

Nancy

Jobson

“The aim

is to inspire the

girls with a love of

the higher things of life, to

teach them to appreciate the

beauty of literature and art but above

all to realize the beauty of character...

let them learn to live a life as it ought to

be lived, the earning of livelihood would follow.”

1922 *“We are young, in a young school and a*

young country. Our three fold youth is glorious in

possibility... We want Queen Margaret to be worthwhile not

only for us but also for the long line of girls who will come after us.”

Irene Wilson, 1946: *“Yet it does not matter much what you or I*

said when we were at QMC. What matters is what we were. For it is

not what we say but what we give that becomes part of the school forever.”

Molly Gambrill *“...the aim of education is not, therefore, conformity to*

New Zealand’s pattern of mediocrity nor a high wage-earning capacity, nor in

the final account, examination success, but the development of the whole person.”

Nancy Black *“You will see changes. I hope you do not feel unduly sad if something special to you has gone. It would*

momentum *plus*

have been sad to come back to find your school quite unchanged for that would have been stagnation. We have

a good inheritance. Under our gracious old building the foundations which you do not see are there,

solid and sound as ever. We build on the achievements of the past but we do not rest on them...”

Ann Mildenhall *In a sense the College is here in Thorndon, a beautiful site cared*

for by people who have much pride in her. In a much more profound way, the

college is everywhere there is a girl or man or woman who has spent a

little bit of his or her time here. Seeds are sown here every day and

many lives grow, mature and flower as a result of what happens

here. Schools such as this one are in the business of sowing

seeds and what a privilege and responsibility that is.

Carol Craymer, 2013 *“On Friday 10 May The Rt*

Hon John Key opened the Hobson Complex

in the presences of 670 students, staff

and over 100 honoured guests.

It was a day to celebrate

the advancement of

female education

and sport at

QMC.”

Strategic Direction 2013

Queen
Margaret
College



the beckoning future



INTRODUCTION

In our 2010 strategic plan, *Momentum*, we clarified the vision of the College and set as priorities: the implementation of the International Baccalaureate programmes, the integration of e-Learning into classroom practice and the realization of the second stage of the building programme. Two years later, the themes of this document are still relevant driving our quest to attain the school's vision. Excellent progress has been made with some key objectives achieved:

- The introduction of a 1:1 laptop programme designed to complement curriculum and ensure girls develop digital literacy skills required for the fast-paced learning, connected environment we live in.
- A dual qualification pathway offering a choice for senior students of the International Baccalaureate (IB) Diploma or the National Certificate of Education Achievement (NCEA).
- Authorisation for the IB Primary Years Programme - Pre-school to Year 6
- The building of the Hobson Development comprising a full-sized gymnasium, five classrooms, a Year 13 common room and an all-purpose outside court was opened on Friday 10 May 2013.

With these ticked off, we need to recalibrate our strategic objectives. As we move towards 2019, and the celebration of 100 years of girls' education at 53 Hobson Street, it is time to look ahead and talk about what we hope to achieve by that significant date. A key objective will be to further grow our strong connections with Old Girls, past parents and the wider QMC community. When the centenary birthday cake is cut on Founders Day, 19 February 2019, we want everyone connected to QMC to celebrate this momentous occasion.

A year ago we invited parents to respond to an on-line satisfaction survey and the helpful comments garnered from this exercise, along with feedback from staff, students and board, have informed this document.

We believe that this strategic plan sharpens our focus as we work to realize our vision of an outstanding holistic education for girls. We look forward to working in partnership with all members of our community to make *Momentum Plus* a living document.



PAUL FOLEY Chair, Board of Governors



CAROL CRAYMER Principal

VISION



STRATEGIC RESULTS

STRATEGIC OBJECTIVES

STRATEGIC THEMES

ESSENCE STATEMENT

MOTTO

MISSION

MISSION STATEMENT

Within an inclusive Christian environment, we light the flame of learning; through a holistic education our girls become confident, principled women who make a difference in the modern world.

MOTTO

Luce Veritatis - By the Light of Truth.

THE VISION

Queen Margaret College (QMC) will be the preferred choice for girls' education in the wider Wellington region. It will achieve this by delivering excellence. Our girls will be passionate learners, resilient women and future leaders empowered to maximise the opportunities of a continually changing world in a respectful and truthful way.

ESSENCE STATEMENT

Queen Margaret College is:

- an independent girls' school
- four 'schools' in one College - continuity in education from Pre-School to Year 13
- located, as it has been since its foundation in 1919, in a heritage building on an inner city site in Thorndon
- a school with an international perspective delivering a high-quality, global curriculum
- unique because of its enduring traditions which underpin the 21st century holistic education it delivers
- a school where the concepts of Christian living with an emphasis on tolerance and consideration for others are communicated by example as well as teaching
- viewed with affection and well supported by a strong network of Old Girls and the QMC Community.

To the first pupils of Queen Margaret College opportunity comes with beckoning hands, and theirs indeed is a great opportunity. Theirs it is to set a standard, a standard for all future generations of pupils, a standard of conduct and purpose in life, of aims and ideals, and of achievement.

NANCY JOBSON HEADMISTRESS 1919

STRATEGIC THEMES

1. EDUCATION (from Latin: educere - meaning ‘the leading out of the latent powers of the individual’).

Education is a journey with girls’ needs changing at each developmental stage. Education with a holistic perspective nurtures every girl’s intellectual, emotional, social, physical, creative and spiritual potentials. Only a holistic education can empower a girl to realise her maximum potential and become a woman who makes a difference in the modern, digital world.

We will continue to embed a high quality holistic curriculum that provides rigorous assessment and encourages international-mindedness and ethical thinking. Engagement of students in the learning and teaching process and the encouragement of personal excellence and collective responsibility are priorities. Intrinsic to a QMC education is the Learner Profile.

2. SCHOOL CULTURE

School Culture is the mark of difference for our school, its heart. We will seek to embody the values of its special character and honour its traditions and history in ways that are appropriate in a world that is rich in spiritual and cultural diversity.

3. STAFF

We acknowledge the pivotal role staff play in the school working individually and collectively to help girls achieve their goals and also forming positive, strong relationships with them and their parents and the wider community. We seek to attract and retain professional, respected and inspirational teachers who exhibit a passion for learning to act as role models for our students. We aim to provide professional learning for staff and an environment that fosters innovation and opportunities for leadership.

4. BUILDINGS AND RESOURCES

QMC is a progressive, international-minded school that values its unique location and historic buildings. To support outstanding teaching and excellent learning outcomes, QMC will provide high-quality facilities and resources including cutting-edge technologies required to achieve its mission.

5. QMC COMMUNITY

QMC values the support and contribution of those who are, or have been, part of the school. We will seek to strengthen and enhance our relationships to build a strong, unified community.

6. PROUDLY INDEPENDENT

As a private school, QMC will build on the solid and sound foundations of our past to provide a sustainable future.

Passionate Learners

Resilient Women

Future Leaders



STRATEGIC OBJECTIVES

1 EDUCATION - Passionate Learners, Resilient Women and Future Leaders

a) Learning and Teaching

To further develop the International Baccalaureate (IB) continuum of programmes and the dual qualification pathway of either the IB Diploma or the National Certificate of Educational Achievement (NCEA) so that the school is recognized as a centre of excellence both within and outside New Zealand. Areas of priority are:

- i. Pre-School - Continue to embed the Primary Years Programme along with the national curriculum, Te Whariki.
- ii. Junior School - Continue to embed the Primary Years Programme in the Junior School.
- iii. Middle School - Continue to embed the Middle Years Programme in the Middle School
- iv. Senior School - Develop Year 11 as suitable preparation for both Senior School qualification pathways.
- v. Senior School - Develop the tertiary education guidance programme to enable Year 12 and 13 students to maximise opportunities available to them as they 'step out'.
- vi. Senior School - Continue to consolidate the dual pathway qualification for Years 12 and 13 of the IB Diploma and the NCEA in order to best suit the aspirations and expectations of our diverse range of students.
- vii. Whole School - Optimise the transitions between the four schools so that girls 'step in', 'step up' and 'step out' as 'Passionate Learners, Resilient Women and Future Leaders'.
- viii. Whole School - Continue to develop the Learning Enhancement and Acceleration Programme (LEAP) across all schools so that girls can develop their special talents.
- ix. Whole School - To further develop quality teaching and learning by integrating "eLearning" into all aspects of the curriculum to improve students outcomes and engagement with the wider NZ and global community.

STRATEGIC OBJECTIVES CONTINUED

b. Growing Girls

- i. To further foster the attributes necessary for girls to become resilient, independent women.
- ii. To further develop connections with the community, especially the parents of our students.
- iii. Encourage a strong sense of personal responsibility for service to the local, national and global community.
- iv. To further develop authentic experiences both within New Zealand and globally that foster international-mindedness.

c. Opportunities Beyond the Classroom

- i. Continue to provide extensive opportunities for students to participate in a wide range of activities (for example, sporting, cultural, service and active citizenship) to build leadership skills, risk-taking abilities, resilience and encourage the pursuit of excellence.
 - ii. Assist students to balance commitments to extra-curricular activities with academic requirements.
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2 SCHOOL CULTURE - Special Character and Tradition

- i. To maintain and develop school traditions relevant to today's girls.
 - ii. Further develop the spiritual dimension of life in ways that recognise the diversity of beliefs and backgrounds that make up our community and world.
 - iii. To develop personal responsibility and grow strong, respectful relationships across the school community.
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3 STAFF - To further develop the QMC staff

- i. Recruit and retain teachers who are outstanding practitioners, who model the Learner Profile attributes including international mindedness, have a demonstrable empathy for the QMC culture, take an active interest in the girls and participate fully in the wider life of the college.
 - ii. Recruit and retain skilled non-teaching staff with high professional standards who actively support teachers and the purpose of the school.
 - iii. Co-construct with staff a sustained, school-wide professional development programme aligned to the strategic plan.
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4 BUILDINGS AND RESOURCES - To support a forward-looking education

- i. Continue to develop the QMC campus to ensure it is future-focused and



supports a rich, holistic education.

- ii. Identify and act on key steps required to take QMC to the forefront of technology in education.
-

5 RELATIONSHIPS – To strengthen our Community

- i. Nurture enduring relationships with current and past parents, students and staff together with other members of the wider QMC community that are supportive of the College and its vision.
 - ii. Tell our story by communicating who we are, both internally and externally, locally and globally in order to:
 - celebrate our successes
 - forge links with local and global like-minded organizations or schools
 - record our stories and history
 - protect and nourish QMC's outstanding reputation, and
 - raise awareness of our unique educational profile among target groups.
-

6 FINANCE – A secure future

Manage the business of the College to advance the school mission by:

- ensuring good financial stewardship of the school
 - researching and developing new business opportunities
 - ensuring best practice enrolment processes
 - using technology in appropriate and innovative ways to improve administrative practices.
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STRATEGIC RESULTS

During the period of this strategic plan:

Students will:

- learn effectively through the three International Baccalaureate programmes, the New Zealand Curriculum, Te Whariki and the National Certificate of Education Achievement (NCEA)
- achieve higher academic standards than students in comparable schools according to generally accepted measures and value added indicators
- experience a holistic, progressive education with abundant cultural and sporting opportunities
- embody the qualities of the IB Learner Profile
- demonstrate citizenship by contributing time and effort to their local and global communities.

Students and staff will:

- use technologies in appropriate and innovative ways that are proven to enhance learning.

Staff will:

- be committed to the school's ethos and actively contribute to the realization of the school's vision.

QMC will:

- be a high quality, technologically enabled and well-resourced environment delivering educational excellence
- be operationally sound with long term financial strategies in place to sustain the school
- be substantially supported by parents and Old Girls reflecting the affection and belief they have for the school, and
- the unique QMC story will be communicated effectively with passion and flair.

2019 CENTENARY

▲
2018

Queen Margaret House, The School Hostel
opened

▲
2017

Playground & Outdoor space opened

▲
2015

Pre-School built

▲
2013

Strategic Plan: Momentum Plus
The Hobson Complex opened

▲
2011

Laptop 1:1 Programme implemented

▲
2010

Authorised as an IB World School
Strategic Plan: Momentum published
New Junior School classroom built

▲
2009

90th Jubilee celebrated
School Building Plan published

▲
2007

Strategic Plan: Forward Focus published

▲
2006

Pivac Wing opened
(4 Purpose built classrooms)

▲
2005

Queen Margaret Foundation Trust established
Library Extension built
Tower Block refurbished

▲
2004

Strategic Plan: First Steps published

momentum *plus* **BUILDS ON PAST PERFORMANCE TO ENSURE A STRONG FUTURE. THIS PLAN CHARTS THE WAY FORWARD BY PROVIDING US WITH:**

1. A shared vision
2. Commitment to the future
3. A focus on strategic issues
4. A framework and context for decision-making
5. Prioritisation of projects
6. Efficient allocation of scarce resources
7. Improved understanding of the current business
8. Contestability of the status quo
9. Goals for performance management

In 2019, Queen Margaret College celebrates 100 years of delivering high quality education to young women from Wellington and around the world. Our challenge is to maintain and improve our position.


With the support of our stakeholders, the College will implement the strategies outlined in this document to achieve our mission statement.

KEY STAKEHOLDERS

Parents	Students	Board of Governors
Old Girls	Staff	Members of College
The Presbyterian Church		The Foundation Trust

ALLIANCES

Independent Schools of New Zealand
 International Baccalaureate Organisation
 Queen Margaret Schools' Association
 Scots College



Under our gracious old building the foundations which you do not see are there, solid and sound as ever. We build on the achievements of the past but we do not rest on them.

NANCY BLACK HEADMISTRESS 1966 - 1977



www.qmc.school.nz