

# Strategic Plan

2021 - 2026



PINEHURST  
SCHOOL



*"Proud of who we are, what we know, and what we can achieve"*

## OUR FOCUS 2021-26

### Our Vision

Pinehurst will be the school of choice on the North Shore for all students of all ages.

### Our Values

Respect for Self  
Respect for Others  
Excellence

### Our Objectives

- Provide each student with an excellent education in a safe, supportive environment that promotes self-discipline, leadership, motivation and excellence in learning.
- Work with parents to guide students towards academic and behavioural excellence, sporting achievement and artistic recognition.
- Employ and develop teachers and support staff who demonstrate excellence in their profession.
- Be internationally recognised for top academic achievement.
- Provide a values-based learning environment, which assists students in developing skills to become independent and self-sufficient adults who will succeed and contribute responsibly in the global community

### Students

(led by our Heads of School)

- Will achieve outstanding results and be able to attend the university of their choice.
- Will make exceptional progress by experiencing varied, evidence-led, focused learning.
- Will develop resilience and outstanding leadership and communication skills.
- Will continue to enjoy sport, music, drama and other activities to the highest standard, and will explore more of our outdoors.
- Will develop exceptional cultural competencies through a deeper connection to our country, and outstanding opportunities to connect internationally.

### Staff and Community

(led by our Executive Principal)

- We will continue to recruit exceptional, and very well-qualified, teachers with the potential to grow further within an entrepreneurial culture, fostering innovation.
- Our professional leadership centre will become known as a centre of excellence.
- Staff will develop outstanding digital technologies for work with students and parents.
- Our community team will connect the school to current parents, alumni and other stakeholders through imaginative events & communications.
- Parents' voices will continue to be prominent in the development of our school through a range of engagement strategies.

### Environment & Facilities

(led by our Business Team)

- Sustainability will be at the centre of all of our thinking: people, environment, finance, technology.
- We will continue to invest in and sustain our green spaces to create an environment ideal for learning.
- We will invest in our learning, musical, sporting and arts facilities.
- We will investigate the purchase of additional land for the further development of the school's facilities.
- We will retain our identity as a school that is large enough to provide outstanding opportunities and small enough for everyone to be known and cared for.



## Strategic Plan: 2021-2026

*"Proud of who we are, what we know & what we can achieve"*

### Vision

"As one of New Zealand's leading schools, Pinehurst will educate its students to the highest level possible, ensuring they are superbly equipped for an outstanding future"

### Mission

1. Pinehurst will provide each student with an excellent education in a safe, supportive environment that promotes self-discipline, leadership, motivation and excellence in learning.
2. Pinehurst will work with parents to guide students towards academic and behavioural excellence, sporting achievement and artistic recognition.
3. Pinehurst will employ and develop teachers and support staff who demonstrate excellence in their profession.
4. Pinehurst will be internationally recognised for top academic achievement.
5. Pinehurst will provide a values-based learning environment, which assists students in developing skills to become independent and self-sufficient adults who will succeed and contribute responsibly in the global community.

#### Values

Respect for Self  
Respect for Others  
Excellence

## Strategic Themes

Established in 2016, our themes provide the context within which our ambitions for the school can flourish. They develop our mission, offering a framework for the future:

1. Providing a well-resourced education to all students: academic, artistic and sporting, within a globally aware, values-based framework.
2. Continually developing a forward-thinking delivery model, one that is both innovative and evidence-based.
3. Ensuring a quality, modern learning environment that is welcoming and appropriate both physically and its use of technology.
4. Engaging staff so that they are heard, valued and respected.
5. Having pride in our school and developing connectedness between the school, students, alumni and staff.
6. Ensuring a school that is sustainable economically, socially and environmentally through its governance, financial stewardship, environment and communities.

## Strategic Ambitions: a ten-year approach

Our ambitions for the school are far-reaching. They develop our strategic themes and offer a picture of Pinehurst School in 2026.

We have one ambition that guides all others:

**Pinehurst will be the school of choice in the north of Auckland for all students of all ages.**

To achieve this ambition, we need to have others that will take us there:

# **1. Our students will have outstanding academic achievement at all ages in our school, and will be known for ensuring that all young people, regardless of their previous levels of attainment, make progress beyond their expectations.**

**This means that, by 2024:**

- 95% of students will achieve University Entrance
- 80% of students will achieve above internationally-recognized averages at all levels
- 95% of students will pass their examinations
- 50% of students will achieve at A or A\* in their IGCSEs and A Levels
- 50% of students will achieve at A or B in their AS Levels
- 40% of students will achieve a "5" or above in their Checkpoint exams

**To get there, we must:**

1. Focus on extension for all students, accelerating where necessary and exploring new curriculum options that make us accessible to all at all levels, including working with a partner university.
2. Become a specialist centre for Science, Maths and Computing, investing in cutting-edge technical and university-level laboratory technology to take us there and set us apart.
3. Continue to invest in learner support for our most vulnerable students.
4. Develop new leadership, teaching and learning professional development opportunities for staff.
5. Become the leading Cambridge school in New Zealand through active involvement in training networks, engagement with Cambridge directly and professional leadership through the Board of the ACSNZ, the Curriculum Committee of the ACSNZ, and our leadership of Primary Cambridge in New Zealand.
6. Invest in school leadership to enable our ambition to flourish.
7. Develop flexible academic pathways to meet the individual needs of students.

## **2. Our students will experience an exceptional, caring, relationships-based, holistic Kiwi education with outstanding provision especially in music, performing arts, sports and “outdoor education”, a feature that will set our school apart.**

This means that, by 2024:

- 95% of students will participate in physical activity
- 50% of students will participate in school music
- Every student will enjoy at least three “offsite” events every year
- 50% of College students will travel overseas with the school at some point in their time here, international travel conditions dependent
- Every student from Year 4 upwards will enjoy an overnight stay offsite every year
- 90% of students say they feel looked after, safe and happy when they are in school
- 90% of parents say their children are looked after, safe and happy when they are in school.

To get there, we must:

1. Sustain small classes, homerooms, PODs and our ethos that puts relationships ahead of everything else in our school.
2. Ensure we appoint staff who subscribe fully to our ethos.
3. Identify our key school sports and invest in the people and resources we need to be successful in them.
4. Continue to look for new sports in which our students can participate and support them actively.
5. Extend our sporting facilities, investigating a Gym extension which could include a weights gym, a squash court and a viewing facility.
6. Create a specialist sporting facility in a code in which we excel, for example a driving range for our golfers.
7. Build a performance space in which musical performances can be enjoyed by the school community.
8. Create active partnerships with schools in China and Spain to add to our existing partnerships in South Africa and Korea.
9. Offer an expanding range of overseas opportunities for students from Years 7 - 13.
10. Extend our leadership work, retaining Duke of Edinburgh at the centre of leadership development in College.

### **3. Our students will experience a school environment that is sustainable, continually-improving and equipped with outstanding technological resources, both inside the classroom and across the entire campus.**

**This means that, by 2024:**

- Ubiquitous wireless network technology is reliable, flexible and open to all devices
- Students in the Primary School use technology as an instinctive part of their learning, typically at least three times a week
- College students all have reliable devices, and they will be fully-integrated into learning activities.
- We have a range of sustainability features and is recognized for this within and beyond the school
- All classrooms are equipped with the most appropriate teaching and learning technology
- The school is financially sound and operates strictly within its covenants.
- The school is over-subscribed, with a healthy waiting list.

**To get there, we must:**

1. Establish a culture and invest in an infrastructure that enables an open ICT environment, to encourage an experimental, entrepreneurial approach in students and staff.
2. Sustain exceptional training for our teachers in areas connected with IT.
3. Develop a strategic plan for sustainability, investing in its leadership.
4. Invest in school ICT equipment for use by students, and in curriculum materials for digital technologies.
5. Invest in the school environment, sustaining a proactive approach to maintenance and actively looking for innovative ways to enhance our green and pleasant grounds.
6. Invest in cost-effective sustainable technologies, including water retention, the reduction of paper use and the reduction of mains electricity through solar power
7. Develop the attractiveness of our school environment, to include the introduction of an "Art in the Environment" strategy and a Student Leaver Gift initiative.
8. Sustain our current approach to financial management and roll management, looking for opportunities to develop within the school's vision and mission statements.

#### **4. Our students will be taught and supported by outstanding, well-qualified staff, who will be recognized for their reflective and collaborative approach to inquiry and their exceptional range of teaching and learning strategies.**

This means that, by 2024:

- 95% of observations conducted by leadership and other staff are rated “good” or better.
- Observations are notable for the exceptional range of teaching and learning strategies used
- Learning outcomes are a core part of every lesson
- 80% of staff say they are supported by a strong professional development strategy
- 10% of staff are engaged on post-graduate training at any one time.

To get there, we must:

1. Formalize our expectations of teaching and learning through lesson observation forms, protocols and planning structures.
2. Continue to invest significantly in professional learning.
3. Attract and continue to train exceptional teachers to our school, focusing on potential and teaching and learning expertise.
4. Actively support post-graduate training for all staff, whether teachers, administrative or others in associate positions.
5. Adopt a flexible, entrepreneurial approach to rewarding staff, focusing on benefits and opportunities rather than on pay as a recruitment strategy.
6. Develop an increasingly collaborative mindset, encouraging all staff to find innovative and meaningful ways to work with each other.
7. Encourage staff to seek ideas from other schools that can be implemented at Pinehurst, including organizing trips.



## **5. The whole school community will be cohesive, engaged and committed to the school.**

**This means that, by 2024:**

- 90% of parents say that they feel a part of the school community
- Pinehurst Connect annually support three events and have a school support fund
- 90% of parents engage with the school on at least one social media platform
- 90% of parents express satisfaction with school communications
- 90% of parents attend at least one school event
- 90% of staff say that they enjoy relationships with parents
- Alumni are a presence in our school

**To get there, we must:**

1. Invest in our strong Marketing, Events and Communication team, and in our strong Admissions team, ensuring a consistent, entrepreneurial focus on parents, alumni and the wider community
2. Re-build Pinehurst Connect with a strong committee and a clear sense of purpose.
3. Develop a strong, cohesive sense of identity amongst all members of the Pinehurst community through an active, flexible approach to engagement activities.
4. Invest in an alumni strategy that begins with school culture, reaching out from a strong centre.
5. Look constantly for opportunities to involve parents in the life of the school.
6. Strengthen our identity through our brand, returning to our school mission at every possible moment.
7. Create community structures (such as a community tennis club) to bring the community together
8. Actively investigate the development of community engagement strategy
9. Engage with tertiary institutions, businesses and other community groups to engage more actively with the world beyond our walls