

UPDATED STRATEGIC FRAMEWORK 2020 - 2023

Introduction:

The following strategic framework builds on the 2015-2020 Strategic Directions. A decision was made by the Board in 2019 to do a Strategy Update. The benefits of this approach were to:

- ❖ Enable the Head/Leadership and the Board to focus their energies on plan implementation and facility completion
- ❖ Enable completion of the current plan and the opportunity to leverage the benefits of the new facility investments prior to a major community engagement process. The onset of COVID-19 reinforces the appropriateness of this approach at this time.

Strategy Process:

- ❖ An updated external environmental scan including trends influencing independent schools and trends influencing the BVG market (e.g. demographic, competitive landscape, etc.)
- ❖ An updated internal scan including long term progress on metrics (e.g. enrollment trends, financial trends); updated Strengths, Weaknesses, Opportunities and Threats analysis; and identification of strategic issues
- ❖ A strategic framework to guide and align work from 2020 to 2023
- ❖ Guidance for a full plan renewal process to be initiated in 2023

Our Supporting Strategies:

We have updated the strategies under each objective to reflect those that are relevant for the 2020 to 2023 period. New or revised strategies are shown in ***bold italics***. The timing related to specific strategies will depend in part on COVID-19.

Managing Unprecedented Change through a Pandemic

- 1. Implement strategies to support continuity of operations in the face of further waves of the pandemic***
- 2. Adapt programmes to support continued high quality learning for our students***
- 3. Adapt our human resource policies to support the safety and well-being of our school community***
- 4. Design effective communications strategies for ongoing engagement of our communities during these challenging times***
- 5. Continue to develop plans to ensure the health and well-being of our students, staff, faculty and parents.***

Vision, Mission and Values:

Vision for 2030

Bayview Glen will be known as a progressive and innovative independent school focussed on developing the whole child with a whole world view. Our graduates will stand out as adaptable, responsible and connected global citizens who demonstrate confidence and character. Our students will have opportunities for unique experiences that develop creativity, critical thinking, an entrepreneurial mindset and capacity for innovation.

Our Mission

Whole Child: Whole Life: Whole World

Whole Child: We nurture each student's full potential and confidence

Whole Life: We foster values, abilities, and friendships that last a lifetime

Whole World: We embrace the real world beyond our walls

Our Core Values

- Respect: ***Treat everyone with respect through our words, actions and behaviours.***
- Responsibility: ***Honour our commitments and take action.***
- Compassion: ***Practice patience, kindness and support.***
- Integrity: ***Be truthful, honest and dependable.***
- ***Equity: Act with fairness and justice.***
- Balance: ***Live with peace and harmony.***

Our Strategic Objectives:

These four **strategic objectives** established in our 2015-2020 plan remain relevant plus we have added one more.

- ❖ Inspiring Global Citizenship & an Entrepreneurial Mindset
- ❖ Enabling Excellence in Learning
- ❖ Connecting Our Community
- ❖ Ensuring Strength & Sustainability for the Future
- ❖ ***Committing to an Equitable Community***

Following the anti-black racism movement in the summer, Bayview Glen recognized the important responsibility we have to nurture a just and equitable school community. A school where there is no room for racism or discrimination or harassment of any kind. We have a moral responsibility to educate ourselves about systemic racism and social injustice. There is considerable work to be done that is why we are ***Committing to an Equitable Community*** as a pillar of our Strategic Plan.

Inspiring Global Citizenship & an Entrepreneurial Mindset

1. ***Further develop our Global Education programme which enhances the global competencies of our students.***
2. Position Bayview Glen as a leading Round Square School through innovative integration of the Round Square IDEALS: International, Democracy, Environmentalism, Adventure, Leadership, and Service
3. Engage the talents of our community (alumni, parents and friends) in opening doors to, and providing, real world experiences
4. ***Strengthen partnerships with post-secondary institutions, business and industry to provide students with enhanced opportunities for unique learning experiences and development of their entrepreneurial mindset.***

Enabling Excellence in Learning

1. ***Leverage our use of emerging technologies in creative, consistent and meaningful ways (e.g. robotics, artificial intelligence)***
2. ***Expand our blended and remote learning programmes***
3. Provide ***strategic and innovative*** professional development and mentoring programmes, and support the ability of faculty to implement collaborative, integrated and inter-disciplinary approaches to learning
4. Enhance our programmes for student mentorship and career guidance
5. ***Complete the current phase of our long-term campus master plan to enable continued excellence and innovation in learning***
6. ***Explore and implement new programme directions that respond to changing market needs***
7. ***Develop specific strategies to address and support the health and wellbeing of our community (students and staff) and the broader BVG community***

Connecting our Community

1. ***Continue to refine our communications strategies*** – conveying key messages to specific audiences using innovative methods
2. ***Further develop our alumni relations programme*** including mentorship, regional chapters, publications, and online community-building
3. ***Further develop opportunities for*** parent education and engagement
4. ***Revitalize the school house system to act as a catalyst to bring people together, promote authentic pride in the school and our values, and build whole school connectedness***

Ensuring Strength and Sustainability for the Future

1. Utilize a targeted brand strategy ***that clearly conveys Bayview Glen's unique value proposition and ongoing relevance***
2. ***Enhance the culture of giving at Bayview Glen and develop and implement a comprehensive fundraising strategy that supports our strategic objectives***
3. ***Continue to*** promote awareness of the School's history/legacy and develop the School's archives
4. ***Ensure the financial sustainability of the school through rigorous benchmarking, long term financial planning and effective enterprise-wide risk management***

Committing to an Equitable Community

1. ***Embed the principles of equity, diversity and inclusion into all aspects of the school environment to prevent discrimination, and harassment through greater awareness and targeted sensitivity and responsiveness training***
2. ***Re-examine our recruitment practices to ensure we broaden our reach and effectively recruit a more diverse workforce***
3. ***Educate students on discrimination, harassment, diversity, equity and inclusion***
4. ***Hold everyone to the highest standards of behaviour and resolve issues expeditiously***
5. ***Continue to maintain a diverse and balanced student population***
6. ***Ensure culturally relevant curriculum development and content***