The Hutchins School
A SCHOOL FOR THE FUTURE
FROM THE CHAIRMAN

On behalf of The Hutchins School Board of Management I have much pleasure in presenting the Strategic Plan for our future. The Strategic Plan identifies the qualitative and quantitative goals which The Hutchins School proposes to pursue over the next five years.

The Board and the Principal have spent considerable time preparing this Plan and it is envisaged it will provide a blueprint for the future direction of the School.

The Board of Management is committed to such a process and believes it is extremely important in ensuring the correct allocation of available resources and therefore the sustainable viability, growth and success of The Hutchins School in the years ahead. The Strategic Plan will be reviewed regularly by the Board of Management and adjusted for factors such as changes to the School’s operating environment, enrolments, progress made on specific goals and any new challenges or opportunities that may arise.

I would like to take this opportunity to thank all those who contributed their thoughts and ideas at the various forums. Without doubt this process has succeeded in engaging the wider Hutchins community in the ongoing well-being of the School.

We can feel very proud of our strong community spirit and of the long history and heritage of the School - all qualities we want to retain into the future.

Scott Harvey

Chairman
FROM THE PRINCIPAL

It is with pleasure that I commend to you the Strategic Plan for The Hutchins School 2009 - 2013.

The Hutchins School remains a boy’s day and boarding school enrolling students from Kindergarten to Year 12. In so doing it intends to provide many opportunities at all learning levels for developing the character of boys through their participation across a wide range of education experiences.

The Strategic Plan aims to further enhance our capacity for developing boys’ intellectual, physical, emotional, spiritual and social knowledge, skills and attributes. This will be provided by a committed and professionally developing staff who desire attainment of excellence in teaching and learning outcomes.

A culture of leadership and a sense of community and service based on Christian values remains a strong focus and will continue as an integral part of our vision and mission for the future.

The Strategic Plan signals an intention to build on the good name and reputation of this high performing school, to enhance curriculum in its scope and sequence, delivery of information and communications technology capability, seek involvement in our future for all families and to be a starting point for developing a Master Plan for provision of outstanding education facilities. Thank you to all contributors to the development of this Strategic Plan. The breadth and depth of input from our community has been most encouraging and I look forward to all parents, students, staff, old boys and our supporters in the broader community enjoying the benefits that will flow from its successful implementation.

Warwick Dean

Principal
EXECUTIVE SUMMARY

This Strategic Plan is the result of a comprehensive community engagement process. Members of The Hutchins School community were invited to share their views and help define the strategic direction of the School. Members of the community contributed to this Plan via workshops, forums, one-on-one discussions, surveys and online responses. Research was also conducted on local, national and international trends relating to the future of education including possible opportunities and threats to The Hutchins School. All data received was analysed, categorised and assessed. Over 600 people were involved in the creation of this Plan.

This Plan has been written to support the vision, mission and core values of The Hutchins School. Specifically the six Strategic Initiatives are designed to support and consolidate the purpose of the School.

The six Strategic Initiatives are supported by long-term and short-term goals with specific key performance measures identified for delivery in the 2008-2009 year.

The Hutchins School, with its proud history, values, traditions and heritage, is uniquely positioned to become a ‘school of the future’ providing outstanding teaching and learning and able to adapt strategically and efficiently to a changing world.

I thank everyone for their input.

Impact Solutions International
www.impactsolutions.com.au
OUR VISION

The Hutchins School vision is to provide an inspirational education where each boy develops his personal best.

OUR MISSION

The Hutchins School is an Anglican school whose supportive, stimulating community works together to build character of boys.

OUR VALUES

As a community of learners and in keeping with our proud heritage we hold these core values to be the foundation of our endeavours:

- Relationships based on integrity and mutual respect
- A safe and secure environment for all
- Education of each student as an individual
- Compassion and pastoral care
- The pursuit of excellence appropriately celebrated
- Accepting best practice and academic challenge
- Active citizenship
- Building resilience through purposeful effort, participation and persistence
- Community connectedness

OUR PURPOSE

The Hutchins School, with its proud history and heritage, is uniquely positioned to become a “school of the future”, providing outstanding teaching and learning and able to adapt strategically and efficiently to a changing world.

Our constant purpose is to foster and maintain a tradition of developing young men prepared for today’s world and that of the future; who are balanced in intellectual, spiritual, emotional, social and physical skills; are in possession of knowledge and attributes and a love of learning for life; and willing to serve their contemporaries and the wider community.

The Hutchins School is a school for boys from Kindergarten to Year 12, on one site, with three mini schools which is coordinated, coherent and connected and operates from a shared vision, mission and established core values.
OUR STRATEGIC INITIATIVES

1. The Hutchins School will attract, develop and retain the best teaching and support staff.

2. The Hutchins School will develop an outstanding curriculum to enhance learning opportunities for our boys.

3. The Hutchins School will enhance our relationships with the parent community and other important stakeholders.

4. The Hutchins School will have the services, infrastructure and financial capacity to deliver our strategic goals.

5. The Hutchins School will maintain our traditions and enhance our position in the local, national and international community.

6. Information and communications technologies will be the enabler of our strategy.
THE HUTCHINS SCHOOL WILL ATTRACT, DEVELOP AND RETAIN THE BEST TEACHING AND SUPPORT STAFF

What we will do over the next 5 years

1. Be an Employer of Choice.
2. Provide a program identifying personal and professional development for all staff.
3. Have thriving learning communities across disciplines and year groups.
4. Establish the resources to meet the professional development requirements for all staff.

What will we do 2008-2010

Our short-term imperatives

- Research all criteria, decide on relevant structure and implement an Employer of Choice Program for the School.
- Introduce a professional performance development system that actively identifies opportunities for personal and professional development for all teaching and support staff.
- Establish professional learning communities across disciplines, year levels and sectors to promote curriculum development.
- Increase funding available for professional development.
- Introduce a formal mentoring process for all new teaching and support staff.
THE HUTCHINS SCHOOL WILL DEVELOP AN OUTSTANDING CURRICULUM TO ENHANCE LEARNING OPPORTUNITIES FOR OUR BOYS

What we will do over the next 5 years

1. Publish curriculum statements which include development of knowledge, skills and capabilities that promote intellectual, physical, personal, spiritual and social capacities across all discipline-based subject areas.
2. Publish comprehensive, expanded, innovative curriculum for boys in Middle School to effectively prepare them for transition to Senior School.
3. Establish a Senior Study Centre that reflects teaching and learning innovation.
4. Provides a comprehensive system of student pastoral care.

What will we do 2008-2010

Our short-term imperatives

• Determine for students, at each level of learning, the knowledge, skills and capabilities that promote intellectual, physical, personal, spiritual and social capacities to be delivered across discipline-based subject areas.
• Integrate studies with skills development in communication, design, creativity, the use of technology and well-practiced thinking processes.
• Develop higher order thinking and sophisticated problem-solving expectations in all curriculum statements.
• Create opportunities for innovative and diverse learning at all learning levels. The learning environment will:
  o Be varied and help students identify what they enjoy and what they are good at.
  o Encourage students to take an active role in reflecting on their learning.
  o Have excellent relationship-making capabilities and the ability to participate as responsible citizens.
  o Examine opportunities for a variety of vocational pathways and assist students to make informed decisions about career pathways.
  o Increase personalised learning opportunities within and external to the School environment.
  o Ensure teaching practice takes account of individual learning styles and learning preferences.
  o Research, plan for and manage classes to promote positive attitudes to teaching and cooperative learning.
- Support students to adopt productive habits of mind including critical thinking, and understanding relationships between knowledge and thinking.
- Develop effective ways for students to extend and refine knowledge and use knowledge meaningfully.
- Include approaches to social skills and the ability to work in a world of accelerating change, globalisation and the knowledge society.

- Review sports and sports administration.
- Expand social learning opportunities for Middle School students and effectively prepare them for transition to Senior School.
- Constantly monitor emerging educational models which respond effectively to changing social patterns, work opportunities and accelerating change.
THE HUTCHINS SCHOOL WILL ENHANCE COMMUNICATION WITH OUR PARENT COMMUNITY AND OTHER IMPORTANT STAKEHOLDERS

What we will do over the next 5 years

1. Establish regular and active participation by the parent community and other important stakeholders and the School.
2. Promote an active old boys network.

What will we do 2008-2010

Our short-term imperatives

- Provide ongoing significant opportunities for open communication for parents and other important stakeholders to express ideas and concerns.
- Continue to build significant and mutually rewarding relationships with other schools.
- Develop strategic relationships with businesses, particularly those focusing on Tasmania’s natural competitive advantages.
- Connect teaching and learning within the School with communities beyond the classroom.
- Build constructive relationships with governments at all levels, particularly the Federal and State Ministers for Education and their departments.
- Promote greater involvement of old boys in providing pathways, mentoring and leadership development.
- Create a parent portal for easy access to student’s assessments and promote feedback
THE SCHOOL WILL HAVE THE SERVICES, INFRASTRUCTURE AND FINANCIAL CAPACITY TO DELIVER OUR STRATEGIC GOALS

What we will do over the next 5 years

1. Establish services, infrastructure and financial capacity that allows the School to deliver our strategic goals.
2. Establish and prioritise a 20 year building and development Master Plan.
3. Apply funding to meet the priorities.

What will we do 2008-2010
Our short-term imperatives

• Develop an exceptional “change team” to lead and facilitate the implementation of the Strategic Plan.
• Provide development opportunities for both teachers and administrative staff to actively participate in the change.
• Develop a financial plan to underpin our 20-year building and development Master Plan.
• Regularly publish financial information to parents related to the payment of fees.
• Develop the capacity of the School to raise funds to develop strategic priorities.
THE SCHOOL WILL MAINTAIN AND ENHANCE OUR TRADITIONS AND POSITION IN THE LOCAL, NATIONAL AND INTERNATIONAL COMMUNITY

What we will do over the next 5 years

1. Be recognised by the community as the leading school for boys in Tasmania based on our vision, mission, values and purpose.
2. Ensure that the School is the right size to meet the future demands of the community.
3. Create an attractive, profitable and nurturing boarding facility.
4. Establish relationships and exchanges with international schools for boys.

What will we do 2008-2010

Our short-term imperatives

• Be academically at the forefront of boys’ education.
• Initiate and maintain national and international educational partnerships.
• Lead and support the International Coalition of Boys’ Schools and other networks of boys’ schools dedicated to excellence in boys’ education.
• Develop and commence implementation of a boarding house program of refurbishment that caters to the future expected demands of the facility.
• Update and align our position and brand.
• Have a Master Plan that meets the expected size of the School population.
INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) WILL BE THE ENABLER OF OUR STRATEGY

What we will do over the next 5 years

1. Fully implement the ICT Strategic Plan to support the effective and efficient delivery of all other strategic initiatives.
2. Maintain staff ICT learning

What will we do 2008-2010

Our short-term imperatives

- Create an e-learning team.
- Develop a technology plan that responds to this Strategic Plan.
- Develop an ICT competency framework for academic, administrative and ancillary staff.
- Develop opportunities for teachers to better understand the use of information technology.
- Evaluate laptops/desktop computing availability.
THE PROCESS FROM HERE

Ratify plan with Board of Management
Prepare final document for distribution to all members of the school community
Call for Expressions of Interest for participation on “The Change Team.”
Train and develop the Change Team.
(Terms of reference, process, skills & accountabilities.)

Change Team initiative to provide first opportunity to “grow and engage teachers and staff.” The Change Team selection criteria to include ability to execute strategy and development opportunity.

<table>
<thead>
<tr>
<th>Time of month</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
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</thead>
<tbody>
<tr>
<td>Function</td>
<td>Tactics</td>
<td>Scoring</td>
<td>Board Meeting</td>
<td>Strategy</td>
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<tr>
<td>Ship Analogy</td>
<td>Engine Room – make sure crew is working together</td>
<td>Check the dashboard on the bridge</td>
<td>Brief the 1st Class passengers</td>
<td>Check long-term course for direction and icebergs</td>
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| Meeting Description | • Focus on issues around the Change Team working on the integrated strategy • Resolve conflicting aims • Updates • Strategic 
     
     Tactical Response • Focus on key tactical areas (“Possibly generated from strategy meeting in week 4”) • Issues list | • Measure performance • Financials | • Prepare for Board Meeting | • Review Roadmap • Agree priorities / strategic timetable • Set deliverables • Review “environmental” factors • Risk update • How do these change strategy? |
| Meeting Question | What issues need to be resolved to work together and deliver the plan effectively? | How are we performing against our KPI’s? | Are we ready for a Board Meeting? | How are we tracking against our strategy? ‘What big picture’ factors are influencing us to change course? |
| Extra space At meeting | Some time allocated at each meeting to deal with issues of the day |