



St Paul's College
Strategic Plan 2009-2014

Version for publication



St Paul's College

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Preface

Founded in 1856, St Paul's College is the oldest university college in Australia's oldest university. Its Anglican foundation, combined with its endowments of people, history, grounds, buildings and financial resources, under Providence, have sustained the College and the wider Pauline community for over 150 years.

This Strategic Plan, approved by Council, is the first one of its kind prepared in recent memory. It recognises the importance of the College continuing to build upon its wonderful inheritance.

The preparation of the Strategic Plan has benefited from the input of the whole College Council and has involved consultation with the Students' Club, College staff, certain Alumni, parents of residents and the University.

In approving the Strategic Plan, Council acknowledges that, as it becomes implemented over time, certain elements and priorities will inevitably change. In this respect, it provides guidelines for the future direction of the College; however it is not intended as binding and is open to considered change and amendment.

The College looks forward to the future with excitement and purpose.

The Warden and Fellows of St Paul's College

May 2009



College Motto

“Deo Patriae Tibi” - For God, For Country, For You

Statement of Purpose

St Paul's College, the Anglican College within the University of Sydney, is a residentially based community committed to enhancing university education for its members and to fostering excellence in life-long learning, faith and service.

Statement of Vision

To offer the finest College-based education within the University of Sydney, of the highest standards internationally, with an enhanced size and mix of residential membership, and which is fully sustainable as an independent and integrated academic community.

Statement of Values

1. Integrity

- a) Council, residents, College staff and College officers will act with honesty, transparency, fairness and accountability at all times.
- b) We aim to achieve standards of excellence in all that we do.

2. Community

- a) We are a community which is inter-generational and whose membership includes current and former Wardens and Fellows, Alfred Stephen Fellows and Honorary Academic Fellows; current and former residents; members of the St Paul's College Union; members of the Senior Common Room; members or supporters of the St Paul's College Foundation; members of the St Paul's College Women's Organisation; parents of residents; visiting academics; staff; and many others who are welcomed from time to time.
 - b) We aim to provide a special place to live and learn; with a strong sense of belonging; encouraging care of oneself, of others, of place and property, and of the environment; which is humane, compassionate, fair, community-minded, and generous; and which recognises and affirms each member's distinctive potential.
 - c) We seek to care for our members in their academic, physical, social, psychological, intellectual and spiritual needs and development.
 - d) We seek to engage actively with the University of Sydney, other Colleges, the Anglican Church and society-at-large, with a spirit of partnership and collaboration, and in proportion to our size and capacities.
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3. Learning

We seek to provide a university and College education which:

- a) aspires to the highest standards in scholarship and intellectual endeavour;
- b) is enhanced by living collegially on campus and in close community;
- c) provides outstanding opportunities across the broad spectrum of human endeavour, including intellectual, cultural and sporting pursuits;
- d) promotes learning and the search for truth through participation, multi-disciplinary conversation, reflective thinking, research and instruction;
- e) addresses basic moral and spiritual questions in the context of our Anglican heritage;
- f) develops strong character, including moral courage and initiative, perseverance, autonomy, curiosity and independent thinking;
- g) encourages an informed and balanced perspective on society; and
- h) raises awareness of the specific risks faced in the transition to autonomous adulthood.

4. Faith

- a) We seek to maintain a visible and institutional witness to the Gospel, both within and beyond the Pauline community.
- b) We provide opportunities for worship and instruction in the faith, doctrine, discipline and sacraments of Christ, as received by the Anglican Church of Australia.
- c) We seek to provide an Anglican programme that goes beyond “chaplaincy religion” by aiming to engage our members intellectually with the place of Anglican faith in Australian society and beyond. As such, we seek to foster the leadership by our members which is shaped by a realistic and informed Christian engagement with the issues they face in their work, social and family lives.

5. Service

- a) We aim to bring distinction to our nation by equipping our members to participate and accept leadership responsibilities with eagerness and generosity – in all spheres of life.
- b) We aim to prepare our members for a lifetime of service to others, through use of their talents in vocational and community pursuits.
- c) We provide a community in which the elements of leadership in all its dimensions can be transmitted, tested and learnt.
- d) We seek to contribute to the life of the University of Sydney.
- e) We seek to play a significant role in the enhancement of university education amongst the Colleges of the University of Sydney and throughout Australia.



6. Respect

- a) We promote toleration, understanding, respect and appreciation for any kind of difference.
- b) We value and celebrate diversity in our student intake, in terms of background and prior education, academic discipline, level of study, religious affiliation, and extra-curricular talent; seeking to provide access based on merit.
- c) We seek to be an equal opportunity employer and to provide a safe and secure working environment for our staff.

7. Responsibility

- a) We are an autonomous body, under Providence, responsible for our own future and governed by a Council under an Act of Parliament.
- b) We remain financially self-sustaining by annual fees and the commitment of the entire Pauline community.
- c) We seek to renew ourselves through informed reflection, self-criticism and innovation.
- d) We respond seriously to the privilege and responsibility arising from our relationship with the University of Sydney, in terms of historical foundation, land grant, proximity, and mutual endeavours.
- e) We seek to foster the autonomy and responsibility of the Students' Club as an expression of the independence and democratic maturity of all College members.



Strategic Objectives and Initiatives

Underpinned by our Values, we will focus on the following Strategic Objectives and Initiatives in order to fulfil our Purpose and Vision:

Key Strategic Area 1 - Membership profile

Strategic Objectives	Strategic Initiatives
<ul style="list-style-type: none"> To optimise the number of Undergraduate residents and increase the number of Graduate, Postgraduate and Academic residents, without compromising the present model of an integrated residential community.¹ 	<ul style="list-style-type: none"> Develop a <u>College Development Plan</u> which: <ul style="list-style-type: none"> incorporates an expanded capacity for up to approximately 300 in total, including increased provision for Graduates, Postgraduates and Academic staff of the University (target mix: 180-200 Undergraduates; 60-100 Graduates/ Postgraduates; 20-30 Academics) brings College facilities into line with modern user requirements (for both residential and external hire purposes) provides the appropriate arrangement of residential rooms, common rooms and facilities for each level of study in order to maintain demand for places, to maximise the residential experience and to promote an integrated and nurturing residential community considers the appropriateness and viability of an expanded College being open to men only Introduce non-resident membership for ex-residents and Anglicans studying or on staff at the University, which enables and encourages participation in College life (including teaching). Consider offering residence to certain students of Moore College.
<ul style="list-style-type: none"> To attract high quality individuals to apply for all levels of College membership. To generally broaden the mix of students based on place and school of origin (rural, interstate, international). <p>(NB any specific mix objectives should be subordinate to merit with no quotas suggested.)</p>	<ul style="list-style-type: none"> Develop a <u>College Marketing Plan</u> for the recruitment of resident students and academics, which addresses the following key areas: <ul style="list-style-type: none"> Increase general awareness of College, targeting high quality individuals in high quality institutions and providing opportunities to visit College and sample College life Enhance links with traditional Anglican feeder schools Develop relationships with other high potential schools and feeder institutions Establish alliances with the University and its Faculties (especially those with graduate entry) Further develop relationship with the Anglican Church for recruitment purposes

¹ The following definitions are intended as general guidelines only: "Undergraduate" means those enrolled in a course leading to a diploma or bachelor's degree; "Graduate" means those enrolled in a bachelor's degree that requires another undergraduate degree as a prerequisite of entry (for example, Bachelor of Dentistry, Bachelor of Laws (graduate entry) and the University of Sydney Medical Program); "Postgraduate" means those enrolled in a course leading to a graduate diploma, master's degree or PhD; "Academic" means teaching and/or research staff members of the University, including the various levels of lecturer, professor and research fellow.



Strategic Objectives	Strategic Initiatives
<ul style="list-style-type: none">To maintain a merit-based selection criteria, balancing academic and extra-curricular potential across a variety of disciplines and the potential to contribute to College life.	<ul style="list-style-type: none">Ensure a rigorous application and selection process is maintained, at the Warden's prerogative and properly shared with the Senior Tutor.Promote equity of access by expanding the range of scholarships (by number and type) and other financial assistance that is available to facilitate a broad and balanced student mix and to attract students who may be unable to meet full the costs of residence.Proactively identify desired areas requiring additional scholarship support, including for postgraduates and those studying degrees with graduate entry, and for students disadvantaged in their access to university education (including indigenous students); and engage with the Pauline community, the University and others as appropriate to raise the required scholarship funding.Encourage residents to be competitive for major University and international scholarships.
<ul style="list-style-type: none">To achieve high retention levels while maintaining high academic and extra-curricular standards.	<ul style="list-style-type: none">Implement a mentoring and pastoral oversight programme for all residents, to ensure appropriate academic progress and monitoring of general health issues.Utilise available scholarship funding to retain College residents as appropriate



Key Strategic Area 2 - Wider Pauline community

Strategic Objectives	Strategic Initiatives
<ul style="list-style-type: none">• To be an inter-generational community which includes current and former Wardens, Fellows and residents; members of the St Paul's College Union, Foundation and Women's Organisation; members of the Senior Common Room; parents of residents; visiting academics; staff; and many others who are welcomed from time to time.• To foster the various arms of the College community such that they enjoy active participation from their membership and inter-relate with the entire Pauline community.	<ul style="list-style-type: none">• Develop a College Communication Plan to:<ul style="list-style-type: none">• Plan and co-ordinate all communication with the Pauline community through the Warden's Office, including for the Foundation, Union, Students' Club and Women's Organisation.• Enhance general communication with the Pauline community through activities such as:<ul style="list-style-type: none">• Maintain an up-to-date contact information database.• Twice-yearly publication of <i>Boomalakka</i> to provide information on current student life, Union activities and Alumni achievements.• Maintain the College website, including an Alumni only section incorporating past copies of <i>The Pauline</i> and <i>Boomalakka</i>.• Annual publication of <i>The Pauline</i>.• Publish a History of the College.• Produce a Biographical Register of College members, to be available on the College website and updated from time to time.• Occasional use of email and other communication methods.• Enhance general engagement of the Pauline community through activities such as:<ul style="list-style-type: none">• An active and co-ordinated College calendar which involves participation from all sections of the College community.• Programmes for connecting current residents with Alumni, including for academic and career advice.• Resident programmes and forums for Alumni.• Non-resident membership for Paulines studying at the University, which enables and encourages participation in College life (including teaching).• Involvement of a greater number of Alumni in the governance of the College and its related entities.



Key Strategic Area 3 - Educational programmes and services

Strategic Objectives	Strategic Initiatives
<ul style="list-style-type: none"> To promote a rich intellectual life in College. To enhance University education through further development of structured and unstructured programmes focused on the following areas: <ul style="list-style-type: none"> Academic Pastoral Spiritual Career Extra-curricular To enhance the College's academic standing within the University, including through the achievement of outstanding academic results by College members. To build upon the strong tradition of College members being awarded distinguished scholarships and prizes, such as the Rhodes Scholarship. 	<ul style="list-style-type: none"> Develop a College Education Plan to consider the following areas: <ul style="list-style-type: none"> Increased membership and status of the Senior Common Room (particularly with increased postgraduate / academic membership of College), to provide advice to Council on academic resource requirements (including library and on-line resources), tutorial programmes, academic events in College, trends in teaching and learning, changes in the University, and to create links with external academic bodies. High quality and engaging tutorial programme conducted by resident and non-resident academics and graduate students, which is relevant to student learning requirements for their degree programmes. Academic forums, retreats, and study / discussion groups on a wide range of issues, which are available to residents across academic disciplines. Worship and instruction in the faith, doctrine, discipline and sacraments of Christ, as received by the Anglican Church, including through Chapel services and the promotion of a Chapel choir of the highest standard. Promotion of an intellectual engagement with the place of Anglicanism in society. Invitations to Alumni and other distinguished guests to participate in College life and events as appropriate. Opportunities for leadership in student activities and leadership learning / development programmes. Active encouragement and promotion of community service endeavours. Encouragement of leaders and leadership opportunities at all levels of College (including staff, officers, and students), including those which are shaped by a realistic and informed Christian engagement.
<ul style="list-style-type: none"> To further enable College members to learn to respect and collaborate with women in constructive ways across various spheres of life. 	<ul style="list-style-type: none"> Seek to enhance our relationship with The Women's College at all levels, and develop a wide range of collaborative programmes and initiatives including at the postgraduate level.
<ul style="list-style-type: none"> To provide a safe, supportive and caring environment for all residents. 	<ul style="list-style-type: none"> Maintain and enhance the provision of high quality accommodation, food and other basic living needs. Upgrade security for rooms and the College generally. Implement a mentoring and pastoral oversight programme for all residents, to ensure appropriate academic progress and monitoring of general health issues. Provide clear policies and channels for confidential reporting of and effective responses to any form of distress, sickness or harassment. Provide appropriate incentives for residents to care for College property and its environment.



Key Strategic Area 4 - Engagement with external bodies

Strategic Objectives	Strategic Initiatives
<ul style="list-style-type: none"> To enhance relationships with the University, its Faculties and related bodies. 	<ul style="list-style-type: none"> College Development, Education, Marketing and Communication Plans to consider key areas such as: <ul style="list-style-type: none"> Alliances with the University, its Faculties, SU Sport and others for the recruitment of resident students and academics (including collaboration on funding of College fees as appropriate) Link with University's Strategic Planning committee University representation on certain areas of College governance University academic participation in the Senior Common Room Tutorial programme to include key University academics Develop postgraduate/visiting academic accommodation Regular interaction with key University management personnel Hosting of University conferences Academic and Faculty dinners Collaboration with SU Sport Promote and support multi-disciplinary student activities
<ul style="list-style-type: none"> To enhance relationships and co-operation with other University Colleges in ways which do not compromise our identity or integrity. 	<ul style="list-style-type: none"> College Development, Education, Marketing and Communication Plans to consider key areas such as: <ul style="list-style-type: none"> Exchange dinners and other structured events with residents, staff and Council members of other Colleges at the University, particularly The Women's College Appropriate strategic and operational links with The Women's College as our immediate neighbour and college for women Participation of the Warden in AHAUCHI (and CUAC as invited) Co-hosting of vacation conferences Shared tutorial programmes Activities with other Anglican Colleges throughout Australia, e.g. sporting and cultural activities
<ul style="list-style-type: none"> To enhance the relationship with the Anglican Church, noting the diversity within Anglicanism. 	<ul style="list-style-type: none"> College Development, Education, Marketing and Communication Plans to consider key areas such as: <ul style="list-style-type: none"> Non-resident membership for Anglicans studying at the University. Active involvement of Anglican clergy in the life of the College Chapel, study and discussion groups, dinners in Hall, and generally throughout the life of the College. Explore ways of enhancing the involvement of Clerical Fellows and other clergy in the daily life of the College. Hosting of Anglican conferences and other groups in College. Seeks adequate and generous resources for the provision of a distinctive Anglican programme. Support for a College Catechist or such other ministry training position, under the Warden's supervision.



Key Strategic Area 5 - College facilities and infrastructure

Strategic Objectives

- To maintain and further develop the accommodation, general facilities and infrastructure of the College to enhance the experience of all residents and staff and to maximise the potential for use by external hirers (including live-in conferences).

Strategic Initiatives

- Prepare **College Development Plan** to include consideration of the following key areas:
 - **Maintenance and Refurbishment Programme** to prioritise the repair and modernisation of the College's existing buildings and facilities.
 - **New Facilities Programme** including additional accommodation for Graduates, Postgraduates and Academic staff of the University; IT/media centre; conference/meeting rooms; music room; archives storage facility; parking; sports pavilion; and indoor gymnasium.
 - Information Technology to enable College residents and staff to operate in accordance with best practices into the future. Such plan should be integrated and/or complementary with the University where appropriate.
 - Provide unisex facilities throughout the College.
 - Provide adequate security for rooms and the College generally.
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Key Strategic Area 6 - Financial management

Strategic Objectives	Strategic Initiatives
<ul style="list-style-type: none"> To secure the long-term financial independence of the College. To ensure the College's current and long-term operational and developmental objectives are achieved through the provision of sufficient financial resources. 	<ul style="list-style-type: none"> Develop College Financial Plan to support the implementation of this Strategic Plan and each of its related plans considering key areas such as: <ul style="list-style-type: none"> Maximise operating income from each of a sufficiently diverse range of sources, including student fees, external hire of facilities, and investment income. Adopt an organisation structure and expenditure levels which are flexible and appropriate to the needs of the College and its members, and which are able to be well-controlled. Providing for the funding of the College Development Plan on a secure long-term basis, including the Maintenance and Refurbishment Programme and the New Facilities Programme. Maximise the College's endowment, principally via the commitment of the Pauline community through the St Paul's College Foundation, by: <ul style="list-style-type: none"> Promoting and valuing philanthropy Adopting a co-ordinated whole-of-College approach to maximising the College's endowment Encouraging bequests and legacies Engaging professional and centralised investment management for all College endowments (including College Scholarships and the Foundation) Providing flexible donation and payment methods, including seeking increased support for scholarships, teaching, facilities, specific projects and/or general purposes (in accordance with this Strategic Plan). Maintain high standards of financial management through competent staff, clear controls and accountabilities, regular reporting to and supervision by the Bursar and Council, and an annual independent financial audit. Develop, enforce, report upon and continually update the College's risk management framework and policies.
<ul style="list-style-type: none"> To maximise returns from the College's assets without impacting the College's core activities. 	<ul style="list-style-type: none"> Develop a College External Hire Plan, consistent with the College Development Plan, outlining required resources to maximise external hire income (particularly during the summer vacation period), and considering key issues such as: <ul style="list-style-type: none"> Required management resources and capabilities Marketing strategy Vacation policy and charges for College resident students Fee structure and policies to optimise appropriate external hire activity Liaison with the University and other Colleges where appropriate, particularly for sharing of facilities Consider sponsorship / promotion of "live-in" programmes, for example for Anglican and disadvantaged groups



Key Strategic Area 7 - Governance and administration

Strategic Objectives

- To adopt governance and administration practices that are best practice for an institution such as St Paul's College and which ensure compliance with all legal requirements.

Strategic Initiatives

- Conduct a **College Governance Review** of the College's current governance structure and practices, including Council representation, Council committees, and the encouragement of involvement from a wide-range of people with appropriate expertise. Such review to consider the relationships and overlaps between the various arms of the College community, including Council, Foundation, Union, Students' Club, Senior Common Room, and Women's Organisation, including as required for an expanded yet integrated residential community as contemplated in this Strategic Plan.
- Adopt regular review practices which promote informed reflection, self-criticism, transparency, innovation, and performance improvement at all levels of the College (including of the Council itself).
- Review the College administrative structure in light of the need to implement this Strategic Plan.
- Maintain a competent administration team, under the responsibility of the Warden, which is efficient, effective and has the capability to deliver on the College's core values and strategic objectives.
- Integrate administrative processes where appropriate with the University and other Colleges, including security and information technology.
- Maintain high standards of record and data management, including archival systems, key documents, and contact databases.