



Genesis  
CHRISTIAN COLLEGE



## ► Strategic Plan 2016-2020

*Equipping students and staff  
for the journey ahead*

Prepared with assistance from

insight  
plus



▶ Section 1

# Plan in Summary



# ONE PAGE SUMMARY OF THE PLAN

## Focus

### Mission

Our mission is to provide high quality education that develops a passion for lifelong learning, Christian character and a desire to serve God in the wider community

### Vision

We deliver innovative, relevant education that develops personal excellence and school pride within a safe Christ-centred environment

### Collective Ambition

A leading independent College that is distinctively Christian and acknowledged for its academic, co-curricular opportunities and student wellbeing, equipping students to become future leaders, innovators and influencers locally and globally

### Point of Differentiation

Ethical, Thinking, Learning Community

### Values

- Christ-likeness
- Excellence
- Integrity
- Perseverance and resilience (determination)
- Sense of service

## Direction

### Strategic Essence

*Leverage off, and build on, the momentum of the past five years, ensure and manage controlled growth, and equip students and staff with a robust Christian worldview*

### Strategic Priorities and Projects

#### A. Our Christ-centred focus

- Christian perspectives on contemporary issues
- Genesis' Christian worldview
- Mission trips, service learning and community engagement as a 'Genesis tradition'
- Strengthening and broadening the Christian Life program

#### B. Our students

- Blueprint for 21st Century learning
- Co-curricular model
- Social, emotional and spiritual development
- Technologies

#### C. Our people and productivity

- Continuity and stability in leadership and governance
- Staff review and development plan
- Organisational structure
- Middle management engagement and development
- Systems analysis

#### D. Our community

- Strategic alliances
- Higher education connections
- Research amongst school community
- Parent and community engagement
- Past student involvement

#### E. Our school environment

- Infrastructure audit and analysis
- Facilities plan
- Traffic flow and parking
- Strategic land purchases

#### F. Our stewardship

- Foundation
- Alternative sources of revenue
- Environmental responsibility

## Results

### Progress Indicators

- Student outcomes
- Staff outcomes
- Parent outcomes
- Finance

### Outcomes and Milestones (by 2020)

- Strengthened chaplaincy program
- Clearly articulated Genesis Christian worldview
- Stronger sense of service within the College community
- A very functional co-curricular model linked to a local community organisations
- More emphasis on research-based learning platforms
- Greater leadership capacity across staff, but particularly middle management
- More formal strategic alliances and partnerships with community groups and educational providers
- More land acquired to cope with anticipated growth in enrolments
- Better traffic flow and less congestion
- Improved processes and systems



▶ Section 2

# Plan in Detail



# 1 FOCUS

<b>1.1 Mission statement</b>	Our mission is to provide high quality education that develops a passion for lifelong learning, Christian character and a desire to serve God in the wider community
<b>1.2 Vision</b>	We deliver innovative, relevant education that develops personal excellence and school pride within a safe Christ-centred environment
<b>1.3 Collective ambition</b>	A leading independent College that is distinctively Christian and acknowledged for its academic, co-curricular opportunities and student wellbeing, equipping students to become future leaders, innovators and influencers locally and globally
<b>1.4 Point of differentiation</b>	Ethical, Thinking, Learning Community
<b>1.5 Values</b>	• Christ-likeness
	• Excellence
	• Integrity
	• Perseverance and resilience (determination)
	• Sense of service
• Respect (for God, self, others and property)	
<b>1.6 Strategic essence</b>	Leverage off, and build on, the momentum of the past five years, ensure and manage controlled growth, and equip students and staff with a robust Christian worldview

## 2 DIRECTION

### 2.1 Strategic priorities

It has been determined that there are seven strategic priorities for the organisation over the next three years. These priorities are:

<b>A. Our Christ-centred focus</b> – mission, service and outreach
<b>B. Our students</b> – their experience, personal growth and wellbeing
<b>C. Our people and productivity</b> – growth, capacity and leadership development
<b>D. Our community</b> – connectedness and connections
<b>E. Our learning environment</b> – facilities, amenities and resources
<b>F. Our stewardship</b> – prudent financial management and sustainability

### 2.2 Priorities and projects

Strategic priority	Critical outcomes	Projects
<b>A Our Christ-centred focus</b>  – mission, service and outreach	<b>Objectives:</b> <ul style="list-style-type: none"> <li>Students who are more ethical and compassionate</li> <li>Staff who are well-equipped to guide and support students in developing a robust Christian worldview</li> <li>An ethos and culture that supports and facilitates our Christ-centred focus</li> <li>A real focus on service learning and community engagement</li> </ul> <b>Progress and performance markers:</b> <ul style="list-style-type: none"> <li>Participation rates in mission trips and service learning and in small groups/40 Hour Famine, ‘Make a Stand’</li> <li>Policies and guidelines developed in relation to Christian worldview and responses to changes in values</li> <li>Percentage of staff who have undergone a ‘Christian Foundations’ program developed by Genesis Christian College</li> </ul>	<b>A 1. Christian perspectives on contemporary issues</b> – Anticipate changes and challenges in societal norms where Christian values are cemented to develop responses, policies and plans to keep a strong Christian community and ethos in place
		<b>A 2. Genesis’ Christian worldview</b> – Develop a structured approach to forming the Genesis Christian worldview, equipping staff and Board to respond to questions and issues and to incorporate that perspective into their teaching
		<b>A 3. Mission trips, service learning and community engagement as a ‘Genesis tradition’</b> – Provide opportunities for Genesis students to make mission trips locally and overseas as a rite of passage at the end of Year 12, to further reinforce our Christian distinctives
		<b>A 4. Strengthening and broadening the Christian Life program</b> – Design and develop a Christian Life model and department staffed by theologically competent, passionate people who model what it is to be a disciple of Christ in the 21 <sup>st</sup> Century

## 2. DIRECTION (continued)

### 2.2 Priorities and projects (continued)

Strategic priority	Critical outcomes	Projects
<b>B Our students</b>  – their experience, personal growth and wellbeing	<b>Objectives:</b> <ul style="list-style-type: none"> <li>Students are well equipped for learning in the 21<sup>st</sup> Century</li> <li>Students who are well-prepared intellectually, spiritually, socially and emotionally to thrive at school and beyond</li> <li>A more comprehensive co-curricular program</li> </ul> <b>Progress and performance markers:</b> <ul style="list-style-type: none"> <li>Results from student wellbeing surveys</li> <li>Participation rates in co-curricular activities</li> <li>Range and scope of co-curricular activities</li> <li>Longitudinal studies, profiling and post-school pathways</li> </ul>	<b>B 1. Blueprint for 21<sup>st</sup> Century learning</b> – Identify, prioritise and implement the core elements for equipping students for the 21 <sup>st</sup> Century, and embed current Marzano and other research-based pedagogical practices into every classroom, to ensure the school is at the forefront in teaching and learning
		<b>B 2. Co-curricular model</b> – Formalise a future co-curricular direction and model for student opportunities across the school
		<b>B 3. Social, emotional and spiritual development</b> – Incorporate Habits of Mind, and address social issues and trends from a Christian worldview, across the College, to improve student wellbeing
		<b>B 4. Technologies</b> – Provide professional learning opportunities for staff to enable them to expand their knowledge of, and confidence in, IT, and to embed those technologies in professional practice

Strategic priority	Critical outcomes	Projects
<b>C Our people and productivity</b>  – growth, capacity and leadership development	<b>Objectives:</b> <ul style="list-style-type: none"> <li>High quality staff who are constantly striving for improvement</li> <li>Continuity and stability in senior leadership/Board members</li> <li>Great leadership capability and capacity across all staff</li> <li>Leadership structure commensurate with school growth</li> </ul> <b>Progress and performance markers:</b> <ul style="list-style-type: none"> <li>Numbers of ‘lead teachers’ as per EBA</li> <li>Completion of appraisals within set timeframe</li> <li>Design implementation and monitoring of a revised organisational structure</li> <li>Effective and supported review process in place</li> <li>Survey feedback from middle management</li> </ul>	<b>C 1. Continuity and stability in leadership and governance</b> – Identify, and further invest in, key people with leadership potential, through mentoring professional learning and small work groups to develop their leadership capacity, prepare for succession and for future growth of the school
		<b>C 2. Staff review and development plan</b> – Explore alternative ways (both formal and informal) to review all staff making a clear distinction between coaching and leadership and performance management, and develop a three to five year implementation program that is communicated to staff
		<b>C 3. Organisational structure</b> – Review the current organisation structure to identify current and potential gaps in the face of expanding enrolments, and bring positions online as necessary (staying within acceptable staffing ratios)
		<b>C 4. Middle management engagement and development</b> – Upskill middle management and inform and involve them in the College’s strategies to increase understanding of the operational and financial demands of the school
		<b>C 5. Systems analysis</b> – Audit administrative processes to improve efficiencies and job satisfaction

## 2. DIRECTION (continued)

### 2.2 Priorities and projects (continued)

Strategic priority	Critical outcomes	Projects
<b>D Our community</b>  – connectedness and connections	<b>Objectives:</b> <ul style="list-style-type: none"> <li>Strong reputation in the community</li> <li>Strong connections and engagement with the school community – parents, students, past students</li> <li>Connections with agencies, universities, sporting organisations, community leaders and churches which benefit students while at Genesis and beyond school</li> </ul> <b>Progress and performance markers:</b> <ul style="list-style-type: none"> <li>Number of formal and informal agreements with community groups</li> <li>Unpaid publicity – media value</li> <li>Memorandum of Understanding in place with at least one university</li> <li>Level of interest and involvement in school functions</li> <li>Social media metrics – alumni and general school community</li> <li>Feedback on parent satisfaction</li> </ul>	<b>D.1 Strategic alliances</b> – Develop connections with sporting organisations, youth development organisations, and businesses in the immediate area to increase opportunities for student development, and that lift our level of human resources and increase awareness of the Genesis vision
		<b>D.2 Higher education connections</b> – Develop strategic relationships with higher education institutions to generate educational partnerships, share facilities and staff, and to enhance the quality of learning at Genesis
		<b>D.3 Research amongst school community</b> – To better understand expectations, and to guide decision-making, conduct research within the school community at regular intervals
		<b>D.4 Parent and community engagement</b> – Further develop opportunities and strategic projects to include parents and other community leaders to enhance students’ opportunities and wellbeing
		<b>D.5 Past student involvement</b> – Develop more formal linkages with past students to encourage support for the school

Strategic priority	Critical outcomes	Projects
<b>E Our school environment</b>  – facilities, amenities and resources	<b>Objectives:</b> <ul style="list-style-type: none"> <li>Maximum capacity of the current site determined</li> <li>Future infrastructure requirements prioritised</li> <li>Strategic development of Youngs Crossing Road</li> </ul> <b>Progress and performance markers:</b> <ul style="list-style-type: none"> <li>Updated College Master Plan</li> <li>Timeline in place for facilities development</li> <li>Prioritised future land purchases</li> </ul>	<b>E 1. Infrastructure audit and analysis</b> – Using demographic data as the basis, conduct a campus infrastructure audit to determine and prioritise future requirements
		<b>E 2. Facilities plan</b> – Develop a list of co-curricular facilities, prioritised according to need, and prepare a schedule of works to expand the range of facilities and to improve performance in all areas of co-curricular
		<b>E 3. Traffic flow and parking</b> – Analyse the current situation and develop plans to accommodate projected growth within budget constraints
		<b>E 4. Strategic land purchases</b> – Agree on, and develop, a land banking plan to prepare for future likely growth and to ensure better usage of the site

## 2. DIRECTION (continued)

### 2.2 Priorities and projects (continued)

Strategic priority	Critical outcomes	Projects
<b>F Our stewardship</b>  <b>– prudent financial management and sustainability</b>	<b>Objectives:</b> <ul style="list-style-type: none"> <li>Increased income from sources outside of government funding and fees</li> <li>Fee increases managed in line with the growth and development of the College</li> </ul> <b>Progress and performance markers:</b> <ul style="list-style-type: none"> <li>Percentage of overall revenue from outside sources</li> <li>Standard financial measurements and controls</li> </ul>	<b>F 1. Foundation</b> – To encourage and support philanthropy throughout the school community, explore models operating in other schools and establish a Foundation  <b>F 2. Alternative sources of revenue</b> – Investigate initiatives developed by other schools and source alternative streams of revenue to expand the school’s financial capacity beyond fees and government funding  <b>F 3. Environmental responsibility</b> – Implement more environmentally sensitive practices at Genesis in keeping with stakeholders’ expectations and as part of the school’s focus on stewardship

### 3 RESULTS

Progress and success in implementing the plan could be gauged by the measures listed in the table.

Measures	Measurements	Historical	Stretch targets
		2014	2020
Enrolment demand	· Prep	160	180-200
	· Year 7	12	50
Retention rate	· Year 6 into Year 7	9.48%	5%
OP scores	· 1-5	22.7%	30%
	· 1-15	77.3%	82%
Student safety	· Perceived safety at school - %	100%	100%
Student wellbeing	· To be determined	No data available	90-100%
Student participation	· Involvement in co-curricular activities	35-40%	65%
Staff satisfaction	· Recommendation of GCC as place to work	No data available	90%
Finance	· EBITDA as a percentage	14%	14%
	· Interest and loan repayments as percentage of expenditure	8%	8%

By the end of 2020 it is expected that the following will have been put in place or achieved:

- Strengthened chaplaincy program
- Clearly articulated Genesis Christian worldview
- Stronger sense of service within the College community
- A very functional co-curricular model linked to a local community organisations
- More emphasis on research-based learning platforms
- Greater leadership capacity across staff, but particularly middle management
- More formal strategic alliances and partnerships with community groups and educational providers
- More land acquired to cope with anticipated growth in enrolments
- Better traffic flow and less congestion
- Improved processes and systems

## 4 IMPLEMENTATION SCHEDULE

### Legend:

Prin = Principal      HOSS = Head of School, Secondary      HTL = Head of Teaching and Learning      DSW = Director of Student Wellbeing      ICIT = Head of ICT and Innovation  
HOSP = Head of School Primary      BM = Business Manager      BOD = Board of Directors      SM = Senior Management      Reg = Registrar

Projects	Resp	2016				2017 +
		Term 1	Term 2	Term 3	Term 4	
<b>A 1. Christian perspectives on contemporary issues</b> – Anticipate changes and challenges in societal norms where Christian values are cemented to develop responses, policies and plans to keep a strong Christian community and ethos in place	SM/ BOD					
<b>A 2. Genesis' Christian worldview</b> – Develop a structured approach to forming the Genesis Christian worldview, equipping staff and Board to respond to questions and issues and to incorporate that perspective into their teaching	SM/ BOD					
<b>A 3. Mission trips, service learning and community engagement as a 'Genesis tradition'</b> – Provide opportunities for Genesis students to make mission trips locally and overseas as a rite of passage at the end of Year 12, to further reinforce our Christian distinctives	HOSS					
<b>A 4. Strengthening and broadening the Christian Life program</b> – Design and develop a Christian Life model and department staffed by theologically competent, passionate people who model what it is to be a disciple of Christ in the 21st Century	HTL					
<b>B 1. Blueprint for 21<sup>st</sup> Century learning</b> – Identify, prioritise and implement the core elements for equipping students for the 21 <sup>st</sup> Century, and embed current Marzano and other research-based pedagogical practices into every classroom, to ensure the school is at the forefront in teaching and learning	HTL					
<b>B 2. Co-curricular model</b> – Formalise a future co-curricular direction and model for student opportunities across the school	HOSP/ HOSS					
<b>B 3. Social, emotional and spiritual development</b> – Incorporate Habits of Mind, and address social issues and trends from a Christian worldview, across the College, to improve student wellbeing	DSW (HOSS, HOSP, HTL)					
<b>B 4. Technologies</b> – Provide professional learning opportunities for staff to enable them to expand their knowledge of, and confidence in, IT, and to embed those technologies in professional practice	ICIT (SM)					
<b>C 1. Continuity and stability in leadership and governance</b> – Identify, and further invest in, key people with leadership potential, through mentoring professional learning and small work groups to develop their leadership capacity, prepare for succession and for future growth of the school	SM					
<b>C 2. Staff review and development plan</b> – Explore alternative ways (both formal and informal) to review all staff making a clear distinction between coaching and leadership and performance management, and develop a three to five year implementation program that is communicated to staff	SM					
<b>C 3. Organisational structure</b> – Review the current organisation structure to identify current and potential gaps in the face of expanding enrolments, and bring positions online as necessary (staying within acceptable staffing ratios)	SM					

Projects	Resp	2016				2017 +
		Term 1	Term 2	Term 3	Term 4	
<b>C 4. Middle management engagement and development</b> – Upskill middle management and inform and involve them in the College’s strategies to increase understanding of the operational and financial demands of the school	SM					
<b>C 5. Systems analysis</b> – Audit administrative processes to improve efficiencies and job satisfaction	SM					
<b>D.1 Strategic alliances</b> – Develop connections with sporting organisations, youth development organisations, and businesses in the immediate area to increase opportunities for student development, and that lift our level of human resources and increase awareness of the Genesis vision	BOD (SM)					
<b>D.2 Higher education connections</b> – Develop strategic relationships with higher education institutions to generate educational partnerships, share facilities and staff, and to enhance the quality of learning at Genesis	HOSS (Prin)					
<b>D.3 Research amongst school community</b> – To better understand expectations, and to guide decision-making, conduct research within the school community at regular intervals	HOSP/ HOSS					
<b>D.4 Parent and community engagement</b> – Further develop opportunities and strategic projects to include parents and other community leaders to enhance students’ opportunities and wellbeing	SM					
<b>D.5 Past student involvement</b> – Develop more formal linkages with past students to encourage support for the school	Reg					
<b>E 1. Infrastructure audit and analysis</b> – Using demographic data as the basis, conduct a campus infrastructure audit to determine and prioritise future requirements	GOD					
<b>E 2. Facilities plan</b> – Develop a list of co-curricular facilities, prioritised according to need, and prepare a schedule of works to expand the range of facilities and to improve performance in all areas of co-curricular	BOD (Prop C’ttee)					
<b>E 3. Traffic flow and parking</b> – Analyse the current situation and develop plans to accommodate projected growth within budget constraints	BOD (Prop C’ttee)					
<b>E 4. Strategic land purchases</b> – Agree on, and develop, a land banking plan to prepare for future likely growth and to ensure better usage of the site	BOD (Prop and Growth C’ttee)					
<b>F 1. Foundation</b> – To encourage and support philanthropy throughout the school community, explore models operating in other schools and establish a Foundation	BM					
<b>F 2. Alternative sources of revenue</b> – Investigate initiatives developed by other schools and source alternative streams of revenue to expand the school’s financial capacity beyond fees and government funding	BM					
<b>F 3. Environmental responsibility</b> – Implement more environmentally sensitive practices at Genesis in keeping with stakeholders’ expectations and as part of the school’s focus on stewardship	SM					

## 5 REPORTING PRO FORMA –2016

<b>Legend:</b>	<b>1 = no progress/stalled,</b>	<b>2 = slow progress,</b>	<b>3 = some progress,</b>	<b>4 = good progress,</b>	<b>5 = completed and to be removed,</b>	<b>6 = completed but ongoing</b>
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Projects	Resp	Time Frame	2016				Notes
			Term 1	Term 2	Term 3	Term 4	
<b>A 1.</b> Christian perspectives on contemporary issues	SM/ BOD	T1 2016 – 2017+					
<b>A 2.</b> Professional development on Genesis’ Christian worldview	SM/ BOD	T2 2016 – 2017+	N/A				
<b>A 3.</b> Mission trips, service learning and community engagement as a ‘Genesis tradition’	HOSS	T1 2016 – 2017+					
<b>A 4.</b> Strengthening and broadening the Christian Life program	HTL	T2 2016 – 2017+	N/A				
<b>B 1.</b> Blueprint for 21 <sup>st</sup> Century learning	HTL	T1 2016 – 2017+					
<b>B 2.</b> Co-curricular model	HOSP/ HOSS	T1 2016 – 2017+					
<b>B 3.</b> Social, emotional and spiritual development	DSW (HOSS, HOSP, HTL)	T3 2016/2017+	N/A	N/A			
<b>B 4.</b> Technologies	ICIT (SM)	T2 2016 – 2017+	N/A				
<b>C 1.</b> Continuity and stability in leadership and governance	SM	T4 2016	N/A	N/A	N/A		
<b>C 2.</b> Staff review and development plan	SM	T2 2016 – 2017+	N/A				
<b>C 3.</b> Organisational structure	SM	T4 2016	N/A	N/A	N/A		
<b>C 4.</b> Middle management engagement and development	SM	T1 2016 - 2017+					
<b>C 5.</b> Systems analysis	SM	T4 2016	N/A	N/A	N/A		
<b>D.1</b> Strategic alliances	BOD (SM)	2017+	N/A	N/A	N/A	N/A	
<b>D.2</b> Higher education connections	HOSS (Prin)	T1 2016 – 2017+					
<b>D.3</b> Research amongst school community	HOSP/ HOSS	2017+	N/A	N/A	N/A	N/A	
<b>D.4</b> Parent and community engagement	SM	T3 2016 – 2017+	N/A	N/A			
<b>D.5</b> Past student involvement	Reg	T3 2016 – 2017+	N/A	N/A			
<b>E 1.</b> Infrastructure audit and analysis	GOD	T2 2016 – 2017+	N/A				
<b>E 2.</b> Facilities plan	BOD (Prop C’ttee)	T3 2016	N/A	N/A			
<b>E 3.</b> Traffic flow and parking	BOD (Prop C’ttee)	T3 2016 – 2017+	N/A	N/A			
<b>E 4.</b> Strategic land purchases	BOD (Prop and Growth C’ttee)	T1 2016 – 2017+					
<b>F 1.</b> Foundation	BM	2017+	N/A	N/A	N/A	N/A	
<b>F 2.</b> Alternative sources of revenue	BM	T1 2016 – 2017+					
<b>F 3.</b> Environmental responsibility	SM	2017+	N/A	N/A	N/A	N/A	

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## **APPENDIX 1. – RESOLUTION FROM WORKSHOP HELD ON AUGUST 14<sup>th</sup> AND 15<sup>th</sup>, 2015**

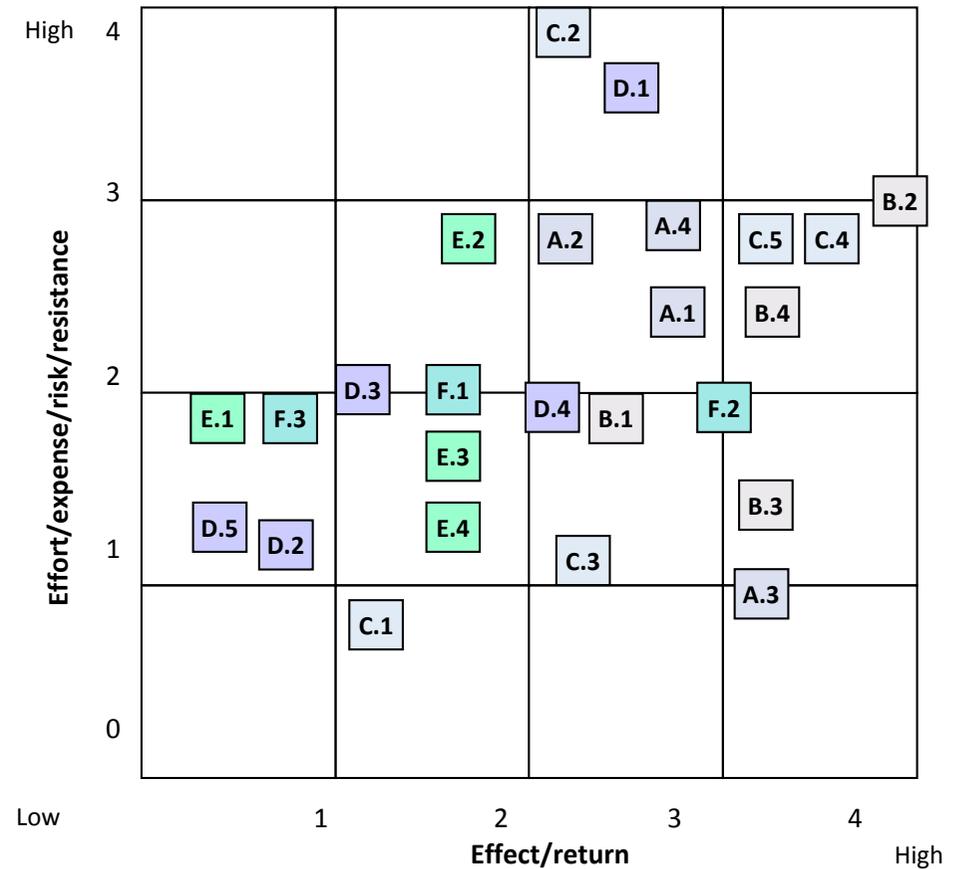
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Within the life of this plan, aim to commence a five stream Primary School and five stream Secondary School which is the capacity for the current footprint of this site.

With land banking of property adjacent to the campus, there could be capacity for five stream Primary and six stream Secondary (a second campus is not on the agenda).

## APPENDIX 2. – EFFORT AND EFFECT GRID

- A 1. Christian perspectives on contemporary issues
- A 2. Genesis' Christian worldview
- A 3. Mission trips, service learning and community engagement as a 'Genesis tradition'
- A 4. Strengthening and broadening the Christian Life program
  
- B 1. Blueprint for 21st Century learning
- B 2. Co-curricular model
- B 3. Social, emotional and spiritual development
- B 4. Technologies
  
- C 1. Continuity and stability in leadership and governance
- C 2. Staff review and development plan
- C 3. Organisational structure
- C 4. Middle management engagement and development
- C 5. Systems analysis
  
- D 1. Strategic alliances
- D 2. Higher education connections
- D 3. Research amongst school community
- D 4. Parent and community engagement
- D 5. Past student involvement
  
- E 1. Strategic land purchases
- E 2. Infrastructure audit and analysis
- E 3. Technology audit
- E 4. Facilities plan
- E 5. Traffic flow and parking
  
- F 1. Foundation
- F 2. Alternative sources of revenue
- F 3. Environmental responsibility





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