

of Sandhurst *Spirit*



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Catholic Education Sandhurst

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Reflections from the Director



During this octave of Pentecost we are indeed celebrating the inspiration of the Holy Spirit with the election of Pope Francis as our leader. What an inspiration he is! From the very beginning it has been his witness, his action as well as his words that have captured the attention of the world, not only Catholics. He is humble yet proud, learned yet easily understood and courageous in his words and deeds. Pope Francis bridges the paradoxes of life, the margins in which most of life is lived through naming the current situation and challenging each of us to step forward and in Pope Francis' words – *'In Revelation, Jesus says that he is at the door and knocks...I think about the times in which Jesus knocks from within so we will let him come out'*.

In 2013 as we 're-imagine the partnerships – foundation for faith and life' the key relationship is that with God, manifest through our daily relationships across all walks of life. In Catholic education in bringing God's message of love to life we minister not only in Church but beyond. Jesus impelled us to do this, Pope Francis is echoing that call. This brings us to the many partnerships which we value deeply. The fundamental partnership is with parents, carers and families as the 'prime educators'. This is brought to life in the Sandhurst School Education Board (SSEB) Parent Leadership Strategy. We are mindful of our partnership with politicians as we work to influence a more just and equitable Australia – I pay tribute to the Hon Steve Gibbons, member for Bendigo who retires in September. Steve has been a great champion for Catholic education over the years. Our partnerships with tertiary providers – Australian Catholic University and La Trobe University with whom we have shared a ten year partnership in Teacher Education ensuring that rural students receive the same opportunities as those in metropolitan centres.

Pope Francis witnesses to leadership within the vision of Jesus Christ. We too aspire to that leadership in Catholic Education Sandhurst and this inspires us to our work on developing a 'Portfolio Approach to Leadership' which enables several entry points and a personalized pathway which honours and challenges the aspirant and current leader. Leadership is a many faceted diamond – some sharp edges of challenge coupled with inherent privilege and opportunity to serve and influence in bringing to life our founding scripture – 'I have come that you all may have life and have it abundantly' (Jn 10:10)

I commend this Catholic Education Week 2013 edition of Spirit of Sandhurst to you all – let us indeed be open to inspiration of the Holy Spirit as we celebrate Catholic Education in Sandhurst.

Blessings

A handwritten signature in blue ink that reads "Phil Billington". The signature is written in a cursive, flowing style.

Ms Phil Billington
Director
Catholic Education Sandhurst



Pope Francis

Man of the People

On March 13, 2013, the world held its breath as billowing white smoke signalled the beginning of a new chapter in the history of the Catholic Church and the reign of a new pontiff, Pope Francis the first.

'And now let us begin this journey, the Bishop and the people, this journey of the Church of Rome which presides in charity over all the Churches, a journey of brotherhood in love, of mutual trust' said Pope Francis.

At the age of 76, Jorge Mario Bergoglio was elected as the 266th Pope of the Catholic Church by the Papal Conclave following the resignation of Pope Benedict XVI on February 28.

Born in Buenos Aires on the 17 December 1936 to first generation Italian parents, Jorge Mario Bergoglio was ordained a priest in 1969. From 1973 to 1979 he was Argentina's Provincial superior of the Society of Jesus, became Archbishop of Buenos Aires in 1998, and Cardinal in 2001 before becoming universal leader of the Catholic church.

Throughout his life, both as an individual and a religious leader, Pope Francis has been known for his humility and his concern for the poor, so it came as little surprise when he chose to honour St Francis of Assisi in choosing his papal name.

"My friend, a Cardinal in Brazil inspired the decision, when the vote for me reached the two-thirds majority, a moment in which the cardinals started applauding because they had chosen a Pope, he hugged me, he kissed me and he said 'don't forget the poor.'"

"It was then that I thought of St Francis. And then I thought of wars and about peace and that's how the name came to me – a man of peace, a poor man ... and how I would like a church of the poor, for the poor," said Pope Francis.

There have already been many firsts for Pope Francis; the first Latin American Pope in history, he is also the first Jesuit pope and the first pope from the Southern Hemisphere. His name Francis symbolises his commitment to the poor and marginalized and signifies the beginning of a simpler style of leadership.

Since his election to the papacy, he has displayed a less formal approach to the office, including a decision to reside in the Vatican guesthouse rather than the papal residence

used by his predecessors since 1903; he has also chosen to wear a simple wooden cross instead of the more ornate golden one like his predecessor.

One gets the feeling that change is imminent, a church that is more connected with the people and committed to improving the lives of the world's most marginalized. Pope Francis has expressed belief that women have a significant role to play in the mission of the church, stressing on several occasions that they have a special role in spreading the faith, and that they were the "first witnesses" of the resurrection.

"Only men are remembered as witnesses of the Resurrection, the Apostles, but not the women. This is because, according to the Jewish Law of the time, women and children were not considered reliable, credible witnesses. In the Gospels, however, women have a primary, fundamental role," said Pope Francis.

On the first Holy Thursday following his election, Pope Francis visited Rome's Casal del Marmo detention facility where he washed and kissed the feet of 12 juvenile offenders including two females. As he washed their feet he told them that the ritual of foot washing is a sign that he is at their service. It is believed to be the first time women have been included in this ritual and it was noted that two of the 12 detainees were of Muslim faith, including one of the women. Before leaving, the pope told the detainees, "Do not let yourselves be robbed of hope."

On 31 March 2013, Pope Francis used his first Easter homily to make a plea for peace throughout the world, specifically mentioning the Mid-East, Africa, and North and South Korea. He also spoke out against those who give in to greed, and made a plea for humanity to become a better guardian of creation by protecting the environment.

Already Pope Francis has tackled some big issues including child sex abuse, poverty and economic inequality and the celibacy of priests. The world is watching his every move and early signs show that he is a man of conviction who has far from succumbed to the elaborate trappings of his position. As a Cardinal he became known for personal humility and his commitment to social justice. Contributing to his reputation for humility was his choice of a simple lifestyle, electing to live in a small apartment rather than in the elegant bishop's residence, using public transportation and cooking his own meals.



Pope Francis has called for priests to establish authentic relationships with their flock and to get to know those whom they serve. Speaking to a crowd of 10,000 in St. Peter's basilica during his first "Chrism" Mass, Pope Francis said priests should "anoint" their people by going out of themselves and particularly be with those who suffer.

"God's grace comes alive and flourishes to the extent that we, in faith, go out and give ourselves and the Gospel to others, giving what little ointment we have to those who have nothing, nothing at all."

Pope Francis has demonstrated a strong commitment to respectful interfaith dialogue and believes that dialogue is born from an attitude of respect for the other person and that healing divisions between religions is a major part of the Catholic Church's mission.

"The dialogue between us should help to build bridges connecting all people, in such a way that everyone can see in the other not an enemy, not a rival, but a brother or sister to be welcomed and embraced."

Early indications are that Pope Francis will be a conservative leader but a man of courage who isn't afraid to lead the church today in following God's mission in the world. It is clear that Pope Francis is making poverty his priority, an aspect that will show the positive impact that the church can have on the world, at least in the short term. Time will tell what kind of a leader Pope Francis will be but as he moves towards uniting and invigorating the Catholic Church he will do so with the hopes and prayers of Catholics from around the world.

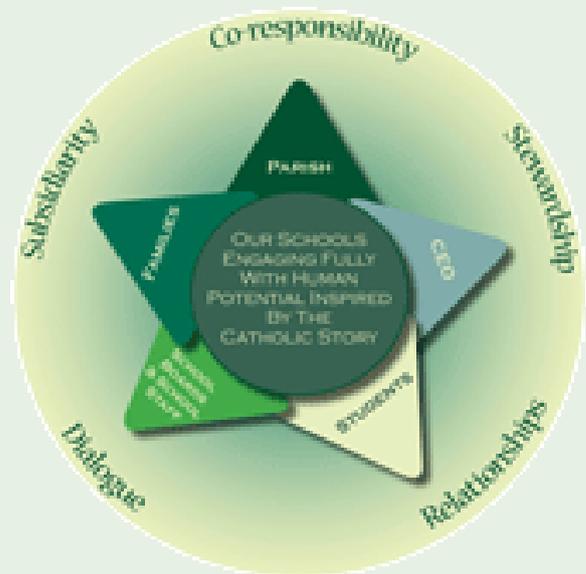
Parent Leadership and

“ I have come that you all may have life
and have it abundantly ”

- John 10:10

The Sandhurst School Education Board (SSEB) Parent Leadership and Family Engagement Strategy grew out of a strong commitment of the Board, especially its Parent Leaders to increasing the engagement of parents in education in fulfilling the Church's mission to understand parents as the prime educators of their children. This commitment is informed and inspired by the research and practice of contemporary parent educators and leaders who affirm the importance of the following key elements:

- * Parent Connectedness (*the capacity of families to support their children's learning and their own*)
- * Community Links (*engaging in mutually beneficial activities to include all as partners in raising local children and youth*)
- * Personalised Curriculum (*connecting students to their learning*)
- * Community-based Enhanced Learning (*engaging the disengaged*)



LR - Vaughan O'Sullivan (St Mary's, Myrtleford) , Liz Grogan (St John's, Euroa), Phil Billington (Director of Catholic Education Sandhurst), Michael Devlin (St Mary's, Echuca) and Annette Jakob (St Mel's, Shepparton).

Family Engagement Strategy

LAUNCH OF THE STRATEGY

Sandhurst School Education Board (SSEB) member and Victorian Catholic Schools Parent Body (VSCP) representative Liz Grogan (St John's, Euroa) launched the SSEB Parent Leadership and Family Engagement Strategy with fellow SSEB parent representatives Michael Devlin (St Mary's, Echuca), Vaughan O'Sullivan (St Mary's, Myrtleford) and Annette Jakob (St Mel's, Shepparton). Liz shares her speech from the Leadership Gathering March 1, with the wider Sandhurst community.

Today is an exciting day as we prepare to launch the Sandhurst School Education Board's Parent Leadership and Family Engagement Strategy- a strategy which serves to highlight the value, recognition and respect the Catholic Education in Sandhurst places upon the relationship between schools, the children enrolled in them and their families.

We all joined the SSEB at roughly the same time a couple of years ago. Over the past nine months we have worked very closely together to share our knowledge, experience and dreams for Catholic Education as we have worked to develop this strategy. Between us we have 10 children enrolled in both Catholic primary and secondary schools across the diocese. We are all incredibly busy parents, raising our families, working and volunteering in our communities - just as so many parents across our diocese do every day.

So how did we get here? I personally used to think I was in a privileged position in my role as school board chair- now I see that the opportunities I have had are not a privilege but part of belonging in a healthy school environment where there is recognition of the parents' capacity to make a contribution and the opportunity to do so.

This is what brings the four of us together -opportunity. We have been given the opportunity to learn, to make a difference, to contribute and be listened to and we have had the remarkable opportunity to go on a happy journey of shared wisdom and learning with the guidance and complete support of the SSEB and Catholic Education Sandhurst.

The Parent Leadership and Family Engagement Strategy, whilst growing from our understanding of the family as the primary educators of our children, is firmly situated within the vision for CEO-Sandhurst. *"Our schools engaging fully with human potential by the Christian story."*

We recognise that whilst schools may have contact with our children approximately 20% of the time, a family is there 100% of the time. How can we maximise this potential if we don't understand and value this very simple fact of life? How can a school influence a child's learning journey unless it is in the care together with their family?

The Charter for Sandhurst School Improvement (CoSSI) challenges educators to *"Bring all students to the edge of their own divine possibilities for recognising the divine everywhere... for every human experience is a threshold to God."* It is our hope that the Parent Leadership and Family Engagement Strategy will support parent and community engagement-elements which are deeply embedded in CoSSI.

To recognise the divine everywhere is a challenge we all face in our own aspects of school leadership. We understand that for many of us this may require a change of culture - how we perceive the role of the school, the capacity for parents to contribute, how we define our community and create a sense of fulfilment for those within it. The challenges faced by every school - primary and secondary, are unique. Yet we wish for all schools to possess the desire to unearth the capacity within; to be hope-filled and to reinforce the value of parents as the primary educators of their children.

Through this parent-driven strategy we wish to formally support the empowerment of the entire school community in order to recognise the divine possibilities in all of our students.

Respectful relationships are at the heart of COSSI and they are also at the heart of our strategy. It is undisputable that these relationships have a direct influence on our student outcomes.

To engage not only students but their families, staff, parish and the broader community through respectful partnerships will result in stimulating, enriching, liberating and nurturing learning environments. What more could we ask for?

SSEB and Catholic Education Sandhurst have recognised the value in a vision where parent leadership is central to driving the change from traditional models as parents/family involvement moves to engagement in partnerships within the school throughout a student's learning journey.

Our hope for this strategy is that it may be used by any of these individuals or groups to support the development of opportunities where everyone can make a valid contribution and to build a *"culture of community conversation and a culture of sharing."*

I believe this in turn will reward us with primary and secondary schools that sit firmly in the community; which we can proudly describe as "our schools full of our children".

At this point I would like to acknowledge the vision and energy of a most remarkable leader - Phil Billington. It is a testament to her that we are launching such a strategy - the seeds of which were planted a long time ago by those who have come before us. We all feel blessed to have been 'corralled' by Phil and had our thoughts and dreams transformed into something as tangible as this strategy. From the beginning, with her honesty and passion, we have not been led by Phil - rather she has walked with us - alongside us as a parent, with a parent's view of what it is to send a child to a Catholic school. Thank you Phil - on behalf of all parents in the Diocese - your respect and recognition is full of grace and we appreciate your vision and guidance greatly.

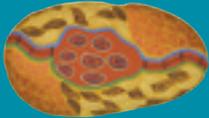
Elizabeth Grogan, Sandhurst School Leadership Gathering - Bendigo 1 March, 2013

Launch of Kalik Baring Kayap Baringi Many Paths - One Destination

Foundation Stones



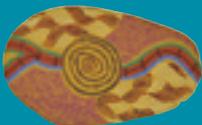
Catholic Identity



Cultural Competency



Accessibility



High Expectations



Celebrating diversity & identity



Engagement, connections, partnerships

Artwork featured on the Foundation Stones was created by Vicki Clark, Muthi Muthi woman and Coordinator of Aboriginal Catholic Ministry, Victoria



Catholic Education Sandhurst respectfully acknowledges the traditional custodians of the lands of the Diocese. We honour the past and present Aboriginal Liberators who laid the foundation for self determination and rights of Aboriginal Peoples. We thank them for the gift of their unique culture. We commit ourselves to working together with Aboriginal people for reconciliation and justice.



When a group of people came together to imagine the potential of developing an Indigenous Education Plan for students in the Sandhurst Diocese, the possibilities were endless. The process took over 12 months; the result was **Kalik Baring Kayap Baringi Many Paths - One Destination**, a comprehensive education plan for Aboriginal and Torres Strait Islanders in this region.

The Consultation Group comprised Aboriginal Elders, Indigenous and non-indigenous educators, representatives from the Aboriginal Catholic Ministry and senior staff from the Catholic Education office. **Kalik Baring Kayap Baringi Many Paths - One Destination** documents a journey of respect for the culture of Indigenous people and a shared passion for ensuring better educational outcomes for Indigenous students.

The Aboriginal and Torres Strait Islander Education Plan incorporates six foundation stones. Each stone focuses on a key element of the plan incorporating the areas of Catholic Identity, Cultural Competency, Diversity, Engagement, Accessibility and Excellence in Education. The foundation stones underscore the entirety of the document and capture the essence of the strategic intentions in the Aboriginal and Torres Strait Islander Education Plan. It is important for Catholic schools to create high quality teaching and learning environments whilst valuing and acknowledging the rich history of Australia's first people.

A Message from the Director of Catholic Education Sandhurst Ms Phil Billington



Kalik Baring Kayap Baringi Many Paths - One Destination brings together the energy and learning of the past eleven years into a covenant which acknowledges and confirms the ongoing commitment of all within Catholic Education Sandhurst to full and lasting reconciliation with Aboriginal and Torres Strait Islander people. This commitment will be fulfilled when Aboriginal families are fully welcomed into all our schools and when there is a mutual commitment to understanding culture and language as the fundamental expressions of identity and the opportunity to more deeply understand other and therefore ourselves.

Jesus Christ came to reconcile all things - his message was one of profound and unconditional love for all of humankind. His message of love will be fulfilled when we come to love one another as he loved us and live together in community as One in Christ Jesus (Gal 3:28). Education empowers each of us to live life to the full and thus we in Sandhurst commit to welcoming all into our schools, especially those who can gift us with their culture and ancient understanding of life. Living and learning together is at the heart of an education which will create a world of just and harmonious relationships.

Baring Kayap Baringi

Many Paths - One Destination

Launch

At the Sandhurst Leadership Gathering earlier this year *Kalik Baring Kayap Baringi* was introduced to leaders in Catholic Education Sandhurst. As part of a ritual of shared responsibility and unity, the foundation stones were passed from one person to another until each stone had touched the hands and heart of every person present.

Uncle Wally Cooper, Yorta Yorta Elder and member of the consultation group led those present to the indigenous garden which borders the exterior of the Catholic Education Office in Bendigo; it was in this space that the foundation stones were passed from hand to hand before being laid to rest in the Sacred Space situated in the heart of the office building. Mr Paul Briggs, Aboriginal Leader from Shepparton presented an inspiring Context Address at the Launch

Sandhurst leaders were charged with the responsibility of taking *Kalik Baring Kayap Baringi Many Paths - One Destination* back to their school communities. As the name suggests, the journey of each community may differ along the way, but it is hoped that with this document and the support of the Catholic Education Office, the destination will be the same.



Design

The "*Kalik Baring Kayap Baringi Many Paths - One Destination*" document features the extraordinary artwork and design skills of Reanna Bono, Graphic Designer and Wema Wemba, Wiradjuri woman. Formerly of Echuca, Reanna is a graduate of St Joseph's College, Echuca. The artwork features some of the totems of the tribal groups who are the traditional custodians of the lands of the Sandhurst Diocese; Waa the crow, Bunjil the Eagle, the Long necked turtle and the Bogong Moth. The artwork depicts the connection between these totems and the Spirit Ancestors. Inter-connecting pathways accentuate strength and unity for all.

Snapshot



Barnardos Victorian Mother of the Year - Donna Widdicombe

Each year Barnardos Australia recognises inspirational mothers in our community through the Barnardos Australia's Mother of the Year Awards. On Friday April 19th at an awards ceremony in Melbourne Donna Widdicombe was crowned the 2013 Barnardos Australia's Victorian Mother of the Year.

Donna is the Koori educator at St Peter's Primary School in Bendigo and mother of eight children. Donna was nominated by her son Tyler, who wrote a moving letter about why his mother should be chosen as Barnardos' Mother of the Year.

Described as "amazing" by son Tyler, Donna has raised eight children on her own, after her husband passed away eight years ago while she was pregnant with only daughter Toyah.

Launched in 1996, the awards recognise the enormous contribution that mums make in shaping Australia's future through their role in the nurture of children.

As a finalist, Donna was placed in the running to win the prestigious title of Barnardos Australia's Mother of the Year announced on May 10, although Donna was not chosen as the National winner she was a worthy representative of mothers throughout Victoria. Congratulations Donna!

Marist College Bendigo



A new era in the history of Catholic education in Bendigo has begun with the establishment phase of Marist College Bendigo. The newest school to be established in the Sandhurst Diocese will ensure that families will now have two quality Catholic Secondary education providers in the Bendigo region. Marist College Bendigo is set to open its doors at the Maiden Gully site at the beginning of 2015 but will commence intake in term one, 2014 through a partnership with Catholic College Bendigo.

It is Marist College Bendigo's intention to expand each year with the first group of students to graduate in 2019. The primary provision for Marist College is anticipated to be added at a future date yet to be decided.

The establishment of Marist College Bendigo will ensure the ongoing presence of Marists Brothers in the Goldfields region, a presence which extends back to 1893. National Director of Marist Schools Australia, Br Michael Green said there has been much anticipation building around the foundation of Bendigo's new Catholic school – Marist College Bendigo. "We now embark on the next chapter, one that will draw on that fine tradition but will do so by offering the very best in contemporary education," said Br Green.

Honouring St Mary of the Cross MacKillop

In 2010 the Sandhurst Diocese launched the MacKillop Art Exhibition to celebrate the canonisation of Saint Mary MacKillop and her inspiration to countless generations of Australians. The exhibition held in October each year is being moved to August to coincide with the feast day of St Mary of the Cross MacKillop.

Sacred Heart Cathedral provides the perfect backdrop for the exhibition, the grandeur of the interior of the Cathedral showcases the exceptional artwork by students of all ages from across the diocese. The 54 schools of the Sandhurst Diocese have the opportunity to take part in the exhibition, many taking part in workshops with renowned Bendigo artist Terry Jarvis who travels to schools during the year to help prepare for the exhibition.

The MacKillop Exhibition will be open for public viewing following the official launch at 6pm on Friday August 9th until Friday August 23rd at the Sacred Heart Cathedral, Bendigo. The 2013 recipient of the MacKillop Art Prize, inaugurated last year will be announced at the exhibition launch; the prestigious art prize valued at one thousand dollars is open to students in years 10-12 from Catholic Secondary schools in the diocese.

of Sandhurst

St Liborius' Primary Eaglehawk celebrates its Centenary

The community of St Liborius Catholic Primary School in Eaglehawk recently celebrated 100 years since the opening of the original school building. It was an exciting time for current staff and students as well as an opportunity for former families and students to join in the celebrations.

In the lead up to the Centenary Celebration students learnt about the rich history of their school and heard from past students and teachers about how the school has changed over the years. To re-create how school might have been 100 years ago, staff and students dressed-up in period costumes and took part in traditional games, cooking and dancing activities to mark the occasion.

A Centenary School Ball was held on the Saturday night with over 170 people joining in the celebrations and a community Mass at St Liborius' Church the following morning to conclude the celebrations.



Inspiring Young Educators

On Thursday, May 2 the Director of Catholic Education, Ms Phil Billington was asked to deliver the *Occasional Address* at the La Trobe Bendigo Graduation for the Faculty of Education. Phil was delighted to do this on behalf of Catholic Education and Education in general. Phil was honoured to be invited and she certainly represented Catholic Education in the most professional manner. In fact her speech was so well received that the Vice-Chancellor requested a copy!

Phil reminded all present that at the heart of teaching is relationship – with students, with colleagues, with families and with the broader community. "We are confronted daily with the 'what' and the 'how' of teaching but at the heart of education is the 'who,'" said Phil.

"It is important that we don't limit the potential of students by limiting learning only to measurable outcomes – one of the greatest joys of teaching is when students exceed our expectations. I encourage you to be aspirational for your students," Phil remarked.

Phil concluded her address with these words of encouragement, "Be heroic and remember that as teachers you have a very significant impact on the students whom you teach and the colleagues and families with whom you engage. You are a gift to our profession – be open to your own learning, trust your intuition and strive always to be your best."



Statue unveiled

A magnificent sculpture of St Mary of the Cross MacKillop has been commissioned for the grounds of Sacred Heart Cathedral in Bendigo. The statue, measuring over two metres in height will be created by Melbourne artist, Jenny Steiner using bronze, timber, stone, glass and light. A scale model (maquette) of the statue has been created by the artist to reveal how the final sculpture will look.

Bishop Les Tomlinson and Monsignor Marriott joined members of the Aspire Cultural and Charitable Foundation to sign the contract with the artist at Sacred Heart Cathedral recently. Artist Jenny Steiner said the commission was an incredible honour. "This is probably the most important thing I have ever done; it is a career defining project," said Jenny.

Sacred Heart Cathedral in Bendigo, described as the greatest Neo-Gothic Cathedral in the southern hemisphere is a national treasure and an asset of the people of the Sandhurst Diocese. The MacKillop sculpture, due to be installed mid February 2014, is sure to attract attention from Sacred Heart Cathedral visitors and will enhance the already magnificent Cathedral grounds which are due to be transformed as part of a planned three stage development to establish the cathedral as a cultural and spiritual precinct.



Leadership in Sandhurst

A Portfolio Approach

The Sandhurst School Education Board (SSEB) Strategic Directions 2012 – 2015 committed to:

'seek out and invest in potential leaders across all layers of school life – staff, students and families'.

This aspiration has resulted in a multi-layered or portfolio approach to leadership across a number of contexts of Catholic Education Sandhurst and enabling entry at a variety of points - a personalised approach within a systemic vision and commitment.

The vision for Leadership within Sandhurst is articulated within the Charter of Sandhurst School Improvement thus - *'Leaders in a Catholic school co-create a vision for a community in which all may have life in abundance (Jn 10:10) and where 'student flourishing is the core purpose.'* The shared leadership model inspires and informs all leaders in partnerships across Parish, School Boards, School Leadership Teams, Parents and Friends and Student Leaders.

The annual Leadership Gatherings bring together Priests, Principals, School Board Chairpersons and Catholic Education Office (CEO) System Leaders to reflect, celebrate and to share the vision for the future development of Catholic education in Sandhurst and Victoria. The launch of the SSEB Parent Leadership and Family Engagement Strategy was a key focus in 2013 along with the need for all to be engaged in political advocacy.

Parent leadership is a key focus with school leaders and parents engaging in a strong partnership in the Empowering Local Schools National Partnership Program across the diocese as well as parent membership of Whole School Review Panels, Employment and Appraisal Panels. The leadership learning is reciprocal with parent leadership of the Sandhurst School Education Board and CEO Committees as well as at the school and inter-school level. Sandhurst Study Tours are a feature of the Portfolio Approach to Leadership Development with educators and parents able to access programs and learn within an across community approach.

Formal Leadership development is accessed through the academic pathways which are sponsored by the SSEB Study Support Program and the system programs within Sandhurst and across Victoria through cooperative diocesan initiatives. In 2013 the Country Diocesan Leadership Program will be offered to emerging leaders. The Queensland Educational Leadership Institute (QELi) Middle Leadership Development Program will be offered in June for the first time. This program links with the National Leadership Institute in the United Kingdom which was visited by the UK Study Tour in 2012 and includes among its key leaders Maggie Farrar who was a keynote at the 2012 Catholic Education Sandhurst Conference! Leadership is not a vertical journey but a series of inter-related experiences and opportunities grounded in a disciplined response in a team of people working together for a common purpose.

This common purpose has resulted in an outstanding program initiated jointly by the **Secondary Principals' Network and the Secondary Deputy Principals' Network**. The following reflection on the program reveals key elements of a multi-layered approach to leadership development.

During 2012, Dr Neil Carrington, the CEO of 'ACT for Kids', was asked by a sub-committee of the Sandhurst Secondary Principal and Deputy Principal Networks to co-create a tiered structure of delivery that would focus on creating deep, authentic and continuous feedback with staff to drive and influence all levels of decision-making and school improvement. Each school committed to full participation, fully funding the initiative via a cost scale based on student enrolment. Previously, Neil was the National Director of ACER and has worked with a number of universities in senior positions. He specializes in strategic planning, performance development systems, executive coaching and advanced communication skill development.

Creating a 'High Performance Culture' means knowing the difference between being a leader and being a manager. It is about focusing on the



relationships that should be built with the staff and the thinking about the culture that can be created within the organisational culture. Performance development is not about filling in forms, ticking boxes and a once-only annual review meeting. It is about professionals planning together, developing together and building in ongoing, authentic and robust feedback with each other. As Neil said repeatedly; 'culture eats strategy for breakfast'!

Giving and receiving rich authentic feedback is central to developing a high performance culture. There was a strong emphasis on the leader as coach and 4-way feedback. The workshops have included an introduction to the skill of Facilitative Questioning to Coaching. The Secondary group is now quite proficient in the method. A more simple approach that was found useful by all was; 'What should we Stop, Start and Continue to do?'

3 days have been completed with Neil. This has resulted in shared common language and common goals focused on the common good for all students. In July approximately 100 staff from schools will work with Neil to further explore the development of high performance cultures in Sandhurst secondary schools. Developmental goals between sessions are created by each school so that the conversations and processes continue.

The increased focus on leadership development and in particular 'seeking out and investing in potential leaders' coincides with the implementation of the Australian Institute for Teaching and School Leadership (AITSL) and its professional standards for Teachers and Principals. The endeavours of Catholic Education Sandhurst are informed by this context and the commitment to our guiding principles of mission, stewardship, dialogue, subsidiarity and co-responsibility which will continue to ensure dynamic programs and processes that are inspired by vision that emanates from all layers and enables access and equity in service of the community - shaping the culture and enhancing the performance of our school communities.

"Creating a 'Performance, Planning and Development Culture' in schools takes time, it involves professionals planning together, developing together and building an ongoing, authentic and robust feedback with each other."

Neil Carrington



UK Study Tour 2012



Launch of Parent Leadership and Family Engagement Strategy - Sandhurst Leadership Gathering

"Being a headteacher is a real privilege and hugely enjoyable. You can see and feel the impact that good leadership can have on a school"

Ron Newey
Hornsea School and Language College
UK Study Tour 2012

Shared Principalship

A New Era in Leadership

There is a common thread that links every Catholic school community, but for two schools in the Northern Plains Deanery they not only share the intrinsic beliefs of a faith based education system, they now share a Principal who is uniting the two school communities, despite the geographical distance between them.

Late last year Mr Reuben Johnson, Principal of Our Lady of the Sacred Heart Primary School in Elmore became the first Shared Principal in the Sandhurst Diocese when he was also appointed as Principal of St Patrick's Primary School in Pyramid Hill.

With a distance of almost 100 kilometres between the schools the task was never going to be easy, but with courage, determination and a healthy amount of respect for each school community, an exciting new leadership model is being pioneered within the Sandhurst Diocese at Elmore and Pyramid Hill.

How did this come to be?

The vacancy of the Principalship at St Patricks Pyramid Hill late in 2012 provided Sandhurst with an opportunity to think differently about leadership with a call to be creative in considering models of leadership which would ensure the ongoing viability and flourishing of a small school within a small rural community.

Small schools are complex and research supports the notion of small schools looking differently at the ways they share resources, including people in their ongoing endeavours to provide quality learning and teaching. The void of applicants for Principals' positions became a reality for the Sandhurst Diocese in December and through the research of Duignan and Cannon (2011) we engaged in re-thinking and re-imagining leadership possibilities for the smallest school in the Diocese at Pyramid Hill.

The exploration of a shared principal model was supported by the recent learning of some of our Diocesan Colleagues who participated in the UK Study tour in late 2012 where many new insights into clustering including the sharing of people as key resources was a key focus of the learning.

"Catholic Education came up with a new model which was innovative and looked at ways to meet the needs of both communities," remarked Reuben Johnson. The model is providing an opportunity to continue to shape culture with an opportunity for a shared vision across communities, whilst at the same time being respectful to the uniqueness of each school setting. The strengths and expertise of staff, students and parents within both communities are being utilized to further enhance student learning for all. A collaborative school culture within and across both school settings further supports learning environments that foster respect.

A shared approach to best practice in learning and teaching is beginning to emerge as a collaborative approach across both communities. There are opportunities for staff to learn together and from each other to further refine their own teaching practice. The use of video conferencing is quickly becoming a daily routine and feature of fostering relationships in order to enhance performance.

"We are utilizing video conferencing technology to link student learning, they are able to converse in a virtual lounge room which enables students to collaborate on projects and learn from each other as well as having leadership discussions with myself regardless of my location that day." – Principal, Reuben Johnson

The gifts and talents of staff within both communities are being utilized to influence the students of both schools. The development of shared professional learning opportunities linked to the common elements of each school's Annual Action Plan are further supporting the building of the capacity of each staff member within both schools.

"The opportunities for leadership growth at each school have been fantastic. Senior leaders, Liz Trewick (Elmore) and Colleen Hampson (Pyramid Hill) have really shone throughout the whole process, as well as other staff," Reuben stated.

The Catholic Education Office is committed to walking closely alongside the model, to provide the necessary layers of support and to externally monitor the impact of the shared Principalship model on the two school communities. The Canonical Administrators, School Board members and Principal, Reuben Johnson have articulated the areas for monitoring. These included: relationships, communication, educational outcomes, timetable for the Principal, community, well-being of staff, students and Principal, and accessibility. The first formal phase of the monitoring has been completed with positive feedback being received particularly in the areas of capacity building for staff. The monitoring process also enabled issues to be raised and as a result of this, clearer processes regarding communication of timetables and staff whereabouts has been addressed.

"Whilst these are two distinctly different schools and communities and they will remain distinctly different, by the fact that they share a Principal there is an established relationship, and with any good relationship there needs to be clear and open channels of communication," Reuben said.

Principal Reuben Johnson, in conjunction with both Canonical Administrators, School Boards and staff are moving into this next phase of the model, with future possibilities being explored to continue to ensure that the relationships within and across both communities continues to flourish, leading to improved learning for all.

Our Lady of the Sacred Heart, Elmore and St Patrick's, Pyramid Hill activity day

When two school communities share a Principal and have never met there is bound to be a certain amount of curiosity about each other. So when Shared Principal, Reuben Johnson suggested an activity day to bring the two communities together, students, staff and parents from St Patrick's, Pyramid Hill boarded a bus and headed to Our Lady of the Sacred Heart (OLSH), Elmore.

Prior to beginning the activities day a combined school photo was taken to mark the occasion. This was an important record of the day, not two separate schools, but two schools inextricably linked through the Shared Principalship initiative.

The games commenced with a lively egg and spoon race, each team comprising of a combination of students from both schools. The planned activities for the day ensured that the children had lots of opportunities to have fun and to get to know each other.

"The students are curious about who I am working with when I am not at their school. It's important for them to be able to picture me in another setting and to get to know the other students, that way when they use the video conferencing facilities they'll have established some relationships with each other," said Reuben.

The Activities Day dubbed the "Pyrelmore Play Day," a combination of both town names coined by Principal Reuben Johnson, included a barbecue lunch for the parents from both schools.

"The activity day is about coming together, parents have been invited and I will be cooking lunch for anyone who wants to come, it's a chance for people to put names to faces," said Principal, Reuben Johnson.

In term two the St Patrick's community will plan a day for OLSH staff, students and families to travel to Pyramid Hill for a reciprocal visit. School Board Chairs from each school will also have a combined meeting with Principal, Reuben Johnson this term.

Whilst it is still early days the two communities have made an excellent start in establishing relationships as they begin the journey together as the first schools linked by a Shared Principalship in the Sandhurst Diocese.



Lights, Camera, Action!

Making of the Catholic Education Sandhurst TV Commercial

On a very warm morning in March, filming began for the new Catholic Education Sandhurst television commercial in the small town of Tallangatta, north east of Wodonga. It has been three years since the previous television commercial first graced our screens and the time had come for a new and fresh TV campaign.

The brief was far from simple; create a television commercial that captures the essence of Catholic Education in the Sandhurst Diocese! The enormous challenge was how to do this whilst incorporating the many aspects that make each school community unique...and do it in 30 seconds!

The previous commercial was filmed exclusively in a studio with students of various ages saying key words to camera, and it was agreed that the new commercial would be shot on location, with a more detailed script using sophisticated studio editing techniques.

The Sandhurst School Education Board (SSEB) was involved in developing the concept and a production company was appointed to assist in the process. Shon Productions, based in Nathalia is run by Shon Bailey, a former student of St Mary of the Angels College in Nathalia who literally knows Catholic Education from the inside out. The appointment of a company who had a clear knowledge of Catholic Education was a key element in developing the final concept.

Stage one was to develop a script that incorporated the many features of life within a Catholic school community. So where do you start when you are trying to represent the largest independent provider of Education in the world? Catholic schools educate a quarter of the total population of students in Australia and have been a major component of Australian education for over 175 years.

The distinctive nature of a Catholic school is the connection to a faith community, a commitment to social justice and an academic environment which is inclusive for all students. In short, Catholic schools are welcoming, vibrant and focused on developing young people who have a strong sense of self-worth, are connected to their communities and aware of global issues.

Developing a script which captured the culture of Catholic education and demonstrated the point of difference was by no means an easy task and meant that after much brain storming, I was left with a script that was three times as long as it needed to be, then began the painful process of reducing the script to a 30 second voice over whilst attempting to retain all the important elements of the original script.

Stage two involved selecting the music which would suit the style of the commercial and a voice over artist who would bring the words to life. School locations from across the Diocese were selected for the filming commencing in the high country at Tallangatta and ending in Echuca on the Mighty Murray River. Ultimately I would have liked to film at every school but this simply wasn't possible or remotely realistic, as it was over 300 kilometres were covered as filming took place with students from eight schools over a period of three days.

The final result is a fast paced commercial which endeavours to represent an educational system which continues to grow in quality and public regard; it is however a snapshot of some of the key elements of Catholic Education as you can only touch on the main themes in such a short time.

The greatest promotion of any school still comes from the endorsement of families who are already in Catholic schools; it is the word of mouth from these families that fully showcases the Catholic School difference throughout Australia. It is hoped that the new television commercial will instil a sense of pride in the current Catholic education community and promote to prospective parents some of the key elements of Catholic education in the Sandhurst Diocese. The new television commercial will be aired this year in May and early June as part of a promotion for Catholic Education Week in 2013.

Catholic Education Sandhurst-Partnerships in Faith and Life!

St Michaels Tallangatta

The scene was set for a charity Cake stall complete with marquee, trestle table and cakes, where cardboard cookies and fake cakes took pride of place amongst real cakes in order to create the illusion for the camera. Almost the entire school community was included in the filming!



Catholic College Wodonga

The science scene was shot at Catholic College Wodonga using year 10 and 11 students complete with white lab coats, safety glasses and brightly coloured beakers.

St Monica's Wodonga

Two scenes were filmed at St Monica's Primary School to complete the first day of filming, one in the junior section where we featured reading and literacy including a teacher, and the final scene was of senior students using technology in a modern open work space.



St Luke's Shepparton

The opportunity to showcase the commitment to sustainability in Sandhurst schools was an important inclusion of the commercial. St Luke's in North Shepparton has a wonderful vegetable garden and sustainability precinct complete with chicken coup and an Eco Park which propagates plants, sells Worm bi-products, harvests rainwater and promotes recycling.

Notre Dame College Shepparton

Talented senior students provided a dance routine for our Arts scene. The girls had to dance in front of a green screen, with one student spinning to enable the dance frame to transition to the next scene.



St Brendan's Primary and Notre Dame College Shepparton

The church scene was a major component of the commercial and was filmed at St Brendan's Church in Shepparton. Father Joe Taylor was the priest who processed from the church with two students from St Brendan's and Notre Dame College, students from each school were in the congregation.

St Mary's Echuca

Three scenes were filmed at St Mary's Echuca - the opening scene, a classroom scene and the final frame which included students from St Joseph's College Echuca. This was the most technical filming day of the commercial and many editing elements were required to bring all the frames together, including filming a prep student in several locations with a green screen to enable the editing to create the illusion of a desk flying into the classroom frame.



Stepping Beyond in Social Justice

Three Young Sandhurst Teachers...

Catholic Education Sandhurst celebrates three young teachers who have responded to the call of Jesus "Go and teach all people my gospel Mt.28:19) through their living witness and courage to step beyond the comfortable into the unknown.

During 2013 Courtney Morgan (St Monica's Kangaroo Flat), Jess Alampi (Notre Dame College, Shepparton) and Patrick Naughtin (Holy Rosary White Hills) are all volunteering overseas.

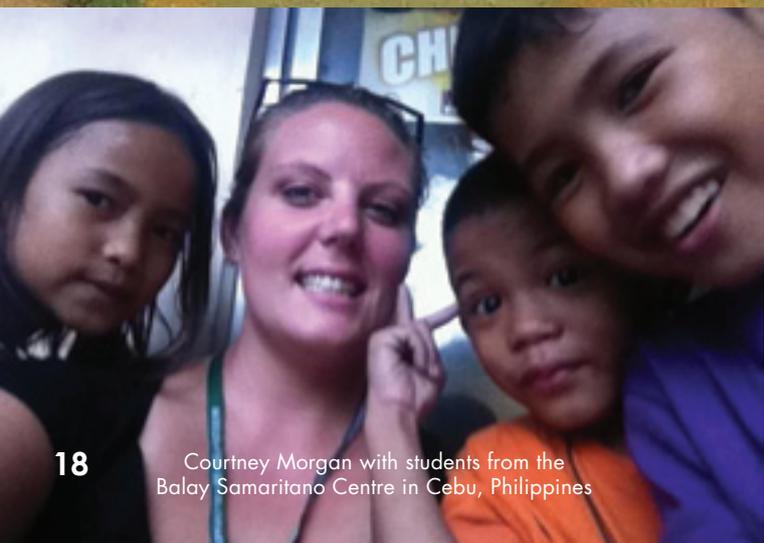
Courtney Morgan is currently volunteering and living in Cebu. Courtney participated in the Catholic Education Sandhurst Early Career Immersion to Cebu in 2012 and this inspired her to return. Courtney is working as a volunteer in Cebu where she has been instrumental in supporting vulnerable young people 'off the street' and into meaningful futures. Courtney humbly says 'I am really loving my time here and hopefully I'm making a difference!'

Jess Alampi from Notre Dame College is currently living and working in Vietnam with the Marist Brothers 'New Horizons' project. The Marist Brothers are in partnership with a local NGO to establish the *New Horizons* Project just outside Hanoi. New Horizons aims to assemble English speaking volunteers from across the Marist world, to assist young Vietnamese students acquire the English language as well as hospitality, IT and retail skills. Jess is making a very valuable contribution to this project and is a passionate champion of social justice across many aspects of school and community life.

Patrick Naughtin from Holy Rosary White Hills leaves on June 20 to take up an Australia India Institute Internship which engages young Australians in international workplace experiences. Pat will work directly with ATMA, an education based NGO in Mumbai. ATMA works to address the issue of quality education for underprivileged children and young adults through a unique consultancy model. Pat will be involved in all elements of the organisation; including consultancy, training volunteers and establishing organisational partnerships. He will also work closely with Education Services Australia to look for ways of extending their involvement with ATMA and Indian Education in general.

These three young educators are inspiring as are the leaders of their school communities who are open, encouraging and actively supportive of their aspirations. Catholic Education Sandhurst is proud to be actively supportive of these endeavours, the programs which inspire this response and our young educational leaders who respond to Romero's call to 'Be More!' Let us keep '*Re-Imagining the Mission*' with partnerships beyond the borders of Sandhurst!

Jess Alampi with university students in Vietnam



Courtney Morgan with students from the Balay Samaritano Centre in Cebu, Philippines



Patrick Naughtin with students from Holy Rosary Primary, White Hills

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This Spirit of Sandhurst magazine captures the spirit of Catholic Education in the Sandhurst Diocese - its uniqueness, vibrancy, innovation and commitment to enhancing the lives of its students, families and teachers.