Dear Members of the Xavier College Community

As we move further into the 21st century we are struck constantly by the need to plan and prioritise in our educational provision, in response to the world’s ever changing circumstances and demands. It is important to recall however that we are not only preparing our students for that world, but most particularly preparing them to respond in action to the needs of the world that they will inevitably encounter.

The College spent the 2012 School Year moving through a considered process of discernment consistent with our Jesuit Tradition, arriving at new Vision and Mission Statements and the articulation of a set of Guiding Principles.

Shaped by the College Executive and the College Council, the Plan has been developed around the vision of setting ‘hearts on fire’ by an educational commitment to a faith that does justice. A key aspect of this vision is excellence in education, where the student experience and community engagement is paramount.

The vision for our new Strategic Plan has been drawn from one of the resurrection stories in the Gospel of Luke (Lk 24:13-35). It invites us to reflect deeply upon what it is that inflames our heart. We are called to consider what gives us life and what inspires us to be people of loving action and service within our world.

It reminds those charged with the Plan’s implementation to reflect deeply on their responsibility in ensuring its success, as well as encouraging those who are impacted by it to consider who they are and what are the gifts that God has given them, so they may continue to grow and flourish.

During the course of 2013 and 2014, we aim to present to the Xavier Community the Master Plan for each of our three campuses, designed to ensure our students are provided with an innovative and contemporary environment necessary to achieve the educational goals we have set.

We had the benefit of wide consultation from the Xavier community in the Strategic Plan’s development and we would like to express our gratitude to everyone who has participated in this process.

The last words St Ignatius was reputed to have said to St Francis Xavier as he missioned him to India were ‘Go forth and set hearts on fire’. The mission of St Francis Xavier remains our mission today and the journey begins here.

Dr. Chris Hayes  
Principal

Mr. Frank Peck  
Chairman Xavier College Council

Fr. Thomas Renshaw SJ  
Rector
**Xavier Vision Statement**

*Xavier College aspires to set hearts on fire by an educational commitment to a faith that does justice.*

**Xavier Mission Statement**

*Xavier College is a Catholic school within the spiritual and educational tradition of the Society of Jesus (The Jesuits).*

*Our inspiration is Jesus Christ, the model of fulfilled human life.*

*Our aim is excellence in education and the formation of reflective, compassionate and articulate men and women of Christian faith, hope and love who will provide outstanding service and leadership in our world.*
“As we plan strategically for the decades ahead, let us maintain our focus on the individual student and how best we can prepare each of them. The Jesuit tradition among other considerations is one which engages with culture. We must encourage that interaction with the world and in so doing create and indeed inspire generations of leaders and not followers”.

Dr. Chris Hayes
The Plan has been developed so it is broad enough to ensure that it will be relevant over the planning period, yet specific enough to provide tangible guidance. The intent is that the Strategic Plan will be a continuously living document updated annually to accommodate any major changes affecting the extent of its scope.

The Plan was informed by a consideration of the following:

- The principles of the Jesuit ethos of the College were a constant priority in all planning sessions.
- The Council of International Schools (CIS) review of 2011 which provided both affirmation and recommendations for the College as it moves forward.
- Wide-ranging discussion by the College Council, the key governance and policy formulation body within the College.
- The College Executive devoted considerable time and discussion to the Plan over the year.
- The report of the Gonski Review which has made far reaching recommendations regarding future educational funding.
- The demands of 21st century technology in this so-called ‘Information Age’.
- The new Australian National Curriculum.
- Stakeholder consultation, Parents’ Associations and the Old Xaverians’ Association.
- Growth projections analysis across all campuses.

A Strategic Plan Monitoring Committee consisting of College Council members and College Executive members has been established to set up structures to review and evaluate the implementation of the Plan. Each year it will undertake a review of progress against our Strategic Plan, to ensure it remains relevant in the context of changes both within and external to our College.
Our Guiding Principles

**Education and development of the whole person**
- Having a personal concern and care (Cura Personalis) for the whole life of each member of our College community.
- Forming our students intellectually, spiritually, morally, aesthetically, physically, socially and emotionally.

**Formation of Men and Women of Faith to work for justice in the world**
- Forming members of our community to serve God in the world.
- Having a committed and practical concern for those in need, so that students, staff and parents make an explicit connection between their Catholic faith and their work for justice in the world.

**Pursuit of Excellence in Humanity**
- Welcoming all to Xavier College, where they can flourish and passionately pursue excellence in all things.
- Encouraging each person to live out his or her vocation in life, by developing their God-given gifts to the best of their ability.
Discernment and Wisdom
- Developing a self-reflective disposition in members of our community, particularly in students, preparing them to make informed decisions in accordance with their conscience.
- Preparing the individual to find God in all things through the use of each person’s imagination and creativity, and the integration of faith and reason.

Critical engagement with the world
- Courageously and respectfully engaging with world cultures and perspectives.
- Critically pursuing a depth of learning by reflecting on experience and being moved to action.

Striving for the Magis
- Developing a desire to strive for the magis. The Jesuit ideal of magis is a thirst for depth, for the greater good and for the most courageous response to the challenges of our time.
Strategic Goals

1. Catholic Ethos

Within the strong Jesuit tradition, Xavier College will continue to provide a welcoming environment in a school that aims to promote and strengthen its Catholic identity. We shall continue to strengthen our provision of opportunities for students, staff and parents to enhance their faith and spirituality. Students will be supported to develop a social conscience, to become socially critical and realise that individuals can make a difference. To achieve this we shall:

1.1 Continue to strengthen the Catholic and Jesuit character of Xavier by promoting it through liturgical celebrations, staff and student retreats, the curriculum, publications and gatherings.

1.2 Further integrate Religious Education and Faith and Service programs by reviewing and refining current programs and assist students to make explicit connections between their Catholic faith and work for justice in the world.

1.3 Prioritise the Ignatian formation programs for all members of the College community by offering ongoing comprehensive formation programs for staff and other members of the Xavier community and enhanced student retreat programs.

1.4 Further engage with Catholic Education in Melbourne through greater involvement with archdiocesan social justice and educational initiatives, the Catholic Education Office network and the Youth Engagement Project.

1.5 Deepen our relationships with St Ignatius College, Geelong and Loyola College, Watsonia, the two Jesuit-partner schools in the Archdiocese of Melbourne through collaborative curriculum and other projects.

1.6 Strengthen our links with other Jesuit ministries by promoting MAGIS, expanding involvement with Jesuit Mission, Jesuit Refugee Service, Jesuit Social Services and Richmond and Hawthorn Parishes and supporting the College of St Ignatius of Loyola new Jesuit High School in East Timor.
Strategic Goals

2. Teaching and Learning

Xavier College is committed to providing excellence in education. We strive to develop the whole person to his or her full potential within a curriculum framework and as citizens of local, national and international communities. Our objectives are to:

2.1 Embed the charism of Jesuit Education into the curriculum by developing a greater understanding and application of Ignatian Pedagogy and providing opportunities to enhance Ignatian spirituality across a balanced curriculum.

2.2 Promote best practice in contemporary learning and teaching by enhancing teacher effectiveness through relevant research and practice and developing an individual professional learning plan that is reviewed as part of an annual review process.

2.3 Ensure continuous learning with clear purpose and connection to the world, implementing the Australian Curriculum in English, Maths, Science and Humanities in 2013 with further development in Inter-cultural and International-mindedness.

2.4 Further develop an innovative, multifaceted, dynamic and technology-rich learning environment, ensuring our ICT infrastructure is reliable and redundant (network systems and components installed in such a way that there is back up primary resources in case they fail) and providing effective devices to all students and staff. Professional Learning for all teachers in best practice with ICT use will continue, in addition to the use of the learning management system (SEQTA/CONEQT). We also wish to utilise the benefits gained from being a CISCO Exemplar School.

2.5 Foster individual educational excellence and academic achievement by best use of available data to inform our teaching and assist with the allocation of resources. This will be in conjunction with regular recognition of academic excellence consistent across all campuses. Teaching, learning and assessment policies are to be comprehensive and aligned with the College’s Vision and Mission Statements.
3. Student Life

Our students’ development of a courageous and respectful outlook is a high priority together with the provision of strong pastoral care. The Centre for Faith and Service and the Student Wellbeing Department will continue to play key roles in their respective areas. We aim to:

3.1 Strengthen student wellbeing and pastoral care across all three campuses with continued emphasis on a safe and secure learning environment. Greater collaboration opportunities will be investigated for relevant staff on each campus and also at transition points. In addition, opportunities for student collaboration between campuses will be explored as well as enhancing levels of engagement.

3.2 Encourage student faith, spiritual and devotional life by exploring other opportunities to strengthen prayer life and involvement in liturgies.

3.3 Expand student leadership and involvement in consultation and decision-making by developing a more coordinated approach toward student leadership from P-12, emphasising an Ignatian style of leadership as well as investigating further leadership opportunities that lead to decision making.

3.4 Develop respectful learners who build, maintain and restore relationships by extending the peer support programs between year levels. Implementation and refinement of Restorative Practices will continue together with the introduction of parent information sessions.

3.5 Increase involvement in social justice action and Ignatian service in local and global communities.

3.6 Encourage the spirit of welcoming others into the community by further developing the Ignatian sense of living in community and the values of acceptance and celebration of diversity. Teaching skills of welcome and hospitality are to be emphasised.
In providing excellence in education, Xavier will continue to provide and expand professional development opportunities for our staff in a supportive and collaborative community. We shall continue to provide a working environment that is stimulating and safe. Our goals are to:

4.1 Enhance formation of staff in the Catholic and Jesuit character of the College by continuing to offer formation programs through the Campion Spirituality Centre, staff retreats and developing new staff induction programs.

4.2 Continue to develop motivated, collaborative and well credentialled staff through conditions of employment, high professional standards, a professional learning framework and mutually tailored Professional Learning plans linked to the College’s Vision and Mission.

4.3 Enhance staff wellbeing by implementing a staff wellbeing policy and continue the Health at Work program on a cyclical basis for all staff.

4.4 Establish comprehensive staff appraisal programs by implementing annual review conversations in 2013 and look at further developing the appraisal process for teaching and general staff.

4.5 Build leadership and administrative competencies of all staff by providing training in the creation and management of departmental budgets for all managers.
Xavier strives to provide the best possible learning and physical resources to meet contemporary needs. Maintenance and capital works programs are being developed with sensitivity to our heritage whilst providing an environment that is safe for all. We aim to:

5.1 Provide a safe working environment by ensuring implementation of a comprehensive OH&S Policy, consistent with legislation.

5.2 Complete the Master Plan for Xavier College by finalising the facilities Master Plans for the Senior Campus and Burke Hall in 2013 and Kostka Hall in 2014.

5.3 Further develop asset maintenance and refurbishment plans by establishing an effective 10-year rolling maintenance program as well as an effective asset refurbishment program.

5.4 Provide sustainable ICT facilities to support Teaching and Learning by continuing the development of the College’s ICT Master Plan and investigating a plan for ethical disposal of ICT equipment.

5.5 Further develop Xavier’s stewardship of the environment by incorporating environmental priorities and including carbon neutral considerations into purchasing policies and the design of new building projects.
6. Community

Xavier considers all members of its community as companions on its journey in fulfilling its Vision and Mission. The College greatly values this relationship and is committed to providing opportunities to participate in the work of enlivening and strengthening the College.

Our Goals are to:

**6.1** Implement a Xavier Community Strategy through enhanced relationships and strategic alignment with the Old Xaverians’ Association, the Jesuit Network and Community Support Groups.

**6.2** Increase ongoing non-fee financial support from a broad range of stakeholders by commencing enhancement of the effectiveness of the Foundation’s mission and building fundraising capacity.

**6.3** Develop targeted marketing and communication strategies that reflect the mission of the school by reviewing the College’s visual identity and establishing an internal and external communication plan.

**6.4** Increase the offer of financial assistance to families in need by reviewing the rationale for offering scholarships and bursaries and by establishing a fund-raising plan that complements the aims of the scholarships.

**6.5** Promote awareness of boarding opportunities for a Jesuit Education to regional and rural students by engaging and energising the boarding parent body’s experience and developing a Marketing and Events Plan.
The College Council and the College Executive strive to provide an ongoing vibrant and sustainable environment for the College to attain its educational and vocational goals. Our objectives are to:

7.1 Oversee strategic planning and relevant policy development as a Catholic school in the Jesuit tradition by regularly monitoring its progress through College Council sub-committees and reporting back at Council meetings.

7.2 Maintain the sound financial management of the College.

7.3 Review student admissions policy, planning and practice and review strategic planning numbers for student enrolment.

7.4 Provide broad accessibility to the College by minimising annual fee increases and establishing an optimal sized Ignatius Education Fund.

7.5 Enhance efficient business processes through expanding the use of IT systems and an ongoing review of all business practices.

7.6 Maintain optimal function of the College Council by reviewing priorities and further developing its appraisal process.