



ST PATRICK'S COLLEGE
TOWNSVILLE

Dare to Imagine

STRATEGIC PLAN - TOWARDS 2025



Our Difference

St Patrick's College Townsville offers state-of-the-art facilities set amongst tropical gardens with oceanfront views. This unique environment sets a standard of education that empowers young women with the possibility to explore a diverse array of academic, cultural and sporting opportunities.

Our College acknowledges the critical balance needed between the pursuit of individual excellence and the collective unity and care needed for our neighbours and our common home. We believe in equipping the next generation of women with the education and experience they need to become our future leaders and change makers who demonstrate courage and compassion.

The legacy of Catherine McAuley is central to College life, inspiring young women to be leaders and agents of change living out the Mercy values through both voice and action.

Message from the BOARD CHAIR AND PRINCIPAL

On behalf of the Board of Governance of St Patrick's College Townsville, we are proud to share with our community the *Towards 2025 Strategic Plan*. Committed to respectfully honouring the past and all those who have contributed to the legacy of our College, we present this plan which positions the College to respond to and lead in a highly dynamic environment.

As a ministry of Mercy Partners, St Patrick's College Townsville continues to live out its Catholic Identity as a day and boarding secondary school for girls – an identity that has been etched in the history of Townsville since 1878. Inspired by Catherine McAuley, founder of the Sisters of Mercy, who *dared to imagine* a brighter future for young women 190 years ago in Dublin Ireland, our College continues to imagine that same dream today through the provision of a quality education in the Mercy tradition – an education that calls for an unwavering commitment to excellence, inspiring genuine action and engagement by both staff and students.

Our community is joyful and immensely proud of its unique location, inclusive culture and Mercy ethos, where young women are empowered to be brave and confident leaders of the future, who *dare to imagine* a better world for all.

Innovative and strategic opportunities for young women through secondary schooling are fundamental to preparing our young graduates for their future.

Emerging out of close consultation with current and past students, staff and families the *Towards 2025 Strategic Plan* showcases the shared vision, mission and hope of our community. The result is an exciting and visionary document that encapsulates the strategic framework, which the custodians of our College will use to take our community through the next five-year phase. Strategic pillars are outlined, providing an overview of the areas of strength and focus, with robust statements of intent and practical strategies to support the aspirational goals.

Excellence is a consistent theme in the tradition of a Mercy education and this plan continues and strengthens that commitment. Students are encouraged to commit to excellence and learning growth whilst being supported in developing their unique gifts and talents and the skills needed for lifelong learning and for achieving their potential.

We look to the future with hope and joy.



Mission and Vision

OUR MISSION

St Patrick's College Townsville is a Catholic independent educational community in the Mercy tradition. Our Mission is to promote fullness of life and nurture excellence in learning for all young women in a joyful environment.

OUR VISION

St Patrick's College Townsville is a beacon of hope, fostering ambition and compassion to create a better world.

Mercy Values

Inspired by the practical example of Catherine McAuley, we strive to bring God's loving kindness in Christ to everyone we meet and all that we do.

COMPASSION: Those with compassion enter into another's experience and are moved to respond. In the spirit of Catherine McAuley, they engage with the poor, the vulnerable and the disadvantaged of our world.

RESPECT: Those with respect honour the integrity and diversity of creation. They recognise the unique dignity of every human being as created in the image and likeness of God. Empowered by the Spirit, they are called to be co-creators of the new creation.

INTEGRITY: Those with integrity are honest and trustworthy. They attend to their own journey into self-knowledge and right living, and they ensure that processes are just and decisions are made in light of the common good.

JUSTICE: Justice is concerned with right relationships. Those who live justly promote right relationships with God, self, neighbour and creation. They work to ensure the welfare of all, especially those in need.

HOPE: Those with hope live the resurrection story, trusting the transforming power of God. They persevere through difficulties, act with integrity and serve with joy. They respond to challenges with optimism, searching for the will, power and strength from God to live out the Gospel values in their daily lives.

JOY: Those with joy are filled with the spirit, engaging in laughter and happiness in their interactions. They take great delight in spreading God's love and strive to live a full life.





Strategic Pillars

PILLAR 1
LIVING FAITH AND MISSION

PILLAR 2
LEARNING AND INNOVATION

PILLAR 3
PASTORAL CARE AND WELLBEING

PILLAR 4
BOARDING LIFE

PILLAR 5
PEOPLE AND CULTURE

PILLAR 6
COMMUNITY AND RELATIONSHIPS

PILLAR 7
STEWARDSHIP AND SUSTAINABILITY

Pillar 1

LIVING FAITH AND MISSION

STATEMENT OF INTENT

St Patrick's College Townsville is committed to ensuring we nurture a living Mercy ministry where Catholic values and beliefs inform all aspects of the College experience, bringing to life the spirit of the Gospel and the legacy of Catherine McAuley.

STRATEGIES

- Bring the Mercy charism and values to life in our ministry through prayer; liturgy, meditation, policies, frameworks, programs and events.
- Deepen understanding of faith, spirituality and mission through purposeful, Mercy-based formation programs, curriculum, resources and experiences for all members of the community.
- Expand social justice and outreach offerings with service, advocacy and fundraising, all working to the ideals of positively engaging with the local community and responding to need.
- Inspire genuine action and engagement through meaningful humanitarian service, learning activities, and local and global community immersion project work, developing an outward looking approach to addressing systemic injustices, locally, nationally and globally.





Pillar 2

LEARNING AND INNOVATION

STATEMENT OF INTENT

St Patrick's College Townsville will provide an innovative, inclusive, engaging and rigorous curriculum, giving young women the opportunity to connect, learn and grow with purpose and vision.

STRATEGIES

- Create and embed a contemporary, purposeful and innovative Learning and Teaching Framework to reflect the College Vision and Mission.
- Identify key priorities and design an inclusive curricula that offers flexibility and choice, enabling the provision of challenging learning opportunities for each student.
- Empower and strengthen a more global perspective and outlook, broadening deep learning experiences and engagement to further develop creative and critical thinking skills.
- Encourage young women to adopt a reflective, humanitarian, ethical and sustainable lens empowering them to use their education to address inequity and injustice in our world.
- Engage young women in meaningful, real-world and unique signature experiences through collaboration and key partnerships with various internal and external stakeholders.
- Seek out and embed emerging information and communication technologies into the learning experience to remain at the forefront of pedagogical practice and enhance student learning.
- Recognise the uniqueness of each student through the use of various forms of data to inform and personalise the learning journey, identifying opportunities for mentoring, enrichment and support.



Pillar 3

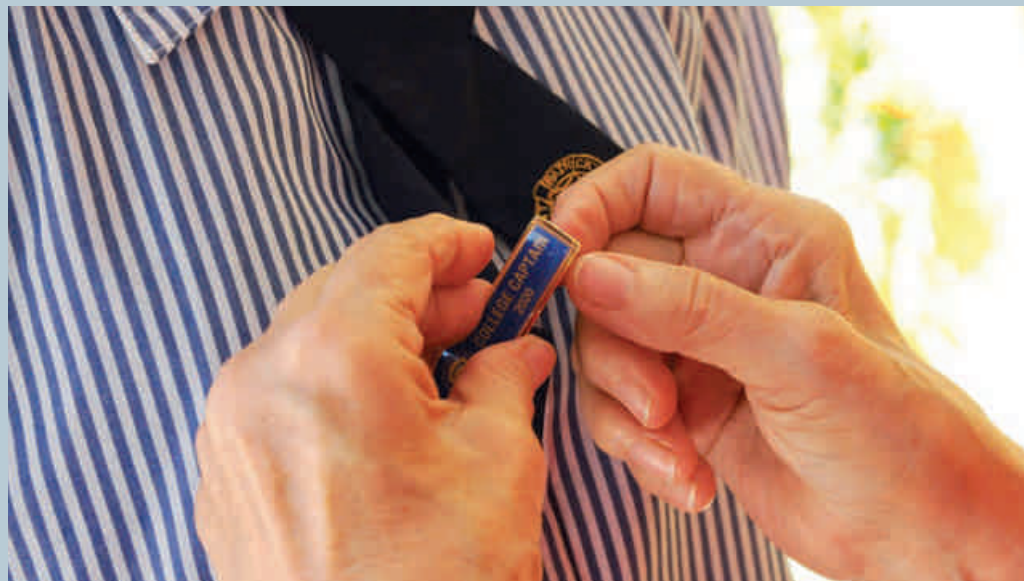
PASTORAL CARE AND WELLBEING

STATEMENT OF INTENT

St Patrick's College Townsville in partnership with families, creates a culture of hope and optimism, nurturing the health and wellbeing of our students to grow in self-determination, confidence and leadership as known and valued members of the community.

STRATEGIES

- Develop a Pastoral Care and Wellbeing Framework that reflects the Mercy values and recognises that our students will require the wisdom and skills to be agile and adaptive in order to successfully navigate and flourish in their world.
- Foster and encourage a positive, hope-filled environment where growth and development is personalised and celebrated regularly, creating a sense of joy and community for our staff and students.
- Ensure evidence-based research and programs underpin the College's unwavering commitment to building resilience, grit and confidence in our students, compelling them to be agents of change seeking a better world for all.
- Enable and champion student voice and agency through inclusive and accessible activities and programs empowering our students.
- Design and deliver a bespoke student leadership development program for our future female leaders.
- Provide a wide variety of extra-curricular opportunities, activities and programs across multi-disciplinary areas of the College in order to enrich our students' experience and strengthen community connection, a greater purpose and a healthy sense of belonging.





Pillar 4

BOARDING LIFE

STATEMENT OF INTENT

St Patrick's College Townsville is committed to providing a positive, supportive, inclusive and caring boarding environment, creating a sense of belonging and a joyful community allowing our young women to grow and flourish.

STRATEGIES

- Celebrate and acknowledge diversity, culture and the uniqueness of each young woman, ensuring they are known and valued as a member of the boarding community.
- Ensure evidence-based research and programs inform the College's approach to pastoral care and wellbeing, fostering the development of independence, confidence and self-worth in our students.
- Provide academic support and engaging recreational activities to foster an environment of personal, physical and creative exploration.
- Enable and champion a wide range of opportunities that enable our young women to be active and healthy.
- Strengthen internal and external partnerships to foster a strongly connected and supported boarding environment for staff and students.
- Maintain consistent and meaningful engagement and connection with regional, remote and international communities.



Pillar 5

PEOPLE AND CULTURE

STATEMENT OF INTENT

St Patrick's College Townsville is committed to being an employer of choice by attracting, developing and retaining people who are driven to provide a quality education for young women in a positive and empowering learning environment. Our people possess an unwavering passion and a focused energy in pursuit of excellence in all that they do both personally and professionally, exemplifying and living out the Mercy values.

STRATEGIES

- Strengthen an innate sense of belonging and community, fostering a positive culture where staff know they are valued, supported and empowered to enhance their wellbeing and growth.
- Develop and implement a College Reconciliation Action Plan, deepening connections and creating a more respectful and inclusive community.
- Invest in evidence-based research and programs to inform and support staff wellbeing and professional growth and development activities across the College, promoting a healthy, positive and engaged professional learning community.
- Promote and foster a strong and connected community environment, where intentional focus is placed on the personal and professional growth of each member of staff.
- Foster a shared vision for the College and the students in our care, through the encouragement of self-reflection and goal setting aligned to the College's strategic pillars and intentions.
- Provide opportunities to empower College staff to design and deliver engaging and informative seminars and workshops locally, nationally and internationally, showcasing best practice and pedagogy across curriculum and pastoral dimensions.
- Develop an innovative and engaging digital learning platform, providing rich resources across curriculum and pastoral dimensions, for staff to navigate, upskill and engage with at their convenience.





Pillar B COMMUNITY AND RELATIONSHIPS

STATEMENT OF INTENT

St Patrick's College Townsville is committed to actively pursuing productive partnerships and strong relationships with the local and global community, creating greater opportunities and pathways for our students and staff with an intentional focus on academic enrichment and engagement; careers and post-school pathways; outreach and community service; health and wellbeing; cultural reconciliation and environmental sustainability.

STRATEGIES

- Strengthen productive and meaningful partnerships and engagement, locally and globally, to further enrich opportunities and pathways for staff and students.
- Further develop and strengthen public relations and the reputation of the College as an innovative and forward-looking school of choice for families through effective and contemporary marketing and communication strategies.
- Explore philanthropic opportunities to further develop and enrich the educational offering and our community, providing a deeper understanding of contemporary issues and emerging developments in the advancement of women.
- Promote our rich history and heritage through effective and appropriate historical archiving.
- Celebrate and promote the achievements of our alumni, engaging and harnessing their talent and expertise to maintain strong connections with the College and facilitate mentorship and networking opportunities for current students and recent graduates.



Pillar 7

STEWARDSHIP AND SUSTAINABILITY

STATEMENT OF INTENT

St Patrick's College Townsville is committed to investing in resources and practices that underpin future development, support exceptional educational experiences and drive positive outcomes through innovative and agile resourcing and systems.

STRATEGIES

- Drive productivity and effectiveness across College structures, systems and functions within a framework of best practice and sustainability.
- Optimise financial performance through agile and prudent stewardship of income streams, systems and resources.
- Continue to implement and refine the College Master Plan, ensuring facilities and building projects are aligned to advancing educational outcomes, and provide an optimum learning environment for both staff and students.
- Further develop the College policy framework, integrating best practice governance, risk management and compliance reporting systems and practices.
- Develop a philanthropic culture enriching the educational offering and programs to empower young women in our society.





ST PATRICK'S COLLEGE
TOWNSVILLE



Acknowledgement OF COUNTRY

We give thanks and respectfully acknowledge the Wulgurukaba people, the Traditional Custodians of this beautiful country whose land our College shares. We recognise their ongoing deep spiritual connection to this Country and the care they gave for thousands of years. We also acknowledge the Bindal people as the neighbouring Custodians of their Country. We pay our respects to all of the Elders, past, present and emerging.