

# COUNCIL

## UPDATE

**The change in leadership, of both Principal and Chair of Council, at Scotch College in the past three years has seen the introduction of some changes in terms of structure, scope and strategic vision. Dr Andrew Saies ('74) has served as Chair of Council since January 2002 and recently took the time to reflect on the process of change to date and where Scotch College is heading for the future.**

*Q: The Council of Governors' primary function is to provide good governance for Scotch College. What special challenges do the Council of an independent school face?*

Scotch College competes for students within a very tight, niche, co-educational market, traditionally targeted at SA, and is highly reliant on school fees to fund the breadth of curriculum and quality of staff required to deliver our core values that produce high calibre, well rounded young adults.

As a Council our challenge is to ensure that the College, through its Principal, is able to remain at the cutting edge of education delivering all that is good, innovative and in tune with our heritage and values, but also within a financial framework that is responsible for the long term sustainability of the school.

We have a Council that is very aware of these challenges and works hard to see that the overall environment of the College and its activities are conducive to these outcomes. Many schools face similar challenges but I am confident our Council is doing as well or better at delivering desired outcomes.

*Q: While structure and planning are fundamentals of positive change, the process is ultimately dependent on high quality leadership. How does the Council ensure that Scotch College has effective leadership at all levels?*

This starts at the top. Council is accountable and responsible to our school community, for the appointment of the Principal. The Council through this appointment has the ability to set the tone and style of leadership that it feels is required to progress the school over the term of that appointment. It is not the role of Council to concern itself directly with leadership issues of staff in the school; this is for the Principal to manage.

An important adjunct to this appointment is open and honest communication between the Principal, the Council and its Executive

followed up by an effective performance appraisal process. In this way, through the Principal, Council can ensure that the right type of leadership is being generated at all levels throughout the school.

*Q: In recent years we have seen independent schools, in some cases, make radical changes to guarantee their survival. What needs to be achieved to ensure Scotch College's prosperity and relevance into the twenty first century?*

I am pleased to be on a school board that 30 years ago made the decision to make some radical changes and I refer to co-education. Scotch College is so much better positioned now because of that bold move and has survived all the teething problems of that change. Consequently, our College does not have to manage a radical transition phase but can expend its energy and time enhancing and expanding our educational offering.

The Council and the Principal are entirely focused on building the best educational experience in Australia for our students. Our challenge, and a guarantee not for survival but for unparalleled success, will be to demonstrate and measure that a Scotch education does achieve 'Excellence today relevance tomorrow'. We need to show that we have consistently influenced students in a way that makes them happy, vibrant, contributors to our society in all walks of life.

*Q: What is the Council's vision for its own future and that of the College?*

Council spends considerable time analysing its role and contribution, as well as planning for its future membership, as it is only through the energy, expertise and commitment of those elected that the Council can hope to propagate any vision for the College. Council is a custodian of all that is Scotch and aims to bring together a variety of expertise that can act as both a resource and a board of governance for the school.

Effective boards concentrate on the strategic direction of their organizations, mapping out the future and positioning themselves accordingly. Change is expected, not feared and success comes as part of a predicted course of action, not by chance. A Council functioning in this way will not be short of vision for Scotch College.



Dr Andrew Saies ('74), Chairman of Council

## The Structure of Council at Scotch College

The first meeting of the Provisional Council of Governors of Kyre Scotch College was held on December 2, 1918, chaired by Professor Darnley Naylor. Initially comprised of 11 prominent men of good character, the present Council has 26 members who meet five times per year.

14 members appointed by Synod Uniting Church (SA), including the Moderator

4 members appointed by the Scotch College Parents & Friends Association

2 members appointed by the Scotch College Old Collegians Association, including the President of SCOCA

1 member appointed by the Royal Caledonian Society of SA

5 members of staff, including the Principal and the Bursar

Members of the Council of Governors also serve on at least one of the five different sub-committees of the College:

Infrastructure, chaired by Brenton James

Education, chaired by Sue Mann

Finance, chaired by Alan Potter

Marketing, chaired by Chris Addams-Williams

Development, chaired by Jo-Ann Deuter

# Statement of Income and Expenditure

There were two priorities for the Finance Subcommittee for the 2002 fiscal year. The first objective was to achieve a small surplus after containing fee increases to below inflation. This objective was achieved with a consolidated surplus of \$194,824 for the year.

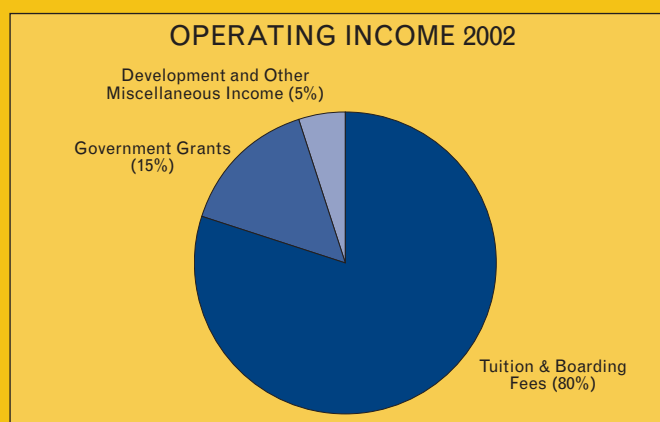
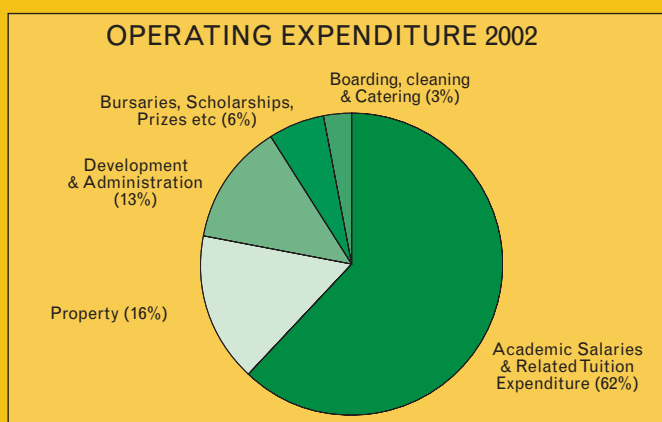
The second priority was to implement a debt

reduction plan so that the College has more flexibility in responding to the needs of the school community. During 2002 the College reduced bank debt by \$529,255. This program will continue to be implemented over the coming years as the College assesses the respective priorities for a range of competing capital projects.

Whilst we appreciate the strong support pledged to build the Webb Science Centre, unfortunately not all pledges have been honoured and consequently the shortfall to enable repayment of the loans will have to be funded from other sources.

**Allan Potter**, Chair of Finance

<b>INCOME</b>	<b>\$</b>	<b>\$</b>
<u>The main sources of income are:</u>	<u>2001</u>	<u>2002</u>
Tuition & Boarding	9,865,169	10,401,941
Government Grants	1,764,306	1,889,731
Development & Other Miscellaneous Income	517,515	616,119
<b>Total</b>	<b>12,146,990</b>	<b>12,907,791</b>
<b>EXPENDITURE</b>		
Academic salaries & related tuition expenditure	7,712,543	7,833,943
Property expenditure	2,050,414	2,020,118
Development & administration expenditure	1,373,696	1,656,862
Bursaries, scholarships, prizes etc.	756,819	807,662
Boarding, cleaning & catering	363,963	445,516
<b>Total</b>	<b>12,257,435</b>	<b>12,764,101</b>
<b>STATEMENT OF TRUST, FOUNDATION, ENDOWMENT &amp; SPECIAL PURPOSE FUNDS</b>		
Trust & Special Purpose Funds	1,129,613	1,180,747



## Council of Governors vacancies

Every year, four positions on the College Council become vacant by rotation. Each position has a three-year tenure, which commences on January 1 in the year following the appointment.

Three of the positions are appointed by the Synod Uniting Church (SA) upon the recommendation of the College Council, after consultation with the Synod. The fourth position is a direct Council appointment.

Nominations for all four positions are invited from all members of the Scotch Community. It is not necessary for any nominee to be a member of the Uniting Church, regardless of the position sought.

The College Council will conduct an election at its meeting on 26 November, 2003 to determine the appointees and all College Council members are eligible to vote at the election.

If you are interested in nominating for any position, please contact Norm Orchard, Secretary, Scotch College Council of Governors, for a nomination form.

Only one nomination will be accepted per candidate and a current College Council member must second nominations. If you are unable to obtain a seconder, or are uncertain of the procedure, please contact Norm Orchard for advice.

All candidates must submit a brief description of their expertise relevant to College Council, and a current Curriculum Vitae together with their completed, seconded nomination form by 30 October, 2003.

The Scotch College Parents and Friends Association and the Scotch College Old Collegians Association, as appointing bodies, nominate members directly to the College Council. If you are interested in being appointed by one of these bodies, you should contact that body directly.

**Norm Orchard**  
Secretary  
Scotch College Council of Governors