



East Preston Islamic College

S T R A T E G I C

P L A N

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School Strategic Plan for East Preston Islamic College 2017-2021

Endorsement by School	Mr. Ekrem Ozyurek OAM Principal Date: 09/10/2017
Endorsement by School Board	Mr. Esad Alagic Chairman & Managing Director Date: 09/10/2017 EPIC Board Chairman & Managing Director signs indicating that the School Strategic Plan has been endorsed by School Board & Council

School Profile

<p>Purpose</p>	<p>The mission of East Preston Islamic College is to provide a positive learning environment where staff and students work cooperatively to achieve their best, developing a commitment to continuous learning.</p> <p>We are committed to building students' potential for success and wellbeing. Students are encouraged to employ effective habits of the mind based upon the foundations of our College Values of Learning, Achievement, Respect, Commitment and Fairness and guide our principles of action across all areas of the school.</p> <p>The school philosophy can best be summarised as follows:</p> <p>EPIC is an independent school offering the Australian National Curriculum from Foundation to Year 12 and operates in an Islamic cultural and religious tradition, under the direction of the EPIC School Board. The School is open to boys and girls and is coeducational. Staff and students are expected to follow the principles of the Islamic faith.</p> <p>EPIC has a low fee structure so that it is possible for all interested families to attend. The College's aims for our students is to achieve excellence in academic performance and to embrace Islamic values so that our graduates will exemplify the School motto – 'Success Here and Hereafter'</p>
<p>Values</p>	<p>The school community is underpinned by the following Goals, Mission and Vision:</p> <p>GOALS</p> <p>East Preston Islamic College promotes high achievement by developing the learning capacities of all students, enabling them to:</p> <ul style="list-style-type: none"> • Develop student's ability to think clearly, use intellectual reasoning to solve problems and make rational decisions; • Inspire and motivate students to learn Islamic values; • Nurture the individual child's unique potential to allow full development of their creativity and sensitivity, and encourage personal integrity, love of learning and self-fulfillment alongside Islamic Faith and Spirituality; • Diagnose the learner's needs and abilities, and design instructional strategies that develop skills and competencies in a step-by-step, sequential manner; • Transmit to young people the basic knowledge, skills, academic concepts and values necessary to interpret, participate in and `be a contributing citizen in a democracy`; • Create an intense awareness of the critical social and environment issues, and develop a consciousness of responsibility and reform to ensure the survival of society and to maintain a safe and violent free community; • To encourage the highest level of community and parental involvement.

	<p>MISSION Our mission is to provide a positive learning environment where staff and students work cooperatively to achieve their best, developing a commitment to continuous learning. The core values of the school are learning, achievement, respect, commitment and fairness.</p> <p>VISION The vision of the College is to ensure excellence, in both academic and Islamic development, with continuous progress towards producing a new generation of Muslims who are committed, compassionate and hardworking citizens, and who are ready to contribute positively and productively to the Australian society.</p>
<p>Environmental Context</p>	<p>Community and Demographics</p> <ul style="list-style-type: none"> • P-12 College situated in a well-established inner northern part of Melbourne. • 60% student population live in outlying suburbs of the College. • A significant number of students receive the Education Maintenance Allowance/Camps, Sports, Excursions Fund (EMA/CSEF). • Strong and supportive College Board & Council and parent involvement. • Enthusiastic, professional staff team. • Productive partnerships with local community groups, local schools and cluster groups, local councils, business organisations and government institutions. <p>Educational</p> <ul style="list-style-type: none"> • Provision of a rigorous, productive child-centred curriculum, P- 12. • Extensive VCE, VET and VCAL pathways. • Further education pathways established and successful tertiary placements for students. • Many enrichment opportunities for students in the fields of Visual Arts, Public Speaking, Student Leadership, Sport and Literature. <p>Technological</p> <ul style="list-style-type: none"> • An extensive laptop and computer access program to facilitate rich ICT student learning. • Provision of computer programs throughout the school. • High speed Internet and intranet wireless availability across the campus. • Interactive Whiteboards and Televisions in all learning areas <p>Environmental – grounds and facilities</p> <ul style="list-style-type: none"> • Classrooms are conducive to effective learning • Grounds are well established • Establishment of a new Primary Buildings and Multi-purpose facility • Soon to be built Early Learning Centre • Soon to be built Secondary School Building

	Goals	Targets
STUDENT LEARNING	To improve student learning outcomes in Literacy and Numeracy from Yrs. P-10.	<p>AUS/VIC</p> <ul style="list-style-type: none"> • Improvement per year on existing student results in Lit/Num across the entire cohort of students. • 100% of English, EAL and Maths teachers using developed processes for determining Australian curriculum standards and levels. • By the end of 2018, 75% of teachers expressing satisfaction and support for Performance Development Plans • Work completion rates benchmark established and measure student work completion rates against benchmark. <p>NAPLAN</p> <ul style="list-style-type: none"> • To reduce the proportion of students in the two lowest NAPLAN bands (Reading, Writing & Numeracy) at Yr 3, 5, 7 & 9 • To increase the proportion of students in the two highest NAPLAN bands (Reading, Writing & Numeracy) at Yr 3, 5, 7 & 9 • NAPLAN Matched cohort growth at Yr 5 & 9 will be at least equivalent to level of growth in the State each year in reading, writing & numeracy • NAPLAN results (non EAL students) to be at expected means in the years 2017 to 2021. <p>VCE</p> <ul style="list-style-type: none"> • To improve the VCE All study score with the aim that is at least 27.0 by 2019 • To improve the VCE English score each year with the aim that is at least 26.5 by 2019 • A more specific focus on improving teacher effectiveness as a means of reducing the variability in the quality of teaching across the College.
	To engage and challenge all students at the College particularly in VCE, VET and VCAL.	
	To maximise the productive use of available learning time	<ul style="list-style-type: none"> • 5% more students in Years Foundation to 10 (non EAL) beyond expected Australian Curriculum levels in English and Mathematics (all strands) in each of the years between 2017 and 2021. • VCE All Study scores to be improved for each year of the College Strategic Planning 2017 - 2021.
	To improve student learning connectedness and teacher enthusiasm	<ul style="list-style-type: none"> • 5% decrease of numbers of file reports, detentions & suspensions by 2018. • 5% decrease in referrals to Student Wellbeing Coordinator by 2018. • Student retention rate to increase above 95% in the years 2017 to 2021

KEY IMPROVEMENT STRATEGIES

1. Enhance Student Achievement and Curriculum Provision by:

- Engaging and challenging all students at the College particularly in Literacy, Numeracy, VCE, VET and VCAL.
- Providing a broad stimulating environment which enhances student participation, connectedness and teacher enthusiasm.
- Maximising the productive use of available learning time to improve student learning.

2. Build a strong, positive and united college culture by:

- Developing a new organisational structure that supports both staff and students.
- Developing a distributed leadership structure that reflects College objectives and supports all staff in achieving improved student outcomes as the highest priority.
- Establishing clear processes for communication, decision making and staff wellbeing throughout the College.

3. Develop improved teaching and learning practice by:

- Strengthening professional learning and induction processes.
- Improving staff knowledge and skills in the management, analysis and effective use of student achievement data to inform planning for student learning.
- Expanding the authentic use of ICT in supporting student learning.

4. Strengthen the college's Islamic ethos by:

- Embedding Islamic values into the curriculum by developing a greater understanding of Islam and providing opportunities to enhance Islam across a balanced curriculum.
- Encouraging student faith, spiritual and devotion to Islam.
- Employing a College Imam.

5. Improve Student Well Being and Engagement across the College by:

- Promoting and celebrating student learning success.
- Building strong relationships between all members of the college community – students, teachers, parents and the wider community.
- Developing student voice and expanding opportunities for student leadership and decision-making.
- Ensuring a work environment characterised by high levels of morale, a strong sense of teamwork and a commitment to common goals through staff development and an ongoing focus on Organisational Health.

6. Improve Facilities and Infrastructure by:

- Completing the building of the Early Learning Centre and Secondary School Building.
- Further develop asset maintenance and refurbishment plans by establishing an effective rolling maintenance program as well as an effective asset refurbishment program.

EAST PRESTON ISLAMIC COLLEGE STRATEGIC PLAN 2017- 2021

1. ENHANCE STUDENT ACHIEVEMENT AND CURRICULUM PROVISION		
Key Improvement Strategies	Actions	Achievement Milestones (Changes in practice and behaviours)
Engaging and challenging all students at the College particularly in Literacy, Numeracy, VCE, VET and VCAL.	Provide a challenging and differentiated curriculum that equips each and every student for a successful future pathway.	<ul style="list-style-type: none"> To improve the VCE All study score with the aim that is at least 27.0 by 2019 To improve the VCE English score each year with the aim that is at least 26.5 by 2019
Providing a broad stimulating environment which enhances student participation, connectedness and teacher enthusiasm	Provide a stimulation learning environment so that all students are actively engaged in all learning opportunities both inside and outside of the classroom.	<ul style="list-style-type: none"> 5% decrease of numbers of file reports, detentions & suspensions by 2018. 5% decrease in referrals to Student Wellbeing Coordinator by 2018. Student retention rate to increase above 95% in the years 2017 to 2021..
Maximising the productive use of available learning time to improve student learning..	<p>Develop a positive, healthy and safe learning environment that enhances student voice and empowers all students to achieve a positive pathway.</p> <p>Build the capacity of all staff at EPIC to develop an equitable, sustainable and high performing teaching and learning environment.</p>	<ul style="list-style-type: none"> 5% more students in Years Foundation to 10 (non EAL) beyond expected Australian Curriculum levels in English and Mathematics (all strands) in each of the years between 2017 and 2021. VCE All Study scores to be improved for each year of the College Strategic Planning 2017 - 2021..

EAST PRESTON ISLAMIC COLLEGE STRATEGIC PLAN 2017- 2021

2. BUILD A STRONG, POSITIVE AND UNITED COLLEGE CULTURE		
Key Improvement Strategies	Actions	Achievement Milestones (Changes in practice and behaviours)
Developing a new organisational structure that supports both staff and students.	<p>Develop a new College Structure through appropriate consultation processes:</p> <ul style="list-style-type: none"> • Meetings • Staff Forums (staff consultation) • External Advice (ISV) • College Council • College Board <p>Engage the leadership and staff in strategic dialogue and planning to develop objectives as a unified soon to be K-12 College focused on continuous improvement in student learning outcomes.</p>	<ul style="list-style-type: none"> • All staff demonstrate ownership of the new structure and display a renewed commitment to promoting a positive College image.
Developing a distributed leadership structure that reflects College objectives and supports all staff in achieving improved student outcomes as the highest priority	<p>Develop for all school personnel, clearly defined role and accountability statements that reflect agreed structures and priorities; aligned to school improvement processes to ensure clarity and focus.</p> <p>Refine leadership roles and responsibilities to support continuing professional learning toward enhanced student outcomes.</p> <p>Leadership roles be closely aligned and provide meaningful support to improved classroom practice strategies that underpin a whole school focus on improved student outcomes.</p>	<ul style="list-style-type: none"> • Leading Teacher positions finalised by 2nd semester and roles / responsibilities / directions confirmed for 2018. • Improved professional learning (Professional workshops / forums and readings). • Defined roles and responsibilities are strategically linked to school.
Establishing clear processes for communication, decision making and staff wellbeing throughout the College.	<p>Documentation developed to articulate purpose, function and aspiration of teams structures and meeting forums as well as connections and strategic links for overall school improvement.</p> <p>Communication processes defined to ensure clarity, transparency and inclusiveness.</p> <p>Staff protocols established to guide professional practice, communication, attire, behaviour and operational guidelines.</p>	<ul style="list-style-type: none"> • Clarity of purpose, structure, roles evident across college. • Staff understand connections and lines of communication. Role Clarity element in Staff Opinion survey trend upwards to verify improved knowledge and understanding of college processes and procedures. • Agreements established re professional and operational protocols.

3. DEVELOP IMPROVED TEACHING AND LEARNING PRACTICE		
Key Improvement Strategies	Actions	Achievement Milestones (Changes in practice and behaviours)
Strengthening professional learning and induction processes	<p>Provision of Professional learning and Induction to gain the cultural change, commitment and understanding to create the conditions so that everyone (students/teachers) can reach their potential.</p> <p>Targeted professional learning for identified groups to lead the school improvement process: Leadership Team, PLT leaders, Faculty Area Leaders.</p> <p>Develop a coordinated approach to promote professional coaching and feedback within established forums and meeting structures.</p> <p>Commence peer appraisal processes within PLTs.</p>	<ul style="list-style-type: none"> • Staff apply relevant current research to inform their practice through learnings gained in the workshop strategy underpinning our PLT and Learning area revised structure. • Staff develop confidence in own capabilities and develop trust in peer support processes. • Improved Leadership capacity professional learning has been completed (Professional workshops / forums and readings).
Improving staff knowledge and skills in the management, analysis and effective use of student achievement data to inform planning for student learning	<p>Data informed practice: Improve staff knowledge and skills in the management, analysis and effective use of student achievement data to facilitate improved student learning.</p>	<ul style="list-style-type: none"> • Teachers develop skills in analysing data to identify learning stage inform instruction design to meet the learning needs of every student.
Expanding the authentic use of ICT in supporting student learning	<p>Strategically develop elearning across the College to ensure that all students have access to current ICT to facilitate learning.</p> <p>Establish an e-Learning Committee to coordinate implementation of college e-learning strategy.</p>	<ul style="list-style-type: none"> • All staff to have improved elearning competencies in using updated ICT infrastructure across college to improve student learning. • College elearning strategic plan developed. • Teachers develop self confidence in extending capabilities and effective practice.

4. STRENGTHEN THE COLLEGE'S RELIGIOUS ETHOS		
Key Improvement Strategies	Actions	Achievement Milestones (Changes in practice and behaviours)
Embedding Islamic values into the curriculum by developing a greater understanding of Islam and providing opportunities to enhance Islam across a balanced curriculum	Building connections between Islamic values and Key Learning Areas. Religious Education Department to ensure important Islamic dates/events are embedded across the curriculum.	<ul style="list-style-type: none"> Teachers develop an understanding of Islamic dates/events in delivering specific curriculum areas. Implement a P-12 Teaching & Learning team that leads improved learning strategies and links the focus on Islam.
Encouraging student faith, spiritual and devotion to Islam.	<p>Develop P-12 Teaching and Learning Group to focus specifically on Islamic culture implementation.</p> <p>Morning Quran classes.</p>	<ul style="list-style-type: none"> Evidence of cultural change with students demonstrating their Islamic values on a daily basis. Student enrolment in morning Quran classes.
Employing a College Imam	Employment of a College Imam to gather a more comprehensive understanding of Islam.	

5. IMPROVE STUDENT WELL BEING AND ENGAGEMENT ACROSS THE COLLEGE		
Key Improvement Strategies	Actions	Achievement Milestones (Changes in practice and behaviours)
Promoting and celebrating student learning success	Review school opinion data re student engagement and connectedness to highlight areas of growth and areas for further development.	<ul style="list-style-type: none"> • Staff data indicates an improved sense of whole college identity and cohesion with an agreed moral purpose and direction.
Building strong relationships between all members of the college community – students, teachers, parents and the wider community	Determine the effect of the Powerful Learning Strategy in terms of impacting on a culture of aspiration, commitment and connectedness in student learning.	<ul style="list-style-type: none"> • All staff operate by school values and have clarity on College directions. • Staff empowered within commitment to the College ethos and demonstration of a high level of professional practice.
Developing student voice and expanding opportunities for student leadership and decision-making	Extend Professor Michael Bernard Social and Emotional Learning Strategies across the middle years of schooling: <ul style="list-style-type: none"> ➤ Learning Intentions, success criteria, and attitudes and behaviours for learning, with particular emphasis on the consistent application of positive attitudes and behaviours for learning. 	<ul style="list-style-type: none"> • Staff data indicates an improved capability in classroom practice aligning to the agreed moral purpose and direction of the college.
Improving the College’s approach to the management of student attendance and develop strategies to reduce number of students with high absenteeism.	Year of Review- Evaluation of Student Learning Data and Student Engagement Data. Ascertain performance against set school-based targets, and state benchmarks. Completion of College Self-Assessment	<ul style="list-style-type: none"> • Completion of College Self- Assessment

6. IMPROVE FACILITIES AND INFRASTRUCTURE		
Key Improvement Strategies	Actions	Achievement Milestones (Changes in practice and behaviours)
Completing the building of the Early Learning Centre and Secondary School Building.	<p>Employ a Project Manager to oversee the Master Plan.</p> <p>Continuing developing the Master Plan by completing the Early Learning Centre in 2018.</p> <p>Completion of the Master Plan by finalising the facilities Master Plans for the Secondary Building in 2018.</p>	<ul style="list-style-type: none"> • Completion of the Early Learning Centre by 2018. • Completion of the Secondary Building by 2020.
Further develop asset maintenance and refurbishment plans by establishing an effective rolling maintenance program as well as effective asset refurbishment.	<p>Further develop asset maintenance and refurbishment plans by establishing an effective 10-year rolling maintenance program as well as an effective asset refurbishment program</p>	<ul style="list-style-type: none"> • 15% Reduction in staff making maintenance tickets pertaining to building and plant maintenance. • Longer expected life of assets.