



## Strategic Plan 2025 Planning Framework 2015-2025

(Approved by the Stithians College Council on 26 March 2015)

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There are six major focus areas of *Strategy 2025*, aligned with the Statement of Intent and Purpose. The following planning framework will be implemented through a number of action plans.

### 1. School Character

Defining the institutional character of St Stithians College creates the foundation for *Strategy 2025*. A dynamic and vibrant school requires a fertile and multi-layered definition of character, one that is not fixed in time but is rooted in core principles and values.

The following emphases will be addressed in *Strategy 2025*:

- 1.1. Embracing the dual challenge of promoting the unifying ethos and brand of a single entity, on the one hand, while at the same time celebrating the complexity of our character, reflected in a College of seven schools providing education for boys and girls through three phases of education.
- 1.2. Celebrating the motto *One and All* as an expression of our unity and diversity, of opportunities for synergy, and of purposeful relationships in the achievement of our educational mission. We draw inspiration from the biblical verses of 1 Corinthians 12: 12-27.
- 1.3. Developing within our school community a dynamic understanding of, and conversation about, the two core concepts of our Statement of Intent – ‘Inspiring Excellence’ and ‘Making a World of Difference’. As we do so, we recognise and take ownership of the intersections of the individual and the collective, of internal and external criteria of achievement, and of the differing emphases of success and significance. We understand ‘Excellence’ and ‘World of Difference’ as both process and outcome.
- 1.4. Reinforcing the cornerstones of our value system: the Methodist ethos, the Honour Code, Saints Character, and the biblical Fruits of the Spirit.
- 1.5. Recognising that our curriculum is a Journey of Growth. The journey is inward, outward and upward. The experiences are shaped by age and gender. There are rites of passage in a comprehensive leadership programme.
- 1.6. Enhancing the enablers in our offering of holistic education – a combination of academics, culture, sport, outdoor education, community engagement, leadership, and spirituality.

Strategic review will be applied to the following specific aspects of our school character:

- 1.7. Optimal student enrolment numbers, and particular consideration of the introduction of Grades RR and RRR.
- 1.8. Boarding as a feature of a St Stithians education, and the prospect of introducing additional boarding facilities for girls.
- 1.9. The nature and extent of the academic support programme in our overall approach as a mainstream academic school with inclusive practices.

## **2. Synergy Projects**

The institutional character of St Stithians College creates opportunity for synergy, for combining the parts of the organisation to create a whole which is greater than the sum of its parts. We recognise that our prospects for synergy are unique amongst schools in South Africa.

The core objective is:

To adopt a common purpose where staff, students and other Saints stakeholders work strategically and synergistically towards developing and delivering a common holistic approach to the Saints experience.

The following emphases will be addressed:

- 2.1. Advancing synergy intentionally in order to create alignment, efficiency, energy, a sense of community and new possibilities.
- 2.2. Creating leadership capacity to explore and advance synergy.
- 2.3. Conducting an audit of existing events, activities and programmes to understand how synergy operates, what potential obstacles and opportunities exist, and necessary conditions for sustainability.
- 2.4. Initiating new synergy projects, while recognising appropriate limits to synergy, and how 'benefits' should outweigh 'costs'.
- 2.5. Understanding synergy possibilities beyond the schools, including parent and alumni relations.

## **3. People Growth and Talent Development**

In order to inspire excellence and to make a world of difference, and to advance the goals of *Strategy 2025*, the College will invest wisely and with purpose in its human resources. The skill sets and talents of staff at St Stithians will need to be developed and adapted as the College embraces the future.

To advance these objectives, and building on the success of existing initiatives and practices, the following emphases will be addressed, with the themes of diversity and inclusion woven into each focal area:

- 3.1. Ensuring talent growth and development, with an emphasis on leadership, functional and technical competencies, and behavioural and soft skills. There is potential to develop a learning academy which could extend beyond St Stithians and could address teacher education specifically.
- 3.2. Enhancing staff performance through effective and purposeful performance management, organised to fulfil the College's strategic objectives and commitment to educational excellence, to advance the College's values framework, and to create opportunities for personal growth.
- 3.3. Promoting St Stithians as an employer of choice through an equitable employee experience; a sense of common culture, purpose and belonging; the embrace of diversity; and motivational reward and recognition.

## **4. Community Engagement Curriculum**

The central idea is to develop a co-ordinated and focused approach to the schools' engagement with communities and partner organisations beyond our gates, as we 'make a world of difference' through service and experiential learning activities. The concept of a Community Engagement Curriculum requires a planned approach with objectives, delivery and review – all within a

framework of creating meaningful partnerships across the social and cultural divides of our society. The Methodist Church is envisaged as a strategic partner. The overall aim of our Community Engagement Curriculum will be to create active and engaged citizens amongst our staff and students, and for St Stithians to advance its identity as a corporate citizen.

In order to take forward this strategic theme, the following emphases will be addressed:

- 4.1. Creating an organisational structure to oversee, coordinate, monitor and evaluate all community engagement initiatives on the campus. This will involve the creation of a campus committee, with school, parent, alumni and church representatives. The feasibility of employing a Community Engagement Director will be investigated.
- 4.2. Developing an approach which defines the purpose of community engagement, reviews existing initiatives and plans new ones. The community engagement curriculum will become part of the Saints Journey for each student. Community engagement activities have the potential to promote synergy, relationship building, meaningful contribution and personal transformation.

## **5. Institutional Advancement and Sustainability**

The future advancement and sustainability of St Stithians College requires a strategic combination of marketing the present school; creating a community of belonging amongst staff, students, parents, alumni and past parents; and diversifying revenue and resources beyond annual school fees.

In order to create capacity to meet these objectives, the College has created an Advancement Office with dedicated staffing to be appointed during 2015. The Old Stithian Association, the St Stithians Foundation and the Thandulwazi Trust are three key strategic partners.

In order to take forward this strategic theme, the following emphases will be addressed:

- 5.1. Creating an effective and goal-directed Advancement Office which will combine admissions, marketing, public relations, communications, events, fundraising, alumni relations and the archives.
- 5.2. Building a community of belonging, mobilised behind the College's strategy and willing to support identified projects and programmes, including the Thandulwazi Academy.
- 5.3. Developing a culture of giving of time, resources, expertise and funds amongst the College's present and past communities.
- 5.4. Collaborating with the Old Stithian Association, the St Stithians Foundation and the Thandulwazi Trust.
- 5.5. Ensuring the diversification of revenue and resources available to the school for identified strategic priorities over the medium and long term.

## **6. Facilities 2030**

On the basis of a master plan, which addresses the built and natural environment, and which is aligned with advancing and optimising the educational mission of St Stithians College, *Strategy 2025* includes a 15-year Facilities Plan. The core purpose of a medium-term plan such as this is to enable prioritisation of facilities growth and provision. The planning of facilities takes into account the natural beauty of our campus, as well as the College's commitment to greening and environmental custodianship. The Facilities Plan is to be accompanied by a financing plan which will rely on a bouquet of funding in addition to annual school fees.

*Facilities 2030* addresses the following priorities:

- 6.1. Creating and finalising a master plan as a long-term framework for campus development – addressing the spatial dimensions and rationale of the built and natural environment, all for the purposes of optimising the educational mission of the College and its community of belonging.
- 6.2. Developing an architectural design concept associated with, and distinctive to, a significant 21<sup>st</sup> century school in Johannesburg, South Africa
- 6.3. Improving the facilities of individual schools and providing new shared facilities for the mutual benefit of the campus as a whole.
- 6.4. Creating a priority structure and framework for effective and systematic project planning and management.
- 6.5. Progressing the ‘greening’ philosophy of St Stithians.
- 6.6. Modelling a medium term finance plan which will enable the facilities provision and associated costs to be funded.