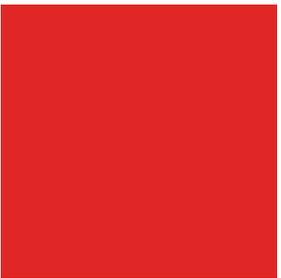
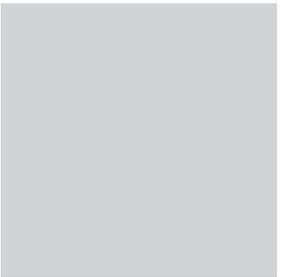
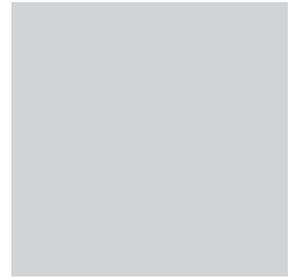
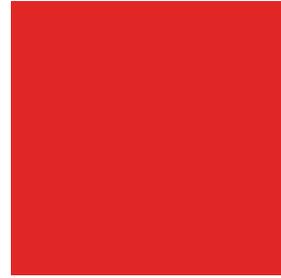
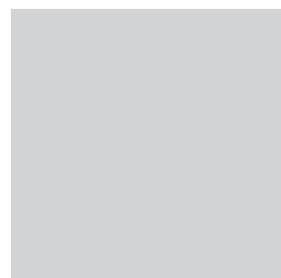


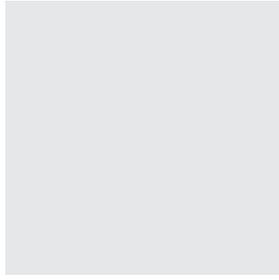


# 2014 ANNUAL REPORT



Mercy  Limited  
Education

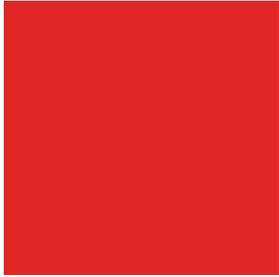




*The women and men who are part of the family of Mercy education indeed share in the mission of Jesus by virtue of their involvement in Catholic education in the Mercy tradition.*

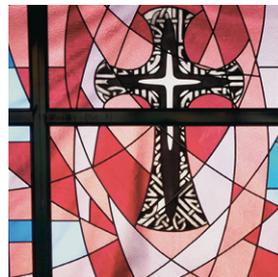
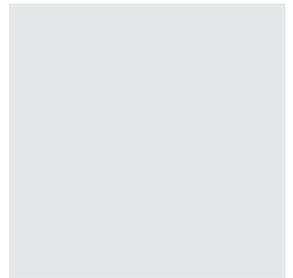
Annette Schneider RSM, Acting Institute Leader

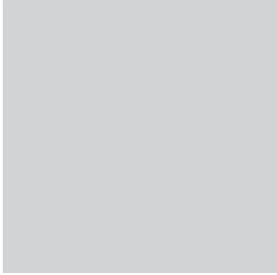




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# College Foundation Timeline





## Board Directors and Executive Staff

Back row, Tony Wheeler OAM, Brendan Lynch (Risk & Compliance Manager), Max Fletcher,  
Joe Konynenburg (Finance Manager), Liz Monahan.

Front row, Mary Moloney RSM, Mary Retel, John Shannon (Chair), Lucy Molony,  
Eugene Lynch (Executive Officer).

*Promoting Excellence in Catholic Education*



# Board Chair's Report



The past twelve months has seen the Board engaged in a range of activities, a broad brush outline follows:

We continue on a regular basis to monitor school finances, approve and recommend capital works, loans, budgets as well as chair panels for Principal appointments and conduct performance reviews for Principals, Deputy Principals and Business Managers.

The Board has developed an Induction Program for new Principals and successfully completed a program for the most recently appointed Principals.

The revised College Advisory Council Constitution after Board consultation with the schools, was finalised and distributed in June.

Two Board sub committees have been established, a Finance and Risk Committee and an Education Committee that focuses on learning and teaching. These two committees assist to meet our strategic goals of Excellent Educational Communities and Corporate Governance.

The Board has continued its work on updating Policies and with thanks to Mrs Liz Monahan (Board Director) and the Executive staff, policies such as Setting School Fees, Code of Conduct, End of Contract for Principals and Enrichment Leave are either complete or nearing completion.

St Aloysius College Adelaide was welcomed into Mercy Education Ltd at the start of 2014 and we held our first Board meeting there in September. We also attended meetings with the Diocesan authorities and held fruitful discussions with the Director of the Catholic Education Office and attended the Opening and Blessing of the new Year 12 Centre at the College.

Board members also attended the Opening and Blessing of the McAllen Science Centre at The Academy. Congratulations to all those responsible for the planning and building of these wonderful additions to our schools.

Some Board Directors were also able to attend Institute Mission Forums in Melbourne, Fremantle and Cairns.

A web based Learning Manager Program developed by Catholic Church Insurances (CCI) and in partnership with MEL has been established for staff in schools, thanks to the work of Mr Brendan Lynch (Risk and Compliance Manager) and thus far an Anti Bullying and Harassment Program and a Camps and Excursion Program have been completed on line, with nearly 100% completion.

A MEL Capital Works Manual for Principals and Business Managers has been produced as has a Compliance Register undertaken by all schools.

The Board has also been grappling with issues that have been complicated, partly to do with having schools in three States, these include Funding issues, standardising Enrichment/Professional leave and FBT calculations to name a few.

The workload for Board Directors has grown substantially in recent years and we have recognised the need to restructure our organisation and appoint a Chief Executive Officer (CEO). As we go to print the advertising, interviewing and appointment are in progress.

### Tributes and Thanks

At the Annual Mercy Dinner, the Directors thanked and celebrated the work of Mrs Sheena Barber (Mercedes College Perth) and Mr Michael Chalkley (Catholic College Bendigo) recognising their outstanding contributions to Mercy Education. Sheena has retired from her Principalship and at the beginning of this year moved to Tasmania with husband Rob. Michael remained at Catholic College Bendigo in his previous role as Deputy Principal. We also welcomed and congratulated newly appointed Principals, Mrs Kerrie Fraser (Mercedes College, Perth) and Mr Brian Turner (Catholic College Bendigo).



*The workload for Board Directors has grown substantially in recent years and we have recognised the need to restructure our organisation and appoint a Chief Executive Officer.*

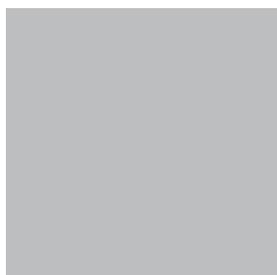
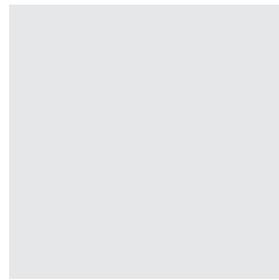
Sacred Heart College Kyneton celebrated its 125th Anniversary in 2014. We congratulate all at the College and thank them for their outstanding service to the Catholic Community of Kyneton and beyond. Appropriately, another very successful Frayne Speech Festival was held at the College in August and the hospitality was outstanding.

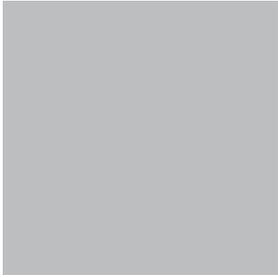
Sr Mary Moloney RSM steps down this year after nine (9) years as a Director of Mercy Education. Mary's contribution to the Board and its member schools has been outstanding, always insightful and encouraging and most importantly represented the view and ideals of the Sisters of Mercy.

I too conclude my tenure as a Board Director and Chair and thank all those I have worked with during that time for your encouragement, sound advice and support. We had but one mindset and that was to continue the work of Catherine McAuley and all those Sisters of Mercy who followed.

Finally, my thanks to Board Directors both present and past along with the Executive staff, Eugene Lynch (especially), Joe Konyneburg, Brendan Lynch, Effie Coulson and Pam de Kort for all that you have done serving God's mission.

**John Shannon, Board Chair**





# Institute Leader's Report

*Together, may we do our part in shaping a more just and compassionate global community in the educational places and forums where we have the chance to make our particular contribution.*

I am pleased to contribute to the 2014 Annual Report of Mercy Education Limited (MEL). As the Report indicates, the ministry of MEL is extensive and complex, challenging and rewarding, touching the lives of many young women and men and their families. On behalf of Berneice, Barbara, Sally and Theresia I thank the Directors, Principals, Leadership team members, staff of Mercy Education and of the various Colleges, members of College Advisory Councils and all who are connected to Mercy Education for their contribution to this ministry during the past year.

The Constitutions of ISMAPNG state that "whatever and wherever our ministry is, we are part of the one mercy mission, part of the ongoing mission of the compassionate Jesus." (Constitutions 4.03). The women and men who are part of the family of Mercy education indeed share in the mission of Jesus by virtue of their involvement in Catholic education in the Mercy tradition. While each local school has its own particular culture and traditions, something of which Catherine McAuley was acutely aware and which she affirmed, our

collective embrace of Mercy values enables us to contribute to building a better world on a scale which Catherine may never have imagined. The partnerships and collaboration between Mercy schools in Australia and Papua New Guinea is one example of our expanding network of support.

In a climate where schools are being asked to take on more and more responsibilities in relation to the formation and development of the students in their care, it is important that we ask ourselves regularly – what does it mean to be a Catholic school in the Mercy tradition? We can explore the question from a variety of lenses – the moral lens, the pastoral lens, the doctrinal lens, the theological lens, the scriptural lens, the educational lens to name a few – and in so doing develop a robust framework for articulating our core purpose and thus providing a reference point for our actions as educators. We are all on a journey and it makes so much sense to share our insights and to continue on this journey together.

One lens through which we might fruitfully reflect on our policies and practices within

Mercy education is that of the spiritual and corporal works of mercy. As Mercy people we do respond generously to the poor, the sick, the imprisoned, those who mourn and seek comfort, those wanting to learn, those needing shelter and a place to call home. Young people have a passion for justice and for assisting those in need. We know how influential the opportunities provided through *Seeds of Justice* have been for students and staff in Mercy schools. We also know how challenging it can be to make decisions about using the resources at our disposal for the best when we have competing values at play.

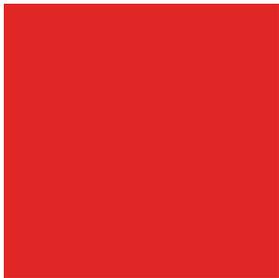
Pope Francis is constantly reminding the world of the call to be people of Mercy and he seems unafraid to challenge us too. Together, may we do our part in shaping a more just and compassionate global community in the educational places and forums where we have the chance to make our particular contribution. May the blessings of our God of Mercy be yours in the year ahead.

**Annette Schneider RSM,  
Acting Institute Leader**



Institute Leadership Team: back row, Barbara Bolster RSM, Annette Schneider RSM, front row, Berneice Loch RSM (Institute Leader), Sally Bradley RSM, Theresia Tina RSM.





## Executive Officer's Report

*Mercy Education has been through a period of significant growth and change, especially over the past three years, since the inception of the Institute and with the richness and diversity brought to the group...*

On Friday 13 March, Pope Francis presided over a penance service in St Peter's Basilica, during which he announced an extraordinary Jubilee dedicated to Divine Mercy.

*"Dear brothers and sisters, I have often thought about how the Church might make clear its mission of being a witness to mercy. It is a journey that begins with a spiritual conversion. For this reason, I have decided to call an extraordinary Jubilee that is to have the mercy of God at its center. It shall be a Holy Year of Mercy. We want to live this Year in the light of the Lord's words: "Be merciful, just as your Father is merciful. (cf. Lk 6:36)"*

Pope Francis 1

What a wonderful opportunity that is presented to us as people of mercy, to prepare for the Holy Year of Mercy which will commence on 8 December on the feast of the Solemnity of the Immaculate Conception. Of course we would like to think that our prayers, thoughts and actions are always centered on the challenges presented to us by Jesus to live merciful lives, to offer compassion and respect to each person we meet and to put into action the priorities that have been set down for us by Catherine McAuley in her response to God's call to serve those most in need of our mercy.

To deepen our understanding of the six core values of Mercy Education – Compassion, Justice, Respect, Hospitality, Service and Courage – the Board of Mercy Education is delighted with the release of its latest resource prepared in conjunction with Mercy Theologian, Sr Veronica Lawson RSM. Veronica has written six beautifully crafted reflective pieces which enrich our scriptural understanding of each of the values and stimulates and challenges us to respond to Jesus' call to act justly. The reflective pieces are supported by a series of questions prepared by a team of experienced Faith and RE leaders in our colleges and further enhanced by Veronica and a number of her fellow Mercy theologians. We are

extremely grateful for their expertise and generosity and look forward to the richness and reflective opportunities that this new resource will bring to our students, staff and other stakeholders in Mercy Education.

Board Directors and MEL Executive staff remain focused on implementing the 2014–2016 Strategic Goals and much attention is now being directed to *Goal 2: Excellent Educational Communities*. Led by Director, Mary Retel, an interim Working Party, guided by Principals' expertise and input, has been established to inform the scope and purpose of a new sub-committee of the Board, the Excellent Educational Communities Committee (EECC). Once established, the EECC will consider a number of inputs including currently available educational data and the analysis of trends and patterns of success. The Board is fully cognisant that the education of the whole person is the focus and that academic results are but one aspect of a school. While our Mercy schools are united in purpose and similar in many ways, each has its own story with different influences and surrounding data.

Mercy Education has been through a period of significant growth and change, especially over the past three years, since the inception of the Institute and with the richness and diversity brought to the group by Mercedes College, St Brigid's College, Santa Maria College in WA, Catholic College Bendigo in Victoria and St Aloysius College in Adelaide. To manage the growth of Mercy Education and the increased demands placed on Board Directors, further changes are afoot with the imminent appointment of the Board's inaugural Chief Executive Officer. We look forward to this significant appointment and trust this new senior position will bring further strategic direction, clarity and support for leadership and further growth and development in our schools.

Another significant change will see John Shannon conclude his term on the Board and

as Board Chair. After nine years of service and five years as Board Chair, John has made an incredible contribution to Mercy Education, to the colleges and to Catholic Education across the five dioceses in which the twelve colleges operate. His generosity of spirit, expertise, commitment and unwavering support for the Institute, the Board, Principals and MEL staff, cannot be underestimated. On a personal level, I thank him sincerely for his wisdom, guidance, commitment, outstanding leadership and good humour in all our dealings. I would like to acknowledge his wife, Gail, and his extended family for their support and understanding of John's commitment to Mercy Education over this time. I also wish to acknowledge, Board Director, Sr Mary Moloney RSM, as she too concludes her term on the Board after nine years service. Mary's presence and influence as a Sister of Mercy on the Board was always valued and respected, and her contribution was even more remarkable given her concurrent full time position as Principal of the Academy of Mary Immaculate.

It remains a joy and a privilege to work with Board Directors, Principals and the Institute and I thank the Board's executive staff, Joe Konyneburg, Brendan Lynch, Effie Coulson and Pam de Kort for their support and untiring work. We look forward to further growth and development across Mercy Education and in the words of Pope Francis, "..... we entrust this Holy Year to the Mother of Mercy, that she might turn her gaze upon us and watch over our journey".

God bless.

**Eugene Lynch, Executive Officer**



# Mercedes College, Perth



At the end of 2014 Mercedes College farewelled Sheena Barber who retired after giving outstanding service to the College community. Under Sheena's leadership the College thrived and many initiatives saw the learning and teaching and pastoral care of students in particular make significant advances. We wish her well in the next stage of her life and know she will channel her abundant energy into various projects.

## Education in Faith

Early in March the Family Mass and my Commissioning was held at St Mary's Cathedral. It is a blessing that we are so close to the cathedral and can hold all of our major Masses there including our Staff Mass and Whole College Mass at the beginning of the year.

The College had a number of new staff members this year and they were inducted into the daily life of the College and undertook the 'Faith, Story and Witness' course to assist with their understanding of working in a Catholic school and developing their understanding of the Mercy tradition. As well as undergoing this course myself I was also privileged to be invited to attend the Dublin pilgrimage this year in March. As this is my first appointment in a Mercy school this pilgrimage was very powerful and strengthened my great admiration for and knowledge of the life of Catherine McAuley, a woman ahead of her time. Learning about her life in detail, walking in her footsteps around Dublin, being in awe of the way she operated as a leader and looking at Mercy ministries and challenges in the contemporary world will continue to impact my life and shape the way I work with the College community.

Mercy Service Learning continues to gain strength and our Year 10 students are very excited about their volunteer work. This year we are placing more emphasis on students hearing about the service experiences of other students. We have also experienced strong interest in the Young Mercies group this year. In Term 1 students were motivated to provide at least 500kg of non-perishable food for

'Shopfront' in a very creative way. Two staff members volunteered to be 'locked in the tower' until the goal was reached. Students responded very positively and the two teachers were 'released' before lunch. It brought an element of fun to providing for a serious cause.

## Teaching and Learning

The Year 12 class of 2014 had many personal successes in their results. The College achieved 100% graduation and was one of the schools with the highest performing students in Biological Sciences, Children, Family and Community, Drama, Economics, Geography, Literature and Mathematics Specialist 3CD.

The College continues its focus on making lessons as engaging as possible for students and our Director of Learning Technology is working closely with teachers to strengthen their skills and use of the most appropriate tools for what is being taught.

At the start of 2015 Year 11 students were taught goal setting strategies and techniques in the two day course '7 Habits of Highly Effective Teenagers'. What they learned during this course will assist students in life out of school as well as with their studies.

## Wellbeing

A commitment to 'Positive Education' at the College resulted in a whole staff professional development day being held at the start of the year. Two staff members from Geelong Grammar presented the course which focuses on building resilience and capacity to cope with the challenges faced in life. Staff apply these strategies to their own lives and then impart this knowledge to the students.

This year a Wellness Centre was established at the College and is staffed by an enrolled nurse each day of the week. This has been a very positive initiative. This centre was blessed and we were fortunate to have a number of the Sisters of Mercy present on this occasion.

## Leadership and Management

In 2015 the College will embark on creating a Strategic Plan. Prior to this year a lot of work

has been done with the vision and mission of Mercedes College and this will inform the Strategic Plan work. Representation from staff, students and parents will contribute to the formulation of the Strategic Plan.

The Academic Council has been working on Professional Partnerships between staff. This initiative is a 'co-coaching' model that encourages teachers to reflect on their own teaching and to set clear goals for improvement based on the Australian Professional Standards for Teachers. The Head of Learning Area is an important part of this process.

## Community

As a school educating young women it was very special to hold a breakfast to celebrate International Women's Day. We were fortunate to hear from two former Mercedes students. The Honourable Liza Harvey, MLA, Minister for Police, Road Safety, Training and Workforce Development and Women's Interests spoke about significant women who have made a difference to the world and the need to continue to advocate for women's rights in countries where they are still marginalised. The second speaker was Steph Audino, WA Fashion Designer, who recently featured her classic romanticism label on an international runway at the New York Fashion Week.

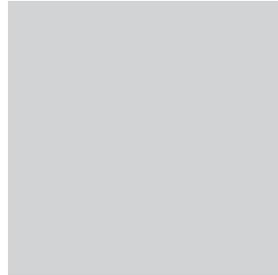
We are fortunate to have strong parental support at Mercedes. The Advisory Council, Dads of Mercedes, Mums of Mercedes and Parents and Friends all play a vital part in supporting our school. It is the people in a school community not the buildings that make the school what it is.

I look forward to the achievements and challenges faced as a College during 2015 and feel blessed to be part of such a vibrant and caring Mercy community. The example and inspiration of Catherine McAuley, Ursula Frayne and the Sisters of Mercy help young women to make a difference to their lives and the lives of others.

**Kerrie Fraser, Principal**



# Academy of Mary Immaculate, Fitzroy



The College theme for 2014, *Dare to Change, Act with Courage*, chosen by the Senior Student Leadership Team, proved to be a very challenging theme and one that guided our decision making and subsequent actions throughout the year. For many staff and students it also became a personal mantra providing the impetus for introspection and quiet reflection.

As we journeyed through 2014, keeping the theme at the forefront of all our discussions and actions, we did so knowing that it would have been a theme dear to the hearts of Catherine McAuley and Ursula Frayne, both of whom witnessed to the tenets of the theme with tenacity and passion. Ursula's voice, in particular, continues to whisper to the Academy community as we walk in her footsteps – Dare to Change, Act with Courage.

Once again 2014 saw significant student involvement in a range of Mercy and justice initiatives with our fundraising reaching an all-time high enabling us to provide significant support to Mercy Beyond Borders, South Sudan, the initiative of Sr Marilyn Lacey; Sr Karen Schneider's work in Haiti and Guyana, through Mercy Medical Missions and, on a local level, McAuley Community Services for Women.

Sr Marilyn's heartfelt message of gratitude made it all worthwhile:

*"Thank you for promoting such a marvellous world vision among the students. We feel so fortunate to be the beneficiaries. We are all family."*

The Justice group continued to raise awareness of global and local issues and the Indigenous Immersion Experience to Lake Mungo was a powerful and life changing experience for staff and students.

The provision of opportunities for prayer and for participation in the sacramental life of the church is of paramount importance and all key events continued to be acknowledged through the celebration of the Eucharist. I extend our gratitude to Fr Peter Varengo, Chaplain, for his generosity and fidelity.

Participation in the Catholic Identity project proved invaluable, providing us with another lens with which to review our teaching in the Religious Education area of the College.

Teaching and Learning is our *raison d'être* and it was affirming to hear that the reason a prospective parent had chosen to send her daughter to the Academy was because she could "feel the learning" as she walked through the gate and around the College.

In the Learning and Teaching area the focus was on a number of areas – the development of units of work using the Principles of Understanding by Design, continued engagement in a number of Professional Learning afternoons with the aim of building curriculum which is engaging, challenging and relevant and which fosters collaboration, self-motivation and deeper level thinking, preparation for the second iteration of AUSVELs subjects and preparation for the dynamic new Year 9 program introduced in 2015. This program entitled "Synergy" based on the City of Melbourne will bring together learning from all subjects to produce high quality investigations and projects culminating with an independent student learning project.

To ensure that our teaching is data informed the College continued to work with Carmel Richardson, whose work has extended from the analysis of VCE results to Years 7–11 results.

The establishment of a new Leadership Team position, Director of Professional Learning, was also a strategic decision highlighting the importance of this area and the necessity of aligning individual professional learning with the overall goals of the College. 2015 also saw the further implementation of a performance and development culture focusing on professional partnerships, collaboration, staff mentoring and coaching of leaders.

In 2014 the Academy participated in the SIF Review with the Reviewer identifying Student Wellbeing as a particular strength of the College. The revised Years 7 to 9 student wellbeing program, with a strong focus on positive education, was implemented in 2014.

Student voice and choice are important aspects of wellbeing and the engagement of the student body in the College Masterplanning proved to a very successful initiative.

The 2014 Senior Student Leadership Team worked selflessly for the good of the College and consistently modelled team work and positive leadership.

One of the highlights of the year was the Blessing and Opening of the McAllen Science Centre named after past principal and much loved Sister of Mercy, Sr Mary McAllen RSM. With little land upon which to build, the decision to build a Science Centre was strategic in recognition of the importance of scientific inquiry and the skills associated with it. Another significant aspect of the Science Centre is the creation window, created and designed by staff member, Kevin Foley and partner, David Watts. With a brief of two words, God and Science, they designed three magnificent windows telling the story of creation from the indigenous, biblical and scientific perspectives with the third window linking these perspectives through quotations from eminent scientists reflecting on spirituality and life.

In 2015 there is much to look forward to – the visit of our sister school in Japan, our inaugural trip to Italy to visit our new sister school, the formation of a sister school relationship in Indonesia, the full introduction of Restorative Practices across the College, the musical Hairspray, the Young Mercy Leaders Pilgrimage to Dublin and Rome and the rolling out of the Synergy Program.

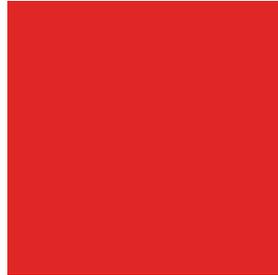
Given all of this, how appropriate it is that our theme for 2015 is Embrace the Day and, in the words of our 2015–2018 Strategic Directions Statement, we will continue "educating young women to realize their future and build a better world".

*May we continue to walk in the footsteps of Catherine McAuley and Ursula Frayne, and the great Pope and pastor, Francis.*

**Mary Moloney RSM, Principal**



# Sacred Heart College, Geelong



The Sacred Heart College vision statement is named ATTRAVERSO. Attraverso is an Italian word suggesting forward movement. Our vision identifies four key focus areas: Spirituality, Learning, Community and Social Justice. The image chosen to depict the vision is two hands gently holding a seedling. Deeply grounded in the message of The Parable of the Sower (Luke 8:4-8), the two hands represent the partnership between parents and staff. The seedling represents our students.

Attraverso outlines in strong, dynamic language that Sacred Heart will be a community that thrives on an 'autonomy' culture of trust, interdependency and mutual respect where our students' natural curiosity will be nurtured and encouraged.

To achieve our vision five game changers were identified in 2013 and they continue to guide our actions:

- Creating a Culture of Thinking
- Building Resilience through Positive Psychology
- Strengthening Community
- Improving learning through Performance Development and Coaching
- Keeping on the cutting edge of Technology.

## Education in Faith

In 2014 all members of the school community took part in the Catholic School Identity survey. The results of the survey indicate that Sacred Heart College is a 'dialogue' school which can be explained as a school that deliberately puts emphasis on its Catholic inspiration, while it simultaneously takes the multicultural world seriously. In 2014 as in previous years a strong emphasis was placed on outreach work at a local, national and global level. Staff and students worked together before and after school and during holidays to provide tutoring for refugee students, visiting nursing homes and taking part in primary school breakfast programs in neighbouring areas. At a global level staff supported the Teachers' College in Baucau in Timor Leste, through payroll deductions. Building on this relationship a group of

12 students accompanied by staff visited Timor Leste during the term one holidays and worked with the Canossian Sisters. Throughout the year the staff engaged in faith based professional learning with workshops conducted by: Fr Elio Capra, Fr Richard Leonard, Sr Veronica Lawson, Mr Bernard Dobson and Professor of New Testament studies, Amy-Jill Levine. As part of the Religious Education Program, time was regularly provided for prayer and reflection. The College community came together for the annual Beginning of Year Mass where special attention was drawn to our Geelong based Sisters of Mercy celebrating significant anniversaries. As part of the Mass the congregation gave witness to the Sisters renewing their vows. On 24 May the College celebrated the 140th Anniversary of its magnificent Chapel with a community Mass celebrated by Bishop Long.

## Learning and Teaching

In semester two the College launched its Learning Philosophy. The process of developing the philosophy began with the Learning and Teaching team who explored contemporary learning. Assisted by EDUCAA, Dr Bern Nicholls PhD and Ms Annelies Hoogland MEd we continued to develop a culture of thinking amongst staff and students. A second focus group with representatives from the nine key learning areas was formed. Throughout the year the focus group attended full and half-day workshops, one of which was led by Mark Church from Harvard School of Education. To embed 'thinking' into our school culture all teaching staff where set the goal of mastering at least one thinking routine and this was documented in their individual learning plan.

## Student Wellbeing

In 2014 Dr Michael Carr-Gregg presented workshops to staff, parents and students in order for them to better understand 'girls and resilience'. In term two the College registered as a Positive Psychology School. In term three the Student Wellbeing team took part in an 'Appreciative Inquiry' and during this

time agreed to review the existing Pastoral Care Program. In 2015 the College launched LivingMERCY which is an explicit wellbeing curriculum delivered weekly. Underpinning the LivingMERCY program are the Mercy Values of Courage, Respect, Compassion, Hospitality, Justice and Service.

## Leadership and Management

Continuous Professional Learning is crucial to responding effectively to change and all staff took part in Performance Development and Coaching. Members of the Leadership Team and the School Executive began this process with a peer review, followed by goal setting and planning for action. The focus was to build leadership capacity. For teaching staff their coaching experience began with feedback from a chosen class followed by classroom student observation. Using the data gathered from the survey and observations, each teacher, guided by their coach set a learning goal and negotiated action. This was recorded in an individual learning plan monitored throughout Terms 2 and 3. School Support staff underwent a similar process which focused on their own work.

In Term 2, McGlashan Everist and Oculus were appointed to create a ten year Master Plan.

## School Community

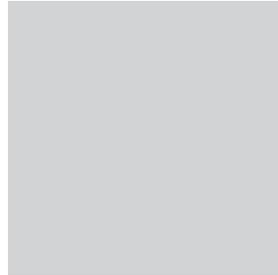
Parent and local community involvement with Sacred Heart College has been a tradition and strengthening community continues to be a priority. Now well established, the College Advisory Council sub committees have parent and community representatives. The Alumni Committee hosted the Inspire Geelong, networking breakfast. The guest speaker at this event was 1988 graduate Colleen Callander, CEO of Sportsgirl. The 250 business women and men in attendance were treated to helpful hints on how to empower and engage their employees. Parent Power established in 2013 now has Parent Power representatives for Homerooms in Years 7, 8, 9 and most of the senior classes.

For Sacred Heart College, 2014 was a Year of collective learning, consolidation and action.

**Anna Negro, Principal**



# Catholic College Bendigo, Bendigo



The past year has been one of both consolidation and change, and I feel privileged to be writing this report as the new Principal of Catholic College Bendigo.

## Leadership and Management

In 2014 we consolidated the transition to sole governance of Catholic College Bendigo by Mercy Education Limited. We have worked to further develop our understanding of Mercy Education and our appreciation of the legacy of Catherine McAuley in our community.

The year has also seen considerable change. Mr Michael Chalkley served as Principal until the end of Term 3 and I joined the community as Principal in Term 4. I am grateful to Michael, the College Leadership Team and the Advisory Council for their vision and commitment during this time of change.

In 2014 we enrolled our largest ever Year 7 cohort (390 students), with 104 of those students belonging to Marist House. We farewelled them at the end of the year, wishing them every success as foundation students at the new Marist College Bendigo.

## Education in Faith

Our theme for 2014 was 'shine the light of mercy'. At Opening Mass we were asked, "How can we encourage our students to shine, using their gifts and talents and how can we use Catherine's guidance and story as a way to shine the light of mercy?" This was the focus for our fundraising efforts, faith and justice activities, Samoan and Philippines immersions and the everyday activities in our school community.

The Philippines Immersion during summer 2014-2015 was a new venture for our College. In partnership with Our Connections (established by past students), VCAL staff and students travelled to the Philippines to assist in the construction of new homes following the typhoon.

On the recommendation of our Mercy student pilgrims, we invited American paediatrician Sr Karen Schneider RSM to speak to our whole

school community. Sr Karen spends time each year providing health care in developing countries. You could have heard a pin drop when she spoke of the plight of many children in these countries and how sometimes it only takes a 5-cent worm tablet to heal them. In response, students chalked house-coloured 'worm lines' and placed coins to raise money for her work.

Two thought-provoking theologians spoke at the Staff Spirituality Days. Amy Jill Levine, a New Testament specialist from America, engaged the staff with her depth of knowledge and ability to share her understanding of Jesus. Sr Veronica Lawson RSM articulated the values of Mercy education and how staff can reflect these values in our service.

Professor Anthony Gittins was our guest for our annual public Marian Lecture, speaking about 'Mary, a disciple and a model for today'.

## Learning and Teaching

At the commencement of the 2014 school year our staff were encouraged to achieve small improvements in the work we undertake, to better serve our students and parents. If we all look to make small improvements, as a school we can achieve a great deal by the end of the year. Our teaching staff focused on:

- Working effectively as teaching teams
- Improving feedback
- Moving students to be more independent in their learning.

Our 'Learning for Me' program saw staff visiting each other's classrooms in order to gain feedback on selected aspects of their teaching.

The continued development of our online reporting system in 2014 improved feedback to parents about their child's learning by providing ongoing results and comments.

## Student Wellbeing

Our Year 12 students in 2014 were the first to graduate having spent their entire journey through Catholic College Bendigo in the house-based pastoral care structure. Heads of House and the team of teachers in each house

come to know their students very well and support them in their pursuit of educational, social and spiritual and leadership goals.

Students are well supported by the compassionate staff in Student Services. These dedicated staff members strive to embrace Catherine McAuley's maxim: "[to perform] extraordinarily well the ordinary actions of every day." The Learning Support, Wellbeing, Aboriginal, EAL and Careers Teams demonstrate commitment to the Mercy values through their daily work, often with our most vulnerable students and families.

## Community

We are very fortunate to have the support of local priests as House Chaplains and College Chaplains. We particularly thank Monsignor Frank Marriott, who retired at the end of 2014, for sharing his wisdom, guidance and support for so many years.

We enjoy hearing about our past students' activities and the regular alumni gatherings are wonderful opportunities to stay in touch with our graduates and history. We congratulate Alexander Eastwood (2008) who was awarded a Rhodes Scholarship to study a 4-year doctoral program in neuroscience at Oxford University.

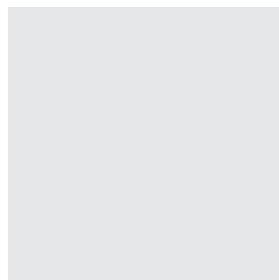
## Future Directions

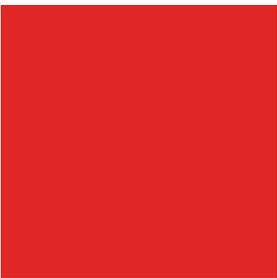
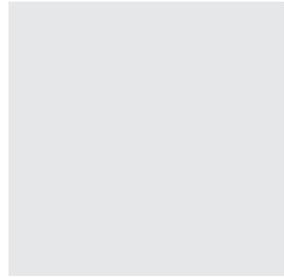
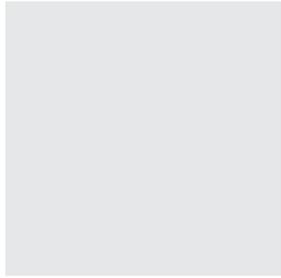
Since I commenced as Principal, I have enjoyed conversing with students, staff and parents to get a sense of what it means to be a member of the Catholic College Bendigo community. There is a wonderful spirit that emanates from the countless opportunities and events across the school year and I look forward to being involved in many of these activities throughout 2015. I intend to gain a genuine understanding of our community and its context, both past and present, as we move into a phase of community consultation about our future directions.

**Brian Turner, Principal**



*For Catherine, the heart of a Mercy education is the sound development of the student's religious understanding and openness to God's consolation.*







# St Aloysius College, Adelaide



## Education in Faith

The diversity of our school community calls us to seek ways of exploring and expressing our faith that are respectful and inclusive, and allow all to participate. When we speak to our Year 12 students about their experience of Catholic education at St Aloysius College, they emphasise two important dimensions of what we do: celebrate our faith through whole school Masses, year level liturgies and class prayer, and put mercy into action through our support for Mercy Works, both locally and abroad. Reflecting on the year, our highlights are always connected to these community celebrations of our core values.

In 2014, a small group of staff, as part of a Communities of Practice project, has been considering how our Mercy ethos shapes all that we do at St Aloysius. This has been explored in different ways across the school – from building understanding and experience of Godly play in the primary classes, through to developing our Student Representatives' skills in leadership through a knowledge of the work and values of Catherine McAuley. Staff have enjoyed hearing the Mercy stories of some of the Sisters who continue to work at the College. This collaboration has been a fruitful and exciting look at the contemporary face of Mercy in our local community.

## Learning and Teaching

The opening of the Year 12 Centre in 2014 saw our senior students make a home in this modern and spacious facility. The classrooms are bright, with windows looking out to the Adelaide hills, and fitted with the latest touch screen technology. The comforts of a student kitchen and two independent study areas give students options to learn in the setting that suits them best.

Curriculum Coordinators are guiding the implementation of the Australian Curriculum from Reception to Year 10. In some learning areas, preparations are now underway for the integration of Australian Curriculum in

Year 11 and 12 subjects. This work always provides an opportunity to review our offerings to ensure that our students are provided with a breadth of pathways to the future they most desire.

## Student Wellbeing

One of the key measures of our students' experience of school is the Middle Years Development Instrument (MDI). The data that emerges from this comprehensive survey across schools in all three sectors in SA allows us to identify some strengths and challenges of our pastoral care programs. This year, one element that was evident in the data was the large number of students who came to school without breakfast, and this will have a clear impact on learning. In response, we organised a breakfast program through the canteen to provide a simple but nutritious breakfast options for students. The program is now accessed by around 30 students each morning.

## Leadership and Management

The Leadership Team chose the Diagnostic Inventory for School Alignment (DISA), developed and implemented by the University of Southern Queensland, as a tool to provide us with insights into current perceptions of our school community. This whole school survey is designed to capture important feedback from students, teachers and parents in order to identify areas for improvement. We have had excellent completion rates by staff and students, but engaging parents in the survey has been more of a challenge. The survey was completed in Term 4, 2014, and we spent time as a whole staff in Term 1, 2015, analysing the data. In 2015, we will continue to work with staff, students and parents to explore possible directions emerging from this valuable community feedback. We are pleased with the leadership shown by our Student Representative Council Executive in working with the Council to reflect on the survey.

We have also embarked on a professional learning program with our Curriculum and Year Level Coordinators, focused on building

strong teams whose work is centred by our Mercy values. This group of middle leaders has developed a Values Circle that describes how our Mercy ethos shapes our leadership at St Aloysius College.

## Community

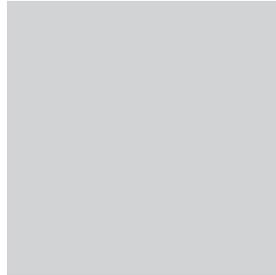
2014 was our first full year as part of Mercy Education Limited, and thus saw the transition from St Aloysius College Board to College Advisory Council. This was overseen by the Chair of the CAC, Professor Tim Doyle, who completed his term of office in Term 1, 2015. I would like to acknowledge the wisdom and leadership Tim has given throughout this period, and thank him for his generous service to the College. Dr Sue Holoubek will now move into the role of Chair.

This year also saw the reconnection with the Pipalyatjara Anangu School in the APY lands. In Term 4, 2014 we hosted four students from PIP at St Aloysius College. These girls stayed with some of our Year 10 and 11 students and their families, and this paved the way for a return visit by four students and two St Aloysius College staff in Term 1, 2015. We value our relationship with this community, and appreciate the welcome and openness they have shown to St Aloysius College students and teachers over the years. We hope to continue to build our friendship in the years ahead.

**Paddy McEvoy, Principal**



# St Aloysius College, North Melbourne



The past year has been witness to so many exciting changes and improvements at St Aloysius College, including a new uniform and an updated College Crest. Our family community has continued to grow and this has coincided with significant building works (including a new school entrance, fencing and gates), a significant focus on staff formation and a significant endeavor to re-focus our learning and teaching, using both data and pedagogy as springboards for greater student engagement and better outcomes. Nearly a dozen classrooms were completely refurbished with new carpets, painting, furniture and lockers; improved wiring for technology allowed greater use of digital resources including touch computers and improved heating and cooling added to the classroom environments. Nevertheless, the heartbeat of St Aloysius College is very much Mercy and Mercy continues to enliven and provide meaning for all our activities, direction and purpose and each such activity runs through all the headings below.

### Education In Faith & Community

Perhaps the best way to paint the picture of 'Education in Faith' at St Aloysius College is simply to say 'Mercy in Action'. Although our Religious Education classes remained the primary trunk of our curriculum, this past year has born witness to taking Mercy into the real world. The St Aloysius Student Social Justice Group has been working with a local community group – 'The Huddle' – to implement a homework club for disadvantaged and new arrivals students from a local primary school. In addition, each of the four Houses has aligned themselves with a Mercy supported organization – with the triple intent of sustaining and expanding education, outreach and fundraising. The alignment with Mercy Works for Refugees and Asylum Seekers, with ACRATH, with McAuley Community Services for Women and with Mercy Works in Timor-Leste ensures improved awareness and real-world focus. Each day brings a multitude of opportunities for staff and students to engage in daily

prayer and regular liturgical celebrations, alongside retreats and trips to both East Timor and Cambodia; the student group 'Alive in Mercy' continues to expand. Links with local Parishes have also been strengthened by both invite and participation. The Staff again enjoyed a Staff Spiritual Day.

### Learning And Teaching

Learning and Teaching remains our core business. The past year has welcomed a new structure on how Learning and Teaching is organized, with a new Committee and Charter based upon ensuring there is a mix of staff experiences and expertise. The Charter sets three areas of focus: an Annual Action Plan, a Reporting and Assessment Policy and the further development of staff. A firm area of expansion during this period has been within the area of Learning Analytics. A Committee has been formed with responsibility to find, sort and analyse student performance data – with an emphasis on identifying and understanding rates of growth/value-add. This Committee has begun in-depth work looking at the data of both Year 8 and Year 11. As in 2013, one focus continues to be about creating a community of highly engaged learners with a student-centred, inquiry approach to learning. The College instigated a deeper analysis of VCE results, to ensure teachers are better informed of trends and areas for improvement. The Stem and The Gifted and Talented Education Programs have grown in depth over the course of the year.

### Student Wellbeing

Student Wellbeing has been high on the agenda. A review of the College's Pastoral Programs occurred and Stage One of the review recommended the introduction of Wellbeing afternoons for Years 9 and 10 which have now commenced. Furthermore, both a full-time School Counsellor and a College Chaplain were appointed, with Sister Carmel already making numerous home visits, particularly to the families of new Year 7 students. A new Student Management Plan was implemented with a greater

acknowledgement of the role of the Pastoral Leader in all communications. The Plan also recognizes and emphasizes the link between learning and wellbeing. The College continued to run forums to provide opportunities for parents, staff and students to learn more about thinking skills. The uniform and the College crest were also reviewed with the result of the re-introduction of both in a more modern and relevant format with great success and praise.

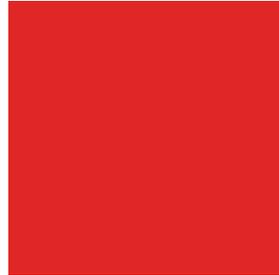
### Leadership And Management

Individual and Team Coaching has commenced for all Senior Leadership Team Members with the intent of better understanding our leadership capacity, capabilities and styles, ensuring a complementary team of skills and contributions. Furthermore, the Middle Leaders have commenced a training program with emphasis on a better understanding of innovation and creativity in the educational context. The Emergency Management Plan has been upgraded with additional staff training, ensuring improved evacuation procedures. The Student Leaders also were inducted in Mercy Leadership Formation through a residential program at Torquay, held jointly with Sacred Heart College, Geelong.

**Mary Farah, Principal**



# Sacred Heart College, Kyneton



The College embarked on our 125th Celebrations in 2014 celebrating this significant milestone as a Mercy school in Kyneton. Naturally our 2014 theme was reflective of this great occasion: *'Celebrating 125 years ... Learning in Mercy'*.

What a great year it was as we celebrated our Quaquicentennial anniversary. The College remains committed today as a place of vibrant learning for our students in Kyneton and our surrounding ranges. The College continues to be extremely appreciative of our students, staff, parents and guardians, as we move to the next chapter in a proud history that now spans 125 years. Our revised and strengthened College Crest deployed in 2014 provided a sense of renewal while valuing our tradition as we move forward as a Mercy school.

With the aim to forge relationships for success, we are nurturing leadership via professional learning opportunities for all our staff leaders. We have embarked upon training two groups of staff in growth coaching methods to assist in our open learning environment to enhance teaching and learning. The continual renewal of facilities with the commencement of our new Senior Learning Village, comprising the Careers and Enterprise Centre, offers great promise as it nears completion in 2015. Our College tours and Parent Learning Walks have been well received along with a very dynamic Twilight open-evening.

In 2014 we created our new leadership teams including the Catholic Identity Leadership Team. This Team has focused on the renewal of our Religious Education curriculum and was instrumental in the planning and implementation of our many Liturgical celebrations in our 125th year. The introduction of a Welcome Mass for Year 7 students and parents to the Sacred Heart College Community was introduced successfully, along with the evolution of a strong liturgically focussed Sacred Heart College choir. The launch of our Mercy Heritage Trail, opened by Sr Annette Schneider RSM, was in keeping with our aim of strengthening our Catholic identity and Mercy heritage in our 125th year and beyond.

We continue to live out our Mercy Values in community outreach programs such as Camp Campaspe, an ongoing holiday program for children in the Macedon Ranges which is held in April and September at the College run by our staff and student volunteers. Our Community Kitchen is also operated by staff, students and other volunteers on a weekly basis. The development of a Mercy Works program is in the planning to enable students to fundraise and a potential alternative 'schoolies' experience with a social justice focus. The appointment of a new Sacred Earth Coordinator serves as one of several Mercy@Work initiatives at the College.

Staff learning from one another in their own landscape remains a priority. Classroom visits are supported by the College as an integral part of staff professional learning and development. Staff were encouraged, and keenly ran workshops for one another sharing their expertise.

Work commenced on reviewing all our curriculum documentation in Years 7-10 with the goal of being explicit in what our students are learning, achieving, and how they are being assessed. With the introduction of the iPad Program at Years 7 to 9, we continue to provide opportunities for our staff to develop wider pedagogical skills with an increased focus on using technology. We as a College are committed to offering our students wide subject choices; our VCAL program continues to grow with structured consistent work placement days; team teaching and a specialised RE program delivered to our students in a combined class. At VCE we offer 54 Unit 1/2 and 56 Unit 3/4 courses of study. There are several internal VET Certificates offered, as well as a number of external VET Certificates, and the College also offers School-Based Apprenticeships/Traineeships in a range of industries.

Our Twilight Open Evening provided the College with an opportunity to showcase all of its curriculum achievements including Year 8 Portfolios and Student Led Conferences, Year 9 Trade Show, Music and Drama performances,

artistic displays and dynamic, interactive Learning Area activities and displays. The Secondary Literacy Improvement Program continues to be embedded across Learning Areas and a VCE data analysis group was also established to provide recommendations to the VCE teachers for continued improvement in our student outcomes.

To build on our Year 7 and 8 Social Emotional Learning program, 'Solving the Jigsaw', our Year 9 Team is currently developing an extension program for Year 9. This will take place alongside our well established and successful 'Get Real Portfolio'. Fostering relationships for success underpins our focus for staff and students as we continue to connect our students to their school and community. The Youth Mental First Aide (YMHFA) program was delivered successfully to our Year 11 students. The program is designed to equip teenagers with the necessary skills they need to help their friends and family members with mental health problems. It is also an extension to the 'Live4Life' Program that Sacred Heart College endorses and delivers to Year 8 students. Student Leadership development was enhanced via a partnership with Catholic College Bendigo, and the work of Sr Madeline Duckett RSM with our student leaders.

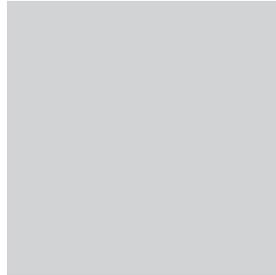
Our Learning Strategies, Careers and Student Wellbeing Departments continue to promote an understanding a whole school approach to Wellbeing and its positive effect on quality teaching and learning and improved student learning outcomes.

In our community, the 125th was the big event for the year with the associated Feast of the Sacred Heart (FOSH) Mass, 125th College Production, our Back-To weekend, and End of Year Mass with a time-capsule storing key documents capturing the important events for the year and the 125th Anniversary Book. The College was privileged to host the Frayne Speech Festival in our anniversary year and received great feedback from all involved.

**Craig Holmes, Principal**



# Mount Lilydale Mercy College, Lilydale



The theme chosen by our Prefect body to guide us through the 2014 Academic Year was *“With every opportunity we take, the greater the legacy we make.”*

And in so doing the student leaders were keen to emphasise that by taking advantage of the many opportunities available to them, both in curricula and co curricula pursuits, not only did they benefit themselves, but more importantly they built community. We build community. We create the type of community with a strong supportive culture and one that binds us together. They understood Legacy not to be self-centred and about how they would be remembered, but rather as true legacy, which is about service and a gift to others. A gift of inspiration and a gift of a dream.

The College was reminded that the greatest legacy was the belief that if a dream was supported by team work then anything was possible.

Alongside our Prefects’ theme we focused on the verse of the Beatitudes chosen by Pope Francis, “Blessed are the poor in spirit for theirs is the kingdom of Heaven”. Inspired by these themes and the spirituality of Catherine McAuley we worked hard to provide opportunities for our students and staff to explore their faith journey and develop a deeper relationship with God. Ever mindful of our mercy values of compassion, justice, respect, hospitality, service and courage we have undertaken a variety of activities aimed at developing these and putting faith into action.

Many established traditions continued such as the Retreat program at Years 10, 11 and 12, involvement in fundraising and awareness raising campaigns, regular participation in the Vinnies Soup Van in Melbourne, an immersion visit to Jigalong remote community and participation in the Seeds of Justice Conferences. In addition the Catholic Schools Youth Ministry program has been well established and a vibrant team of peer ministers has emerged taking on lead

roles in liturgies, fundraising events and the running of a ministry lounge. This group has also established a weekly prayer group for students and staff providing a time of reflection and prayer centred round issues relevant to our community.

Over the past year, an emphasis has also been on implementing and consolidating key elements of the Colleges 2014–2016 Learning and Teaching strategy. Central to this is the empowerment of student learning through digital literacy and a holistic curriculum. The strategy has two main foci which create the framework and underpin practices to: Professional workshops, and Innovation.

Professional workshops included the formation of faculty based PLTs which were used to implement E5 professional conversations around “Engage”, “Explore”, “Explain”, “Elaborate” and “Evaluate” to elicit discussions on best practice, cognitive challenge and evidenced based sharing of quality tasks. This then extended into peer observations as the learner and a coaching model was introduced.

Innovation included PD on differentiation and Flipped learning to unpack the way we see homework and higher order application in the classroom. This has been embraced through faculties and many flipped resources including audioBooms, videos, blogs and podcasts have begun to infiltrate how students learn and inform pedagogical discussions.

Analysis of VCE, VCAL, VET, on track and NAPLAN results have continued to be embraced by staff to inform practices and our student uptake into pathways extension options in VCE, VET and University units has increased in the Barak Campus as has our P.L.A.Y. and Aspire programs in the McAuley Campus.

During this time we also undertook two significant curriculum reviews to establish the best model going forward to improve student outcomes and options. Aspects of

this have commenced with the remaining being developed and introduced in the coming years.

Information fluency in terms of literacy and digital learning has been integrated into whole school practices aligning the move to MacBook’s at Years 9 and 10.

Further enhancing student connectedness to school remains the key priority in student wellbeing. The link to improved learning outcomes is at the heart of this and is highlighted through our SIF work. Members of our Student Wellbeing Team work closely with parents, guardians and a wide range of outside agencies to ensure specialist needs are met for all members of our College community.

The Student Wellbeing Team also adopts a proactive approach to pastoral care issues via programs that aim to build responsible behaviours and self-esteem. Behaviour management strategies are guided by the principles of restorative practices which acknowledge regard for others, personal resilience and building positive relationships.

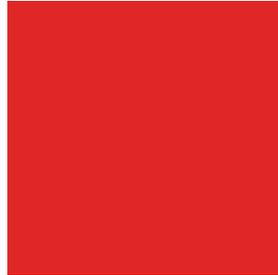
An ever increasing range of co-curricular activities provide students with many opportunities to develop and showcase their talents and skills. Such activities obviously help us to build community and our data continues to highlight this as a major strength. This year we saw the continuation of our cultural exchange program with our Italian sister school. In August we hosted students and staff for two weeks and in late September a group from MLMC journeyed to northern Italy for a wonderful immersion experience.

Strong focus on student transition from primary to secondary school ensures that Year 7 students quickly settle into the rhythm of school life. Student leadership opportunities abound and students strive to be appointed to these roles in ever increasing numbers.

**Phil Morison, Principal**



# St Joseph's College, Mildura



The St Joseph's College community prides itself on being a Catholic College in the Mercy Tradition and being a part of the Mercy Family. Our shared Mercy Ethos permeates into all of our daily activities as well as in our strategic decision making. The models of Jesus Christ and Catherine McAuley give us a direction as to how to treat people with Dignity and Respect and to reach out to help those in need.

## Leadership and Management

The Leadership Structure of our staff was reviewed and modified for 2015, taking into account our focus on Student Wellbeing and striving for continued improvements in the learning outcomes of our students.

The College has had many exciting developments taking place over the past 12 months.

Of particular note is the construction of the Maths and Science Building that will form a part of our Catherine McAuley Centre. This building has been designed for 21st century learning and will be completed in readiness for classes to commence in Semester Two, 2015.

Another exciting development has been the planning, design, implementation and development of our Year 8 Program at the Mercy Campus. From the beginning of 2015, the Year 8 cohort of students are working in their own separate space, with the motto of "Learning for Life" for the program.

At the beginning of 2015, The Victorian Certificate of Applied Learning (VCAL) program has moved into its own precinct with students being able to learn in a way that is reinforced by practical activities. This area gives our VCAL students (over Years 10, 11 and 12) the opportunity to work in teams on projects related to their particular areas of interest.

## Student Wellbeing

For 2015, we have introduced a change to the structure and focus of our Pastoral Care time in Homeroom groups.

We have started on a six year journey that will see the implementation of a Pastoral Care

programme centred on the MindMatter's Program. The purpose of this is to ensure that students can have regular opportunities to explore various themes and experiences. We anticipate that this will enable meaningful peer relationships to develop where reflection of a shared experience in dealing with things at school and beyond, can be fostered on such topics as Connectedness, Resilience and Bullying.

These ideas we hope will be explored around our College theme for 2015 which is the core value of "Hospitality". This theme is borne out in our daily dealings across the whole school community, where our welcoming atmosphere is at the forefront of how we all function together.

## Learning and Teaching

In 2014 we had 92 students completing VCE and 9 completing VCAL. 100% of our students were successful in completion of the VCE and VCAL. In summary for 2014, our results were pleasing, in that 20% of students received an ATAR of 80+ and 70 % received an ATAR of 50+.

Our focus for 2014 and into 2015 continues to be providing meaningful, timely feedback to our students and their families; differentiating the curriculum; and using data to inform curriculum planning and implementation.

To assist in this, the College has committed to undertaking a Professional Learning Program based on the writings of Charlotte Danielson. The program focuses on developmental taxonomies and their use within rubrics to provide feedback about student learning. The quality of feedback we provide students and parents, continues to be a major focus of our improvement agenda in 2015

The Year 8 Program and the development of a curriculum that best utilises the nature of the facilities on the separate campus, and allows a great deal of integration across disciplines, will be a major focus for 2015.

## Education and Faith

St Joseph's College places Religious Education as central to our mission of Gospel proclamation.

Our liturgy program reinforces and celebrates the Mercy Catholic nature of our College. Our major liturgies have student involvement in the planning and celebration.

Our College chaplain, Fr Michael McKinnon, is a passionate support in all College Liturgical celebrations.

The Mercy Action Groups at our two campuses are very active in providing opportunities for staff and students to become involved in a range of social justice initiatives. These involve advocacy on behalf of needy groups alongside raising awareness of justice issues in the College and wider communities. The groups raise funds to support worthwhile Mercy and other Catholic and social justice causes in the community.

## Community

Community is a core value of St Joseph's College. It permeates all that we do as a Mercy Catholic school. In our College we regard families, staff and students as intricately intertwined as we build a genuine sense of Mercy.

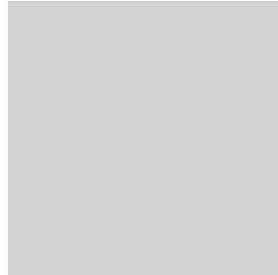
We have worked hard to create a genuine sense of community at both of our Campuses. We have implemented a range of strategies to ensure that all students and families feel connected to the one College and that all students have significant opportunities to share with their Houses and with the whole College at liturgies, special events, extended Homeroom activities and sports days.

An important part of the College's outreach to the Sunraysia community is the Mercy Works program, which involves all students in Years 8, 11 and 12 in specific community service activities. We aim to raise awareness of community need, the responsibility that we all have to respond to need and the development of a sense of what can be achieved when we share and combine skills and talents to address needs and to build community.

**Anthony Banks, Principal**



# Our Lady of Mercy College, Heidelberg



In 2014, we were blessed with many experiences and moments of living mindfully and gratefully. Our Mercy heritage and the OLMC values of justice, compassion, courage and joy were alive and well. This report is in small part a testament to the multiple blessings of College life over the last 15 months.

## Education in Faith

There were several new initiatives in 2014 that enabled some of our senior students to give tangible expression to 'faith that does justice'. The sites for their learning included a Detention Centre in Broadmeadows; the student conference in Melbourne organised by the Australasian Mercy Secondary Schools Association (AMSSA); and Lake Mungo, in south western NSW, where students and staff undertook a Yingadi immersion experience as a component of our 'Fire Carrier School' Reconciliation Plan. The feedback from staff and students involved in all of these initiatives was resoundingly positive. The girls reflected on and shared with their peers the experiences that most touched them, the insights gleaned, their hopes for continued learning and their beliefs about what 'faith that does justice' actually looks like for them as a result of their experiences.

Early in 2014, many of our students were deeply troubled by the abduction of the 276 Nigerian school girls. At the instigation of one of our senior students, a senior school assembly and liturgy were held to heighten awareness of the plight of the kidnapped girls and to pray for their safe return. As I draft this report, it is the anniversary of the abduction. We have not lost hope. We continue to pray for the girls and we stand in solidarity with their families and the Nigerian people who want their girls back.

## Learning and Teaching

Last year featured continuing gains in learning and teaching outcomes. Our 2014 VCE results were good and featured some outstanding individual achievements. We were delighted that in the VCE Season

of Excellence, OLMC was well represented, with eight students invited to audition for either Top Acts Drama or Theatre Studies and three making it through to the finals. In Top Designs, three students' work was shortlisted for exhibition, with one of our Year 11 students successful in having her Food and Technology folio exhibited at the Melbourne Museum.

It was also a rewarding year for our Music staff and students. In August, the College was presented with four prestigious awards from the Victorian Bands' League – three 'Aggregate' trophies and a fourth Grand Championship Trophy, the latter awarded to the 'most successful organisation across all sections and age groups'.

More recently, another group that had much to celebrate was our Year 9 Maths students and staff. OLMC achieved a 'high gain' in the NAPLAN Year 9 Numeracy results and was the only Catholic secondary school in Victoria to achieve above average gains in Numeracy. This is a great achievement and reflects particularly the work and initiative of our Maths staff.

Throughout 2014, we continued to strengthen our contribution to the teaching profession through the highly formative and successful Master of Teaching program at OLMC. Also, the rising reputation of the *Budding Biochemists* program has led to our Science staff now sharing their expertise with other Catholic secondary school staff in Victoria, in a network that exchanges resources freely and supports the respective endeavours of schools – both scientifically and pedagogically.

## Student Wellbeing

Our co-curricular program continued to extend and deepen students' opportunities to explore their passions and experience success. The College musicals, performed with Marcellin College Bulleen, featured *Footloose*, in May, followed by *Stories from the Suburban Road*, in October.

Both productions were highly entertaining and professional, and great fun for the crew.

Semester 2 featured some exceptional and unprecedented sports achievements and awards, particularly in Aerobics and Netball. In September, our Level 3 Intermediate Aerobics Team was awarded a Gold Medal at the Australian National Championships in Brisbane. In the same month, our Junior Netball Team became State Premiers in the Victorian Schools Championship. There were many other notable achievements in sport, but just as satisfying for the Sports staff is the participation rates, which were up significantly in 2014.

## Community

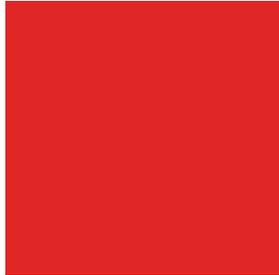
A significant whole-school event occurred in late October when Justice Susan Crennan, a member of the Federal High Court and a past pupil, addressed the girls at a school assembly. Justice Crennan was generous in her tribute to the Sisters for the learning and teaching that had enabled her to advance to higher levels of achievement. For staff and students alike, her reflections on the characteristics of authentic living and the keys to professional success and contentment were both affirming and instructive.

In Term 3 we began planning for the development of the College's next 4-year Strategic Plan, effective from 2016. We are close to mid-way through a rigorous but energising process of research and discernment. We have embarked on this journey guided and supported by our Mercy identity and our faith tradition. We take the next steps with confidence, knowing the foundations are solid.

**Julie Ryan, Principal**



# St Bridgid's College, Lesmurdie



## Education in Faith

As a *mercy* International Baccalaureate Organisation (IBO) 'World School', we strive to deepen our understanding and articulate God's merciful response to issues of our time, by embedding the larger, unfolding story of *mercy in action*, locally, nationally and internationally.

We respect the dignity of individuals, especially those with challenging backgrounds and special needs. During the year, we cried with and were inspired by refugee women who visited the College and shared their heart-wrenching journeys and gratitude for the many opportunities Australia was offering their families.

For the first time, College staff and the local Parish Priest have been supporting parents to play a more significant role during their children's preparation for the Sacraments. Besides the usual Sacramental formation of children, the College has conducted workshops on the parts of the Mass and the Sacraments for parents so that they could assume more responsibility for the celebrations.

With annual immersion tours to Cambodia well established at the College, our community has been looking to broaden our understandings of, engagement in and support of Mercy Global Action. A Staff Mercy Ethos Team has been established to plan and organise activities to this end.

## Learning and Teaching

The increasing accountability to demonstrate 'quality' education through standardised testing that narrows learning to only what is easily measured is anathema for a *mercy* College that strives for *Excellence in International Education*. Our students complete such mandated testing; teachers analyze results and use findings to inform their future teaching. However, our focus is on developing an expert teaching team, who increasingly differentiate learning opportunities so that all students achieve not only the Western Australian Certificate

of Education and transition to university, college, traineeships, apprenticeships or employment, but also lead fulfilling lives of service.

During the year we strengthened the 'Learning Differences' Team to ensure that all students feel included in, and benefit from, the College's diverse learning opportunities, especially those children with literacy and numeracy difficulties, learning delays, gifted and talented or the increasing numbers of students on the autism continuum.

The result was 100% graduation of the Class of 2014, including four Aboriginal students, from Port Hedland, Halls Creek and Wulagi (NT). Students transitioned along their individual learning pathways, discovered during three years of individualized careers education. But, according to our Head Girls' Presentation Night Speech, the graduating class left with much more. They left with fond memories and appreciation of the guidance, support and many opportunities offered them by the College, including the MIA MAD Ball, camps, retreats, mother/daughter dinner, leadership challenges and the Fun Run. A source of particular pride was in being awarded the Ursula Frayne Awards for Debating and Public Speaking. Our young women left confident that they are future leaders and citizens who care about each other and our world.

## Student Wellbeing

Teachers have been collaborating with parents to adopt a more explicit approach to wellbeing. Parents are the first educators of their children, and so a child's readiness for school remains their responsibility. The Senior Leadership Team, Year and Cluster Team Leaders, nurses, social worker or College psychologist provide 'first aid' (for physical and mental illness), wellbeing workshops and, when needed, recommendations to parents for their child to visit external health professionals. Although uncomfortable matters to discuss, parents are very appreciative of the College's support.

Wellbeing programmes have been introduced and homerooms have been restructured. One such programme, *The Rite Journey* in the Middle School, where, again working closely with parents, teachers facilitate discussions and create provocative activities to help all students to develop insights and so better manage anticipated future challenges, such as pressures with peers, family or school. The programme has been well received. Homerooms have also changed from being 'vertical' to 'horizontal' so that teachers have a narrower focus and can explore in greater depth matters of special concern to the various developmental stages.

## Leadership and Management

The messy cyclic processes of external and internal influences shaping policies and procedures are complex and often lead to conflicting demands. Managing risks, for example with camps and excursions, has led to cumbersome documents. It is reassuring that *Mercy Education* is also overseeing such processes and offering training, monitoring tools and standards for all staff to develop their skills in various compliance matters.

Parents have welcomed the easier flow of two-way communication made possible through the College's continued use of emerging technologies such as eNews, the College App and the development of the parent portal, especially in boarding.

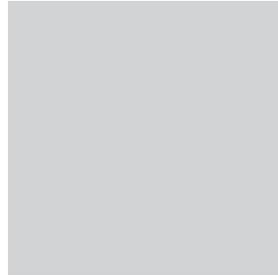
## Community

As a *mercy* 'World School' we are blessed with a tradition of service, extravagant hospitality, hope, courage and sense of continuity, where God is at the centre and Jesus shows us how to make the world a better place. Catherine showed us how she responded to injustices of her time and our community also has endeavoured to help one another to develop understandings and skills so that we too act with Mercy wherever we find ourselves around the world.

**Amelia Toffoli, Principal**



# Santa Maria College, Attadale



In reflecting on the year of 2014 for Santa Maria College, I am reminded by the words of two men separated by more than century - *“Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.”* (William Pollard) and *“Innovation distinguishes between a leader and a follower.”* (Steve Jobs).

I am very proud of the culture of innovation and learning that exists at the College which saw a number of new initiatives, ably led by the hardworking members of my Management Team, in conjunction with both staff and parents. I have highlighted just some of these below.

IGNITE our Gifted and Talented Program was launched in Years 5 and Year 7 and has been extended through to Years 6 and 8 in 2015 offering exciting courses in the areas of STEM (Science, Technology, Engineering and Mathematics) and the Creative Arts.

Construction of the new four-storey Consilii Centre, with state-of-the-art facilities to further stimulate the already successful pursuit of Science and Social Science careers amongst the girls, is well underway and expected to be completed in July 2015.

A new College website, under the banner of Empowering Mercy Women of Tomorrow, was developed internally by College staff and launched in Term 4. In keeping with our 2014 Mercy Value of Hospitality, it is a friendly, inviting, vibrant place better able to market the College and its broad range offerings across a wide array of mobile devices.

The move to comprehensive on-line reporting for all Academic, Boarding and Music Reports was completed in 2014. It was coupled with an electronic appointment booking service for Parent/Daughter/Teacher interviews. By all accounts the move to on-line reporting has been very successful with no concerns or complaints from parents. Every parent now has access to SEQTA/Conneqt with the greatest benefit being their

ability to access all their daughter’s results, averages and comments by teachers along with other information such as Daily Notices and student timetables.

To improve the outcomes for all of our girls in the classrooms, we have continued to place a major focus on teaching and learning to build capacity within our teachers. All teaching staff in management positions were put through a review process in 2014. A new Teacher Growth and Development Framework, formulated throughout 2014, was then introduced to all teachers at a workshop prior to the start of the 2015 Academic Year. The new framework will ensure all teaching staff engage with feedback tools that provide useful data for guiding their growth and development, with the ultimate aim of achieving measureable improvement in teaching and learning for our girls. As a precursor to the introduction of the Framework, all middle management leaders underwent appropriate training workshops in 2014 to hold “coaching sessions” to develop their own staff and give them the necessary leadership skills to have the critical conversations to set realistic goals to improve practices within the classroom.

To assist our teachers in the classroom, the College adopted the ACER on-line testing format for incoming Year 7s which measures literacy and numeracy levels as well as learning capacity. This will become a valuable resource in the ongoing tracking and retesting of these students, particularly as prescribed levels of literacy and numeracy must be achieved to gain the Western Australian Certificate of Education. A staff member has been given time to co-ordinate this data tracking and has already done an outstanding job analysing Year 7 testing data. In contrast to the paper version, the on-line feedback was both prompt and provided greater analytical feedback to enable the College to create balanced class groupings, inform teachers about specific areas in the curriculum where there were

weaknesses or strengths and guide staff in their planning for particular students.

Santa Maria College is not an academic selective institution and our enrolments reflect this. We have a wide range of abilities from highly capable students to those who struggle with literacy and numeracy. To be an outstanding school we need to cater for all abilities. To assist students who struggle with literacy and numeracy we moved away from a hybrid model using a mix of teacher assistants and teachers to a model where we have appointed teachers with outstanding remediation skills to work in the Enrichment Centre. The transition commenced in Semester 2 2014 and a real team, with a strength and breadth of appropriate programs, has been developed to meet the wide spectrum of demand in this important area of the College’s curriculum delivery.

The culture of innovation and improvement has included other initiatives: the integration of digital learning within our Literature and Research Centre under the direction of the new Head of Digital Learning, to provide ‘a library of the future’; the appointment of a Research Officer to document our Service activities and other programs that cleverly present us as a school that is different; the holding of separate sub-school Awards’ Nights that enable each school to focus on celebrating student achievement in both a formal and entertaining manner; and membership of PESA (Positive Education Schools’ Association) to name just a few.

Our Year 12 Class of 2014 achieved outstanding academic results, the best ever recorded for Santa Maria College. It is a testament to our vibrant staff with a culture that focuses on innovation and improvement, not just for the high achievers but for all students, not just in academia, but across the remaining three pillars of faith, cultural and sporting pursuits that makes Santa Maria such a successful school.

**Ian Elder, Principal**



# Emmanuel College, Warrnambool



The educational Vision of the Ballarat Diocese reads: “as partners in Catholic Education and open to God’s presence, we pursue fullness of life for all.” As a member of the largest Victorian diocese extending from the Murray River in the north to the Southern Ocean in the South, Emmanuel College is a vibrant place of learning where students are blessed with opportunities to experience the fullness of life. Emmanuel College is a community of 1230 students and over 160 full and part time staff. Student enrolment is stable and staff changes in the last year have been fewer than in previous years.

2014 began with a new leadership structure for teaching and learning in place. One of the two deputy principals assumed responsibility for leading teaching and learning and three new positions of leadership commenced with a focus on student learning, collegial development of curriculum and analysis of student data to identify where we can achieve improvement in student outcomes. One of their early initiatives is a new literacy program at year eight addressing deficits in literacy amongst junior students. The last year also saw the adoption of a one to one laptop program following a major upgrade of the IT infrastructure the previous year. The rapid uptake of technology by teachers and students has been extremely pleasing as is the collegial sharing of ideas and teaching strategies that are possible when using technology. The IT Committee is embarking upon an ambitious step seeking recognition as an Apple Distinguished School with some individual teachers striving for recognition as Apple Distinguished Educators. Digital text books were introduced at the same time as the student laptops and many staff have commenced using Ed rolo for revision purposes at VCE and Math Pathways as an individualized learning approach in years seven to year nine. Adoption and implementation of the Caremonkey app is bringing improvement in our records

of student medical conditions and alerts and streamlining collection of parental permission and indemnities for camps and excursions. During the last two years South West Victoria has been identified as having the lowest school retention rate in Australia. Emmanuel College swims against this local trend but we are nevertheless striving to maximize student achievement as one of the ways we empower our students to experience fullness of life.

The Emmagination Festival format for our College Open Day has proven a most successful way to open our doors to the local community and invite primary aged students to imagine themselves learning at Emmanuel. With a focus on the creative ways in which we learn, the Emmagination Festival sees our classrooms and grounds teeming with young people programming robots, using technology to track basketball performance, being mini-masterchefs, learning chess from our state final chess masters and much more. The vibrancy of our community is displayed in so many ways and in 2014 this included an enjoyable production of *Annie* which played to four sold out performances and our first ever win in the Herald Shield football competition against Clarendon College, winners in ten of the previous eleven years.

Occasionally the strength of a team or community is tested by tragedy. During October 2014 our College community was shocked by the sudden suicide of a year ten boy. Whilst the loss is still very real and I will always worry about the enduring impact upon those students closest to Jack, we are quietly moving forward. The College staff was exceptional in their efforts to support one another, and through these efforts be strong for their students whilst also being visibly moved. Our experience has left us at once both stronger and more vulnerable.

During the last year evidence of the Emmanuel spirit being alive is visible in many ways especially in our students’

support for Caritas, young Vinnies, St Joseph’s soup kitchen and Warrnambool Foodshare. Their enjoyment of Emmanuel Day saw \$3,000 sent to the Ruben Centre in Kenya operated by one of our Inspiring Alumni, Br. Frank O’Shea, and \$3,000 sent to Mercy College in Yarapos PNG. Our first group of year twelve graduates opted to avoid schoolies on the “Coast” and spent their time instead in a small village on Attauro Island, East Timor, building connection with the children of the local village school. Surely a life shaping experience!

Emmanuel College continues to be supported by a dedicated Board of Management with effective sub committees bringing additional expertise to College Governance. In 2015 Sr. Joan Wilson concluded her term as Board Chair and was replaced by Mrs Karen Jongebloed. Joan is a staunch supporter of the College. She brought wisdom and practicality to Board meetings and left the Board in excellent shape to tackle the challenges ahead, in particular the funding of future stages of the College master plan.

The work of the College Building Committee over several years sees Emmanuel College on the cusp of beginning its largest ever building project to deliver a much needed multipurpose recreational and learning facility. Construction is expected to be underway by the middle of this year and completed mid to late 2016. We look forward with excitement to the formal blessing and opening of *The Emmanuel Centre* in what will be the twenty fifth year since the amalgamation of St. Anne’s and Christian Brother’s Colleges to form Emmanuel College.

**Peter Morgan, Principal**

# Institute Owned Schools

## MERCEDES COLLEGE, PERTH

|            |   |
|------------|---|
| Students   | Students = 1,006                                    |
| Staff      | Teaching = 88<br>Non-Teaching = 47<br>Religious = 0 |
| Head Count | 135   |
| FTE        | 118.6   |

## ACADEMY OF MARY IMMACULATE, FITZROY

|            |   |
|------------|---|
| Students   | Students = 605                                      |
| Staff      | Teaching = 57<br>Non-Teaching = 27<br>Religious = 1 |
| Head Count | 85  |
| FTE        | 69.9  |

## SACRED HEART COLLEGE, GEELONG

|            |  |
|------------|--|
| Students   | Students = 1,382                                     |
| Staff      | Teaching = 123<br>Non-Teaching = 50<br>Religious = 0 |
| Head Count | 173  |
| FTE        | 135.5  |

## CATHOLIC COLLEGE BENDIGO, BENDIGO

|            |   |
|------------|---|
| Students   | Students = 1,835                                      |
| Staff      | Teaching = 174<br>Non-Teaching = 103<br>Religious = 1 |
| Head Count | 278   |
| FTE        | 221.9   |

## ST ALOYSIUS COLLEGE, ADELAIDE

|            |  |
|------------|--|
| Students   | Students = 1,226                                     |
| Staff      | Teaching = 101<br>Non-Teaching = 40<br>Religious = 0 |
| Head Count | 141  |
| FTE        | 112.5  |

## ST ALOYSIUS COLLEGE, NORTH MELBOURNE

|            |   |
|------------|---|
| Students   | Students = 510                                      |
| Staff      | Teaching = 42<br>Non-Teaching = 16<br>Religious = 0 |
| Head Count | 58  |
| FTE        | 53.1  |

## SACRED HEART COLLEGE, KYNETON

|            |   |
|------------|---|
| Students   | Students = 839                                      |
| Staff      | Teaching = 71<br>Non-Teaching = 48<br>Religious = 0 |
| Head Count | 119   |
| FTE        | 96.3  |

## MOUNT LILYDALE COLLEGE, LILYDALE

|            |  |
|------------|--|
| Students   | Students = 1,467                                     |
| Staff      | Teaching = 120<br>Non-Teaching = 63<br>Religious = 1 |
| Head Count | 184  |
| FTE        | 157.9  |

## ST JOSEPH'S COLLEGE, MILDURA

|            |   |
|------------|---|
| Students   | Students = 936                                      |
| Staff      | Teaching = 87<br>Non-Teaching = 51<br>Religious = 2 |
| Head Count | 140   |
| FTE        | 120.4   |

## OUR LADY OF MERCY COLLEGE, HEIDELBERG

|            |  |
|------------|--|
| Students   | Students = 1,152                                     |
| Staff      | Teaching = 114<br>Non-Teaching = 43<br>Religious = 0 |
| Head Count | 157  |
| FTE        | 127.1  |

## ST BRIGID'S COLLEGE LESMURDIE

|            |   |
|------------|---|
| Students   | Students = 1,303                                    |
| Staff      | Teaching = 97<br>Non-Teaching = 60<br>Religious = 0 |
| Head Count | 157   |
| FTE        | 144.7   |

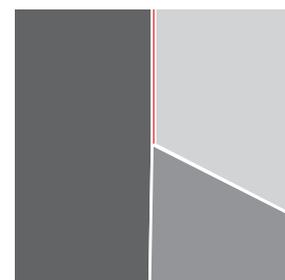
## SANTA MARIA COLLEGE, ATTADALE

|            |  |
|------------|--|
| Students   | Students = 1,269                                     |
| Staff      | Teaching = 123<br>Non-Teaching = 63<br>Religious = 0 |
| Head Count | 186  |
| FTE        | 149.8  |

# Sponsored Schools



Girls 10,829 = 80.0%  
Boys 2,701 = 20.0%



Religious 3.6 = 0.2%  
Non-Teaching 489.2 = 32.4%  
Teaching - Male 269.5 = 17.9%  
Teaching - Female 745.3 = 49.4%

# Co-sponsored School

## EMMANUEL COLLEGE, WARRNAMBOOL

|            |   |
|------------|---|
| Students   | Students = 1,227                                    |
| Staff      | Teaching = 97<br>Non-Teaching = 70<br>Religious = 0 |
| Head Count | 167   |
| FTE        | 139.3   |



Girls 646 = 52.6%  
Boys 581 = 47.4%



Religious 0 = 0.0%  
Non-Teaching 54.0 = 38.8%  
Teaching - Male 30.7 = 22.0%  
Teaching - Female 54.6 = 39.2%

# Financial Snapshot for 2014



| Recurrent Income                         |                      | \$000's        | %           |
|--|----------------------|----------------|-------------|
| <span style="color: red;">■</span>       | Government Grants    | 132,137        | 58%         |
| <span style="color: lightgrey;">■</span> | Tuition Fees         | 81,401         | 36%         |
| <span style="color: grey;">■</span>      | Other Private Income | 12,547         | 6%          |
|  |                      | <b>226,085</b> | <b>100%</b> |



| Recurrent Expenses                       |                        | \$000's        | %           |
|--|------------------------|----------------|-------------|
| <span style="color: red;">■</span>       | Salaries and on-costs  | 145,427        | 64%         |
| <span style="color: lightgrey;">■</span> | Curriculum             | 15,027         | 7%          |
| <span style="color: grey;">■</span>      | Property Management    | 12,729         | 6%          |
| <span style="color: darkgrey;">■</span>  | Other Recurrent Costs  | 25,215         | 11%         |
| <span style="color: black;">■</span>     | Transferred to Capital | 27,687         | 12%         |
|  |                        | <b>226,085</b> | <b>100%</b> |



| Capital Income                           |                                  | \$000's       | %           |
|--|----------------------------------|---------------|-------------|
| <span style="color: red;">■</span>       | Grants, Donations, Other         | 2,149         | 6%          |
| <span style="color: lightgrey;">■</span> | Capital Loans                    | 8,028         | 21%         |
| <span style="color: grey;">■</span>      | Funds Transferred from Recurrent | 27,687        | 73%         |
|  |                                  | <b>37,864</b> | <b>100%</b> |



| Capital Expenditure                      |                      | \$000's       | %           |
|--|----------------------|---------------|-------------|
| <span style="color: red;">■</span>       | Loan Repayments      | 9,786         | 26%         |
| <span style="color: lightgrey;">■</span> | Capital Expenditure  | 18,100        | 48%         |
| <span style="color: grey;">■</span>      | Transfer to reserves | 9,978         | 26%         |
|  |                      | <b>37,864</b> | <b>100%</b> |



# Mercy Education

## 2014 College Advisory Council Members

### – Sponsored and Co-Sponsored

#### Mercedes College, Perth

|                   |                    |
|-------------------|--------------------|
| Chair             | Mr John Pereira    |
| Principal         | Mrs Kerrie Fraser  |
| Council Member    | Ms Kirsten Morris  |
| Council Member    | Mr Ian Barter      |
| Council Member    | Ms Freda Crucitti  |
| Council Member    | Dr Sue Byrne       |
| Council Member    | Mr Robert Coltrona |
| Council Member    | Mrs Kerrin Girardo |
| Council Member    | Mr Mark Sleight    |
| Council Member    | Mr Peter Broun     |
| Council Member    | Sr Maura Kelleher  |
| Minute Secretary: | Mrs Chris Kelly    |

#### Academy Of Mary Immaculate, Fitzroy

|                                   |                        |
|-----------------------------------|------------------------|
| Chair                             | Mr James Baker         |
| Deputy Chair                      | Ms Anne Walsh          |
| Principal                         | Sr Mary Moloney RSM    |
| Council Member                    | Sr Carol McDonald RSM  |
| Mercy Education Nominee           | Mr Bernard Dobson      |
| Council Member                    | Ms Deni Hexter         |
| Council Member                    | Ms Rita Grima (Martin) |
| Council Member                    | Ms Leanne Abela        |
| Council Member                    | Dr Timothy Lightfoot   |
| Council Member                    | Mr Adrian Fuller       |
| Business Manager – in attendance: | Ms Lyn McGuinness      |

#### Sacred Heart College, Geelong

|                  |                                    |
|------------------|------------------------------------|
| Chair            | Ms Cate Slattery                   |
| Deputy Chair     | Mr Stephen Fernandes               |
| Principal        | Ms Anna Negro                      |
| Council Member   | Sr Joan Wilson RSM                 |
| Council Member   | Mrs Stephanie Reynolds             |
| Council Member   | Mrs Margaret Canaway               |
| Council Member   | Ms Jenny Griffiths                 |
| Council Member   | Mr Phillip Anglin                  |
| Council Member   | Ms Gael Perry                      |
| Minute Secretary | Ms Angela Battaglia                |
| In attendance:   | Ms Kath Walsh (Development Office) |

#### Catholic College Bendigo

|                   |                      |
|-------------------|----------------------|
| Chair             | Mr Martin Skahill    |
| Deputy Chair      | Ms Allison Bodinnar  |
| Principal         | Mr Brian Turner      |
| Council Member    | Sr Anila Isaac RSM   |
| Council Member    | Ms Margaret O'Rourke |
| Council Member    | Mrs Fiona Russell    |
| Council Member    | Mr Paul Bowe         |
| Council Member    | Mr Peter Mulqueen    |
| Council Member    | Mr Greg Sheehan      |
| Minute Secretary: | Mrs Alison Baker     |

#### St Aloysius College, Adelaide

|                |                                       |
|----------------|---------------------------------------|
| Chair          | Prof Timothy Doyle (until March 2015) |
|                | Dr Susan Holoubek (from March 2015)   |
| Principal      | Ms Paddy McEvoy                       |
| Council Member | Mr Geoff Davis                        |
| Council Member | Sr Beth Calthorpe RSM                 |
| Council Member | Sr Marie Ralph RSM                    |
| Council Member | Ms Yvonne McKernan                    |
| Council Member | Ms Josephine King                     |
| In attendance: | Mr Steve Andrews (Business Manager)   |

#### St Aloysius College, North Melbourne

|                  |                        |
|------------------|------------------------|
| Chair            | Mr Rick Wight          |
| Principal        | Ms Mary Farah          |
| Council Member   | Mr Damian Nippard      |
| Council Member   | Mrs Lynette Hannon     |
| Council Member   | Mrs Katherine Williams |
| Council Member   | Ms Connie Maina        |
| Council Member   | Ms Maria Ruberto       |
| Business Manager | Mr Andrew Coates       |

#### Sacred Heart College, Kyneton

|                   |                                     |
|-------------------|-------------------------------------|
| Chair             | Ms Rosemary Scarlett                |
| Deputy Chair      | Mr Paul Strang                      |
| Principal         | Mr Craig Holmes                     |
| Council Member    | Sr Kaye Evans RSM                   |
| Council Member    | Mr Brian Cooper                     |
| Council Member    | Mr David De Grandi                  |
| Council Member    | Mrs Yvonne Pearce                   |
| Council Member    | Mrs Sonya Floreani-Doherty          |
| Council Member    | Mr Matthew Stewart                  |
| Minute Secretary: | Mr Timothy Walsh (Business Manager) |

#### Mount Lilydale Mercy College Lilydale

|                   |                                    |
|-------------------|------------------------------------|
| Chair             | Mr Gerard Wright                   |
| Principal         | Mr Phillip Morison                 |
| Council Member    | Mr Joe Konynenburg                 |
| Council Member    | Mr Paul Tyndall                    |
| Council Member    | Mrs Laura Nation                   |
| Council Member    | Mrs Anne-Marie Italiano            |
| Council Member    | Mrs Paula Pearce                   |
| Council Member    | Mr Brian Grace                     |
| Council Member    | Mrs Petina Zappia                  |
| Council Member    | Mr Harrison Wall                   |
| Council Member    | Mr Nick Deed                       |
| Council Member    | Mrs Elizabeth Keogh                |
| Minute Secretary: | Ms Kathy Broadbent                 |
| In attendance:    | Mr Dean de Munk (Business Manager) |

#### St Joseph's College, Mildura

|                  |                     |
|------------------|---------------------|
| Chair            | Mrs Suzanne Watt    |
| Deputy Chair     | Mrs Toni Spooner    |
| Principal        | Mr Anthony Banks    |
| Council Member   | Mrs Anita Erlandsen |
| Council Member   | Dr Tony Finn        |
| Council Member   | Mr Greg Gooch       |
| Council Member   | Mr Nigel Hoyle      |
| Council Member   | Mr Greg Kluske      |
| Council Member   | Mr Greg Leslie      |
| Council Member   | Mr Mark Richmond    |
| Council Member   | Mrs Angela Rix      |
| Council Member   | Mr David Stevenson  |
| In attendance:   | Mr Anne Hoyle       |
| Business Manager | Mrs Tracy Aston     |
| Minute Secretary |                     |

#### Our Lady of Mercy College, Heidelberg

|                  |                         |
|------------------|-------------------------|
| Chair            | Ms Tania Rostan         |
| Deputy Chair     | Mr Pat Heagerty         |
| Principal        | Ms Julie Ryan           |
| Council Member   | Sr Eileen Ann Daffy RSM |
| Council Member   | Mr Stephen Dole         |
| Council Member   | Ms Annmarie Farrell     |
| Council Member   | Mrs Deborah Houston     |
| Council Member   | Mrs Maree Mahoney       |
| Council Member   | Mr Paul McEvey          |
| Council Member   | Mr Nicolas Sulzberger   |
| Minute Secretary | Ms Katy McGrath         |

#### St. Brigid's College, Lesmurdie W.A.

|                   |                                      |
|-------------------|--------------------------------------|
| Chair             | Sr Joan Buckham RSM                  |
| Principal         | Dr Amelia Toffoli                    |
| Council Member    | Sr Beverley Stott RSM                |
| Council Member    | Fr Michael Separovich                |
| Council Member    | The Hon. Mr Michael Murray QC        |
| Council Member    | Senator Linda Reynolds               |
| Council Member    | Mr Russell Thom                      |
| Council Member    | Mr David Thomasson                   |
| Council Member    | Mr Neil Grime (Director of Business) |
| Minute Secretary: | Mrs Pauline Guerinoni                |

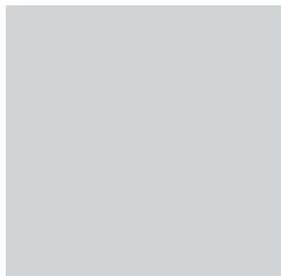
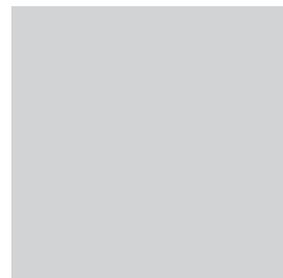
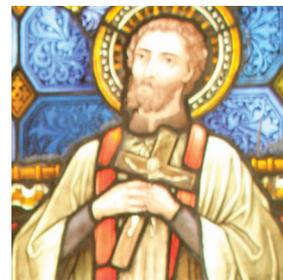
#### Santa Maria College, Attadale W.A.

|                         |                                   |
|-------------------------|-----------------------------------|
| Chair                   | Mr Matt Kenny                     |
| Principal               | Mr Ian Elder                      |
| Mercy Education Nominee | Mr Steve O'Reilly                 |
| Council Member          | Sr Breda O'Reilly RSM             |
| Council Member          | Mr John Chortis                   |
| Council Member          | Mr Lejo Ouwendyk                  |
| Council Member          | Mrs Michelle Radley               |
| Council Member          | Mrs Yvonne Urquhart               |
| Council Member          | Mr Stuart Wade                    |
| Council Member          | Mrs Libby Wilkes                  |
| Council Member          | Mrs Maureen Gittos                |
| Minute Secretary:       | Mr Jim Watkins (Business Manager) |

#### Co-Sponsored School Emmanuel College, Warrnambool

|                   |                                 |
|-------------------|---------------------------------|
| Chair             | Sr Joan Wilson RSM              |
| Deputy Chair      | Mrs Karen Jongebloed            |
| Principal         | Mr Peter Morgan                 |
| Board Members     | Dr Veronica Hughson             |
|                   | Dr Terry Burke cfc              |
|                   | Dr Nigel Hoyle                  |
|                   | Mrs Maree Lane                  |
|                   | Mrs Helene Clarke               |
|                   | Fr Bill Van de Camp             |
|                   | Mr Mark Bourke                  |
|                   | Mr Jim Dwyer                    |
|                   | Mrs Elizabeth Green             |
| In attendance:    | Mr Bill Slattery (CEO Ballarat) |
| Minute Secretary  | Mrs Suzanne Dwyer               |
| College Governors | Sr Marie Davey RSM              |
|                   | Sr Eileen Ann Daffy RSM         |
|                   | Fr John Fitzgerald PP           |
|                   | Fr Lawrence O'Toole PP          |
|                   | Br Peter Richardson cfc         |
|                   | Br John O'Halloran cfc          |





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