

**WE
HAVE
A
PLAN**



THE
BISHOP
STRACHAN
SCHOOL

A young girl with long brown hair, wearing a white short-sleeved shirt, a red and white striped tie, dark grey trousers, and a white bucket hat with a red logo, stands on a wide stone staircase. She is holding a white and red megaphone in her right hand and has her left hand on her hip. The background features a brick wall and a window with a grid pattern.

INSIDE

A plan to change the world

Goal 1: Deliver exceptional teaching and learning

Goal 2: Enable connection and meaning

Goal 3: Increase the breadth of access

Goal 4: Expand the breadth of opportunities

Goal 5: Create a superb learning environment

Vision, mission and values

A PLAN TO CHANGE THE WORLD

There have been 23 Prime Ministers in our country's history; just one has been a woman. In the 121 year history of the Nobel Prize, only 6% of recipients have been women. And women make up just 25% of people in STEM careers. Our world needs more female leaders in every role across all endeavours.

The Bishop Strachan School has been a leader in girls' education since 1867. We help talented girls become fearless women who are able to navigate the world with intellectual curiosity, agility, and compassion. We teach them to find purpose, feel confident, and speak with a strong, independent voice.

We are proud of our accomplishments, but we are not satisfied. We aim to improve our school at every level.

Double down on what we do well. Improve in areas where we can, and must do better. Our goal isn't to be one of the good schools. Our goal is to be a world leader in girls' education. We intend to light a beacon for others to follow.

So, while today, we see that the world is in short supply of female leaders...we have a plan to change that.



DR. ANGELA TERPSTRA

GOAL

1



DELIVER EXCEPTIONAL TEACHING AND LEARNING

Be a world leader in girls' education by deploying the best research-based approaches to innovative teaching and learning, resulting in improved outcomes for all students across all subjects.

WHY IS THIS IMPORTANT?

Our students need a broad foundation of knowledge and skills if they are to contribute to and engage with the world. A BSS education is a mark of intellectual achievement and excellence. It instills within our graduates a belief in both individual and collective well-being. It gives them the confidence to think creatively to reconcile the issues they will face.

WE WILL:

- 1** Provide our students with the most innovative and relevant curriculum.
- 2** Share evidence of academic success with our community.
- 3** Lead independent schools for teaching, learning, and assessment.
- 4** Continue building our reputation as outstanding educators and our culture of excellence, transparency, and accountability.
- 5** Develop best-in-class administrative staff to support a future-forward academic program.



WHAT INITIATIVES WILL HELP US ACHIEVE OUR GOALS?

- 1** Establish the Signature Institute to serve as the engine of our push to become a global leader in girls' education. The institute will drive leadership development and strengthen our pedagogy, assessment, and equity practices. Supported by an external advisory council, it will deliver thought leadership, advance our peer-reviewed research on contemporary learning for girls, and deepen the expertise of our staff.
- 2** Refine robust metrics to analyze academic success.
- 3** Continue to build on our bold teaching philosophy: The Culture of Powerful Learning.
- 4** Review current school structures for optimal learning, connections, and opportunities.
- 5** Implement a comprehensive cycle of curriculum appraisal that includes data analysis, current research, and input from recognized experts.
- 6** Review our current professional learning program for staff:
 - i. Implement a standardized model for teacher and staff coaching.
 - ii. Formalize a professional growth and evaluation model that prioritizes best practices critical to student success.
 - iii. Establish best-in-class professional learning, growth, and development for all staff.

ENABLE CONNECTION AND MEANING

Enable all BSS students to find connection and purpose with the greater school community and feel a sense of purpose in their school life.

GOAL
2



WHY IS THIS IMPORTANT?

Belonging is a vital enabler of education success. It contributes to a student's physical and mental well-being and promotes learning. The future demands integration and systems thinking, which at its core, is a connectedness of people, ideas, and institutions. Learning to think with others, and being respectful and open to their views, are essential skills for a student's future success.

WE WILL:

- 1** Infuse equity and inclusivity across all areas of the school.
- 2** Ensure and document evidence of a positive and safe environment for all students and staff.
- 3** Teach cross-cultural skills and empathy to promote understanding and care for others.
- 4** Build equitable and inclusive curricula, activities, policies, and professional learning programs.
- 5** Ensure that programs for student well-being are research-driven, best-in-class, and fully integrated into the life and culture of the school.
- 6** Establish strong networks for parents, guardians, and alumnae, to enhance their connection to the school and its community.
- 7** Develop programs to recruit faculty and staff who are keen to foster a culture of transformative learning.

WHAT INITIATIVES WILL HELP US ACHIEVE OUR GOALS?

- 1** Enhance our Student Services programs by providing a best-in-class experience in social-emotional and university counselling.
- 2** Enhance well-being for students by examining world-class support services at other schools and applying best practices.
- 3** Integrate Diversity, Equity, Inclusion and Belonging activities, viewpoints and metrics into curriculum, programming and broader school activities.
- 4** Create the *BSS Signature Award* that recognizes students, in each division of the school, who embody the seven attributes of *The Signature of a BSS Girl*.



INCREASE THE BREADTH OF ACCESS

Lead independent schools in Canada in providing access to talented students regardless of financial status, across the breadth of diversity. Help all students participate in every aspect of student life so that they may enjoy the full BSS experience. Implement a program for faculty and staff recruitment and retention to expand the excellent and diverse staff.

GOAL
3



WHY IS THIS IMPORTANT?

Transformational education flourishes in a diverse environment made up of people from a range of racial, ethnic, religious and socio-economic backgrounds. Our students, alumnae, and other members of the BSS community expect the school to be ambitious in its efforts to widen the applicant pool to include many more capable and deserving students.

WE WILL:

- 1** Lead Canadian girls' schools in providing financial assistance to qualified students for both day and boarding.
- 2** Diversify our student population by attracting students from under-represented areas of Toronto, Ontario, Canada, and the world.
- 3** Increase the amount of financial assistance and scholarships available and expand the program to include younger students.

WHAT INITIATIVES WILL HELP US ACHIEVE OUR GOALS?

- 1** Raise philanthropic support in order to realize our plans, including the creation of new scholarships for highly talented students with financial needs.
- 2** Develop specific and measurable student recruitment strategies for new entry years (Grade 1 and 6) and for the domestic boarding program.
- 3** Benchmark our current student body diversity and use data to drive student recruitment tactics and policies.
- 4** Develop metrics to evaluate our employee recruitment and retention programs.
- 5** Improve targeted Toronto outreach.





GOAL

4

EXPAND THE BREADTH OF OPPORTUNITIES

Provide first-class global and experiential opportunities to all students so that they may develop their individual talents.

WHY IS THIS IMPORTANT?

Universities, workplaces, and communities expect members and leaders to be committed to civic engagement, have a deep understanding of the world, and have robust cross-cultural knowledge and skills. Global and experiential education gives students opportunities to experience the world outside their own local community, where they will be able to apply their curiosity and empathy, and collaborate on enriching projects. This is key to a successful career and a meaningful life. All BSS students should have equal access to all programs.

WE WILL:

- 1** Create a robust global learning program that makes a meaningful impact by helping students develop a broader perspective.
- 2** Extend our experiential education program to include academic, civic, internship, and work-focused opportunities that foster local and national connectedness.
- 3** Review and re-imagine our specialized support for elite athletes and performers.



WHAT INITIATIVES WILL HELP US ACHIEVE OUR GOALS?

- 1** Coordinate, track, and measure global learning experiences to demonstrate success.
- 2** Evaluate current experiential programs, including staffing and training, to develop a coordinated program of opportunities.
- 3** Provide funding for inclusive access to international and local programs for all students.
- 4** Provide support for staff to create global and experiential learning programs that enrich students' education beyond the classroom.
- 5** Measure the success of our expanded opportunities by documenting and tracking appropriate evidence.
- 6** Develop an international and national community of alumnae and parents in a variety of professions, interests, and business opportunities to facilitate connections and strategies.
- 7** Audit and evaluate our program for high-performing students to support their individual academic success and provide optimal opportunities for them to be part of the BSS community.
- 8** Provide best-in-class professional learning and training to teachers and staff who lead this work.

CREATE A SUPERB LEARNING ENVIRONMENT

Upgrade our campus to enhance and reflect our forward-thinking program, with an emphasis on creating spaces that foster connectedness, belonging, and accessibility.



5
GOAL

WHY IS THIS IMPORTANT?

We need a campus that supports the learning styles and needs of all its students. Improving air quality, access to daylight, and increasing connection to the outdoors are essential features of a healthy learning environment.

WE WILL:

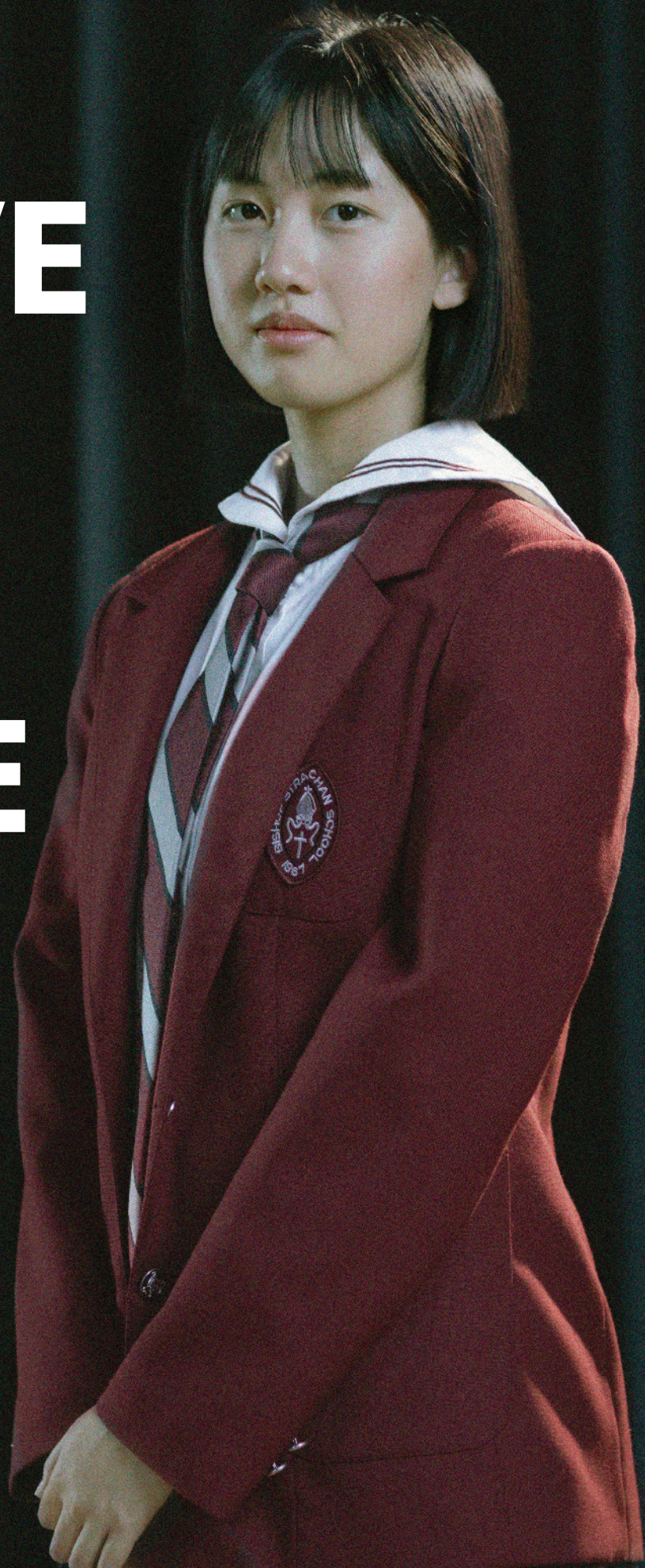
- 1** Add learning spaces that will unlock the fullness of our inquiry-based and immersive curriculum.
- 2** Create a welcoming environment that fosters community life.
- 3** Create new spaces for students, staff, alumnae, and parents to meet and connect.
- 4** Modify the boarding facilities to be more conducive to community living and individual growth.

WHAT INITIATIVES WILL HELP US ACHIEVE OUR GOALS?

- 1** Re-design legacy classrooms into flexible learning spaces.
- 2** Renovate the main entrance and interior spaces.
- 3** Create a new central gathering and dining space in the heart of the school.
- 4** Enhance our athletic facilities, including adding turf to our athletic field.
- 5** Modernize our boarding spaces, including creating a large commons to nurture community life.
- 6** Prioritize small and large plans from the Master Plan to address strategic and specific program needs.
- 7** Raise philanthropic support in order to realize our plans.



**WE HAVE
A PLAN
TO
CHANGE
THE
WORLD**



VISION

To be an inspirational force
for women to reach their full
potential as transformative leaders.

MISSION

Inspire girls to be fearless.
Educate girls to be leaders.



VALUES

Pursue Excellence

Strive to be the best in all that we do.

Take Risks

Be willing to take risks, challenge convention,
and support a nurturing environment where
it is safe to fail.

Be Creative

Look at a challenge from all angles
and fearlessly explore.

Learn from our Differences

Celebrate the unique voices of all
individuals to expand our worldview.

Honour our Heritage

Honour the past, live in the present,
own the future.

Embrace Change

Embrace change and uncertainty in order to grow.

Be Curious

Live with a thirst for learning.

SIGNATURE OF A BSS GIRL ATTRIBUTES:

Growth Mindset			Ethical Citizenship	
Curiosity	Self-Awareness	Grit	Voice	Leadership



THE
BISHOP
STRACHAN
SCHOOL