LOVE, COMPASSION, FORGIVENESS, HOPE AND GRACE

St Hilda’s School is committed to planning for the future and aligning the Strategic Plan with the School’s Master Plan and Operational Plans. Love, Compassion Forgiveness, Hope and Grace are drivers of all intentions articulated by the Strategic Plan, providing our community with a clear understanding of our vision and directions over the next five years.

We invite you to join with us in working to achieve our vision for St Hilda’s School.

Ms Sherril Molloy
Chair of School Council

Mr Peter Crawley
Head of School
Mission
St Hilda’s is an Anglican School devoted to providing for girls in a caring environment, a first-class education aimed at developing their best qualities, broadening their horizons, preparing them for the ever-changing demands of a career and equipping them to meet and enjoy the challenges of life in the 21st century.

Philosophy
St Hilda’s School sets its compass by an enduring faith in the Love, Compassion, Forgiveness, Hope and Grace of Jesus Christ.

Our School
St Hilda’s School was named in honour of the 7th century Abbess of Whitby, renowned for her contribution to educating women and men. The School upholds the traditions of our Anglican faith while providing a distinctively Australian experience for boarders from Years 6 to 12 and daygirls from Pre-Preparatory to Year 12.

Graduates
St Hilda’s girls will grow to be confident, creative and articulate young women who are connected globally and who will strive to make a difference in their own community.

Strategies 2013-2017
- Teaching and Learning
- Christian Endeavours and Pastoral Care
- Character and Leadership Development
- Community Engagement and Development
- Boarding Life
From the Head of School

Love, Compassion, Forgiveness, Hope and Grace are the enduring Christian values that combine to give character to the tone of the School. We encourage our girls to be confident, creative and articulate women of our community. This is the spirit that nurtures their passage to adulthood. We are a modern school that understands the importance of preparing girls for the many responsibilities that are part of being a successful adult.

Technology combines with tradition in an easy mix to create a school culture that is vibrant, challenging and refreshingly filled with youthful curiosity. This gives energy to the School.

The School is well-known for the outstanding atmosphere it provides for the education of girls. The atmosphere features a calm environment in which learning is encouraged and where seeking the attainment of ‘personal best’ is natural.

The School will continue its commitment to excellence in educational opportunity. The St Hilda’s community expects the School will provide excellent teaching and learning opportunities.

The School is committed to its open-entry approach to enrolment and to ensure that there are programs available for all students. The school motto, Non Nobis Solum - Not For Ourselves Alone, is an important principle that guides St Hilda’s programs and expectations for the education of the students.

The School encourages service to others and to do this in an atmosphere where integrity, empathy and compassion are learnt through authentic experience.

Leadership is admired and celebrated within the School and the Christian model of servant leadership is admired for its power and contribution to the well-being of society.

Staff members are encouraged to develop their educational abilities within the framework of well-researched thinking and to have the confidence to apply creative initiatives.

St Hilda’s is committed to developing relationships with other schools, universities and businesses to help the School achieve its objectives.

There is a desire to link closely with the local Parish and Diocese of the Church. We believe this approach of maintaining close associations with other organisations models the powerful quality of interdependence to the girls. This has a local and international perspective that will be encouraged through diverse educational opportunities.

The School’s programs, in their complex diversity, are really about the aspirations we have for the girls and the tone we value within the School. In turn, there is an atmosphere within the School that we feel is precious. Love, Compassion, Forgiveness, Hope and Grace are the emotional values that drive this School.

This Strategic Plan is critical in nurturing the ways in which we define our future success. I commend it to you for thoughtful reading.

Mr Peter Crawley
Head of School
ETHICAL MANAGEMENT

St Hilda’s is committed to building its Strategic Plan around ethical principles founded on the Christian faith that has provided the core values of the School and underpinned its development for more than 100 years. The School is committed to the support of all compliance requirements associated with its educational mission, including equity matters relating to the employment of staff. The School seeks to be an employer of choice for staff in all aspects of education.

St Hilda’s is proud of its reputation and is committed to maintaining its image based on authentic substance and experience.

From the School Council

Effective and ethical school governance is important to the success of this Strategic Plan.

The Council of St Hilda’s has a proud history of care and nurture for the School on behalf of the Anglican Diocese of Brisbane. In conjunction with outstanding management it has been able to bring together expertise from within the School and Gold Coast communities to lead and maintain St Hilda’s School as a significant place of education.

We are proud of the School that serves the community and are working to ensure that it will continue to build the programs and capacity to be a leader in girls’ education in Australia.

The School Council is directed in its activity by this Strategic Plan and judges its performance in relation to the plan. The Council cares for the financial security of the School and plans for its secure future. To maintain effectiveness, the Council continually monitors best practice in education and business, in Australia and the wider world.

The Council continually develops the expertise of its members who are drawn from the Anglican Church and the Old Girls’ Association as well as education, legal, business and the creative arts sectors of our community.

This Strategic Plan will ensure that St Hilda’s maintains its position as a school of educational distinction and provides opportunities for involvement of the school community in support of these plans.

Ms Sherril Molloy
Chair of School Council
St Hilda’s in 2017

The vision for the School in 2017 will enable girls to achieve their success through a broad-based education. St Hilda’s will:

- Emphasise the development of Christian character and leadership in students
- Achieve outstanding academic results
- Pursue excellence and require involvement in a wide-ranging and adaptive curricula program
- Provide students with the diversity of experiences needed to develop as well-rounded individuals
- Foster creativity and participation in the Arts
- Strengthen the international orientation of its associated educational programs
- Employ high quality, committed and innovative educational staff
- Provide excellent boarding facilities and programs with caring and professional staff to serve the needs of regional Australia and the international context
- Increase student enrolments from Pre-Preparatory to Year 12 from 1250 to 1425 girls
- Increase boarding enrolments in Years 6 to 12 from 150 to 185 girls
- Maintain an open-entry enrolment policy which reflects the traditions of the School, with scholarship entry opportunities
- Provide class sizes, facilities and an environment required to support an outstanding education
- Maintain fee structures which are market competitive
- Serve and communicate effectively with students and their families
- Encourage the support of the school community with the development of the School, its staff and programs for the students
- Value and foster St Hilda’s Old Girls’ Association and its boarding and community connections
- Reach out to learners worldwide through the St Hilda’s Learning Institute
In educating St Hilda’s students, the School seeks to:

- Develop character
- Value commitment, success and the capacity to stand fast in the face of adversity
- Recognise and reward success, in terms of demonstrated excellence and sustained application
- Encourage innovation and creativity
- Foster the traditions of the community and the School

Achievement for every student is interpreted in many ways including:

- Working to the best of her ability to reach her highest standard of academic performance
- Demonstrating a strong character evident in her development of faith, commitment to compassion for others and service to the community
- Involving herself in the experience of leadership and personal enrichment through a wide range of activities
- Reflecting on personal growth and formulating strategies for future development
- Developing enduring friendships

The personnel, structures and systems of the School are committed to a management culture which maintains best educational practice in the areas of:

- Student achievement (curricular, co-curricular, social and spiritual)
- Quality of relationships (students, parents, staff and community)
- Passage of information
- Achievement of annual initiatives
- Staffing
- School reputation
Characteristics of St Hilda’s include:

- Anglican heritage and traditions
- Values which are committed to Love, Compassion, Forgiveness, Hope and Grace
- Excellence in girls’ education
- Challenging and enriching academic programs which achieve outstanding success for the development of the students in the middle range, as well as catering for the needs of the most able academically and those in need of personalised learning support
- Achievement is measured by a students’ desire to pursue excellence through sustained application and the ensuing breadth of her character and accomplishments

A St Hilda’s education includes cultural diversity and goes well beyond the academic life of each girl into sport, art, music, drama, debating, House activities, leadership and cultural exchanges

A compassionate student culture that values self-discipline and wisdom, cares for others and group cohesion and nurtures individual difference and sensitivity

A commitment to social justice and service to others

Caring relationships among students and with their teachers

Training and experiences in character and leadership, including Outdoor Education, House activities and school initiatives

Boarding from Years 6 to 12

Enduring connections between the School and the St Hilda’s Old Girls’ Association

Enduring bond between St Hilda’s School and The Southport School

Icons of St Hilda’s

- The School Crest and the Ammonite symbol
- Stained-glass windows of the Chapel of St Hilda and the James Administration building
- Historic precincts including the Whitby building, Central Hall, The Langford Theatre, the garden quadrangles, High Street Gates and Old Girls’ Way, Scholars’ Gate, the Chapel of St Hilda and the Centenary Wall
- Ceremonial occasions, especially Graduation, Speech Day, Senior Formal, Senior Chapel and Reflection Service, Presentation Ball, Anzac Day Service and St Hilda’s Day
- School Motto, School Prayer, School Song, Homily of St Hilda, School War Cries and honour boards
- School uniforms including summer and winter hats, blazers and honour pockets
- School colours of blue, gold and red
- House colours, banners, badges, symbols and events

CHARACTER OF ST HILDA’S SCHOOL

The School is passionate about its culture and heritage which provide inspiration and guidance and bind the community together by adding to the character of each student.
INNOVATIVE STRATEGIES EMPOWER STUDENTS TO ACHIEVE

St Hilda’s is an evolving learning community which values tradition, regular cycles of critical evaluation and a commitment to educational innovation.

St Hilda’s students respect and gain strength from their traditions, while being excited by challenges and the opportunities afforded contemporary girls and women.

St Hilda’s is committed to strategies which create the conditions in which students will achieve during their time at school:

- Providing a Christian environment, in the Anglican tradition, that guides the daily operations of the School and influences its tone and culture
- Providing a challenging and enriching curriculum through which students are called on to pursue critical thinking and problem solving in a variety of contexts
- Maintaining high expectations of students through a clearly defined set of standards which add to the tone and character of the School
- Creating a breadth of opportunity for individuals and groups so that all students may gain from a well-rounded education
- Fostering a student culture in which girls readily accept responsibility and value the service of others, enabled by a diversity of leadership experiences
- Preparing girls who can engage with their peers, contribute to their community and take their place in the world
- Developing accomplished, well-resourced and inspirational staff, committed to the students and imbued with a strong ethos of service, professional learning and responsibility
- Maintaining the outstanding facilities required to support the high-quality education of every student

The strategies sit within the clear boundaries of:

- Benefiting the students of the School
- Respecting values, icons and tradition
- Adding value to existing structures and programs
- Resourcing appropriately to achieve objectives
- Having definable impact and influence

There are five key Strategic Directions:

- Teaching and Learning
- Christian Endeavours and Pastoral Care
- Character and Leadership Development
- Community Engagement and Development
- Boarding Life
At St Hilda’s we:

- Excel at educating young women of diverse academic background in a modern, progressive and lively educational environment
- Offer courses which cater for the diverse abilities of the students
- Nurture a culture which is creative and innovative and centred on education
- Develop an atmosphere in which academic excellence is an expectation
- Show students ways of connecting their learning to practical life situations
- Develop research-based learning where innovative pedagogy is maintained
- Balance the education programs to enable the students to match their talent with educational opportunity
- Develop staff who are able to enhance, nurture and articulate their professional practice
- Encourage staff to seek school support for worldwide professional development opportunities
- Maintain an atmosphere of care, respect and balance

Teaching and Learning Strategies are:

- Focused on practical educational applications arising from research into girls’ education
- Fostering an atmosphere of respect and admiration for innovation and learning and the attainment of high achievement in learning
- Instilling the attitude in all that excellence is about achieving your personal best
- Developing facilities that encourage and enhance educational discussion and use of the best teaching and learning approaches.
- Building the development of academic excellence (including rigour) and having many enriching challenges within the curriculum of the Junior, Middle and Senior Schools
- Attentive to the links with educational and business groups that enrich the School’s opportunity to model academic excellence and widen the programs available to the students
- Collaborative and progressive so that St Hilda’s culture becomes inspiring and attractive to educators
- Intended to develop a culture of ongoing reflection and evaluation of curriculum and teaching styles
CHRISTIAN ENDEAVOURS AND PASTORAL CARE

St Hilda’s embraces Christian ministry based on scripture, tradition and reason.

Our vision and commitment to practical action is defined in the Vision Statement for Anglican Schools in the Diocese of Brisbane.

We integrate the academic, social and religious dimension of the School’s curriculum so that an atmosphere of Love, Compassion, Forgiveness, Hope and Grace pervades the culture of the School and has real meaning in the lives of the girls.

Members of the school community are invited to share in the Anglican vision of faith, to understand and form relationships in a manner that celebrates the diversity, value and sacredness of every individual. Jesus’ statement, “I have come that they may have life and have it abundantly,” (John 10:10) is a summation of St Hilda’s desire to educate holistically in a Christian environment.

At St Hilda’s we:

• Share the Gospel of Jesus Christ
• Embed all aspects of the Anglican Vision Statement into the life of St Hilda’s School and its wider community
• Affirm the Christian foundation of the School in an intelligent manner through a wide variety of curricula, liturgical and pastoral approaches which demonstrate sensitivity and respect for the diverse nature of the St Hilda’s community
• Support and nurture all aspects of a student’s life - spiritual, physical, social, emotional and academic, through positive relationships and effective programs
• Maintain synergies with the local community, churches, businesses, community agencies and educational institutions to enable a support network based on reciprocity
• Seek and develop a compassionate and competent professional staff with an understanding of the nature of an inspirational Anglican learning community

Christian Endeavour and Pastoral Care Strategies are:

• Providing professional development so staff understand, respond and develop relationships that relate to the needs of each student
• Creating and maintaining programs to ensure students develop a sense of identity, independence and interdependence
• Centred on diverse liturgical and sacramental worship which enhance personal faith journeys for all sectors of the community
• Built on nurturing the spiritual development within the staff
• Open to the establishment of a School Church
CHARACTER AND LEADERSHIP DEVELOPMENT

The school motto, Non Nobis Solum - Not for Ourselves Alone, is the foundation of our character and leadership program for staff and students. Servant leadership is admired at St Hilda’s and we expect every girl to be influenced by this profound idea.

The School is committed to the provision of a diverse and focused program of Character and Leadership Development. This program is valued because it contributes significantly to the life preparation of the girls.

We achieve these ideals through enriching activities that permeate the life of the School. These activities play a key role in providing leadership opportunities for the girls. St Hilda’s is committed to the development of appropriate models of leadership that build on the Christian ethos of the School and liberate the skills, talents and capacities of our girls.

A significant number of the girls undertake the opportunity of travelling internationally to experience another culture and develop personal confidence.

At St Hilda’s we:

• Develop the girls’ specific skills in their chosen activities
• Enjoy teamwork activity as a way to foster leadership
• Ensure the girls experience relevant and supportive activities and challenges that will develop their personalities and aspirations
• Ensure mentors can be part of the Character and Leadership Development program
• Encourage international exchange programs that enrich the educational experience of the girls

Character and Leadership Strategies are:

• Age-appropriate for character and leadership growth
• Connecting with others to ensure the School offers challenges that support the development of the girls’ personalities
• Supporting of the School’s sporting and cultural associations
• Continuing to improve sporting and cultural facilities that allow us to provide a breadth of programs
• Strongly-focused national and international activities where the girls will develop connections with global communities
COMMUNITY ENGAGEMENT AND DEVELOPMENT GOALS

The St Hilda’s School wider community is important to our success. This community includes past students and parents, current parents, the School’s Parent Support Groups and the Old Girls’ Association. St Hilda’s relationship with the Anglican Church, other schools and in particular, The Southport School, the university sector, other tertiary institutions and business partners are important to the School’s desire to thrive as a place of educational distinction.

At St Hilda’s we work to support groups in the broader community through service and social engagement.

At St Hilda’s we:

• Support the growth of open relationships between the School and our community. Past, present and future groups are important to the creation of our community
• Enjoy and seek close relationships with local Anglican churches, universities and businesses
• Build our strong philanthropic culture to support growth and development of the School’s Master Plan and Scholarship funds

Community Engagement and Development Strategies are:

• Building a vibrant Community Engagement program to encourage voluntary and service activity
• Creating a development program that is resourced to support and achieve the goals in community engagement and development
• Growing the Old Girls’ Association as an important part of the School’s organisational fabric
• Building relationships with international educational agents and schools which can support St Hilda’s interest in building a diverse student community
• Developing interactive communications to enhance our reputation through publications and presentations in the educational community
• Building community through use and support of social networking opportunities and web technology
• Retaining connections with community groups enabling the enrichment of St Hilda’s educational mission
• Actively supporting the education of indigenous students through support of the Yalari Foundation
BOARDING LIFE
Boarding is integral to the culture of St Hilda’s School and remains significant to its future.

We enjoy serving the needs of the rural community and are enriched by the girls from these communities becoming part of our School.

The School’s Christian perspective influences St Hilda’s reason for upholding boarding and its approach to programs.

St Hilda’s considers boarding to be an educational experience that enhances a student’s life through belonging to a safe and vibrant community.

We have a friendly, welcoming and approachable boarding philosophy.

Boarding provides the School with students from many backgrounds and this adds to its character and creates an interesting living and educational environment.

The School serves the needs of rural, local, expatriate and international students and aims to increase boarding enrolments in Years 6 to 12 from 150 to 185 girls.

At St Hilda’s we:
• Ensure that boarding is an educational experience
• Integrate boarding students into all school programs
• Commit to our boarding school becoming a first choice for girls from rural areas
• Employ, train and develop staff with the skills, personality and a commitment to our boarding philosophy
• Market the School and its boarding opportunities and facilities in the national and international arenas
• Expect our boarding experience to nurture lifelong friendships.

Boarding Strategies are:
• Actively developing programs that are academic, social and recreational to ensure our boarding is educationally satisfying and exciting for students
• Creating a happy boarding environment where celebration and relaxation are part of the rhythm of boarding life
• Providing emotional support for the girls while they are away from home
• Giving academic assistance to boarders while they complete their homework and encourage the development of good study habits
• Offering English as a Second Language (ESL) support for international students to meet the academic and social challenges of the School and universities
• Marketing boarding in a personal manner
• Ensuring boarding programs honour and support the diverse backgrounds of boarding students
• Providing staff development programs that are focused on encouraging the personal and professional attributes necessary to be a successful boarding school
• Ensuring St Hilda’s scholarship program is attractive and supportive of the needs of the boarding community
• Continuing to improve facilities for staff and students
The Evaluation Cycle

Evaluation is conducted at different times. Where possible, an annual cycle of goal-setting, development and review is implemented within a long-term context of evaluation of performance. St Hilda’s responds to annual trends, however the School bases substantive change on analysis of the significant findings from longitudinal, qualitative and quantitative research. The evaluation cycle includes:

• Annual goal-setting and planning at all levels
• Meeting the financial goals of the School
• Staff performance appraisal
• Departmental annual reviews and executive reporting structures
• Review processes involving school consultative bodies
• External consultants’ reports focusing on the School’s performance, community satisfaction, academic results, learning programs and technology-enriched curriculum
• Evaluation of key aspects by external bodies, including school registration processes with the Queensland Studies Authority

The evaluation of performance is a critical feature of implementing the School’s vision for the future. All aspects of school life are evaluated, including:

• Teaching and learning programs
• Performances of the teaching, professional and executive staff
• Co-curricular activities
• School structures, routines and communication processes
• Resources, including sustainable loading for staff
LOVE COMPASSION FORGIVENESS HOPE GRACE