

STRATEGIC PLAN

2015 - 2019

**CREATE YOUR
TOMORROW**

**Camberwell Girls
Grammar School**
An Anglican School



EDUCATING FOR THE FUTURE

In preparing Camberwell girls for successful lives, the School's motto - *Utilis in Ministerium*, guides our direction. Our focus is to ensure that Camberwell girls are lifelong learners, productive global citizens, compassionate leaders and catalysts for change. Each girl should be committed to making a difference to the lives of others, not only when she leaves the School, but also today.

Quality education for girls ensures that the world has diversity of thought, a perspective that values collaboration and the benefit of the talent, creativity and ideas of half of the world's population.

Over 95 years ago, the School's Founders were committed to giving young women the same educational opportunities as boys. Today, not only are we passionate about educational excellence for our girls in a Christian community, we are also committed to the whole development of each girl to ensure that she is fully prepared for her future.

Our Strategic Plan 2015-2019, acknowledges that through this period of great change in the world, our girls need to develop a broader set of skills for life in a global community and highly connected workforce. Opportunities to develop the 21st Century Skills of creativity, innovation, collaboration, communication, global empathy and knowing yourself, are all significant priorities in educating for the future.

Supported by telepresence and collaboration technology, this new approach to teaching and learning will allow our students to make real connections to the world to enhance their learning, particularly in the areas of Science, Technology, Engineering, Arts and Mathematics (STEAM).

We have revised the School's Vision, Mission and Values statement to firmly focus on the future. Our six new Strategic Pillars: Inspired Learning, Global Citizenship, Development of the Whole Person, Leadership in Educational Practice, Connected Community and Operational Excellence provide the School with the framework to achieve our overall objective of 'Create Your Tomorrow'.

We must acknowledge the generous contributions of our key stakeholders - the School Council, students, parents, staff and old grammarians have all made a valuable contribution to this process.

We look forward to working together to implement this exciting plan.

With best wishes,



David Kollmorgen
Chair of School Council



Debbie Dunwoody
School Principal

VISION

A leader and innovator in the education of girls, dedicated to fostering a passion for learning and building a more just and sustainable world.

MISSION

A Christian School in the Anglican tradition, inspiring girls in their love of learning and nurturing compassionate leaders with global mindsets.

VALUES

We welcome students of all faiths and cultures and educate them to seek wisdom through intellectual inquiry, service learning and spiritual growth that honours the values of:

- > Integrity
- > Commitment
- > Respect
- > Hope
- > Courage

STRATEGIC PILLARS

- > Inspired Learning
- > Global Citizenship
- > Development of the Whole Person
- > Leadership in Educational Practice
- > Connected Community
- > Operational Excellence



INSPIRED LEARNING

Committed to developing passionate, curious and confident learners who strive for educational excellence, we value individual differences, understanding different ways of knowing, being creative and developing entrepreneurial creators and designers of products.

- > Ensure a strong culture of learning and rigour in an environment where each girl is inspired to strive for academic excellence.
- > Provide an education that is challenging, enhances curiosity and creativity, and supports the development of individual differences and strengths through a personalised learning focus.
- > Provide a curriculum that is designed with the understanding that problem solving, creative thinking and innovation are critical capabilities in transferring and applying learning.
- > Provide programs to ensure that students can be entrepreneurial creators and designers of products that respond to a need or niche in society.
- > Ensure student success in a range of academic testing, competitions and initiatives.
- > Use digital technology progressively to support contemporary pedagogical practices, enabling girls to become more engaged with their learning.

1-2 YEAR OBJECTIVES

- > Increase breadth of subjects and enrichment opportunities through a 'personalised learning' approach, supported by our Next Generation Learning technology
- > Engage students in deeper learning opportunities
- > Establish a Design Technology Laboratory
- > Establish new framework for curriculum development
- > Implement a new Learning Management System
- > Increase participation in national and international competitions

3-5 YEAR OBJECTIVES

- > Develop courses to allow students to work more flexibly across year levels and with external experts
- > Develop a framework of metrics that track growth for each student's personalised learning
- > Engage with a global education network to facilitate collaborative opportunities that are supported by technology
- > Publish and share programs in educational forums

GLOBAL CITIZENSHIP

The understanding, valuing and inclusion of diverse cultures and the development of intercultural competency skills is essential in preparing girls for their futures, enabling them to engage in action that will make a positive difference to the lives of others and respond to social and environmental challenges.

- > Celebrate the joy of learning and ideas - creating a community who collaborate, connect and respect differences in addition to the formation of relationships with local, national and international experts.
 - > Provide curricular and co-curricular opportunities for students to develop the knowledge, skills and abilities to embrace their lives as global citizens.
 - > Nurture diversity and foster intercultural competency skills with all members of our multicultural community, the curriculum (including the knowledge that language and bilingual skills help to unlock cultural understanding) and the School environment.
 - > Experience and develop an understanding of Australia's Aboriginal and Torres Strait Islander people, country and cultures. Appreciate their understandings, skills and ways of knowing.
 - > Understand the importance of Australia's relationships within the Asia Pacific Region.
 - > Encourage the importance of service through engagement with different communities.
 - > Enable girls to have the confidence to be leaders of change now and into the future through opportunities for leadership, advocacy, creativity, innovation and entrepreneurship.
 - > Develop local and global partnerships to create collaborative learning opportunities.
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1-2 YEAR OBJECTIVES

- > Implement a signature Year 8 and 9 Global Leadership Program
- > Acknowledge indigenous traditions and rituals and increase the integration of indigenous perspectives across subjects and learning opportunities
- > Strengthen Sister School partnerships
- > Develop STEAM opportunities
- > Teach girls advocacy skills

3-5 YEAR OBJECTIVES

- > Develop an indigenous in-country opportunity
- > Complete the Council of International Schools (CIS) Certification
- > Expansion of global off-site initiatives, cultural exchanges and tours
- > Develop projects with students from Sister and Partner Schools utilising our technology infrastructure



Commitment to Child Safety

All students who attend Camberwell Girls Grammar School (CGGS) have a right to feel and to be safe. The wellbeing and safety of all students in our care is our first priority and we have zero tolerance to child abuse.

The protection of students is the responsibility of everyone who is employed at, or is engaged by CGGS in child-connected work. To ensure the safety and best interests of all students, we take into account the needs of those with an Aboriginal or Torres Strait Islander heritage, those from culturally and/or linguistically diverse backgrounds and those with a disability.

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DEVELOPMENT OF THE WHOLE PERSON

Nurturing the spiritual, academic, physical, emotional and social character of each girl to prepare her to embrace opportunities with confidence, resilience and a sense of responsibility for herself and others.

- > Develop programs that enhance each girl's understanding of her identity and potential, wellbeing and resilience, as well as a sense of belonging and contribution to communities.
 - > Invite students to worship, pray and reflect in the Christian tradition.
 - > Encourage students to appreciate and respect religious traditions in addition to Christianity.
 - > Nurture a safe and inclusive environment that acknowledges all cultures, celebrates diversity and promotes opportunities for each student to be affirmed and challenged, to persevere and to flourish.
 - > Provide opportunities for students to build cross-age connections and friendships.
 - > Nurture the development of compassionate leaders who care about others and engage in action that will make a positive difference to the lives of others.
 - > Offer curricular and co-curricular activities that enable students to pursue their interests.
 - > Provide Education Outdoors Programs for students to learn in and understand themselves and the natural environment.
 - > Ensure students have the opportunity to develop, learn about and participate in Social Justice and advocacy initiatives.
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1-2 YEAR OBJECTIVES

- > Implement a Positive Education Program
- > Develop Social Justice initiatives, increase co-curricular options and Year 9 Leadership roles
- > Develop a scope and sequence, providing challenge in our Education Outdoors Programs
- > Develop an 'In Conversation' series for students
- > Develop more play spaces in all areas of the School

3-5 YEAR OBJECTIVES

- > Review Pastoral Care and Wellbeing structures and programs of the School
- > Develop student leaders for Education Outdoors Programs
- > Develop an international 'In Conversation' series using our collaboration, technology infrastructure

LEADERSHIP IN EDUCATIONAL PRACTICE

Employ staff who have a diverse range of backgrounds, skills and experiences, and educators who are passionate reflective learners, leaders in their fields and in contemporary pedagogy.

- > Ensure that the Principal is a dedicated educationalist and inspiring role model who understands the importance of schools in developing girls for a challenging future.
 - > Employ high quality, diverse and inclusive staff that will drive innovation and embrace challenge.
 - > Appoint educators who: teach with 'heart and head', are committed to collaboration, have a global perspective, are enthusiastic and dedicated to teaching and learning excellence, are experts in their field, are innovative, agile and engaged in professional learning and training, whose vision and values are in harmony with the School.
 - > Provide educators with opportunities to: engage in research-led professional learning and educational research, train and network both nationally and internationally to ensure the continued development of pedagogy, learning and wellbeing practices and initiatives.
 - > Provide Professional Services staff with networking and training opportunities to develop their skills and engagement in new initiatives.
 - > Ensure an environment that supports the wellbeing of staff.
 - > Ensure regular review and appraisal of staff performance.
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1-2 YEAR OBJECTIVES

- > Employ and retain high quality, diverse and inclusive staff who will drive collaborative innovation
- > Establish collaborative teaching and working teams who will improve teaching practice, based on observation, research and evaluation
- > Develop a Staff Wellbeing Program
- > Produce a Staff Learning Position Paper
- > Review the Staff Appraisal process
- > Develop a Mentoring Program for new staff
- > Develop a Coaching Program for staff

3-5 YEAR OBJECTIVES

- > Engage with international educational leaders
- > Run a conference at the School with an innovation focus
- > Implement Staff Learning Paper recommendations
- > Develop collaborative fellowships for international research and learning
- > Develop an Exemplary Leadership Program

CONNECTED COMMUNITY

An inclusive, caring and connected community that embraces our students, families, staff, old grammarians and friends from diverse backgrounds. With a commitment to including all, ensuring effective communication and valuing our past and our traditions, the School is focused on building our community relationships, improving loyalty and affinity locally, nationally and internationally.

- > Foster supportive relationships with current and past parents, old grammarians, former staff, St Mark's Anglican Church and friends of the School.
- > Develop positive relationships and partnerships with members of the wider community.
- > Provide opportunities for parents to be engaged with the School through support for their daughters, parent education, interest opportunities and service to the School.
- > Ensure that all publications and digital media foster a sense of inclusion and pride, communicate clear messages and are reflective of the connected community and dynamic learning opportunities offered at the School.
- > Ensure that the history and traditions of the School are shared with the community.
- > Develop a culture of philanthropy and service.
- > Ensure all members of the community have the opportunity to give feedback to the School.

1-2 YEAR OBJECTIVES

- > Develop the School Archives and Heritage Room and establish an Australian Honors Board
- > Strengthen relationships with old grammarians
- > Establish Year Level Representatives for Senior School parents
- > Develop a Communications and Marketing Plan
- > Increase annual rates of student, parent and staff satisfaction

3-5 YEAR OBJECTIVES

- > Establish an International Social Justice Program for old grammarians
- > Finalise preparations for the School's 100 Year celebrations
- > Increase old grammarian participation in the life of the School
- > Strengthen engagement opportunities with St Mark's Anglican Church

OPERATIONAL EXCELLENCE

Ensure the highest level of governance, finance, operation and sustainable performance, including optimal enrolments at all year levels. We are committed to building and maintaining a culture of philanthropy, sustainability and reducing our environmental footprint, and the development of partnerships to enhance student learning and business operations.

- > Ensure facilities and resources enable effective learning and support the development of the Deep Learning Skills of character, citizenship, collaboration, communication, creativity and critical thinking in preparing students for their future.
- > Ensure that fees are set to enable accessibility for families to a Camberwell Girls education.
- > Establish and maintain a Scholarship Program that includes means-tested scholarships.
- > Practice sound financial management to ensure prudent management of costs, generation of sufficient surplus and reinvestment in the development of educational opportunities, business and technology infrastructure and facilities.
- > When building capital works or refurbishments, ensure incorporation and consideration of sustainability initiatives that will reduce our environmental footprint.
- > Plan for major capital projects and acquisition of properties to meet the School's future needs.
- > Ensure best practice in risk management and workplace health and safety.
- > Build the culture of philanthropy and consolidate the establishment of the Foundation.

1-2 YEAR OBJECTIVES

- > Through the Strategic Enrolments Plan, maintain optimal enrolments and build future enrolments whilst retaining an ongoing surplus
- > Establish means-tested scholarships
- > Complete the Years 7 & 8 Building and Courtyard project, execute refurbishment plans, finalise the Masterplan, and plan for next Capital Project
- > Implement best practice for risk management processes
- > Review current business units to improve revenue
- > Develop an ICT plan

3-5 YEAR OBJECTIVES

- > Maintain optimal enrolments at all levels and an ongoing surplus
- > Build capacity to implement fundraising programs that support future needs
- > Execute the building of the next Capital Project
- > Reduce waste generation and water and energy consumption at the School
- > Acquisition of further property to support Masterplan priorities
- > Continue to grow the Foundation, focusing on bequests and key donors