



Mater Dei



sharing
the vision



Priority Areas

1. Live the Vision
2. Develop as a Centre of Excellence
3. Build a Professional Community
4. Secure our Future

Our Vision for the Future...

Mater Dei is a multi-dimensional, family-centred organisation. Our focus is on educating individuals with developmental delay and mild to moderate cognitive disability, to maximise their potential for participation in their communities.

In bringing our vision to life Mater Dei

- Finds its mission in the story of the Good Samaritan
- Is a leader in the field
 - as a caring educator of young people with developmental
 - as an early intervention provider
 - as a residential and respite care provider
 - as a centre of excellence in learning and teaching
 - as a training provider for teachers, teacher assistants, parents and other carers
 - as a research and development centre
 - as a consultant within our field of expertise
 - with a multi-disciplinary range of expertise
- Provides ongoing support for children, young adults, their families and carers
 - Has a highly trained professional staff
 - who embrace a multi-disciplinary team approach
 - who are change-oriented
 - who work cooperatively with other professionals, parents and carers
- Has the infrastructure and resources to support the ongoing development and achievement of its Vision
- Is financially secure.

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Strengths *(in order)*

- A focus on students and their families
- A commitment to inclusion
- The commitment of staff
- Professional leadership
- The experience and expertise of staff
- Sound financial management
- A commitment to transparency and openness
- A holistic approach to education
- Our sense of humour
- An entrepreneurial outlook
- A collaborative culture
- The provision of flexible work options
- Positive relationships

We are highly valued by the community.

Distinctiveness

Mater Dei is a place where:

- The spirit of the story of the Good Samaritan is the model for
 - hospitality
 - advocacy
 - social justice
- openness to and acceptance of people as they are
- respect, dignity and compassion for those we work with and serve
- empathy
- willingness to listen
- generosity of spirit

Mater Dei offers

- Relationships that are friendly, caring and supportive
- Services that are family focused
- Staff who are committed, professional and service orientated
- An integrated team approach
- A Catholic environment that enriches the spirit
- An environment providing peaceful space and excellent facilities.

Best Opportunities

Mater Dei will provide

- Excellent education in a caring environment
- Leadership in special education
- Expansion of satellite class models
- Expansion of consultancy services
- Development of structured support for families and carers
- Partnerships with universities and TAFE's
- Partnerships with the Catholic Education sector
- Partnerships with other educational, medical and welfare service providers
- Partnerships with the employment, recreational and civic sectors of the Macarthur region and beyond
- Partnerships with the business and philanthropic communities of the Macarthur region and beyond
- Expansion of the Residential Program
- Development of Mater Dei as a training provider.

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The Objectives

1. Live the Vision

As a united organisation, Mater Dei strives to live out the story of the Good Samaritan in its work for and with children with developmental delay, students and young adults with cognitive disabilities, their families and carers.

2. Develop as a Centre of Excellence

Build on the current effective practice and expertise of the multi-disciplinary team. To establish Mater Dei as an innovative service provider for children with developmental delay, students and young adults with cognitive disabilities, their families and carers, schools, agencies, businesses and services that support their inclusion.

3. Build a Professional Community

Develop a multi-disciplinary team that is highly skilled, innovative, motivated, collaborative and recognises individual expertise as we focus on the realisation of the Mater Dei Vision.

4. Secure our Future

To take appropriate steps to build on the financial viability of Mater Dei in line with the Vision and Strategic Plan.

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Live the Vision

As a united organisation, Mater Dei strives to live out the story of the Good Samaritan in its work for and with children with developmental delay, students and young adults with cognitive disabilities, their families and carers.

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
1.1 Communicate the Mater Dei Vision	1.1.1 Articulate the Vision <ul style="list-style-type: none"> ■ When plan is in place the Board and the Leadership Team constantly articulate the vision in all settings including website ■ Develop staff awareness and commitment to the vision through regular discussion, expectations in role descriptions and staff reviews 	<ul style="list-style-type: none"> ■ Leadership Team speak re vision at staff meetings and parent meetings ■ Board have session at each Board meeting in 2005 on Plan ■ Discuss Vision at Professional Development days ■ Website is effectively used 	Board and Leadership Team	2005 →
	1.1.2 Dialogue with stakeholders and the wider community <ul style="list-style-type: none"> ■ Expand dialogue and partnerships with appropriate agencies, educators, colleagues, Centacare, Catholic Education Office, Department of Education and Training, and medical practitioners ■ Establish closer networks with other special educational facilities and services ■ Further involve parishes and Catholic schools in the Mater Dei network 	<ul style="list-style-type: none"> ■ Attendance and membership of community forums and meetings ■ Regular discussions with Catholic Education Offices, Department of Education and Training, Early Intervention services, Respite services, Government and Non Government organisations ■ Dialogue and work with Universities and TAFEs ■ Shared Professional Development opportunities and staff interaction with other services ■ Mater Dei Matters and monthly newsletter to schools and parishes 	Board, Leadership Team and staff as appropriate	2005 →

Live the Vision *continued*

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
1.1 Communicate the Mater Dei Vision	<p>1.1.3 Reinforce the concept of Mater Dei as a multi-dimensional organisation</p> <ul style="list-style-type: none"> ■ Improve lines of communication between all programs of Mater Dei ■ Communicate Mater Dei as a multi-dimensional organisation on the website ■ Ensure that the story of the Good Samaritan is firmly embedded in the Mater Dei community ■ Implement opportunities for all staff to experience other Mater Dei programs 	<ul style="list-style-type: none"> ■ People are better informed across organisation ■ Continual focus and reflection on the story of the Good Samaritan ■ Staff interest and willingness to be a part of mini exchange ■ Greater social and professional interaction ■ Board will be better informed about all Mater Dei programs through visits to the programs 	Leadership Team and all staff	2005 →
	<p>1.1.4 Communicate the Mater Dei Vision effectively with all stakeholders</p> <ul style="list-style-type: none"> ■ Ensure that new staff, board members, families and carers are effectively inducted in order to understand vision and embrace it ■ Continue to spread the good news of Mater Dei through regular communication with all stakeholders ■ Establish an effective marketing plan to communicate the Mater Dei Vision ■ Communicate the Mentoring Policy ■ Develop a marketing package for the delivery of workshops and lectures at appropriate Conferences 	<ul style="list-style-type: none"> ■ All stakeholders are immersed in the vision ■ There is a growing presence of Mater Dei in the local community ■ Time is allocated to the promotion of the vision ■ New members of staff are immersed in the vision through mentoring ■ Marketing packages are being delivered and Mater Dei Staff are presenting at Conferences 	Board, Leadership Team and all staff	2005 →

Live the Vision *continued*

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
1.1 Strengthen strategic partnerships	<p>1.1.1 Negotiate new partnerships</p> <ul style="list-style-type: none"> ■ Further the dialogue with other Dioceses regarding service provision ■ Expand dialogue with the Catholic Education Office Wollongong regarding the provision of special education services in the diocese. ■ Continually source partnerships with businesses, philanthropic, employment, recreational and civic sectors of the Macarthur region and beyond. ■ Establish new links with government and non government agencies regarding Mater Dei service provision 	<ul style="list-style-type: none"> ■ Mater Dei is working with a number of Catholic Dioceses in NSW ■ Mater Dei is playing a more integral role in the provision of special education in the Wollongong Diocese ■ Closer relationships with all Stakeholders, measured by greater opportunities for students and stronger financial support for Mater Dei 	Board and Leadership Team	2005 →
1.3 Implement steps to ensure that the strategic plan “Sharing the Vision” is effectively implemented	<ul style="list-style-type: none"> ■ Establish a committee of the Mater Dei Board to oversee the implementation of the plan ■ Leadership Team will drive the Strategic Plan 	<ul style="list-style-type: none"> ■ Strategic Plan will be on every Board agenda ■ Strategic Plan will be discussed at every Leadership Team meeting and reviewed at one meeting per term 	Board and Leadership Team	2005 →

Develop as a Centre of Excellence

Build on the current effective practice and expertise of the multi-disciplinary team. To establish Mater Dei as an innovative service provider for children with developmental delay, students and young adults with cognitive disabilities, their families and carers, schools, agencies, businesses and services that support their inclusion.

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
<p>2.1 Continue to develop and refine best practice approaches at Mater Dei</p>	<p>2.1.1 Focus on development of students skills for inclusion in mainstream society</p> <p>2.1.2 Develop “Best Practice” at Mater Dei in all areas - Early Intervention /School/ Residential/Development programs</p> <p>2.1.3 Develop cutting edge programs in all areas of education</p> <p>2.1.4 Continue to focus on Christian values and Social Justice programs</p> <p>2.1.5 Further develop the Residential program in the areas of:</p> <ul style="list-style-type: none"> ■ Independent and interdependent Life skills ■ Recreation/community access skills <p>2.1.6 Provide an induction program for teachers & students involved in the mainstream sector who welcome Mater Dei students into their schools.</p> <p>2.1.7 Provide a comprehensive range of specialist services</p> <p>2.1.8 Become a leader in the application of technology for students with disabilities</p> <ul style="list-style-type: none"> ■ Expand the use of technology in all areas of Mater Dei 	<ul style="list-style-type: none"> ■ Mater Dei students’ capacity for independent inclusion is increased ■ Mater Dei practises are recognised as industry “best practice” ■ More specialist staff at Mater Dei ■ Increase the use of technology facilitated by Information and Communication Technology specialist appointed at Mater Dei ■ Mater Dei technological expertise is high and is sought after by other educational organisations ■ Teachers and students from mainstream schools are involved in induction programs ■ New programs are being developed and demonstrated by Mater Dei Staff. 	<p>Board, Leadership Team and all staff</p>	<p>2005 →</p>

Develop as a Centre of Excellence *continued*

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
<p>2.2 Provide Consultancy Services to other early childhood programs, primary and secondary schools, families and carers on a fee for service basis</p>	<p>2.2.1 Include Early Childhood and Residential staff in consultancy services</p> <p>2.2.2 Develop an effective research & development section at Mater Dei</p> <p>2.2.3 Provide professional support with programming, sequential learning, scope and sequence, literacy and numeracy, personal development, behaviour management and information and communication technologies.</p> <p>2.2.4 Provide support with to K-12 curriculum differentiation, Stage 4,5 &6 Life Skills syllabii and Religious Education programs.</p> <p>2.2.5 Develop and market educational programs and assessment packages for students with disabilities</p> <p>2.2.6 Provide a range of expertise in:</p> <ul style="list-style-type: none"> ■ Individualised student programs/ plans (IFSP - Individual Family Service Plan, ITP - Individual Transition Plan, IEP - Individual Education Plan, ISP - Individual Service Plan) ■ Individualised behaviour management programs and residential care programs 	<ul style="list-style-type: none"> ■ An effective marketing strategy is in place ■ Mater Dei is a successful service provider to other programs ■ Mater Dei offers Vocational Education Training courses ■ Mater Dei is a research base for universities ■ Staff are producing high quality resources and programs 	<p>Board, Leadership Team and Staff</p>	<p>2005 →</p>

Develop as a Centre of Excellence *continued*

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
<p>2.3 Strengthen the support of Wollongong Catholic Education Office in the provision of Special Education services on a fee for service basis</p>	<p>2.3.1 Negotiate the provision of internships for teachers and teacher assistants at Mater Dei to immerse them in our philosophy of Special Education</p> <p>2.3.2. Negotiate the possibility of centering selected Catholic Education Office services at Mater Dei</p> <p>2.3.3. Establish Mater Dei as a training provider for teachers, teacher assistants, residential staff and school leaders</p>	<ul style="list-style-type: none"> ■ Diocesan Teachers and teacher assistants working at Mater Dei ■ Selected Catholic Education Office services located at Mater Dei ■ Mater Dei is involved in the provision of Special Education services in the Wollongong Diocese ■ The Mater Dei model of satellite classes is recognised as benchmark 	Leadership Team	2005 →
<p>2.4 Develop Mater Dei model of satellite classes located in other schools.</p>	<p>2.4.1 Establish, trial and promote the Mater Dei model/s of satellite class</p> <p>2.4.2 Formulate policy and service provision guidelines</p> <p>2.4.3 Expand satellite classes in collaboration with Wollongong Diocese and other educational providers.</p>	<ul style="list-style-type: none"> ■ The Mater Dei models of satellite class is recognised as the benchmark for best practise approach to inclusive schooling 	Leadership Team	2005 →

Develop as a Centre of Excellence *continued*

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
<p>2.5 Become a provider of structured support for families and carers</p>	<p>2.5.1 Develop and strengthen links with client base – families, carers and students</p> <p>2.5.2 Develop stronger/structured advocacy for children with disabilities, their families and carers.</p> <p>2.5.3 Expand early intervention services, therapy, education and counselling services</p> <p>2.5.4 Continue to facilitate the provision of respite care locally through linking families with providers</p> <p>2.5.5 Expand opportunity for additional number of Mater Dei students within the Residential Program by increased number of houses, staff, locations etc</p> <p>2.5.6 Investigate the possibility of providing casual respite and vacation care services</p>	<ul style="list-style-type: none"> ■ More students and their families are accessing programs and services ■ Stronger representation of Mater Dei Staff on advocacy bodies ■ Support for families is expanded through greater opportunity for respite, access to residential programs and involvements in advocacy groups 	<p>Board, Leadership Team, Staff and families</p>	<p>2005 →</p>

Develop as a Centre of Excellence *continued*

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
2.6 Investigate the provision of comprehensive post school option programs for students with disabilities	<p>2.6.1 Explore the provision of post-school options programs at Mater Dei and in wider community</p> <p>2.6.2 Explore the possibilities of commercial partnerships with other providers</p> <p>2.6.3 Network with current ATLAS - Adult Training and Learning Assistance Scheme Service Providers</p>	<ul style="list-style-type: none"> ■ A working party is in place to report to the Mater Dei Board in regard to Mater Dei's involvement in post school options 	Board, Leadership Team, Staff, Families and the wider community	2005 →
2.7 Develop a master plan for the refurbishment of current site	<p>2.7.1 Develop a ten year plan for the effective and environmentally sustainable management and refurbishment of the Mater Dei site including:</p> <ul style="list-style-type: none"> ■ playground reconstruction ■ maintenance and upgrading of buildings and construction of new facilities if required. 	<ul style="list-style-type: none"> ■ Construction of new playground ■ Develop and implement a staged plan involving refurbishment of existing facilities and construction of new facilities. 	Board, Leadership Team and Staff	2005 →
2.8 Develop a training program for Special Ed teachers, teacher assistants, school leaders, residential staff etc, on a fee for service basis	<p>2.8.1 Introduce training programs for teacher assistants and teachers in Special Education in partnership with TAFEs, Universities and other sectors</p> <p>2.8.2 Provide a more effective practicum model</p> <p>2.8.3 Work with Universities to actively involve them in designing best practice programs</p>	<ul style="list-style-type: none"> ■ Training occurring at Mater Dei ■ Mater Dei Consultancy Service active in relevant sectors ■ New practicum model implemented at Mater Dei 	Leadership Team and designated staff	2005 →

Build a Professional Community

Develop a multi-disciplinary team that is highly skilled, innovative, motivated, collaborative and recognises individual expertise as we focus on the realisation of the Mater Dei Vision.

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
3.1 Investigate and address the professional development needs of all staff	<p>3.1.1 Design Professional Development plans for staff that:</p> <p>a) Assist staff members to develop a sense of understanding and ownership of the Mater Dei Mission and Vision and the Good Samaritan Parable</p> <p>b) Provide opportunities for staff spiritual development</p> <p>c) Provide regular professional development to maintain promote and extend best practise.</p> <p>d) Share staff expertise with colleagues</p> <p>e) Consult with staff in regard to Professional Development needs and opportunities</p> <p>f) Develop training programs for staff to confidently and professionally present Consultancy Services.</p> <p>g) Establish a scholarship program to assist staff with professional study</p> <p>3.1.2 Extend the Professional Development budget for individuals and whole staff</p>	<ul style="list-style-type: none"> ■ Story of the Good Samaritan and Rule of St Benedict are given greater prominence through example and input by Leadership Team ■ Staff involved in Religious Education in-service programs including the Good Samaritan orientation program and retreats ■ Role descriptions include emphasis on regular professional development ■ All staff have individual Professional Development plans ■ Staff Professional development presentations at staff meetings on a regular basis 	Board, Leadership Team and all staff	2005 →

Build a Professional Community *continued*

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
<p>3.1 Provide opportunities Mater Dei staff to have experience across all programs</p>	<p>3.2.1 Develop strategies to encourage: <ul style="list-style-type: none"> ■ Budget allocations to enable experiences in other programs </p> <p>3.1.2 Part of orientation / induction process</p> <p>3.1.3 Allow flexibility of roles to make best use of staff expertise</p>	<ul style="list-style-type: none"> ■ Yearly Professional Development Programs for all staff are successfully operating ■ Staff have opportunities to experience all programs, yearly, individually and as a group as part of their professional development program. 	<p>Leadership Team</p>	<p>2005 →</p>
<p>3.3 Employ new staff with appropriate expertise and experience as the Centre of Excellence develops</p>	<p>3.3.1 Establish a scholarship program for targeted teacher trainees to financially support their final year studies</p> <p>3.3.2 Identify and nurture staff members in other settings who may be prospective Mater Dei employees</p> <p>3.3.3 Ensure that thorough orientation and mentoring is provided for every staff member</p> <p>3.3.4 Further develop exchange opportunities for Diocesan staff and Mater Dei staff</p> <p>3.3.5 Encourage Mater Dei staff to seek professional promotion opportunities</p> <p>3.3.6 Source persons with expertise within the community who may offer their service to Mater Dei in a voluntary capacity</p>	<ul style="list-style-type: none"> ■ Links with Universities to identify prospective staff ■ New staff attend Mater Dei for orientation and training before commencement ■ Mater Dei is recognised as an employer of choice as indicated by the number of applications received for the positions advertised ■ Community members volunteering across programs 	<p>Board, Leadership Team and designated staff</p>	<p>2005 →</p>

Securing our Future

To take appropriate steps to build on the financial viability of Mater Dei in line with the Vision and Strategic Plan

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
4.1 Address funding needs	<p>4.1.1 Further develop a financial management approach that aims for financial security</p> <p>4.1.2 Implement an effective process for the prioritisation of projects</p> <p>4.1.3 Structure program budgets to take advantage of new opportunities in accordance with priorities of the strategic plan</p>	<ul style="list-style-type: none"> ■ Reserves are improved ■ Projects plan in place and being monitored regularly 	Board and Leadership Team	2005 →
4.2 Investigate and address all funding opportunities	<p>4.2.1 Explore the possibility of increasing enrolment by provision of further satellite classes</p> <p>4.2.2. Develop a comprehensive approach to setting and charging fees for Service Programs provided to other organisations including:</p> <ul style="list-style-type: none"> ■ Increasing consultancy to provide increased income for Mater Dei ■ Contract services to Diocese – generating income <p>4.2.3. Continue to source bursaries for students</p>	<ul style="list-style-type: none"> ■ Income increased ■ Fee schedule developed for Consultancy Services ■ The number of scholarships is increased ■ Number of donors and supporters has increased ■ Phase 2 of Development Program Strategic Plan is in place 	Board and Leadership Team	2005 →

Securing our Future *continued*

STRATEGIES	ACTIONS	INDICATORS	RESPONSIBILITY	TIMELINE
<p>4.2 Investigate and address all funding opportunities (continued)</p>	<p>4.2.4. Implement Phase II of the Development Program Strategic Plan which addresses:</p> <ul style="list-style-type: none"> ■ Reviewing current fundraising practises and policies ■ Promoting Mater Dei and developing fundraising beyond current donor base ■ Targeting major corporate organisations ■ Investigating and implementing new and appropriate fundraising strategies <p>4.2.5 Extend dialogue and partnerships with wider community</p> <p>4.2.6 Source funding for research assistance</p> <p>4.2.7. Investigate capital grant funding</p> <p>4.2.8 Continue to build the Foundation to ensure a set yearly income</p>	<p><i>see previous page</i></p>	<p>Board and Leadership Team</p>	<p>2005 →</p>