



**MERCY EDUCATION**

# Annual Report | 2017

We must strive to do ordinary things extraordinarily well.  
Catherine McAuley



An education in the fullness of  
humanity should be the defining  
feature of Catholic schools.

Pope Francis

# Contents

College Foundation Timeline	2
Board Directors and Executive Staff	3
Board Chair's Report	4
Chief Executive's Report	5
Institute Leader's Report	6
Executive Officer's Report	7
Mercedes College, Perth	10
Academy of Mary Immaculate, Fitzroy	11
Sacred Heart College, Geelong	12
Catholic College Bendigo, Bendigo	13
St Aloysius College, Adelaide	14
St Aloysius College, North Melbourne	15
Sacred Heart College, Kyneton	16
Mount Lilydale Mercy College, Lilydale	17
St Joseph's College, Mildura	18
Our Lady of Mercy College, Heidelberg	19
St Brigid's College, Lesmurdie	20
Santa Maria College, Attadale	21
Student and Staff Snapshot 2017	22
Financial Snapshot 2017	23
College Advisory Council Members 2017	24



# College Crests and Foundation Dates



**MERCEDES COLLEGE**  
– Perth, WA



**ACADEMY OF MARY  
IMMACULATE**  
– Fitzroy, VIC



**SACRED HEART  
COLLEGE**  
– Geelong, VIC



**CATHOLIC COLLEGE  
BENDIGO**  
– Bendigo, VIC



**ST ALOYSIUS COLLEGE**  
– Adelaide, SA



**ST ALOYSIUS COLLEGE**  
– North Melbourne, VIC



**SACRED HEART  
COLLEGE**  
– Kyneton, VIC



**MOUNT LILYDALE  
MERCY COLLEGE**  
– Lilydale, VIC



**ST JOSEPH'S COLLEGE**  
– Mildura, VIC



**OUR LADY OF MERCY  
COLLEGE**  
– Heidelberg, VIC



**SANTA MARIA  
COLLEGE**  
– Attadale, WA



**ST BRIGID'S COLLEGE**  
– Lesmurdie, WA

1840	<b>MERCEDES COLLEGE</b> – Perth, WA	<b>1846</b>
1850	<b>ACADEMY OF MARY IMMACULATE</b> – Fitzroy, VIC	<b>1857</b>
1860	<b>SACRED HEART COLLEGE</b> – Geelong, VIC	<b>1860</b>
1870	St Mary's College amalgamated to <b>CATHOLIC COLLEGE BENDIGO</b> – Bendigo, VIC	<b>1876</b>
1880	<b>ST ALOYSIUS COLLEGE</b> – Adelaide, SA	<b>1880</b>
1890	<b>ST ALOYSIUS COLLEGE</b> – North Melbourne, VIC	<b>1887</b>
	<b>SACRED HEART COLLEGE</b> – Kyneton, VIC	<b>1889</b>
1900	<b>MOUNT LILYDALE MERCY COLLEGE</b> – Lilydale, VIC	<b>1896</b>
	<b>ST JOSEPH'S COLLEGE</b> – Mildura, VIC	<b>1906</b>
1910	<b>OUR LADY OF MERCY COLLEGE</b> – Heidelberg, VIC	<b>1910</b>
1920	<b>ST BRIGID'S COLLEGE</b> – Lesmurdie, WA	<b>1929</b>
1930	<b>SANTA MARIA COLLEGE</b> – Attadale, WA	<b>1937</b>
1940		



# Board Directors and Executive Staff

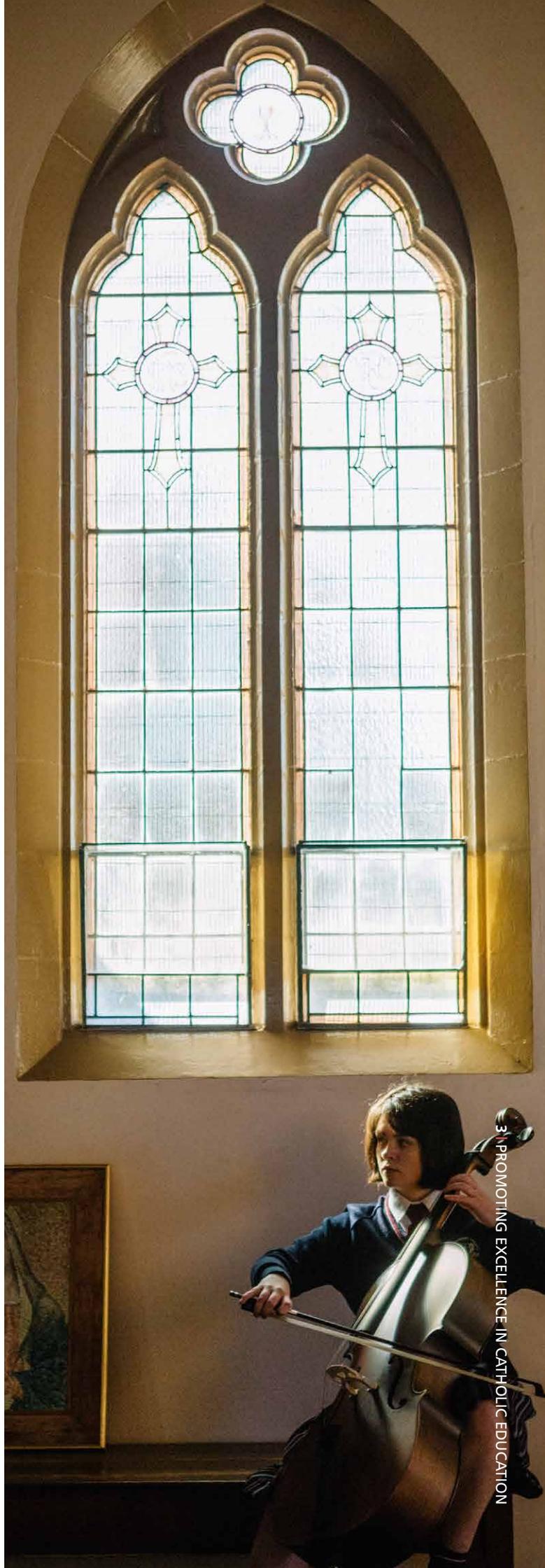


## BOARD DIRECTORS

- Mrs Lucy Molony – Board Chair
- Mrs Elizabeth Monahan – Board Deputy Chair
- Mr Tony Wheeler OAM – Board Director
- Ms Mary Retel – Board Director
- Em Prof. Anne Hunt OAM – Board Director
- Mrs Georgina Smith – Board Director
- Sr Sylvia Williams RSM – Board Director
- Mr Robert Bergin – Board Director
- Ms Felicity Melican – Board Director

## EXECUTIVE STAFF

- Mr Christopher Houlihan – Chief Executive
- Mr Eugene Lynch – Executive Officer
- Mr Joe Konynenburg – Group Finance Manager



# Board Chair's Report



The Board of Mercy Education Ltd (MEL) is proud of the colleges it governs. They "offer excellence in contemporary education in a safe environment, enriched by the Gospel and faithful to the legacy of Catherine McAuley." (MEL Mission statement)

In its governance role, the Board examines strategic plans, school improvement plans and applications to update facilities. It monitors compliance and accountability and knows that the colleges have appropriate policies in place, particularly in Child Safe Standards and Child Protection. It is aware that its schools are places of opportunity for ALL students in that each school offers a broad curriculum and a vast range of co curricular activities.

For these achievements the Board is grateful to Principals to whom the day to day leadership and functioning of the school is entrusted, to their leadership teams and to all staff. The individual reports from each college are testament to the vibrancy of the Mercy education enterprise.

As a ministry of the Institute of the Sisters of Mercy of Australia and Papua New Guinea, the Board is very conscious of the direction set by the Sisters for themselves and their Ministries.

The Board is very pleased at the number of activities and programs in our schools which encourage students to think and look beyond themselves, to consider the common good, to see a need and take action to address it, to become aware of how the world is and to contemplate how it could be if we take positive, reflective action in an area of concern. While we can't do everything, we can certainly do something which collectively can amount to a great deal. After all, the ocean is made up of drops of water!

The Board, MEL Executive and schools have given a great deal of attention to Child Safe Standards, the Reportable Conduct Scheme and Child Protection obligations. The Board holds the safety and protection of children and young people as paramount.

Early in 2017, Mrs Liz Monahan, Director & Deputy Chair and Mr Eugene Lynch, Company Secretary and MEL Executive Officer, successfully completed the Australian Institute of Company Directors (AICD) course. All directors engaged in a session with Mr Tony Harford, the focus of which was the distinction between the role of Directors and the role of Executive. In March 2018 a number of Directors and MEL Executive participated in the ISMAPNG Governance Forum, another source of enrichment and inspiration.

College Advisory Councils (CAC) play a significant role at the local college level. Council members are very aware of the uniqueness of their local community and contribute to the culture of their college. To assist in strengthening the relationship between CAC and MEL Board, a Director has been assigned to each college to take a particular interest in that college by attending appropriate events and attending a meeting of the CAC annually.

Two new directors, Ms Felicity Melican, a Chartered Accountant and Partner with Sinclair Wilson – Accountants and Business Advisors, and Mr Robert Bergin who has extensive experience in the finance sector, were welcomed in October 2017.

At the end of 2017 Ms Julie Ryan, Principal of Our Lady of Mercy College Heidelberg and Mr Ian Elder, Principal of Santa Maria College Attadale, completed their principalships. Julie and Ian led their unique school communities with distinction and the Board extends its deepest gratitude to them.

With significant support from MEL Executive, particularly its CEO, Mr Christopher Houlihan, the Board commenced the process of selecting and employing two new Principals – Mrs Jennifer Oaten, Santa Maria College and Ms Judith Weir, Our Lady of Mercy College, Heidelberg. Both Jennifer and Judith were excellent applicants and the Board is grateful to them for having accepted the mantle of leadership of these fine colleges.

The recent review of Mr Christopher Houlihan confirmed the belief of the Board that it is fortunate in having employed an outstanding Chief Executive Officer. And the Board has continued to be served admirably, with commitment, wisdom and skill by Mr Eugene Lynch (Executive Officer) and Mr Joe Konyonenburg (Finance Manager). I thank all the staff at MEL office, particularly Ms Effie Coulson, who are so competent in their particular areas and who reflect Mercy values, seemingly so effortlessly, because they have been so well integrated.

As I conclude my 9 year term, initially with MSEI and from 2011 with MEL, I reflect on the people who have been part of the journey and have a deep sense of gratitude for having been given the opportunity to work with people who live out values of service, courage hospitality, respect, compassion and justice. Thank you to former Melbourne Congregation Leader, Sr Kathleen Tierney RSM whose vision and courage contributed to the birth of ISMAPNG. Thank you to the inaugural leadership team of ISMAPNG led by Sr Berneice Loch RSM for their hard work in putting processes into place, their trust and willingness to listen and to the new leadership team led by Sr Eveline Crotty RSM, who in a few short months is already working hard to ensure the flourishing of their ministries into the future.

From Catherine McAuley, who had a profound faith in God, we have drawn inspiration over the years. People who have been blessed with diverse gifts and have generously contributed them to the ministry of education, have been responsible for the success of this ministry. Catherine expressed the importance of diversity in contributing to the whole, in this way:

God never bestowed all  
His blessings on one person.  
He did not give to St Peter what  
He gave to St Paul, nor to either  
what he gave to St John

The generosity, dedication, wisdom, knowledge and skill of all Directors is outstanding and I wish Sr Sylvia Williams, the new Board Chair well, as she assumes the role from the June 2018 AGM.

**Lucy Molony | Board Chair**

# Chief Executive's Report

Mercy Education continues to support its twelve schools working closely with the Bishops and Archbishops through their Catholic Education Commissions and Offices. The staff and leaders of our schools, ably assisted by the generosity and expertise of College Advisory Councils, continue to strive to promote faithfully the Mercy values espoused by Catherine McAuley, in all their good works with students.

The Institute of Sisters of Mercy of Australia and Papua New Guinea (ISMAPNG) concluded 2017 with their Chapter. I thank former Institute Leader, Sister Berneice Loch ISM, and her Councillors for their wonderful support of Mercy Education. In their founding footsteps, Mercy Education is excited to be working with the incoming Institute Leader, Sister Eveline Crotty ISM and her Councillors. On behalf of all at Mercy Education, I wish all members of the Institute Leadership Team the very best and know that our prayers are with them in their most significant roles as leaders of all that is Mercy within the Institute.

Through the expertise and commitment of Mercy Education's Board of Directors, the Executive Office continues to meet the evolving needs of our schools and their communities. I thank those within the Executive Office for their excellent work under the daily oversight of Executive Officer, Mr Eugene Lynch who is ably supported by Group Finance Manager, Mr Joseph Konyenbun; Payroll Lead, Ms Coz Habben, Risk and Compliance Leader, Ms Katie Zhang and Financial Controller, Mrs Mary Mazzeo; and Executive Secretariat staff Ms Effie Coulson and Ms Gabrielle Curran.

Joining the Board in 2017 was Mr Robert Bergin and Ms Felicity Melican. Both have significant connection with the mission of the Sisters of Mercy: Rob having taught in Mercy schools in his former career as a teacher and now as Board Chair of Fraynetwork; and Felicity who has been Chair of Emmanuel College Inc, a co-sponsored ISMAPNG school in Warrnambool. I thank the Board Executive of Mrs Lucy Molony, Board Chair, and Mrs Liz Monahan, Board Deputy Chair, and their colleague Directors for the assistance they have provided.

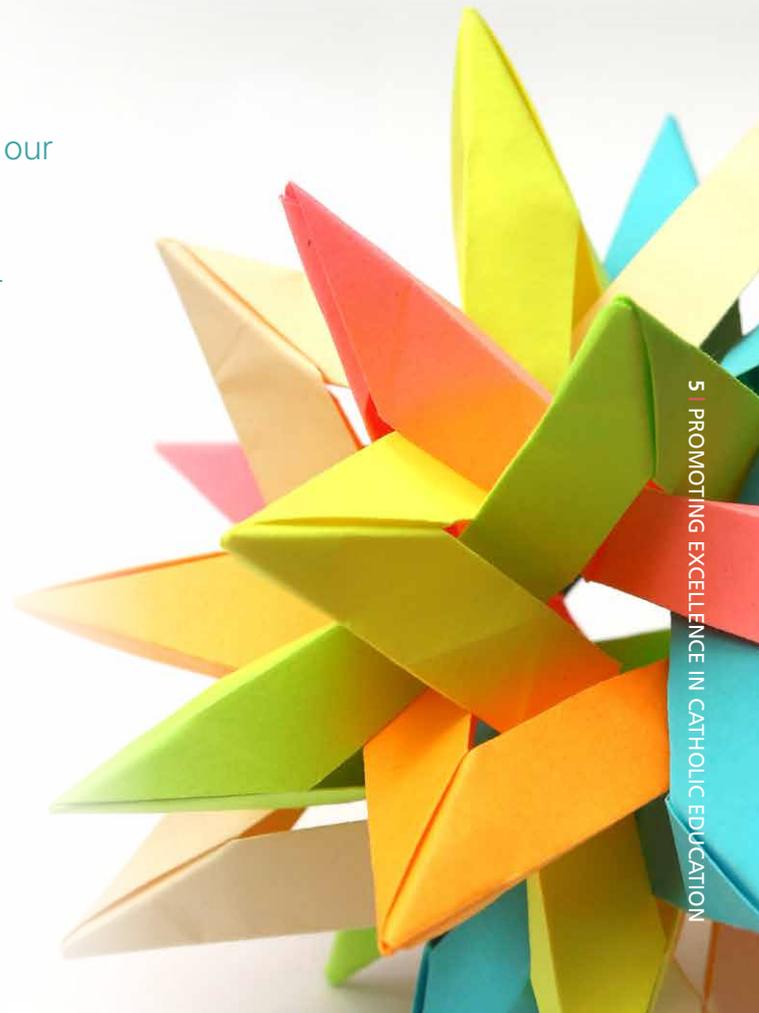
Our connections continue to strengthen with our Mercy colleagues in governed, co-sponsored, affiliate and heritage schools, and in the other ISMAPNG ministries. The spirit of Catherine and Ursula seen strongly in our Sisters of Mercy, past and present, is very much part of the lived expression of mission in all these Mercy ministries. The Mercy Education schools delight in sharing the efforts of the staff and students with the Sisters of Mercy and they are always a welcomed presence at any of the events they attend.

The Australian Bishops have identified the liturgical year of 2018, beginning on the first Sunday of Advent (3rd December 2017), as a national Year of Youth. We look forward to 2018 to emphasise our mission to provide excellence in education amid a safe and inclusive environment for all children.

**Christopher Houlihan** | Chief Executive



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# Institute Leader's Report



Institute Leadership Team from left: Caroline Ryan RSM, Gaye Lennon RSM, Eveline Crotty RSM (Institute Leader), Marie Duffy RSM and Elizabeth Moloney RSM

Thank you for the invitation to contribute to the 2017 Annual Report of Mercy Education Ltd (MEL). Since the last report in 2016 the Sisters of the Institute have met in Chapter, an event that happens every six years to reflect upon the past six years, which was the first since the amalgamation of fourteen congregations into the establishment of the Sisters of Mercy Australia and Papua New Guinea in 2011. The Chapter was a time to stand apart to reflect on our own present reality, raise our awareness of the changing context of our global world and reflect on what this means for us and all of our ministries today. From this time together our guiding light for the next six years reads:

God's transforming mercy  
fires our hearts anew with  
deeper reverence for all creation.

Disturbed by  
the despair and suffering of many peoples and  
the degradation of Earth  
we are impelled to reflective action for gospel justice.

*Long dispel taim bilong wol I gat hevi no wari  
Marimari bilong God I semisim  
Hat bilong mipela olsem niupela paia  
Wantaim bikpela ona long olgeta samting.*

*Plenti ol pipol I tingting  
Long pen na hevi I bagarapim ol  
No long ol bagarap ol I mekim  
Long graun bilong milepa,  
Dispel I kirapim mipela  
Long lukluk gen long ei  
Na stretpela pasin ilong gutnius.*

As one writer said, "Mercy Mission today calls for a shift in perspective from being guardians of inherited structures and ways of working, to becoming creators of new patterns of involvement; from simply preserving what has been handed down to enhancing today's ministries for tomorrow's mission."

(Atawhai mai Atawhai out Mission Resource Book 2014)

So this is the challenge for us all: how do we in our own contexts bring the Chapter Statement alive? How do we reflect upon our present perspective as educators today

and see if change needs to take place? Education, as we know, is the best possible road out of poverty and ignorance. Catherine knew this, hence her emphasis on education and finding the most creative ways of doing this that enthused the young and old to want to contribute to the world around them. Catherine encouraged her teachers to teach others to think, feel, encounter, explore as these are the greatest gifts we can give to another. When we walk in the path of Jesus and Catherine we are actually experiencing the word we use so often, Mercy. Mercy is not lived at a distance. The process of mercy is to encounter, reflect on the implications of the encounter, respond from the heart and reach out in some gesture of tender compassion. The challenge is before us: as educators, who are the least who are waiting for us to truly encounter so that they can teach us the way forward in Mercy Education today?

The new leadership team of the Institute, Caroline Ryan, Marie Duffy, Elizabeth Moloney, Gaye Lennon and myself wish to thank you all for your dedication and ongoing commitment. We would especially like to thank Lucy Molony, the outgoing Chair of Mercy Education for her wonderful guidance, support, dedication and commitment to Mercy Education over the years. We have been truly blessed to have Lucy work with the leadership team over nine years.

We are fully aware that it does not take one person to educate a child or adult, it involves the dedication of so many with varying skills and talents. We thank all teachers, Principals, staff, members of Boards, parents, guardians, volunteers, for your ongoing commitment to education through the lens of Mercy. To have the opportunity to be educated in a school steeped in religious values and the tradition of the Christian faith gives each child the opportunity to strengthen their encounter with the world with faith, hope and love.

Over the coming six years we look forward to working with you as a leadership team, to also take the challenge to bring to life in our ministries the hope of the Chapter Statement.

**Eveline Crotty RSM | Institute Leader**

# Executive Officer's Report

Over recent years, with the expansion of services that Mercy Education (MEL) offers to our colleges, Principals, leadership teams and staff, there is a growing confidence amongst the Board and the MEL Executive that good governance, compliance and risk mitigation are continuing to improve and that these add greater attentiveness for the colleges, the Board and the Institute. Initiatives such as the compliance register, CCI Learning Manager training modules for all staff, camps and excursions risk assessments, the engagement of project managers for major capitals works and a common financial language are a few areas that come to mind that have helped increase that level of confidence. Such initiatives are essential as MEL and the colleges continue to work hard to ensure the safety and wellbeing of the approximately 13,000 students and 2,000 staff in their care.

As MEL Company Secretary, it is important to keep abreast of the myriad of governance issues and the changing landscape in which we operate. It was a wonderful opportunity, if not somewhat of a challenging task, to join MEL Deputy Board Chair, Liz Monahan, in undertaking and successfully completing the Australian Institute of Company Directors (AICD) Company Directors course in the first half of 2017. The course is an intensive, comprehensive overview of the roles, duties and responsibilities of company directors and the opportunity arose through the invitation and organisation of Mercy Health Group CEO, Stephen Cornelissen. It was most rewarding to undertake the course in partnership with Mercy ministry colleagues from Mercy Health, MacKillop Family Services, Fraynetwork Multimedia, Sisters of Mercy and senior ISMAPNG staff. Joining Liz and I was one of our new MEL Directors, Robert Bergin, wearing his 'other hat' as Chair of Fraynetwork Multimedia. Such learnings and professional development add further to the confidence of the Board in strategic planning, decision making, policy development, understanding ASIC and ACNC regulations, good governance practices, succession planning and working with the right balance on operational and strategic matters.

Under the leadership and direction of Chief Executive, Christopher Houlihan, the MEL Executive and staff continue to work closely with Principals, Deputy

Principals, Business Managers, Faith and Mission Leaders and Social Justice Coordinators in offering high quality professional development that complements other programs undertaken through professional networks and school in-services. There is no doubt that the MEL offerings provide intimate, collegial support and expertise especially in what is provided by Christopher with frequent advice, regular contact and constructive appraisal and feedback made available to Principals and Deputy Principals. MEL Group Finance Manager, Joe Konyenburg, encourages and advises Business Managers and offers them support in refining and streamlining the annual audit, devising a central banking platform, offering payroll services, developing policies and a common financial language, all of which are added to the considerable services provided by MEL. The MEL Executive is well supported in each of these Finance and Risk areas by Coz Habben, Katie Zhang and Mary Mazzeo, as we are all supported by the extremely efficient and professional services offered by Effie Coulson and Gabrielle Curran.

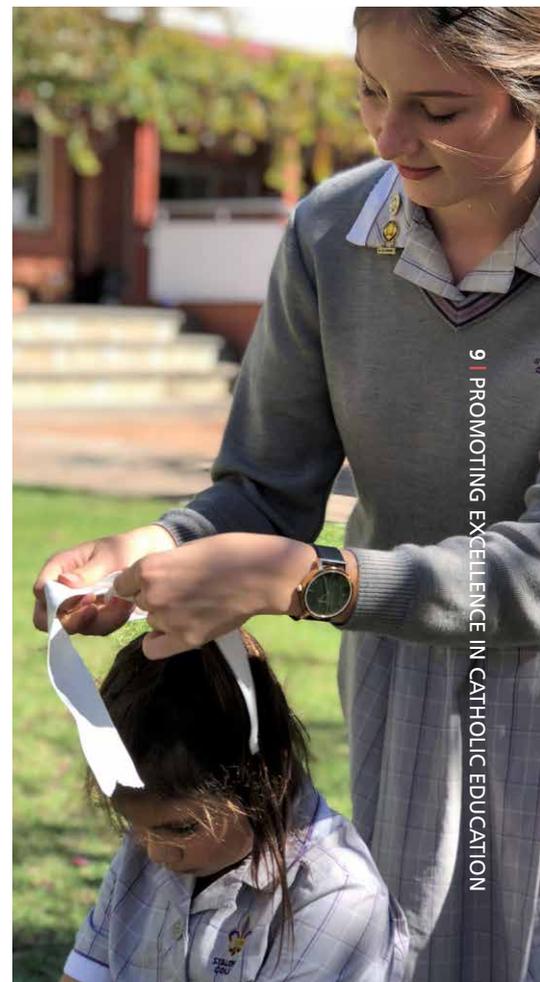
It remains a privilege after more than 20 years to work with the Board of Mercy Education and for the Institute (in its current and former configurations) and to see how the founding works of Catherine McAuley continue to inspire Mercy education today in engaging, forming and developing the young people in our care. Clearly most of that engagement and encounter happens at the 'coal face' within our schools but leadership development and nurturing of our leaders is mainly done behind the scenes and often goes unnoticed by students, teachers and parents. An example of this significant yet humble contribution to Catherine's legacy is the leadership, courage, wisdom and outstanding service offered by outgoing Chair and long serving Board Director, Lucy Molony. Lucy has been and always will be a most generous contributor to Catholic education and to the wider Catholic Church. It has been an honour to work with her and to witness the deep respect, kindness and encouragement that she offers to all she meets.

**Eugene Lynch | Executive Officer**



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Mercedes is a Catholic College in the Mercy tradition offering young women from Year 7 to Year 12 a Catholic education based on the Mercy values of compassion, justice, excellence, integrity and service. These values assist with building a culture of trust and respect in the College community.

### EDUCATION IN FAITH

The Faith and Spirituality Ministry students continue to raise awareness of key issues and challenge students to embrace their faith and reflect it in their everyday actions. They encourage involvement in Young Mercies, Seeds of Justice, Street Soccer and Poverty Immersion. Fundraising occurred for Caritas, MercyWorks, Lifelink, St Vincent de Paul, Street Soccer and Mercy Community Services Inc.

Our Mini-Mercies group celebrated their fifth year of service with an Afternoon Tea. This programme offers sound formation in Mercy, paving the way for students to pursue Mercy co-curricular programmes and leadership during their time at the College.

Our current focus with staff is on developing greater opportunities for prayer and different ways of praying. Setting intentions for prayer is a powerful way of starting our meetings and this approach is also part of prayer in the classroom.

At the start of this year we said farewell to Fr Brennan our main Cathedral priest for the past three years. He was appointed to Kalgoorlie for 2018 and is missed by our community.

### LEARNING AND TEACHING

Our 2017 Year 12 students were recognised at our Excellence Assembly at the start of this year. We were delighted with their achievements with two subject exhibitions in Design and Geography being achieved.

The College has been recognised for achieving substantially above average gains in NAPLAN. Student growth in achievement is at the heart of a Mercedes education.

The College has had a greater focus on the interpretation and use of data to improve student achievement. John Hattie's research has a major influence on this focus. We are building an understanding of teacher efficacy as we work together to bring out the best in our students.

We have been interrogating the number and types of assessments being conducted in Years 7–10 with a view to decrease the number. Constructing assessments that provide the data we need is an essential component of this work.

There are many different pathways students can follow after secondary school and we are currently working to increase student and parent awareness of these options.

### STUDENT WELLBEING

A key focus at Mercedes is establishing a supportive and caring environment for students. This environment will assist students to want to learn and achieve to the best of their ability. Part of this focus has been the Positive Education Programme which follows the PERMAH model (positive emotions/engagement/positive relationships/meaning/accomplishment/health).

We gather data on the success of this programme using the Assessing Wellbeing in Education Survey (AWE). This survey has been used over the past three years and is providing longitudinal data on student well-being.

The College is committed to the safety of our students. All staff recently underwent a professional learning session on CEWA's 'Child Safe Framework'. We are currently focussing on the voice of the child, one of the nine components of this framework. All students were given the opportunity to complete a safety survey. The Student Representative Council collated this data and is currently working on documenting strategies suggested by students for future implementation. The 'Keeping Safe' protective behaviours curriculum is also implemented throughout all year groups.

### LEADERSHIP AND MANAGEMENT

Our 'Future Plan', Mercy values and Annual School Improvement Plan guide the College's shared vision. In 2019 a new strategic direction will be discussed as our current 'Future Plan' concludes at the end of 2019.

Staff well-being continues to be a vital aspect of leading a College community. We use the AWE Survey with staff and students to determine well-being in the workplace and provide feedback on areas of improvement. Members of the well-being team take it in turns to provide tips and interesting resources connected with the PERMAH model.

### COMMUNITY

2018 is a Fete year and our committee of conscientious parents has been tireless in the work for this key event in May. Parents felt strongly that this event remains as it contributes to building a strong community.

We continue to work on our links with the City of Perth and are keen to look at more ways where student learning can have an impact on our local environment.

At the College we are blessed to have such strong parental involvement through the Advisory Council, Parents and Friends, Dads of Mercedes and Mums of Mercedes. When I speak to our Year 12 students they always say that an aspect of life at Mercedes that they will never forget is the sense of community. Students believe it is like a big family. I believe Catherine McAuley would be proud of what we have established and nurtured at Mercedes College.

**Kerrie Fraser | Principal**



Our College theme for 2017 was “Celebrating our Journey”. It was a year of particular celebration for the Academy of Mary Immaculate community; a year when we celebrated with pride and gratitude the College’s 160th anniversary (1857–2017). Four key celebrations took place during the year.

The first event was a special Alumnae reunion in February at the Catholic Leadership Centre which provided us with the opportunity of recognising the contribution of past students through the decades.

Our second celebratory event occurred on Foundation Day, 20 April, where we celebrated the life and legacy of our Foundress, Mother Ursula Frayne. The beautiful sculpture of Ursula Frayne, with its accompanying invitation to, “Come and sit awhile with Ursula” was unveiled during the celebrations.

Sport has always been significant at the Academy and in May, a Sporting Excellence Breakfast took place with guest speaker, Hannah McDougall, a Paralympian in swimming and cycling, who highlighted to students the importance of attributes such as determination and resilience towards the achievement of goals. She was accompanied by key external representatives of all the sports (14 sports) offered at the Academy.

The final and most significant event was the celebration of what lies at the core of our College – our Faith – through our Mercy Day Mass at St Patrick’s Cathedral. The Mass began with a procession of Alumnae from the 1940s onwards with each decade being led by a current Year 7 Student – again the recognition of the importance of building on the legacy of those who came before us.

Throughout this important year the invitation to, “Come and sit awhile with Ursula” invited us not only to reflect on the beginnings of the College, but also to ponder how we are living Ursula’s legacy and what is being asked of us today.

From the beginning of its existence, the Academy has been a dynamic educational institution offering a wide and diverse curriculum and endeavouring, through educational and pastoral programs, to support the learning and growth of its students – and thus it is today. Ursula would be delighted to see the strong women of mercy – the mercy leaders of tomorrow – who refine and deepen their understanding and appreciation of mercy over their six years here. Ursula would also be pleased to see confirmed that justice and mercy are at the core of all College endeavours and intrinsic to all aspects of the life of the Academy. She would rejoice to hear that the Justice group is the largest group in the school; that our student led Earth@Academy group is

changing the culture in terms of sustainability; that a strong Fire Carriers group has been established and that staff and students are involved in numerous outreach programs.

In the teaching and learning area our focus continues to be on two key goals:

- To continue to create a consistent approach to pedagogy (E5 and understanding of differentiation), curriculum (UBD and the importance of whole school mapping ensuring we have a guaranteed and viable curriculum) and assessment and reporting
- To continue to improve teaching and learning through collaborative practices – professional partnerships now have evolved to ensure greater teacher agency and efficacy through the introduction of pods where individual goals are formed and evaluated in a collaborative forum.

The level of both student and staff collaboration has increased through the enhanced use of the Google platform with staff using the Google suite and Hapara workspaces. Years 7 and 8 students have enjoyed showcasing their work through digital learning portfolios.

The wellbeing of students and staff is a moral imperative for the College. In the Wellbeing area, a three year plan across the College has been developed and a wellbeing Google site is in place. A review of the Wellbeing Policy was conducted with a view towards the inclusion of both student and staff wellbeing. Student voice has increased throughout the College with regular student forums and student focus groups to discuss learning and other authentic opportunities for student voice and choice.

Paul Finneran, Deputy Principal, and I adopt an open-door policy being readily accessible and providing ample opportunities for staff to seek support when needed.

While Foundation Day 20 April 2017 saw the celebration of 160 years of Academy life, Foundation Day 2018 will see the launch of a new Vision, Mission and Values Statement to take us into the future, with a new Strategic Plan being launched on Foundation Day 2019.

The journey continues ... it is exciting, ever evolving and we are so ready for the challenge. As our 2018 College theme reminds us, “It’s our Time”.

As we move into our 161st year we thank God for the past, and all that it has given to us of the present, and recommit ourselves to ensuring that Academy continues to be a school of learning excellence and innovation, *one that builds student confidence and resilience and empowers students to make a difference; and one where the Mercy values of respect, justice, compassion, service, hospitality and courage are evident in all our interactions and decision making.*

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

**Mary Moloney rsm** | Principal





# Sacred Heart College | Geelong

In 2017 ISMAPNG elected a new leadership team. In preparing for this chapter they asked, “not who founded them but, who have they become by the Grace of God”. In this time of educational transformation, it is appropriate to echo the words of the Sisters of Mercy and to ask, who by the grace of God has Sacred Heart become and how has this community continued to evolve?

With demand for places continuing to grow, the College’s 2017 enrolments were 1,431. In line with the opening of the new co-educational secondary Catholic School at Armstrong Creek in 2020 it is anticipated that future enrolments will be reduced by one stream in Year 7.

Our graduands experienced success with 13.6% of students completing a VCE 3/4 sequence achieving a study score of 40 and above and 15.1% of students achieving an ATAR ranking of 90+; the median study score was 34.

Last year saw the implementation of the Sacred Heart College 2020 Strategic Plan. Taking a wave approach, our focus was on six strategies prioritising social justice, community outreach and sustainability, curriculum that responds to the dynamic work environment, mental and physical health for students and staff, VRQA Child Safe Standards compliance, continuing strong relationship with parents and Alumni, and adopting cutting edge technology to enable school improvement.

Work on the above priorities was captured on a dynamic strategic dashboard linked to an activity planner and progress on each of the strategies was monitored by our newly established Strategy Subcommittee. Using a traffic light system this committee provided monthly reports to the College Advisory Council.

Action arising from our strategic priorities quickly translated into learning opportunities and experiences designed to equip our girls for the life they will live. Adopting an agile approach this transition has included the development of the Bradbury Club, a STEAM-focused transdisciplinary unit. The club is a collaborative group of students, staff, academics and industry professionals that performs long-term, problem-solving projects that benefit the community. It includes 80 students and six staff, plus nine partner organisations, including the Universities of Sydney, Melbourne and Deakin, the Garvan Institute, EnviroLab, Healthy Communities and the Australian Bureau of Statistics. A recent project attracted funding from the TAC of \$23,000; \$150,000 over a three-year period

from Catholic Education Melbourne and a \$50,000 digital literacy grant from the Department of Education and Training. During 2017 the Bradbury Club presented at the new Geelong Tech School expo and at a STEAM conference in Melbourne.

A second pilot program launched in Semester 2 was the Mixed Mentor Group. A trial model of pastoral care comprising cross-age students from Years 7 to 12, the model draws on College data in partnership with the University of Melbourne and Steve Biddulph’s research into positive psychology and what girls need most.

Another pilot development saw students in Year 8 selecting courses for Year 9 with access to all subjects including VCE studies and opportunities to opt for self-directed learning and the personal project (a requirement of the IBMYP usually undertaken in Year 10).

Staff wellbeing continued to be a priority with HR surveying all staff and using their responses to create an action plan which prioritises mental health, physical activity and healthy eating. School initiatives included: boot camp, pilates, yoga and mindfulness.

In July the students and staff moved into Stage 1 of the Court Precinct which is a light-filled contemporary learning space. Shortly after, the Philomene Carroll wing was demolished and Stage 2 of the Court Precinct is now under way with an estimated completion date of August 2018. Stage 3 will commence after this with a completion date of 2019. The Court Precinct will transform the Aphrasia Street façade, and landscaping will be undertaken to commence ‘The Way’, a paved walkway that will in time lead past the Chapel to the senior oval.

Financial support for the new building will come from a \$1.8M capital appeal. To date \$1.62M has been secured and in the process, strategic partnerships have been established with Deakin University, CompNow and AusNet. The College is also grateful for the financial support of the Alumni Association.

When reflecting on Catherine McAuley, a New Zealand writer asked, *Do we honour Catherine best by recalling the past, or by setting our gaze on what lies ahead? Is mission best served by our remembering her story, or by looking to the future?*

At Sacred Heart the traditions and values of the past form a solid foundation yet our gaze is very much on what lies ahead and what will best prepare our girls for the dynamic work environment that awaits them.

**Anna Negro | Principal**



...the traditions and values of the past form a solid foundation yet our gaze is very much on what lies ahead...





## COMMUNITY

It was a nostalgic year for our College as we bid farewell to Catholic College Bendigo (CCB) and welcomed Catherine McAuley College.

We were sensitive to maintaining the CCB identity in the community during 2017 and as the year came to an end we paid tribute to those whose vision created the College in 1983. The Mercy and Marist congregations working with the Diocese Catholic Education Office created a school that would grow to be, at one point, the biggest Catholic school in Victoria. We recognised the leadership and service of the founding Principal, Sr Mary Duffy, followed by Sr Sylvia Williams, Br Paul Kane and Mr Darren McGregor. Our school has had many names, St Aloysius, St Mary's College, CCB and now Catherine McAuley College. The constant has been the presence of the Sisters of Mercy for over 141 years.

At the Opening Mass for 2017, the new crest and visual identity planned for Catherine McAuley College were announced by the Sisters of Mercy. We are grateful for the support of the Institute of the Sisters of Mercy of Australia & Papua New Guinea (ISM PNG), Mercy Education Limited (MEL), Bishop Leslie Tomlinson and Paul Desmond, Director, CEO Sandhurst.

We commenced 2018 as Catherine McAuley College (CMC) with new iconography, website, social media, stationery, signage and campus names – Junortoun campus named 'Coolock' and Barkly Street 'St Mary's'.

Throughout 2017 we used our annual theme, and our new College motto, Living Mercy, to further explore the Mercy Education Values of Respect, Courage, Hospitality, Justice, Compassion and Service.

## EDUCATION IN FAITH

Sr Liz Dowling, on the Staff Spirituality Day in August, helped us understand elements of Matthew's Gospel and how we might take some of these messages with us. Sr Berenice Kerr delivered the first Living Mercy Lecture, titled Catherine, September 24th and Our Lady of Mercy.

Areas of our College have a fresh new look including the general office now bearing two quotes from Catherine, 'We should be shining lamps giving light to all around us' and 'You must be cheerful and happy, animating all around you'.

Footprints in the breezeway at Coolock invite you to "walk in the footsteps of Catherine". The story of Mother Aloysius Martyn and the pioneering Sisters of Sandhurst fills one wall and the other wall features our Mercy Education values. We thank Fraynetwork Multimedia for their expert advice and execution of these additions.

## LEADERSHIP AND MANAGEMENT

The introduction of the Student Representative Council (SRC) in 2017 strengthened the student voice and the

impact of the SRC has been tangible in planning for the new building at Junortoun and the new uniform.

This year has commenced with finalising all the planning that happened in 2017 and by mid-year we hope to have confirmed a 20-year master plan.

We commenced 2018 with a new leadership structure headed by three Deputy Principals, two Pastoral Care Directors, two Learning and Teaching Directors, a Learning Enrichment Coordinator, a new ICT Coordinator, Business Manager and Accountant.

We thanked the many staff who had made a considerable contribution to our culture over the years, some retiring or taking a new pathway in their career, with others finishing up after 30+ years of service.

Building of the Performing Arts building commenced and we hosted a 'Ministerial sod turning' event to officially commence the project. A retaining wall at St Mary's was replaced with tiered seating and minor improvements and landscaping continues across both campuses.

## STAFF AND STUDENT WELLBEING

A Sustainability and Stewardship Committee (SSC) was introduced, responsible for nurturing and sustaining the wellbeing of the College community. Through research, consultation and facilitation, the SSC will ensure that the Mercy values are nurtured and sustained throughout our learning and teaching and collegial support of one another.

The College is working towards introducing Berry Street Education Model for the wellbeing of students and will soon commence accompanying that with the NESLI Toolkit whole school program for staff wellbeing.

Reportable Conduct legislation and Mandatory Reporting legislation overviews were provided and meetings were dedicated to the Child Safe legislation with staff all signing a commitment to child safety.

## LEARNING AND TEACHING

Enrolment interviews for the 240 Year 7 enrolments were implemented along with testing of these Grade 6 students so that personalised learning plans could commence before students started at the College. With the appointment of Literacy & Numeracy Coordinators, CMC is increasingly understanding and utilising data and student outcomes to refine curriculum.

With a new LMS we refined the Assessment and Reporting for the College and reviewed and changed the Curriculum Handbook into an e-version to support the refined subject selection process.

Throughout 2017 we have been incredibly fortunate to work with Kathy Sawchuk from the University of British Columbia. Kathy is currently undertaking her PhD and is on contract as part of the School of Education at La Trobe University.

Kathy has been working with staff and students and helping us learn about the evidence-based approach that saw her, as School Superintendent, oversee twenty-four schools in British Columbia. Based on evidence of what works in improving student learning, Kathy will continue to work with our teachers and students to understand and be in control of their learning.

**Brian Turner | Principal**





Capturing a year in the life of St Aloysius College on the page is a significant challenge. There are so many lenses that can be used to view the strengths and achievements of any community, and this snapshot of the life of the College provides a window into our 2017 story.

The papal encyclical, *Laudato Si'*, was the inspiration for our staff faith formation day led by Reverend Professor Denis Edwards, a renowned theologian. He linked the theology underpinning *Laudato Si'* to social justice and ecology, as well as inviting us to think about how we can realise ecological conversion in our school. In keeping with the theme for the day, following Fr Denis' presentation we celebrated the beauty of the natural world with a shared lunch in the Botanical Gardens. The opportunity to gather as a whole staff on this day reminds us of how much we value and care for each other. These occasions are integral to sustaining a strong staff culture which promotes the wellbeing of every staff member.

The Leadership Team shares the responsibility for bringing the vision and values of our Mercy school to life. At SAC, retirement and staff movement have led to new additions to our Leadership Team and highlighted the depth of leadership capacity at the College. In 2018 Jacqui Jury was appointed as Director of Teaching and Learning and Frances Caluya as Acting Deputy Principal (Administration). Jacqui and Frances have demonstrated a deep commitment to Mercy education and a strong vision for the future direction of the College.

Two significant leadership appointments, Primary Coordinator (2017) and Primary Teaching and Learning Coordinator (2018), have provided increased pastoral care and curriculum support structures in the primary years. Teacher consultation was integral to shaping the nature of these roles and the benefits are already being felt by the whole community.

Diverse and collaborative responses to our Strategic Plan continue to emerge. As an example staff, students, old scholars and family members contributed works of art to our shared exhibition on *Laudato Si'* – Care for our Common Home. This exhibition was inspired by our desire to promote sustainability and bring our community together in new ways. The SIA (Support in Action) program is a new initiative building connections between the Reception and Year 6 students, focusing on student wellbeing. Friendship and peer support between students of different ages are core features of this

program, promoted through regular collaboration and participation in meaningful and cooperative activities. These are just two examples of the diverse ways groups of staff and students have creatively worked together to achieve our strategic goals.

High quality teaching and learning is a key domain in our Strategic Plan. The modernisation of the South Australian Certificate of Education has required significant changes to assessment procedures for senior teachers, including online submission of materials for moderation and participation in online clarifying forums. This professional development allows teachers to evaluate and renew their teaching and assessment practices and facilitates greater collaboration within and between schools.

Staff and the College Advisory Council undertook a thorough review of student policies with a particular focus on the development of personal responsibility. Our Mercy values are always the guiding principles for our interactions with others at SAC and we wanted to ensure that all our responses to student behaviour aligned with these values. Staff have engaged in professional learning on Restorative Justice and this has provided a framework to articulate a clear and consistent set of policies. The Year Level Coordinators have been pivotal in the review, drawing on their experience of effective collaboration between students, families and staff to ensure our policies support the best possible outcomes for all students.

Our policies for the screening and induction of volunteers have recently been reviewed and updated. In addition to police checks, a face-to-face interview with a member of the Leadership Team is required for any person volunteering in our school. Parents have been extremely cooperative with this new protocol, recognising that it is designed to ensure their daughter's safety.

There are 1300 stories of students that make up our vibrant school community. We see our Mercy values brought to life in the hearts and minds of our students, nurtured through the work of our staff. This report presents a brief glimpse into a year in the life of St Aloysius College and conveys the commitment to excellence and equity that underpins all that we do.

**Paddy McEvoy** | Principal



High quality teaching and learning is a key domain in our Strategic Plan.



2017 saw the 130th year of Mercy Education in North Melbourne. This report reveals the progress and the achievements made by the St Aloysius College community. As an annex to the Mercy values of respect and hospitality, the College took the opportunity to celebrate a hundred and thirty years with the re-naming of buildings throughout the College, alongside re-designed emblems for the College Houses. This recognition of our past was a critical enabler that allowed St Aloysius to strengthen its positive journey as a forward thinking Catholic Girls' College.

In the sphere of Faith, staff continued their progressive learning journey through a number of facilitated spiritual sessions exploring our role as Catholic Educators. Theological reflection was incorporated into daily prayer through the use of scripture and story and this was accompanied by increased opportunities for student involvement which permeated the whole College program. Our students participated in a range of Faith Development Programs which included Community Service, fundraising, leadership programs, Reflection Days and Retreats. It is certainly a profound part of our work with students when we are able to share in their faith journey and bear witness to their willingness to engage practically in the service of others. Importantly these actions demonstrated the essence of our 2017 College theme: 'God's Mercy can make even the driest land become a garden'.

Numerous and frequent opportunities for participation in sacramental life and prayer were provided for students, staff and the wider College community.

Learning and teaching remained a focus with pleasing results achieved at both ends of the bell curve. 2017 witnessed the introduction of new programs, including the Mercy Ethos Program at Years 8 and 9, with the aim to proclaim the message of Jesus through the distinctive vision and spirituality of Catherine McAuley. The Academic 8 Program, is an interdisciplinary program aligned to our Mercy Education Values and covers topics such as study habits, learning behaviours, time management, cyber safety and growth mind set. Student wellbeing continues to underpin our learning and teaching practices across the School and at its core for 2018 is the Nourish Program, a Year 7–12 Pastoral Care program designed to nourish the mind, body and soul. At Year 10 a Philosophy elective was introduced and the Future Me program centres upon future careers.

The College went through an ACER (Australian Council of Education Research) Review using the National School Improvement tool. The ultimate goal of school improvement is to improve outcomes for

students, including levels of academic achievement and wellbeing. This revealed the tremendous progress we are making as a College in all areas and I take this opportunity to acknowledge the hard work of everyone at our College. As a result of this review, New Strategic Intents for 2018–2020 were developed involving all stakeholders.

In 2017 the college also went through an audit process through the Victorian Registration and Qualifications Authority (VRQA) and the result has highlighted that we are compliant.

Child Safe Standards forms part of the Victorian Government's response to the recent Victorian Parliamentary Inquiry. All Victorian schools are required to operate within a child-safe environment, as stated in the Ministerial order No. 870. In 2017 the College was reviewed against the minimum standards and other requirements for school registration by the VRQA. St Aloysius College has met all the required standards for child safety set by the VRQA.

The Annual Art and Technology Exhibition was a highlight of Term 4, displaying the many talents and creativity of our staff and students. In the Performing Arts area student performance was superb and it is a testament to the commitment of staff.

Reflection, renewal and growth continued to drive the Learning and Teaching Program at St Aloysius College. Real World Connections in Science, Technology, Engineering and Mathematics (STEM) were a real focus with some of our students visiting NASA and some others involved in STEM Experiments in space (students coded their own experiment to be conducted on the International Space Station). In 2017 the College hosted the Earth Forum Science Breakfast in partnership with Melbourne Zoo.

Our success as a learning community for girls would not be possible without the dedication and professionalism of our staff. I thank each and every one of our teaching staff, administrative and support staff, and maintenance team for their hard work, passion and commitment to excellence.

Throughout 2017 our girls have continued to achieve their best and explore new opportunities. They have produced remarkable results in a wide range of curricular and co-curricular activities and we have recognised and celebrated their efforts and achievements. Their joy in learning, engagement and ability to question and remain curious, ensures that we continue to explore new opportunities for powerful learning.

As a College we continue to work with our parents and the wider community. Continuous improvement to the College facilities ensures St Aloysius College presents a fresh, exciting and inviting learning space for all students. The College embarked upon completing the last throes of its Master Plan, resulting in exciting new refurbishments commencing in April 2018.

**Mary Farah | Principal**





2017 'Semper Fidelis – A Sacred Earth'. Our theme for 2017 allowed us to focus on our College motto and on 'the cry of the earth' as stated by Pope Francis in Laudato Si. In the words of this beautiful canticle, Saint Francis of Assisi reminds us that our common home is like a sister with whom we share our life and a beautiful mother who opens her arms to embrace us. "Praise be to you, my Lord, through our Sister, Mother Earth, who sustains and governs us, and who produces various fruit with coloured flowers and herbs".

Mercy@Work is our student Justice and Service arm of the College. In this year we focused on two environmental stewardship initiatives in de-lamping the school buildings and fitting energy efficient lighting in all facilities. Secondly, our students sought the implementation of a more environmentally responsible toilet paper. Proceeds from this recycled paper product go toward improving sanitary conditions in economically under-developed countries.

Our Community Kitchen, which provides a three-course meal to those in need in our community, is overwhelmed by student volunteers, which is a good problem to have.

As we commence our 129th year of Mercy education in Kyneton, the College theme for 2018 is: **'Courage! It's Me!'** (Matthew 14:22–33). Based on Matthew's Gospel it is a call for us as a faith community to have courage in our beliefs and to act according to our Mercy values.

As a College we are embracing many aspects of the Visible Learning research by John Hattie, to ensure our students acquire knowledge that moves from surface learning to deep learning and eventual transference of this knowledge. In this process we aim to show students what success looks like and we aim to achieve this in every lesson. We have adopted the concept of Learning Intentions and Success Criteria, aiming to make these visible to students at the start of every lesson. Teachers are working on the adoption of this process over 2018.

The College has been accepted to be part of **UMNOS** – The University of Melbourne Network of Schools. The purpose of the network is to collectively impact on improving the learning outcomes and experiences of students, through a structured program that focuses on teaching and learning, and to inform, build and use the evidence base of the University of Melbourne. In 2018 the network will enable schools to achieve things together that they may not be able to achieve on their own.

The College is very proud of our VCE and VCAL Class of 2017. Our VCE results were outstanding placing the

College as one of the highest performing Catholic co-educational Colleges in Victoria. Likewise all our VCAL students have secured apprenticeships, employment or opportunities for further training.

As a College we hosted the launch of the Live4Life program facilitated by the Shire for all Year 8 students in the region. Live4Life is an innovative, evidence-based, local community driven response to youth mental illness. The purpose is to increase the mental health knowledge of our students. Likewise the College provides avenues of support for our staff as part of their wellbeing. Our adoption of the Positive Education approach, based on the work of Martin Seligman, continues to gain strength.

Our community was presented with an important document entitled 'Strategic Directions 2017–2020.' This document contains our renewed College Mission and Vision Statement along with a reiteration of our Mercy Values and our commitments as a learning community. It also contains our School Improvement Plan for 2017–2020. Our 2017–2020 four year School Improvement Plan, supported with Annual Action Plans, provide us with an immediate 'road map' to achieve our newly stated Mission and Vision for the College.

An exciting opportunity for the College community is being planned as we aim to embark on a future focused exercise for the College in our new 'Imagine 2030' Future Directions Project. Strategic priorities need to be established in a broader range of areas to complement a 2030 Master Plan that will see Sacred Heart transform continuously into the vibrant learning community that we aspire to be. The year 2030 provides 'stretch' to our vision for our future development in this region.

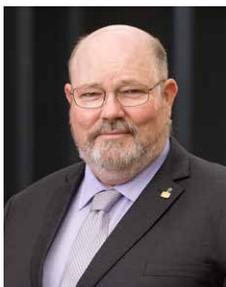
Child safety has been an important focus for our College along with parent and community engagement. The College has implemented a new electronic visitor and contractor sign-in process, along with a cyber-safety package that will be implemented fully in 2018. A range of measures and policies have brought improvement to our practices and facilities to meet child safety standards.

Our students are the focus of all that we strive to be and this is now evident in our student leadership program as well as our wellbeing and academic initiatives. ANZAC Day, College Masses and cultural events bring witness to the commitment and integrity of our young student leaders and broader student population at Sacred Heart College Kyneton.

**Craig Holmes | Principal**



We have adopted the concept of Learning Intentions and Success Criteria, aiming to make these visible to students at the start of every lesson.



Each year our College highlights a Mercy value and the theme given to us by our Prefect body for 2018 has as its clear focus the Mercy Value of Respect:

**Whilst Knowledge May Empower, Character Builds Respect"**

For Catherine, the Mercy value and concept of respect is very clear. Respect and love or charity co-exist and really can't be one without the other. They are reciprocal. Respect is a relative thing and during 2018 we will discuss it in three ways:

- Respect of self
- Respect of the other
- Gaining respect of the other

As a Mercy community our six education values of Mercy are always an inspiration and motivation for everything we do. During 2017 we focused on the Mercy Value of Courage.

The Catholic Schools Youth Ministry Australia (CSYMA) group is now well established and over 80 of our students were involved in facilitating the Ash Wednesday liturgies. Another thirty students planned and delivered the Easter and Mercy Day liturgies. These students also facilitated the Year 7 Relationships Day and took a lead role with fundraising for various charities throughout the year. The Ministry Lounge continues to be the hub of all social justice events as well as a drop in centre at lunch times. It is a place of friendship and community and a space for learning more about our faith and traditions.

Social Justice and support of others has a high priority and throughout 2017 we supported:

- Caritas
- Leukemia Foundation – World's Greatest Shave
- St Vincent De Paul
- Catholic Mission
- Pink Ribbon
- Samaritan's Purse – Operation Christmas Child

Our Mercy Day fundraising efforts were the best to date, raising \$14,000 to support Mercy Works. Goods were also donated to St Vincent De Paul and Discovery Care. Staff and students were regular visitors to Melbourne Immigration Transit Accommodation at Broadmeadows. This experience was eye opening and at times confronting but in true mercy spirit, a hand of friendship and support was extended to the detainees.

In 2017 the College worked to improve learning outcomes and the learning culture through a number of different target strategies, which included:

- Development of a Vision for Learning
- Establishment of a Data School Improvement Team who researched and then recommended ways to enhance the best use of data to inform student learning
- The formation of a Year 8 Success for Learning project to be led by the Year 8 Humanities and Mathematics teams

- The formation of a Literacy Collective with Our Lady of Sion Box Hill that will enhance our whole school approach to literacy and supplement the existing Sustained Silent Reading and Read to Learn Programs
- A Victorian Curriculum and Assessment practices audit
- Development and implementation of the Understanding By Design approach to curriculum development and documenting

The College has also increased the number of trained staff to deliver Read to Learn Program. Three groups of Middle Leaders completed the Leading for Learning: Making a Difference Program.

Throughout 2017 one of our major undertakings was to invite staff to be trained as Coaches as part of implementing and supporting our MLMC coaching model. By the end of 2017 we trained 30 teaching staff to take on the role of Coaches for 2018 using the GROWTH model.

The main objectives being:

- To improve student learning outcomes
- To provide additional personal reflection tools for improving teaching practice
- To build the capacity of teaching staff

An integral element embedded within our coaching model is peer observation and student feedback. These elements will be used as reflective tools to encourage personal reflection and development to improve student outcomes.

Enhancing student connectedness to school remains the key priority in student wellbeing. The link to improved learning outcomes is at the heart of this. In accordance with Ministerial Order 870 the implementation of Child Safe Standards is achieved via our Child Safety Policy and related policies.

The Student Wellbeing Team also adopts a proactive approach to Pastoral Care issues 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. A review of the Pastoral Care curriculum program has occurred.

Strong focus on student transition from primary to secondary school ensures that Year 7 students quickly settle into the rhythm of school life. In 2018 we have added a role of Home Liaison with Sr Mary White rsm taking on this important pastoral duty.

Parent forums were conducted on the topics of "Building Resilience in Young People" with Hugh Van Cuylenburg as well as a Grief and Loss seminar in conjunction with the Australian Centre for Grief and Bereavement. Gregory Nicolau from the Australian Childhood Trauma Group presented on the issue of stress management, especially for VCE students. Our counselling team conducted a range of student workshops and activities on mindfulness, anxiety, SEASONS grief and loss, Yellow Ribbon Program as well as a social skills program for young people with autism.

**Philip Morison | Principal**



We are committed to providing a quality Catholic education through a strong tradition of academic excellence and rich extra-curricular life. Education at St Joseph's College is much more than a formal learning program. It is about fulfilling potential, supporting individual resilience and the development of personal character values.

## EDUCATION AND FAITH

As a Catholic school in the Mercy tradition, St Joseph's College places great emphasis on educating students in the Catholic faith tradition, while respecting other religious traditions. In 2017, St Joseph's College students were very active in putting Mercy values into action on a daily and weekly basis. Mercy Action Leaders, Alan Joseph and Nicholas Fasso-Opie, made regular presentations to College assemblies, encouraging a variety of fundraising and community activities.

Religious Education is central to our mission of Gospel proclamation. A highlight of our liturgical celebrations is always our Mercy Day Mass. In 2017, former Principal Sr Sylvia Williams gave an inspiring message that challenged students and teachers to live Mercy values each day.

## LEADERSHIP AND MANAGEMENT

Every teacher and support staff member has a part to play in the culture of shared leadership at St Joseph's College Mildura. In 2017, we introduced a new Positions of Leadership structure for 2018 and beyond. Those who hold Positions of Leadership (POLs) work both collaboratively with the College and autonomously with their own teams to achieve goals in the School Improvement Plan, and further improvements in their respective fields. The new role of Risk, Compliance and Asset manager (RCAM) has also formed an integral part of the College leadership team.

While we were asking more from our staff, we asked what the College could return in kind. As part of our commitment to staff wellbeing we created Catherine's Room, a dedicated area of the Wellbeing Centre solely for staff. Named in honour of Catherine McAuley it is a retreat space where staff can meet or simply reflect in peaceful silence.

## STUDENT WELLBEING

Student Wellbeing is central to our Mission of providing for the needs of every student in our College. To this end we have established a professional team of Mental Health and Counselling staff who constantly address the wellbeing needs of students. This has resulted in many students being assisted in the management of their emotional, social, educational needs and goals.

The Ursula Frayne Wellbeing Centre, located in the Enright Centre, has an appropriate home in the convent that served the Sisters of Mercy for many years. These same services are available at the

Mercy Campus. The First Aid Officer, the House Leaders and Homeroom teachers work closely with the wellbeing staff to identify and respond to students in need of assistance. This is part of our whole College approach to pastoral care and student wellbeing.

## LEARNING AND TEACHING

Our focus continues to be about creating a community of engaged learners with a student centred approach to education. As a College, we continue to seek data and information on ways to improve. This includes deeper analysis of our VCE data and other data collected throughout the College and using this to improve the learning experience in the classroom. Reflecting on the last twelve months the College continues to be proud of our academic achievements. We continue to see improvement in our academic results at VCE. We are particularly happy with our upward trend over the last five years with percentage of students achieving an ATAR of 80 and above and percentage of study scores of greater than 40.

The College has invested considerable resources into Learning Enhancement with a dedicated leader, offices and spaces and the creation of a new role looking at innovation in the classroom. We are also very pleased to offer 3D printing as part of our curriculum and the development of a stand-alone STEM subject.

## COMMUNITY

In March 2017, Superanse Nduwarugira, Lodia Tuyinahaze and Nicholas Fasso-Opie, attended the Young Mercy Leaders pilgrimage in Dublin, Ireland, where they collaborated with Mercy students from five different countries. The ideas and insight gleaned from this conference enabled the Mercy Action Group to implement an ambitious project that assembled and distributed around 120 hygiene packs to local soup kitchens, to assist with and raise the living standards of the homeless and disadvantaged in the Sunraysia community. This project was coupled with fund and awareness raising for several local and international charities including Days for Girls and St Vincent De Paul. At the end of 2017 the Mercy Action Group donated \$7000 to these different groups.

Over the past three years, St Joseph's College has formed a unique partnership with Tiwi College. Last year a group of eight students and teachers again visited Tiwi Island and participated in a range of community building activities.

Sr Rosemary Graham RSM and Mr Robert Wolfe have been carrying out the vital roles of Home Liaison Officers to our families in need. This is a key element of our Mercy outreach in our community and continues the rich tradition of the Sisters of Mercy in providing personal care for our families.

**Marg Blythman | Principal**



Our focus continues to be about creating a community of engaged learners with a student centred approach to education.





The past twelve months have been characterised by transitions to new ways of working, praying and participating for OLMC.

In September we opened the Nalleijerring Centre, our new indoor courts and gymnasium facility. We can now seat the whole school in one venue, with the opportunity to transform the Centre into a sacred space and to grow and develop our liturgical celebrations. We opened and blessed this facility as part of our Mercy Day celebrations and gave thanks for everything that the Centre will give us. Ms Kate Garrone led our liturgical celebration and our engagement with members of the Wurundjeree people. This initiative was led and completed under the watchful and creative eye of Julie Ryan and with the highly capable project management, Nic Sulzberger, our Business Manager.

A change in the roles of our Leadership Team over the last twelve months has enabled us to renew and transform the work we do as staff. Patricia Sweeney has responsibility for leading our staff development and she has led a number of successful initiatives that were undertaken to support individual staff professional learning programs that align with the College's strategic directions. Staff engaged in a range of learnings that included self-care and their own wellbeing.

There has been a strong focus on embedding the General Capabilities from the Victorian Curriculum into the teaching and learning program. This work has been led by Andrew Gibson, our Curriculum Coordinator. It has involved a specific focus on the building of teacher capacity to teach and assess these capabilities in ways that are meaningful and that allow for the measurement of growth in student learning. The use of student performance data has also continued to grow, with a range of initiatives in place to ensure optimal teaching and learning approaches and outcomes.

As part of the strategic directions, a new Lunchtime Activities program was launched in 2017. This was led by the Head of Student Wellbeing, Brooke Kilborn, and our Sports and Activities Co-ordinator, Eliza Everett. In order to promote and strengthen our students' physical fitness and wellbeing, a range of sports, along with dance and movement classes, were offered to the whole student body. The activities were heavily subscribed and saw many students increase their level of physical activity and engagement on a daily basis. Ornella Dharumasena has also led a range of initiatives in College Operations that has enabled us to access new forms of data to inform improvements in student wellbeing and participation.

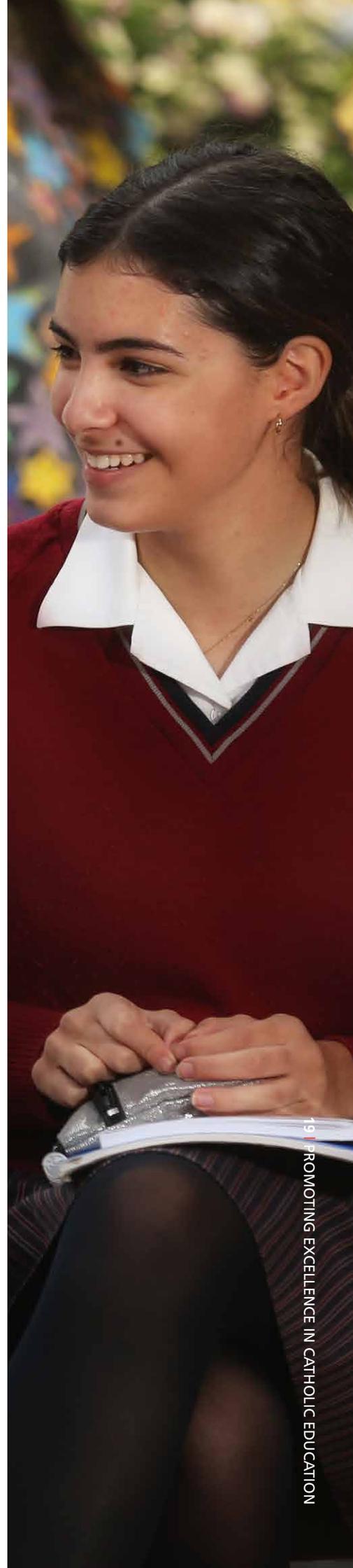
We have successfully embedded our Child Safe practices into all elements of our employment strategies. We have provided training and updates to all our staff and ensured that we have a process to inform all who come onto our site the expectations we have of them and the responsibility that they have in the way they interact with young people in our community.

A memorable event in September that involved many local community groups and friends of the College was the High Tea in Heidelberg, attended by over 350 guests. It was the first time we used the Nalleijerring Centre as a gathering space and it was an unqualified success. Staff, parents and students began preparations weeks in advance of the event, organising food, drinks, table settings and decorations for the occasion. Chief Justice of the Family Court of Australia, Diana Bryant AO, spoke to guests about the Court system and the changes in family law and custodial arrangements. The High Tea was a fundraiser for McAuley Community Services for Women and raised \$12,500. Congratulations to Julie Ryan for the initiative and to Marie Jenkins for her excellent coordination of the event. It was a great community-building event and a testament to the strong relationships that the College enjoys with the wider community.

The most significant period of the year was the transition from one principal to another. After 13 years of dedicated service to the College, Julie Ryan resigned as Principal. Julie has developed the facilities of the College to a point of excellence, and more than that, she has fostered an innovative, courageous and inspired community of teachers who have ably led the students. She has fostered OLMC as a community of excellence where everyone has value and is valued for their gifts and talents. It was with sadness but also with gratitude that the community said good-bye to Julie.

The community also welcomed me as the new principal. A Commissioning Ceremony held in February was my official welcome to OLMC and it was a testament to all who have gone before me. Some of our students created stories about the women who have led the school over its long history of 113 years. It was a humbling experience to listen to the strength and courage that each of the women had shown when they were at the helm. I was reminded of Catherine McAuley and all of the courageous women who have continued the work of Mercy across the world. It is indeed a privilege to find myself in their company, and as part of my commissioning, I have committed to do my very best to honour not only those women but all of the girls whom we serve.

**Judith Weir | Principal**





As members of a Catholic educational community within the spirit of mercy, we are called to relate personally with Jesus Christ and model Christ through our actions, relationships and values.

While Catholic education is certainly much more than just NAPLAN results, literacy and numeracy are fundamental skills all children need to be successful in and beyond school. Therefore, we were pleased to be congratulated by:

- CARA, as St Brigid's College had been identified as having demonstrated 'substantially above average gain in student achievement', as measured by NAPLAN
- the Executive Director of Catholic Education (WA) for the Year 12 WACE achievement in 2017, which included the College being 'on the School Curriculum and Standards Authority (SCSA) First 50 WACE Achievement schools list' and 'the 100% VET Achievement list'.

These acknowledgements were *for the second year in a row!*

College leaders and teachers continue to analyse these and other data trends, including the commendations and recommendations which followed the formal validation audit conducted by the International Baccalaureate Organisation (IBO) in March 2017, looking to sustain this growth across the College for 2018 and 2019. The IBO programmes offer quality professional growth through wider networks, multiple perspectives and diverse pedagogies (based on contemporary research findings): sustainable support and care for staff to deliver the Western Australian mandated SCSA curriculum in a 'mercy' way – *Mercy in Action, Making a Difference*.

A good Mercy education is not solely about academic performance, it is also about nurturing the development and growth of confident, resilient and inquisitive global citizens who 'walk with others, especially those in need', while caring for the earth for future generations. To this end, the College's beautiful bushland setting is increasingly used to create opportunities for children in the early years to have hands-on experiences and opportunities to explore and connect with nature and the local environments through regular 'Bush School Days'. Initially a few parents were concerned about the dangers and cleanliness of their young children. However when the children began to describe their day in the bush, their excitement and developing knowledge, understanding and skills evidence of their learning journey (already communicated to parents through Seesaw on their iPads), parents began to ask that these experiences be expanded.

A strong commitment to supporting students and children's wellbeing is evident in the College's staff contribution to and embrace of the nine elements of the new Catholic Education Western Australia *Child Safe Framework*. We understand that: child safety does not just happen; we need to collaborate with parents who are the first educators of their children; and all members of our College community are responsible for building healthy relationships as this is the core of child safety and all our children flourishing. To better exercise their right to be heard and involved in matters that affect them, children were provided with programmes and regular seminars such as, *Too Cool for Bullies* and *My Friends and I*.

Driven by quality practice rather than compliance, College leadership ensures that all staff and volunteers are given opportunities for ongoing support, supervision and training (including potential risks in physical and online environments) in order to mitigate or prevent risk of harm to an individual. Facilitated by College staff, parents and children have participated in early morning breakfasts in the College's *b|B|liotech*, during which topics such as parental controls, opportunities and threats of social networking and the latest software have been discussed.

Capacity building is important for continuous improvement and for the wellbeing of our community. To this end, after members of the College Senior Leadership and Aboriginal support staff had participated in the nationally acclaimed *Stronger, Smarter Leadership* programme, developed understandings, practices and strategies were shared with all College Staff during an all-day focus on Aboriginal Education, followed by other seminars given by Aboriginal elders. The message was clear and applies to everyone, whether Aboriginal or not: *let us have high expectations, strong healthy relationships*.

The College's Annual Presentation Night, held at the Perth Concert Hall, was a grand occasion when we showcased students' performances and acknowledged their many varied outstanding achievements. With *Gratitude* as our focus in 2017, appreciation was expressed of families and members of the wider community for their commitment in partnering with the College in creating enriched learning provocations for all our children and young women to achieve their personal best. Special mention was made of the Aboriginal families who had travelled long distances to be present to celebrate the secondary graduation of 12 young Aboriginal women – one of whom had received a scholarship to attend Curtin University. Diverse destinations of the Class of 2017 reflect the different interests of each of our precious young graduands, including: marine biology, engineering, bio-medicine and international relations at UWVA; business, pharmacy, occupational therapy, physiotherapy, forensic toxicology, astrophysics, health sciences, psychology at Curtin University; education, chiropractic, law and criminology, laboratory medicine at Murdoch University; performance, event management and broadcasting at Edith Cowan University; education, archaeology and law and biomedical science at Notre Dame University.

2017 was a year during which there was much for which we are thankful.

**Amelia Toffoli** | Principal



At Santa Maria College our Mercy value for 2017 was Service and this was strongly reflected by the actions of staff and students throughout the year. Our value states that ... To give service is to want to make a positive difference or contribution to the lives of others. We do this by being open, sensitive and responsive to the needs of all people.

## STRATEGIC PRIORITIES

Development of the Strategic Plan 2018–2020 commenced in Term 3 using a process that involved collection of suggestions that determined priorities, developed a draft and led to further consultation and refinement. The Strategic Plan and our Action Plan are now complete and implementation has commenced.

During 2017 significant maintenance occurred within the College as no major building was occurring. Areas of refurbishment included boarding bathrooms and dining room, café and Year 5 classrooms. Construction of a parent pick up shelter and pool shaded areas along with installation of a College history banner and relocation of Deans Offices was completed. 2018 will see the development of a new Master Plan.

## EDUCATION IN FAITH

In our Year of Service, all Staff at Santa Maria College participated in a service day in Term 4. All staff selected a community organisation and the wide variety of activities included cook ups for the homeless, revegetation of Swan River foreshore, music for the elderly, and gardening.

Students had opportunities to demonstrate their faith through service through our Punmu and Cambodia immersions and through activities such as Christian Service, Young Vinnies, Young Mercies and Ecosisters.

## LEARNING AND TEACHING

Our 2017 Year 12 cohort performed very well achieving a median ATAR of 89.90 which placed the College 6th in state and the highest ranked Catholic School. 50% of students gained an ATAR of greater than 90 and we were recognised as a top performing school in 11 courses. These excellent results were due to the partnerships between students and staff and the support provided by our parent community.

A focus area from our Strategic Plan is GRIT with our goal to “embed a school wide approach as a means of developing resilience and a growth mind set needed for Deep Learning.” GRIT was launched on our Professional Learning Day in March with various sessions.

## STUDENT WELLBEING

2017 was also the first year of the new structure of having Middle Years (Years 5–8) and Senior Years (Years 9–12) with each year group having a Dean of Students responsible for the pastoral, academic and events for their students. The Deans have begun the process of reviewing our Pastoral care scope and sequence from Years 5–12.

Child safety has been priority in Term 1 2018, informed by CEWA's Child Safe Framework.

This Framework was launched with all staff concluding with discussion to identify areas of strength and areas for improvement, followed by a workshop for all staff on the Child Safe Curriculum. Our Health and PE staff had further time for embedding the CSC into our Health program with the key focus being on respectful relationships. A Staff Code of Conduct was also developed using the Mercy Education Framework.

A Staff Wellbeing Committee was established and conducted workshops for staff to understand their own and their student's wellbeing.

## LEADERSHIP AND MANAGEMENT

2017 saw the retirement of College Principal Ian Elder after 8 years of exceptional service. Ian achieved many things during his time as Principal, including:

- Developing our Mercy charism and relationship with the Sisters of Mercy.
- Completion of many wonderful learning spaces including the Mercy Building, MacDonald Building, the Terrace and the Consilii Centre.
- Introduction of laptops, implementation of a staff development program, additional classes in Year 5 & 6 and a focus on Mercy Wellbeing.
- Mentoring many aspiring leaders in Catholic Education, for which he was awarded a Fellow of the Australian Council for Educational Leaders.

As a community we described Ian as a faith filled leader who was always compassionate and merciful, and developed genuine connections with students, He was a courageous leader who was an advocate for change and knowledgeable about contemporary education.

We were also fortunate this year to have Archbishop Timothy Costello celebrate our Opening Mass, our 80th anniversary and my commissioning as incoming Principal. This was a very special evening where 40 Year 12 students commissioned as Special Ministers of Holy Communion.

Simone Sawiris from Aquinas College, previously as Santa Maria College as Head of Science, was appointed Deputy Principal Teaching and Learning.

## COMMUNITY

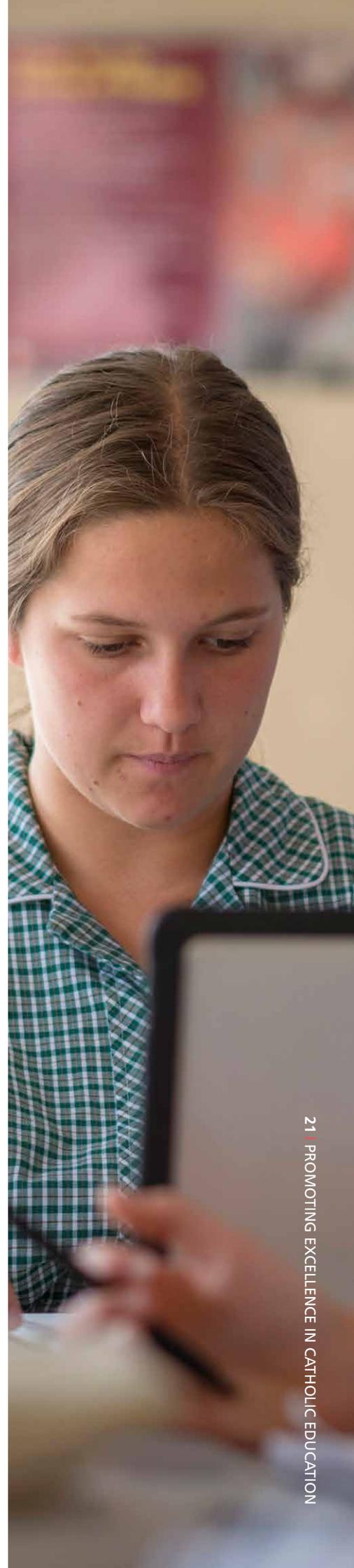
During 2017 a team of staff formed to consolidate and grow parent engagement in College life. This group set out to develop a strategy that was well researched and informed, using the Design Thinking process. In Term 1 2018 a Parent Engagement Plan was launched that would help enhance the academic performance and wellbeing of each student.

In 2017 a mentor program was developed through the collaboration between the Old Girls Association and our Head of Learning Enrichment. Mentors were sort from our Alumni and paired with our gifted and talented students in our Year 9 IGNITE program. The mentor program proved to be incredibly successful, and in Term 1 2018 we offered it to our Year 10 REACH students.

With the introduction of a new website in 2017 a content marketing strategy was developed that turned our newsletter into a news blog filled with more engaging stories.

2017 was another successful year for the College with many achievements.

**Jennifer Oaten | Principal**

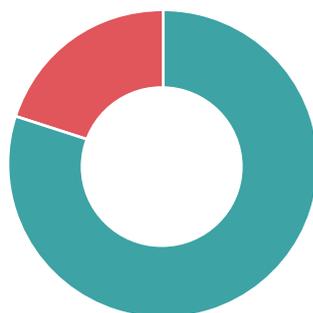


# Student and Staff Snapshot

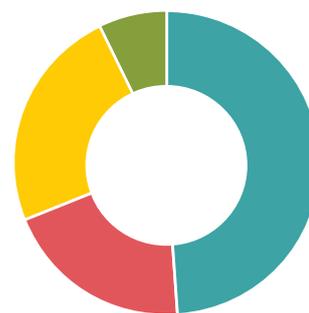
2017



College name & location	Students	Teaching Staff (FTE)	Non-Teaching Staff (FTE)	Total (FTE) Full time Equivalent	Total Head Count	Includes Religious
Mercedes College, Perth	941	88.8	40.9	129.7	147	–
Academy of Mary Immaculate, Fitzroy	627	45.7	23.2	68.9	85	1
Sacred Heart College, Geelong	1,432	98.9	46.5	145.4	188	–
Catholic College Bendigo, Bendigo	1,570	136.4	53.6	190.0	234	1
St Aloysius College, Adelaide	1,269	91.8	29.5	121.3	160	3
St Aloysius College, Nth Melbourne	507	44.5	12.1	56.6	62	–
Sacred Heart College, Kyneton	819	66.1	33.9	100.0	114	–
Mount Lilydale Mercy College, Lilydale	1,464	112.8	51.2	164.0	195	1
St Joseph's College, Mildura	878	77.4	48.7	126.1	148	1
Our Lady of Mercy College, Heidelberg	1,173	90.0	34.9	124.9	150	–
St Brigid's College, Lesmurdie	1,119	83.4	54.7	138.1	152	1
Santa Maria College, Attadale	1,257	107.7	49.5	157.2	198	–
	<b>13,056</b>	<b>1,043.5</b>	<b>478.7</b>	<b>1,522.2</b>	<b>1,833</b>	<b>8</b>

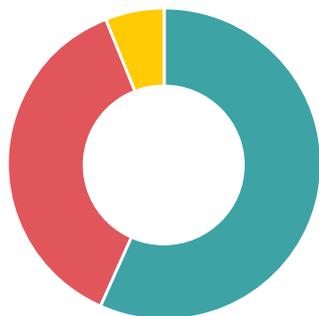


Girls	10,574	81%
Boys	2,482	19%

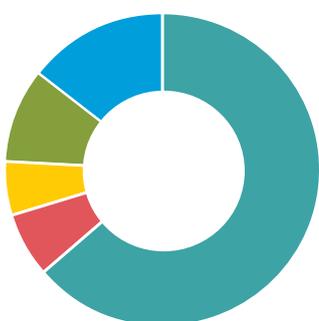


Teaching – Female	747.5	49%
Teaching – Male	296.0	20%
Non-Teaching – Female	366.3	24%
Non-Teaching – Male	112.4	7%
<b>Total</b>	<b>1522.2</b>	<b>100%</b>

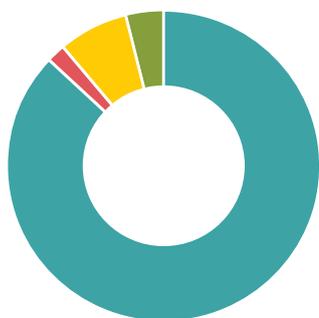
# Financial Snapshot | 2017



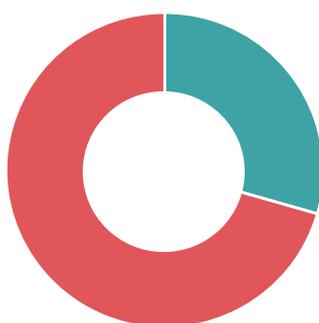
RECURRENT INCOME		
	\$ Million	%
Government Grants	142.2	56.7%
Tuition Fees	93.4	37.3%
Other Private Income	14.9	6.0%
	<b>250.5</b>	<b>100.0%</b>



RECURRENT EXPENSES		
	\$ Million	%
Salaries and on-costs	159.8	63.8%
Curriculum	16.6	6.6%
Property Management	14.2	5.7%
Other Recurrent Costs	23.8	9.5%
Transferred to Capital	36.1	14.4%
	<b>250.5</b>	<b>100.0%</b>



CAPITAL INCOME		
	\$ Million	%
Recurrent Cash Surplus	36.1	87.1%
Grants, Donations, Other	0.8	2.0%
New Capital Loans	3.0	7.2%
Transfer from Reserves	1.6	3.7%
	<b>41.5</b>	<b>100.0%</b>



CAPITAL EXPENDITURE		
	\$ Million	%
Loan Repayments	12.3	29.7%
New Capital Expenditure	29.2	70.3%
Transfer to Reserves	–	0.0%
	<b>41.5</b>	<b>100.0%</b>

**Important Note:**

- Mercy Education Ltd has filed a detailed, audited Special Purpose Financial Report with the ACNC.
- A copy of the Special Purpose Financial Report is available from our website [www.mercy.edu.au](http://www.mercy.edu.au)
- The information provided above is designed to show the different funding and cost elements involved in operating our schools.
- It is not intended, nor should it be used, as an alternative to the detailed, audited accounts of the company.
- The financial information provided above excludes depreciation.



## Mercedes College, Perth

Chair	Mr Dean Davidson
Deputy Chair	Ms Freda Crucitti
Principal	Mrs Kerrie Fraser
Council Member	Dr Sue Byrne
Council Member	Ms Amanda Sparks
Council Member	Mr Peter Broun
Council Member	Ms Lauree Coci
Council Member	Sr Elizabeth Nicholls RSM
Council Member	Mr Ian Barter (College Bursar)
Deputy Principal	Mrs Liana Strutt
Deputy Principal	Mrs Susan Macdonald
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 Carole McDonald RSM
Council Member	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	Mrs Bonnie Bester
Council Member	Mr Paul Finneran
Business Manager	Mr Andrew Baker

## Sacred Heart College, Geelong

Chair	Mr Philip Anglin
Deputy Chair	Mr Anthony Baldasso
Principal	Ms Anna Negro
Council Member	Sr Joan Wilson RSM
Council Member	Mr Jordon Beale
Council Member	Ms Pauline Braniff
Council Member	Ms Monica Evans
Council Member	Mr Joe Fleming
Council Member	Ms Jennifer Falco
Council Member	Ms Gael Perry
In attendance:	
Development Officer	Mrs Catherine Middlemiss
Minute Secretary	Ms Angela Battaglia

## Catholic College Bendigo, Bendigo

Chair	Rotating Council Members
Principal	Mr Brian Turner
Council Member	Mrs Fiona Russell
Council Member	Mr Greg Sheehan
Council Member	Mr Jeff Westbrook
Council Member	Sr Geraldine Larkins RSM
Council Member	Mr Tom Maher
Council Member	Mr Lee Bombardieri
Council Member	Mrs Maree Martini
In attendance:	
Business Manager	Mr Robert Davis
Deputy Principal	Mr Tim Edwards
Deputy Principal	Mrs Trish Schofield
Minute Secretary	Mrs Sonja Cain

## St Aloysius College, Adelaide

Chair	Dr Susan Holoubek
Principal	Ms Paddy McEvoy
Council Member	Mr Justin Lokhorst
Council Member	Prof Nicholas Procter
Council Member	Sr Marie Ralph RSM
Council Member	Ms Yvonne McKernan
Council Member	Ms Lisa Hosking
Council Member	Ms Josephine King
Business Manager	Mr Steve Andrews
Minute Secretary	Ms Doreen Maiello

## St Aloysius College, North Melbourne

Chair	Mr Rick Wight
Principal	Ms Mary Farah
Council Member	Mr David Skeels
Council Member	Mrs Lynette Hannon
Council Member	Mr Shaun Condron
Council Member	Ms Connie Maina
Council Member	Dr Wendy Bower
Council Member	Ms Maria Ruberto
Business Manager	Mr Jonathan Stringfellow

## Sacred Heart College, Kyneton

Chair	Mr Paul Strang
Principal	Mr Craig Holmes
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
Council Member	Mr Jonathon Wheeler
Council Member	Mr Ian Mills (Director of Business)
Deputy Principal	Ms Debra McNaughton (Sem 1)
Deputy Principal	Ms Julie Mortimer (Sem 2)

## Mount Lilydale Mercy College, Lilydale

Chair	Dr Jo Drummond
Deputy Chair	Mrs Prue Vanstan
Principal	Mr Philip Morison
Council Member	Mr Nick Deed
Council Member	Mr David Hausler
Council Member	Mr Stephen MacDonald
Council Member	Ms Annie McCooley-Hennessy
Council Member	Mrs Cassandra Read
Council Member	Mr Philip Roper
Council Member	Ms Deanne Pavay
Council Member	Miss Elizabeth Keogh
Business Manager	Mr Dean de Munk
Minute Secretary	Ms Kathy Broadbent

## St Joseph's College, Mildura

Chair	Mr Greg Leslie
Deputy Chair	Ms Maria Carrazza
Principal	Mrs Marg Blythman
Council Member	Mrs Anita Erlandson
Council Member	Dr Tony Finn
Council Member	Mr Nigel Hoyle
Council Member	Mr Greg Kluske
Council Member	Mrs Toni Spooner
Council Member	Mrs Beth Graham
Council Member	Ms Emma Lord
Council Member	Mrs Andrea McDonald
In attendance:	
Business Manager	Mr David Lim
Minute Secretary	Mrs Tracy Aston

## Our Lady Of Mercy College, Heidelberg

Chair	Mr Christopher Conroy
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	Mr Paul McEvey
Business Manager	Mr Nicolas Sulzberger
Minute Secretary	Ms Candice Wilson

## St Brigid's College, Lesmurdie

Chair	Sr Joan Buckham RSM
Principal	Dr Amelia Toffoli
Council Member	Sr Beverley Stott RSM
Council Member	Fr Michael Separovich PP
Council Member	The Hon. Mr Michael Murray QC
Council Member	Dr Louisa O'Connor
Council Member	Senator Linda Reynolds
Council Member	Associate Professor Clive Walley
Council Member	Mr David Thomasson
Council Member	Mr Neil Grime (Director of Business)
Minute Secretary	Mrs Pauline Guerinoni

## Santa Maria College, Attadale

Chair	Mrs Libby Wilkes
Principal	Mr Ian Elder
Council Member	Sr Breda O'Reilly RSM
Council Member	Mr Lejo Ouwendyk
Council Member	Mrs Michelle Radley
Council Member	Mrs Yvonne Urquhart
Council Member	Mr Franco Andreone
Council Member	Ms Shannon Ziegelaar
In attendance:	
Business Manager	Mr Jim Watkins
Minute Secretary	Mrs Maureen Gittos



I have great confidence in you to do what you think best. State your opinion and always act with courage.

Catherine McAuley



Mercy   
Limited  
Education

720 Heidelberg Road, Alphington Victoria 3078  
PO Box 5067, Alphington Victoria 3078

Ph: (03) 9490 6600 | Fax: (03) 9499 3897  
[contact@mercy.edu.au](mailto:contact@mercy.edu.au) | [www.mercy.edu.au](http://www.mercy.edu.au)

ABN: 69 154 531 870