

# **Good to Great**

**Craighead Diocesan School**

**Strategic Plan**

**2010 – 2015**

### **Why Craighead needs to plan**

Since its establishment in 1911 Craighead has developed a strong spiritual, academic, physical and cultural tradition as a day and boarding school for girls, promoting the pursuit of excellence in a culture of continuous improvement.

**From Good to Great** has been the theme of our planning - a phrase coined by author Jim Collins in his book Good to Great published in 2001

We know from surveys we have conducted and feedback received from the School community that Craighead is a good school, an outstanding school.

The concept of greatness is one of sustainability. It confers an expectation that a well resourced and managed school will consistently deliver desired outcomes to students, their families and the wider community, in what is an ever changing and competitive environment.

The Trustees of the School have worked through the process of formulating this Strategic Plan recognising there are significant challenges ahead, and the need to continually maintain the competitive advantage Craighead currently enjoys.

The attached plan is a blue print for the School and its community, and identifies goals and objectives that will be developed into more specific strategies as part of an annual planning and review process.

Communication of this strategic plan is an important step, to gain commitment from the wider School community for this course of action. In return we the Board will undertake to report back to the School community on a regular basis, measuring our actual progress against the adopted plan.

It is an exciting time to be associated with Craighead as we work to continue to secure and maintain our outstanding position.

## **Value what we have**

Any plan requires a beginning - a foundation to build upon. What makes Craighead different? Why has it survived and been successful for the past 100 years? Craighead's values are the building blocks. Our values are summarised in our School Motto, our Mission Statement and our Vision.

### **School Motto**

*coeli gratia superabo* (by the grace of Heaven I shall overcome)

This statement reinforces the importance of the Christian faith in guiding our actions.

### **Mission Statement**

*Craighead Diocesan School is committed to the pursuit of excellence in all fields of endeavour - spiritual, academic, physical and cultural - with emphasis on the development of each girl within a caring, Christian family atmosphere so that each is well educated, well adjusted, responsible, confident and capable of contributing to society.*

### **Our Vision**

Craighead Diocesan School is a special character, day and boarding school with an established reputation for excellence, providing a quality, all round educational experience to empower young women to be confident that they can make a valuable contribution to society.

### **At Craighead we value:**

- **The pursuit of excellence in all fields of endeavour**  
so that each Craighead girl can become the very best she can through involvement, commitment and development of an effective work ethic and by persevering in the face of difficulties.
- **Innovation, enquiry and curiosity**  
so that by thinking critically, creatively and reflectively each girl becomes independent and is capable of making a positive contribution to society.
- **Integrity**  
which involves being honest, responsible, accountable and acting ethically.
- **Our School Community and participation for the common good**  
so that by spending her formative years in an empowering, supportive, nurturing community, each girl becomes an educated, caring, capable, young woman with high standards of personal presentation and behaviour.

By developing capable, confident, resilient and independent adults who will speak out on behalf of others, Craighead nurtures strong servant leaders.

- **Diversity**  
as found in our different abilities, capabilities, cultures, languages and heritage. Our young women are encouraged to understand, appreciate and accept others in the community and world.
- **Equity**  
by demonstrating fairness, social justice, and the Christian values fostered at the School.
- **Spirit, humour, courage, joie de vivre and haoura**  
through spiritual, intellectual, sporting, cultural and community experiences.
- **Respect**  
Craighead girls learn to respect themselves, others, human rights and the environment.

These values are critical to the future success of Craighead and create the underlying foundation on which the strategic plan has been developed.

*The special character of Craighead Diocesan School derives from its close association with the Anglican Church and a determination to provide an education for pupils which is based on the philosophy that only in the context of Christian faith and practice can knowledge be completely understood and personality fully developed.*

	<b>The Character of Craighead</b>
<b>Goal</b>	To enhance the Craighead character for future generations.
<b>Preamble</b>	“Special Character” is defined by the Deed of Integration, Craighead’s character is much broader than that.
<b>Objectives</b>	<p>Craighead* will</p> <ul style="list-style-type: none"> <li>• provide a quality all-round education in a caring, Christian environment.</li> <li>• foster spiritual development through an ethos of Christian beliefs and values gained from RSE and Chapel attendance and special services.</li> <li>• support the pursuit of excellence in spiritual, academic, sporting/physical and cultural activities.</li> <li>• promote respect for social, cultural and ethnic diversity.</li> <li>• encourage leadership contribution by the provision of instruction and leadership opportunities.</li> <li>• promote high standards of integrity and attention to personal presentation to develop young women who are empowered to confidently make a valuable contribution to society.</li> </ul> <p>* “Craighead” means the whole Craighead Community</p>
<b>Measurement Criteria</b>	<p><b><i>All-round education</i></b> (also refer to <i>Learning at Craighead</i>)</p> <p><u>Spiritual Development</u> will be fostered through the following:</p> <ul style="list-style-type: none"> <li>• compulsory Religious and Social Education in years 7 to 13.</li> <li>• compulsory Chapel attendance ie, 7 Sunday services in addition to morning Chapel services on school days.</li> <li>• opportunity for baptism and confirmation.</li> </ul> <p><u>Academic</u> (refer to <i>Learning at Craighead</i>)</p> <p><u>Physical, Cultural and Service to others</u></p> <p>Physical, cultural and service to others will be achieved through the following aims:</p> <ul style="list-style-type: none"> <li>• 100% students demonstrate participation in at least two extra-curricular activities</li> <li>• 95% sports participation.</li> <li>• 25% of students gain Young NZ Challenge Duke of Edinburgh Gold Award.</li> </ul> <p>Respect for social, cultural and ethnic diversity will continue to be fostered through:</p> <ul style="list-style-type: none"> <li>• the inclusion of our International Students in all facets of School life.</li> <li>• the attendance at special community events, Marae visits, Mayoral receptions, International days.</li> <li>• School based events including Maori language week, International Languages week, activities organised by Global citizens, fundraising for sponsored child, local charities and the like.</li> </ul> <p>Developing leadership qualities will be encouraged by attendance at Leadership seminars, addresses by young leaders, Craighead Leadership Day, visits by former students who demonstrate leadership qualities.</p> <ul style="list-style-type: none"> <li>• Opportunities to undertake leadership roles.</li> <li>• Providing clearly defined goals etc.</li> </ul> <p>High standards of integrity and attention to personal presentation are supported by:</p> <ul style="list-style-type: none"> <li>• policy,</li> <li>• School rules and requirements</li> <li>• the four C’s – courtesy, co-operation, consideration and common sense</li> </ul>
<b>Comment</b>	In achieving the above, the School community must never lose sight of maintaining the girls’ enthusiasm and their enjoyment of attending Craighead Diocesan School.

	<b>Learning at Craighead</b>
<b>Goal</b>	To promote the pursuit of excellence, so that each student may realise her potential.
<b>Preamble</b>	Craighead recognises the importance of supporting each girl in her learning. To that end, the School is committed to be a supportive, safe place for girls to explore learning challenges, and to retain small class sizes and relevant breadth of curriculum.
<b>Objectives</b>	<p>Craighead will</p> <ul style="list-style-type: none"> <li>• be committed to a culture of high achievement</li> <li>• be committed to ensure each student performs to her own potential.</li> <li>• ensure each girl develops an effective work ethic to achieve life-long learning and personal growth through involvement, commitment and resilience in a range of spiritual, academic, physical and cultural activities.</li> <li>• assist each girl to develop effective strategies for maintaining life balance.</li> <li>• attract and retain qualified, quality staff in all areas.</li> <li>• support each staff member engaging in on-going professional development.</li> <li>• support teachers in improving their qualifications and teaching effectiveness.</li> </ul>
<b>Measurement Criteria</b>	<p><b>Academic (High Achievement)</b>  Craighead will</p> <ul style="list-style-type: none"> <li>• be placed among the top NCEA results in Levels 1, 2 and 3 for decile 8- 10 Girls' Secondary Schools in NZ.</li> <li>• gain 100% achievement in NCEA Level 1.</li> <li>• gain 100% achievement in NCEA Literacy and Numeracy Level 2.</li> <li>• gain 95% achievement in NCEA Level 3 or University Entrance.</li> <li>• gain NCEA Merit and Excellence endorsements above the national average.</li> <li>• have NCEA Level 1 results reflect significant added value when compared with the PAT results for that Year 9 intake.</li> <li>• gain 100% achievement in National standards in English and Mathematics in Year 8.</li> <li>• gain high levels of performance in academic competitions</li> </ul> <p><b>Personal Growth</b></p> <ul style="list-style-type: none"> <li>• Develop a plan for setting and measuring personal goals.</li> <li>• Maintain records of current data as a basis for providing Individual Education Programmes (IEPs).</li> </ul> <p><b>Academic, Sporting and Cultural</b>  Craighead will</p> <ul style="list-style-type: none"> <li>• Maintain its high level of participation, performance and results in local, regional and national events.</li> <li>• Develop a plan for setting, measuring and reporting on each girl's personal goals</li> <li>• Maintain records of current data as a basis for providing Individual Education Programmes (IEP's) and reporting these.</li> <li>• Continue to publicly recognise individual achievement ie; at assembly Prize Giving, newsletters, local media, school noticeboards, Colours Awards, display of student work in classrooms, merit system.</li> <li>• Provide study advice for students sitting NCEA Levels 1 – 3.</li> </ul>

	<b>Leadership</b>
<b>Goal</b>	To have well respected, effective leadership.
<b>Preamble</b>	<p>The Board of Trustees and Board of Proprietors are responsible for a strategic planning process involving the whole School community, promoting a culture of continuous improvement.</p> <p>To achieve the objectives of this strategic plan and to meet legal requirements, the Boards will ensure that comprehensive policies are in place to govern and manage the school.</p> <p>Legal responsibilities of the Board are determined by Section 75 of the Education Act 1989. Legal obligations of boards include National Education Guidelines, financial management, annual reporting and emergency management.</p>
<b>Objectives</b>	<p>Craighead will</p> <ul style="list-style-type: none"> <li>• foster effective leadership which is inclusive and innovative.</li> <li>• ensure effective leadership which consults and communicates clearly and effectively.</li> <li>• promote leadership opportunities and training for Board members, management, staff and chosen student leaders</li> <li>• ensure continuity of leadership through succession planning.</li> </ul>
<b>Measurement Criteria</b>	<p><b>Effective leadership</b>, quality consultation and communication are confirmed by:</p> <ul style="list-style-type: none"> <li>• various survey results (identified and anonymous)</li> <li>• annual self-review of BOT, BOP, Management and staff</li> <li>• positive School community feed-back</li> <li>• successful outcomes from approved professional development opportunities, and student leadership training</li> <li>• implementation and development of succession planning for all leadership roles</li> <li>• annual review of effectiveness of school policies</li> </ul>
<b>Comment</b>	The goals of Craighead can be achieved only with strong, consistent, well-informed leadership that is sympathetic to the values and character of the School, and its needs.

	<b>Living at Craighead</b>
<b>Goal</b>	To provide an outstanding boarding experience.
<b>Preamble</b>	As stated in the Deed of Integration, “no less than one third of the School roll will be boarders.”
<b>Objectives</b>	<p>Craighead will</p> <ul style="list-style-type: none"> <li>• provide on-site, quality boarding facilities that support social and academic development. <ul style="list-style-type: none"> <li>• Social - an affirming, safe environment within a caring Christian community.</li> <li>• Academic – an effective learning environment.</li> </ul> </li> <li>• provide opportunities for each girl to develop as an individual whilst at the same time learning to live with others.</li> <li>• maintain and celebrate the character and traditions that are an integral part of the boarding experience at Craighead.</li> </ul>
<b>Measurement Criteria</b>	<p><b>Quality boarding</b> will be confirmed by:</p> <ul style="list-style-type: none"> <li>• Positive outcomes identified in on-going review of boarding activities.</li> <li>• Boarders’ successful academic achievement, which meet the objectives for learning at Craighead.</li> <li>• The undertaking and completion of the facilities maintenance programme. (refer <i>Resources and Environment</i>)</li> <li>• Hostel staff successfully undertaking training to develop their knowledge and skills in the care of young people.</li> <li>• Consistently strong demand for boarding places.</li> <li>• Each boarder receiving a positive Boarding report.</li> <li>• A high level of participation in co-curricular and appropriate after school activities for each boarder.</li> <li>• Positive annual surveys of boarders and boarder parents.</li> <li>• Positive Boarder and Parent forums</li> <li>• Positive report to the BOP by the Boarding Manager.</li> </ul> <p><b>Character and Traditions</b> ( refer <i>The Character of Craighead</i>)</p>

	<b>Finance and Marketing</b>
<b>Goals</b>	<p>To secure financial resources, supported by marketing, to deliver the strategic plan.</p> <p>To market the School successfully to maintain full rolls, and Craighead's position as a leading secondary School in New Zealand.</p>
<b>Preamble</b>	<p>The finance model will incorporate marketing.</p> <p>In addition potential revenue streams and methods of gathering will be identified.</p>
<b>Objectives</b>	<p>The Boards will</p> <ul style="list-style-type: none"> <li>• develop a robust, sustainable finance model based around maximising existing funding streams, developing new initiatives, balanced with affordable borrowings.</li> <li>• demonstrate sound financial management.</li> <li>• provide financial resources to ensure that the objectives for Learning and Living at Craighead are met.</li> <li>• develop and nurture a culture of benevolence and giving by the Craighead community in support of the School's programmes.</li> <li>• develop a targeted marketing strategy to promote the School nationally and internationally.</li> </ul>
<b>Measurement Criteria</b>	<ul style="list-style-type: none"> <li>• Financial targets are achieved.</li> <li>• The finance model is reviewed annually.</li> <li>• Proof of benevolence and giving demonstrated by the growth of Foundation funds by \$1,000,000 biennial</li> <li>• Successful marketing strategy will be confirmed by waiting lists and strong competition for places within the School, including boarding, and day girl positions, places for international students, and employment and governance positions.</li> </ul>

	<b>Resources and Environment</b>
<b>Goal</b>	To provide and manage Craighead resources and environment in an effective and sustainable manner.
<b>Objectives</b>	<p>Craighead will</p> <ul style="list-style-type: none"> <li>• attract, retain and develop qualified and quality staff in all areas.</li> <li>• provide teaching resources and facilities in order to cater for current and future students which meet our agreed student outcomes and complement our special character.</li> <li>• develop a co-ordinated, sustainable programme of learning space development drawing on best practice and planning for future needs.</li> <li>• preserve and develop the heritage and character of the School, its buildings and grounds.</li> <li>• continue to develop Boarding - refer to Living at Craighead strategic plan 2009</li> </ul>
<b>Measurement Criteria</b>	<p><b>Management of Craighead</b> resources and environment will be confirmed by:</p> <ul style="list-style-type: none"> <li>• staff vacancies being filled in a timely manner by qualified, quality staff.</li> <li>• all staff successfully engaging in Professional Development, and opportunities to share best practice.</li> <li>• positive annual staff appraisals and career development planning.</li> <li>• maintaining and implementing a rolling 10 year resource programme 2010-2020, including renewal, up-grading and development.</li> <li>• the implementation of a property development programme.</li> </ul>