



— Together, building better people, for life —

## Our Vision

To be at the leading edge of high-performance educational practice, in a community which values caring for others, tradition, and creativity, in order to provide young people with the roots and wings to flourish in an ever-changing world.

## Our Founding Values

We secure our future by inspiring trust and confidence through living out our values and demonstrating our commitment to continuous improvement.

- Truth | Pono – *integrity in everything we say and do;*
- Excellence | Kairangi – *reaching beyond what people expect of us;*
- Faith | Whakapono – *in self, others, and our future;*
- Creativity | Auahatanga – *daring to imagine, turning ideas into reality;*
- Inclusivity | Kanorau – *valuing diversity, embracing different perspectives.*

The Rector's role is to lead St Andrew's College in the achievement of our strategic vision in a manner consistent with our values and culture. The Rector is responsible for the delivery of this vision through educational excellence, inspiring people leadership, effective relationships and sound business and financial management.

The Rector reports directly to the Board of Governors (Board), through the Board Chair.

**Responsible for:** Executive Team  
Head of Secondary School  
Principal of Preparatory School  
Head of Values and Culture  
Head of Teaching and Learning  
People and Business Manager  
Chief Information Officer  
Financial Controller  
Head of Communications  
Director of Development  
Chaplain  
Rector's Executive Assistant

### Key relationships with groups/associations include:

Board  
St Andrew's College Foundation  
Old Collegians Association  
Parent-Teachers Association (PTA)  
Ladies' Circle  
Strowan Club

## KEY RESULT AREAS

### Leadership and People Management

The Rector is expected to lead and build strong relationships of trust across the St Andrew's community. This includes motivating and inspiring staff as well as developing leaders with a shared sense of purpose and accountability. In turn, this fosters a highly engaging workplace which supports and empowers teams to thrive.

The Rector will be seen as a role model and mentor across our College community.

#### Expected Outcomes:

- empowered capable employees;
  - positive culture;
  - high performing teams;
  - positive feedback from the St Andrew's community;
  - succession and contingency plans in place for relevant roles;
  - successful employment relationships;
  - appraisal and professional development programmes maintained and utilised positively;
  - delegations used appropriately by staff with clear expectations and accountabilities in place.
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### Strategic Management

The Rector will demonstrate the ability to evolve, communicate and realise a compelling strategic vision. This includes delivering the development, implementation, communication, resourcing, review and reporting of the St Andrew's strategic plan as set in conjunction with the Board.

They are expected to communicate clearly, ensuring understanding of the strategic goals and vision with the St Andrew's community, and that practices align and reflect changing cultural, social, and economic factors.

The Rector will develop and implement operational plans in conjunction with the senior leadership to enable the success of the College's Strategic Plan and will ensure effective resources are in place to enable its successful delivery.

#### Expected Outcomes:

- high trust between the Board and the Rector;
  - effective communication, delivery and alignment of strategic and operational plans;
  - regular relevant and comprehensive reporting for the Board;
  - Rector and Board have a clear understanding of strengths, challenges and opportunities within the College;
  - plans are in place and regularly reviewed to address areas of concern and remain current;
  - staff understand, believe in and are committed to the vision and strategic goals.
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## **Innovation and Excellence in Education**

The Rector will ensure a future focused, research informed, student centric education programme, while demonstrating commitment to high quality holistic and progressive education. Our education programme values each student and provides them with a caring, safe and supportive environment in which to develop their talents and nurture their well-being. The College strives to continue setting high standards in both academic and non-academic programmes.

The Rector will be able to draw upon a comprehensive understanding of contemporary educational approaches to deliver innovation and excellence in teaching and learning programmes. We aim to meet the learning needs of all students. Our programmes are designed to provide opportunity, balance, motivation, support, safety and discipline.

### **Expected Outcomes:**

- a proactive attitude to seeking learning opportunities to ensure an ongoing sound knowledge of contemporary educational issues and themes;
  - Board is kept apprised of relevant activities and developments which may affect the College;
  - maintain and enhance the excellent levels of achievement of successes both academic and non-academic, including sports and culture;
  - ensure the ongoing implementation of College assessment and reporting practices;
  - ensure student achievement data continues to be analysed to inform teaching and learning programmes, building on our innovation in this space to date;
  - demonstrate a commitment to professional learning across all dimensions of leadership practice;
  - ensure policies, guidelines and professional learning programmes are in place to provide a safe, effective and supportive learning environment for all students;
  - engage in ongoing curriculum review to ensure a proactive approach to the provision of appropriate and varied courses of study and a broad variety of sporting and artistic expression are available to all students;
  - ensure curriculum delivery represents leading practice in balancing digital and non digital systems.
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## **Business and Operations**

The Rector will demonstrate a strong understanding of the commercial demands of an independent school to ensure future sustainability. This includes finance, budgeting, policies, risk, compliance, governance, facilities, marketing, enrolments, health and safety and people management.

### **Expected Outcomes:**

- ensure prudent and effective financial, asset and risk management plans are in place to meet the current and future needs of the College, making sure effective financial controls, monitoring and reporting are maintained;
- work within Board financial delegations to achieve budget delivery;
- demonstrate strong project and change management oversight capability;
- maintain a good working relationship with the Board and ensure communication with the Board is timely and relevant;
- ensure St Andrew's is a safe secure environment for all;
- ensure the College complies with all laws applicable to its activities, including health and safety and education laws;
- responsible for ensuring all activities are carried out in accordance with the College's health and safety policies and procedures;

- actively promote and assist in the development of policies, procedures and work practices that support proactive risk management and a safety culture;
  - ensure there is a comprehensive campus development plan in place, making sure all campus facilities are maintained and enhanced to an appropriate standard and there are resource management plans in place for all equipment and resources;
  - make sure the College has an efficient and thoughtful critical incident plan in place;
  - maintain strong interest in, and demand for, places at the College and a full roll at all year levels.
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## Relationships

The Rector is expected to have a regular and positive profile across the St Andrew's community. They will build a culture of openness and trust, seek opportunities to promote College successes and invite feedback on relevant decisions.

The Rector is expected to represent the College appropriately at all times across a number of settings, including College and community events and to actively seek opportunities to connect St Andrew's to community networks including ISNZ.

### Expected Outcomes:

- knows and values our community;
  - close working relationship with the Board Chair;
  - ensure strong networks both internal and external to the College;
  - attend numerous College events;
  - represent the College in ISNZ and relevant memberships locally, regionally and nationally;
  - positive and supportive relationships based on trust with all stakeholder groups;
  - ensure there are regular points of consultation to ensure a strong student voice and opportunities for other stakeholder viewpoints to be established.
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## Culture and Values

The Rector is a strong model of St Andrew's traditions, lived culture and values. College events and occasions preserve and recognise our traditions, align with our strategic goals, and celebrate success and the unique St Andrew's culture across the whole College community. It is expected that the spirit and special character of the College is always maintained.

### Expected Outcomes:

- St Andrew's is well known positively in the community;
- policies and programmes are in place to support and enhance the College's culture and values;
- promote a culture of service to others at a student and school wide level;
- support the central role the Centennial Chapel plays in the life of the College community, and the strong relationship the College enjoys with the Presbyterian Church;
- the cherished qualities of the College's boarding community are fostered;
- St Andrew's reputation is excellent and generates strong interest in enrolment;
- the Rector lives the values at all times, representing the College appropriately in all situations;

- the St Andrew's community understands and demonstrates the College values;
  - the special character of the College is widely understood, underpinned by the blend of Presbyterian values, Scottish heritage and acknowledging the principles of the Treaty of Waitangi (Te Tiriti o Waitangi) and the bicultural foundations of Aotearoa New Zealand.
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## **Telling the Story of the College and our Community**

The Rector is expected to work with the entire St Andrew's community ensuring there is a strong framework around College communications. This includes overseeing the publication of clear, consistent and cohesive messages and publications to our community.

### **Expected Outcomes:**

- all stakeholder groups in the St Andrew's community feel well informed;
  - information about the College is accessible, proactive, consistent and cohesive;
  - all members of the College community know who and how to communicate with the appropriate people in the College;
  - positive feedback around College communications;
  - oral traditions are kept alive with stories about our past and our people.
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## **College Development Funding Strategy**

The Rector is responsible for ensuring a comprehensive fundraising strategy is in place, with support from stakeholder groups, determining development priorities and representing the College with functions, meetings, relationship building and stakeholder management as appropriate.

### **Expected Outcomes:**

- strong working relationship with the College Foundation;
  - opportunities are realised as appropriate;
  - fundraising strategy is in place with clear accountabilities for outcomes;
  - fundraising is effective in the immediate and long term;
  - meet and communicate with significant donors to the College, including potential donors, and members of the Strowan Club;
  - all College teams and groups are aligned with the College's fundraising strategy to work towards a common purpose.
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## **Changing Needs of the College**

Consistent with normal practice, the Rector's role may be amended from time to time by the Board in consultation with the Rector (including where the College's strategic and other needs change). The Rector's delegated authority will be agreed and reviewed annually with the Board.

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