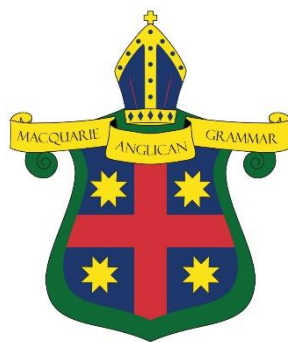


Macquarie Anglican Grammar School

Strategic Plan

2017 - 2021



The Macquarie Model

## Strategic Plan 2017-2021

### Beginnings, Today and The Future

Macquarie began with a decision in 2001 to establish an independent school in Dubbo. From the initial purchase and establishment of the School's current physical site and facilities under the Diocese of Bathurst, we have evolved and become a school within the Anglican Schools Corporation.

Today is an exciting time. The original vision to develop a leading independent school in Dubbo has grown to become a vision to develop the leading independent school in the Central West. We are a Christian Independent School which offers a diverse curriculum that meets the needs of our P-12 students and prepares them to be adults who are change makers in their communities. Positive change is leading to a period of stability and expansion through which we seek to maintain and build upon our Christian faith. As we go about our work, we are mindful of a number of strategic issues. These include how we:

- Provide quality and affordable Christian education that is comprehensive, inclusive and conducive to rich, lifelong learning whilst maintaining the primacy of mission, care and community in our school.
- Develop our sense of honoured heritage and celebrate achievement within our shared culture whilst building a habit of continuous improvement that is enhanced by greater expertise in the use of goal-setting, measurement of data and critical reflection.
- Position our school to serve the growth of the Dubbo region and beyond whilst developing our capacity to respond with flexibility and resilience to external educational, technological and financial imperatives
- Configure our physical dimensions and facilities optimally to balance present needs and future contingency so that we grow naturally according to demand and within the boundaries of reasonable and available resources

The call of the future for us is to stay true to the school's vision of establishing a vibrant Christ-centred learning community through which Jesus is made known. Future planning and confident growth supported by the appropriate technology will enable this vision to flourish in a school where our students are well prepared for their futures in an ever-changing world.

#### Our Ethos and Vision

<b>Our 4 Pillars</b>	Faith, Community, Character, Excellence
<b>Our School</b>	The school of choice in the Central West; a school of excellence and care; honouring God through teaching, learning and service to others.
<b>Our Students, Our Mission</b>	Students of Macquarie Anglican Grammar School graduate with: <ul style="list-style-type: none"><li>• A knowledge of the Christian faith</li><li>• A developed understanding of who they are and what they believe</li><li>• Pathways to success in their lives and the contemporary world</li><li>• A desire and the skills to make a difference in their community</li></ul>
<b>We Value</b>	<ul style="list-style-type: none"><li>• Our shared Christian faith</li><li>• A culture of lifelong learning</li><li>• An inclusive and respectful community</li><li>• Our connectedness to the Central West and beyond</li></ul>
<b>Our Vision</b>	<ul style="list-style-type: none"><li>• An authentic Christian educational community</li><li>• A rigorous, well-balanced and comprehensive education</li><li>• Genuine care for our students</li><li>• A committed school within the Anglican Schools Corporation</li></ul>

## The Macquarie Model 2017-2021

The Macquarie Model prepares our students to be resilient young people who make a difference in the world within a high quality, affordable, Christ-centred education. As a community, our families, students and staff strive together to achieve and reinforce our vision and mission.

Our Goal	To embed The Macquarie Model		
Our Strategic Focus	Aim	Means	Desired Ends
<b>Education</b>	<ul style="list-style-type: none"> <li>To create an engaged Christ-centred learning community that enables each student to become the best they can possibly be</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Teaching and Learning Framework based on data driven best practice to provide our staff with the best possible structures</li> <li>Provide guidance, challenges and opportunities for students to grow and become responsible learners</li> <li>Provide a rigorous and differentiated curriculum that develops critical and creative thinkers</li> <li>Employ pedagogies that use adaptive, courageous and innovative strategies that prepare learners for their global context</li> </ul>	<ul style="list-style-type: none"> <li>We deliver a high quality education shaped by the Bible within a community of life long adaptive learners who are confident, optimistic and resilient with a strong hope for the future</li> <li>We align our curriculum and co-curriculum to the ethos and vision of the school for Christian excellence</li> <li>We achieve our educational targets by producing consistently strong value-added results for our students</li> </ul>
<b>Christian Witness</b>	<ul style="list-style-type: none"> <li>The Gospel is clearly proclaimed and modeled in a genuine, relational and integrated way to attract the most number of students and parents</li> </ul>	<ul style="list-style-type: none"> <li>Present Christ at every opportunity and provide opportunities for each person to make an informed choice to follow Christ</li> <li>Model Christ's life through personal witness, school curriculum and practice</li> <li>Establish links with local churches and Christian groups</li> </ul>	<ul style="list-style-type: none"> <li>We communicate the Gospel consistently in a Christ-centered community</li> <li>We thoroughly integrate our Mission focus into the daily life and routines of the School</li> <li>We encourage our community members to grow into the full stature of maturity in Christ</li> </ul>

<b>Student Engagement</b>	<ul style="list-style-type: none"> <li>To build all students engagement throughout their learning journey</li> </ul>	<ul style="list-style-type: none"> <li>Individual learning plans</li> <li>Integration to school reporting</li> <li>Goal setting</li> </ul>	<ul style="list-style-type: none"> <li>Students participate fully in the life of the school</li> <li>Assessments are completed well and on time</li> <li>Teams and auditions are competitive and full</li> <li>Student achievement is continuously improving</li> </ul>
<b>Build opportunities for all students</b>	<ul style="list-style-type: none"> <li>To grow Macquarie Anglican into a school where all students can pursue meaningful opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Expand subject selection</li> <li>Examine innovative ways to expand choice (eg eLearning)</li> <li>Expand academic support</li> <li>Expand extra-curricular opportunities</li> </ul>	<ul style="list-style-type: none"> <li>All students achieve a desired post school outcome</li> <li>All students achieve bronze Duke of Edinburgh Award</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>To set and maintain high standards of affordability and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate sound financial management</li> <li>Manage competing financial priorities</li> <li>Set appropriate budget and other financial targets, including ASC Level 1 status</li> </ul>	<ul style="list-style-type: none"> <li>We demonstrate successful stewardship of resources</li> <li>We eliminate financial impediments to the School's mission</li> <li>We meet or exceed our financial targets</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>To equip staff and student leaders at all levels of the School with a vision for Christian service</li> </ul>	<ul style="list-style-type: none"> <li>Proclaim and enact the vision</li> <li>Use our influence in a positive way to challenge and empower others to become servants of our community</li> <li>Develop and implement integrated programs and structures for leadership with a Christian worldview</li> </ul>	<ul style="list-style-type: none"> <li>We are effectively and safely led by Christian leaders managing the present and leading into the future</li> <li>Our students and staff can articulate our shared vision and understanding of learning through Christ and they demonstrate this through their actions</li> <li>We measure what we do, evaluate our progress and set goals to go further</li> </ul>

<b>Parent and Community Engagement</b>	<ul style="list-style-type: none"> <li>To develop active, effective engagement with parents and the broader community to build a strong eco-system of support for students modelled on Jesus' love for us</li> </ul>	<ul style="list-style-type: none"> <li>Treat people with dignity, fairness and respect</li> <li>Teach values of Christian understanding, compassion and love</li> <li>Foster and model positive Christian relationships in our interaction with staff, students and family</li> </ul>	<ul style="list-style-type: none"> <li>We are a community with a strong sense of belonging</li> <li>We demonstrate respect for each other</li> <li>We receive consistently affirming student, parent and staff feedback about the integrity and consistency of our culture</li> <li>We are fully engaged in the Central West Community</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>To develop current staff and recruit outstanding new staff, so as to build the best team and make Macquarie Anglican the school of choice in the Central West – particularly renowned for its <b>academic excellence</b></li> </ul>	<ul style="list-style-type: none"> <li>Provide ongoing professional training and development in a collegial, supportive environment</li> <li>Teaching and learning framework</li> <li>Provide opportunities for Christian spiritual growth</li> <li>Identify and strengthen potential of key individuals</li> </ul>	<ul style="list-style-type: none"> <li>We have excellent Christian staff who use their God-given gifts to promote the learning outcomes of our students</li> <li>We feel valued, committed and connected to each other with appropriate levels of staff succession and job satisfaction</li> <li>We are supported by positive team dynamics and collaborative professional learning</li> </ul>
<b>Reputation</b>	<ul style="list-style-type: none"> <li>To become the school of choice in the Central West</li> </ul>	<ul style="list-style-type: none"> <li>Offer an affordable and high quality Christian education</li> <li>Demonstrate excellence in all aspects of school life through our student representatives in the community</li> <li>Build a strong alumni community</li> </ul>	<ul style="list-style-type: none"> <li>The community affirms the quality and affordability of a Macquarie Anglican Grammar School education</li> <li>We continue to achieve the premier Higher School Certificate results in our region</li> <li>We meet or exceed our enrolment, alumni and growth targets</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>To put in place the supportive infrastructure – the “fabric” – required for a growing school</li> </ul>	<ul style="list-style-type: none"> <li>Resourcing plans</li> <li>Masterplan</li> <li>IT plan</li> </ul>	<ul style="list-style-type: none"> <li>A clear plan is in place</li> <li>All stakeholders have had a say</li> <li>All reasonable actions are taken to follow the plan</li> </ul>

## The Four Pillars

**Faith:** We believe in God, the creator of all things and His Son, Jesus Christ, whose death and resurrection reopened the way to relationship with God.

<i>The Four Pillars</i>	<i>We value.....</i>	<i>This means we.....</i>
Faith	Belief	<ul style="list-style-type: none"> <li>• Explore God's word to understand how it speaks to us and this world</li> <li>• Engage in open and respectful discussion of the big questions in life.</li> </ul>
	Trust	<ul style="list-style-type: none"> <li>• Can have confidence that what others say to us is truthful and dependable</li> <li>• Can rely on others to look after our needs and interests.</li> </ul>
	Forgiveness	<ul style="list-style-type: none"> <li>• Acknowledge when we do things that upset and hurt others even if we may not mean to</li> <li>• Seek to restore the relationship and rebuild trust with those we may have hurt.</li> </ul>
	Commitment	<ul style="list-style-type: none"> <li>• Follow through on what we say we will do</li> <li>• Work together to make our school a better place for everyone.</li> </ul>

**Community:** We believe that God has designed us for relationship and we as a school believe that the development of community within the school and within the broader Dubbo region is vital.

<i>The Four Pillars</i>	<i>We value.....</i>	<i>This means we.....</i>
Community	Compassion	<ul style="list-style-type: none"> <li>• Care for those who are different to us</li> <li>• Seek to understand others and their needs.</li> </ul>
	Reliability	<ul style="list-style-type: none"> <li>• Others can have confidence in what we say, that it is truthful and dependable</li> <li>• Others can rely on us to look after their interests and needs.</li> </ul>
	Service	<ul style="list-style-type: none"> <li>• Seek to find ways to serve each other, our local community and more broadly</li> <li>• Help others without expecting they will do something for us.</li> </ul>

**Character:** We believe that Jesus Christ demonstrated what it means to be fully human.

<i>The Four Pillars</i>	<i>We value.....</i>	<i>This means we.....</i>
Character	Respect	<ul style="list-style-type: none"> <li>• Treat other people in ways that show that they are important</li> <li>• Will use polite language in our communication.</li> </ul>
	Self-Control	<ul style="list-style-type: none"> <li>• Refrain from impulsive, disruptive, disrespectful or rude behaviour</li> <li>• See challenges or problems as opportunities to build patience and strength</li> </ul>
	Responsibility	<ul style="list-style-type: none"> <li>• Are dependable and reliable</li> <li>• Are accountable for our actions</li> </ul>
	Courage	<ul style="list-style-type: none"> <li>• Commit to doing what is right, even when we face pressure from others</li> <li>• Determine to follow tasks through to their completion, even if it difficult and challenging.</li> </ul>

**Excellence:** We believe that God calls us to strive to achieve the very best in everything that we do.

<i>The Four Pillars</i>	<i>We value.....</i>	<i>This means we.....</i>
Excellence	Resilience	<ul style="list-style-type: none"> <li>• Determine to follow tasks through to their completion, even if it difficult and challenging.</li> <li>• Want all students to continue to develop and excel, relative to their unique abilities</li> </ul>
	Initiative	<ul style="list-style-type: none"> <li>• Make deliberate decisions to set achievable goals that help us excel</li> <li>• Seek out opportunities that help us continue to grow. This might include people who can help us</li> </ul>
	Thoroughness	<ul style="list-style-type: none"> <li>• Set challenging goals for ourselves and are committed to doing our best to achieve them.</li> <li>• Complete all learning tasks and complete in-school activities to the best of our ability</li> </ul>
	Creativity	<ul style="list-style-type: none"> <li>• Are willing to take positive risks that will improve our learning</li> <li>• Are open to new ways of understanding, experiencing and representing the world.</li> </ul>

To measure our achievement against these goals:

- We will appropriately measure and compare our data from all external exams to seek knowledge of our improvements and our areas for improvement
- All students will undertake an annual student wellbeing survey externally delivered and scored to understand how student wellbeing is improving and areas of improvement that need to be focused upon for the following year
- An annual parent survey will be developed to provide regular feedback from parents across all key goals

This feedback will then be presented to the school and broader community in our annual school report which is published in June each year.



The Macquarie Model 2017 -2021