



RADFORD COLLEGE

## *Strategic Plan:*

A Vision for the Future 2016-2020





Our  
students

Our  
community

Anglican | Co-Educational

# RADFORD COLLEGE

Pre K-12 | Non-Selective

Our  
staff

Our  
families

Our  
governance





## Our Purpose

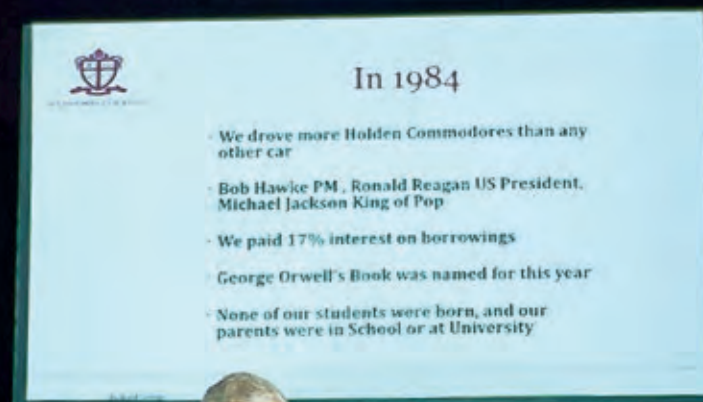
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To be a dynamic, innovative and inclusive co-educational school acclaimed for its academic excellence, supportive culture, strong community spirit and emphasis on justice. This will be provided within a Christian framework in the Anglican tradition, consistent with our Ethos Statement.

We are committed to providing our students with a holistic and inspiring education that enables them to reach their full potential through learning experiences which build character, foster well-being and develop empathy for others.

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### In 1984

- We drove more Holden Commodores than any other car
- Bob Hawke PM, Ronald Reagan US President, Michael Jackson King of Pop
- We paid 17% interest on borrowings
- George Orwell's Book was named for this year
- None of our students were born, and our parents were in School or at University

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## From the Chairman of the Radford College Board

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The *Radford College Strategic Plan: A Vision for the Future 2016-2020* is a means by which all of us can reflect on and plan for our future. Balancing a respect for tradition with a vision for the direction in which we are headed, our next Plan outlines what we wish to achieve for our students, staff, families, community and governance.

Radford College has grown steadily over 32 years into a strong institution, and provides the best possible environment for our learning community. As a leading school in Australia, we must continue to embrace the change necessary to remain at the cutting edge of excellence in education.

As we set out to write our next chapter, the only certainty is that the world will continue to change, for example through an increasing dependence on technology. This Plan provides a framework in which everyone in our community can continue making an important contribution, individually and collectively, confident that the future we earn will be positive, equitable and sustainable.

**Ian Morison**  
Chairman





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## From the Principal of Radford College

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When we embarked on the journey to produce the *Radford College Strategic Plan: A Vision for the Future 2016-2020*, one of the first steps was to ask our College community its views.

Through surveys, public forums and focus groups we talked about the identity of the College beyond the non-negotiable core elements – Anglican, co-educational, Pre K to Year 12 and a non-selective enrolment policy.

During these conversations there was consensus about Radford College being a school where students are respected and treated as individuals; where they embrace a wide range of opportunities within excellent facilities and innovative programs; where we have high-quality staff who are enthusiastic, dedicated and positive.

Some of the key strengths identified were our academic excellence and our strong, inclusive, compassionate and service-orientated community spirit.

It was also clear that members of our community felt any plan with a five-year time frame must recognise and build on our current strengths while providing clear direction in navigating the changes ahead. One thing was certain, no-one thought standing still or resting on our laurels was an option.

This Strategic Plan seeks to balance the valuable insights provided by the College community with fresh ideas and inspiration from beyond our immediate horizon. In doing so we prepare ourselves to embrace new opportunities for collaboration and innovation.

The narrative provided by the Plan enables us to be courageous, remain committed and show compassion – the ‘Three Cs’ of successful schools. After all, the more we embrace innovation, and share knowledge and ideas in a spirit of open-mindedness, the better we can be.

In reading this Plan, I approach the future with great optimism. Our learning community knows what is important, it has a clear idea of where it wants to go and it seeks to utilise faith and education as formidable drivers of change while living our values of truth, compassion and wisdom.

I look forward to seeing our vision contained within this *Radford College Strategic Plan: A Vision for the Future 2016-2020* being realised.

**Fiona Godfrey**  
Principal





**STRATEGIC  
PRIORITIES**





## Our Students

**Goal:** To develop students who are resilient, well-rounded and principled. Our students are committed to personal excellence, academic achievement and making a meaningful contribution to the world, while living the Radford values.

### We want our students to:

- Be fully engaged in the life of the College, cultivating a love for learning and being involved in a range of academic, spiritual, cultural, sporting and service learning opportunities.
- Achieve outstanding academic results, measured against personal bests, whilst maintaining a non-selective enrolment policy.
- Display the necessary traits and characteristics which allow for deep engagement and a meaningful connection to the learning experience.
- Be personally and socially aware leaders, resilient in times of adversity, prepared to be courageous, responsible in decision making and have healthy relationships with staff and peers.
- Understand the value of learning a language and culture other than English.
- Be ethical, responsible and sustainably-minded global citizens who have a strong focus on service, both locally and internationally.
- Be ICT-literate and act ethically, morally and with respect when using ICT.
- Have access to a high-quality and wide-ranging co-curricular program which caters to a range of abilities.
- Be well informed and committed to good lifestyle choices, including healthy behaviour and involvement in physical activity.
- Appreciate and support the faith-based curriculum presented in their learning experiences.

### We commit to:

- Providing a curriculum that is challenging, rigorous and relevant, that meets students' needs and prepares them to be meaningfully engaged in their community and their world.
- Enhancing personalised and differentiated learning through the collection and effective use of student data.
- Preparing students to be effective in an increasingly interconnected and digital world by developing age-appropriate ICT capabilities delivered through the curriculum.
- Providing more opportunities for students to develop comprehensive skills in literacy and numeracy across the College and through the curriculum.
- Continuing to carry out a wide-ranging review of the College's co-curricular program and implementing the recommendations of that review.
- Reviewing and assessing the recommendations of the LOTE review and providing curriculum pathways which encourage and reward the learning of languages.
- Embedding 'Learner Profile/Attributes' dispositions in the learning context across all aspects of College life.
- Cultivating social, personal and emotional capability by implementing an age-appropriate, Pre K-12 pastoral care curriculum that supports the Radford learner.
- Maintaining a culture within the student body where students feel supported to do their personal best in the classroom.
- Providing students with a deep understanding of the gospel values through their participation in service learning, RAVE, chapel and other pastoral programs.





**Goal:** To provide a work environment that attracts, develops and retains the best possible staff and inspires them to consistently strive to do their best for our students and the College as a whole.

**We want our staff to:**

- Have a passion for education and commitment to developing the whole person.
- Consistently model the College’s Christian ethos and values through their words and actions.
- Be inspired to give their best, serving the interests of the College at all times.
- Feel valued and supported, experience high staff morale and collaborate effectively within a culture of mutual respect.
- Demonstrate a commitment to implementing the College’s Teaching and Learning frameworks.
- Personalise learning experiences for students through differentiation of the curriculum.
- Engage in promotional and developmental opportunities through targeted professional learning.
- Reflect on their practice, continually refining their craft through engaging in meaningful professional learning.

**We commit to:**

- Providing regular opportunities for teachers to obtain formal and informal feedback about their practices.
- Enhancing communication between staff, parents and students as well as information sharing amongst the staff.
- Providing greater avenues for the recognition and celebration of staff successes.
- Providing opportunities for teachers to use student data to apply differentiation across the curriculum.
- Developing a whole-of-College appraisal process which will inform targeted professional learning.
- Developing team leaders who empower the people they lead.
- Supporting the ongoing provision of staff coaching and mentoring.
- Ensuring staff understand the importance of Christian values and are provided with opportunities to incorporate them into their teaching practices.
- Developing and implementing a whole-of-College Teaching and Learning framework that links College values, learner attributes, curriculum, pedagogy, assessment and reporting with professional learning and staff appraisal.





## Our Families

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**Goal:** Our families are an integral part of College life. Their views are highly valued, communication between home and school is strong and their understanding of, and involvement in, all aspects of the College life is welcomed, expected and valued.

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### We want our families to:

- Be partners in our learning community, where every parent has a strong connection with their child's learning experience.
- Be engaged with the events and happenings of the College through good communication channels and a preparedness to be involved.
- Contribute to the development of the College and be actively involved in College groups including the P&F, Friends of Radford groups and Collegians' Association.
- Appreciate and support the faith-based curriculum presented in the learning experiences offered by the College.

### We commit to:

- Ensuring the communication between the College and families is precise, concise, punctual, easily accessible and relevant.
- Providing opportunities for families to speak to, or make contact with, members of the Radford staff.
- Providing opportunities for families to have input into the decisions that affect both the short and long-term direction of the College.
- Making a variety of avenues available for families to access information about the College's educational philosophy, educational programs, events, activities and partnerships.
- Keeping families well informed of the progress of their child in all aspects of their academic, social and emotional development through contemporary educational approaches.
- Reviewing the role of the P&F, Parent Liaisons and Friends of Radford groups to ensure long-term viability and relevance to families.





## Our Community

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**Goal:** For the Radford community to contribute meaningfully, both locally and globally. Balancing a respect for tradition with a vision for the future and being open to new partnerships.

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### We want our community to:

- Be known as a learning community where educational expertise and intellectual capital is shared with others from Canberra and beyond.
- Be outward looking and internationally aware, allowing staff and students to have a deep appreciation and a firm understanding of both our local community and the world beyond.
- Have strong associations with other educational institutions, including local and international schools and local, national and international universities.
- Have a strong relationship with the Anglican Church in the Canberra and Goulburn Diocese.
- Be known as the employer of choice for experienced and graduate teachers.
- Include a thriving and connected group of former students who continue to have connection to the College through their membership.

### We commit to:

- Continuing development of initiatives such as the Radford Institute, Dirrum Dirrum, Round Square and the service learning projects locally, nationally and internationally.
- Making connections with local, national and international schools and universities to investigate new partnerships, which can be of mutual benefit.
- Providing ongoing support and encouragement for the P&F and Collegians, entering into arrangement to provide resources and communication for events and activities.
- Maintaining strong relationships with tertiary educational training institutions through mentoring programs.
- Promoting the College as a rewarding place to work and pursue a career.
- Developing a professional learning environment which promotes openness and sharing, continuous learning, high teacher performance, enhanced teacher education and development opportunities.





## Our Governance

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**Goal:** Radford College will have in place a prudent financial management process that allows for a progressive Masterplan, an effective and reliable ICT system and an ongoing system of maintenance and refurbishment. This will be underpinned by good corporate governance principles and practices, which include thorough and regular risk assessments.

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### We want our governance to:

- Provide a safe and secure environment for staff, students and parents and the College's systems.
- Maintain a strong financial position whilst keeping fees at a moderate level.
- Determine the College's optimal population to maximise learning outcomes for students.
- Guide building and refurbishing of facilities that enable innovative and contemporary student learning.
- Incorporate sustainable measures into new or refurbished facilities and implement environmentally friendly practices throughout the College.
- Be led by the Radford College Board exercising good corporate governance principles, setting the strategic direction of the College while ensuring the day-to-day operations of the College are led by the College Principal and the leadership team.
- Identify and mitigate all potential risks.
- Provide an ICT system which enhances the Teaching and Learning program as well as the administration of the College.
- Initiate a foundation which supports the educational program, property and facilities of the College through pledges, donations and bequests from its community.

### We commit to:

- Investigating the optimal size of the College to ensure better learning outcomes whilst maintaining a strong College ethos and spirit.
- Developing a 5 – 10 year Masterplan, aligning existing facilities with contemporary and age-appropriate educational needs and the development of any new facilities to complement and enhance the current arrangements.
- Writing a 5 – 10 year asset plan to ensure existing and future facilities support student learning.
- Carrying out long-term financial modelling to support the Masterplan.
- Adhering to the guiding principles of the Radford College Sustainability Charter in all future planning and development.
- Maintaining good relationships with advocacy groups including ASA, AHISA, ISCA, AISACT and AISNSW on policy and government legislation that directly affect the operations of the College.
- Initiating a Radford Foundation, which has tax deductibility status, that will improve and develop the educational program, property and facilities of the College.
- Developing a comprehensive risk register which includes regular and systematic audits and responses.
- Ensuring that ICT underpins College operations and provides an environment for outstanding educational innovation to occur.



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