

# Lighting the Leadership Flame

ROSEBANK COLLEGE STRATEGIC PLAN **2021–2025**



# A message from the Chair of the Board and College Principal

It is with great pleasure we present the Rosebank College Strategic Plan 2021 to 2025. This emerges from extensive consultation and deep discernment.

Rosebank College has witnessed tremendous growth and development over the past 15 years, and is extremely proud of its long history. The community is committed to a program of ongoing review and development so that it continues to offer a safe, caring, challenging and contemporary learning environment. In doing this it takes up the call of St Benedict to “establish a school in the Lord’s service” and “to arrange everything so that the weak have nothing to fear and the strong have much to strive for.”

The work of the College is inherently sacred in that it recognises and respects the presence of God in its everyday activities. The efforts of all are an expression of the ministry of the Church which itself is an expression of the Mission of God. We acknowledge the valuable input from students, staff, parents, alumni and the wider community that has been used to develop the goals to be achieved over the next five years.

The Strategic Plan 2021-2025 is part of a suite of core documents that shape and direct this process. These include the College Mission and Vision Statements, the College Mission Framework including the Frameworks for each Deanery, the Strategic Plan 2021-2025, and the Strategic Plan implementation strategies. Together, these assist in the formulation of annual priorities. Planning needs to be dynamic and sensitive to the changing forces within our contemporary world. As such, the Rosebank Strategic Plan will be evaluated and refined regularly during its 5-year implementation.

**Ms Tara McCarthy**  
Chair Rosebank College Board

**Ms Iris Nastasi**  
Principal



# Rosebank College

Rosebank College is a Good Samaritan, Benedictine, Catholic co-educational school for Years 7 to 12 shaped by its Mission Framework.

Innovative learning is a key feature of the challenging curriculum at Rosebank College. A breadth of academic course offerings, extensive Co-curricular activities, a comprehensive Pastoral Care program and an active and reflective Ministry program engenders members of this community to be critically aware, engaged and articulate, pursue their talents and interests and embrace lifelong learning.

Continuing in the tradition of the Sisters of the Good Samaritan and belonging to the community of ten schools across Australia called Good Samaritan Education (GSE), the College has a rich Benedictine international and educational heritage.

Catholic education in the Good Samaritan Benedictine tradition is committed to developing students who will engage with today's world as grounded, hope-filled young people who are equipped to lead wisely, to listen deeply and to treat their neighbour and their environment with justice, love and the compassion of Christ.



# Lighting the Leadership Flame

A young woman with her hair in a ponytail is lighting a candle on the forehead of a young man in a suit. They are both looking at each other. The background is dark with some blurred lights.

The theme for the Strategic Plan 2021–2025 is Lighting the Leadership Flame.

This theme was chosen in response to the emerging needs of young people, the local community, our nation and our world. Leadership carries many meanings at multiple levels. For the purpose of this document leadership incorporates two dimensions.

The first is **self-leadership**, care and responsibility for self, where one recognises their own strengths and weaknesses and the ability to consciously influence their behaviour to achieve personal goals.

The second dimension is **leadership of others**, the care and responsibility for those immediately around us and for the wider community. This leadership nurtures the ability to create an inspiring vision, to motivate and encourage people to engage with that vision and to build an effective team to achieve common goals.

This theme permeates all of the Strategic Plan goals and provides context for the strategies identified in the implementation plan.

## ROSEBANK COLLEGE PRAYER

Lord Jesus, We gather in your name and we ask that you guide us in our supporting and challenging of each other as members of the Rosebank Community. Inspire us to be flexible and inclusive so that we may reach out to others through our prayer and through all we do. Give us courage to respond compassionately and wisely to our changing world. Help us to play our part in making Rosebank a welcoming place where learning is valued and applied to making a difference in the world as followers of Jesus Christ. Amen.

Saints Benedict and Scholastica, pray for us.

## ACKNOWLEDGEMENT OF COUNTRY

Rosebank acknowledges the traditional custodians of the land upon which we gather - the Wangal People of the Eora Nation. We pay respect to Elders past, present and emerging. We recognise the ongoing connection to land, culture and language of Australia's First Peoples and we commit ourselves to work for reconciliation, justice and peace with all Aboriginal and Torres Strait Islander people.

# Rosebank's Vision

Rosebank's Vision is to be a community of faith for all to realise their full potential through personal leadership and lifelong learning.

We strive to develop leaders committed to personal excellence who:

- Nurture the importance of self-leadership and leadership of others
- Embrace opportunities with agility and imagination
- Respond with empathy and act with determination and compassion
- Accept humility and service as a source of strength to empower others
- Act as brave and critical thinkers who persevere with challenges
- Advocate with moral courage for the good of others and our environment

# Rosebank's Mission

We encourage a love of Christ, stewardship, hospitality, compassion and service working in partnership with our families, our staff and the broader community.

As a Catholic community, we give strong witness to our role as advocates of equity, diversity and justice.

As a local community, we strive to support programs and partnerships focussed on collaboration, giving, service and care.

As global citizens, we respond critically and intelligently to our changing world, its demands and the educational and personal challenges of our students. We commit to sustainability and environmental responsibility.



# Our Key Goals

These goals are the evolution of our current services to meet the needs of our students, staff and families into the future as expressed in our Vision and Mission. They build on all the good things we do and represent our aspirations.

-  Spirituality for Life
-  Learning for Life
-  Wellbeing for Life
-  Physical and Cultural Engagement for Life
-  Leading through People & Culture
-  Leading through Stewardship
-  Leading a Dynamic Organisation
-  Leading with Integrity
-  Leading with Vision

Strategic thinking consists of three phases: planning, implementation and evaluation. These phases are embedded within the Rosebank Review and Improvement Framework. This framework operates on a five-year cycle during which time all the major programs of the College are evaluated, hence promoting the growth of a learning community.

The Strategic Plan consists of nine Priority Areas. These priority areas provide the overarching scaffold for the Strategic Plan 2021–2025 and arise from deeply held convictions about mission and core purposes of the College. They are modelled on the four domains and four enablers as well as the overarching governance of the College as described in its Mission Framework. Priorities describe a cohesive strategic outlook which seeks to secure sustainable approaches towards achieving the College's mission.

The College Strategic Plan will be implemented through annual development plans and annual team plans consisting of strategies, indicators and targets. Quarterly reporting will provide evidence of outcomes, benefits, results and improvements and forms part of the annual reporting protocols of the College.





## Spirituality for Life



### GOAL

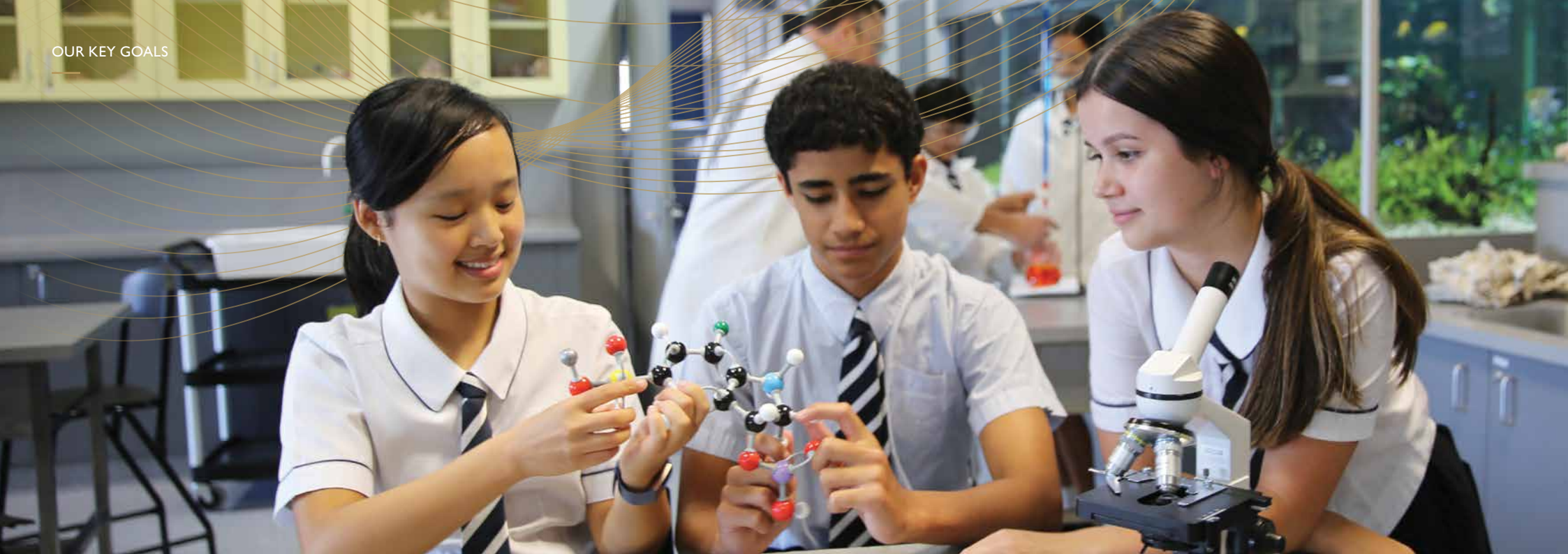
Reimagine a deeper, grounded, contemporary spiritual life in keeping with the Good Samaritan Benedictine tradition

### We will achieve this by:

- Creating a 'Monastery of the Heart' that provides structured study and prayer experiences for nurturing and forming members of the community who desire a more intense grounding in the Good Samaritan Benedictine tradition
- Creating a senior student and Alumni formation program that will enhance their own personal spirituality and provide future student mentors and facilitators for students' activities and assistants for the Ministry Team
- Establishing a Ministry centre for students and staff that provides space for encounter, conversation, lectio and formation
- Reimagining outreach ministries through development of stronger links with Good Samaritan Benedictine ministries, engagement with Catholic Social Justice agencies and voices from the wider community whose values and concerns are aligned

“The greatest among you must behave as if they were the youngest, the leader as if they were the one who serves ... I am among you as one who serves.

LUKE 22.26-27



## Learning for Life



### GOAL

Enhance innovation to facilitate academic and personal excellence through authentic leadership opportunities by immersion in the contemporary world

### We will achieve this by:

- Building the capacity of students to consistently demonstrate successful learning habits that allow for personal excellence
- Generating increased opportunities for more career relevant learning experiences in all year groups which provides enhanced learning purpose and transferable skill development
- Creating the Rosebank Emerging Leaders Institute (RELI) designed to establish and cultivate a tripartite relationship between high potential/ higher performing Rosebank learners with leading universities and key private and public enterprises
- Engaging Alumni and the wider community in developing a broad contemporary career pathways program for Rosebank students

Leadership and learning are indispensable to each other.

JOHN F KENNEDY





## Wellbeing for Life



### GOAL

Empower young people to become courageous and connected lifelong learners and leaders with empathy, purpose, passion, responsibility and resilience, to move towards independence of thought and action

### We will achieve this by:

- Expanding opportunities that strengthen commitment to Benedictine outreach through Service Learning programs
- Enriching dynamic Pastoral Care responsive programs and activities to enhance student wellbeing and develop a positive sense of self
- Developing diverse opportunities for students to demonstrate authentic leadership through student-led activities, student voice and fellowship

“The most powerful leadership tool you have is your own personal example.”

UNKNOWN



## Physical and Cultural Engagement for Life



### GOAL

Extend learning opportunities through a student centred approach, to participate, excel and grow as individuals and as team leaders through a comprehensive and holistic Co-curricular program

### We will achieve this by:

- Implementing a high performance development program designed to give identified students, teams and groups the tools and support to excel
- Creating a cultural component within the Co-curricular program that will provide a broader suite of options within the arts and cultural domain including increased representative and competitive opportunities
- Engaging Alumni and current students to create a Cadetship Program developing leaders for the future Co-curricular programs
- Developing interstate and global opportunities for sporting and cultural experiences to further enhance individual and team growth

“As a leader you must celebrate life, you must celebrate success and paradoxically, you must celebrate heroic failures.”

LIEUTENANT GENERAL D.M. MUELLER, VICE CHIEF OF THE DEFENCE FORCE, RETIRED



## Leading through People & Culture



### GOAL

Develop culture, systems and processes to build leadership capacity and responsibility, to challenge, form and equip staff and parents to be change agents in the lives of young people and the wider community

### We will achieve this by:

- Building the capacity and professional competence of all staff, aligned with organisational structures and systems, so that Rosebank is an 'employer of choice'
- Creating opportunities for Rosebank staff to design, lead and participate in inter-school forum on best contemporary practice in educational services
- Developing a contemporary Human Resources framework that focuses on recruitment, induction, performance appraisals, leadership and retention, which is agile and responsive
- Developing a robust parent education program that supports student learning
- Creating a sustainable wellbeing program for staff that values our people, creates enabling cultures and an ethic of shared responsibility

“Your way of acting should be different from the world’s ways; the love of Christ must come before all else.

RB 4.20–21



## Leading through Stewardship



### GOAL

Maximise efficient and effective resource management to provide the best quality education and facilities, and enhance sustainability of our environment and our community

### We will achieve this by:

- Creating an in-house business modelling service that enables and supports the creation of various initiatives and allows projects to become sustainable
- Creating a culture and program of philanthropy and corporate giving within the Rosebank Community
- Responding proactively to the needs of the environment, including recycling and renewables with a target of moving towards carbon neutrality

“True leaders always practice the three R’s: Respect for self, Respect for others, Responsibility for all their actions.”

UNKNOWN



## Leading a Dynamic Organisation



### GOAL

Develop and implement flexible approaches to the use of space, time and people by engaging creative management practices that promote effective learning

### We will achieve this by:

- Enabling change and responding effectively and dynamically to timetabling students according to their learning needs
- Adapting modern, flexible, physical spaces for various learning groups of different sizes to enable a range of instruction and learning opportunities
- Creating a timetable that provides flexible student schedules to allow for personalisation of their learning

“Leadership is not about titles, positions or flowcharts. It is about one life influencing another.”

UNKNOWN



## Leading with Integrity



### GOAL

Operate in a participatory, consensus oriented, accountable and inclusive way that demonstrates leadership at all levels to strengthen management systems, enrich risk management and compliance culture, and nurture partnerships

### We will achieve this by:

- Building the risk management framework capability to include risk velocity, risk appetite and a disaster recovery solution
- Integrating Rosebank management dashboards to assist in tracking, reporting and responding efficiently and effectively
- Enhancing feedback processes that provide robust and responsive quality assurance for families and the wider community
- Developing and strengthening partnerships with parents through active involvement that utilise their vast array of skills and experiences

“The essentials of leadership are all about the use of one’s talent in the interests of society.”

SIR JAMES GOBBO, GOVERNOR  
OF VICTORIA 1997–2000



## Leading with Vision



### GOAL

Ensure Rosebank's long-term success through strong ethical and transparent corporate governance

#### We will achieve this by:

- Creating a ten year vision that reflects best understanding of contemporary educational trends and the emerging demands of a technologically changing world
- Identifying professional learning and discernment opportunities for the College Board to apply forward thinking to its governance and leadership responsibilities
- Developing best practice governance standards that are accountable and responsive to the College community, Good Samaritan Education, government expectations and the demands of our contemporary world
- Ensuring that strategic thinking achieves its educational, social, financial and environmental responsibilities

*We are all here now and we have to solve our differences and live together as Australians.*

LOWITJA O'DONOGHUE, FORMER AUSTRALIAN OF THE YEAR AND PROMINENT PUBLIC ADMINISTRATOR



# ROSEBANK COLLEGE

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