



PRINCE
ALFRED
COLLEGE

2025
Annual Report



Our Vision

To be the leading educator of boys with exceptional people, programs and facilities.

Our purpose

We nurture each boy to develop into well-rounded young men of good character, who are prepared to contribute positively to society.

Our Values

RESPECT

We respect ourselves, those around us and our environments.

EXCELLENCE

We achieve our personal best in everything we do.

BELONGING

We ensure every member of our school community feels welcome and connected.

ENDEAVOUR

We are curious, courageous and will rise to a challenge.

Fac fortia et patere: Do brave deeds and endure.

OUR MAJOR AFFILIATIONS

Uniting Church in Australia

International Baccalaureate Organisation

International Boys' Schools Coalition

Association of Independent Schools South Australia (AISSA)

Chair of Council and Headmaster Report

The strategic and master planning undertaken in the previous two years was actioned through 2025 and started to become visible to the community. Stage 1 of the College's Master Plan - the Preparatory School redevelopment - commenced when the boys departed from campus at the conclusion of the school year in December 2024. Undertaking the demolition when students were not on campus was an important part of the sequencing. Throughout 2025, the new Preparatory School buildings began to take shape. The generosity of the community, including our current parents, past parents, and Old Scholars, was critical to this project. Preparations continued for Stage 2 (Car Park) and Stage 3 (Multi-Purpose Sports Field) and we also undertook preparations in Semester 2 for the RED Centre refurbishment of Stadium 2 which will expand athletic development opportunities for our boys.

At the start of the school year, our new Deputy Headmaster and Head of the Secondary School, Ms Georgina West, commenced at the College. Ms West had an immediate positive impact on her colleagues, our boys and parents. Ms West attended the various Term 1 parent events and was seen every Saturday, with her son, at co-curricular activities, speaking with boys and parents. The collaborative approach Ms West has brought to her position has seen excellent progress being made across planned initiatives in the Secondary School as well as a commitment to the high standards and cultural improvements we have been seeking.

The Preparatory School and Secondary School's progress with Explicit and Direct instruction has seen an improvement in the growth data of our boys, including results in the NAPLAN testing that were exceptional. Our boys' numeracy data placed them as the number one school in the state at Year 9.

Mr Martin McKinnon (Director of Teaching and Learning) provided excellent leadership through the Secondary School Curriculum Review. Consultation with staff, parents and boys, as well as research into best practice resulted in recommended changes being actioned for 2026. These changes were reported to the community in late Term 2, prior to the subject selection process commencing. The increased curriculum flexibility and opportunity for the boys was well-received by the community. The ability to study University Economics at the College was one of the key outcomes which has resulted in a significant increase in the number of our Year 12 boys undertaking this pathway.

We were very proud of the class of 2025 who achieved a median ATAR of 88.85 and a Mean 86.03. Our SACE cohort should be commended on achieving a median of 85.5. Our IBDP cohort completed a good year, with a median ATAR of 88.85 (Mean 85.37) although they continue to be impacted by the less favorable ATAR conversion table. Congratulations to the students who obtained 75 merits between them in 2025, which is the fourth highest number in the last 25 years.

Our enrolment numbers remained stable with 1,110 students enrolled in R-12 at the start of 2025, and our Boarding House was at capacity with 150 boarders in residence. We were very pleased that the Early Learning Centre remains at capacity and is incredibly popular within the community. Our international student numbers also remained stable at a sustainable and balanced number (14 Day and 27 Boarding students).

We would like to acknowledge and thank the College Council members for the countless hours, wisdom, dedication, and support they contributed throughout 2025. At the end of 2025, the Deputy Chair, David McGowan, stepped down after 10 years serving on the Council in various roles.

Our 2025 Secondary School leaders, Petey Flower (College Captain), Noah Mennillo and George Marks (Vice-Captains), and the Preparatory leaders, Jawad Ismael (Captain) and Hamish Hewitt (Vice-Captain), were exceptional role models, and we thank them for their leadership throughout the year.

Finally, we would like to express our thanks to the Executive and all the teaching and operational staff for their efforts and dedication throughout 2025. In addition, the work of the FoPAC committee and the various parent supporter groups must be acknowledged. We understand, and are appreciative of, the sacrifice our parents continue to make to send their sons to PAC. We have also continued to receive excellent support from our Old Scholars' network, including from our PAOCA President, Mr Cameron Ballard who, along with the Headmaster, attended a large number of Old Scholars' events throughout the Year.



David Sanders
Chair of College Council



David Roberts
Headmaster



2025 College Governance

The governing body is the Prince Alfred College Council, pursuant to the Prince Alfred College Incorporation Act 1878 and a constitution adopted pursuant to that Act.

Mr Brian Kennelly
(until September 2025)

Representative of the Moderator of the Uniting Church in Australia,
Presbytery and Synod of SA Representative

Chair:

Mr David Sanders

Deputy Chair & Treasurer:

Mr David McGown

Headmaster:

Mr David Roberts

Members:

Mr David Henchcliffe

Ms Sophie Rayner

Dr Janet Young

Mr Thomas Huxtable

Mr Marc Taintey

Ms Genevieve Toop



College Council

Back row: Marc Taintey, David Henchcliffe, David McGown, Thomas Huxtable, Genevieve Toop

Front row: Janet Young, David Sanders, David Roberts, Sophie Rayner

2025 Council Committees

The Council operated four main committees; Infrastructure, Finance and Audit, Risk and Compliance and College Advisory Committee with the following members:

INFRASTRUCTURE

Chair: Mr David Henchcliffe

Members: Mr Steve Bacon, Ms Melisha Willington, Mr Simon Costanzo, Mr Peter Duffield, Mr David Roberts, Mr Daniel Goldsworthy, Mr Jayson Gough, Prof Nigel Bean, Mr Craig Nicholls, Mr Lui Drusian

Minutes Secretary: Ms Nicki Paterson

FINANCE AND AUDIT

Chair: Mr David McGown

Members: Mr Steve Bacon, Mr David Roberts, Mr Thomas Huxtable, Mr David Sanders, Mr Tim Sandow (until September 2025), Mr Marc Taintey

Minutes Secretary: Mr Craig Tasborski

RISK AND COMPLIANCE

Chair: Ms Sophie Rayner

Members: Ms Anne-Louise Heim, Dr Janet Young, Mr Steve Bacon, Ms Georgina West, Ms Tonya Holst, Mr Nick Broadbridge

Coordinator: Mr Ming Chen

Minutes Secretary: Ms Naomi de Wit

COLLEGE ADVISORY COMMITTEE

Chair: Mr David Hallett (Retired May 2025)
Prof Nigel Bean (from June 2025)

Members: Mrs Alison Benecke, The Rev Dr Adrian Brown, Mrs Estelle Chapple, Mr David Hassell, Mr James Newton, Prof Nigel Bean (until May 2025), Mr Craig Hole (until May 2025), Mr Andrew McCauley, Mr Craig Nicholls, Mrs Belinda Pizzino, Mr Mark Waters, Dr Janet Young, Mr Alan Letcher, Mr Craig Tasborski

Minutes Secretary: Ms Nicki Paterson





Student Attendance

All students are required to maintain full attendance during the school term as a condition of enrolment.

Parents are required to notify the relevant sub-school if students will be absent from the College.

Students should not be away from the College during the school term for any reason other than medical or family emergency, without the prior consent of the respective Head of School. Unauthorised absences are regarded as a breach of the College's enrolment policy.

Student attendance in 2025 is summarised in the table below.

Year Level	% Attendance Rate
Reception	91.61%
Year 1	93.80%
Year 2	90.48%
Year 3	93.08%
Year 4	92.12%
Year 5	92.24%
Year 6	93.57%
Year 7	89.63%
Year 8	90.28%
Year 9	89.63%
Year 10	90.41%
Year 11	89.62%
Year 12	88.69%
Whole School	91.17%

NAPLAN testing

In the NAPLAN testing in 2025, the College mean scores were strong for all students in all areas. It was notable that Year 9 recorded our best ever results, placing the College fifth in the state. The overall results in the 2025 NAPLAN testing, along with numbers of students absent or withdrawn from testing is shown in the following table.

Students Proficiency standards:

	Year 3	Year 5	Year 7	Year 9
Reading	Strong	Strong	Strong	Strong
Writing	Strong	Strong	Strong	Strong
Spelling	Strong	Strong	Strong	Strong
Grammar & Punctuation	Strong	Strong	Strong	Strong
Numeracy	Strong	Strong	Strong	Strong

Absent:

Reading	0	1	2	4
Writing	0	1	1	2
Spelling	0	1	2	3
Grammar & Punctuation	0	1	2	3
Numeracy	0	1	2	4

Withdrawn:

Reading	6	2	0	1
Writing	6	4	0	1
Spelling	6	2	0	1
Grammar & Punctuation	6	2	0	1
Numeracy	6	2	0	1



Year 12 Results

The 2025 cohort built momentum strongly throughout the year and delivered a mean (average) ATAR score of 86.03 and the median (midpoint) was 88.85. These were historically amongst our best results and a wonderful follow up to our strong results in 2024.

Excellence was seen across both SACE and the IB Diploma in a wide range of subjects, with 75 merits achieved by students. This includes 25 University HDs (via the University of Adelaide Headstart program, Flinders University Extension Studies and University of South Australia).

Owen Chen was awarded the Edward Spicer Prize and Dux of School, achieving an ATAR of 99.95. He achieved subject Merits in Chemistry, Mathematical Methods, Physics and Music - Solo Performance, Activating Identities and Futures (AIF) and High Distinctions in Human Anatomy and Physiology & Introduction to Forensic Science (University of Adelaide). Owen will study Medicine at Adelaide University.

Aidan Foo was awarded the E B Colton Prize (Proxime Accessit to Dux of School) with an ATAR of 99.85, with subject Merits in Accounting, Chemistry, Mathematical Methods, and High Distinctions in Human Anatomy and Physiology and Introduction to Forensic Science (University of Adelaide).

We can be confident students can excel and prepare for university study in both the IBDP and SACE academic pathways.

SACE and IBDP combined ATARs



SACE ATARs



IBDP ATARs





2025 YEAR 12 POST SCHOOL TOP 5 - PREFERENCES

Courses	Number of Students
Law/Legal/Criminology	29
Business/Commerce/Finance/Economics/ Marketing (as part of Business degree)	23
Engineering (inc. pathways/flexible entry options)	18
Physiotherapy/Clinical Exercise Physiology	10
Medicine*/Dentistry/Medical Radiation*/ Paramedic/Medical Science	8

2025 YEAR 12 POST SCHOOL TOP 5 - DESTINATIONS

Destinations	Number of Students
Adelaide University	109
Flinders University	16
UNSW	11
Monash	9
University of Sydney	6

Data sourced from the SATAC website (South Australia) which shows the number of offers to preference received.

Teacher Standards and Qualifications

Prince Alfred College places great importance on supporting staff to participate in professional development initiatives. Whether enabled by annual operating budgets or through a number of endowments, principally the Dr Brian Webber Fellowships and the Max Lawton Boys Education Fund, the opportunities are considerable and research-informed.

Seeking to develop research-informed pedagogical approaches and boy-focussed pastoral care, guided optimal teacher professional development choices in calendar 2025. Six full days of in-house professional development were held, and growth in College expertise is seeing lower reliance on external presenters. One significant demonstration of this was 2025 served as the first full year of Instructional Coaching, delivered by eight trained on staff, teacher-coaches using the Steplab platform. After an eighteen-month evaluation and pilot, teachers of all experience levels engaged in over 100 individual coaching sessions across the year. Each meeting focussed on understanding, rehearsing and mastering high-value teaching “steps”.

Our International Boys’ Schools Coalition (IBSC) relationship was strengthened with new Deputy Head, Georgina West attending the Coalition’s Australasian Regional conference in Perth, with two other Senior Leaders. After that event, it was determined that our own College would jointly organise and host this conference in 2026, together with St Peter’s College.

Head of the Preparatory, Jon Gelsthorpe, was accompanied by College Director of Teaching and Learning, Martin McKinnon, in taking four Preparatory leaders to Queensland for a Science of Learning Conference; in pursuit of alignment for those new to their roles. Three research-focussed middle leaders attended conferences later in the year, headlined by world-leading educators in Tasmania and at a boys’ school in Brisbane. An event of similar significance was held here at the College for educators across SA. A full day seminar from Professor Tom Bennett OBE and his renowned work

“Running the Room” was made possible through the ongoing commitment to this work by Middle School Head of House, Ms Laura Pascale.

The cultural and social phenomenon of Artificial Intelligence became prominent with two Brian Webber Fellowships awarded to Mr Daniel Goldsworthy and Mr Michael Oomens enabled them to direct significant exploration in IT systems architecture and prompt engineering respectively.

The following table itemises qualifications of teaching staff across the College:

Qualifications of Teaching Staff	% of Staff
Bachelor Degree	98%
Bachelor Degree with Honours	24%
Doctorate	4%
Graduate Certificate	14%
Graduate Diploma	25%
Master's Degree	35%
Undergraduate Certificate	2%
Undergraduate Diploma	13%

Workforce Composition

In 2025 the College workforce, incorporating the Early Learning Centre, comprised 492 staff, including 290 teachers* and 202 non-teaching staff. Kent Town Swim employed an additional 38 staff members. The total staffing model was comprised of the following:

Employee Category	% of staff
Teaching Staff**	43%
Early Learning Centre	10%
Boarding Staff	5%
Executive	2%
Non-teaching staff	40%

* (this included all Prep and Secondary Teachers, Outdoor Educators, Boarding, Library, OHSC and ELC staff)

** (this included all OHSC and School Assistants working directly with students)

At the beginning of 2025 the College welcomed nine new teachers across the Secondary School, Preparatory School and several new Co-Educators in the Early Learning Centre.

The College also welcomed the new Deputy Headmaster/Head of Secondary School, Ms Georgie West, who has seamlessly transitioned into PAC life, bringing with her a wealth of knowledge and experience.

In the Preparatory School, 2025 saw the introduction of the Pedagogical Leaders for Years R-2, 2-4 and 5-6. After an extensive internal and external process, Mr Christopher Richards, Ms Nesha Sathurayar and Ms Kate Ricketts were appointed to these vital roles.

In 2025, the College continued to provide academic support to both day and boarding students alongside its extensive co-curricular programs. These offerings also provided opportunities for recent Old Scholars to return to the College in the capacity of Coach or Tutor, enabling them to give back to the next generation of PAC students.

The Mathematics faculty welcomed a new Assistant Head of Mathematics (Theoretical), Dr Linda Eakin, joining our experienced team of Mathematics teachers. The College also welcomed a new Voice Coordinator, Dr Julian Ferraretto, who will lead our vocal ensembles.

The College again celebrated those employees who have completed 20 years or more service to the PAC community with an event for long-term staff held in November. Our longest serving staff member completed 34 years at the College.

The College currently employs 49% male staff and 51% female. Within the 2025 teaching cohort 44% of the staff were male and 56% female. The College has a healthy blend of age demographics across both the teaching and non-teaching staff.

The length of tenure across the College in 2025 was as follows:

Years of Service	% of staff
1-5 years	67%
6-10	13%
11-15	7%
15 plus years	13%

Satisfaction with the College

At Prince Alfred College, nurturing an engaged and inclusive community is one of our Strategic Priorities. We promote a culture of inclusion and we actively work to foster a deep sense of connection and belonging among all members of our community.

During 2025, several consultations were undertaken where we welcomed ideas and suggestions from students, parents, staff and Old Scholars. These included:

- Secondary School Curriculum Review parent focus groups
- The Wellbeing Distillery focus groups with students, staff and parents
- Smart Device policy for Year 7 2026 survey
- ELC Digital and Social Media parent survey
- Regular input and feedback from the Friends of PAC Committee, Boarding Parents' Consultative Committee and Rowing Parents Supporters Group.
- Master Plan input and feedback from staff and parents
- Year 12 Leavers' student and parent surveys
- Annual Staff Survey

In addition to formal consultation, the College created numerous occasions for parents to engage with other parents and staff throughout the year. These events included:

- Parent information nights welcome drinks with the Headmaster
- FoPAC events - Family Fun Night, Ladies in Red Luncheon, Quiz Night
- Old Scholar events - reunions, regional dinners, intercols, Old Scholars' Week
- Summer and winter end of season co-curricular celebrations
- Awards presentations in Assemblies and Valedictory events
- Parent reading and volunteer opportunities in the ELC and Preparatory School

2025 Year 12 Leavers' Survey

The 2025 Year 12 Student Leaver Survey was again independently run by MYP Corporation. Overall satisfaction amongst parents was 83%, up 1% on the year prior and students' satisfaction was 75%, down 1% year on year. Both our parents and students value the culture, community, facilities and heritage of the College and highlight the quality of, and support provided by our teaching staff as key reasons why they enjoyed their experience at PAC.

Our expansive co-curricular offering is also highlighted as unique to PAC in providing opportunities for students to try new things and find their 'place' at the College.

Custom questions were employed to garner feedback from parents on how they would like to continue to stay connected to the College post their sons' time here, providing practical ideas that will be implemented from 2026.

"I have really appreciated my teachers over the time that I have been at PAC. They have by far been the best part of my schooling journey at this school."

– 2025 Year 12 Student.



Financial Results Year ending 2025

For the year ended 31 December 2025, Prince Alfred College recorded a consolidated operating deficit of \$1,585,068, prior to capital donations and a one-off asset write down of \$1,795,000. Cash generated from College Operations was \$2.1M.

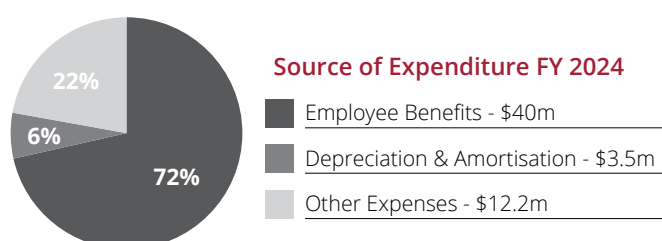
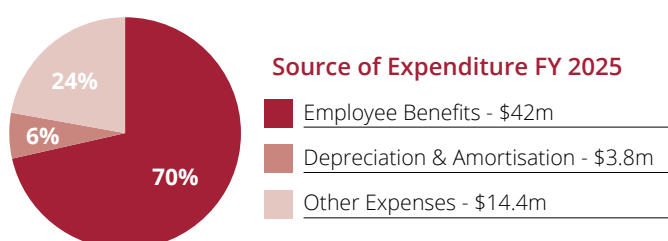
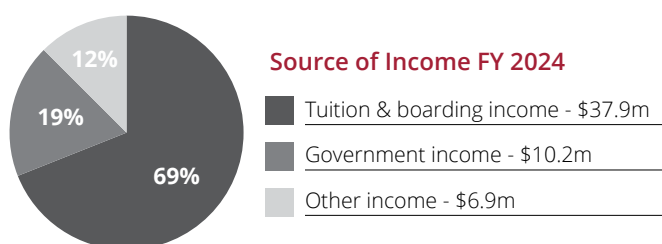
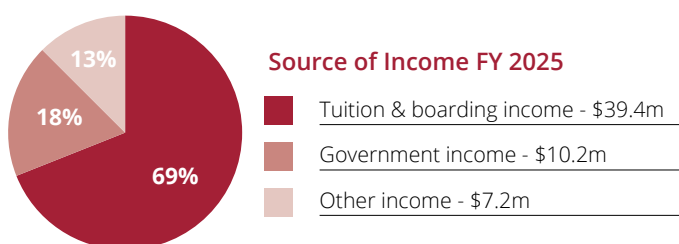
While economic conditions remained challenging, inflationary pressures eased toward the end of the year. Government funding continued to impact the overall result as we transition under the revised DMI model. Encouragingly, strong student enrolments delivered above budget fee income, helping to offset cost pressures and highlighting continued demand.

The College's key financial performance indicator, EBITDA (Earnings Before Interest, Tax, Depreciation, and Amortisation) as a percentage of total income, was 4.1% in 2025 (6.3% 2024).

Key Highlights for 2025:

- Ongoing investment in the College's ICT infrastructure;
- Significant progress on the Preparatory School redevelopment;
- Effective cash management resulting in reduced interest costs;
- Upgrades to the College's RED Centre;
- Strong performance from the Early Learning Centre and the Kent Town Swim Program.

The College remains in a strong financial position and looks forward to delivering the College's ambitious capital program over the coming years.





The Foundation

The Prince Alfred College Foundation, established on 11 February 1974 as the first of its kind among independent schools in South Australia, was created to “preserve, develop and maintain the standards and facilities of the College” for future generations.

Today, it operates as an incorporated body governed by a Board, with membership levels recognising lifetime giving. Contributions to the Building Fund, Annual Giving and other philanthropic initiatives all count toward Foundation membership. A vibrant annual calendar of events helps foster connection and celebrates the ongoing impact of our community's generosity. In 2025, this included a Scholarship Morning Tea, the annual Foundation Luncheon, Foundation Spring Drinks, a Donor and Volunteer appreciation event, a behind-the-scenes tour of the Preparatory School redevelopment, and other engagement initiatives designed to connect donors with the outcomes of their giving.

For more than 50 years, the Foundation has played a pivotal role in supporting the College's growth and evolution. Through scholarships, major building projects, academic initiatives and other strategic priorities, it has provided vital financial support and created meaningful opportunities for generations of boys. Most recently, the Foundation has been proud to support the Preparatory School Redevelopment Appeal, an important

project that will deliver contemporary, inspiring learning environments for our youngest boys. Today, the Foundation Scholarship Fund enables around 100 students each year to attend the College, greatly enriching our community.

The Foundation's influence extends well beyond financial support. By nurturing a culture of philanthropy, compassion and service, it helps shape young men who are not only academically capable but also grounded in purpose and committed to contributing to the world around them.

Please scan the QR code for more information about the Prince Alfred College Foundation.





Endowment Fund

The College established an independent Endowment Fund on 1 January 1981 to manage the existing assets that had been bequeathed to the College in the past and as a vehicle to manage future bequests. Dequetteville Nominees Pty Ltd is the investment body of the College where funds are held in Trust and invested to benefit the College.

The College Council appoints Directors to the Board of Dequetteville Nominees Pty Ltd.

During the year, there were five Directors of Dequetteville Nominees who were responsible for investing the assets of the Fund on behalf of the College, under the terms of the Investment Policy as approved by Council.

In 2025, Directors included Chair of College Council, Mr David Sanders, immediate past Chair, Mr Richard Hockney, past Chairs of Council, Dr Benjamin Tidswell and Mr John Keeves and College Council Treasurer, Mr David McGown.

Dequetteville Nominees Pty Ltd reports monthly to Council at its regular meetings and the accounts are independently audited each year.

The Investment Committee of Dequetteville Nominees meets quarterly to assess the fund performance and review investment markets. The Committee is appointed by the Directors with the approval of the College Council. The Committee operates under the Investment Policy approved by Council.

The Investment Policy outlines investment risk, asset classes, and allocations to asset classes that the Investment Committee should adhere to and is very clear with a strict policy of distributions to the College. Distributions can only occur from reserves which are built up to the extent investment returns exceed CPI when applied to the Endowment Fund asset base.

In this way the corpus of the Endowment Fund remains intact to ensure current and future generations of students benefit from the bequests the College is most fortunate to receive. The Endowment Fund together with the Foundation, has enabled the College to undertake the vast building works completed in prior years. Distributions to the College for the period 2016 to 2025 totalled \$50.3 million.

David Sanders

Chair of College Council

David Roberts

Headmaster



**PRINCE
ALFRED
COLLEGE**

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