



St Michael's Collegiate
Strategic Plan
2021 – 2023



Our 2030 vision

One hundred and twenty-five years ago on 27 July Collegiate School opened its doors in Stephenville on Macquarie Street in Hobart, there were fifty-six girls and twenty-five boys in that first cohort on our current site. The mission of Collegiate since its inception, three years earlier in 1892, has been to offer its students an education that is holistic, academically rigorous and grounded in the belief that our students will live lives of service and contribute positively to society. This remains a core part of our vision in 2020.

In our first 128 years we have educated humanitarians, artists, performers, scholars, scientists, entrepreneurs, politicians, philanthropists, innovators and leaders in virtually all professions. Tasmania, Australia, and the world are better for the work done by our students.

We now look ahead to the next ten years in the history of our school, and we can see that we are preparing our students for two possible futures - the one we can see, and the one we can't.

We know that over the next decade, and through their lives, our students will continue to face a world of disruption - digital disruption, disruptive climate change and moral disruption. The School will implement high quality Distance Education learning opportunities as one way of responding to disruption. Additionally, they will face a range of other challenges that we cannot possibly foresee.

We also know that to flourish in their futures our students will need to be able to effectively collaborate and communicate, to think and work across disciplines, and to be resilient, compassionate, and creative people. People who can adapt, who can learn and unlearn, and who can think critically. People who understand themselves and have the emotional intelligence to successfully navigate the joys and challenges in their relationships with others. People who know where they are from and are comfortable in the world.

Our vision for the next decade follows and, together with our values of courage, integrity and compassion, will serve as a guide for a detailed series of three to five-year strategic plans, the first being our plan for 2021-2023.



Learning to change their world

Our Christian faith, holistic approach to pastoral care, and commitment to experiential learning will prepare our students for a life of learning, leadership, service and personal fulfilment.

Our students will be supported by a staff team who work in alignment across the whole school, and who share a common approach to evidence-based practice; a staff team who are nurtured and coached with their own development.

Teaching staff, liberated from administrative tasks by artificial intelligence applications, will spend more time customising learning for, and supporting, individual students as they research, develop and deliver their own targeted professional development.

Our flexible learning spaces will enable our students to become partners and co-creators of their own learning, and learning experiences will promote collaboration, communication, leadership and teamwork.

All students, including those undertaking Distance Education, will learn seamlessly between their home and school, collaborating and applying their knowledge to find solutions for real-life issues.

A more connected and collaborative community

Our students and staff will enjoy opportunities to connect and learn alongside leaders in a range of industries and organisations across Australia and around the globe, by harnessing the power of digital technologies.

We will ensure that all campus facilities are enhanced by digital technologies and facilitate creativity and engagement between all members of the Collegiate community.

We will foster an environment where past and present families share their expertise, resources, networking and experiences to enhance our strategic direction and better connect the school with the wider community.

We will work with all stakeholders to grow their capacity for collaboration, and to build community.

A more sustainable school

We are committed to becoming a carbon neutral school and we will create opportunities for students, staff and parents to work together to ensure that



environmental awareness and action is prioritised across all aspects of school life.

By effectively managing the school's finances and drawing in new sources of income we will assemble the resources to successfully deliver our strategy and grow our ability to support the number of students accessing a Collegiate education.

A more flexible school

We will develop a genuinely flexible school and provide an inclusive environment where we help all to flourish including those students undertaking Distance Education.

Our planning and actions over the next decade will prioritise the wellbeing of our students and staff.

We will be more flexible with learning pathways and students will no longer be constrained by their age in their learning journey.

Personal learning plans will meet the needs of each individual and ensure that their gifts and talents are fully developed at every stage of their development.

Timetable flexibility and the development of highly effective Distance Education classes will be advanced to meet the needs of individual students and allow more opportunities for young people both in Tasmania, and further afield, to benefit from a Collegiate education.

We will continue to imagine a range of possible futures and will develop robust strategies to ensure we have the flexibility to take advantage of, and create, change.

More than ever, we are committed to meeting every student where they are, and in doing so we will reconfigure our traditional practices and paradigms.

Our strategic actions for 2021 – 2023

STUDENTS	To ensure each student is known and supported by learning environments, frameworks and programs that maximise holistic learning and character development, we will:		
	Maintain a safe, caring and supportive environment that enables all students to flourish.	<ul style="list-style-type: none"> Promote student agency by increasing opportunities for student voice Embed our pastoral care program to ensure that a strong foundation of student wellbeing is established Deliver a thriving boarding program that fosters a diverse student population 	
	Provide experiences that inspire every student to think critically, engage confidently, embrace challenges, and prepare them for a life of learning, leadership, service and personal fulfillment.	<ul style="list-style-type: none"> Synthesise the teaching and learning and pastoral care framework together with our plan for Experiential Learning K-12, to: provide exceptional student care; ensure that student learning is supported in a consistent and coherent manner Provide high-value learning opportunities, mentoring and work experience opportunities to support individual student pathways Grow our asynchronous education opportunities for all students to provide high quality Distance Education and personalised learning 	
	Use evidence, informed research and individual student data to understand our students' needs and capabilities and to inform timely and targeted practices and support to enhance wellbeing and learning.	<ul style="list-style-type: none"> Broaden the scope of learning analytics, and improve information sharing and actions Use data and evidence-based benchmarks to: inform teaching and learning; enhance student performance and pastoral care; inform academic decision making; differentiate for learning Explore the development of holistic learner profiles 	
	COURAGE	INTEGRITY	COMPASSION

ACTIONS 2021 - 2023

STEWARDSHIP	To ensure our people, programs, facilities, innovations and 'green' initiatives enable school growth, sustainability and success, we will:		
	Ensure best practice governance and strategic planning	<ul style="list-style-type: none"> Maintain independent certification of our child-safe policies and practices Ensure full compliance and strive for continual improvement Continued financial sustainability Use scenario planning to develop a range of robust strategies 	
	Enhance facilities to support our mission and improve the student experience	<ul style="list-style-type: none"> Develop a master plan for all three campuses Strive to improve buildings and facilities that are innovative and integrated 	
	Improve our environmental sustainability	<ul style="list-style-type: none"> Develop environmental 'footprint' management plans to better manage waste, water, energy and biodiversity 	
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Our strategic actions for 2021 – 2023 continued

STAFF	To ensure that staff experience an inclusive and supportive workplace that encourages personal and professional growth, we will:		
	Provide more opportunities and incentives for staff to achieve higher levels of accreditation, qualifications and experience through well-developed professional learning	<ul style="list-style-type: none"> Use our teaching and learning and pastoral care frameworks to guide the development and implementation of personalised professional learning plans Ensure professional learning plans are linked to career development and enable continuous improvement of staff Further develop PLC groups to enhance and grow professional practice 	
	Enhance staff support, care and wellbeing	<ul style="list-style-type: none"> Seek ways to use the pastoral care framework for staff to promote the development of healthy mental and physical habits Review monitoring of, and seek improvements to, staff wellbeing Employ technology effectively to provide more flexible working arrangements 	
	Refine our recruitment and selection strategy and support of new staff.	<ul style="list-style-type: none"> Recruitment strategy engages high-performing and well-qualified staff Staff engaged are knowledgeable and exhibit contemporary practice across recognised performance standards Be recognised as an employer of choice 	
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COMMUNITY	To ensure that our unique historical, social and environmental settings shape and guide our culture, we will:		
	Celebrate, as one school, our history and traditions as we define our future	<ul style="list-style-type: none"> Respect, celebrate, and share our Anglican faith and traditions Live our values through our planning, actions and communications 	
	Grow our engagement with the broader Tasmanian community, national and the global community	<ul style="list-style-type: none"> Explore connections with indigenous Tasmanian peoples and develop a reconciliation action plan together Develop partnerships with industries and organisations relevant to student learning and pathways Grow opportunities for students to develop an international mindset 	
	Build a culture of philanthropy and invigorate community engagement	<ul style="list-style-type: none"> Strengthen and grow community and stakeholder connections to enhance philanthropy programs Continue to work closely with the Collegiate P&F and Alumni Association to enhance community connection and collaboration 	
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St Michael's Collegiate

ESTABLISHED 1892

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