Mernda Hills Christian College
Strategic Improvement Plan 2023-2028

School Vision and Mission Statement

School Context

OUR PURPOSE

Transform lives through Adventist Education

OUR MISSION

Nurture for today. Learning for tomorrow. Character for life.

OUR MOTTO

Nothing Without God

OUR CONTEXT

Supporting student growth at Mernda Hills Christian College is more than just about classroom learning and academic development. The college is part of Adventist Schools Victoria, and more broadly Adventist Schools Australia, a system of schools that have been developing quality christian education for over 100 years. In Victoria, there are six Adventist schools currently educating more than 3000 students.

Originally purchased by Adventist Schools Victoria in 2012, the school here opened as a campus of Gilson College in 2013 with just 47 primary students. This small start was a sign of great things to come, and thus began an exciting journey to develop the campus and support it to become a stand-alone school as part of the Adventist Schools Victoria system. In its 11th year of operation, the campus celebrated its growth and now stands independently within the Adventist School system.

Aligning with all Adventist Schools in Victoria, we help each child to see their God-given potential. We focus on developing our students' understanding and resilience spiritually, academically, socially and physically within a nurturing, christ-centred environment.

We are proud to demonstrate an attitude of lifelong learning and support our students to achieve their very best. With strong results in both literacy and numeracy, students have also been recognised for their achievements across all areas of college life.

It is with hope, security and excitement that we look at our future objectives for the next five years of our College story!

OUR VALUES

Our **core values** reflect our desire to be a Christ-centred, thriving community where lives are impacted as we reflect God's character. At Mernda Hills Christian College, we strive to be:

Respectful
"We think about others"

Love one another warmly as Christians, and be eager to show respect for one another. Romans 12:10

Responsible
"We own our actions"

No matter what you do, work at it with all your might. Ecclesiastes 9:10

Resilient
"We bounce back"

Be strong and brave! Don't be afraid and don't panic; for I, the LORD your God, am with you in all you do. Joshua 1:9

A Learner
"We learn and grow"

Keep putting into practice all you learned and received from me—everything you heard from me and saw me doing. Then the God of peace will be with you." Philippians 4:9

Strategic Vision and Direction

During the next five years, Mernda Hills Christian College will continue to develop its plans and foundational framework to support future growth.

Our strategic vision is to be the school of choice with a thriving, Christ-centred community of 500 students by 2028.

This strategic vision is shaped by our context and the core domains that form a quality adventist school; Adventist Identity, Learning and Teaching, Leading School Improvement and Partnerships. To achieve this vision, the College' will focus on three key areas of focus: Quality Practice, Build Community and Invest in our Future.

Strategic Direction 1: Quality Practice - improving the quality of professional practices

Purpose:
As we grow, we want to increase the effectiveness of all staff, and the quality of our programs and services available for students. These are evidence-driven practices that are contextually relevant and align with our Adventist identity. By striving for excellence and continuous improvement for all students and staff, we endeavour to provide high quality holistic education which is celebrated with families and the wider community.

Improvement Measure	Initiatives/Actions	Success Criteria	Evaluation Tools
End of 2028 *All staff demonstrate a best practice approach in 90% of their work tasks to achieve excellence in holistic and authentic Adventist education*	• Establish clear processes and expectations for the "Mernda" way. • Create and embed a pedagogical framework. • Establish robust staff development structures and support. • Develop capacity of teachers' pedagogical skills through coaching. • Strengthen the effective use of data to guide proactive and improve student outcomes. • Improve transparency with families to communicate learning achievement and growth. • Continue to develop a risk-aware and safe working environment for the school community, informing staff of best OH&S practices. • Maintain a Child Safe education and focus, including ongoing training in mandatory reporting training and first aid.	• Clear systems evidenced • 100% of teaching staff use the pedagogical framework • Professional Development budgets reflect the College's strategic improvement plan • Clear systems of growth, performance and development for all staff • Instructional coaching model established • Consistent use of Seqta Engage to communicate student learning with parents • Consistent use of data to inform decision making • 90% of staff complete OH&S Velpic training within required time frame • 100% of required staff complete mandatory reporting training and first aid. • OH&S and Child Safe matters and training included in regular meeting minutes. • Hazards and maintenance requests logged consistently in SolveSafety	• Student outcomes (eg. NAPLAN and VCE results) • Insight SRC Data • Teacher confidence ratings • Quality Adventist Schools Framework - high competency in Quality Teaching Practice and Data Informed Practice • Walk through observation data • Student and Parent feedback surveys • Curriculum and assessment practices - curriculum checks • Performance Review processes - teaching and non-teaching staff • Meeting minutes and planning documentation

Strategic Direction 2: Build Community

Purpose:
To foster a sense of belonging within our Christ-centred community, intentionally connecting students and families to school, church and the wider community. We believe that positive relationships and a sense of belonging are the foundation for wellbeing and effective learning.

Improvement Measures	Initiatives/Actions	Success Criteria	Evaluation Tools
By 2028 *80% of students, families and staff feel connected to school.* *80% of students and staff engage with opportunities to connect with the church or the wider community.* *90% student and staff retention year-on-year*	• Promote our Adventist identity in the local community. • Apply PB4L and Restorative practices effectively throughout our College • Strengthen partnerships between the college, families and the local church on campus. • Cultivate student leadership development opportunities. • Reset our marketing campaign, to ensure enrolment growth and strengthen our identity by forming greater connections with the local community. • Continue to develop timely and easily accessible communication with the school community.	• Student-led service projects in local community • 100% consistent teacher use of PB4L and Restorative Practice visible in practice and documentation • Ministers, staff and students supporting partnerships between the College and local churches • Student leaders intentionally mentored and developed each year • Increase in student enrolment numbers to 500. • Clear systems of communication established • Ongoing opportunities for parent, staff and student feedback.	• Wellbeing and student behaviour data (Pulse, Seqta) • Implementation of student-driven initiatives that contribute college culture • Involvement in school processes and activities • Student enrolment numbers • College student and family attendance at local churches • Program of service initiatives • Insight SRC Data - connectedness to school and peers • Community engagement / partnerships register

Strategic Direction 3: Invest in our Future

Purpose:
To ensure governance structures are proactive and effective to create and maintain a sustainable future.

Improvement Measure	Initiatives/Actions	Success Criteria	Evaluation Tools
100% completion of the business plan approved by the ASV Board of Directors (November 2022) by 2028	Governance: ● Continue to improve our financial position to ensure sustainable growth, progressive academic options and co-curricular opportunities. ● Maintain legal and regulatory compliance (Child Safe, OH&S, Curriculum). ● Ensure clear collection and maintenance systems for NCCD evidence and data. ● Focus on student and staff development to ensure best practice when setting budgets and prioritising resources. Infrastructure: ● Implement the next steps in the site Master Plan, including completion of the fit-out of the Middle School building, construction of a Multipurpose Centre and the establishment of an Early Learning Centre on the College site. ● Develop grounds and sporting facilities. ● Complete major civil infrastructure developments, including road and pedestrian safe access. ● Establish ongoing maintenance schedules to support health and safety. ● Upgrade Information Technology, including a complete network upgrade, improved security and fire safety services.	● Sustainable financial position ● College sporting focus established (facilities and program) ● Legal and regulatory compliance maintained ● Clear collection and management process for NCCD ● Annual budget reflects college priorities and a focus on staff development and best practice ● Middle School Building fit out complete ● ELC build complete ● ELC operational ● MPC build complete ● Major civil infrastructure developments complete ● Maintenance schedule established and actioned ● IT network upgrade complete	Evaluation tools and data sets: ● Annual budgets ● Masterplan steps completed ● QAS Cyclic Review ● VCAA and VRQA Registration ● NCCD policies, procedures and census data ● IT system audits and safety checks