

St Ursula's College  
TOOWOOMBA



# A Courageous and Inspiring Future

Strategic Plan 2021-2024



# ACKNOWLEDGEMENT OF COUNTRY

As we begin our journey, we acknowledge the Traditional custodians of Toowoomba and the surrounding regions, the Western Waka Waka, Giabal and Jarowair peoples and pay respect to their Elders past, present and emerging. We pay respect to their continuing culture and song lines that traverse these lands and the contribution they make to the life of this College and region.



## PRINCIPAL'S MESSAGE

# GET UP AND DO NOT BE AFRAID.

(Matthew 17:7)

This Strategic Plan, *A Courageous and Inspiring Future*, outlines a shared vision for St Ursula's College, Toowoomba that will direct our journey for the next four years. It is founded on a rich Catholic Ursuline Tradition inspired by Christ and the footsteps of our foundress St Angela Merici, who lived a faith-filled life and was responsive to the signs of the times.

*A Courageous and Inspiring Future* is a dynamic document, designed to respond boldly to the anticipated needs of contemporary young women living in a world of change. It represents our commitment to perseverance and action in delivering our vision and mission in the spirit of St Angela Merici.

I am grateful to the Most Reverend Bishop Robert McGuckin (DD MCL JCL), the Australian Ursuline Sisters of the Roman Union, the College Board Chair Mr Peter Cavanagh, Board Directors, staff, families and students for their contribution to the development of the 2021-2024 Strategic Plan.

I commend *A Courageous and Inspiring Future* to you in the 90th year of our College history as testament to acknowledging our heritage and extending our shared commitment to a future more wondrous.

**Tanya Appleby**

BEd (Syd), Pg Cert RE (ACU), MEd (Macq), MRes (Macq), MACE.  
Principal



*“ Consider in what manner you must esteem them, for the more you esteem them, the more you will love them; the more you love them, the more you will care for and watch over them. ”*

**St Angela Merici,**  
Prologue to the Counsels 9,10



# CULTURE STATEMENT

This Strategic Plan gives life to the College's Culture Statement by acknowledging that St Ursula's College Toowoomba, is a Catholic educational and residential community in the Ursuline tradition, dedicated to the education and care of young women.

We strive to create learning opportunities that will encourage students to take responsibility for their own thinking and learning, so that they may become more resourceful and empathic young women who seek:

- development of a personal faith and spirituality; and
- participation and leadership in all facets of today's and tomorrow's world.

The challenge for all is to model relationships within and beyond our community, based on:

- mutual respect;
- tolerance and acceptance;
- care for the individual and the environment;
- interdependence and collaboration;
- service;

in support of our students growing in wisdom, justice and integrity and contributing responsibly to their own transformation and that of society.

## The Alice Springs (Mparntwe) Education Declaration

*A Courageous and Inspiring Future*, also builds on the work of previous Strategic Plans and supports the national document, The Alice Springs (Mparntwe) Education Declaration (2019) to promote,

*(a) vision for a world class education system that encourages every student to be the very best they can be, no matter where they live or what kind of learning challenges they may face. (p. 2)*

## Responding to the Signs of our Times

Inspired by the life of Christ and the Gospel, our future is hope-filled. *A Courageous and Inspiring Future* aims to empower our students to be courageous and compassionate young women of integrity in a world that is characterised by change.





# THE URSULINE WAY

Our unique educational model, *The Ursuline Way*, values relationships, attentiveness to the needs of individuals, understanding people and working in harmony as signs of God's love for every human being. It recognises the importance of transformational learning and individuals moving from dependence to independence and then to interdependence.

*The Ursuline Way* consists of three distinct features that affirm our Culture Statement and position our young women to respond to signs of our times.

## THE URSULINE WAY PROVIDES:



A model for living  
in the world.



A way of learning  
in the world.



A manner of contributing  
to the world.

Each feature is inter-connected to three touchstones that underpin our ministry and our educational endeavours. These touchstones support our goals and decision making processes as we seek to make the Gospel 'the beating heart' in our community.



Building Unity  
through Community.



Every Face has a  
Place.



Courage and Compassion  
Every Day and in Every Way.





*“ The future of humanity lies in the hands of those who are strong enough to provide coming generations with reasons for living and hoping. ”*

Gaudium et Specs 31



## COMPANIONS ON THE LEARNING JOURNEY

*“ As for you, live and behave in such a way that your daughters may see in you a model. And what you want them to do, do it yourselves first. ”*

St Angela Merici,  
Sixth Counsel 1-2

### OUR FAMILIES

We strive for partnership with our families so that they will also encourage *The Ursuline Way* as a model of living, learning and contributing to the contemporary world. This partnership is achieved through open communication, relational trust and by genuine invitation to be part of a thriving and inclusive community. Together, we share the responsibility of nurturing and educating our daughters and students.

### OUR EDUCATORS AND STAFF

Our educators and staff are empowered to position, promote, challenge and embed *The Ursuline Way* in their daily interactions with students, families, and through their work endeavour. This is achieved by developing positive partnerships and ethical transactions that support respectful relationships through a spirit of co-operation and shared values. Together, we are responsive to the needs of contemporary learners and the changing educational landscape.





“ See that you strive with all your might to remain as you are called by God, and to seek and desire all the ways and means necessary to persevere and make progress to the end. For it is not enough to begin, if one does not also persevere. ”

St Angela Merici,  
Rule Prologue



# CHAIR OF THE BOARD'S MESSAGE

## CHALLENGES AND MODEST BEGINNINGS

In 1877, the Ursuline Sisters were forced to leave their home in Duderstadt Germany, and seek shelter in England as a result of the anti-clerical policies of a newly unified Germany. Five years later, following an invitation from the Bishop of Armidale, ten Ursuline Sisters made their way by boat, train and then coach to establish an Ursuline school in Armidale, New South Wales. Here they began teaching the local girls in the Ursuline Tradition established hundreds of years before by their foundress, St Angela Merici.

The establishment of St Ursula's College Toowoomba occurred in November 1930, when Mother M Angela Dalton and her four companions took up residence in the historic home known as Kerriellaw, formerly the home of the Hogarth family from Balgownie in Southern Queensland. St Ursula's College Toowoomba opened during the Great Depression on 2 February 1931, with seventeen students including three boarders. Contrary to the belief of the Toowoomba community at the time, the Ursuline Sisters were dependent upon their own resources to survive and in these early years had barely sufficient operational funds. As a result, the College and convent were modest and frugally furnished. Despite this, even in the first year of existence, one student gained first place in the state for verse speaking. Other academic subject offerings at the time, included the study of English, Foreign Languages, Mathematics, Geography and History.

## COURAGE AND ACTION

In the face of uncertainty our forebears have provided examples of courage and action that we can draw on in a fast changing and unpredictable world. Since we know that the future will continue to surprise us, we must put plans in place, so we are ready to respond and thrive whatever the circumstances.

The Strategic Plan, *A Courageous and Inspiring Future* does not foretell the future. Instead it offers a vision that reflects what is important. This vision is more than just mere words, instead, ensuring that everyone knows what is important at St Ursula's College. This Strategic Plan provides direction and purpose to action plans and a context for decision making in the future.

The College Board is proud to present *A Courageous and Inspiring Future*, and in doing so, is committed to continuing to work with the College Principal, Mrs. Tanya Appleby, and her team to bring this vision to fruition. So, despite our challenging and modest beginnings, St Ursula's College Toowoomba continues today as Toowoomba's largest Catholic secondary school for girls.

**Mr Peter Cavanagh**

B.HMS (UQ), Dip Teach (QUT)





“ If according to times and circumstances, the need arises to make new rules or something differently, do it prudently and with good advice... For in this way, without a doubt, Jesus will be in your midst, and as true and good master, he will enlighten and teach you what you have to do. ”

St Angela Merici,  
Last Legacy



## OUR VISION

Empowering courageous and compassionate young women of integrity to shape the future.



## OUR MISSION

To contribute responsibly to our own transformation and that of others in society.



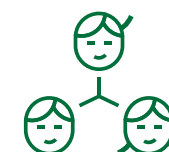
## OUR VALUES

Service, Courage, Compassion, Justice and Respect.

## OUR TOUCHSTONES



Building Unity through Community.



Every Face has a Place.



Courage and Compassion Every Day and in Every Way.



*“ Do you understand what I have done for you? You call me Master and Lord, and rightly, so I am. If then, your Lord and Master, have washed your feet, you should wash each other’s feet. ”*

John 13: 13-15

# OUR STRATEGIC PRIORITIES

## 1 A CONNECTED AND COLLABORATIVE COMMUNITY

### Together we will:

- Expand faith formation opportunities
- Grow service learning
- Promote cultural diversity
- Enhance community connections

## 3 A HEALTHY AND HOLISTIC COMMUNITY

### Together we will:

- Initiate The Merici CARE Model
- Align policy to practice
- Track academic care
- Enhance student leadership

## 2 A LIMITLESS LEARNING COMMUNITY

### Together we will:

- Develop a pedagogical framework
- Promote the capacity of learners and educators
- Target academic improvement
- Enhance the management of data

## 4 A SUSTAINABLE AND FUTURE-READY COMMUNITY

### Together we will:

- Respond to demographic trends
- Improve systems management
- Transform targeted learning and recreational spaces
- Position the College for sustainable success

*“ Act, move, believe, strive, hope, cry out to him with all your heart, for without a doubt you will see marvelous things... ”*

St Angela Merici,  
Prologue to the Counsels 17- 18





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