



# KERANG

Christian College

## Strategic Plan 2015-2020

Expanding to Year 12



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# Introduction

On behalf of the Board, it is my pleasure to present the College Strategic Plan.

This document is intended to set the overall direction for the College for the next 5 years. It also outlines the key values that the Board and staff agree should be at the heart of how the school operates and develops.

Our strategies are designed to support and deliver the mission statements, values and intended outcomes as outlined in the College's Strategic Management Plan.

The delivery of these strategies will be supported by a detailed action plan contained within the College's Strategic Management Plan (2015 – 2020). These plans will be mindful of the resources, timing, outcomes and risks related to this Strategic Plan.

The College Leadership Team has developed a range of strategic priorities with short and long-term goals. These have been presented, discussed and approved by the College Board and now form the basis of the College's Strategic Plan for 2015 – 2020.

Learning is at the heart of what schools are about. Preparing and planning for 'preferred futures' is essential for a good school. This Strategic Plan covers six strategic areas:

1. **Academic Excellence**
2. **Technology as an Enhancer of Teaching and Learning**
3. **Further Developing the School Culture**
4. **Designing a Connected Learning Environment**
5. **Effective Business Practices**
6. **Good Governance**

The future of Kerang Christian College will be significantly enhanced by the implementation of the strategies in this document and the direction it will provide to current and future leaders of the College community.

**Pennie Gill**  
**Board Chairperson**

# From The Principal

It is with great pleasure that I present to you the Kerang Christian College Strategic Plan for 2015 – 2020. This Plan outlines a strategy for the next five years, which will see the College expand into Senior Secondary education and continue to leave a legacy for our community.

The mission of Kerang Christian College states that the College “...aims to provide a solid foundation of academic excellence and spiritual growth towards authentic Christian living.” This Strategic Plan focuses on our students and our desire to achieve this mission for each and every student as they progress through our College.

The Strategic Plan has been developed as a result of consultation with a range of community stakeholders including parents, students, teachers, the College Leadership Team and the College Board. Underpinned by the College’s vision and goals, the Strategic Plan provides the framework by which the College will voice key principles and directions, set specific objectives and outcomes and establish targets against which implementation and progress can be reported.

The Leadership Team has considered current research and best practices when developing strategic directions for the next five years. It is our intention that this plan will assist the College in best meeting the needs of the current generation of students and assist them in preparing for multiple pathway options in a global marketplace.

This Strategic Plan details contemporary education trends and expectations with a focus on meeting the individual needs of each student. This Strategic Plan outlines the need to understand how learning best occurs, the increasing use of Information Communication Technology both within and outside of the classroom, the increasing need to have an international focus on curriculum and the need for an effective and relevant pastoral care program in the context of rapid global social change.

Whilst we are aware that there will be many challenges in the next five years, I am confident that this Strategic Plan provides us the necessary framework to ensure a rewarding, exciting and productive future at Kerang Christian College. The Bible reminds us, “For everything there is a season, and a time for every matter under heaven” Ecclesiastes 3:1. I look forward to seeing our College expand into a Prep – Year 12 school during this next phase of our school history.

Working together,

**Michael Bond**  
Principal



# Our Vision

Kerang Christian College aims to provide a solid foundation of academic excellence and spiritual growth towards authentic Christian living.

# Our Motto

Integrity, Faith, Family.

# Our Mission

The College aims to see the following achieved:

- An integration of Christian faith and character in students.
- Excellence in Christian education from a Christian Biblical world view.
- A Christian education community where every person is valued and nurtured in their faith and healthy relationships are promoted.
- Enhanced partnerships between parents, students and staff, strengthening the teaching and learning process.
- The provision of high quality facilities and resources.
- The effective stewardship of assets, both human and physical.
- Students equipped for service and citizenship as an expression of their Christian faith.
- Students achieving personal excellence in academic, social, physical, cultural and spiritual outcomes.
- A culture of continuous improvement, professional development and pastoral support among staff and the school community.
- Effective communication with parents and the wider community.
- Provision of a safe environment.



# Our Philosophy

We see our role as forming partnerships with parents to educate their children. The Bible clearly teaches that children should be brought up to base their lives on the commandments of God. Deuteronomy 6:5-7 records the greatest of all commandments: "You shall love the Lord your God with all your heart, with all your soul and with all your might".

Within a Christian context at Kerang Christian College, we aim to nurture the growth and development of the whole person – intellectually, physically, emotionally, spiritually and socially. We believe that this growth should be firmly based on the student's growing a personal relationship with God and other people.

We believe growth should be nurtured in a supportive environment that has clear boundaries with mutual respect and a healthy working relationship between parents, teachers and students. Respect involves treating other people as you would like to be treated yourself, and a discipline program which aims for restoration of relationships.

Students at Kerang Christian College are challenged to become active participants in their own educational journey. Our students are encouraged to develop a love of learning and to embrace challenges as growth opportunities.

It is our prayer and desire that every student will have a positive experience at school. A positive experience involves students developing healthy relationships, achieving their personal best, maintaining physical and emotional wellbeing and developing a greater understanding of Christian faith and character.



# Background

Kerang Christian College is a non-denomination, coeducational, Christian College. Born out of the vision of a team of Christians during the early 1980s, Kerang Christian College commenced as Kerang Christian Community School in simple buildings at the Kerang Baptist Church grounds. Kerang Christian Community School was established in 1983 as part of the ministry of the Kerang Baptist Church.

At the beginning of 1983, a small group of thirty-six Primary School students and two teachers gathered in the playground, about the size of a residential back yard, to witness the fulfillment of a vision – the opening of a Christian School to serve the community of Kerang and the district.

The College operated primarily as a Primary School for the first 27 years before the School Board with the support of the school community decided to expand into Secondary education. Kerang Christian College offers Primary and Secondary education with tuition between Prep and Year 11 in 2015. The College plans to continue expanding towards Year 12.

The College aims to provide excellence in Christian education with a focus on the core subject areas of Maths, English, History, Geography, Science and Christian Living. A number of other subjects enrich the learning experience for students at the College. Students study a variety of subjects including Food Technology, Health, ICT, LOTE (AusLan), Performing Arts, Physical Education, Textiles, Wood Technology and Visual Arts. Specialist subjects vary between the Primary and Secondary School.

Students in the Secondary School have an opportunity to participate in a comprehensive elective program in 2015. The elective program allows students to have a greater choice and variety in subject selection. Electives also provide a chance for students to develop their passions and expertise in particular subjects while at the same time allowing them to take calculated risks, explore and try subjects they may not have tried before.

The Australian Curriculum is guiding curriculum developed at Kerang Christian College. Teachers at the College are Christians and are dedicated to challenging our students to achieve their best in a safe and supportive setting. Students are encouraged to participate in a wide variety of extra-curricular activities. Many of these activities have a community focus, but are also in place to make learning authentic. Students have an opportunity to participate in camps, excursions, sporting events, musicals, competitions, incursions, chapels, assemblies and much more.

The motto at Kerang Christian College is Integrity, Faith and Family. The College believes it is important for students to develop sound values and aims to develop Christian faith and character in students. Furthermore, the College aims to equip students for service and citizenship as an expression of their Christian faith

It is our prayer and desire that every student will have a positive experience at school. A positive experience involves students developing healthy relationships, achieving their personal best, maintaining physical and emotional well-being and developing a greater understanding of Christian faith and character.

# Snapshot of Kerang Christian College Commencing 2015

## Prep - Year 11



Primary School



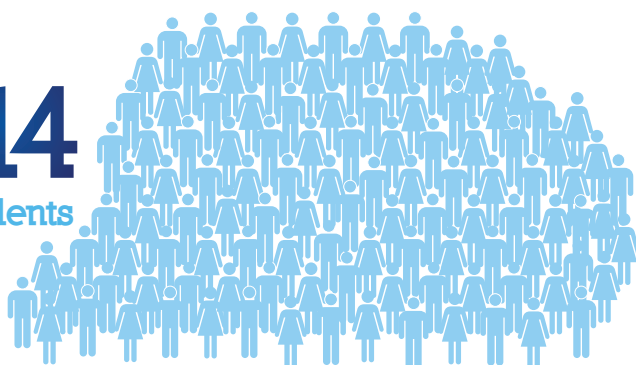
Middle School



Senior School

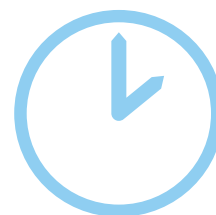
# 114

Students



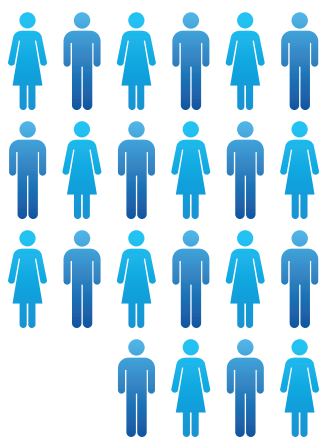
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Years in  
Operation



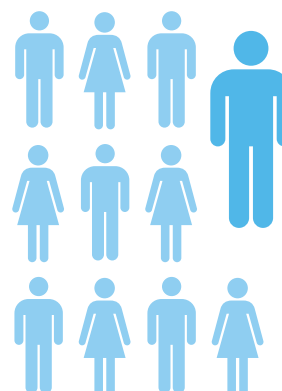
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Employees



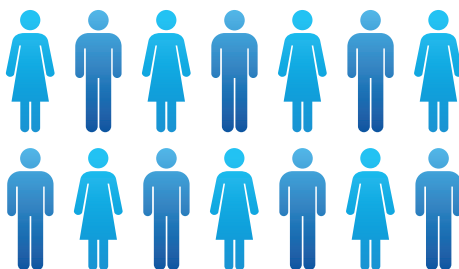
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Average of  
10 students  
in each class



# 14

Full Time  
Teaching  
Staff









# Six Strategic Priorities

Between 2015 and 2020, Kerang Christian College will undertake the following six strategic initiatives to assist in launching the College into Senior Secondary School. The implementation of these initiatives is phased over the five-year period of the plan. Implementation will occur through an annual planning and budget cycle. The strategic actions and business plans will be reviewed annually.



## 1. ACADEMIC EXCELLENCE



## 2. TECHNOLOGY AS AN ENHANCER OF TEACHING AND LEARNING



## 3. FURTHER DEVELOPING THE SCHOOL CULTURE



## 4. DESIGNING A CONNECTED LEARNING ENVIRONMENT



## 5. EFFECTIVE BUSINESS PRACTICES



## 6. GOOD GOVERNANCE



# Strategic Goal

## ACADEMIC EXCELLENCE

# 1

*“Develop a culture of passionate pursuit, of academic excellence.”*

“The messages in ‘Visible Learning’ are not another recipe for success, another quest for certainty, another masking of untruth. There is no recipe, no professional development set of worksheets, no new teaching method, and no band-aid remedy. It is a way of thinking: ‘My role, as teacher, is to evaluate the effect I have on my students.’ It is to ‘know thy impact’, it is to understand this impact, and it is to act on this knowing and understanding. It requires that teachers gather defensible and dependable evidence from many sources, and hold collaborative discussions with colleagues and students about this evidence, this making the effect of their teaching visible to themselves and others.

- Powerful, passionate, accomplished teachers are those who:
- Focus on students’ cognitive engagement with the content of what it is that is being taught;
- Focus on developing a way of thinking and reasoning that emphasise problem-solving and teaching strategies relating to the content that they wish students to learn;
- Focus on imparting new knowledge and understanding, and then monitor how students gain fluency and appreciation in this new knowledge;
- Focus on providing feedback in an appropriate and timely manner to help students to attain the worthwhile goals of the lesson;
- Seek feedback about their effect on the progress and proficiency of all their students;
- Have deep understanding about how we learn; and
- Focus on seeking learning through the eyes of students, appreciating their fits and starts in learning, and their often non-linear progressions to the goals, supporting their deliberate practice, providing feedback about their errors and misdirections, and caring that the students get to the goals and that the students share the teacher’s passion for the material being learnt.” (Hattie, 2012, p. 19-20)

*Finally, brothers, whatever is true, whatever is honourable, whatever is just, whatever is pure, whatever is lovely, whatever is commendable, if there is any excellence, if there is anything worthy of praise, think about these things. Philippians 4:8 (ESV)*

## Operational Goals

**Operational Goal 1.1:** Improve student learning outcomes.

**Operational Goal 1.2:** To promote excellence in pedagogy, student engagement and staff development.

**Operational Goal 1.3:** Design and implement a Centre for Teaching and Learning.

**Operational Goal 1.4:** Implement VCE studies at Kerang Christian College.

**Operational Goal 1.5:** To graduate students prepared for a global marketplace.

**Operational Goal 1.6:** To enhance distance learning opportunities.

**Operational Goal 1.7:** To provide professional learning and development opportunities for staff that will assist them in implementing the goals of this Strategic Plan.

## Implementation Steps

To achieve this objective, the College will:

- Promote an understanding of different learning styles and the importance of differentiated instruction.
- Value, encourage and celebrate academic endeavour and success.
- Ensure that the curriculum meets the needs of all students.
- Recognise the importance of information and communication technology and its value in enriching the learning process, including the potential for online learning and video conferencing.
- Use data available from a variety of sources to drive curriculum planning and teaching practices.
- Ensure that key leadership positions in the College are filled by staff members who are passionate about Christian education and fully supportive of the College's values.
- Continue to appoint high quality staff who contribute a diverse range of skills and experiences that will support the College's vision.
- Evaluate the process of staff education and performance reviews to ensure alignment with best practice.
- Provide adequate training for all staff with particular emphasis on professional development of staff in teaching the Australian Curriculum, new technologies, differentiation, inquiry based learning and other innovative emerging pedagogies.
- Develop policies and standards enunciating procedures, performance measures and feedback mechanisms related to individual staff performance.



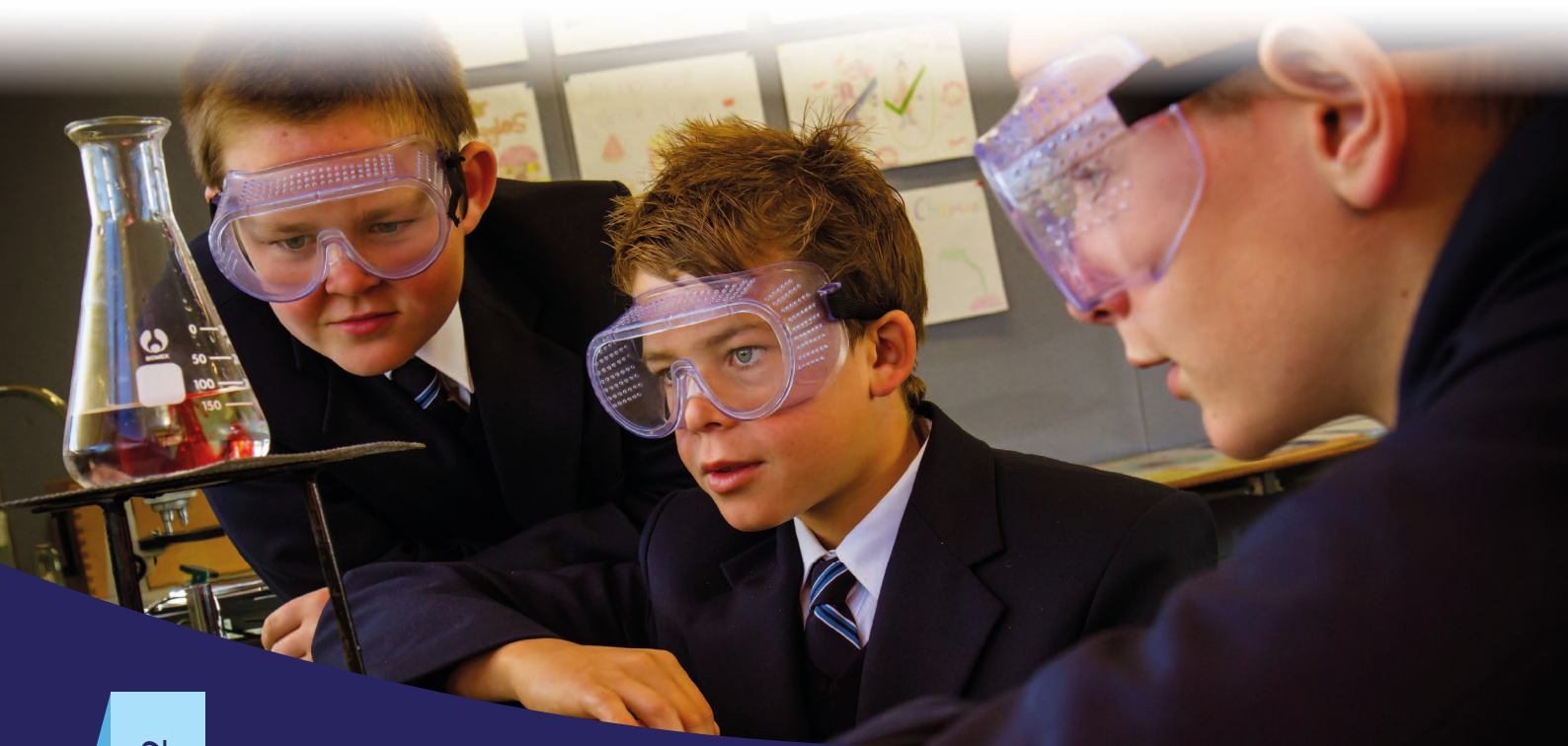
# Strategic Goal

## TECHNOLOGY AS AN ENHANCER

*"Create a culture where technology is seen as an enhancer of teaching and learning."*

"The integration of technology and pedagogy to maximise learning must meet four criteria. It must be irresistibly engaging; elegantly efficient (challenging but easy to use); technologically ubiquitous; and steeped in real-life problem solving." (Fullan, 2013, p. 33)

*Let each of you look not only to his own interests, but also to the interests of others.  
Philippians 2:4 (ESV)*





## Operational Goals

**Operational Goal 2.1:** Implement video conferencing and digital connectivity to break down geographical barriers and ensure richer educational opportunities for students and teachers.

**Operational Goal 2.2:** Develop a website that is the digital hub for teaching and learning at Kerang Christian College.

**Operational Goal 2.3:** Effectively integrate technology and pedagogy to maximise student learning.

**Operational Goal 2.4:** To implement a BYOD program that facilitates learning, breaks down traditional classroom barriers and empowers students as engaged learners.

## Implementation Steps

To achieve this objective, the College will:

- Focus on further developing staff skills in relation to integrating ICT across the curriculum to improve student learning outcomes and engagement.
- Integrate technology in ways to afford new opportunities for learning for students.
- Recognise the important role of education in preparing digital citizens.
- Further develop partnerships with other Colleges to provide and participate in Video Conference courses.
- Implement a Learning Management System to assist in engaging our students in learning.
- Ensure that every Secondary School student has access to an electronic device.
- Consider the implementation of flipped classrooms to enhance teaching and learning practices.



# Strategic Goal

## DEVELOPING SCHOOL CULTURE

*"Further develop a caring, Christian environment that meets the needs of individual students."*

The motto at Kerang Christian College is Integrity, Faith and Family. The College believes it is important for students to develop sound values and aims to develop Christian faith and character in students. Furthermore, the College aims to equip students for service and citizenship as an expression of their Christian faith. We aim to develop a school community that has a family atmosphere. We must deliberately implement strategies to ensure students experience a sense of belonging at our College.

*Be devoted to one another in love. Honour one another above yourselves.  
Romans 12:10 (NIV)*



## Operational Goals

- Operational Goal 3.1:** Implement a House system to assist in developing the College culture and strong sense of school community.
- Operational Goal 3.2:** Review, promote and implement student and staff wellbeing policies to ensure students feel safe and respected.
- Operational Goal 3.3:** Identify and commence implementing best practices that can set children and teenagers on a trajectory of lifelong faith and service.
- Operational Goal 3.4:** Research, plan and authentically implement a resiliency program to best meet the needs of our students.
- Operational Goal 3.5:** Continue to develop a strong sense of belonging within the school community.
- Operational Goal 3.6:** Recruit and retain the highest-quality staff.

## Implementation Steps

To achieve this objective, the College will:

- Equip and encourage parents to support and assist in the development of their child's learning.
- Provide opportunities for parents to share feedback.
- Provide opportunities for parents to become involved in the life of the College.
- Enhance existing communication strategies and develop new ways to generate and promote support within the school.
- Enhance communication to engage better the wider community.
- Continue community partnerships with sporting, arts and cultural initiatives.
- Develop a House System with the goal of further developing a family-like atmosphere in the school, where students feel connected and have a sense of pride and security in their school.
- Investigate and implement appropriate resiliency programs for our Primary and Secondary School.
- Cultivate a culture in which students, teachers and parents understand the importance of Digital Citizenship.
- Continue to review employee entitlements to assist in recruiting and retaining the highest-quality staff.



# Strategic Goal

## DESIGNING A CONNECTED LEARNING ENVIRONMENT

*Design a learning environment that meets the needs of 21st century learners with consideration for local, state, national and global connectivity.”*

“The modern teaching space needs to accommodate both current and evolving pedagogies. The changing emphasis of education from ‘one size fits all’ to a more personalised and student centred learning environment requires a rethink about learning space design. The classroom of the future according to Fisher (2005) should be designed to cater for a range of learning styles and group sizes. Best example 21st century learning settings would include areas for:

- collaboration and incubating ideas
- presentation
- project space and wet areas
- display
- teacher meetings
- individual student home base
- group learning
- specialised focus labs
- outdoor learning
- student breakout
- place to think space”

(Victorian Department of Education and Early Childhood Development, 2009, p. 22)

*For where two or three gather in my name, there am I with them. Matthew 18:20*



## Operational Goals

**Operational Goal 4.1:** Review and implement the College Master Plan to improve and maintain the physical facilities in order to enrich the teaching and learning environment.

**Operational Goal 4.2:** Extend the campus to meet the current and future school and community needs, while further expanding our standing in the region.

**Operational Goal 4.3:** Continue to develop greater awareness and implementation of best practices in relation to Occupational Health and Safety.

**Operational Goal 4.4:** Further expand network capacity to accommodate the growing needs of end users on the College network.

**Operational Goal 4.5:** Become a provider of distance learning via video conference in a variety of departmental areas.

**Operational Goal 4.6:** Redesign and refurbish learning areas to reflect contemporary learning needs and curriculum demands.

## Implementation Steps

To achieve this objective, the College will:

- Promote and encourage opportunities for new community partnerships to support the curriculum and co-curriculum programs of the School.
- Promote school programs that encourage and facilitate a positive contribution in the local and global community.
- Enhance communication to engage better with the wider community.
- Implement and regularly update the Building Master Plan to reflect the known and anticipated future needs of the School.
- Develop and maintain outstanding facilities that address teaching, learning and co-curricular needs through the implementation of the Building Master Plan.
- Ensure current facilities are maintained and upgraded to best meet these needs of 21st century learners.
- Ensure that there is an effective system for maintaining physical resources through a programmed maintenance plan, internal maintenance requests and appropriate maintenance contract.
- Complete professional learning and development in the area of Occupational Health and Safety and implement appropriate policies in the school to maintain a safe working environment.
- Conduct a full audit of technology and network infrastructure every three years.
- Consider the implementation of flipped classrooms as a tool to meet the needs of a 21st century learner.
- Implement a Learning Management System as a tool to connect students, staff and parents.



# Strategic Goal

## EFFECTIVE BUSINESS PRACTICES

*“Implement effective business practices in relation to Finance, Marketing, Human Resources, Risk Management, Regulatory Compliance, Development and Planning, Facilities Planning and Management.”*

“Implementing ‘good business practice’ involves identifying the critical tasks that must be done to keep a business in good shape, and having the discipline to ensure that those tasks are carried out consistently and regularly. Good business practice calls for an annual review at least; better business practice will see you reviewing critical areas quarterly, or even monthly.” (CPA Australia, 2011, p. 2)

*A good person leaves an inheritance for their children's children, but a sinner's wealth is stored up for the righteous. Proverbs 13:22 (NIV)*



## Operational Goals

**Operational Goal 5.1:** Develop and implement a Marketing Plan to transform the College brand, increase visibility, support student enrolment and effectively communicate to key stakeholders.

**Operational Goal 5.2:** Ensure responsible stewardship and management of the College's finances through planning and implementing a five year Financial Plan.

**Operational Goal 5.3:** Maintain a five year Business Plan that describes the school's strategy and how the school intends to achieve its goals.

**Operational Goal 5.4:** Develop and achieve a strategic enrolment plan for the five years.

**Operational Goal 5.5:** Use information technology innovations to create state-of-the-art business processes.

**Operational Goal 5.6:** Develop a risk management policy to communicate the school's approach to the management of risk.

## Implementation Steps

To achieve this objective, the College will:

- Review the Strategic Management Plan every year.
- Continue to explore partnerships with other Christian schools.
- Annually review all Job Descriptions as part of the appraisal process.
- Continue to further develop fiscally responsible planning controls to provide the required programs, facilities and service for all students and staff within the School.
- Develop a long-term financial model reflecting the physical needs of the School, balanced against predicted financial capacity.
- Actively pursue all avenues and opportunities for government funding and raising of revenue.
- Prepare monthly financial reports to be presented to the Board and an evaluation of the School's financial performance will be conducted annually.
- Set realistic annual budgets and school fees at a level that will adequately support the College.
- Manage the level of debt within recognised benchmarks.
- Create communication models and approaches that reflect contemporary technologies that will lead to the positive engagement of the School community with a particular focus on creating a positive public image and an active partnership with that community.
- Update the format of the College website ensuring ease of navigation and innovative presentation.
- Refresh the suite of branding material including the prospectus, merchandise, artwork and general communication material.
- Promote the School's brand and marketing position through the website, intranet, external and internal signage and external advertising media.
- Create a prospectus kit that reflects the quality of educational experience provided.





# Strategic Goal

## GOOD GOVERNANCE

*"The College Board will continue to oversee all aspects of Kerang Christian College, appoint the Principal, and ensure a strategic approach to the School's future by setting major objectives, policy frameworks and strategy."*

"Successful governance structures minimise problems and optimise performance and accountability. The essence of good governance lies in the ongoing development of a culture within the School that embraces ethics, honesty, transparency and high levels of integrity from all Members of the Board. Under the watchful eyes of its stakeholders, it is vital to recognise that no School can afford to neglect proper and effective governance processes." (Independent Schools Victoria, 2012)

*As each has received a gift, use it to serve one another, as good stewards of God's varied grace. 1 Peter 4:10 (ESV)*





## Operational Goals

**Operational Goal 6.1:** Continue to implement a cycle for policy review.

**Operational Goal 6.2:** The board will evaluate the performance of itself, its committees and its members in relation to their respective roles and responsibilities.

**Operational Goal 6.3:** The board membership encompasses the competencies and skills required by the College to operate in a complex and changing regulatory climate.

**Operational Goal 6.4:** Board members clearly understand their individual roles and responsibilities. Furthermore, members understand how their positions relate to each other and recognise how fulfilling his or her role fits in with the overall governance of the College.

**Operational Goal 6.5:** Establish a comprehensive system of risk management, risk oversight, compliance, and internal control.

**Operational Goal 6.6:** Adequately equip Board members in term of knowledge of Governance through Professional Learning and Development.

## Implementation Steps

To achieve this objective, the College will:

- Develop an effective governance model that will help build a collaborative relationship that inspires trust between the College Board and the Principal and empowers all parties to work toward shared goals.
- Comply with all legislative, regulatory, governance and operational frameworks in a timely manner.
- Continue to review strategies for governance, leadership and thinking.
- Continue to grow and develop the Marketing, Finance and Resource Planning subcommittees.
- Review and continue to implement a cycle for policy review.
- Promote an awareness of specific board roles.
- Provide ongoing professional learning and development opportunities for board members.
- Actively engage in ongoing strategic planning and develop annual priorities in collaboration with the College's Leadership Team.
- Strengthen communication with the broader College community about the work of the Board and the College's mission and vision.

# Reporting Framework

Each year Kerang Christian College prepares an annual report, which details its performance against the agreed outcomes and reports on other matters as required by Government. The Annual Report is published in accordance with Federal and State Government requirements. Information about school performance, professional engagement, student outcomes and satisfaction levels for each year is documented.

The College also reports regularly to the Board on progress against the Strategic Management Plan. The delivery of these strategies will be supported by detailed action plans contained within the Strategic Management Plan.

## Memberships



# References

- CPA Australia. (2011). *Good practice checklist for small business*. Retrieved from <http://www.cpaaustralia.com.au/~media/corporate/allfiles/document/professional-resources/business/good-practice-checklist-small-business.pdf>.
- Fisher, K. (2005). *Proposed planning principles –linking pedagogy and space*, Department of Education & Training, Melbourne. Retrieved from [http://www.eduweb.vic.gov.au/edulibrary/public/assetman/bf/Linking\\_Pedagogy\\_and\\_Space.pdf](http://www.eduweb.vic.gov.au/edulibrary/public/assetman/bf/Linking_Pedagogy_and_Space.pdf).
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# Acronyms and Glossary

<b>Auslan</b>	Australian Sign Language
<b>Australian Curriculum</b>	The national curriculum being developed for students in Prep – Year 12 covering subject areas outlined in the Melbourne Declaration (2008). (See: <a href="http://www.australiancurriculum.edu.au">www.australiancurriculum.edu.au</a> )
<b>BYOD</b>	Bring Your Own Device i.e. laptop computer, tablet.
<b>Cooeducation</b>	The integrated education of men and women at the same school facilities; co-ed is a shortened adjectival form of co-educational.
<b>Digital Citizenship</b>	A digital citizen refers to a person using information technology in order to engage others.
<b>Differentiation</b>	The efforts of teachers to respond to variance among learners in the classroom.
<b>Distance Learning</b>	A method of studying in which lessons are conducted by correspondence.
<b>Electronic Device</b>	Refers to a computer, iPad, iPhone or any other computer type product.
<b>Extracurricular</b>	An activity at a school pursued in addition to the normal course of study.
<b>Flipped Classroom</b>	The flipped classroom is a pedagogical model in which the typical lesson and homework elements of a course are reversed. Short video lectures are viewed by students at home before the class session, while in-class time is devoted to exercises, projects, or discussions.
<b>Global Marketplace</b>	A global market is not limited to specific geographic locations but rather involves the exchange of goods, services, and labor anywhere in the world.
<b>House System</b>	The house system is a traditional feature of many schools and originated in England. The school is divided into subunits called 'houses' and each student is allocated to one house upon enrolment.
<b>ICT</b>	Information and Communications Technology.
<b>Leadership Team</b>	The Principal, Head of Primary School, Head of Secondary School and Head of Senior School.



<b>Learning Management System</b>	A learning management system (LMS) is a software application for the Management administration, documentation, tracking, reporting and delivery of e-learning education courses or training programs.
<b>LOTE</b>	Languages Other Than English.
<b>Marketing Plan</b>	A marketing plan is a comprehensive blueprint which outlines an organisation's overall marketing efforts.
<b>Master Plan</b>	The Master Plan provides an appropriate and considered physical planning framework or blue-print to guide the future development of the College campus.
<b>Middle School</b>	Years 7 – 9 at Kerang Christian College.
<b>Pedagogy</b>	The method and practice of teaching.
<b>Performing Arts</b>	Forms of creative activity that are performed in front of an audience, such as drama, music, and dance.
<b>Prep</b>	Commonly used abbreviation for Preparatory Year. In Victoria, Queensland and Tasmania schools it is the year before Year 1.
<b>Primary School</b>	Prep – Year 6 at Kerang Christian College School.
<b>Risk Management Policy</b>	A policy setting out the how the risks which have been identified by the risk assessment procedure will be managed and controlled.
<b>Secondary School</b>	Years 7 – 12 at Kerang Christian College.
<b>Senior School</b>	Years 10 – 12 at Kerang Christian College.
<b>Strategic Plan</b>	The Strategic Plan articulates a series of strategic statements to guide the College over the next five years. The underlying aim is to progress the vision of Kerang Christian College as a provider of excellence in Christian education.
<b>VCE</b>	Victorian Certificate of Education.
<b>Video Conference</b>	A conference in which participants in different locations are able to communicate with each other in sound and vision.

# Useful Links

**Association for Supervision and Curriculum Development**

[www.ascd.org](http://www.ascd.org)

**Australian Council for Educational Leaders**

[www.acel.org.au](http://www.acel.org.au)

**Australian Curriculum**

[www.australiancurriculum.edu.au](http://www.australiancurriculum.edu.au)

**Australian Curriculum, Assessment and Reporting Authority**

[www.acara.edu.au](http://www.acara.edu.au)

**Australian Institute for Teaching and School Leadership**

[www.aitsl.edu.au](http://www.aitsl.edu.au)

**Christian Schools Australia**

[www.csa.edu.au](http://www.csa.edu.au)

**Independent Schools Victoria**

[www.is.vic.edu.au](http://www.is.vic.edu.au)

**My School**

[www.myschool.edu.au](http://www.myschool.edu.au)

**National Assessment Program**

[www.nap.edu.au](http://www.nap.edu.au)

**Victorian Curriculum and Assessment Authority (VCAA)**

[www.vcaa.vic.edu.au](http://www.vcaa.vic.edu.au)



“This Strategic Plan details 21st Century education trends and expectations with a focus on meeting the individual needs of each student at Kerang Christian College. This Strategic Plan outlines the need to understand how learning best occurs, the increasing appropriate use of Information Communication Technology both within and outside of the classroom, the increasing need to have an international focus on curriculum and the need for an effective and relevant pastoral care program in the context of rapid global social change.”

*Michael Bond - Principal*

