



Stratford College

Strategic Plan

2025-2030



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INTRODUCTION

Stratford College aims to provide a teaching and learning community committed to quality and excellence in education.

We are dedicated to:

Providing a nurturing environment where each individual can develop self-esteem and a sense of their place in, and responsibility to, society.

Instructing Jewish students in their religion while fostering mutual respect for all traditions.

Promoting personal achievement and academic success.

Respecting the unique potential of every student and encouraging each to maximise it.

The founding values continue to inspire the school today; those of educating our students in **an inclusive academic environment** which seeks to foster in young people a sense of **personal and academic achievement**, of **respect** for diversity and of **service** to the community

*Our commitment is to foster a truly exceptional student: one who is **Confident** in their intellect, **Courageous** in their actions, and deeply **Caring** toward others. We are excited to welcome you into our thriving community*



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1. WELCOME

As we look toward the horizon of 2030, Stratford College stands at a pivotal moment in its history. We are a school with a rich heritage and a vibrant community, but we are also an institution in motion. This Strategic Plan is not merely a list of objectives; it is a roadmap designed to guide us as we navigate a rapidly changing educational landscape, ensuring that we continue to provide an environment where every student can thrive.

The purpose of this plan is twofold: to consolidate our strengths and to ambitiously prepare for our future. Over the next five years, we commit to deepening our focus on **Teaching and Learning**, ensuring our students are not just consumers of information but active, responsible owners of their educational journey—equipped to handle emerging technologies like Generative AI with integrity and skill.

Simultaneously, we recognize that our physical environment must match our academic ambitions. As we have grown beyond the confines of our original "old house" into a busy, dynamic school environment, this plan prioritizes critical **School Development**. We are setting clear goals to modernize our infrastructure, improve our facilities, and ensure our campus is fit for purpose for our growing student body.

I would like to extend my sincere gratitude to the **Strategic Planning Team**, whose dedication and foresight have shaped this vision. To the **Board of Management**, thank you for your unwavering governance and support. To our **Parents Association Representatives**, your feedback has been invaluable in helping us understand how we can better communicate and serve our families. Finally, to our **staff and students**, your voices are the heartbeat of this school, and your input has ensured that this plan is grounded in the reality of our daily lives and our shared aspirations.

Together, we embark on this journey to 2030 with confidence, ready to foster a culture of shared leadership, academic excellence, and community spirit.

Nathan Barrett, Principal, Stratford College January 2026



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2. OVERVIEW

This strategic plan is built on four main ideas—or "pillars"—that will support Stratford College's growth over the next five years. Here is a simple explanation of what each pillar means and what we hope to achieve.

1. Teaching and Learning

The Goal: *To make learning more active and personal.*

We want to move away from traditional "chalk and talk" methods where students just listen. Instead, we are shifting towards "Active Learning," where students take ownership of their own progress. We are also embracing the future by training our staff and students on how to use new technologies, like Artificial Intelligence (AI), responsibly and effectively. Ultimately, we aim to improve student outcomes and ensure every student reaches their full potential.

2. Managing the Organisation

The Goal: *To run a smoother, more connected school.*

We want to make the day-to-day running of the school more efficient. This involves simplifying how we communicate with parents (using better digital tools) and "decluttering" our resources so teachers can focus on teaching. A major focus is also on sustainable growth—slowly increasing our student numbers to a cap of 220, ensuring we remain a vibrant community without losing our small-school feel.

3. School Development

The Goal: *To build the facilities our students deserve.*

Our school is outgrowing its original "old house" footprint. This pillar is about physically expanding and modernizing our campus. We are looking at creative ways to fund these projects, such as community partnerships, to ensure our facilities are safe, modern, and fit for purpose.

4. Developing Leadership Capacity

The Goal: *To share the responsibility of leadership.*

We believe that leadership shouldn't just sit with the Principal and Deputy Principal. We want to build a "shared leadership" culture where teachers, parents, and students all have a voice in decision-making. We will be creating new leadership roles for staff and providing training in



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"soft skills" like communication and conflict resolution, ensuring everyone feels empowered to contribute to the school's success.



Overview



Teaching & Learning

- Active learning /
- Student ownership



Managing the Organisation

- Efficient operations /
- Responsible partnerships
- Improved outcomes:



School Development

- Efficient communications /
- Decluttered resources



Leadership Capacity

- Community partnerships
- Soft skills training



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3. TEACHING AND LEARNING

The stated intention for this pillar is

- Enhance student engagement through active and varied teaching methodologies.
- Students will develop a more personalised approach, greater responsibility and ownership of learning.

Strategic Goals

- Active Engagement: Move students away from passive learning toward a personalized
- approach where they take greater responsibility and ownership of their education.
- Digital Maturity & AI: Ensure the school remains at the forefront of technology by
- integrating Generative AI responsibly into coursework and projects.
- Inclusion: Enhance support for diverse learners by establishing dedicated space for
- Additional Educational Needs (AEN).

Key Actions to Achieve Goals

- Implement "Teach Meets": Establish a "Digital Learning Team" to facilitate peer-to-peer professional development (CPD) and share digital skills.
- Develop AI Policy: Create and roll out a comprehensive school policy on Generative AI, providing training for staff and students on appropriate technical usage.
- AEN Infrastructure: Move from exploring to fully embedding an AEN classroom into the school environment



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4. MANAGING THE ORGANISATION

The stated intention for this pillar is

- Embed the current communication strategies
- Identify and specify cross-curricular activities between subjects to increase student understanding of topics and reduce duplication of teaching.
- Engage in market research and promotional activities to increase enrolment to school capacity

Strategic Goals

- Operational Efficiency: "Declutter" digital and physical resources to reduce teacher workload and duplication of effort.
- Sustainable Growth: Systematically increase student enrolment to a sustainable cap of 220 students.
- Parental Partnership: Foster a more active, participatory role for the Parents Association (PA) in school operations.

Key Actions to Achieve Goals

- Optimize Channels: Transition to greater use of Microsoft 365 and Tyro (text messaging) and consult with PA representatives to determine preferred communication forms for each year group.
- Resource Audit: Streamline cloud resources and identify cross-curricular links (e.g., between subjects on topics like sustainability) to prevent teaching duplication.
- Marketing Campaign: Launch an awareness campaign utilizing marketing and advertising specialists and school signage (specifically at the gate) to target families new to the Dublin/South Dublin area.
- Event Support: Engage PA representatives to actively support school events, such as the Mitzvah Raffle



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5. SCHOOL DEVELOPMENT

The stated intention for this pillar is

- Increased integrations with Primary school to create cohesion across the campus and increase numbers progressing into the school.
- Identify critical infrastructure and building projects to anticipate increased enrolment numbers.
- Increase student fees in line with inflation to enable growth
- Outsource campus facilities to make funds available to fund future projects
- Seek sponsorship from community benefactor and past pupils

Strategic Goals

- Campus Expansion: Address the limitations of the current "old house" structure to create a modern school environment fit for purpose.
- Financial Sustainability: Generate new revenue streams to fund infrastructure projects and reduce reliance on standard income.
- Community Integration: Strengthen ties with primary schools.
- Wellbeing & Health: Ensure facilities support the physical health and safety of students.

Key Actions to Achieve Goals

- Infrastructure Projects: Commission a feasibility study for an extension that includes a school gym (basketball court size) and new classrooms.
 - *Interim Measure:* Consider prefabs, modular buildings, or pre-concrete structures.
- Revenue Generation: Increase student fees, outsource campus facilities for external use, and actively seek sponsorship from community benefactors and past pupils.
- Partnerships: Establish coaching partnerships with sports organizations (IRFU, FAI, GAA, Basketball Ireland).



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6. DEVELOPING LEADERSHIP CAPACITY

The stated intention for this pillar is

1. Foster a culture of shared leadership culture in the school where staff feel involved and part of decision – making along with all students, all parents, Senior and Middle Management & Principal
2. Increase opportunities within CPD to develop “soft” leadership skills.
3. 3. Consider more School paid posts of responsibility

• Strategic Goals

- Distributed Leadership: Shift towards a culture of "shared leadership" where decision making involves staff, students, and parents.
- Staff Empowerment: Ensure the "staff voice" is heard and that teachers are empowered to lead committees and initiatives.
- Professional Growth: Focus CPD on "soft" leadership skills such as conflict resolution, decision-making, and motivation.

• Key Actions to Achieve Goals

- New Positions: Create school-paid Posts of Responsibility, specifically adding one AP II (Assistant Principal II) and one AP I (Assistant Principal I) role.
- Committee Expansion: Increase staff involvement in committees for events and policy development.
- Transparency: Share feedback from all stakeholders (including PA and Board of Management meetings) to ensure the wider community understands the school's successes and challenges.
- Staffing: Increase overall staff numbers to match the targeted increase in student enrolment



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7. KEY SUCCESS INDICATORS

- By December 31, 2026, we will have:
 1. A ratified **Generative AI Policy** in active use.
 2. A completed **Feasibility Study** for new building project
 3. Student enrolment reaching or committed to **200**.
 4. A fully operational **Digital Learning Team**.
- By December 31, 2028, we will have:
 1. **Enrolment** reached 220 students.
 2. **AEN Classroom** physically established and ready for use.
 3. **Pre-Planning** processes for new building project complete
 4. **1 AP II** post appointed and operational.
- By December 31, 2030, we will have:
 - **Infrastructure:** New **School Gym/Hall** or **Classroom Block** delivered and operational.
 - **Leadership:** **1 AP I** post appointed (completing the management expansion).
 - **Sustainability:** Enrolment successfully managed and capped at **220 students**.



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