



LONGBURN
ADVENTIST COLLEGE

L.A.C.
HOUSE

BOARD OF GOVERNORS STRATEGIC PLAN

2017 – 2020

(Revised Edition, May 2017)

MISSION STATEMENT

“In Christ we educate, encourage and empower.”



INTRODUCTION

The LAC House is an integral part of the Longburn Adventist College ("LAC"). Longburn Adventist College is Years 7 to 13 a co-educational boarding Secondary School.

New Zealand Pacific Union Conference of Seventh-day Adventists ("The Proprietors") are the owners of the College and responsible for the provision and maintenance of school property. LAC House is operated by the LAC Board of Governors. This is done through the NZ SDA Schools Association. They are also responsible for negotiating with the Ministry of Education what buildings and land are deemed to be 'integrated'. LAC House is signatory to International Students Pastoral Care and meets the NZ Ministry of Education's (Hostels) Regulations Act 2005.

The Longburn Adventist College community is drawn from the Manawatu and Horowhenua, with the majority of students attending from Palmerston North. The boarding department at the school also provides the facility for students from outside the immediate area to attend, usually from a Protestant Christian background from New Zealand, Australia and the Pacific Rim.

L.A.C. House's motto is '**Kia Puāwai Tātou**' (Flourish/Prosper Together) is based on Jeremiah 29:11, "*For I know the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future.*"

MISSION AND VALUES STATEMENT

Mission Statement: *“In Christ, we educate, encourage, empower”.*

- We *educate* for excellence, grace and eternity
- We *encourage* through a relational sharing community
- We *empower* a holistic potential lifelong learning for mission and service

Lead with **INTEGRITY**

Act with **RESPECT**

Cultivate **RESILIENCE**



LAC HOUSE KEY FOCUS GOAL

At L.A.C. House, boarders will develop lifelong friendships along with a sense of community and understanding of Christian values needed to prepare them for an ever-changing world. The function of LAC is to facilitate the development of a mature and understanding commitment to the beliefs and practices of the Seventh-day Adventist Church so that students will become responsible and caring Christians in the community. The achievement of these goals is through a comprehensive and unified programme involving every aspect of the school's curriculum and through the LAC House core values. These core values are:

Our Special Character – Holistic Christian education that promotes excellence in all aspects of College's life for our student boarders.

Our Family House – Empowering students to develop social and emotional relational skills that cultivates as a 'family' atmosphere,

Our Staff Investment–Vibrant and competent staff filled with a passion that values nurturing, challenging and affirming student boarders.

Our Future Focused Governance - Identifying and managing opportunities and threats, so as to lead LAC House into a vibrant future

Our Connected Community - Growing and guarding LAC House's goodwill in the community.

NEEDS ANALYSIS AND VISION CASTING

While LAC House has grown in student numbers to 70 in 2016 with a financially sustainable year after depreciation, it has significant number of challenges ahead. The following identified areas requires prioritization;

- *Building staff capacity and capabilities (**Staffing**)*
- *Maintaining sustainable student numbers in the dormitories to meet the financial property and staffing requirements (**Marketing / Enrolments**)*
- *Optimizing boarder's LAC experience through optimizing our limited resources (**Resources**)*
- *Addressing the need to 'catch up' on deferred maintenance through sound financial stewardship (**Property**)*
- *Developing and regularly reviewing policies and procedures (**Governance and Self-Review**)*
- *Implementing a rigorous appraisal process (**Staffing**)*
- *Reviewing staffing and developing a succession plan for leadership (**Leadership Development**)*
- *Clarifying and defining a boarder's success criteria that supports the Special Seventh-day Adventist school (**Student Achievement**)*
- *Significant roll decreases in the next two years as it has relatively large numbers in the senior school. Potential employment risks of staff and a narrower range of subjects leading to less students. (**Staffing/Financial**)*



LONGBURN ADVENTIST COLLEGE

Board of Trustees Key Strategic Goals 2016-2019

2016	2017	2018	2019
<p>Marketing</p> <p>Priority to marketing of both the boarding and the day school.</p>	<p>Intermediate Department</p> <p>A comprehensive review on the organisation and physical setting for Years 7 and 8.</p>	<p>Leadership</p> <p>Review Senior Leadership Team composition and structure.</p>	<p>Physical Property</p> <p>Identify property requirements and needs for the next 10 years.</p>
<p>Rationale: Day school numbers has reduced in 2013 and 2014. To a large extent this has been as a result of another local Christian school expanding into the secondary area.</p> <p>Target Focus: The College needs to identify the 'market' it particularly needs to target to keep student numbers up and continue to promote boarding as this area is a valuable source of students for the day school.</p>	<p>Rationale: Years 7 and 8 students have fed into the secondary school, but while the percentage of students going on to secondary at LAC has increased, the overall number of Intermediate students has decreased (pleasing increases in 2013 and 2014).</p> <p>Target Focus: We need a plan on how increase the numbers at Year 7 and 8 Have the majority/all of them choosing LAC as their secondary school option.</p>	<p>Rationale: LAC has had a 'traditional' model in terms of its SLT. The needs in curriculum have significantly grown while student management systems have maintained a positive school culture.</p> <p>Target Focus: We need to consider breaking up certain roles to allow for greater focus on curriculum development.</p>	<p>Rationale: LAC is an attractive school with good facilities but - with UFB, changed classroom requirements.</p> <p>Target Focus: Outdoor student facilities required, and other physical requirements. Visioning property requirements and a master plan on how to achieve this is needed.</p>



Board of Trustees Strategic Goals for 2017

<p>Strategic Goal #1</p> <p>To encounter Jesus Christ</p> <p><i>Taha Wairua</i></p>	<p>Strategic Goal #2</p> <p>Encourage positive relationships</p> <p><i>Whanaungatanga</i></p>	<p>Strategic Goal #3</p> <p>Individual learning potential are recognised and valued</p> <p><i>Tipuranga , Awhi</i></p>	<p>Strategic Goal #4</p> <p>Provide quality resources, infrastructure and facilities to optimize achievement</p> <p><i>Awhi</i></p>	<p>Strategic Goal #5</p> <p>Achievement for all</p> <p><i>Akoranga</i></p>
<p>1.1 To have a community service plan which promotes the values of the school and gives students and staff the opportunity to be disciples.</p> <p><i>Taha Wairua (Spiritual health)</i></p>	<p>2.1 To deepen and enrich relationships within LAC.</p> <p>2.2 To promote a fair, safe environment accepting of all.</p> <p>2.3 Students have the ability to celebrate their differences and identities, and be respected and valued for who they are.</p> <p>2.4 To provide an appraisal system that allows staff to enjoy constructive and meaningful relationships.</p> <p><i>Whanaungatanga (Relationships)</i></p>	<p>3.1 That relevant and up-to-date professional development is made available to all teachers.</p> <p>3.2 That Learning with Digital Technology strategies are present, continually revised and modified as necessary.</p> <p>3.3 That students aim for and are encouraged to reach their potential and achieve their absolute best.</p> <p><i>Tipuranga , Awhi (Growing capabilities and embracing learning)</i></p>	<p>4.1 That our school-wide systems are efficient and effective and serve the purpose for which they are intended.</p> <p>4.2 Ensure that our financial systems allow for realistic and detailed budgets, effective monitoring, control, reporting and auditing.</p> <p>4.3 That we have modern resources that can enhance student achievement in the academic, cultural and sporting fields.</p> <p>4.4 We provide well-maintained buildings that are fit for purpose.</p> <p><i>Awhi (Embracing learning)</i></p>	<p>5.1 Every LAC leaver achieves a minimum of NCEA Level 2 or an individualized achievement goal.</p> <p>5.2 That 85% of all ethnic groups achieve NCEA Level 2.</p> <p>5.3 To increase the percentage of endorsements at each level and for each subject.</p> <p>5.4 To provide a wide range of service-related, academic, cultural and sporting opportunities for students to experience and potentially excel in.</p> <p><i>Akoranga, Tutuki (Learning and achieving)</i></p>



Longburn Adventist College

BOARD OF GOVERNANCE STRATEGIC PLAN 2017 - 2020 Visionary Indicators



The Board of Governors initiatives are goals that it considers to be important for the development and sustainability of the LAC House. The expected outcomes indicates the reason for the initiative. The initiatives below will continue to form the basis of each annual plan.

Special Character

1. To implement values, education and pastoral care that reflects the Seventh-day Adventist Christian special character and heritage of Longburn Adventist College.
2. To spiritually nurture students so they 'grow in Christ' and become part of His family.
3. To foster a spirit of Christian service and growing discipleship in both our students and staff.

Family House

4. To raise the level of student achievement by challenging, encouraging, empowering students to strive for personal best.
5. To instill in students that they are part of a very special family, the LAC 'Boarding family'.
6. To provide a high quality home environment, encourage pride and care for their 'LAC home'.
7. To provide a safe and secure living environment for our boarding students.
8. To provide activities that promote physical, mental and spiritual development for our boarding students.

Staff Investment

9. To provide staff regular induction, self-review, appraisal and training for capacity building to operate efficiently.
10. To empower staff as valued team members of the College community.
11. To source the best possible staff, regularly reviewing staffing needs and ongoing succession planning.

Future Focused Governance

11. To operate balanced budgets to allow financial stability appropriately resourcing to maximize future opportunities.
12. To operate an optimal Board of Governors structure to support quality policies and processes.
13. To investigate and plan business strategies opportunities that provide additional income for the Boarding Scholarship Fund.
14. To develop an effective marketing plan to attract sustainable students to the LAC House.

Connected Community

15. To be purposely and authentically Christian, upholding the faith, values and lifestyle of the Seventh-day Adventist Church.
16. To foster parental and community support for LAC through regular communications and establishment of an alumni.
17. To provide boarder's parents and care-givers regular and meaningful progress reports.
18. To promote LAC as a Year 7-13 School of 'first choice' for Adventist communities within NZ, Australia and the Pacific region.



BOARD OF GOVERNANCE STRATEGIC PLAN 2017 - 2020

Medium-term Strategic Plan to achieving the Visionary Indicators

STRATEGIC FOCUS	2017	2018	2019	2020
Strategic Planning <ul style="list-style-type: none"> • B.o.G Chair (Ch) • Principal • NNZC President 	<p>Establish clarity around what success looks like and how it can be measured.</p> <p>Consider goal setting and measurement tools.</p> <p>Clarifying roles/expectations along with the development of a succession plan</p>	<p>Measure success, make necessary adjustments</p> <p>Complete implementation of Staffing and structural changes made from the review.</p>	<p>BOG to meet around ERO visit and insure that LAC House's story is appropriately told</p> <p>Create strategic plan for 2020 - 2023</p>	<p>Implement new strategic plan</p>
Governance <ul style="list-style-type: none"> • B.o.G Chair (Ch) • Principal 	<p>Establish 'portfolios' for BOG members</p>	<p>BOG members to begin reporting on 'their' portfolios.</p>	<p>BOG to implement policy review plan.</p> <p>BOG members to report on 'their' portfolios.</p> <p>Review goal setting and measurement tools.</p>	<p>Review Governance Structure for effectiveness and efficiency</p>
Personnel / Staffing <ul style="list-style-type: none"> • Principal (Ch) • B.Director 	<p>Staffing and structural review of LAC House with a view to making any necessary changes.</p> <p>Clarifying roles/expectations along with the development of a succession plan</p>	<p>Complete implementation of Staffing and structural changes made from the review.</p> <p>Director of Boarding to show evidence of an effective appraisal process.</p>	<p>Review Staffing and structural changes.</p>	<p>Implement appropriate supportive structures for Dean and Assistant Deans</p>
Pastoral Care <ul style="list-style-type: none"> • Chaplain (Ch) • B.Director • Pr J Tesese 	<p>Complete documentation for Adventist Education Accreditation Review (Special Character Review)</p>	<p>Review Special Character programme to meet the spiritual tone and student needs</p>	<p>Review Pastoral Staffing needs to meet the social and emotional needs of student boarders</p>	<p>Review Special Character programme to meet the spiritual tone and student needs</p>
Review Compliance /	<p>BOG to develop the necessary</p>	<p>BOG to implement policy</p>	<p>Review ERO report</p>	<p>BOG to implement policy</p>

Policies <ul style="list-style-type: none"> • T Mafle'o (Ch) • B. Director • Boarding Admin 	<p>policies, aligning with the BOT where possible. This must include an appraisal process that is trialed.</p> <p>Complete documentation for Adventist Education Accreditation Review (Special Character Review)</p>	<p>review plan.</p> <p>BOG to review all of its policies Head of Boarding to show evidence of self-review.</p> <p>Adventist Education Accreditation Review</p>	<p>BOG to review all of its policies. Head of Boarding to show evidence of processes prior to ERO visit.</p>	<p>review plan</p> <p>BOG to review all of its policies. Implement necessary changes after review ERO report</p> <p>Measure success, make necessary adjustments.</p>
Marketing / Enrolments <ul style="list-style-type: none"> • NZPUC Ed (Ch) • Boarding Admin 	<p>Implement annual marketing plan. This will have a focus on how the alumni and greater community can be used to generate awareness and additional funding for 'projects'. Big Camp.</p>	<p>Implement annual marketing plan to generate additional income for LAC House</p>	<p>Implement annual marketing plan. This will include a focus on potential markets such as Big Camp</p>	<p>Implement annual marketing plan</p>
Finance <ul style="list-style-type: none"> • G Drinkall (Ch) • LAC Bursar 	<p>A financial review in conjunction with NZPUC that establishes a financial strategy and commitment to LAC House over the next five years.</p>	<p>Implement annual financial plan to generate additional income for LAC House</p> <p>Implement financial strategy for deferred maintenance</p>	<p>Review financial strategy around past deferred maintenance.</p>	<p>Review Financial Master Plan</p>
Property <ul style="list-style-type: none"> • S Taylor (Ch) • LAC Maintenance Manager 	<p>Complete urgent maintenance</p> <p>Implement a property maintenance master plan</p>	<p>Implement financial strategy for deferred maintenance.</p>	<p>Implement financial strategy around past deferred maintenance.</p>	<p>Review Property Master Plan</p>
Student Achievement <ul style="list-style-type: none"> • A.P (Asses't) (Ch) • B. Director • Boarding Admin 	<p>Building a Learning culture amongst boarding students</p> <p>Regular reporting to parents and care-givers</p> <p>Achieving Charter Academic targets</p>	<p>Review parent and student surveys Term 1</p> <p>Establish a rigorous academic culture system</p> <p>Review learning support programme and structure for boarders Term 4</p>	<p>Implement learning support programme and structure for boarders Term 1</p> <p>Embedding a rigorous academic culture</p> <p>Review learning support programme and structure for boarders Term 4</p>	<p>Review learning support programme and structure for boarders Term 1</p> <p>Review boarders' academic achievement</p> <p>Review learning support programme and structure for boarders</p>



2017 Tasks related to the B.o.G Strategic Plan to achieving the Visionary Indicators



Goal	Rationale	Details	Tasks/Goals
<p>POLICIES / MARKETING / ENROLMENTS</p> <p><i>(Management Organization & Clarity)</i></p>	<p>The Boarding Director, Marketing & Admin Director currently are responsible for the running of the dormitories, promotion, communication and liaising with the day school.</p>	<p>Documentation for boarding to be in place in the form of a 'Boarding Manual', this must begin with BOG policies include boarding policies followed by processes.</p> <p>An LAC House structure and staffing review needs to take place.</p> <p>A diagram detailing the structure of LAC House along with job description(s) needs to be in place by the end term 3, 2017.</p> <p>BOG policies need to be established by the end term 3, 2017.</p>	<p>*Update the Boarding Manual during 2017 & complete this task by the final meeting of Term 1</p> <p>*Marketing and Admin Director to oversee completion of Boarding Manual by end of Term 1</p> <p>*BOG to establish an organizational diagram for LAC House.</p> <p>*To have the updated Student Manual available for all students at the start of the 2018 school year.</p>
<p>PASTORAL CARE / Spiritual and personal growth for students to ASPIRE</p>	<p>An intentional approach to the teaching of values, for spiritual nurture and personal growth of students will best ensure our students to grow spiritually, physically and personally.</p> <p>Grow our LAC House community into disciples.</p>	<p>Align ASPIRE into LAC House.</p> <p>Continue to be a part of the school-wide ASPIRE Team.</p> <p>Develop a worship plan that is intentional around becoming a disciple.</p>	<p>*To complete work on the ASPIRE review and implement any changes that are recommended.</p> <p>* To have the school-wide ASPIRE team operating and assisting the chaplain with the ASPIRE program.</p> <p>*Implement a 'Disciple' worship programme in 2017</p>
<p>MARKETING / STUDENT ACHIEVEMENT</p> <p><i>(Student Activities and Cultural enrichment programme)</i></p>	<p>After-school and weekend activities for boarding students play a crucial role in 'making memories' for students.</p>	<p>One of the best marketing tools is enthusiastic students who promote their school because of their enjoyment of boarding and good academic progress.</p>	<p>The Boarding Director will produce Activities Calendar annually with input from a team that includes the volunteer deans, two senior students and the principal. Activity Calendar to be annually reviewed to meet Health and Safety policies.</p>

Goal	Rationale	Details	Tasks/Goals
STUDENT ACHIEVEMENT <i>(Academic Progress and pastoral records)</i>	<p>This has to be balanced with and monitored along with their academic and pastoral care.</p> <p>Raising student academic achievement</p>	<p>A systematic record of student behaviour is key to accurately reporting to parents/caregivers in a timely manner.</p>	<p>* Each week the deans will systematically record on KAMAR to align with the BOT any incident reports for boarding students.</p> <p>* Align student management with BOT as much as is possible.</p> <p>Generate '5 Weekly Reviews' for each student. Insure that parents/caregivers are made aware of their child's progress in the dorms.</p>
REVIEW STAFFING / PERSONNEL <i>(Self-Review/Appraisal)</i>	<p>Self-review and appraisal is needed for the constant improvement of the way we do things in the boarding at LAC.</p>	<p>A self-review booklet for the boarding operation has been published.</p> <p>Appraisal processes are yet to be developed.</p>	<p>*The self-review program in the self-review booklet will be implemented and reports furnished to the BOG as the various components are completed.</p> <p>Develop Appraisal processes and trial them.</p>
PROPERTY <i>(Property Strategic Master Plan)</i>	<p>The BOG property has suffered from deferred maintenance and has been highlighted as an urgent priority in the ERO report.</p>	<p>The dorm refurbishment needs to happen.</p> <p>10 Year Property Plan is now complete. The Business Manager needs to be providing timely Budget and Financial statements</p>	<p>* Freezer to be replaced</p> <p>* Painting in the girls' dorm.</p> <p>* An investigation of heating options with a view to implementation in 2018.</p> <p>*Analysis and implementation of the 10 Year Property Plan by the LAC Property Committee.</p> <p>*Targeted sponsorship within the church will occur to help with BOG capital works at LAC.</p>
FINANCE <i>(Financial sustainability)</i>	<p>Ongoing surpluses after depreciation to underline financial security.</p>	<p>Three factors play a huge role in determining the financial viability of the BOG:</p> <ul style="list-style-type: none"> Boarding student numbers and closely allied to this is: 	<p>*Monthly Financial Statements for BOG provided to BOG members.</p> <p>*As a matter of priority the BOG will continue to explore business opportunities to generate further income for boarding scholarships.</p>

		<ul style="list-style-type: none"> The ability of the BOG to provide financial assistance to potential students. The product we supply 	<p>* Sponsorship/donations for the LAC Boarding Scholarship need to be pursued.</p> <p>*Debt dealt with systematically as per the debtors' policy.</p>
<p>MARKETING / ENROLMENTS</p> <p><i>(Sustainable enrolments)</i></p>	<p>Attracting boarding students to LAC is vital to the survival of boarding as a part of LAC</p>	<p>Implementation of the current Marketing plan and development of the 2018 Marketing plan</p>	<p>*Review of 2017 figures.</p> <p>* Marketing strategy needs to consider new markets Australia/Japan (schools) while maintaining current markets.</p>

Strategic Plan Undertaking

This Strategic Plan is an agreement between the Board of Governance of **Longburn Adventist College** and the **New Zealand Pacific Union of the Seventh-Day Adventist Church** ("The Proprietors").

The Board of Governance of this school accepts the obligation to adhere to all relevant Acts of Parliament, 1989 Education Act, National Guidelines for Education, Education (Hostels) Regulations Act 2005, industrial employment agreements, and regulations as they relate to the school.

Signed: _____

Date: _____
(Chairman, Board of Governance)

Signed: _____

Date: _____
(Principal)

