



ST PAUL'S COLLEGE

# **St Paul's College Strategic Plan**





### **Vision Statement: The St Paul's Graduate**

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

### **Mission Statement**

St Paul's will nurture an environment of academic excellence underpinned by Catholic and Marist pastoral care programmes.

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

Students will leave St Paul's College:

- Having engaged in a faith journey
- With a clear sense of purpose and self-responsibility
- Able to make a positive contribution to society
- With a lifelong passion for learning
- Having achieved success

They will specifically strive to live the college values and principles as good Catholics or Christians. The College strives to provide a balanced holistic education for the students focusing on their spiritual, academic, physical, cultural and moral education.



## Background

The Vision and Mission Statement make 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 their own levels of personal excellence with the support of the community.

The Mission Statement ensures 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. This is manifested in the young men at school through their actions of service to the community, a commitment to brotherhood.

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

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. Such a roll increase will occur progressively over time rather than any sudden jump resulting from demographic factors.

St Paul's will remain a boys' college for years 7 to 13.

The Board will ensure that its strategic planning takes this growth expectation into account. Established in 1903, the motto of the College is "**Confortare Esto Vir**" translated as "**Take Courage be a Man**".

This is as relevant today as it was in 1903.



## Strategic Goal #1: Special Character

St Paul's will ensure that every student develops a strong Christian moral compass based on the Catholic Marist traditions. Marist spirituality is drawn from the beliefs of St Marcellin Champagnat, the founder of the Marist Brothers that he was loved by God.

As established by the Marist Brother, the five pillars of the Marist spirituality are;

- A family spirit (Whanaungatanga)
- A presence for others (Noho Puku)
- A spirit of simplicity (Whakamamatanga)
- Love of work (Hikaka Ki Te Mahi)
- All in the way of Mary (Te Ara O Mere)

At the heart of this is to strive for excellence in everything St Paul's seeks to achieve.

The College strives to provide a balanced holistic education for all students focused on their spiritual, academic, cultural and moral education. This can be achieved by focusing on three main areas that include:

1. Encounter with Christ
  - By promoting an ongoing Catholic spiritual formation to assist individuals to deepen their personal relationship with Christ.
  - Through practices and communications facilitate an encounter with Christ and spread the Good News to the wider community
  - To ensure that faith-based leadership shapes the college's vision and direction
2. Christian witness
  - By providing students the experience of encountering Christ and the knowledge necessary to develop a distinctive Catholic way of seeing the world.
  - By effectively providing a hope-filled Catholic witness which empowers our students to integrate their faith and their life.
  - By integrating an understanding of the Treaty of Waitangi in their spiritual growth as Catholic young men.
  - By their involvement in Community Service in their outreach to the wider community throughout their time at the college.
3. Growth in Knowledge
  - By integrating all the different aspects of human knowledge through the range of subjects taught with an emphasis on the light of the Gospel.
  - By effectively assisting the community to grow in knowledge and understanding of Jesus Christ, His teachings and the Catholic Church
  - By ensuring that the pedagogy of Religious Education is relevant and highly effective throughout the student's career at the College.
  - By encouraging staff professional learning to enhance their ability to be effective guides for student spiritual growth and understanding.
  - By holding student and staff retreats to ensure that the light of the Gospel is well and truly alive in every aspect of college life.

A St Paul's student will grow and embody the values of the college, as young men of Catholic faith and be the light for those around them, even when they leave the portals of the college.



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## Values

**FAITH:** In God, others, myself – to experience living according to the Gospel teachings; in the way of Mary.

**COMMITMENT:** The strength and character to never give up in the pursuit of personal excellence.

**EXCELLENCE:** A love of, and for hard-work, and the learning life of the College.

**COURAGE:** To act with simplicity and integrity, especially when challenged, and offer no excuses for my efforts

**BROTHERHOOD:** 'Love the Lord your God with all your heart, with all your soul, and with all your mind'... 'Love your neighbour as you love yourself.'



## Strategic Goal #2: Governance

A strong College Board is essential for good governance. The Board will develop a strong collegiate relationship, ensure it 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.
- ensure the College sets a high standard of academic achievement.
- comply with all of the requirements of the Education and Training Act 2020.
- ensure its policies remain relevant for good governance and the creation of a safe environment for all staff and students. Policies will be reviewed on a three yearly cycle.
- ensure that the leadership team develops an annual plan that is consistent with the St Paul's strategic goals.
- ensure proper financial systems; financial procedures and reporting are maintained by the College.
- establish appropriate sub-committees such as Special Character, Finance, Property, Health and Safety, Disciplinary and Sport.

The Board, in conjunction with the Proprietor Company, will:

- ensure all of its property and buildings are well maintained and are fit for purpose.
- review its enrolments policy from time to time and ensure that it is consistent with the requirements of the Integration Agreement.

The Board will regularly review its Strategic Plan and update when appropriate.



### **Strategic Goal #3: Leadership**



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Good Catholic Marist leadership inspires the whole school community. The Headmaster and senior leaders must be seen to consistently model this to the 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 collegial 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 Board and Headmaster are 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 robust Catholic Marist leadership will prevail throughout the college.

The Headmaster will ensure that there is an appropriate leadership team structure including the rolls of Deputy Heads, Assistant Heads, Director of Religious Studies, Department Heads and Deans.

Potential leadership at staff level will be identified, encouraged and mentored.

St Paul's College will be known as a school where Catholic Marist leaders are mentored and encouraged.



## Strategic Goal #4: Learning and Curriculum Design

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.

St Paul's has a Catholic Marist learning environment that integrates the teachings of the Catholic church into its curriculum.

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. Students at St Paul's College will be prepared for a Global and competitive world. The College will develop and deepen its learning to ensure student engagement and high student academic outcomes.

St Paul's will take steps to ensure that the College:

- encourages enhanced literacy through the reading of a range of books throughout the year
- promotes individual learning programmes that set achievement targets of NCEA Level 3 and University Entrance.
- will improve the achievement outcomes for Māori and Pasifika students by academic monitoring and support for Māori and Pasifika students.
- will strengthen the bi-cultural and multicultural perspectives in all Year level programmes.
- will develop the knowledge and use of Te Reo Māori and Tikanga Māori by staff and students.
- will be more explicit about our educational goals and give its students clarity and purpose concerning pathways.
- will develop programmes and pathways linking Science and Technology, Music and Art.
- will develop digital attendance delivery formats in its programmes.
- will provide professional development for its teachers so that they can adapt their pedagogy.
- will use digital assessment tools where appropriate.





## Strategic Goal #5: Pastoral

St Paul's College Pastoral care focus acknowledges that each individual is 'made in the image of God.' Therefore, the pastoral care systems and personnel will support and respect the development of the whole person that produces young men who are strong in mind and able to meet the challenges of the world with confidence.

St Paul's will take steps to ensure that the College:

- continually develops the Dean's network to allow the prompt and practical follow up of School expectations, academic performance, study habits, attendance, uniform, grooming, School values and behaviour.
- will explore ways to improve Māori and Pasifika achievement through pastoral care systems and the development of positive working relationships with young men and their parents.
- promotes the use of Student Welfare staff as a resource and experts in the areas of guidance counselling and careers advice for parents, students and staff.
- develops and maintains positive working relationships with outside agencies
- will regularly review policies and procedures pertinent to the pastoral care of students.
- will monitor and respond to societal changes that may impact on the wellbeing of
- will proactively promote Career pathways to students and their parents so as to provide motivation for young men to set aspirational goals.
- will establish timely dialogue with intending school leavers.
- will provide support and advice while monitoring progress and maintaining quality records of these interactions.
- will regularly review Gateway courses in the School and forge mutually beneficial relationships with a range of tertiary providers.



## Strategic Goal #6: Teachers and Staff

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 need for a cohort of quality teachers.

St Paul's teachers will have mastery and expertise 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.

St Paul's College will

- set ambitious goals that clearly direct/lead and inspire staff. This will identify and communicate the school's annual goals and priorities and articulate a vision for high-quality instruction.
- strengthen a school culture where daily routines and practices maximize teaching and learning. It will outline and model expectations for leaders, teachers and students on school- wide practices for a positive learning culture and evaluate school culture through proactive, scheduled review.
- employ, nurture and develop good Catholic teachers able to support and share in the living faith experience of the Catholic Marist school.
- hire and retain the best teachers suited to teach within a Catholic Marist learning environment.
- build knowledge and expertise in effective instructional design and academic standards. It will develop staff's knowledge of how standards map to curriculum and assessment of student learning outcomes. It will ensure teachers know what instructional methods/pedagogy best drive student learning outcomes.
- develop teachers to provide rigorous and high quality instruction through effective professional development. We will develop, maintain and review structures and procedures that support staff wellbeing and promote an inclusive working environment for all staff.
- provide professional development of cultural responsiveness for staff and Board members to better understand our school community and their diverse needs



## **Strategic Goal #7: Co-Curricular Activities**

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

All boys will be required to undertake a co-curricular sporting activity for their school on an annual basis.

The musical activities of St Paul's College will be celebrated with an emphasis on promoting the College Stage band.

All Year 7 & 8 students will play a musical instrument and have the opportunity to pursue music at higher year levels.

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.

The College community will be actively encouraged to "help" out in sport coaching and management.

All staff will be required to participate in the co-curricular life of St Paul's College.

There will be an expectation that each students undertakes a minimum number of hours of community service each year.



## **Strategic Goal #8: Finance and Property**

St Paul's must maintain robust Finance and Property objectives that ensure the long term financial sustainability of the College. The Board will ensure that the Finance and Property sub committees set financial and property goals that are consistent with sustainability and expansion of the long term aspirations of the College.

### **Finance Sub Committee**

The aim of this committee is to balance the desires and needs of the College to the objective of running sustainable operating surpluses and to build appropriate level of financial reserves.

- To set rigorous budgets that support quality educational outcomes.
- To supply timely and accurate reports.
- To prepare the annual accounts and to gain an unqualified audit opinion.
- To ensure annual budgets reflect the objectives and priorities of the College
- To ensure the Financial Contributions from the College Community reflect both the College's requirements and the realistic expectations of the Community
- To support the development and sustainability of the St Paul's College Development Foundation
- To achieve budgeted operating surpluses while meeting strategic goals.
- To ensure appropriate provisions are in place to secure College's financial status.
- To recruit and retain quality Finance staff.
- To maintain and develop existing assets.

### **Property Sub Committee**

The aim of this committee is to ensure all property is fit for purpose for both the current roll and for prospective roll growth

- To ensure all property meets the requirement of a modern school environment
- To regularly review the effective and efficient use of property resources
- To update and implement the 10-year Property Plan
- To focus the funding of the 10 Year Property Plan on priority projects to deliver a safe and healthy environment, which reflects the needs of the School.
- To identify and address infrastructural needs.
- To review the Plan to ensure it delivers current priorities.
- To liaise with the Proprietor on funding requirements for capital expansion

### **Health & Safety**

The aim of this committee is to ensure that

- There is compliance with Health & Safety at Work Act 2015 including risk/hazard identification, timely reporting and prompt resolution.
- The college develops staff qualifications and capabilities to effectively manage health and safety needs of the college
- The Health and Safety policies are implemented and understood by staff.



## **Strategic Goal #9: Community**

St Paul's will primarily enrol Catholic families along with their sons. Parents are expected to participate in their sons' learning and school life. Building relationships, gaining trust and confidence will engage the local and school community. This will be supported by a high level of regular communication with the wider school community.

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

Both parents (where reasonable) are expected to participate at all nominated College events.

The College community culture will be characterised by connecting the wider community including local iwi.

All College facilities will be considered as community facilities for hire and use.

Relationships will be built with feeder schools and community.

Ensure that the St Paul's College Development Foundation receives financial support from the College Community