

## Our Mission

Fahan School is a community that excels in educating girls from Kindergarten to Year 12 in an inclusive environment, where high expectations and outstanding academic programs and co-curricular programs allow for each girl to be valued and nurtured to develop skills of resilience, integrity and social responsibility, as she strives to achieve her personal best.

## Our Vision

Fahan School will be recognised as the outstanding school for girls in Tasmania.

## Core Value

### 1. Every individual matters

Fahan School accepts, nurtures, respects and celebrates every individual. Girls experience safety and encouragement, allowing them to grow in confidence and thrive.

### 2. Educational excellence

Fahan School develops qualities of self-confidence, optimism, high self-esteem and a commitment to personal excellence in all academic and co-curricular pursuits. Fahan School encourages and celebrates the pursuit of excellence and one's personal best across all fields of endeavour.

### 3. Resilience

Fahan School builds the resilience of students as they reflect on their actions, develop the strength and courage to cope with disappointment or loss, and are encouraged to move forward.

### 4. Nurturing environment

Fahan School offers students and staff a nurturing environment through smaller class sizes, an emphasis on caring, and programs encouraging relationships between older and younger girls.

### 5. A sense of family and community

Fahan School offers a sense of family and community by maintaining strong links with parents and former students and encouraging participation in communal events. Fahan's relatively small student numbers foster a close-knit family atmosphere.

### 6. Welcoming

Fahan School welcomes students, staff and parents from a variety of cultural and socioeconomic backgrounds. Individual cultures and backgrounds are embraced.

### 7. Integrity

Fahan School fosters integrity in academic and co-curricular endeavours. Students are encouraged to achieve their personal best and to be true to themselves.

### 8. Participation

Fahan School offers a wide variety of activities for the girls and encourages them to attempt as many of these as possible.

## Our Key Performance Areas

### School Culture

At Fahan School we strive to create an inclusive community and progressive educational environment where we can prepare and educate each one of our girls to achieve her full potential. We aim to empower our girls to become women who have an impact on the world and who fulfil every promise of their future.

The size of our School fosters a culture of community, support, leadership and high achievement. We are committed to offering smaller class sizes where students are known and respected as individuals and where each girl is valued, nurtured and cared for in our positive, high-achieving School family environment.

The School will maintain its family friendly feel whilst ensuring optimum class sizes and sustainable enrolment numbers.

Strategies to support our core values and School culture:

- Develop a program to reinforce the underpinning values of the Fahan School culture. We will develop students' understanding of the School's values in their face-to-face interactions and in the digital environment. All teachers, girls and their families will be encouraged to come together and participate in a range of activities that encourage a nurturing, caring, high-achieving environment. Staff and senior girls will be encouraged to lead by example and will be a vital source in fostering the concept of the 'Fahan Girl'.
- Promote the School's Positive Education Program and develop opportunities for further interaction between students across year groups.
- Seek opportunities to develop the leadership capacity of girls.
- Further develop the School's culture of leadership and professionalism by incorporating the School's core values into staff position descriptions and appraisal processes.
- Promote the benefits and availability of the Fahan School Pastoral Care Program available to all girls.

### Teaching and Learning

Fahan School is a community that excels in educating girls, where high expectations and outstanding academic programs enable every girl to achieve her personal best. Our girls have the opportunity to develop exceptional skills and knowledge for their future lives – in academic, artistic, sporting and other pursuits.

We recognise the outstanding teachers and staff that are essential to our mission. Our passionate team of highly skilled professionals employ contemporary teaching and learning practices, live and promote the values of the School, and is dedicated to providing leading education for girls.

Fahan supports a professional staff culture in which individual and collective practices continuously improve student outcomes. Also, we are committed to the continuous improvement of our academic and co-curricular programs by applying research on best practice, adapting effectively to the national curriculum, developing strategic partnerships, and providing optimal learning pathways for our girls.

Strategies:

- Recognise, celebrate and promote the outstanding achievements and innovation of our staff in the local, national and international communities.

- Develop and maintain an active succession plan for key teaching positions within the School including the development of position descriptions.
- Enhance the performance appraisal process for all teaching staff; foster a culture of collaborative inquiry, planning and reflection; and promote peer observations or quality feedback circles.
- Engage the teaching staff in embracing and promoting the values of the School.
- Provide adequate staff training with particular emphasis on professional development in new technologies, enquiry-based learning and other innovative merging pedagogies.
- Investigate further opportunities for personal development including external and internal staff exchanges through the use of communication technologies
- Review and adjust academic programs to be delivered to the highest possible academic level, designing courses that are developmentally challenging, contemporary in practice and responsive to our students' needs.
- Extend the use of technology to facilitate learning.
- Embrace further opportunities for our students to access global programs and develop confident, creative and productive skills in new technologies, particularly information and communication technologies.
- Build co-operative partnerships and interchange with other educational providers, including maintaining a strong presence on Co-Operative School Committees and encouraging participation in the UTAS High Achiever Program.
- Monitor and maintain excellent levels of achievement for all students.
- Ensure our students are prepared for life beyond Year 12 by developing skills, independence, resilience, tolerance and personal integrity.

## Marketing and Promotion

Our marketing and promotional efforts will continue to highlight Fahan School as Tasmania's number one choice for girls' education and its outstanding school for girls. We will continue to enhance our position within the local, national and international market to increase community interest and drive enrolments.

Strategies to support the ongoing rise in enrolments:

- Implement a variety of recruitment strategies. Use word of mouth as a marketing strong tool and embrace a wide range of innovative communication technologies providing regular updates about the School's achievements, initiatives and successes.
- Raise the profile of the School across the broader local and interstate community by developing and fostering key collaborative relationships with relevant stakeholders.
- Develop and market a boarding experience campaign to target and attract interstate and regional boarders.
- Develop a plan to highlight Fahan's environmental sustainability strategy.
- Conduct a demographic assessment of the current population and identify potential sources of future students.
- Endeavour to develop wait lists across all year groups.
- Consider recognising contributors to the School with naming rights.

## Community

Fahan School will continue fostering opportunities to build, connect and engage our School community. Our supportive network of past, current and future parents, alumni and students gives us valued partnerships that extend the classroom experience and support our mission.

### Strategies:

- Review and improve community-wide communications including maximising social media and the School's electronic publications and website to inform and collaborate with the community and to celebrate our achievements.
- Promote a continuing sense of connectedness and participation through active partnerships with the Alumni and Parents' and Friends' Association, including further developing initiatives to enhance current students' networking opportunities for career mentorship with our Alumni.
- Showcase our School's facilities to the local and broader communities through communication technologies and special functions or events held on site.
- Nurture, develop and expand diverse partnerships and relationships that can further the strategic intent of the School or benefit the School and its community.

## Infrastructure and Resources

Excellent facilities in buildings, grounds and technology support the high quality teaching and learning programs in place at Fahan School. Our infrastructure fosters the academic and personal development of the learning community and reflects the School's history and aspirations.

### Strategies to support desired current and future learning outcomes and our culture:

- Complete the School's Capital Master Plan, which will include future building priorities and a schedule of works to provide our girls with contemporary learning spaces.
- Maintain the outstanding natural beauty of our surroundings.
- Investigate ongoing capital grant opportunities to ensure the School is taking advantage of all possible funding sources.
- Establish a fundraising plan for future infrastructure projects.
- Develop an Infrastructure Management Plan

## Financial Sustainability

The Board will continue to guide and support the Principal, and engage visionary, committed and clear-thinking members to maintain the School's ethos and further its aims.

### Strategies:

- Underpin the School's ongoing activity with a solid financial structure by building a financial model to support and align with the School's Strategic Plan.
- Enable the School to continue upgrading facilities, services and support to our families by exploring additional revenue streams, such as bequests, and cost saving opportunities.

- Maintain a professional and motivating working environment for all staff by developing and operating under contemporary management structures and practices.
- Maintain a safe and healthy environment for our girls and staff by continuing to embed a risk-aware culture in which potential issues are proactively identified and addressed.
- Embed options for the long-term financial stability of the School by stabilising revenue and providing a reserve to deal with one-off or ongoing financial shocks.
- Create a database to record and benchmark costs.
- Establish a Strategic Risk Management Framework.
- Conduct an analysis of options with respect to the Boarding House.

### Environmental Sustainability

The Fahan School Management Team and Board offer strong leadership and effective management in the area of environmental sustainability.

Strategies to develop an environmentally sustainable learning environment:

- Explore options for effective water and power resource management to show leadership in the areas of conservation and sustainability.
- Create a unique integration of the physical assets and surrounds of the School with sustainability with regards to food, gardens, power, water and waste.
- Develop a sustainability plan.