</td> <td>50</td> <td>26</td> <td>35</td> </tr> <tr> <td>Student Safety</td> <td>30</td> <td>50</td> <td>54</td> <td>70</td> <td>42</td> <td>60</td> <td>48</td> <td>60</td> </tr> </tbody> </table> <p>- Improved levels of student attendances- average absence rate below State average</p> <ul style="list-style-type: none"> <li>Three four year old groups enrolled each year in the kinder program</li> <li>Four home groups enrolled each year from year 7</li> <li>Retention of greater than 85% from year 6 to year 7</li> <li>Retention of greater than 85% from four year old kinder to Foundation</li> </ul> <table border="1"> <tr> <td>Parent Opinion Survey</td> <td>2016</td> <td>2020 Target</td> </tr> <tr> <td>Approachability</td> <td>5.16</td> <td>5.75</td> </tr> <tr> <td>General Satisfaction</td> <td>5.4</td> <td>5.9</td> </tr> <tr> <td>Learning Focus</td> <td>5.3</td> <td>5.8</td> </tr> <tr> <td>Student Safety</td> <td>4.97</td> <td>5.5</td> </tr> <tr> <td>Connectedness to Peers</td> <td>5.81</td> <td>5.9</td> </tr> <tr> <td>Transitions</td> <td>5.46</td> <td>5.8</td> </tr> </table>		2016- Year 5	Target 2020	2016- Year 6	Target 2020	2016- Year 7-9	Target 2020	2016 Year 10-12	Target 2020	Connectedness to School	34	50	13	50	19	40	18	40	Classroom Behaviour	20	40	25	40	12	35	16	40	Learning Confidence	36	50	42	60	32	50	26	35	Student Safety	30	50	54	70	42	60	48	60	Parent Opinion Survey	2016	2020 Target	Approachability	5.16	5.75	General Satisfaction	5.4	5.9	Learning Focus	5.3	5.8	Student Safety	4.97	5.5	Connectedness to Peers	5.81	5.9	Transitions	5.46	5.8
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<b>Further enhance involvement of the community in the life of the school</b>	<p>COMMUNITY ENGAGEMENT IN LEARNING</p> <ul style="list-style-type: none"> <li>Building communities</li> </ul>	<p>Develop, document and implement a parent journey from K to 12 outlining the expectations of all stakeholders at different stages of learning</p> <p>Implement the Doctors in Secondary Schools Program</p> <p>Investigate with a view to implementing an International student program that increases curriculum breadth in the Later Years.</p> <p>Increase the profile of the College and enhance effective parent communication through the use of – social media, website, COMPASS</p> <p>Embed routines and expectations across the college. Enhance the Assembly program in the college and ensure that values are prominent including CARL awards</p> <p>Partnerships developed with tertiary providers</p>	<p>- Three four year old groups enrolled each year in the kinder program</p> <p>- Four home groups enrolled each year from year 7</p> <p>- Retention of greater than 85% from year 6 to year 7</p> <p>- Retention of greater than 85% from four year old kinder to Foundation</p> <table border="1"> <tr> <td>Parent Opinion Survey</td> <td>2016</td> <td>2020 Target</td> </tr> <tr> <td>Approachability</td> <td>5.16</td> <td>5.75</td> </tr> <tr> <td>General Satisfaction</td> <td>5.4</td> <td>5.9</td> </tr> <tr> <td>Learning Focus</td> <td>5.3</td> <td>5.8</td> </tr> <tr> <td>Student Safety</td> <td>4.97</td> <td>5.5</td> </tr> <tr> <td>Connectedness to Peers</td> <td>5.81</td> <td>5.9</td> </tr> <tr> <td>Transitions</td> <td>5.46</td> <td>5.8</td> </tr> </table>	Parent Opinion Survey	2016	2020 Target	Approachability	5.16	5.75	General Satisfaction	5.4	5.9	Learning Focus	5.3	5.8	Student Safety	4.97	5.5	Connectedness to Peers	5.81	5.9	Transitions	5.46	5.8																																													
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<b>Build a leadership structure which enhances the school's capacity to innovate and implement change</b>	<p>PROFESSIONAL LEADERSHIP</p> <ul style="list-style-type: none"> <li>Building leadership teams</li> <li>Strategic resource management</li> </ul>	<p>Develop a leadership model for the College that will enable the work of this Strategic Plan. Including developing roles and responsibilities for;</p> <ul style="list-style-type: none"> <li>Assistant Principals</li> <li>Leading teachers</li> <li>Positions of Responsibility</li> </ul> <p>Introduce whole school structures that will allow staff to work collaboratively in contributing to the strategic work of the College</p> <p>Develop College Leadership through Bastow Programs and in-house programs. These may include;</p>	<table border="1"> <tr> <td>Staff Opinion Survey</td> <td>2016 - percentage positive endorsement from whole staff</td> <td>2020 Target - percentage positive endorsement from whole staff</td> </tr> <tr> <td>Instructional Leadership</td> <td>20.6</td> <td>60</td> </tr> <tr> <td>Cultural Leadership</td> <td>34.6</td> <td>65</td> </tr> <tr> <td>Visibility</td> <td>19</td> <td>55</td> </tr> <tr> <td>Teacher Collaboration</td> <td>31.6</td> <td>&gt;50</td> </tr> </table>	Staff Opinion Survey	2016 - percentage positive endorsement from whole staff	2020 Target - percentage positive endorsement from whole staff	Instructional Leadership	20.6	60	Cultural Leadership	34.6	65	Visibility	19	55	Teacher Collaboration	31.6	>50																																																			
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		Introduce Collegiate teams for Performance and Development and peer observations and feedback	
		Align Professional Learning Plan for staff to SSP and AIP	