



St Clare's College  
*Seek Wisdom*

# Strategic Plan

2023–2025







## Principal's Foreword

It is with great pride that I present the St Clare's College Strategic Plan 2023 - 2025. This plan reflects not only our aspirations for the future but also the shared spirit, commitment, and care that define our community.

Grounded in our Franciscan tradition and the example of St Clare of Assisi, our College continues to nurture young women who seek faith, wisdom, community, and a sustainable future. This plan builds on our rich tradition of academic excellence, pastoral care, and service, while embracing the opportunities of a rapidly changing world. It captures the voices of our students, staff, families, and alumni — all of whom have contributed to shaping a vision that is both ambitious and compassionate.

At its heart, the Strategic Plan is an invitation: to grow in faith through meaningful action, to strive for wisdom through deep learning, to strengthen community through connection and belonging, and to shape a future that is hopeful and sustainable. It reminds us that education is not only about achievement but also about formation — of mind, heart, and spirit.

I am deeply grateful to the staff who live our mission daily with dedication and creativity; to our families and community partners who walk alongside us; and to our students who inspire us with their courage, curiosity, and joy.

Together, we look forward with confidence and faith, knowing that the work we do today will continue to illuminate the path for generations of St Clare's women to come.

**Ann Cleary**  
**Principal St Clare's College, Canberra**

# Vision

*We are committed to holistic education*

St Clare's College is a welcoming and inclusive community, reflecting the love and teachings of Jesus in all we do. We strive to create an environment where students, families, and staff feel valued, supported, and encouraged to thrive.

# Mission

*We are a Spirited Learning Community*

Based on the Gospel, and enlivened by the Holy Spirit, we embrace life, growth, and new opportunities with enthusiasm. Through collaboration and shared vision, we empower students to actively contribute to the community. With hope, passion, and a commitment to justice, we inspire each individual to reach their full potential.

# Values

*We are inclusive and welcoming*

We embrace inclusivity and belonging. As a Spirited Learning Community, we celebrate diversity, welcome challenges, and foster personal growth. We cultivate a culture of excellence, recognising and uplifting the unique gifts of each individual. At St Clare's, every member of our community is encouraged to flourish in a spirit of **Faith, Leadership and Service.**





## Strategic Focus

- ***Student Capability***

Empowering students to take ownership of their faith journey, learning, and personal growth.

- ***Staff Capability***

Building on staff faith life, professional expertise, professional practice, and leadership.

- ***Sustainable Future***

Stewarding our resources, environment, and culture with vision and care.

# Pillar 1

## Seek Faith

Faith is the foundation upon which all else is built. At St Clare's, faith is lived through service, reflection and action. Our purpose is to promote and enhance a vibrant Franciscan spirituality within the College community, guided by the values of St Clare and the fruits of the Holy Spirit.

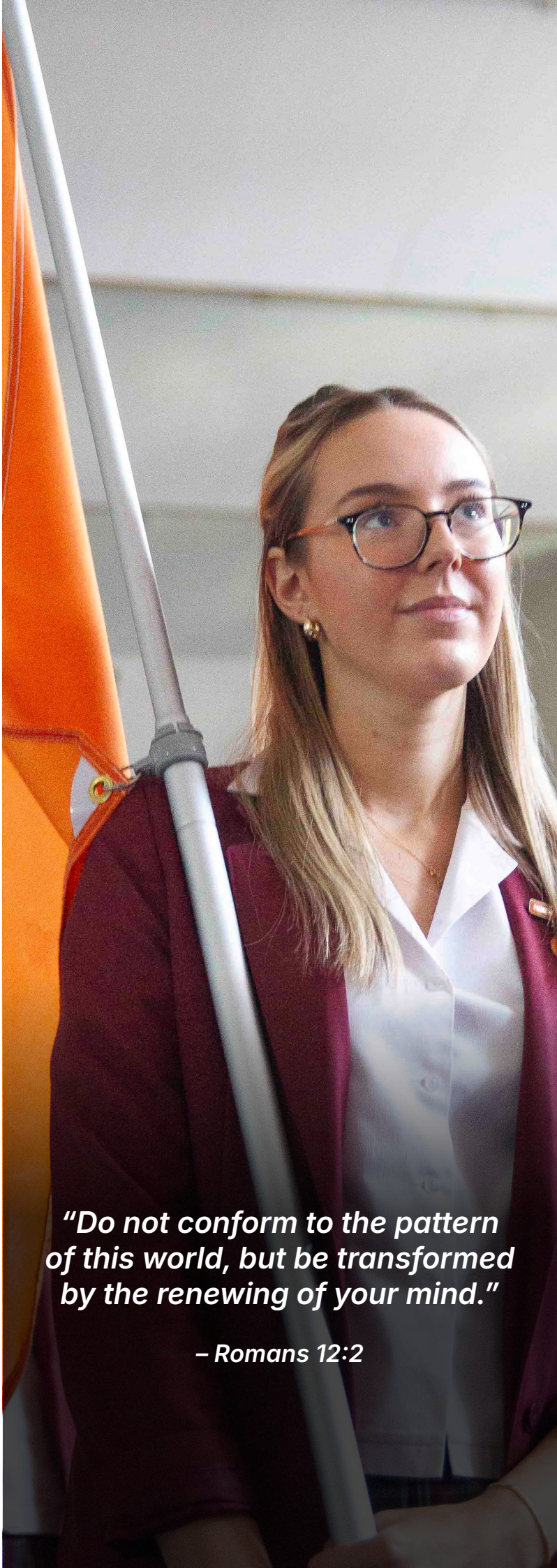
With prayer, service and reflection at our heart, we respond to the call of Christ through meaningful faith experiences and authentic action.

### Strategic Priorities

- Embed a six-year cycle of College liturgical themes grounded in Franciscan principles, connecting faith formation across the curriculum.
- Build a rich prayer life with explicit links to Franciscan spirituality through modelling, workshops and formation for staff and students.
- Embed the values of St Clare across the life of the College.
- Redevelop a sequenced retreat and reflection program promoting age-appropriate faith formation.
- Investigate models for a formalised service-learning program linked to curriculum and College values.
- Strengthen Youth Ministry, ensuring opportunities for student leadership and outreach within the broader Church community.

### Expected Outcomes

- Increased student and staff participation in faith and service initiatives.
- Greater understanding of Franciscan spirituality embedded in College culture.
- Visible and measurable acts of service through a coordinated Student Service Program.
- Enhanced partnerships with parishes and Catholic agencies supporting community mission.



***"Do not conform to the pattern of this world, but be transformed by the renewing of your mind."***

***– Romans 12:2***

## Pillar 2

# Seek Wisdom

Wisdom grows when curiosity is nurtured, and learning is made meaningful. At St Clare's, we aim to ignite a lifelong love of learning.

We commit to engaging, challenging and supporting every student to grow as a confident, capable learner. Through evidence-based practice, rich learning environments and our St Clare's Learner Dispositions, students develop curiosity, independence and resilience as lifelong learners.

### Strategic Priorities

- Develop a School-Wide Pedagogy incorporating High Impact Teaching Practices and Catalyst principles.
- Embed the St Clare's Learner Dispositions as the framework for student self-regulation and ownership of learning.
- Develop Classroom Mastery practices to support environments conducive to effective learning.
- Strengthen use of data to inform differentiated teaching, literacy and numeracy interventions, and academic mentoring.
- Extend opportunities for cross-age and peer tutoring, after-school learning programs, and authentic community-based learning.
- Encourage teacher excellence through accreditation pathways (Proficient to HALT) and develop Early Career Teacher and those aspiring to leadership.
- Foster innovation through design thinking, emerging technologies, and pioneering learning spaces.

### Expected Outcomes

- Consistent use of effective teaching practices across all classrooms.
- Growth in student achievement evidenced through PAT, NAPLAN and internal data.
- Enhanced professional learning culture grounded in research and reflective practice.
- Students who are confident, creative, critical thinkers with a strong sense of purpose.

*"Understand the gifts bestowed on us by God."*

*– 1 Corinthians 2:12*



# Pillar 3

## Seek Community

Community is the heart of St Clare's College. We believe that every person belongs, every voice matters, and every act of kindness strengthens the whole. Guided by the Franciscan values of peace and service, our College fosters authentic relationships built on respect, empathy and inclusion.

Through strong relationships, meaningful connections and responsive care, we create a sense of belonging that strengthens students' growth, resilience and engagement. Our partnerships with parents, alumni and community organisations deepen this shared journey.

### Strategic Priorities

- Implement a vertical House-based Pastoral Care System to promote cross-age mentoring and continuity of care.
- Deliver a sequenced, preventative Pastoral Care program (Years 7–12) aligned with ACARA personal and social capabilities.
- Establish a Wellbeing Hub as a central space for triage, counselling, reset and reflection.
- Enhance student voice through a structured SRC, leadership forums, and inclusion groups for Indigenous, Defence and gender-diverse students.
- Develop and maintain strong partnerships with parents, alumni and community organisations.
- Transition from School Board to Community Council model.
- Develop a suite of 60th Anniversary Celebrations to build on alumni connection and engagement.
- Promote staff wellbeing and professional growth through reflection, formation and collaboration.
- Celebrate and share the College's pastoral successes through social media, publications and events.

### Expected Outcomes

- Measurable improvements in student engagement, belonging and wellbeing.
- Stronger community partnerships supporting student learning and service.
- Active alumni and parent engagement in College programs.
- A visible culture of kindness, inclusion and shared responsibility.

*"How good and pleasant it is when God's people live together in unity!"*

*– Psalm 133:1*



# Pillar 4

## Seek Futures

Looking to the future requires courage, creativity and stewardship.

St Clare's College is committed to sustainable growth; investing in people, learning and infrastructure to ensure our community thrives well beyond this generation.

At the same time, our sustainability initiatives remind us that caring for creation is an act of faith and responsibility.

### Strategic Priorities

- Develop strategies supporting teacher professional growth, management of workload, leadership development and succession planning.
- Develop a College Master Plan with a focus on 21st-century learning spaces, including a vibrant learning commons, wellbeing hub, and Technology hub.
- Strengthen financial sustainability through improved forecasting, cost recovery and new revenue streams (grants, sponsorships, facility hire).
- Embed environmental sustainability initiatives: recycling, energy reduction, and kitchen garden projects.
- Foster a culture of continuous improvement, strategic collaboration, and future-focused innovation.
- Remain responsive to the operating changes and challenges from Catholic Education on its journey to incorporation: maintaining agile leadership in the areas of finance and ICT.

### Expected Outcomes

- Sustainable and strategic growth in enrolment, staffing and infrastructure.
- Reduction in waste, energy use and operational costs.
- Improved financial performance supporting College priorities.
- College alignment to system goals and structures.



***"For I know the plans I have for you, says the Lord... plans to give you hope and a future."***

***– Jeremiah 29:11***

## Implementation and Governance

The St Clare's College Strategic Plan 2023–2025 provides a unified vision guiding all College operations. Progress is reviewed annually through the Annual Improvement Plan and reported to the College Board/Community Council, staff and community.

Ongoing reflection, data analysis and stakeholder consultation ensure the plan remains dynamic, relevant, and responsive to the needs of our students and families.







St Clare's College