

STRATEGIC PLAN

2015 – 2019



ST JOHN'S COLLEGE

within the University of Sydney



FOREWORD

St John's College was established in 1858 in connection with the foundation of the University of Sydney to provide a residence for Catholic students where they would also be instructed in the Catholic faith. Women were first admitted in 2001. While the College is “of and within the University of Sydney” and its Visitor is the Catholic Archbishop of Sydney, it is an independent and self-governing institution. In the second decade of the 21st century the College is a vibrant community which includes some 250 resident students and a number of senior resident members.

The College's governing body, known formally as the Rector and Fellows, has adopted this Strategic Plan to guide decision-making for the period from 2015 to 2019. During this time we intend to build on existing strengths in order to position the College for the long-term future.

In this Plan we reaffirm our enduring **Vision** for St John's, the College's **Mission**, and our **Core Commitments**. We then identify six **Strategic Priorities** and four **Enabling Strategies** which will inform decision-making at all levels during the life of the Plan.

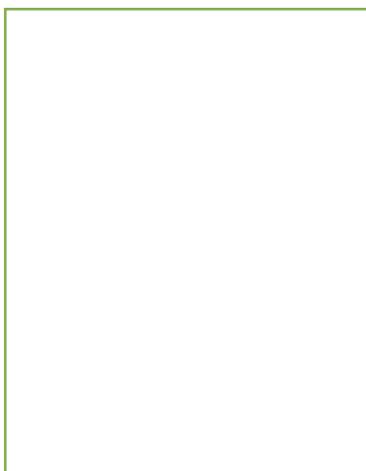
Adrian Diethelm

Rector

June 2015

Bernadette Tobin

Chair of Council



VISION

St John's College is a Catholic community whose members are inspired by high ideals of intellectual excellence, faithful Christian living and witness, and service to society.

MISSION

The mission of the College is to contribute to Catholic intellectual life in Australia and beyond by

- helping to prepare the next generation of Catholic leaders,
- affirming the mutual relationship between human reason and Christian faith,
- providing material, spiritual and pastoral support to students,
- providing opportunities for higher education to people who are less advantaged,
- engaging with issues of significance to local and global communities.

CORE COMMITMENTS

1

To preserve and enhance the character of St John's as a pre-eminent Catholic university college.

2

To maintain the celebration of the Church's liturgy at the centre of College life, and to reach out to students with the message of the Gospel.

3

To ensure that the College's focus on intellectual enquiry and academic excellence is sustained and enhanced.

4

To foster a culture in which students are encouraged to make choices which enhance their flourishing as persons, and which contribute to the common good.

5

To provide a pastoral support network which promotes the health, wellbeing and spiritual development of all our residents.

6

To maintain a merit-based admissions process to identify and attract outstanding students with the potential to benefit from, and contribute to, the St John's community.

7

To deepen the College's engagement with the University and the wider academic community.

8

To attract and retain the best staff, and to develop staff members to enhance their effective contribution to the College's objectives.

9

To build life-long relationships with alumni, and to encourage alumni to give back to the College, including by philanthropy.

STRATEGIC PRIORITIES

Strategic priority 1

To strengthen the Catholic foundation of life at St John's.

- We will promote evangelisation and formation within the College to provide opportunities for students to experience a deepened awareness of Christian faith and the inherent dignity of human life, as articulated by the traditions and teachings of the Catholic Church.
 - Conscious that the Eucharist is the source and summit of Christian life, the College will seek to deepen the engagement of students in the celebration of the liturgy and the sacraments.
 - We will support the participation of students in programs of community service and aid to people in need, including avenues for providing spiritual as well as temporal assistance.
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Strategic priority 2

To advance St John's as a centre for intellectual enquiry.

- The College's mission involves both educating its resident students and contributing to the intellectual life of the community, as a university is characterised by a combination of education and research. The vision of the College's founders in the nineteenth century included both these elements, inspiring the original endowment which brought St John's into existence.
 - In order to enhance the College's participation in scholarship and public discussion, we will establish arrangements for leading scholars to contribute to the life of St John's, especially involving engagement with our student members.
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Strategic priority 3

To develop our campus and facilities to the standard required for the College to fulfil its mission.

- We will implement our Campus Master Plan, as resources permit, to expand the range of academic, cultural and recreational facilities for resident members. Within the overall Master Plan, establishment of the Nagle Library is a first-order priority.
 - Development of the campus will include increased accommodation for senior resident members and visiting scholars.
 - The College will continue to invest in information and communications technology for both students and administration.
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Strategic priority 4

To offer the advantages of residence in the College to more students, without diminishing the quality of the St John's experience.

- To the extent that resources permit, we will plan for an appropriate increase in student numbers over time. However, we shall not allow expansion to jeopardise the quality of the college experience available to all our students.
- We will work to increase the number and value of endowed scholarships, and other means of financial assistance, to enable outstanding students to come to St John's regardless of financial means.
- While an increase in graduate students in line with the University demographic is desirable, graduate residents will, as now, be integrated members of the overall student community rather than a separate body.

Strategic priority 5

To conserve our heritage and make it more accessible to the wider community.

- As an institution with over 150 years of history and the oldest Catholic university college in the country, the College has an important responsibility to conserve its built fabric, historic artefacts and documentary records for posterity.
- We will use the College's impending listing on the NSW State Heritage Register as an opportunity to review in detail our conservation management plans and associated protocols.
- The College's documentary archive will be housed in a facility which provides for the secure preservation and professional conservation of these records. Selected resources will be made accessible by digitisation as resources permit.
- We will encourage interest in the College's history by making historical information more available, including by affording appropriate public access to the Nagle Library.
- The College will continue to give significant priority to conservation of the heritage fabric within its capital expenditure program.

Strategic priority 6

To engage closely with the College's stakeholders, including the Church, the University, alumni, and families of present and past students.

- The College will improve the overall level of communication with stakeholders, and allocate further resources to this priority as required.
 - Communications will be designed to inform stakeholders and the wider community of the College's vision for its role in 21st century university education.
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ENABLING STRATEGIES

Enabling strategy 1

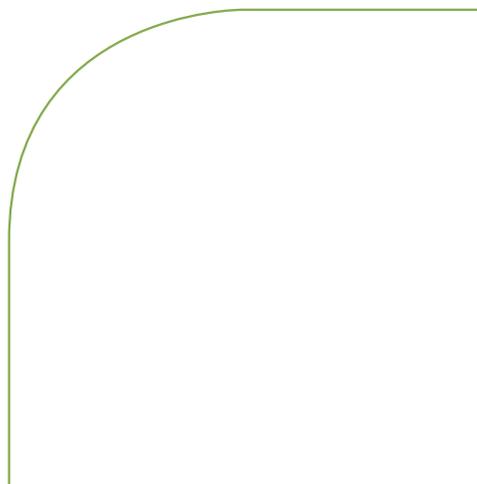
To ensure that the College's governance is appropriate for a Catholic university college in the 21st century.

- The College will continue to seek the enactment by Parliament of the amendments to the incorporating statute which have been submitted to the government.
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Enabling strategy 2

To generate a recurrent surplus sufficient to provide for the long-term sustainability of the College.

- To maintain its position in a competitive market, St John's needs to invest significantly in facilities for its core activities, requiring an improvement in operating surplus.
 - Although a substantial proportion of annual capital expenditure is already expended on the upkeep of the heritage buildings, higher overall revenue needs to be sourced to enable the future of the College's buildings to be secured.
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Enabling strategy 3

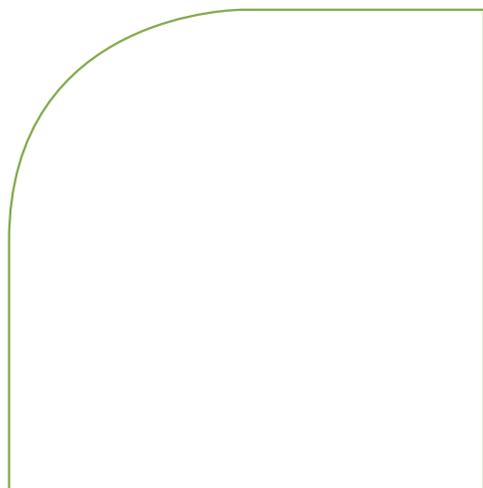
To develop the College's estate where this will enhance performance of core functions or deliver additional revenue.

- The Campus Master Plan identifies possibilities for future development, both in the existing buildings and in possible new buildings, within the landscape context. The College will seek Development Approval for the Master Plan from the relevant consent authorities when the Plan has reached an appropriate stage.
- College Council is considering actions arising out of the existing Development Approval for the John Hopkins site. The College currently derives income from the retail tenancies and car park in that location. We will continue to investigate the best use for the John Hopkins site in the context of the Campus Master Plan. We will also investigate whether passive revenue could be increased by other investment in the campus estate.

Enabling strategy 4

To encourage philanthropic giving to assist the College in achieving its purposes.

- St John's has been the beneficiary of significant gifts, recently and in the remoter past, which have enriched the buildings, works of art and endowment. We will work to enhance this tradition of philanthropy to secure the College's future.
 - The College's ability to financially assist students who would not otherwise be able to come to St John's is almost entirely dependent on the generosity of benefactors. We will endeavour to increase the scholarships endowment by attracting gifts specifically for this purpose.
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ST JOHN'S COLLEGE

within the University of Sydney

www.stjohnscollege.edu.au

10 Missenden Road
Camperdown NSW 2050 Australia
+61 2 9394 5000