



# **St Kevin's College**

## **Strategic Plan**

**Board reviewed 11 September 2014  
Confirmed and published 2015**

The  
*St Kevin's College Journey*

*St Kevin's College, in keeping with its Catholic heritage, Edmund Rice tradition and history, and inspired by the contemplative spirit of St Kevin and Glendalough, is centred on Christ's transforming vision of humanity. In this spirit, St Kevin's College aims to be a welcoming and hospitable community that will provide strong witness to Gospel values.*

*Central to our vision are the Touchstones of EREA –*

- *Liberating education*
- *Gospel spirituality*
- *Inclusive community*
- *Justice and solidarity*

St Kevin's College values:

- **Learning**  
Committed to Edmund Rice's desire 'to uplift youth through education,' St Kevin's College acknowledges the intrinsic value of learning in promoting personal liberation and growth.
- **Family**  
St Kevin's College aims to support a sense of family by creating a community which extends to all a strong sense of belonging.
- **Fullness of Life**  
*I have come that you may have life and have it to the full.* John 10:10  
In the tradition of this Gospel call, St Kevin's College endeavours to nurture in each individual their potential as God's masterpiece in time, *Omnia Pro Deo*. St Irenaeus claimed that the glory of God is a person fully alive. It is our mission as a Catholic school in the Edmund Rice tradition to encourage and nurture the spirituality of each person.

St Kevin's College will be:

- a Catholic, ELC – Year 12 College for boys of approximately 2000 students.
- an Edmund Rice community whose students participate actively in the Associated Public Schools organisation.
- a school whose graduates are men capable of contributing to, and making a difference to, their society.
- a school that academically challenges its students and teaches them to think critically. A Kevinian values and contributes to his own community and is able to look to the wider world with a perspective informed by the principles of social justice and his Catholic faith.
- a school that produces young men who will be responsible, articulate and compassionate leaders in both the professions and trades, and whose relationships will be positively influenced by the St Kevin's experience.

***Martin Nally Chairman of Board***

### The Foundations for the Future

**Our Character as an Edmund Rice School**  
*College practices, processes and behaviours that reflect a living manifestation of the charism of Edmund Rice, as expressed in the Touchstones.*

**The Philosophy of a St Kevin’s College Education**  
*The educational experience at St Kevin’s is characterised by striving for excellence, recognising the collaborative nature of education with the family and responding to the challenges of a changing society.*

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### The Enablers of the Future Our Key Strategic Objectives

**Physical Environment**  
*A long term plan for the physical environs of the College that strives for effective utilisation of its assets and supports the broader objectives of the College*

**Financial Structure**  
*A financial structure that enables an adequate balance between recurrent and capital expenditure, recognises the need for alternate sources of funds, and supports a fee structure that delivers quality education at a reasonable price.*

**Governance and Management**  
*A governance structure that sets clear policy, empowers the leadership team within the policy framework provided by the Board and EREA and performs in an accountable, open and honest manner*

**Development and Marketing**  
*A rolling plan in place which provides for the continuing development of the College by fostering mutually beneficial relationships with the broader College community.*

**People & Management**  
 Recruitment of quality staff and ongoing management of physical, financial and human resources. Focus on compliance/governance and strategy

**Property Committee**

**Finance Committee**

**Leadership Team  
 +  
 Governance & Strategy Committee  
 +  
 The Design**

**Governance & Strategy Committee**

## Our Character as an Edmund Rice School

In keeping with its Catholic heritage, Gospel teachings, Edmund Rice tradition and history, St Kevin's College is centred on Christ's transforming vision of humanity and the uplifting power of education.

### **Strategy**

*In order to support College practices, processes and behaviours that reflect a living manifestation of the charism of Edmund Rice, we aim to*

- Develop mutually supportive relationships with EREA and other EREA schools.
- Maintain an active relationship with the Archdiocese and the wider Church.
- Maintain strong links with the Christian Brothers' Congregation so that they and their story remain an intrinsic part of the culture of the College.
- Teach students to develop an informed conscience, based on clear Christian values, and learn to reflect upon and determine appropriate behaviour.
- Encourage members of our community to take responsibility for alleviating poverty, suffering and marginalisation, caring for the earth and challenging the structures that contribute to injustice on a national and global level.
- Preserve the original mandate of the College to strive for the highest academic attainment for its students while developing a lifelong love of learning.
- Celebrate College traditions, customs and events that have contributed to the growth and spiritual development of the College family.
- Ensure an enrolment policy that continues to draw boys from all parts of Melbourne.
- Nurture the link between the College, past students, parents and friends.
- Value the College membership of the Associated Public Schools of Victoria for the opportunities it offers our students and community.

## **The Philosophy of a St Kevin's Education**

### **Strategy**

*In order to foster the educational experience at St Kevin's that is characterised by striving for excellence, recognising the collaborative nature of education with the family and responding to challenges of a changing society, we aim to*

- Centre St Kevin's educational philosophy on the Edmund Rice desire to uplift youth through education.
- Provide individuals the opportunity to learn so as to reach their full potential, gain personal liberation and appreciate the responsibility of working towards the establishment of an equitable society.
- Promote a genuine love of learning and foster academic excellence and achievement in all students.
- Provide a curriculum that offers a broad range of subjects to cater for a variety of interests and abilities.
- Provide an integrated structure across the curriculum so that all students have an experience of technology, outdoor activities, special education, mixed gender activities, music, drama, sport and art.
- Recruit and retain the best staff with a focus on professional development in order to encourage on-going excellence.

## **Physical Environment**

### **Strategy**

*The Property Committee is a sub-committee of the Board, supporting the implementation of the physical development and other property matters of the College in accordance with the Strategic Plan, particularly in reference to College buildings, resources and environment.*

- Governance: All major building, renovation and property purchase/sale contracts are to be approved and executed by EREA.
- Board: The committee shall operate within the strategic direction and policies developed by the Board and regularly report to it on all matters.
- Leadership: The Chair of the committee will be a member of the Board and be appointed by the Board. The committee will take direction from the Headmaster in the interpretation of the academic strategic plan.
- Headmaster: The Headmaster is a member of the committee, providing academic interpretation of the physical needs and priorities of staff, students and the curriculum.

## **Financial Structure**

### ***Strategy***

*In order to establish a financial structure that enables an adequate balance between recurrent and capital expenditure, recognises the need for alternate sources of funds and supports a fee structure that delivers quality education at a reasonable price, we aim to :*

- Generate and manage funds to achieve the long-term objectives of the College in a sustainable and responsible manner.
- Manage finances in an effective way to provide for the approved educational programs, physical facilities and land that support the educational objectives.
- Develop a fee framework that meets the objective of quality education at equitable cost.
- Investigate alternative sources of funding.
- Develop formal plans yet still keeping a fee framework that is relatively broad but still finding innovative ways to bring in income.
- Each sub-committee must report to Board

## **Governance and Strategy**

### **Strategy**

- A** *In order to establish a governance structure that sets clear policy, empowers the Leadership Team within the policy framework provided by the Board and EREA, and performs in an accountable and open and honest manner, we aim to*
- Operate a Governance model in line with *The Design*.
  - Implement an agreed strategic plan. (O/G)
  - Maintain effective Board and committee structure and accountabilities (O/G)
  - Ensure adequate succession plans exist for Board and Leadership positions. (O/G)
  - Ensure policies are in place, reviewed regularly and are in accord with Governance requirements of EREA and the Catholic Education Office.
- B** *In order to put a plan in place which provides for the continuing development of the College by fostering mutually beneficial relationships with the broader College community, we aim to*
- Pursue sustainable full enrolments in accordance with the Enrolment Policy and objectives of the College.
  - Continue to market and promote the College to achieve desired objectives.
  - Ensure effective performance of the St Kevin's College Foundation in raising alternate sources of funds (other than fees) as required.
  - Develop communication strategies that will foster a positive and informed public awareness and knowledge of the College. (O/G)
  - Ensure links are maintained with parent associations and Old Collegians' networks. Many new functions held