Strategic Directions
Towards 2020

The Future
STARTS HERE
Contents

Introduction 1
Our School 3
Our Values 5
Our Aspirations 6
Our Objectives 9
1. Academic Excellence and Enrichment 11
2. Student Care and Development 13
3. Co-curricular Opportunity and Distinction 15
4. Professional Learning and Renewal 17
5. Community Engagement and Outreach 19
6. Sustainable Growth and Prosperity 21

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Introduction

Canberra Grammar School was founded to be a premier school for the nation’s capital. It has a proud history of educating generations of Australian leaders and of playing a leading role in Australian education.

As we enter a new phase of development, the future of our School must be guided by the core aspirations that we hold for our students: that they grow in wisdom and strength, in happiness and confidence, committed to caring for their world and for others, as leaders of the twenty-first century, the first fully global century.

The education, the opportunities and the facilities that we provide must prepare our students to play an active role in a changing world. We must equip them with the knowledge, skills and attitudes that will help them to embrace the challenges of our time as opportunities to make a difference in whatever fields of endeavour they choose to enter.

In a world shaped by globalisation, environmental change and technological advancement, our students will live and study and work in Australia and abroad in ways that we can scarcely imagine. They will collaborate with colleagues across cultures and disciplines to solve problems using tools that we have yet to invent.

To flourish, they must have the critical capacity to analyse complex information, the ability to communicate in multiple languages, the adaptive creativity to find solutions, and the integrity to serve others always before self. Our strategic plans and our academic, pastoral and co-curricular education must support that.

Canberra Grammar School has always existed to nurture the intellectual, spiritual, cultural and physical dimensions of each individual. As we look towards 2020, we aspire for our students to be intelligent, innovative and international in outlook; to be confident, creative and compassionate young leaders of the future.

Justin Garrick
Head of School

Mark Brandon-Baker
Chairman of the Board
Our School

Canberra Grammar School is an independent Anglican school offering outstanding academic education, co-curricular opportunities and pastoral care to day and boarding students of all backgrounds and faiths within a community guided by Christian values.

The School educates boys from Pre-School to Year 12 and girls from Pre-School to Year 2. It respects and nurtures all students as individuals, seeking to inspire, support and celebrate the efforts of all in realising their intellectual, spiritual, cultural, social and physical aspirations.

Building on the professional expertise of its staff, the commitment of its community and the resources of the nation’s capital, Canberra Grammar School aims to be the most dynamic and distinctive centre of learning in Australia.

At Canberra Grammar School, we aspire for our students to be intelligent, innovative and international; to be confident, creative and compassionate young leaders of the future.
Our Values

As an independent school we value our autonomy and the distinctive choice that we offer to families. We seek to nurture our students and our community through the liberal and holistic experience that distinguishes independent education: its rich traditions of pastoral care, its broad range of sporting and co-curricular activity, its artistic expression, its spiritual dimensions and its commitment to academic endeavour.

As an independent school we also commit to engaging positively with our society, to playing a leading role in the advancement of Australian education, and to enhancing opportunities for all through scholarships, outreach activities and collaboration with other schools, universities and organisations.

As an Anglican school we welcome students of all backgrounds and faiths who seek to learn and flourish in a community guided by Christian values. Although governed and administered independently, the School has foundational links with the Anglican Diocese of Canberra and Goulburn. Our culture, aspirations and principles are founded in Christian scriptures, practices and traditions.

We strive to teach and nurture faith, to respond to human need with loving service and to safeguard the integrity of creation. It is our aim to educate young leaders of the future who are distinguished by the quality of compassion that stems from the fundamental moral principles of our faith: the profound obligation to care for others and for the world around us; to be guided in all actions by empathy and relationship with God; to give more than we receive; to serve and to love.

Deo Ecclesiae Patriae
Our Aspirations

Our strategic decisions are guided by our founding values and by our defining aspiration that all who share in our educational enterprise be:

**INTELLIGENT**
- which means that they should be knowledgeable, critically minded, analytical, curious, articulate, and intellectually ambitious, but also artistically, physically, socially and spiritually intelligent in that they develop their aptitudes in all domains to the highest degree possible.

**INNOVATIVE**
- which means that they embrace change, and that they are open-minded, agile, adaptable and collaborative problem-solvers, willing to explore new and ever-evolving ideas, challenges, opportunities, experiences, cultures, art forms and technologies.

**INTERNATIONAL**
- which should reflect not only their varied backgrounds, but should characterise the outlook with which they are willing to live, work and travel, engaging actively and positively with a world of cultural, linguistic, artistic, religious, political, economic and ecological diversity.

**CONFIDENT**
- which means that they believe in their own potential and strive to fulfil their aspirations, that they are willing to stand independently for their considered values and take responsibility for leadership with the skills to articulate their ideas, to structure their thoughts and to inspire others.

**CREATIVE**
- which means that they are imaginative and constructive, that they seek inspiration from the world around them, that they value the exploration and expression of ideas and emotions in many forms, and that they appreciate and engage with the creative and performing arts throughout life.

**COMPASSIONATE**
- which stems from the fundamental tenet of our Anglican spirit and is expressed in all faiths: the profound human obligation to care for others and for the world around us, to be guided in all actions by empathy, to give more than we receive, to serve and to love.

**LEADERS OF THE FUTURE**
- which means that they enter the world not simply to accept what is or to take what they can get but with a desire to serve and improve, to place others always before self and to make a positive difference in their personal lives and in whatever fields of endeavour they choose to enter.
Our Objectives

In seeking to realise our aspirations, the School will focus its planning, leadership and efforts on six major objectives for continuous School improvement:
1. Academic Excellence and Enrichment

Canberra Grammar School aims to be one of the most successful, dynamic and distinctive centres of learning in Australia, offering a modern, challenging and broad academic education for the twenty-first century.

To achieve this aim we will seek to:

1.1. continually refresh our academic curriculum and subject offerings to ensure that students have rigorous, balanced and progressive options for study that prepare them for further education, life and careers in a rapidly changing world;

1.2. become an International Baccalaureate World School and introduce global perspectives across the curriculum with particular emphasis on Asian languages, history and culture to reflect Australia’s future, the priorities of the Australian Curriculum, and the opportunities afforded by our partnerships with schools abroad;

1.3. establish whole-school standards for teaching and learning that are student-centred and that encourage active and deep learning in both independent and collaborative forms both within and beyond the classroom;

1.4. institute whole-school approaches to formative assessment, performance tracking and reporting to give students, parents and teachers regular feedback, and to inform individual targets, enrichment and improvement strategies;

1.5. encourage students to value intellectual effort, to develop effective approaches to study, to make informed decisions about their learning, to appreciate their talents and to pursue their highest aspirations;

1.6. enhance our provision of enrichment and learning support to ensure that students are assisted and extended within and beyond the School, and to ensure that teachers are supported in catering to the distinct learning needs of each student;

1.7. upgrade classrooms and other facilities over time to enhance opportunities for flexible and collaborative learning in inspiring spaces supported by innovative technology.
2. Student Care and Development

Guided by its Anglican foundation and values, Canberra Grammar School aims to know, respect and nurture all students as individuals, seeking to inspire, support and celebrate the efforts of all in realising their intellectual, spiritual, cultural, social and physical aspirations.

To achieve this aim we will seek to:

2.1. ensure that the School’s commitment to spiritual life is appreciated by all and is manifested in Chapel and other opportunities to explore, understand and respect the faith, values and traditions of Christianity and other religions;

2.2. consolidate our whole-school approaches to pastoral care to ensure that all students experience a sense of belonging and feel secure in being known and valued as individuals by their teachers, coaches, tutors, housemasters, other staff and fellow students;

2.3. commit to the future of boarding through the physical renovation and cultural renewal of our boarding provision so that boarders from regional Australia, Canberra and abroad feel cared for and supported in a context that is modern, private and comfortable;

2.4. make student leadership a defining feature of the School, creating opportunities for students to develop confidence and skills in roles of responsibility and through mentoring, community service projects, outdoor education and leadership training activities;

2.5. enhance the role of the Student Services team along with the Enrichment and Learning Support teams to ensure that all students have access to well-integrated pastoral and academic support that helps them learn and mature happily and confidently;

2.6. develop an on-going program of opportunities for engagement between families and the School to foster greater collaboration and understanding of issues affecting the wellbeing of our students;

2.7. instil a positive disciplinary ethos and codes of conduct that encourage constructive, respectful, healthy and mindful behaviour at all times within and beyond the School.
3. Co-curricular Opportunity and Distinction

Canberra Grammar School aims to offer the most diverse, rewarding and high-quality opportunities of any School in the ACT, both for broad participation and for the achievement of excellence in the creative and performing arts, in sports, in outdoor education and in international experiences.

To achieve this aim we will seek to:

3.1. emphasise the integral and rewarding quality of co-curricular activity to the full experience of life at the School for students, families and staff;

3.2. enhance the capacity and profile of our curricular and co-curricular programs in Art, Design, Music and Drama so that they provide dynamic, challenging and enjoyable experiences that encourage the appreciation of creative endeavour by all;

3.3. foster both broad participation and elite performance in sport by focusing our provision to a sustainable range of sporting options and by establishing whole-school standards for participation and coaching that nurture physical skills and positive sportsmanship;

3.4. continually refine and promote the School’s outdoor education program and the opportunities it provides for personal growth, social interaction and the development of responsible environmental consciousness;

3.5. develop ever stronger relationships with schools and communities overseas and in other parts of Australia to enhance the School’s outstanding opportunities for international and interstate exchanges, sporting tours, cultural expeditions and service projects;

3.6. develop active partnerships with other schools, organisations and community groups to enhance our reputation and contribution to the life of our city and to extend the range of co-curricular opportunities available to our own and other students;

3.7. upgrade facilities for sports and the arts over time to ensure that students have the opportunity to learn and play with resources that match our high expectations of their performance.
4. Professional Learning and Renewal

Canberra Grammar School aims to be recognised locally and nationally as a professionally stimulating and rewarding employer, committed to innovation, to high-quality professional development, to the constant interchange of ideas and to investment in staff who seek always to enhance the quality of education both within and beyond the School.

To achieve this aim we will seek to:

4.1. implement an efficient annual professional appreciation cycle that assists teachers and support staff in evaluating and enhancing their professional practice in the context of personal, departmental and School goals;

4.2. institute a diverse program of collaborative learning seminars and lesson visits that support whole-school priorities for teaching, assessment and learning and that allow teachers to focus on personal priorities, interests and needs;

4.3. establish means of supporting teachers’ aspirations to professional learning through further study, research projects, conferences, teaching exchanges and other activities that bring fresh ideas and perspectives to School;

4.4. introduce innovations in curriculum and learning technology that promote the continual renewal of ideas, skills and perspectives, and that provide opportunities for professional training and interaction with others both within and beyond the School;

4.5. promote the School as a provider of professional learning opportunities through conferences, seminars and active participation in the national and ACT processes for teacher training and accreditation;

4.6. generate opportunities for distributed leadership and responsibility for initiatives that support career development and reinvigorate the School’s reputation as an incubator for educational leadership in Australia;

4.7. continually update our staff recruitment, induction and retention practices to ensure that both new and experienced teachers are valued, supported and attracted to the School.
5. Community Engagement and Outreach

Canberra Grammar School aims to be distinguished as an outward-looking, dynamic and high-profile centre for educational excellence that is warmly responsive to its community, socially responsible and keen to contribute to the future of Australian education.

To achieve this aim we will seek to:

5.1. create opportunities to engage with the community of Canberra through outreach and ‘inreach’ activities, including holiday camps, after-school programs, student and teacher conferences, lectures, concerts and performances that enhance the School’s reputation;

5.2. build collaborative partnerships with other schools, colleges, universities and institutions to provide stimulating educational opportunities for our own and other students beyond the standard curriculum;

5.3. invigorate the School’s interaction with the Parents’ and Friends’ Association, the Old Boys’ Association and the School’s sporting and co-curricular societies in order to work collaboratively on fundraising projects and to organise appealing and relevant social functions and activities in Canberra and abroad;

5.4. streamline the organisation and publicity of major School events, increasing the efficiency, quality and enjoyment of School experiences for students, parents, Old Boys, staff, prospective families and the wider public;

5.5. improve School communications by refreshing our livery, publications, and bulletins, and by developing a dynamic public website along with an internal portal for members of the School community to access information, student data and curriculum resources;

5.6. revise the School’s admissions policies and procedures to enhance transparency, to recognise family connections and to increase access to the School through scholarships and clarified entry routes;

5.7. seek regular feedback from the School community to measure the School’s performance and to inform continual adaptation to the needs and priorities of modern families.
6. Sustainable Growth and Prosperity

Canberra Grammar School aims to operate as a sustainable non-profit organisation that manages its finances to maximise educational opportunities for students while investing in the School’s long-term security and the continuous improvement of its modern and heritage facilities.

To achieve this aim we will seek to:

6.1. respect the burden of fees on families by continually reviewing budgeting and operating procedures while striving to maximise the School’s ability to offer excellent experiences and facilities to students, families and staff;
6.2. seek opportunities to expand the School’s enrolment base into new geographical areas, community sectors and population groups;
6.3. press for fair funding from Federal and Territory Governments, and seek to generate alternative revenue sources to augment fee and grant income through facilities hire, consulting, and other educational activities;
6.4. constitute a School Foundation and an active campaign to attract community expertise and financial support to assist in the renewal of School facilities, to fund scholarships and to provide long-term financial security;
6.5. prepare a campus development plan that initiates a prioritised program of upgrades to classrooms and other facilities, that establishes principles for sustainable campus management and that maps long-term needs for major building improvements;
6.6. regularly review all contracts and practices to ensure that we implement high quality arrangements for grounds-keeping, maintenance, catering, cleaning and other infrastructure support;
6.7. connect the School to the national universities’ broadband network, install wi-fi capacity across the campus and prepare the School network to host diverse forms of light, mobile and personal technology.