



St Paul's College

Ponsonby, Auckland

Strategic Directions 2018 & Beyond

Mission Statement: The St Paul's Graduate

"The St Paul's graduate will be qualified, inquisitive and innovative. He will have a strong Christian moral compass based on the College Catholic and Marist tradition."

St Paul's will have an environment of academic excellence underpinned by sound pastoral care programmes.

St Paul's recognises the emphasis on personalised learning and differentiated pathways to achieve individual goals.

Background

The Mission Statement makes it clear that the College's purpose is the development of the whole person in all aspects of academic and pastoral care within a strong Catholic, Marist framework.

All students are empowered to learn and achieve to their own levels of personal excellence.

The Mission Statement places the onus on the College to ensure an environment of innovation, enquiry, participation, professional standards and facilities management that encourages students and families to embrace St Paul's College.

Catholic Marist culture and ethos are at the heart of all growth and development from which the school draws its life, vision and mission.

St Paul's will maintain a safe, orderly environment in which learning is the major focus.

Established in 1903, the motto of the College is "**Confortare Esto Vir**" translated as "**Take Courage and be a Man**".

This is as relevant today as it was 115 years ago.

Strategic Goals 2018 & Beyond

Strategic Goal #1: Governance

Background

A strong Board of Trustees is essential for good governance. The Board will maintain a long-term strategic plan that ensures strong leadership is in place, meets its regulatory and reporting obligations, creates a school environment that is fit for purpose and communicates with all its stakeholders.

The Board will uphold the enduring Catholic and Marist culture of the School.

The Board will ensure its policies remain relevant for good governance and the creation of a safe environment for all staff and students.

The Board will ensure proper financial systems; financial procedures and reporting are maintained by the College.

The Board, in conjunction with the Proprietor Company, will ensure all of its property and buildings are well maintained and are fit for purpose.

The Board will ensure that its student enrolments over the long term are consistent with the requirements of the Integration Agreement.

There is an expectation that St Paul's roll will increase over time. The population intensification of the Central City and Western Bays catchments aligned with the potential development of St Paul's significant land holdings will ultimately support a school roll of up to 1000 students.

The Board must ensure its strategic planning takes this growth expectation into account.

Governance Strategic overview:

1. The Board of Trustees will meet monthly at least nine times a year.
2. The Board will regularly review its Strategic Plan and update when appropriate.
3. The Board will establish appropriate sub-committees such as Finance, Property, Health and Safety and Discipline.
4. The Chair in consultation with the Headmaster will control the Board agenda.
5. Board papers and minutes of previous meetings will be circulated to the Board members in a timely manner prior to the Board meeting.
6. The Board will set parents' financial contributions and donations by the end of September in the year prior to such amounts being advised to the school community.
7. All school policies will be reviewed regularly within a three year cycle.
8. Board members will be advised as soon as practical of any significant event that may fall outside the timing of a regular Board meeting.

Strategic Goal #2: Leadership

Background:

Good leadership inspires the whole school community. Above all, this leadership must ensure a school wide culture that promotes learning and continuous improvement.

A culture that liberates the hearts and minds of St Paul's men through quality teaching. This leadership culture filters through all levels of the school community.

It is important that there is a strong collegiate relationship between the Headmaster and Chair of the Board. The Board as a whole supports the role and responsibilities of the Headmaster.

The Headmaster will maintain a robust senior leadership style and structure that includes succession planning.

Above all, the Headmaster is responsible for ensuring the Strategic Plan is a living document and in particular ensures the development of the St Paul's graduate.

As a community school the role of the Headmaster of St Paul's will include the development of linkages and outreach into the wider community.

A culture of leadership will prevail throughout the college.

Leadership Strategic Overview:

1. The present Senior Leadership Team (Headmaster, Deputy Head (Pastoral/Operations) and Deputy Head (Curriculum)) will be maintained until the roll increases. Future changes will include a team of five.
 1. Headmaster
 2. Deputy Head (Operations)
 3. Deputy Head (Curriculum)
 4. Deputy Head (Pastoral)
 5. Deputy Head (Ethos)
2. Potential leadership at staff level will be identified, encouraged and mentored
3. A leadership student academy will be established to promote student leadership through the levels of the College.
4. St Paul's College will be known as a school where leaders are mentored and encouraged
5. A sum of money will be allocated annually in the promotion of Educational Leaders.

Strategic Goal #3: Teachers and Staff

Background

Parents of boys will select St Paul's because of good teachers and the education offered. St Paul's will develop and nurture highly skilled teachers who are encouraged to be creative professionals working in a collaborative culture. Underpinning the enhanced curriculum and balanced pedagogical approach is the absolute need for a cohort of quality teachers.

St Paul's teachers will have mastery of their subject area and be experts in the teaching of their subject area.

The Board recognises that the biggest influence on student achievement is the quality of the classroom teacher. St Paul's will have the appropriate review and appraisal systems, continuous appointment processes, assessments and development pathways for teachers necessary to ensure teaching quality is upheld.

Regular and focussed professional learning time will be set aside ensuring all teachers are supported in their teaching and providing the ability to upskill their individual teaching requirements and expectations.

Suitably qualified and trained administration and support staff are integral to the success of the School.

Teachers and Staff Strategic overview:

1. The College, will set ambitious goals that clearly direct/lead and inspire staff
 - a. Identify and communicate the school's annual goals and priorities
 - b. Articulate a vision for high-quality instruction

2. St Paul's College will develop an Inquiry Culture
 - a. Develop an annual plan to close the gap between the school's current performance and annual goals
 - b. Intentionally prioritise own time to focus on instructional leadership

3. St Paul's will develop a pipeline of future leaders
 - a. Develop leaders and cultivate a leadership pipeline (teacher, leader/HOD, deputy heads)

4. St Paul's will strengthen a school culture where daily routines and practices maximize teaching and learning
 - a. Outline and model expectations for leaders, teachers and students on school-wide practices for a positive learning culture
 - b. Evaluate school culture through proactive, scheduled review

5. St Paul's will hire and retain the best Teachers

6. St Paul's will build knowledge and expertise in effective instructional design and academic standards
 - a. Unpack standards to develop understanding of what students must know and be able to do
 - b. Develop staff's knowledge of how standards map to curriculum and assessment of student learning outcomes
 - c. Ensure teachers know what instructional methods/pedagogy best drive student learning outcomes

7. St Paul's will develop teachers to provide rigorous and high quality instruction through effective professional development
 - a. Planned and structured weekly development.
 - b. Encourage creativity and solutions focused thinking.

Strategic Goal #4: Learning and Curriculum Design

Background:

St Paul's curriculum focus will be around critical thinking, reasoning and independence of thought. The NZ Curriculum is a clear statement of what is deemed important in education. The St Paul's curriculum will focus on academic and in-depth programmes at senior levels, whilst ensuring that it caters for all levels of ability. There will be an emphasis on the sciences, digital technology, arts, Mathematics and Literacy.

Boys will do best if their learning environment encourages a culture of excellence.

At St Paul's, all students will be empowered to learn and achieve to their own levels of personal excellence. A culture of pastoral care underpins the educational enterprise.

Learning and Curriculum Design Strategic overview:

- a. Students at St Paul's College will be prepared for a Global and competitive world.
- b. The College will develop and deepen its learning to ensure student engagement and high student academic outcomes
- c. Teaching and learning at St Paul's College will be promoted through its innovative Learning Hub
- d. Individual learning programmes with achievement targets will characterise St Paul's Curriculum
- e. St Paul's College will be more explicit about our educational goals and give its students clarity and purpose concerning pathways.
- f. St Paul's College will develop programmes and pathways linking Science and Technology, Music and Art
- g. St Paul's College will develop digital attendance delivery formats in its programmes.
- h. St Paul's College will provide professional development for its teachers so that they can adapt their pedagogy
- i. St Paul's College will use digital assessment tools where appropriate on a trial basis.

Strategic Goal #5: Future Thinking

Background

It is recognised that siloed knowledge and content is becoming less relevant to a 21st century employment market.

St Paul's College will establish at every layer of the college, a culture permeating to an "internet of ideas". This involved teachers who combine a range of pedagogies to impart content and skills.

It is recognised that from a disciplined College structure, creativity in learning can flourish.

Future thinking Strategic Overview:

- a) St Paul's College will transition pedagogy into an interactive learning experience for all boys.
- b) Guidelines will be established so that there is a balance between paper based and digital learning.
- c) A new range of subjects will gradually be introduced in to the College Curriculum.

Strategic Goal #6: Co-Curricula Activities

Background

The College will embrace a wide range of co-curricula activities. In particular, sport, arts, music and community service are considered essential to the development of the St Paul's Graduate.

Co-Curricula Strategic overview:

1. All boys will be required to undertake a co-curricula sporting activity for their school on an annual basis. This will be monitored by the Director of Sport.
2. The musical activities of St Paul's College will be celebrated with an emphasis on promoting the College Stage band. A senior student musician will be appointed annually.
3. The emphasis on sports at St Paul's college will transition from strong contact sports to a mix of skill and contact sport. A range of sporting options to be introduced.
4. The College community will be actively encouraged to "help" out in sport coaching and management.
5. All staff will be required to participate in the co-curricula life of St Paul's College as a condition of employment.

Strategic Goal #7: Community

Background

St Paul's will enrol families along with their sons. This ensures "buy in" from the local community. Parents are expected to participate in their boys' learning and school life.

This will be supported by a high level of communication with the wider school community.

St Paul's has high expectations of its students, and likewise expects the same from the parent community.

Community Strategic Overview:

1. Both parents (where reasonable) are expected at all nominated College events.
2. Two parental events will be held each term with 100% familial presence expected.
3. The College community culture will be characterised by linkage with outside groups and a mentality of looking outwards.
4. All College facilities will be considered as community facilities for hire and use.
5. Families will receive regular and frequent communication about the College and their individual sons.
6. Feeder schools and community groups will be explicitly identified and communicated with.

GOALS AND ACTION PLANS FOR 2018

Goal #1 Governance Action Points for 2018:

(a) Finance

- (1) The Chair of the Finance subcommittee will control the business of the Finance Committee
- (2) The Finance Committee will provide annual Budgets for approval and monthly reports showing actual financial performance against budget
- (3) A report showing parents' financial contributions against budget will be reported at each Board meeting
- (4) There must be a direct relationship between the Chair of the Finance Committee and the Finance Manager

(b) Property

- (1) The Chair of the Property subcommittee will control the business of the Property Committee
- (2) The Property committee, in consultation with the Proprietor Company, will maintain a 10 year property maintenance programme that will include an analysis of the respective capital and maintenance costs split between the Proprietor Company and the School
- (3) An annual maintenance programme will be presented to the Board and reported against at regular board meetings
- (4) There must be a direct relationship between the Chair of the Property Committee and the Property Manager
- (5) The Chair of the Property committee will undertake "walk arounds" from time to time with the Headmaster and Property Maintenance Officer to ensure property is fit for purpose and complies with all Health & safety requirements

(c) Health & Safety

- (1) The Headmaster will ensure all compliance with the requirements of the Health & Safety at Work Act
- (2) The School Health & Safety policy will be complied with in all regards
- (3) The School must be a safe place for all who work, study or visit.
- (4) All practical steps must be taken to eliminate or minimise risks
- (5) The Headmaster will report any incidents to the Board in a timely manner

Goal #2 Leadership Action Points for 2018:

Leadership Action Points:

- a) In 2018, a staff member will have specific responsibilities for creating a student leadership academy.
- b) In 2018, a review of the College staffing will be undertaken so that there is effective leadership in the key areas of the College.
- c) The Headmaster will develop strong linkages with schools within the St Paul's catchment to ensure continued development and growth of the roll.

Goal #3 Teachers and Staff Action Points for 2018:

Teachers and Staff Action Points:

- a) In 2018, the inquiry reflective culture of learning will be enhanced by a significant professional development time each term.
- b) In 2018, every teacher will receive three observed feedback visits from the College Leadership Team.
- c) In 2018, The College Learning goals within a year level, for e.g. Year 7, 8, 9 etc. will be published and communicated clearly to the boys and their parents.
- d) In 2018, there will be three staff appointments (vacancies); to enhance the College renewal.

Goal #4 Learning and Curriculum Design Action Points for 2018:

Learning and Curriculum Action Plans

(a) Junior School Year 7-10 in 2018

- 1. All students in years 7-10 will have a minimum of two lessons a week in school science labs with Science specialist teachers.
- 2. All students in years 7-9 will have a minimum of two hours a week of music tuition.
- 3. Year 9 students will all have the opportunity to participate in project-based learning in four subjects throughout the year.
- 4. All students in years 7-10 will learn to effectively write an essay or piece of formal writing using the computer software "write that essay"
- 5. All boys in Year 7 & 8 will learn mandarin with two periods per week instruction.
- 6. Digital technology will be offered as a subject in the junior school.

(b) Senior School Year 11-13 in 2018

1. All students in years 11 - 13 will work towards the school NCEA achievement targets.
2. All students in year 13 will be given the opportunity to gain university entrance.
3. All year 11 students will be required to complete a year of science.
4. The school will offer a Health Science Academy or additional sciences for students in years 11-13 who that have identified choosing a career in science.
5. Digital technology will be offered as a subject in the senior school.
6. History and design will be investigated for subjects to be offered.

Goal #5 Future Thinking Action Points for 2018:

Future thinking Action Points:

- a) In 2018, an innovative learning hub will be established in the new building.
- b) In 2018, Year 7 & 8 will be exposed to the Mind Lab classes in Grafton.
- c) In 2018, a digital laboratory will be established at St Paul's.
- d) In 2018, for Year 7 & 8 project based technology will include Robotics and relevant topics that serve the community.

Goal #6 Co Curricula Action Points for 2018:

Co Curricula Action Points:

- a) In 2018, an assessment to be made of the College sporting facilities to determine the investment to be made to ensure the College has suitable venues.
- b) In 2018, an identification of potential partners in the sporting community to be made.
- c) In 2018, St Paul's College will establish a Basketball Academy for all students.
- d) In 2018, a Community Service Action Plan will be presented to every boy with the expectation of 20 hours per student, per year contributed to the community.

Goal #7 Community Action Points for 2018:

Community Action Plan:

- a) In 2018, there will be an explicit strategy to connect with all Primary schools in Auckland which have boys in years 5, 6, 7 & 8.
- b) In 2018, three Old Boy events will be held. There will be five email communications.
- c) In 2018, There will be an explicit strategy to connect with the local community of St Paul's (within a 10K radius)
- d) In 2018, there will be two community focus groups held, to clarify the direction of St Paul's College going forward.
- e) In 2018, there will be a review of communication strategies to ensure messages are being received.