Gippsland Grammar:
towards 100 2017-2019
Our vision and mission

**Vision:**
To develop the cognitive, socio-emotional and learning dispositions of our students to enable them to take their place as global citizens and leaders within a digital world.

**Anglican ethos:** Our Anglican ethos provides opportunities for our School community to explore, experience and ‘brush up’ against Christian values and the life of Jesus. Through our actions and involvement students will develop an understanding of faith that helps inform their decisions, as they develop their own world view and spirituality.

**Opportunity:** The School provides a broad and balanced educational opportunity to nurture the holistic development of our students. It is through opportunities that students discover passions, identify their strengths and develop character.

**Mission:**
Gippsland Grammar is an Anglican school community committed to opportunity and excellence.

**Excellence:** The School encourages excellence in academic and co-curricular pursuits and celebrates achievement and leadership. We acknowledge that personal excellence is different for each child and a growth mindset is evident in all aspects of school life.

**Community:** The School works to build a strong sense of community, respect for others, and the valuing of diversity, equity and social inclusion. A capacity for leadership and an understanding of responsibility to show compassion and to seek justice in the wider community.
Our core values are: CLERR

- Compassion
- Leadership
- Excellence
- Responsibility
- Respect

Community context

The School community is comprised of families from across Gippsland, from the East through to the Latrobe Valley and beyond. Many of our students commute daily using our extensive bus network, whilst others choose to board at Blackwood House. Gippsland is a diverse area, and the School plays a pivotal role in providing an outstanding education for the many communities that are interwoven into the region. In particular, we have strong relationships with ESSO, the RAAF, tourism, farming communities and the many and varied businesses that support this area. The School was founded to serve the Gippsland community and this aim remains central. In achieving this, we rely on links with all sectors of the community as well as with regional groups of schools such as SEISA (South Eastern Independent Schools Association), ICCES (Independent Country Co-Educational Schools) and VESS (Victorian Ecumenical System of Schools). As an Anglican school, we work within the Anglican Diocese of Gippsland forming relationships with St Paul’s Cathedral congregation in Sale and St John’s congregation in Bairnsdale, and also with the other Anglican school within the Diocese. The School also seeks to establish strong relationships with its parents, alumni and other friends who are spread through all sectors of the local community. Whilst we are primarily a local school educating students from the local region, we provide an education which stands Gippsland Grammar amongst the best schools in Victoria and beyond. We are regularly the highest performing school in the region.

Key assertions

1. This strategic plan places student learning at the centre of all school activities and operations.
2. The School will remain faithful to its mission as an independent Anglican co-educational day and boarding school, offering a holistic education centred on Christian values.
3. The School will endeavour to remain affordable whilst maintaining the quality necessary to achieve its other stated objectives.
4. The School will strive to maintain its position as a leading regional school and to achieve recognition at a state and national level.
5. The School will aim to attract and retain the highest quality staff, with an emphasis on staff growth, development, wellbeing and high quality professional learning.
6. The School will offer a broad and rich curricular and co-curricular program promoting active learning, wellbeing and resilience, based on current research and best practice, catering effectively for students with varying abilities.
7. The School will endeavour to retain its caring ethos and to be a calm and disciplined environment in which students can enjoy learning.
8. The School will develop facilities and resources commensurate with our educational model, ‘Academic Care at Gippsland Grammar’, where learning is visible, collaborative and fun.
9. The School will aim to achieve a sustainable pattern of enrolments.
10. The School will operate within a financial model which balances the goals of sustainability and affordability.
11. The School will retain and develop its strong interaction with all aspects of its community and develop in its students an understanding of citizenship at a local, regional and global level.
12. The School will, through its policies and actions, show concern for the environment and sustainability and seek to foster such concern amongst its students.
1.0 Academic Care

Principles of Academic Care at Gippsland Grammar:

Gippsland Grammar’s educational model, ‘Academic Care at Gippsland Grammar’ inextricably links together the key elements of outstanding pedagogy. These are wellbeing, curriculum, and Teaching and Learning.

Academic Care at Gippsland Grammar promotes our five core values of compassion, leadership, excellence, respect and responsibility.

Academic Care, where students are understood not just as learners but as part of a caring community of learners, requires teachers to develop curriculum and approaches to teaching and learning that are made visible and enhance student learning, well-being and resilience, and to embed these in classroom experiences.

Academic Care at Gippsland Grammar builds positive self-esteem, connectedness and self-efficacy through pedagogies and organisational structures, and through adults’ relationships with students in and beyond the classroom.

Academic Care activates personal growth. This mindset enables one to cope with challenges and struggle; to endure and persist; and to create and develop a range of strategies and skills which can be used in a flexible way to flourish.

Academic Care is underpinned by our teachers’ passion to the ongoing development of their professional learning, collegiality and collaborative practices, and their commitment to students at the centre of everything we do.

In 3 years

We aim to:

1.1 Develop, consolidate and implement a whole school approach to making learning visible for each student.
1.2 Routinely use targeted data to ensure teachers understand their impact on each student’s learning.
1.3 Purposefully support the wellbeing of each student in the classroom and beyond.
1.4 Develop and allow space for programs that activate citizenship through service learning opportunities. Service learning, not only provides a direct service to the community, but students also learn about the context in which the service is provided, the connection between the service, and their own learning objectives and their roles as citizens.
1.5 Make visible to each student the value of and their capabilities as a leader.

Towards our centenary

We aim:

1.6 To embed our whole school approach to visible learning and the work of Professor John Hattie from the University of Melbourne.
1.7 To use data effectively to inform teaching programs and pedagogy.
1.8 To have evidence and understanding of the link between wellbeing and learning for our students, and to use this link effectively in pedagogical practice.
1.9 To develop resources and structures to support all students as active citizens.
1.10 For all of our students to understand and demonstrate leadership.

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We aim:

1.11 For a culture of high quality pedagogical practice.
1.12 To have personalised student programs that are supported and informed by data.
1.13 For the inextricable link between wellbeing and learning to be evident in everything we do.
1.14 For students to drive initiatives that will enhance their global citizenship and leadership in a digital world.
2.0 Our team

Our team members, whatever their role, are a strength of our school. It is through enthusiastic, motivated and connected team members that we are able to successfully maintain a great school. High team morale and a strong sense of efficacy ensures high levels of performance and improved school outcomes. What we wish for our students we should also wish for our team members and ensure that we role model a culture of lifelong learning.

In 3 years

We aim:

2.1 For our team members to continue to be recognised as a strength of our school.
2.2 To empower and build capacity in our teams and individuals to enhance effectiveness and develop a sense of pride and fulfilment.
2.3 To further develop the leadership capabilities of all team members.
2.4 To ensure that we have a culture of positive support and collaboration.
2.5 For our teams and individual team members to be self-aware, take responsibility for their own wellbeing and role model outstanding leadership for our students.
2.6 To review and refine our PLP (Professional Learning Projects), along with our Professional Growth and Development model to ensure that the desired outcomes are effective and positive for our students and capitalise on the talents and passions of our teachers.

Towards our centenary

We aim:

2.7 To be the educational employer of choice across Victoria.
2.8 To be known for our personal development programs, our Professional Growth and Development model and for our high levels of team morale, wellbeing and professional efficacy.

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We aim:

2.9 Professionals will know that working at Gippsland Grammar provides the best personal and professional opportunities in our state. Our resources will support team members to be the best that they can be, and also to ensure that they feel positively connected to our school.
3.0 Community

Our community is defined by the many support groups that comprise our school and also by the broader Gippsland community and the many committed groups that support our region. For a school to be healthy and successful, strong connections with the various stakeholders and support from our interest groups ensure that our culture is strong and sustainable. As a regional school we value the interdependence that country regions rely upon and look to foster relationships within the School and beyond. We value the connectedness that comes from positive interactions within the community for our students and families.

In 3 years
We aim:

3.1 To develop a professional and up to date database to maximise communication within our community.

3.2 To develop links between the School and community groups (within the School and beyond) to foster a strong sense of interdependency.

3.3 To develop a strong collaborative community model to ensure that effort produces effective and appropriate outcomes.

3.4 To ensure that all of our community groups are well supported as they develop effective and efficient processes to connect parents and friends to the School.

Towards our centenary
We aim:

3.5 To develop a strong and closely connected community where members of the broader community feel connected with the School, ready to support the School and feel strongly supported by the School.

3.6 To know our community and draw on their expertise when needed.

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We aim:

3.7 We aim to have a healthy and strongly connected community that stretches beyond the years a student spends at school and broader than our local region.
4.0 Ethical and Responsible Business Practice

Our future financial framework will be designed to ensure that the School will continue to be successful well into the future. Our framework will work within the values of the School and be designed to support the key areas listed above. The Business of the School is to educate students. Everything within the Business plan is expected to support or enhance student outcomes.

In 3 years

We aim:

4.1 To operate the School in an effective yet efficient manner that responsibly balances the needs of the School with controlled expenditure.
4.2 To create modest and sustainable surpluses each year that enable the School to achieve its strategic aims and ensure that the quality of our educational offering and opportunities for students are not compromised.
4.3 To invest in sustainable opportunities that deliver positive outcomes for the environment and long term positive outcomes to our cashflow.
4.4 To develop regular and effective communication and outreach strategies for the School that will maximise enrolments for each campus.
4.5 To continue developing best practice recruitment programs to ensure we have the highest quality and most effective team members at our school.

Towards our centenary

We aim:

4.6 To not only be recognised as the highest quality school in our region, but also be recognised within Victoria and nationally as a provider of excellence in education to grow and develop in accordance with demographic trends and growth.
4.7 To maximise our numbers at Garnsey, St Anne’s and Bairnsdale campuses within the current class structure. These numbers ensure that we maximise our financial goals whilst maintaining the current culture of the School. We also aim to ensure that both of our ELCs are full and continue to deliver outstanding early learning opportunities.
4.8 To be recognised nationally as a boarding school of excellence and value. To be considered by families across the nation as an outstanding regional boarding option.
4.9 To develop strategic relationships with tertiary institutions across Melbourne and to be seen as an early entry point to these institutions and also a potential employer of outstanding pre-service teachers.

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We aim:

4.10 We maintain and continue to grow our reputation as a great school with an exceptional educational offering not only in Gippsland but throughout Victoria and globally. Through consistent and prudent financial management we create a resilience towards economic downturns and ensure that the School’s future is guaranteed. As a school we wish to take our place in the Global community and capitalise on international relationships to benefit the School.
5.0 Resource Development

As a school we aim to offer our students the best opportunities to enhance their learning. Any development in our resources must aim to improve student outcomes and to support student-centred learning. To achieve this we must continue to develop and implement the master plan whilst also look to reinvigorate older areas of the School, ensuring that we are offering a contemporary, technology rich environment for our students. Where possible, sustainable building practices and strategies will always be considered as part of the design brief for our architects. This will be complemented by our desire to create a safe and hazard free environment for the entire community.

In 3 years

We aim:

5.1 To have a clear strategic plan for the use and implementation of best practice technology. Students will learn, and staff will work, in a technologically rich environment.
5.2 To redevelop the Year 3/4 learning spaces at St Anne’s and begin a refurbishment process for the older spaces on this campus.
5.3 To continue to refurbish the older rooms at each campus and look to have a well-developed plan for the Performing Arts Centre. All of our spaces will reflect our educational model, Academic Care at Gippsland Grammar. They will be genuine learning spaces that promote thinking and engagement. They will also be collaborative spaces that promote engagement, motivation and positive interactions with others.
5.4 To continue updating and implementing our Master Plan. To ensure that we plan thoroughly for each stage whilst also ensuring our current assets and resources and maintained in a manner befitting the image of the School.

Towards our Centenary

We aim:

5.5 To have completed our Performing Arts Centre and refurbished all of the older learning spaces at each campus.
5.6 For our learning spaces to be known across the state for their innovative and sustainable designs. They will be built to last well into the future. We will continue to develop our reputation as a technologically-rich and well-resourced learning environment.

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We aim:

5.7 We will have a ‘state of the art School’ that reflects our learning purpose and our passion for excellence. We will be known for our educational offering and also for our wonderful facilities. The School community will understand our goals and be engaged with the process of capital fund raising. Our Foundation will increase its current assets and regularly assist in funding capital projects. Our community will be connected to the School for life and continue to support our Foundation well into their professional careers and beyond.