Executive Summary

The Islamic College of Brisbane is committed to providing a high-quality education that is grounded in Islamic principles and values. Our strategic plan for the next five years, 2023-2027, is focused on ensuring that our students are well-prepared for success in an increasingly complex and interconnected world. We aim to achieve this by:

- Innovating our curriculum and instructional practices to better meet the needs of our students and prepare them for the challenges of the 21st century.
- Leading by example in the field of Islamic education, both within our community and beyond.
- Engaging with our students, parents, teachers and staff, to build a school culture that is inclusive, supportive, and empowering.
- Fostering growth and development of our students, both academically and personally, through extracurricular activities, mentoring and other programs.
- Promoting Faith in Islamic values and belief, to provide holistic education to our students.

We will also be incorporating technology in our curriculum as it's becoming an essential tool in the 21st century.

To achieve these goals, we will be implementing a range of strategies and actions, including:

- investing in professional development for our teachers and staff to help them stay current with the latest trends and best practices in education;
- expanding our extracurricular activities and programs to provide more opportunities for our students to develop their talents and interests;
- increasing our engagement with our community to build stronger relationships and foster greater understanding;
- and regularly monitoring and evaluating our progress to ensure that we are meeting our goals and making the necessary adjustments as we move forward.

We believe that by working together, we can create a school that is truly exceptional and that will be a source of pride and inspiration for our entire community.

Situational Analysis

A Situation Analysis is an examination of the internal and external factors that can affect an organization, in this case, the Islamic College of Brisbane (ICB). It is an essential step in creating a strategic plan as it provides a clear understanding of the school's current status and the opportunities and challenges it faces.

Strengths

- Strong reputation in the community
- Experienced and dedicated board and senior management
- Above state average NAPLAN results
- High university enrolments
- High sporting achievements

Weaknesses

- Inadequate infrastructure
- Lack of technology proficiency among staff, including teachers
- Lack of collaboration amongst various departments and teams
- Lack of pride and sense of belonging amongst students and staff members

Opportunities

- Growing demand for Islamic education
- Potential to develop additional campus including distance education.
- Strong interest within community organisations to develop mutually beneficial relationships with ICB
- Technological advances and pioneering their use in educational settings.

Threats

- The current campus is leased from AFIC.
- Competition from other Islamic Schools
- Change in government policy and its impact on funding and/or faith-based education.

Goal 1: Improve academic achievement for all students

Objective 1: Increase the percentage of students meeting national standards in reading, writing, and numeracy by 20% by 2027

Objective 2: Increase the percentage of students achieving an ATAR of 80% or above by 20% by 2027

Objective 3: Attract and retain highly-qualified teachers with relevant expertise and experience

Goal 2: Promote a positive and inclusive school culture

Objective 1: Increase the percentage of students, parents, and staff reporting a sense of belonging and inclusion by 25% by 2027

Objective 2: Develop and implement a comprehensive behavior management policy and procedure for primary and secondary that emphasizes a restorative approach based on Islamic values

Objective 3: Introduce curricular and extracurricular programs, such as Islamic music, drama, and social justice, to foster inclusiveness and positivity

Goal 3: Enhance technology use across all areas of the school

Objective 1: Encourage the use of latest technologies, such as AI and ML, in pedagogy, curriculum, and administration

Objective 2: Develop in-house software applications to assist in all aspects of schooling

Goal 4: Foster Islamic values and identity

Objective 1: Integrate Islamic pedagogy and values throughout the curriculum

Objective 2: Encourage students to actively participate in Islamic activities and community service

Objective 3: Foster tolerance and respect for diversity within and outside the Islamic community

Goal 5: Ensure responsible and sustainable growth

Objective 1: Establish a girls-only secondary campus in Kuraby (K2) by 2027

Objective 2: Build additional classrooms in the existing campus by 2025 to accommodate growth

Objective 3: Proactively promote student, staff, and community participation in practices that reduce the impact on the climate and environment

Objective 4: Increase funding from non-government sources by 25% by 2027

Goal 1: Improve academic achievement for all students	
Objectives	**Actions**
Objective 1 - Increase the percentage of students meeting national standards in reading, writing, and numeracy by 20% by 2027	Action 1: Assess current student performance in reading, writing, and numeracy to establish a baseline and set individualized goals for improvement. Action 2: Identify and evaluate new teaching methods and materials that align with national standards and integrate them into the curriculum. Action 3: Implement regular evaluations, such as mid-term exams and progress reports, to assess student progress and make necessary modifications to instruction and materials. Action 4: Provide individualized support to students who are struggling to help them meet national standards.
Goal 2: Increase the percentage of students achieving an ATAR of 80% or above by 20% by 2027	Action 1: Establish a review committee to assess current teaching and assessment practices to ensure they are in line with best industry standards. Action 2: Provide students with opportunities to acquire the skills and knowledge necessary for success on internal and external exams, including practice tests, targeted instruction, and individualized support. Action 3: Organize professional development opportunities for teachers to help them comprehend the ATAR requirements and effectively prepare students for the exam. Action 4: Offer extracurricular programs, such as study skills workshops or academic enrichment activities, to help students build the skills and knowledge necessary to achieve the best ATAR outcome. Action 5: Develop efficient and comprehensive vocational education pathways.

Objective 3: Attract and retain highly qualified teachers with relevant expertise and experience	Action 1: Conduct a comprehensive needs assessment to determine the type of teachers the school is seeking to recruit by the end of Term 1 2023. Action 2: Develop a well-defined job description that outlines the skills, experience, and qualifications required for the open positions. Action 3: Utilize a variety of recruitment channels both locally and internationally, such as job boards, social media, employee referrals, and professional networks, to reach a broad pool of potential candidates. Action 4: Participate in job fairs and conferences to connect with educators and promote the school as a desirable place to work. Action 5: Create an attractive employment brand that showcases the school's mission, values, and culture and highlights the benefits of working at the school. Action 6: Offer competitive compensation and benefits packages to attract and retain high-quality teachers. Action 7: Develop a welcoming and supportive onboarding process to help new teachers assimilate to the school and feel valued as part of the team.

Goal 2: Promote a positive and inclusive school culture	
Objectives	**Actions**
Objective 1: Increase the percentage of students, parents, and staff reporting a sense of belonging and inclusion by 25% by 2027	Action 1: Conduct a school-wide survey to assess the current level of belonging and inclusion among students, parents, and staff. Action 2: Establish a school-wide committee to focus on promoting a positive and inclusive school culture. Action 3: Develop and implement initiatives that promote belonging and inclusion, such as student-led clubs and activities, community-building events, and programs that celebrate diversity. (alumni) Action 4: Provide professional development opportunities for staff on topics such as cultural competence, bias awareness, and effective communication strategies. Action 5: Foster open lines of communication and encourage student, parent, and staff feedback to continuously assess and improve the school culture.
Objective 2: Develop and implement a comprehensive behavior management policy and procedure for primary and secondary that emphasizes a restorative approach based on Islamic values	Action 1: Develop a comprehensive behaviour management policy and procedure that is consistent across primary and secondary and is based on a restorative approach and Islamic values. Action 2: Provide professional development opportunities for staff on the implementation of the restorative approach to behaviour management. Action 3: Continuously monitor and evaluate the effectiveness of the behaviour management policy and procedure through effective data collection and make adjustments as needed to ensure it is meeting the needs of the school community.

Objective 3: Introduce curricular and extracurricular programs, such as Islamically appropriate music, drama, and social justice, to foster inclusiveness and positivity	Action 1: Introduce drama and music meeting the requirement of Australian Curriculum by Term 1 2023 Action 2: Develop middle school and senior school social justice group to advocate for and participate in sustainable activities and activism

Goal 3: Enhance technology use across all areas of the school	
Objectives	**Actions**
Objective 1: Encourage the use of latest technologies, such as AI and ML, in pedagogy, curriculum, and administration	Action 1: Develop a school wide committee to research and assess the latest technologies such as AI and ML and their potential applications in pedagogy, curriculum, and administration. Action 2: Provide professional development opportunities for teachers to enhance their knowledge and skills in using AI and ML in the classroom. Action 3: Work with the IT department to ensure the necessary hardware and software are in place to support the use of AI and ML.
Objective 2: Develop in-house software applications to assist in all aspects of schooling	Action 1: Identify the specific needs and requirements for in-house software applications across all aspects of schooling. Action 2: Develop a comprehensive project plan for the development of in-house software applications. Action 3: Work with the software development company to ensure that the software applications are developed to meet the school's specific needs and requirements.

Goal 4: Foster Islamic values and identity	
Objectives	**Actions**
Objective 1 - Integrate Islamic pedagogy and values throughout the curriculum	Action 1: Conduct a comprehensive review of the current curriculum to identify areas for improvement and integration of Islamic pedagogy and values. Action 2: Develop a team of Islamic scholars and education experts to guide and support the integration process. Action 3: Develop and implement a professional development program for teachers to help them understand and effectively integrate Islamic pedagogy and values into their lessons. Action 4: Incorporate Islamic values and teachings into lesson plans and assessments. Action 5: Create opportunities for students to reflect on and discuss Islamic values in the classroom. Action 6: Provide students with an opportunity to participate in accredited Islamic qualifications while at school.
Objective 2: Encourage students to actively participate in Islamic activities and community service	Action 1: Collaborate with local Islamic organisations to provide students with opportunities to engage in community service projects. Action 2: Develop an Islamic leadership program for students to encourage and support their active participation in community service. Action 3: Recognize and reward students for their contributions to the community.

Objective 3: Foster tolerance and respect for diversity within and outside the Islamic community	Action 1: Develop and implement a comprehensive diversity and inclusion policy that promotes respect and understanding of different cultures and beliefs. Action 2: Encourage students to engage in dialogue and cross-cultural exchange programs to help build bridges and foster understanding. Action 3: Foster inter-religious dialogue and cooperation through events, activities and workshops. Action 4: Provide training and support for teachers to help them create a positive and inclusive classroom environment. Action 5: Encourage student-led initiatives to promote diversity and respect in the school and wider community.

Goal 5: Ensure responsible and sustainable growth	
Objectives	**Actions**
Objective 1: Establish a girls-only secondary campus in Kuraby (K2) by 2027	Action 1: Develop a business plan to outline the project scope, budget, timeline, and expected outcomes. Action 2: Secure necessary funding and investment to build the campus, either through government grants, private investors, or a combination of both. Action 3: Identify and appoint a project team to manage the construction process, ensuring that the campus is built to the highest quality standards. Action 4: Develop and implement a comprehensive marketing plan to promote the new campus and attract students, teachers, and staff.
Objective 2: Build additional classrooms in the existing campus by 2025 to accommodate growth	Action 1: Develop a capital improvement plan to outline the scope of the project, timeline, and budget. Action 2: Appoint a project team to manage the construction process, ensuring that the classrooms are built to the highest quality standards.
Objective 3: Proactively promote student, staff, and community participation in practices that promotes reduction in financial waste	Action 1: Create an accurate small asset register to record and account for assets over $150 Action 2: Establish a warehouse with a robust software to account for and reduce wastage of small assets and perishable items

Objective 4: Increase funding from non-government sources by 25% by 2027	Action 1: Establish a child care facility within the campus
	Action 2: Establish relationships with local businesses, organizations, and community leaders to identify potential sources of funding.
	Action 3: Allow advertising opportunities to local businesses in school magazine and on campus
	Action 4: Find additional revenue streams by renting school facilities like classrooms, function hall and sporting facilities

Conclusion

In conclusion, the strategic plan for the Islamic College of Brisbane outlines clear and achievable goals and objectives aimed at improving academic achievement, promoting a positive and inclusive school culture, enhancing the use of technology, fostering Islamic values and identity, and ensuring responsible and sustainable growth. The plan focuses on increasing student achievement in reading, writing, and numeracy and ATAR scores, attracting and retaining highly qualified teachers, promoting the use of AI and ML in pedagogy, integrating Islamic values across curriculum, encouraging student involvement in Islamic activities, fostering tolerance and respect, establishing a girls-only campus, building additional classrooms, and increasing funding from non-government sources. Implementing this strategic plan will require a well-coordinated effort from all stakeholders and a commitment to achieving the outlined objectives.