

2023 - 2025

Strategic Plan
Sheldon College



Preamble

Sheldon College was founded in 1997 and continues as a non-denominational college of education with a strong Christian ethos. The College prides itself on the achievements of our students, the passion, and skills of our staff, and the unparalleled quality of our curriculum and facilities. We offer a world class education underpinned by our philosophy of Love, Laughter and Learning.

Sheldon College understands the vital importance of nurturing students in a loving, ordered, and safe environment. We take pride in our reputation for the highest standards in discipline and behaviour, and commit to traditional Christian values of love, respect, endeavour, service, and humanity.

We extend a warm invitation to all who seek to enrol and commit to the College's ethos and values. The College believes education is a partnership between families and the school, with the fundamental belief that "What the homes are, the schools will be, and what the two are, the future will be."

The College's growth and development in its first 25 years has been swift and exemplary. In addition to establishing all elements of the College's culture, traditions and operations, this also included the exciting process of determining and constructing the built form of the campus and its facilities. Furthermore, we have established compatible special business units such as the Early Learning Centre, Kindergarten and a before/after school care precinct on the campus.



Looking forward, this current strategic plan has been developed with regard to a number of significant considerations:

- the enduring legacy of the Covid 19 pandemic;
- the College's leadership transition from its founder;
- the possibility of more current and future College families becoming challenged by economic forces that directly impact or impair their children's education;
- a regulatory environment that continues to become more rigorous, rigid and costly to comply with and administer;
- the influence of the geographical location on staff and student base.

From an industry sector perspective, Federal and State government funding regimes for independent schools continues to be a challenge, as does the availability of high calibre staff in education generally.

Sheldon College is not immune to such challenges. This strategic plan serves to articulate the necessary steps to prepare and adapt the College, advance its governing objectives, ensure its long-term sustainability and to exemplify extraordinary outcomes for its students.

This strategic plan has been developed by the Sheldon College Board of Directors. It provides over-arching strategic direction for governance, leadership and operation of Sheldon College

Chris Wigan

Chairperson



Governing Objectives

The Governing Objectives of Sheldon College are explicit in its Constitution and are embedded throughout the organisation in its traditions, practices, policies, procedures and through the people it employs. These objectives can be readily categorised as follows:

Strong Christian Ethos

To be a non-denominational college of education with a strong Christian ethos.

Holistic Development

To take a holistic approach in contributing to the spiritual, moral, intellectual, social, aesthetic, emotional and physical development of its students.

Personal Growth

To encourage personal growth through involvement in the College community as well as the community at large.

Academic Excellence

To be at the forefront of education by engendering a tradition of quality education and academic excellence.



Vision

Sheldon College is a learning community where every student can achieve and experience the 'Extraordinary'; where aspiration and traditional values of respect and service combine with progressive thinking to define the way we work and the outcomes we achieve.

Mission

Our role is to provide a world-class educational experience in a safe and supportive environment which nurtures students' resilience and a love for learning in readiness for an ever-changing world.



Values

We value and believe in

- Traditional Christian values – of love, respect, endeavour, service and humanity.
- Student success – encouraging extraordinary performance in every field.
- Excellence in teaching and learning – through a philosophy of Love, Laughter, and Learning.
- Safe, orderly and supportive learning environment - through Courtesy, Consideration, Cooperation and Common-sense.
- Collaborative partnerships – through Home-College-Community partnerships, and partnering with business and industry.
- Performance orientation - Fulfilling our potential through staff development, recognition and reward.
- Service orientation – by encouraging a sense of service, respect and genuine concern for others.
- Continuous improvement – through innovation and striving to perform at one's best.
- High standards - through dress and appearance, behaviour, individual scholarship and work habits.
- Individual needs – by supporting intellectual, emotional, social, spiritual and physical needs.
- Personal endeavour – by developing resilient, self-motivated and disciplined learners.
- Sustainability – by ensuring that our actions today lead to beneficial and lasting outcomes in the future.



Strategic Goals

Sheldon College's Strategic Prospectus 2020-2025 identified a number of aspirational goals, which have been further developed to become the Strategic Goals of Sheldon College. This Strategic Plan articulates strategies and initiatives supporting the achievement of these Strategic Goals throughout the life of this and subsequent strategic plans.

2023 - 2025 Strategic Goals

01.	Teaching and student achievement: <i>Strive for excellence in teaching and student achievement in all fields of endeavour underpinned by world-class academic faculties, programs, technologies, and partnerships</i>
02.	Staff and leadership: <i>Recruit, develop and retain outstanding staff, leaders and governing directors</i>
03.	Safe, orderly and supportive environment: <i>Provide a safe, orderly and supportive learning environment built around outstanding facilities that promote wellbeing</i>
04.	Governance, Sustainability and Ethics: <i>Ensure excellence in governance, sustainable practices and ethical standards</i>
05.	Financial Resilience: <i>Ensure financial strength, financial capacity and financial sustainability</i>
06.	Values, spirit, culture and brand: <i>Steward the College's values, spirit, culture and brand</i>

Goal 01. Strive for excellence in teaching and student achievement in all fields of endeavour underpinned by world-class academic faculties, programs, technologies, and partnerships.

Outcome: Achieve national recognition for educational innovation, performance, and student outcomes.

Objective 1.1:

To provide an innovative and robust curriculum to ensure student success in a constantly evolving world.

Strategies

1. Develop and implement a Sheldon Learning Framework to ensure high-quality teaching and learning across all areas of the College.
2. Improve the gathering and use of data to track the progress of each learner, to inform individual and collective learning priorities and improve teaching practice.
3. Extend the College's outstanding technology platform to maximise teaching, learning and service delivery standards.
4. Ensure existing programs continue to positively improve student outcomes.
5. Continue the pursuit of relevance and feasibility in our current and emerging niche programs.

Objective 1.2:

To motivate students to achieve the extraordinary through a balanced involvement and influence beyond the classroom.

Strategies

1. Offer a scope of activities and experiences that enables students to develop global proficiencies and progress towards their valued goals.
2. Monitor participation to ensure each student has a balanced approach to co-curricular activities.

Objective 1.3:

To foster purposeful relationships locally, nationally, and globally to extend student learning and further elevate the profile of the College.

Strategies

1. Establish and implement a framework to collaborate with our parent and alumni communities to strengthen connections with the College.
2. Prioritise the formation of Partnerships with industry professionals, business and community groups to extend and enrich student learning.
3. Foster and grow innovation and entrepreneurial behaviour through partnerships locally and internationally.



Goal 02. *Recruit, develop and retain outstanding staff, leaders and governing directors.*

Outcome: Build a culture of leadership and development that creates long-term attraction and retention of motivated staff.

Objective 2.1:

To attract, develop and retain outstanding staff who model lifelong learning and embody the values of the College.

Strategies

1. Foster a culture where staff feel valued and empowered to achieve career growth.
2. Build a reputation as an employer of choice.
3. Enable staff access to best practice professional development opportunities.
4. Implement a leadership framework to enhance leadership capabilities and pathways throughout all levels of the college.



Goal 03. *Provide a safe, orderly and supportive learning environment built around outstanding facilities that promote wellbeing.*

Outcome: Provide a well-planned and safe environment which enables students to achieve their best.

Objective 3.1:

To develop an innovative and progressive program for wellbeing that empowers our students now and into the future.

Strategies

1. Ensure the highest standards are adopted in supporting child protection.
2. Implement a College-wide wellbeing program.
3. Develop a framework that enables student voice across all areas of the College.

Objective 3.2:

To provide innovative and flexible spaces to inspire learning for current and future students.

Strategies

1. Rejuvenate the ELC to provide our youngest students with an exceptional educational experience and supportive pathway into the Junior College.
2. Produce a College Master Plan to inform future projects and ensure our facilities provide extraordinary academic and co-curricular offerings.



Goal 04. *Ensure excellence in governance, sustainable practices, and ethical standards.*

Outcome: The College further develops its reputation as a good corporate citizen within the community and continues to be governed according to best practice throughout the organisation.

Objective 4.1:

To refine and enact astute business, technological and cultural practices to ensure the College flourishes for years to come.

Strategies

1. Adopt governance structures and practices to ensure the governing board is connected and responsive to its stakeholders and community.
2. Proactively identify and manage operational and strategic risks.
3. Protect against cyber security threats and ensure best practice management of data to maintain the privacy of individual and College information.
4. Develop an Environment, Social and Governance (ESG) Plan which is fit for purpose to meet the College's needs.



Goal 05. *Ensure financial strength, financial capacity, and financial sustainability.*

Outcome: To have sufficient financial strength and capacity to deliver on the operational and strategic needs of the College.

Strategies

1. Build and sustain enrolments to capacity through geographic expansion of the College's catchment and exploration of emerging educational models.
2. Advocate for urbanisation to encourage a compatible and larger population base to support enrolment and build a community of the future.
3. Develop and maintain sustainable infrastructure and services which meet the needs of the organisation and its stakeholders.
4. Improve Corporate efficiency through best-practice systems and technology while eliminating economic excess and waste at every level.
5. Maintain a strong and active Balance Sheet.
6. Monitor and respond to economic trends that impact the College's stakeholders.





Goal 06. *Steward the College's values, spirit, culture and brand.*

Outcome: A community of stakeholders congruent in their perception and commitment to the College's Christian ethos, Traditional Values, and a philosophy of Love, Laughter and Learning.

Objective 6.1:

Achieve long-term sustainable competitive advantage through the College's higher-purpose holistic objectives.

Strategies

1. Analyse and respond to student, parent, and teacher surveys to ensure a consistent reflection of the values, spirit, culture and brand of the College.
2. Ensure that governing directors and College staff are fully aligned to and advocate for the College's objectives, values, spirit, culture and brand.
3. Promote the College's traditional values, symbols and behaviours in contemporary terms to students.





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