

Strategic Objectives 2016



Our Vision

is that students would become life-long learners and proactive citizens of the global community, utilising their God-given gifts and talents for the benefit of others.



Our Purpose

is to nurture individuals who are:

aware of their humanity, open to the influence of the Holy Spirit, and are growing in and living according to a cohesive worldview.

We encourage students to become:

- Self-directed and insightful
- Discerning and resourceful
- Adept and creative
- Open and responsive
- Principled and resilient
- Confident and caring





Our Strategic Priorities

“WITH ONE HEART” is central to our philosophy

‘We live the Christian Spirit’

MINISTRY AND MISSION

‘We build many strengths’

TEACHING AND LEARNING

‘We forge our futures’

CURRICULUM

‘We reach out to the community’

COMMUNITY

‘We embrace each unique child’

PASTORAL CARE

‘We open many doors’

LEADERSHIP AND MANAGEMENT

Our Strategic Objectives 2016



It is important to note that the process of strategic planning does indeed produce a “plan” and not a static outcome. This plan has to be responsive to its environment. While setting strategic intent is critical, its major purpose is to assist any business to focus on direction and to measure improvement.

As a College we spend more of our focus on equipping people, building capacity, including the capacity to be nimble and flexible to changing circumstances, rather than setting our objectives in concrete. For us, a strategic plan is largely a tool for getting people excited, building a blueprint out of the College’s mission, vision and values that says “and this is what we want to look like”.

This document then provides an overview or summary of just some of the Strategic Objectives planned for 2016 within each of the Priority Areas as identified within the CLC Strategic Plan 2013–2017, available through the College website.



MINISTRY AND MISSION

'WE LIVE THE CHRISTIAN SPIRIT'

The Christian life at Concordia Lutheran College is to be a reflection of the values and attitudes that lie at the heart of Lutheran education. We invite all students to participate in worship as they hear of God's love for them through Jesus Christ. We value the rich diversity of our community and are sensitive to the beliefs of all in the College community when preparing for worship.

Strategic Intent:

1. College worship services will be further refined through 'modelling' student led Chapel services and the introduction of non-compulsory worship opportunities during the school day.
2. Development of activities that support the building of relationships between the Ministry Team and students, eg Open Chat@The Open Door.

Strategic Objectives:

1. Offerings of support, eg ALWS Partner Village and emergency relief campaigns.
2. Opportunities for staff to participate in regular morning devotions.
3. Budget sufficient funds for adequate professional and spiritual learning opportunities for staff.
4. Opening the Chapel for students and staff to use for prayer, times of reflection and for time with the College Pastor.
5. Offer 'Seasons for Loss and Grief' to students (especially in Boarding) who have suffered a significant loss.

Performance Indicators:

1. Increased opportunities will have been provided for staff and students to take part in College worship services.
2. Staff members engaged in opportunities to study and learn theology.
3. Staff and students are able to express their spirituality through prayer, discussion and devotions.



TEACHING AND LEARNING

'WE BUILD MANY STRENGTHS'

By developing a Professional Learning Community, a collaborative approach will be used where Teaching and Learning in the classroom will be reviewed, modified and enhanced as required, to set high expectations for students and teachers.

At Concordia Lutheran College (CLC), 21st century teaching and learning is embedded with a focus on providing skills and opportunities for its application across all disciplines. A multi-faceted approach enables the use of innovative learning methods that integrate the use of supportive technologies, an inquiry-based model and higher order thinking skills.

Strategic Intent:

1. Continue to review and refine the CLC Teaching and Learning Framework.
2. Enhance pedagogical practice through self and peer reflection on current practice.
3. Further develop our understanding of differentiation within the classroom, data management tracking and assessment reporting.
4. Each Subject Department in the Middle and Senior College to develop specific objectives within the area of Strategic Intent outlined above.
5. Continue to develop structured programs which reflect 21st Century Teaching and Learning Practices in the area of technology and ICT.

Strategic Objectives:

1. Teachers work in teams within and across campuses with the assistance of a range of ISQ funded projects.
2. Develop Coaching process in the Senior College to support the Teaching for Learning Framework as well as improve the learning outcomes of the students.
3. Finalise review of technology needs and how teachers use these in the classroom so that a plan for 2017 is in place for the provision of laptops/tablets for individual students.
4. Continue to strengthen the engagement of staff in the Professional Learning Community across all campuses.

Performance Indicators:

1. Will be utilising the Self-reflection Tool based on CLC Teaching and Learning Framework and AITSL Standards.
2. Staff fully engaged and willing to communicate and share.
3. Digital Tracking to be created and maintained by teachers for tracking.
4. Increased use of technology by students in and outside classrooms with a laptop/tablet program in place.
5. Staff regularly receive professional readings with the explicit goal to build on current knowledge of effective teaching and learning.



CURRICULUM

‘WE FORGE OUR FUTURES’

There will be a clear outline of what students are expected to learn from the ACARA curriculum with regular review of curriculum progress and documents, pedagogical resources and planning with a focus on improvement.

All students will be provided with the opportunity to fully engage in meaningful learning that will enable them to succeed in the 21st century. This will involve reforming our curriculum through a focus on improving Teaching and Learning and building quality resources to support our curriculum development.



Strategic Intent:

1. Continue to implement programs and professional learning for teachers in the areas of Numeracy, Literacy and Information Communication Technologies.
2. Provide local and global Service Learning opportunities for students and staff from the perspective of “Christ to the person in need”.
3. Empower students with strategies to become lifelong learners and proactive citizens of the global community.
4. Continue to promote high levels of intellectual quality, a quality learning environment, as well as making explicit to students the significance of their work.

Strategic Objectives:

1. Review programs and processes in the delivery of curriculum with the implementation of the updated ACARA documents and the assessment strategies for Senior Schooling as Queensland moves towards the ATAR.
2. Explicitly engage with teaching, learning and assessment strategies to enable students to interact, practise and deepen their knowledge and understanding.
3. Each department in the College is developing individual strategic plans that guide planning and instructional practices.
4. Lead the ongoing development of the “Rite Journey” in Year 9 Christian Studies and the subject of “Religion and Ethics” in Years 11 and 12.

Performance Indicators:

1. Curriculum documentation that fully meets ACARA and other Statutory Authority requirements is being completed.
2. Use of ICT in curriculum planning and assessment tasks.
3. Service Learning is embedded in the curriculum across all year levels and campuses.
4. Improved student engagement due to applicable courses and improved retention of Christian Studies skill, values and knowledge.

COMMUNITY

'WE REACH OUT TO THE COMMUNITY'

Develop strong links between all stakeholders within the College and in turn establish links with local and global communities. This will ensure that a genuine collaborative culture of participation across all members of the College community can flourish.

Strategic Intent:

1. Continue to build community fellowship and develop closer relationships with local Lutheran Church of Australia (LCA) congregations.
2. Continue to support the function of the School Improvement Committee (SIC) as the conduit of the College community as it seeks to guide and support the community by identifying points of difference and developing promotional and marketing strategies.
3. Seek to make better use of community feedback to achieve greater success in all aspects of this domain.

Strategic Objectives:

1. Develop a formalised partnership agreement with Emmanuel Lutheran Fellowship, with a continued focus on service to Boarding.
2. Understand the College's current market and identify a clear point of difference.
3. Realise the level of community support required for the development of a 'Net Promoter' score.

Performance Indicators:

1. Participate in established church projects, local and global.
2. Teachers are active members of professional organisations facilitating successful activities recognised as having high community value.
3. Local Lutheran congregations share a partnership of ministry at Concordia Lutheran College.
4. Foster a collaborative school community that takes individual and group responsibilities for continuous improvement through education, marketing and the implementation of strategies to enhance parent-school partnerships.



PASTORAL CARE

'WE EMBRACE EACH UNIQUE CHILD'

Through the Pastoral Care of all members of the College community a supportive and caring ethos is developed and maintained. A Pastoral Care program will be developed that supports Christian values and the use of Restorative Practices in conflict resolution to ensure the well-being of all members of the College Community.

Strategic Intent:

1. Review the current Pastoral Care program to ensure that it supports Christian values and the use of Restorative Practices in conflict resolution with the well-being of all members of the College Community in mind.
2. Develop the College as an eSmart School.

Strategic Objectives:

1. Support our College Chaplains to further develop relationships with staff, students and parents in response to community needs.
2. Encourage and support parents in their involvement in children's learning.
3. Forge strong links with local community organisations and other schools.

Performance Indicators:

1. Directors of Junior College Campuses and Head of Senior College, Heads of Department and Year Level Coordinators are supported in their pastoral care tasks.
2. Ministry and Pastoral Care Team members will have positive connections with children, families and staff.
3. The full suite of College brochures will be known and available to all members of the College community.
4. Staff and students are engaging with an updated Pastoral Care program which will enhance student personal growth.



LEADERSHIP AND MANAGEMENT

‘WE OPEN MANY DOORS’

The Concordia Lutheran College Council is a model of best practice governance which ensures the College's financial viability. Through inspired instructional and distributed leadership, which is student centred and teacher focused, a shared and clear vision is created and maintained which sets the direction of the College's development by aligning the College community to its purpose and practice.

Effective management structures will be used to ensure that teaching and learning is central to all that the College does with efficient use and allocation of required resources. College assets are to be leveraged more with the development of a creative marketing plan to ensure strategic growth.

Strategic Intent:

1. College assets, in particular, Boarding is to be utilised more to foster market growth.
2. Maintain and expand our market share and enhance our reputation within and beyond Toowoomba and the local region.

Strategic Objectives:

1. Development and enhancement of a boarder leaders' development program.
2. Enhance the provision of quality pastoral care for boarders, parent support and behavioural standards.
3. Ensure ongoing refurbishment of facilities, eg. Girls' Boarding House bathrooms as well as the provision of new equipment, eg. Weights Room (Gym).
4. Further develop CLC's point of difference and devise strategies to increase market share within an already saturated educational environment.
5. Utilise available resources to develop the following: Online Enrolment Application process, signage across and within each campus, as well as a video promotion.
8. Invest in deep marketing diagnostic and brand strategy.
6. Review Fee Schedule by making a comparison with Toowoomba competitor schools with the aim of publishing a more marketable and easier to read document.

Performance Indicators:

1. Boarding community members will have been surveyed, resulting in a greater sense of ownership by students and thus stronger advocacy by parents.
2. Regular communication with parents/guardians to ensure that they are fully aware and engaged with their son's/daughter's progress in Boarding.
3. A report on market environment will inform the development of a 'Point of Difference' (POD) to further build reputation, brand and market penetration.
4. An increased percentage of vocal advocates from current Concordia families, students and staff will have been established through the implementation of a 'Net Promoter Score'.



Abbreviations used:

ALWS	Australian Lutheran World Service
ISQ	Independent Schools Queensland
ACARA	Australian Curriculum Assessment and Reporting Authority
ATAR	Australian Tertiary Admission Rank
AITSL	Australian Institute for Teaching and School Leadership



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Concordia Lutheran College is a school
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