



# STRATEGIC PLAN

## 2025 - 2027



***“ To educate is an act of love, it is to give life.  
And love is demanding. It calls for the best resources,  
for awakening passions and for great patience...  
young people are in need of quality teaching,  
together with values not just enunciated,  
but witnessed. ”***

**Pope Francis**

# St Francis Xavier College

## A DESTINATION SCHOOL

To the St Francis Xavier College Community,

St Francis Xavier College is a large Systemic Secondary school that has proudly served the Belconnen region for over 47 years. Positive engagement and feedback have highlighted the confidence and enthusiasm our community has in our future as a leading school of excellence and innovation in North Canberra.

As we move toward the development of our 2025 – 2027 Strategic Plan we have looked first to the inspiration of our Patron Saint Francis Xavier whose legacy is expressed in the words **'What more can I do or be for Christ'**, and which are encapsulated in our Vision statement.

### **LIVING THE TRUTH, LEADING WITH COURAGE, AND LEARNING FOR LIFE**

As a Catholic school we believe that all members of our community are created in the image of God. Through a process of deep discernment we recognise that the development of the whole person lies at the heart of an exceptional educational experience at St Francis Xavier College. The holistic, spiritual, academic, social, emotional and physical wellbeing of each member of our community lies at the heart of our College Mission.

St Francis Xavier College is a school of excellence and innovation, one which is responsive to a rapidly changing local national and global environment. We recognise that wellbeing is an increasingly critical component of a successful learning environment in which all members of our community experience a sense of belonging and we must continue to be a lead school in this domain. Our aim is for our students to develop the knowledge and confidence to successfully navigate the joys and complexities of work, life and leisure in the 21st Century. We believe that success in education is about building curiosity, compassion, and mobilising the cognitive, social and emotional resources of our learners to take action now and in the future.

Catholic Education have identified 5 Strategic Pillars through which we will bring our College Vision and Mission to life and mobilise our strategic direction for 2025-27.

These Strategic Pillars are: Catholic Identity and Culture, Excellence in Teaching and Learning, Staff Capacity and Leadership, Partnerships and Community and Stewardship and Resources.

Our Strategic Pillars will provide a framework for how we will discern the future in the development of our Annual Improvement Plans through which we will report to our community each year. In discerning the future we will continue to be flexible, adaptable, and responsive to current research, best practice, system priorities and unforeseen challenges ensuring that the College delivers excellence and prepares its students to make a positive impact in the world.

St Francis Xavier College has for over four decades demonstrated the capacity to respond with confidence and clarity to the needs of the Canberra community and our evolving local, national and global partnerships in education. Our Vision and Mission contain the Christ centered values that unify and anchor us and it is these that will continue to guide us during our next stage of our Strategic planning. We are very confident that the College has the talent, imagination, creativity and commitment to build on our strengths and create new and exciting possibilities during our next strategic phase in 2025 – 2027.

Yours sincerely

**Sandra Darley**  
College Principal



**Truth and Courage**

## St Francis Xavier College

# OUR VISION

Our Vision calls us to build a vibrant and inclusive Catholic community where students, staff, and families are united in their commitment to excellence, peace, dignity, and reconciliation, and where all are invited to grow spiritually, intellectually, and socially, prepared to make a positive difference in the world.

The values contained within our Vision are expressed through the core elements of:

## LIVING THE TRUTH

In this we will continue to deepen our Catholic identity and ensure that our educational environment is a place where students encounter Jesus Christ and grow in their faith. By living out the values of the Gospel, we will shape a community that exemplifies love, compassion, and integrity in all its endeavours. This element guides us in fostering a culture of belonging and inclusion, aligned with our Mission to advocate for human dignity and promote justice, peace, and reconciliation.

## LEADING WITH COURAGE

This element expresses our commitment to developing confident, resilient leaders who embrace challenges with conviction and courage. Building on our Mission's call to inspire students to take action and make a meaningful difference, we will equip learners with the tools to lead effectively in a complex world, ensuring they are prepared to make informed, compassionate decisions that reflect the values of our College.

## LEARNING FOR LIFE

As we continue to evolve as a school, we are committed to ensuring that our students are equipped with not only academic excellence but also the intellectual and emotional resources necessary for lifelong learning. Through fostering curiosity, empathy, and a commitment to environmental stewardship, we will inspire our students to engage deeply with the world around them and prepare them for the challenges and opportunities of the 21st century.



# OUR MISSION

As a Catholic school we believe that all members of our community are created in the image of God. Through a process of deep discernment, we recognise that the development of the whole person lies at the heart of an exceptional educational experience at St Francis Xavier College. The holistic, spiritual, academic, social, emotional, and physical wellbeing of each member of our community lies at the heart of our College Mission.

We aim for our students to develop the knowledge and confidence to successfully navigate the joys and complexities of work, life and leisure in the 21st Century. We believe that success in education is about building curiosity, compassion, and mobilising the cognitive, social and emotional resources of our learners to take action now and in the future.

Our Mission as a contemporary Catholic school is expressed by:

The manner in which we enter into relationship with Jesus and invite others to do so

The manner in which we seek to provide excellence in educational opportunity for all

The manner in which we advocate for the human dignity and rights of all within our community

The manner in which we advocate for and protect the marginalised in our community

The manner in which we promote the search for peace, justice, integrity and respectful relationships in our community

The manner in which we protect and sustain our natural environment

The manner in which we evangelise the multitude of cultures through which people live their lives and express their identities in our community

Through the manner in which we celebrate the range of faith traditions in our community

Through the promotion of national and inter community reconciliation in our community



# CATHOLIC IDENTITY & CULTURE

## KEY IMPROVEMENTS

Embed a culture and narrative that illuminates the prophetic voice, life and charism of St Francis Xavier in accessible, tangible and imaginative forms

Promote a culture in which the quality of College interactions are based on compassion and belonging

Develop a rich prayer and liturgical life that provides encounter with Jesus and is accessible and inclusive of all

Strengthen the College's opportunities for Christian meditation.



# EXCELLENCE IN TEACHING & LEARNING

## KEY IMPROVEMENTS

Lead and promote a learning culture of excellence and innovation by fostering curiosity, interdependence, intellectual and professional growth

Continue to develop and implement a broad, knowledge rich curriculum that promotes deep understanding, critical thinking, creativity, entrepreneurialism, empathy and resilience

Further integrate Catalyst principles and HTP strategies into all aspects of Teaching and Learning

Promote efficacious learners through high expectations, accountability, agency and voice

Use and promote research, data, evidence and feedback to enhance evaluation and reflection to foster and enable improvement.



# STAFF CAPACITY & LEADERSHIP

## KEY IMPROVEMENTS

Lead the formation and development of an efficacious teaching and support staff by prioritising and futureproofing College recruitment, retention, mentoring and professional learning practice

Safeguard a College culture of wellbeing and belonging that seeks to foster the wellness of both staff and students, and incorporates the challenges of and opportunities for mental wellness of all as members of a learning community

Safeguard Leadership practice that incorporates wellbeing literate leadership and collective wellbeing by continuously and improving organisational structures, systems and processes

Utilise researched based Professional Learning to develop staff capacity and to lead curriculum, pedagogical and pastoral change in practice.



# PARTNERSHIPS & COMMUNITY

## KEY IMPROVEMENTS

Illuminate the charism St Francis Xavier of hospitality, welcome and inclusion by building sustainable learning and community partnerships

Continue to aspire to know, understand, and be present to the local, national and global community of which the College is part and of which we prepare our students to be future citizens

Continue to enhance our parent engagement and education opportunities seeking their voice and advice in the development of these

Invest in and develop local, national and global partnerships that enhance the learning and wellbeing of staff and students and the future sustainability of the College.



# STEWARDSHIP & RESOURCES

## KEY IMPROVEMENTS

Lead entrepreneurial and prudent governance of financial, physical and human resources to future proof and prioritise teaching, learning, and the operational needs of the College

Further integrate and implement the College Master and facilities plans to future proof the College and prioritise contemporary learning spaces and environmental sustainability

Continue to contemporize the College digital ecosystem so that it is adaptable, streamlined, secure and supports teaching, learning and the operational needs of the College

Drive a whole College environmental and sustainable practice to ensure that this perspective is incorporated in all decision making about the acquisition and use of College resources.





# KEY STRATEGIES

## CATHOLIC IDENTITY & CULTURE

- ▷ Create College liturgical celebrations that illuminate the voice of St Francis Xavier with imagination and aspiration and which are relevant, accessible and inclusive
- ▷ Create tangible ways for the story and legacy of St Francis Xavier to be integrated into the narrative and physical dimensions of the College
- ▷ Build relationships and partnerships with national and international Catholic communities
- ▷ Provide staff with professional learning opportunities about the charism of St Francis Xavier
- ▷ Redesign the induction process and HUMs curriculum for Year 7 students and new staff to embed the story and charism of St Francis Xavier
- ▷ Develop a Social Outreach programme and learning activities with a focus on building the capacity of students to empathise, value diversity, build resilience and take action locally, nationally and globally
- ▷ Provide staff with professional learning opportunities in Christian meditation
- ▷ Create a Liturgical Calendar to provide knowledge about and celebration of significant dates.

## EXCELLENCE IN TEACHING & LEARNING

- ▷ Utilising a review structure and process, based on research, data and professional critical reflection, cyclically evaluate whole school College curriculum and pedagogical practice
- ▷ Continue to provide opportunities for critical reflection through Faculty curriculum reviews, to safeguard our College vision for excellence and innovation
- ▷ Continue to embed Catalyst HTP by:
  - Engaging teachers in the HITPS professional learning
  - Engaging teachers in Professional learning on the Writing Revolution
  - Integrating HTP in Faculty planning
  - Integrating HTP with College Agreed Practices
- ▷ Develop a College Data Analytics model composed of a data philosophy, practices and strategies
- ▷ Explore, integrate and continuously evaluate best practice in assessment for learning
- ▷ Explore and expand opportunities for flexible pathways in Careers education and VET
- ▷ Build micro credentialled learning experiences that equip students with post school skillsets
- ▷ Develop and embed opportunities for acceleration and enrichment of students across curriculum Years 7-12
- ▷ Articulate high expectations for academic and quality conduct of all students
- ▷ Create opportunities to discover and develop student voice in curriculum, and to promote self-efficacy and high expectations for academic achievement.

# KEY STRATEGIES

## STAFF CAPACITY & LEADERSHIP

- ▷ Drawing on contemporary research and practice, design and implement a People and Culture Framework aligned with CACG that incorporates the recruitment, retention, mentoring and professional learning of staff for workforce future proofing and the development of an efficacious teaching and support staff
- ▷ Continue to develop and provide opportunities for excellence and innovation in mentoring and professional learning for early career teachers, Middle Leaders and aspiring leaders
- ▷ Continue to provide a model of excellence in teacher progression through certification
- ▷ Develop an enhanced College communications strategy
- ▷ Design and develop a whole school Wellbeing Framework that fosters the wellness of both staff and students, and incorporates the challenges of and opportunities for mental wellness of all members of our learning community
- ▷ In collaboration with the curriculum and pastoral teams design and implement a Professional learning model to initiate and lead targeted curriculum, pedagogical, and pastoral change in practice
- ▷ Design and implement a Leadership model that incorporates wellbeing literate leadership and collective wellbeing by continuously improving organisational structures, systems and processes
- ▷ Develop opportunities for staff to lead professional learning in the College by developing and embedding a PLC structure.

## PARTNERSHIPS & COMMUNITY

- ▷ Seek to explore the context and community in which St Francis Xavier College is situated, and develop opportunities to connect and build relationships of mutual understanding, respect and engagement
- ▷ Create a social outreach programme
- ▷ Continue to develop partnerships with key providers to enhance the learning and wellbeing opportunities of students
- ▷ Develop a parent partnership programme to achieve common understanding and support for the College's educational philosophy and practices
- ▷ Finalise the College Reconciliation Action Plan and implement its recommendations and goals
- ▷ Develop an overseas exchange programme in alignment with Catholic Education policy and practice
- ▷ Develop College Pastoral care policy, programmes, practices and initiatives that are research based and consistently evaluated to safeguard their currency and efficacy.

# KEY STRATEGIES

## STEWARDSHIP & RESOURCES

- ▷ Continue to implement the key phases of the College Master Plan
- ▷ Plan and build a new Administration precinct, a Science and STEM centre, and a PE centre
- ▷ Plan for and build concurrent refurbishment projects to maintain the quality and quantity of learning spaces in the College during the implementation phases of the Master Plan
- ▷ Use an environmental impact analysis to ensure the physical environment is conducive to a sense of safety, wellbeing and harmony
- ▷ Incorporate environmental sustainability priorities within whole school practices
- ▷ Continue to embed established WH and S and Risk, Audit and Finance priorities. Evaluate the recommendations of College annual audits.







St Francis Xavier College

**Living the truth.  
Leading with courage.  
Learning for life.**

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