



LOOKING FORWARD

2021-2025

*"Let us remember the past with gratitude, live the present with enthusiasm,
and look forward to the future with confidence"*
- Pope John Paul II

ST. THOMAS MORE COLLEGIATE
HOME OF THE KNIGHTS SINCE 1960



2021-2025

MISSION

As a faith and learning community we are called to **LEARN, LEAD** and **SERVE**

VISION

For every Knight to optimize their potential, serve others and create a just and caring world

VALUES



FAITH

A gospel value expressed in our Catholic traditions and moral teachings



COMMUNITY

A sense of unity of purpose and belonging built on trust, inclusivity, respect and collaboration



EXCELLENCE

A drive for continual improvement and innovation in people and programs



JUSTICE

A call to action and advocacy for social, economic and environmental equity

ASPIRATIONS

- *Servant Leadership*
- *Excellence and Innovation in teaching and learning*
- *Inclusive and Engaged Community of Faith*
- *Exceptional People, Leaders and Teams*
- *Stewardship of Resources*



INTRODUCTION

A strategic plan is an opportunity to look back and reaffirm why we exist, articulate the values that shape us, and declare what it is we aspire to attain.

STMC's 2016 to 2020 strategic plan called us to be BOLD, DARING and IMAGINATIVE. It guided significant enhancements in curricular and extracurricular programs, built on a strong sense of community and committed to long term sustainability. Building on this strong position, and drawing on 60 years of commitment, we called on our community to help us look forward to the next 5 years. We are grateful for the hundreds of students, teachers, staff, parents and alumni who responded with passion to provide diverse, insightful and invaluable input into "Looking Forward 2021 to 2025" We will continue to seek guidance and support from the STMC community as together we strive to provide a rich educational experience in the Catholic intellectual tradition, nurturing body, mind, heart and soul and sustaining the legacy of Blessed Edmund Rice

This legacy calls us to create a transformative teaching and learning community in which we are all challenged to question why the world we live in is the way it is, and how we can be agents of positive change who leave the world a better place.

STMC has been evolving since its inception in 1960. The change from a boys only school to a coeducational collegiate was a bold, daring and imaginative change that became a catalyst for exciting new opportunities. STMC is positioned to seek similar daring and imaginative initiatives that will frame our future.

We are grateful to our past, present and future staff and community members. You make a positive impact on Knights in ways you may never know. Without you the "Moving Forward 2021-2025 Plan" exists in words only. Through your passion and compassion it will be a living document compelling STMC to continuously move forward.

The essence of STMC is difficult to capture in a written document. Our first page provides a snapshot of our 2021 to 2025 plan with more detail provided on the following pages. However it is through the lived experience of our students, staff and community that our mission, vision, values and aspirations come alive. It is our hope that "Looking Forward 2021 to 2025" will be a catalyst for a united, inspired and hopeful STMC community.

Live Jesus in our Hearts... Forever



Dan Eisner
STMC Ltd. Board Chair



Dianne Doyle
STMC President

ESSENTIAL ELEMENTS

The STMC Mission, Vision, and Core Values are built upon the Essential Elements of an Edmund Rice Christian Brother Education and are integral to the school's operations. Blessed Edmund Rice was given the grace to respond to the call of Jesus by identifying with Christ in the poor. His example evoked a deep awareness of God's loving presence in all with whom he came in contact. He also awakened within them a consciousness of their dignity as children of God. He invited his followers to share the Gospel insight to reach out to the needy, especially the materially poor.



Essential Elements of an Edmund Rice Christian Brothers Education

- 1** Evangelize Youth within the Mission of the Church
- 2** Proclaim and Witness to its Catholic Identity
- 3** Stand in Solidarity with those marginalized by Poverty and Injustice
- 4** Foster and Invigorate a Community of Faith
- 5** Celebrate the Value and Dignity of Each Person and Nurture the Development of the Whole Person
- 6** Call for Collaboration and Shared Responsibility in its Mission
- 7** Pursue Excellence in all its Endeavours

MISSION & VISION

STMC MISSION

**As a faith and learning community we are called
to LEARN, LEAD and SERVE**

Guided by the teachings of Jesus Christ and the Catholic Church, the lived example of St. Thomas More and Blessed Edmund Rice, STMC strives to develop lifelong learners grounded in faith and service.

STMC VISION

**For every Knight to optimize their potential, serve others
and create a just and caring world**

Every organization has a unique purpose, a reason for existing. A Mission Statement seeks to articulate that purpose. In developing a mission statement for STMC we reflected on how we are part of the educational ministry of the Catholic Church committed to modelling the life of Jesus, the Divine Teacher. In addition we are inspired by the lived example of our patron, St. Thomas More (1478-1535) a scholar, civic leader and servant of God; and we are guided by the charism of Blessed Edmund Rice (1762-1844) founder of the Christian Brothers. We continue his legacy to make education accessible to the poor and vulnerable. As part of a global network of 280 Edmund Rice Schools in 20 countries, STMC provides a learning environment grounded in the Essential Elements of an Edmund Rice Christian Brothers Education.

While a mission statement captures why we exist a vision statement reflects what we strive to be. A vision is aspirational and future oriented and serves as a catalyst for continued improvement and innovation.





In developing a vision statement for STMC we reflected on the impact we hope to make as a result of our focus on Learning, Leading and Serving. All students, alumni, staff and supporters of STMC are Knights. As a community we support our students and each other to develop to our full capability and then to apply our talents in ways that serve others, especially the vulnerable and marginalized. Our aim is that our individual and collective actions will make our community and our world a better place.

*"In the end, it is important to remember that we cannot become what
we need to be by remaining what we are."
- Max De Pree*

VALUES

STMC VALUES

STMC's core values are Faith, Community, Excellence, and Justice.

-  **FAITH:** A gospel value expressed in our Catholic traditions and moral teachings
-  **COMMUNITY:** A sense of unity of purpose and belonging built on trust, inclusivity, respect and collaboration
-  **EXCELLENCE:** A drive for continual improvement and innovation in people and programs
-  **JUSTICE:** A call to action and advocacy for social, economic and environmental equity

The values are expressed in a culture of SERVANT LEADERSHIP, which models the life of Jesus and aligns with the Essential Elements of an Edmund Rice Christian Brothers Education.

Beliefs and values shape the culture of an organization. As a ministry of the Catholic Church we are guided by the gospel values of Faith Hope and Charity. As a Blessed Edmund Rice School we are inspired to apply the gospel values to reach out to the needy, especially the materially poor.

In reflecting on what values are core to STMC, there was a strong affirmation that **FAITH** is at the centre of all we do and that the development of faith and integration of faith traditions should continue to be dominant features of our teaching and learning environment. There was also strong support to sustain the value of **COMMUNITY**. Many attributed STMC's past achievements to the ability to work together as a family and expressed a belief that future aspirations will be achieved if we journey together with trust, inclusivity, respect and collaboration. STMC continues to value **EXCELLENCE** in all our endeavours. This value drives us to continually seek and develop the best Knights, and to foster innovation in teaching, learning, leading and serving. The value of **JUSTICE** is a reflection of our increased awareness of societal inequities and our need to build Knights with character and commitment to address the needs of the marginalized and vulnerable.



THE KNIGHTS CROSS



The Knights Cross is an illustration of STMC's holistic approach to faith-based teaching and learning. It is reflective of the Celtic cross - a symbol of Irish Catholic traditions and reminds us of our origins as a Christian Brothers School. The arms of the Cross depict the interaction between faith and the developmental focus on Academics, Arts, Athletics, Advocacy and Action.

Faith is at the core of everything we do. STMC's teaching and learning focuses on development of the whole person - mind, spirit and body; and the call to service.

Academics focuses on the growth of our mind and includes knowledge related to faith, self, science, technology, arts, and humanities.

Arts promotes creative expression which further enhances our mind and spirit.

Athletics adds another dimension of growth and improvement, not just for our mind and spirit, but more specifically for our body.

This holistic approach, within a culture of servant leadership, prepares and compels Knights to respond to the call for service through **Advocacy and Action**.

Finally, these areas of focus are connected by the ring or halo, illustrating the interrelatedness of these areas of focus.

ASPIRATIONS

WE ARE AT THE FOREFRONT OF:

Servant Leadership
Excellence and Innovation in Teaching and Learning
An Inclusive and Engaged Community of Faith
Exceptional People, Leaders and Teams
Stewardship of Resources

STMC is entering another exciting chapter of our evolution. Guided by the Mission, Vision and Values and building on the legacy of being Bold, Daring and Imaginative, STMC has now set direction for the next 5 years. Action items identify where there is focused alignment with the Essential Elements. These aspirations are meant to be directional, inspirational and transformative. They reflect areas in which we will focus our organizational energy, integration and synergy. We anticipate they will be a catalyst for innovation and growth.



1. SERVANT LEADERSHIP

STMC aspires to model a culture of servant leadership. This requires that leaders identify as servants first, commit to the growth of others, inspire others to serve and help the poor and disadvantaged. Servant leadership models the life of Jesus and aligns with the Essential Elements of an Edmund Rice Christian Brothers Education. It compels us to form a community in which we learn, lead and serve. It is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world. (Greenfield)

At STMC, we create awareness of societal forces which result in inequities, and strive to build character and commitment in our Knights to address the needs of the marginalized.

ACTIONS

Guided by Essential Elements #1, #2, and #3 and #5

- Provide opportunities to learn about, witness and model servant leadership.
- Integrate a servant leader orientation throughout our curricular and extracurricular activities.
- Create local and global opportunities for service and advocacy for the poor and disadvantaged.

ASPIRATIONS

2. EXCELLENCE AND INNOVATION IN TEACHING AND LEARNING

STMC aspires to be known for its excellence and innovation in Teaching and Learning. We will attract and develop excellent staff committed to their own continued growth and learning and dedicated to providing a holistic approach to student learning and development across a spectrum of academics, arts and athletics. Diverse opportunities will be provided for individuals to develop their full potential through curricular and extra curricular activities that challenge their thinking, develop inquiring minds, and expose them to different perspectives, organizations and cultures.

ACTIONS

Guided by Essential Element #7

- Create opportunities locally and globally for staff and students to experience new learning.
- Implement initiatives to recognize and reward innovation.
- Develop strategic partnerships with other educational organizations.



3. AN INCLUSIVE AND ENGAGED COMMUNITY OF FAITH

STMC aspires to be an inclusive and engaged community of faith in which everyone feels a sense of identify and welcome. We seek to earn the trust and support of students, parents, alumni, donors and partners. We strive to articulate who we are, our achievements, aspirations and challenges in a way which compels others to collaborate on initiatives of mutual benefit. We integrate faith and faith traditions into our school activities.

ACTIONS

Guided by Essential Elements #3, # 4 and #6

- Implement strategies to advance inclusion, diversity and equality within STMC.
- Implement a Communication and Engagement Strategy that leverages STMC's culture and brand.
- Build strategic partnerships and collaborative relationships within STMC and other organizations.

ASPIRATIONS

4. EXCEPTIONAL PEOPLE, LEADERS AND TEAMS

STMC aspires to create an exceptional work environment. We recognize that the achievement of our mission, vision and aspirations requires staff and volunteers who are passionate, compassionate, committed, competent, creative and empowered. We seek to attract, retain, develop, compensate and recognize excellent individuals, leaders and teams. We are committed to creating a healthy and engaged work environment that optimizes each staff's contribution and promotes their physical, mental and spiritual wellness.

ACTIONS

Guided by Essential Elements #7

- Provide a robust staff wellness Program: Physical, Mental, and Spiritual Wellness.
- Provide diverse Staff Development Opportunities: Personal and Professional.
- Build increased capacity for virtual teaching /learning.



5. STEWARDSHIP OF RESOURCES

STMC aspires to effectively manage and leverage resources to advance operations and ensure a vibrant and secure future. We aspire to provide buildings, grounds and furnishings that reflect our commitment to safety, excellence and innovation. STMC will advance a complex and innovative plan to redesign and rebuild the school. This will require creative fiscal planning, community engagement and strategic partnerships.

ACTIONS

Guided by Essential Element #7

- Advance a Campus Master Plan that uses the property wisely and designs a school for the future.
- Advance a development plan and relationships to seek contributions of time, treasures, and talents.
- Achieve a balanced operating budget year over year.

ACTIONS

SERVANT LEADERSHIP

Provide opportunities to learn about, witness and model servant leadership

Integrate a servant leader orientation throughout our curricular and extracurricular activities

Create local and global opportunities for service and advocacy for the poor and disadvantaged

EXCELLENCE & INNOVATION IN TEACHING & LEARNING

Create opportunities locally and globally for staff and students to experience new learnings.

Implement initiatives to recognize and reward innovation.

Develop strategic partnerships with other educational organizations.

AN INCLUSIVE AND ENGAGED COMMUNITY OF FAITH

Implement strategies to advance inclusion, diversity and equality within STMC.

Implement a Communication and Engagement Strategy that leverages STMC's culture and brand.

Build strategic partnerships and collaborative relationships within STMC and other organizations.

EXCEPTIONAL PEOPLE, LEADERS AND TEAMS

Provide a robust staff wellness Program: Physical, Mental, Spiritual Wellness

Provide diverse Staff Development Opportunities: Personal and Professional

Build increased capacity for virtual teaching/learning

STEWARDSHIP OF RESOURCES

Advance a Campus Master Plan that uses the property wisely and designs a school for the future

Advance a development plan and relationships to seek contributions of time, treasures, and talents

Achieve a balanced operating budget year after year

As educators following in the legacy of Blessed Edmund Rice, our mission is to form young people who look at their reality and their world in a different light, who see the possibilities for change rather than the problems that cannot be conquered. We aim to mould the minds of learners so that they begin to question why the world we live in is the way that it is and what they can do to improve. We want our students to challenge the pre-existing systems that define the world. We want to create young people who take part in our world, who use their existence to leave the world a better place, not just to occupy it.

- Edmund Rice Education Beyond Borders



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