

Kirwan State High School Strategic Plan 2021 - 2025

A School of Excellence. A School for Everybody. A World Class School. A great school ... 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 global community of learners.
- All students can be self-directed, self-regulated 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 deserve to feel safe, valued and respected.
- We all accept responsibility for the wellbeing of others.
- All students are citizens of a global community.
- We must demand "greatness" from everyone.
- "Something is Right" in every person.

Our Kirwan High Scholars are leaders who are:

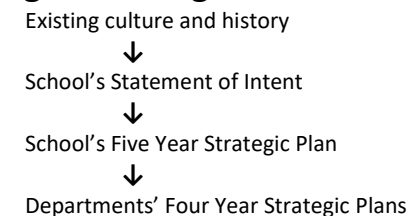
- Inquiring
- Optimistic
- Inclusive
- Aspirational
- Acting with integrity

As Kirwan High Scholars, we value:

- Being safe
 - Being respectful
 - Being engaged
- at all times in all places.



Strategic Planning Process



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 every five years.

Our Performance

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

- Reports from Education Improvement Branch
- Accreditation with Council of International School
- Accreditation with Australasian Schools Accreditation Agency
- Retention
- Student A-C Levels of Achievement
- Student Effort and Behaviour Levels of Attainment
- Queensland Certificate of Education Attainment
- Vocational Education Certificate Completion
- Equity of Outcomes for Aboriginal and Torres Strait island students
- Post School Destinations
- Parent, Staff and Student Satisfaction

LEADERSHIP CAPABILITY:

A Kirwan High Scholar leads self and others in an ethical manner to make a positive difference.

TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	LED BY
<ul style="list-style-type: none"> Continuous growth in the percentage of students who maintain a Gold level. 	InSchool	1.1 Embed the Student Management Structure to build the capacity of students to enact the attributes of a Kirwan High Scholar.	Executive Team
<ul style="list-style-type: none"> 100% of students, staff and parents agree that Student Voice genuinely shapes learning and decision making at the school. 	School based survey	1.2 Increase staff capacity to model leadership of self and others in the classroom.	Leadership Team
<ul style="list-style-type: none"> 100% of staff believe they are given opportunities to improve their performance each year. 	School based survey	1.3 Implement authentic processes to ensure students' perspectives and opinions inform school practices and school life.	Executive Team
<ul style="list-style-type: none"> 100% of staff consistently demonstrate evidence-based approaches to leadership. 	School data	1.4 Provide a range of professional learning opportunities for staff to support continuous improvement.	Leadership Team
<ul style="list-style-type: none"> Continuous growth in the percentage of parents/carers who productively engage with the school community and their students' education. 	School data	1.5 Build a strong culture of parent-school engagement.	Leadership Team
		1.6 Foster ownership and belonging of a shared accountability of student outcomes.	Leadership Team

ENGAGEMENT:

A Kirwan High Scholar is in every class, every day, working hard and engaging respectfully in the Kirwan High community.

TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	LED BY
100% of parents and students are satisfied with the school's approach to monitoring attendance and engagement.	School based survey	1.1 Embed blended learning approaches to improve student engagement.	Leadership Team
> 80% of students achieving 90% attendance.	OneSchool	1.2 Increase staff capacity to create safe, engaging and supportive learning environments.	Leadership Team
0% gap between Indigenous and Non-Indigenous students' attendance.	OneSchool	1.3 Build a culture of high-level attendance and engagement.	Leadership Team
Continuous growth in the percentage of students who maintain a Gold Level	OneSchool	1.4 Celebrate high levels of attendance and engagement at a school, classroom and individual level.	All staff
Meet or exceed statewide Year 10 – 12 retention data for all students.	School Data Profile	1.5 Embed Wellbeing priorities across the whole school curriculum.	HODs Wellbeing
0% gap in Year 10 - 12 retention data between Indigenous and Non Indigenous students.	School Data Profile		
All students and staff feel safe, included and supported to achieve success.	School based (staff) survey Resilient Youth survey		

LEARNING OUTCOMES:

A Kirwan High Scholar strives for personal excellence.

TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	LED BY
<ul style="list-style-type: none"> ➤ 100% of staff are implementing the school's approach to blended learning 	Walkthrough Data	3.1 Review and refine the Collaborative Team Cycle.	Leadership Team
<ul style="list-style-type: none"> ➤ All students can think, read, write and speak effectively <ul style="list-style-type: none"> • 100% of Year 12 students achieve a QCE / QCIA • 100% of Year 9 students achieve a JCE / JCIA • 100% of students achieve a 'C' or better in all subjects within each year level. • >50% attainment of an A or B in all subjects within each year level. 	School Data Profile	3.2 Implement a widely understood approach to blended learning across the school.	Leadership Team
		3.3 Implement whole school programs to ensure all students can access the curriculum at a high level.	Leadership Team
		3.4 Implement strategies that enable students to engage effectively and respectfully in the digital environment.	HODs Digital Technologies and Wellbeing
		3.5 Analyse and use cohort and individual data to monitor and track student progress.	Leadership Team
		3.6 Improve teacher capacity to implement effective differentiation strategies using NASOT framework.	Leadership Team
<ul style="list-style-type: none"> ➤ All teachers demonstrate commitment to high quality teaching and learning. 	Walkthrough Data	3.7 Implement strategies that encourage students to take ownership of their own learning.	Leadership Team
<ul style="list-style-type: none"> ➤ 100% of students demonstrate commitment to continuous personal improvement. 	Academic Achievement Plans	3.8 Continuously review subject offerings to ensure they reflect local, national and global post school opportunities.	Leadership Team
<ul style="list-style-type: none"> ➤ 100% of students believe that learning pathways are responsive to their needs. 	School Based Survey		

GLOBAL CITIZENSHIP:

A Kirwan High Scholar thinks critically and creatively, seeks to be informed to proactively engage in the global community.

TARGETS	DATA SOURCE	SCHOOL IMPROVEMENT STRATEGIES	LED BY
➤ 100% of departments have visible, authentic links to global issues and current events.	Whole school curricula and co curricula audit	4.1 Align practices and curriculum with global issues and current events.	Leadership Team
➤ 100% of departments have local, national and global connections to people and organisations that enhance student learning.	Whole school curricula and co curricula audit	4.2 Align practices and curriculum with the school's Charters, Treaty and Imagination Declaration.	Leadership Team
➤ 100% of staff and students feel a sense of responsibility for the world and its people.	School Based survey	4.3 Embed PISA global competencies and 21 st Century skills in all school curriculum and pedagogy.	Leadership Team
➤ 100% of students and staff believe that they have the knowledge and skills required to be a proactive global citizen.	School Based survey	4.4 Foster student-led opportunities that empower students to make change.	Leadership Team
➤ Continuous growth in the percentage of students and staff who are satisfied that all people and all cultures are respected in the school.	DoE and School Based surveys	4.5 Deepen a culture that values and celebrates diversity.	Leadership Team
➤ Continuous growth in the percentage of students, staff and parents who believe the school has sustainable practices.	DoE and School Based surveys	4.6 Build a culture that values and celebrates sustainable practices.	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



..... Dr Dale Anderson, Chair, School Council