

# Kirwan State High School Strategic Plan 2016 - 2019

A School of Excellence. A School for Everyone. A World Class School. A great school and a good place to be.

## Statement of Intent

Our mission is to provide educational excellence for tomorrow's citizens.

Our philosophy is to enable greatness through an inclusive culture underpinned by a mindful school community built on professionalism, continuous improvement and accountability.

We have respectful and supportive relationships with our whole school community, underpinned by the tenets of the United Nations Universal Declaration of Human Rights.

## Our core beliefs about student learning are:

- All students can learn
- All students can achieve at a high level
- All students are part of a world wide community of learners
- All teachers have high expectations of all students
- All teachers are responsible for student learning

## Our core beliefs about student wellbeing are:

- We all accept responsibility for the wellbeing of others
- We all deserve to feel safe, valued and respected
- All students are citizens of the world
- We must demand "greatness" from everyone
- "Something is Right" in every person

## Our Kirwan High Scholars are leaders who are:

- Inquiring
- Optimistic
- Inclusive
- Aspirational
- Acting with integrity

As graduates of Kirwan High, they will be confident and caring citizens who are prepared for the future and value personal excellence.



## Strategic Planning Process

Existing culture and history



School's Statement of Intent



School's Four Year Strategic Plan



Departments' Four Year Strategic Plans

1. All Departments have a Strategic Plan which is derived from the School Strategic Plan.
2. All plans describe the departments' core work.
3. All plans have been collaboratively developed according to the principles of Appreciative Inquiry.
4. Our school community has ownership of these plans.
5. The plans are simple, memorable and easily articulated to and by teachers, students, parents and the community.

Our School and Department Strategic Plans are reviewed and updated annually.

## Our Performance

We will monitor our progress to deliver our priorities through performance indicators:

- Council of International School Accreditation
- Australasian Schools Accreditation Agency Accreditation
- Literacy and Numeracy Achievement
- Retention
- Student A-C Levels of Achievement
- Queensland Certificate of Education Attainment
- Vocational Education Certificate III Completion
- Equity of Outcomes for Aboriginal and Torres Strait island students
- Post School Destinations
- Parent, Staff and Student Satisfaction

**ATTENDANCE AND ENGAGEMENT:** A Kirwan High Scholar is in every class, every day, working hard.

PERFORMANCE TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	PERSONS RESPONSIBLE
> 95% average attendance rate.	OneSchool	1.1 Implement, review and monitor School Wide Attendance and Engagement Strategy.	Deputy Principal and Business Services Manager
> 80% of students achieving 90% attendance.	OneSchool	1.2 Improve the culture of teacher and student accountability for attendance, engagement and achievement.	Leadership Team
0% gap between Indigenous and Non-Indigenous students' attendance.	OneSchool	1.3 Increase teacher capacity to implement attendance, engagement and achievement improvement strategies.	Deputy Principal
> 85% student attendance in House-based school events.	OneSchool	1.4 Continue to implement strategies to celebrate high levels of attendance and engagement at a school, classroom and individual level.	Deputy Principal
> 90% staff believe that staff morale is positive at school.	School Opinion Survey	1.5 Continue to implement parent, student and teacher engagement strategies.	Executive Leadership Team
<ul style="list-style-type: none"> <li>Continue to increase staff retention.</li> </ul>	School Data Profile	1.6 Continue to implement engagement strategies for at risk students.	Leadership Team
> 95% parents and students are satisfied that the school encourages them to participate in school activities.	School Opinion Survey	1.7 Increase teacher capacity to implement ASOT and SWPBS to create safe and supportive learning environments.	Leadership Team
<ul style="list-style-type: none"> <li>Maintain two thirds of Year 7 total enrolment numbers in Excellence Programs.</li> </ul>	OneSchool	1.8 Continue to implement, review and monitor the Staff Workplace Health Wellness Strategy.	Business Services Manager
<ul style="list-style-type: none"> <li>Continue to meet or exceed state wide Year 10 – 12 apparent retention data for all students.</li> </ul>	School Data Profile	1.9 Continue to implement marketing strategies to sustain our diverse school community.	Executive Team
<ul style="list-style-type: none"> <li>0% gap in Year 10 - 12 apparent retention between Indigenous and Non Indigenous students.</li> </ul>	School Data Profile		

**QUALITY OUTCOMES:** A Kirwan High Scholar is inquiring, aspirational and achieves at a high level.

PERFORMANCE TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	PERSONS RESPONSIBLE
100% of Year 12 students achieve a QCE/QCIA.	School Data Profile	<b>QUALITY PROGRAMS AND PEDAGOGY</b> 2.1 Continue to refine curricula and co-curricula programs to support improved student learning, deliver high achievement and meet the needs of all Kirwan High Scholars. 2.2 Continue to improve teacher pedagogy through professional development and ASOT based feedback models. 2.3 Document, implement and supervise the whole school's reading comprehension and writing programs in all curriculum areas. 2.4 Implement a school based Junior Certificate of Education 2.5 Analyse and use cohort and individual student data to track student progress. 2.6 Implement targeted interventions to ensure all students are able to achieve at a high level. 2.7 Implement strategies to skill students to take responsibility for their own learning. 2.8 Continue to improve the school's digital learning environment.	Leadership Team
100% of students transition successfully to further education, training or work.	Next Step Destination Survey		
> 20% of Year 12 Indigenous students transition to higher education.	Next Step Destination Survey		
> 70% OP students achieving between 1-15.	School Data Profile		
75% of Year 12 VET students achieve a Certificate III or higher	Year 12 Learner Report		
Year 12 students' results are at or above QCAA state averages for VH and H achievements.	eMark		
100% Year 9 students achieve a Junior Certificate of Education.	School Based Junior Certificate of Education Report		
100% Year 9 students achieve a C or better in Maths, English, Humanities and Science.	eMark		
> 40% attainment of an A or B in each Year 9 cohort in English, Maths, Science and Humanities.	eMark		
Effect size of 0.8 in all areas of NAPLAN from Year 7 to Year 9.	School Data Profile		

**GLOBAL CITIZENSHIP:** A Kirwan High Scholar is inclusive and optimistic, and engages in the global community as a proactive, empathetic citizen.

PERFORMANCE TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	PERSONS RESPONSIBLE
0.6 Effect Size in annual growth for staff and students demonstrating the attributes of a Kirwan High Scholar.	School Based Survey	3.1 Embed the school's Charters for Global Citizenship and Reconciliation in all school practices.	Leadership Team
Increase numbers and diversity of International Students.	Enrolment Data	3.2 Continue to build meaningful and sustainable partnerships locally, nationally and globally through all departments.	Heads of Department
100% of Departments have sustainable, local, national and global partnerships that impact on student learning.	Partnerships' Database	3.3 Refine and implement service learning initiatives that make clear connections to human rights issues and create empathetic citizens.	Heads of Department Student Wellbeing
> 95% of staff and students are engaged in at least one Service Learning Project throughout the year that has explicit links to the "Declaration of Human Rights".	School based survey	3.4 Develop teachers' capacity to embed the 21st Century Skills within student learning.	Heads of Department
> 90% of students and staff are satisfied that all people and all cultures are respected in the school.	School Opinion Survey	3.5 Increase intercultural experiences for students through study tours, exchanges, and direct engagement with visiting international students.	Leadership Team
> 95% of students, staff and parents feel the school has sustainable practices.	School based survey and School Opinion Survey	3.6 Increase opportunities to celebrate and showcase the school's diversity.	Leadership Team
		3.7 Engage the school community in ongoing programs to improve the local, national and global environment.	Leadership Team
		3.8 Utilise HGR and subject curriculum to improve student and staff awareness of relevant global issues.	Heads of Department

**LEADERSHIP CAPABILITY:** A Kirwan High Scholar acts with integrity, leading self and others to a successful future.

PERFORMANCE TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	PERSONS RESPONSIBLE
Continued reduction in School Disciplinary Absences.	OneSchool	4.1 Establish and implement staff professional development to build teacher capacity to be an effective leader of the classroom environment.	Leadership Team
> 85% of parents, students and staff are satisfied that behaviour is well managed at Kirwan State High School.	School Opinion Survey Data	4.2 Build all teacher's capacity to implement strategies that develop Kirwan High Scholars.	Leadership Team
> 85% student participation in year level leadership programs.	ID Attend	4.3 Establish high functioning collaborative teams to develop professional capital and engage staff in school decision making.	Leadership Team
> 90% of staff agree they are encouraged to undertake leadership roles.	School Opinion Survey	4.5 Continue to implement workforce planning strategies.	Executive Leadership Team
> 95% of staff agree the school encourages coaching and mentoring activities.	School Opinion Survey	4.6 Continue to grow mentoring and coaching processes and capability across the school.	Leadership Team
> 90% of teachers agree that they have input into school decision making.	School Opinion Survey	4.7 Continue to improve whole school student leadership programs, training and leadership opportunities.	Executive Leadership Team and Heads of Department Student Wellbeing
		4.8 Empower families and community members to partner with the school to improve student learning.	Leadership Team
		4.9 Implement an Experiential Education Program	Executive Leadership Team

**Certification**

This plan was developed in consultation with the school community and meets school needs and systemic requirements.

*Meredith Wenta*

.....Meredith Wenta, Executive Principal

*Ryan Daniel*

..... Professor Ryan Daniel, Chair, School Council