

WITH
Passion
AND **Purpose**

A STRATEGIC
FIVE-YEAR PLAN
TO 2027



COLLINGWOOD
SCHOOL



MESSAGE FROM THE HEAD OF SCHOOL AND BOARD CHAIR

On behalf of Senior Leadership, faculty, staff and the Board of Governors, we are delighted to share *With Passion and Purpose: A Strategic Plan for Collingwood School*. This plan is the product of our community's shared aspirations, expressed through a comprehensive, engaging and consultative planning process. Thank you to the families, students, Alumni, faculty, staff and Governors for your thoughtful participation.

Our Strategic Plan takes a student-centred approach to ensuring our young people are prepared for the complex world that awaits them. We will continue to foster passion and purpose in our students through a Four Strand approach to education—academics, arts, athletics and service. Students will be challenged by future-focused, rigorous academic programs and immersive experiential learning, building the skills needed to thrive in post-secondary studies and beyond. Our dedicated University Guidance counsellors will meet with every high school student, every year and remain a key differentiator for our School.

Our four strategic pillars—Forward Focused Learning, Community, Wellbeing and Sustainability—reflect the areas of school life that we believe have the largest impact on student learning, development and achievement. These pillars will also advance our School and contribute to a brighter future for our world. Our priorities include developing personalized learning experiences through inspired programs and spaces, supported by cutting-edge technology. At the same time, we are developing the foundation

for healthy and balanced lives, strengthening the connections of our community and engaging with a diverse array of perspectives. We are also committed to developing strong environmental stewardship, enhancing our Financial Assistance Program, developing a culture of philanthropy and ensuring the long-term financial sustainability of the School.

Our passionate, high-calibre faculty and staff will continue to share their enthusiasm and love for what they do with your children each day. They will be supported professionally to grow and expand their knowledge and skills.

While Collingwood School is thriving today, this plan provides clear direction for our journey forward as an educational leader nationally and globally. It is from a solid foundation that we can boldly explore

the strategic priorities that will prepare Collingwood to meet the future challenges and opportunities head on.

Dedicated and experienced school leaders are committed to the implementation of this plan, with oversight and guidance from the Board of Governors. We

anticipate the potential need to adapt to the dynamic world around us and will provide regular updates to our community along the way.

We are excited about the future of our School, and are proud to share *With Passion and Purpose* with you. Our hope is that you will read and embrace this plan and join us as we embark on Collingwood's course towards our 40th year and beyond!



Lisa Evans

HEAD OF SCHOOL

Dave Smith

CHAIR, BOARD OF GOVERNORS

We have captured the shared aspirations of our Collingwood community, expressed through a comprehensive, engaging and consultative planning process.

PROJECT TIMELINE



6 STAKEHOLDER GROUPS:
FACULTY, PARENTS, STUDENTS,
BOG AND SLT, NON-TEACHING
STAFF AND ALUMNI

18 VIRTUAL STAKEHOLDER
CONSULTATIONS, FEBRUARY
AND MARCH, 2021

251 STAKEHOLDERS
ENGAGED VIA ZOOM

1,000+ INDIVIDUAL
COMMENTS
RECEIVED AND
ANALYZED

What makes Collingwood a great school?

"The Four Strand approach. These different influences in our childrens' lives help them discover and connect with others and help nurture a deeper understanding of themselves."

"They really care about students' wellbeing, their development and future."

"You truly feel like we're in this together. It's a great community."

"The excellent dedicated teaching team and staff!"

What are Collingwood's core strengths and capabilities?

"The caliber of teaching has always been outstanding. It is the process of not only learning but enjoying the learning process."

"Collingwood makes students feel empowered with their own capabilities and strengths."

"The University Guidance Department is a big bonus, and very helpful with post-secondary planning and inspiration."

"A commitment to community and togetherness."

What are Collingwood's opportunities for growth?

"I am very glad that the diversity planning is in action to help change everyone's understanding—students and staff alike."

"Prioritize students' wellbeing and growth over everything else."

"We have a strong alumni network that could be utilized more"

"Financial diversity would be a tremendous asset."

What should Collingwood never stop doing?

"Providing a diversified buffet for students among the Four Strands."

"Emphasizing the importance of community."

"Never stop caring about the health and mental wellbeing of our students."

"Hiring the best faculty and making sure everything is done to retain them."

Vision

Socially responsible students pursuing passions for a better world.

We are committed to contributing positively to our local and global communities, environmental stewardship, and supporting the wellbeing, and inclusion of all people. Through the pursuit of passions, students will find their unique purpose in the world.

Mission

To inspire and support young people for meaningful lives.

Collingwood's personalized and inclusive approach fosters academic excellence and wellbeing as our students explore opportunities across the four strands—academics, athletics, arts and service learning. We value experiential learning, collaboration, character development, and problem solving across disciplines. Our graduates will join the global community as critical thinkers who are resilient, socially conscious and prepared to make the most of their opportunities.

We live our values of courage, curiosity and community to be in service of others:

Courage

To be a leader, one must have courage. This is how we build integrity, confidence, resilience and respect for self and others.

Stepping forward or speaking out to create an environment that values the uniqueness of others, takes courage.

Our graduates will use their courage as they rise to meet challenges throughout their lives and seek to make a better future for the world.

Curiosity

Curiosity drives passion for life-long learning. This passion, in turn, drives innovation and collaboration.

To inspire curiosity, we push beyond the core curriculum to ensure our students are engaged in an education that is transformative.

Community

In our community, inclusion is a belief and approach where our students, families, alumni, faculty and staff, work together to feel a sense of belonging.

The diversity of our family is a strength. Inclusivity is a community-wide effort and we value listening, patience, and empathy.

We express our belief in community mindedness through our commitment to leadership, respect for one another, and service to others, both locally and globally.

With Passion and Purpose is Collingwood's strategic plan built upon four Pillars: Forward Focused Learning, Community, Wellbeing and Sustainability.

Each Pillar represents a carefully curated list of strategic priorities—areas of focus for our School that takes a student-centred approach. This will help us to achieve excellence for our students while they are at Collingwood and as we prepare them for life beyond our school walls.

Forward-focused learning is at the heart of everything we do. The development of innovative programs to explore and deepen the understanding of real-world applications will align with inspired learning spaces for students to pursue their passions at Collingwood and

discover their successful place in the world. We do all of this with a focus on building a strong **Community** which includes diverse minds and broad perspectives. We believe in the **Wellbeing** of our students and staff, where everyone feels welcomed, understood and valued. **Sustainability** ensures that we invest in the future of our School environmentally and financially.

Over the next five years, this transformative strategic plan will be our North Star as we continue our growth and evolution as a leading co-educational day school in Canada.

EDI Commitment



At Collingwood School, we aim to foster an inclusive and equitable environment that embraces diversity. Through education and courage, we are committed to cultivating a pluralistic environment as we work together to remove barriers so that every person feels welcomed, understood and valued.

We believe in authentic,
personalized learning
experiences through inspired
spaces that propel students
to pursue their passions.



PILLAR ONE: FORWARD FOCUSED LEARNING

We know innovative programs will prepare students for multiple pathways in a complex world. Our educational programming from JK-Grade 12 will continue to provide our students with enriched knowledge and skills that exceed the BC Curriculum. We are preparing students for the world of work and post-secondary studies. Unique student-centred projects and programs will be added to deepen learning and take advantage of world class businesses and organizations located right here in our city. An enhancement of information technology resources in the classroom will build competency and confidence in our students in an ever changing digital technology world. We will review our academic course offerings, ensuring locally developed, Ministry of Education, and Advanced Placement (university-level) courses are rigorous and reflect our commitment to the Four Strands.

We value connections with local and global experts to generate real-world experiences across the Four Strands. Immersive experiential education experiences linked to the curriculum and extra-curricular programs allow our students to gain a significant academic advantage that

can be applied in the real world. Deeper academic exploration, exposure to various cultures and countries, and service learning opportunities await our students so they can better understand our interconnected world. Our dedicated University Guidance department leverages relationships with strategic post-secondary institutions, businesses and organizations to support students as they explore multiple pathways beyond high school.

Partnering with students to reflect, design and personalize their unique learning goals empowers individual academic growth. We believe in meeting our students where they are and challenging them to reach their full potential. Our approach ensures that students are regularly involved in setting and reflecting on their goals and finding their voice when it comes to their own learning. We will review systems, models and staffing in order to ensure appropriate supports are available for all learners, where choice, motivation and student independence are prioritized.

We understand enhanced facilities and technology inspire innovation, collaboration

and transformative learning. We will develop a Master Campus Plan to improve and expand future facilities while reimagining existing spaces to better reflect emerging teaching and learning practices. These new and revitalized spaces will provide room for student creativity, designing real-world solutions, hands-on learning, reflection and collaboration, supported by cutting-edge technology.



We believe that a strong community includes diverse minds and broad perspectives.



PILLAR TWO: COMMUNITY

We're all in this together. We seek to strengthen engagement with students, families, faculty, staff, alumni and friends of Collingwood to build Community. A strong community contributes to the overall success of our students, and makes our School a better place for everyone.

Our School is a magnet for passionate, high-caliber faculty and staff dedicated to student success. A school moves forward on the strength of its teachers and we affirm our efforts to attract and retain employees who are committed to a growth mindset. We are a community of learners dedicated to excellence and committed to the continuous improvement of our ourselves and others. We strive for high employee engagement and value innovation, teamwork and collaboration in support of our students.

We invest in a professional learning community that reflects excellence and innovation in educational practise. This investment elevates and inspires exceptional learning that can be seen in the students' classroom experience. We will be sharing our best practices with other educators as we become a learning hub locally, nationally and internationally.

We will continue to enhance efforts to bring our stakeholders together for collaboration and in support of our students by volunteering their time and their professional and/or personal expertise in the classroom and across the Four Strands, through Parents' Council, on advisory committees, and at the Board level. We will enhance our programs with Alumni to deepen our connections and improve the frequency and quality of engagement.



We believe in a culture that appreciates and supports the wellbeing of our students and staff and where everyone feels welcomed, understood and valued.



PILLAR THREE: WELLBEING

We prioritize wellbeing so that students develop an understanding and foundation for a healthy and balanced life. We recognize that wellbeing is different for each student and we support our students by further integrating physical, social and emotional health into the culture of our School. We will audit our physical spaces, schedules and curriculum to align with wellness practises and enhance the programs delivered by dedicated student-support specialists, including counsellors, Heads of House, the nurses in our Health Centre and our University Guidance advisors.

We cultivate a culture that values faculty and staff wellbeing. We recognize that employee growth goes beyond professional development and includes enhancing individual and collective employee wellbeing. Individual and collective wellbeing positively impacts

our students, building a stronger learning community. We will engage faculty and staff as we continue to recognize the importance of their physical, mental and financial wellbeing.

We achieve a sense of belonging and safety for all members of our school community through our commitment to Equity, Diversity and Inclusion. We weave EDI into the culture of our School and into the curriculum from JK-Grade 12 in age-appropriate ways. We help to foster relationships among community members that are respectful of diverse minds and broad perspectives and we hold each other accountable through our shared EDI Commitment. We are committed to ongoing education for our school community as we ensure our EDI plan meets or exceeds CAIS Standards.



We believe that strong
stewardship will advance our
School and contribute to a
brighter future for our world.



PILLAR FOUR: SUSTAINABILITY

We are committed to environmental stewardship and to reducing Collingwood's ecological footprint. We will embed themes of sustainability into the curriculum where students can apply their learning and develop their global citizenship for the betterment of the world. We make operational decisions that decrease our environmental impacts and, where possible, engage students to increase their knowledge and stewardship of the environment.

We will make a Collingwood education more accessible to qualified students regardless of financial means. We are committed to responsibly managing the cost of a Collingwood education to ensure that we continue to attract exceptional students from diverse backgrounds that enrich our learning community. We will continue to enhance our Financial Assistance program to offer support to families through a variety of ways that include financial aid, scholarships and short-term financial support.

We seek to develop a flourishing Culture of Philanthropy. We will begin in classrooms with service learning and develop global citizens who strive to better the world. We will reignite an Advancement program to secure the financial future of our School. This philanthropy enriches the teaching and learning inside and outside the classroom, increases financial assistance, supports our Master Campus Plan and will grow our endowments.

As we near our 40th anniversary, we will ensure the long-term financial sustainability of our School for future generations. As a leader in Jk-12 education, our unique value proposition will attract a broad demographic of excellent students from across the North Shore and beyond. We will develop a long-term financial plan that supports our investment in students, exceptional teachers and strategic growth. Through new revenue sources and optimized cost structures, we will mitigate our financial risks.



STAY CONNECTED!



Gratefully living, working and learning on the
unceded traditional territories of the Skwxwú7mesh
(Squamish), Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh),
and xwməθkwəy̓əm (Musqueam) Nations.

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