

# STRATEGIC PLAN

2019-2024



Trafalgar Castle  
School



# WELCOME TO THE FUTURE

After months of planning and consultation, we are delighted to share our strategic vision for Trafalgar Castle School over the next five years.

The envisioning process launched last fall at the Annual Board retreat where our directors and senior team sat down to reflect on who we are as a school and areas of importance to the community. Staff, faculty, parents and students were then engaged in the process as we worked toward answering the hard questions about our ‘why’ in order to identify key areas of need, opportunity and growth in a changing educational and career landscape.

Equally important, the process helped validate what we as a school already believe to be of fundamental importance to our identity: our commitment to all-girls’ education in a small school with small classes within a warm and supportive community.

The five core values that we embrace as a school were as important in crafting this roadmap to our future as they are every day in shaping the learning experience of our students and maintaining the strength of our community.

We began with *insight*, in seeing ourselves clearly and understanding how best to challenge the mind, strengthen the voice and nurture the heart of each girl. We exercised our *imagination* in projecting forward to anticipate and meet the needs of students in this rapidly-changing world. We showed *determination* in defining our strategic direction, setting measurable goals and establishing a means to evaluate our progress. We will draw on our *resilience* when working through the inevitable bumps along the road toward meaningful and sustained change. Lastly, we will practice *kindness* while following our direction with the same compassion and consideration that is a hallmark of our community.

With our envisioning process as well as our implementation steeped in these five core values, we ensure that our girls will be well prepared for an exceptional future of unique challenges and evolving career opportunities.

We are pleased to share our blueprint for defining our students’ future, reflecting their many voices, engaging our entire community, instilling pride in what we do and reimagining our castle. In its broad direction and its fine details, our 2019-2024 Strategic Plan clearly communicates who we are, where we are headed and why we do what we do.

We hope you are as excited for our students and our future as we are.

*Bob Koziol,*  
*Chair of Trafalgar Castle School Board of Directors*

*Dr. Leanne J. Foster, Ph.D.,*  
*Head of School*

# OUR MISSION



**CHALLENGE**  
her mind.



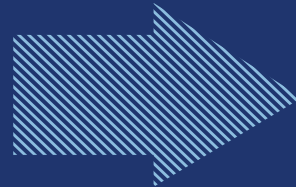
**STRENGTHEN**  
her voice.



**NURTURE**  
her heart.

# OUR VISION

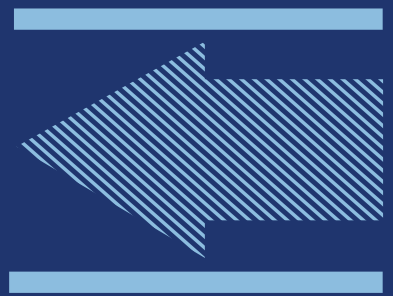
WE ENVISION A FUTURE  
where **EVERY**



**GIRL**

can answer why with

**WHY  
NOT**





# OUR VALUES

## DETERMINATION

Remain steadfast, motivated and focused in pursuit of your goals.

## IMAGINATION

See possibility where none existed before; demonstrate creative confidence in seeking solutions.

## RESILIENCE

Find the strength to bounce back from a failure and overcome obstacles.

## KINDNESS

Show warmth, care and concern for others and for yourself.

## INSIGHT

Develop a deep and accurate understanding of self and others, of issues and the world.



# STRATEGIC



# DIRECTIONS

*Define*  
her future

*Reflect*  
many voices

*Engage*  
community

*Instill*  
pride in what we do

*Reimagine*  
our Castle







# Define

## her future

### WE BELIEVE...

- Girls are navigating a rapidly changing landscape that offers new opportunities and poses new challenges.
- A thoughtful and innovative response to these opportunities and challenges, informed by research and designed with girls in mind, best prepares girls for what lies ahead.
- Providing each girl with the knowledge, skills and mindset to define her own future, prepares her to contribute and thrive in a world of accelerating change.

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### THEREFORE...

We will prepare girls for life by challenging them with innovative programming, strengthening them through authentic learning experiences and nurturing them in a community of care and support.



*Define*

her future

## HOW WE WILL ACHIEVE THIS

### 1. Innovative Programming

- a. Implement a continuum of programming for students from Grade 4 to 12 that addresses the social, emotional, physical, mental health and spiritual needs of girls.
- b. Create an innovative post-secondary preparation program for Grade 9 to 12 that helps every girl discover her passion, explore career opportunities, align her aptitudes and interests with post-secondary studies and develop the skills necessary for future success and fulfilment.
- c. Build effective partnerships with local organizations, businesses and post-secondary institutions to offer inspiring learning outside the classroom.
- d. Provide parents with quality resources, learning opportunities and access to experts to help them raise healthy girls who thrive.
- e. Develop Traf First as an innovative career mentorship program and summer job network, using the expertise and connections of our Trafalgar alumnae and families.

## 2. Teaching and Learning

- a. Nurture a dynamic, inspiring and collaborative learning environment that helps girls see themselves as innovators, creators, leaders and agents of positive change.
- b. Lead the way in girls' education through curriculum, instructional practices, learning experiences and access to role models specifically designed to prepare young women for success across the broadest range of disciplines.
- c. Combat negative stereotypes and popular media representations about girls' abilities, particularly in math and science.
- d. Encourage more girls to explore opportunities in STEAM by ensuring every student experiences robotics, coding and creating with technology.
- e. Broaden and deepen our Collaborative Classroom model across the Lower School.
- f. Create more opportunities for cross-disciplinary learning for Upper School students.
- g. Strengthen each teacher's capacity to use strategies, programs and instructional methods to meet the needs of all learners.
- h. Build a professional teaching culture that understands how to leverage student data to make informed instructional decisions, ensuring that every learner's pathway to success is clear.
- i. Grow our community's understanding of formative assessment, competency-based reporting and reciprocal feedback, and their connection to deeper learning.
- j. Ensure every teacher assesses student learning with a consistent, clear and well-communicated process that highlights learning skills and reports achievement levels.
- k. Improve our report cards to better communicate student achievement and clearly articulate a path to ongoing improvement.

## 3. Promoting Balance

- a. Enhance student health, wellness and learning supports so that every girl can participate fully and productively in learning and life.
- b. Strengthen the Big Sister: Little Sister program to deepen social-emotional connections and friendships across the grades.
- c. Educate and encourage every student to make healthy, active life choices.
- d. Ensure that every girl becomes an informed, responsible and self-regulating user of technology and social media.
- e. Promote mindfulness as a tool for well-being and happiness.
- f. Educate and support girls in the development of healthy, age-appropriate social relationships.





A person in a school uniform is seen from the side, looking out of a window. The background is a soft, out-of-focus view of a landscape with trees and a body of water.

# Reflect

## many voices

### WE BELIEVE...

- Learning to think differently creates great minds.
- A diverse experience fosters deeper understanding and prepares girls to lead in a diverse world.

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### THEREFORE...

We will bring diverse perspectives into our classrooms, programs and student experiences to reflect the many voices within our community, across our country and around the world.





## HOW WE WILL ACHIEVE THIS

- a. Develop in every girl the courage, commitment and skills to work for a fair and just society.
- b. Teach every girl about the experiences, achievements and challenges of women in society, both historically and in the present.
- c. Teach every girl about the richness of Canada's history and the many peoples and groups that built, and continue to shape, our nation.
- d. Reflect the diversity of students' lived experiences through our curriculum, ensuring that many voices and multiple perspectives are represented and explored with thoughtful, effective and culturally responsive teaching.
- e. Build bridges of understanding and deepen our appreciation for diversity through purposeful work with community groups and active engagement with meaningful causes.
- f. Create and nurture open and supportive pathways to participation and leadership so that the diversity of our community becomes reflected in our student leaders, staff, school leadership and Board of Directors.
- g. Create awareness, promote personal responsibility and take action to make our campus more environmentally sustainable.
- h. Make a Trafalgar education accessible for more students who would not otherwise be able to attend our school.
- i. Explore ideas to further diversify Boarding.
- j. Develop opportunities for more Day students to experience Boarding life.
- k. Grow Day enrolment while maintaining our commitment to small class sizes and a warm, supportive community.

En





# engage community

## WE BELIEVE...

- Every girl should experience a sense of belonging and the joy of achievement.
- An engaged community can better support the success of every girl through philanthropy, mentoring and networking.

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## THEREFORE...

We will engage the entire Trafalgar Castle School community, both at home and abroad, through strategic outreach, purposeful engagement and meaningful opportunities to support the School through giving.





## community

### HOW WE WILL ACHIEVE THIS

- a. Establish, support and grow an effective Advancement department.
- b. Connect alumnae with the School and with one another through meaningful opportunities to volunteer, socialize and network.
- c. Grow our Annual Fund by engaging donors through meaningful and exciting opportunities for giving.
- d. Develop our community's interest in, and capacity for, major gifts and a capital campaign.







# still

pride in  
what we do

## WE BELIEVE...

- An engaged work culture creates an exceptional learning environment for everyone.
- A vibrant workplace filled with opportunity, attracts and retains the best people who, in turn, provide the best learning, leadership and management.
- When employees feel valued, respected and supported their commitment to innovation and school improvement soars.

## THEREFORE...

We will become known as “the place to work” for dedicated and caring people who believe in the power of girls’ education to create a better world.





*Instill*

**pride in what we do**

## HOW WE WILL ACHIEVE THIS

- a. Recruit, train and retain the best of the best.
- b. Implement a clear process that provides all staff with timely and specific feedback that focuses on building strengths and improving performance.
- c. Provide coaching for staff and faculty as a form of self-directed professional and personal development.
- d. Support sustained excellence in teaching and learning by exploring ways to improve work-life balance.
- e. Strengthen employee engagement and improve job satisfaction levels by committing to sustain our positive workplace culture.



# Reinva







# Imagine

## our Castle

### WE BELIEVE...

- We are custodians of our Castle, an important part of Canada's history that must be honoured through careful preservation and restoration.
- Our understanding of the relationship between physical space, productivity and well-being has evolved; our spaces need to evolve accordingly.
- Dynamic learning environments foster collaboration while providing spaces for students to focus.

### THEREFORE...

We will demonstrate respect for the beauty of our historic school and transform the Trafalgar experience by designing, restoring and building with the present and future needs of students in mind.

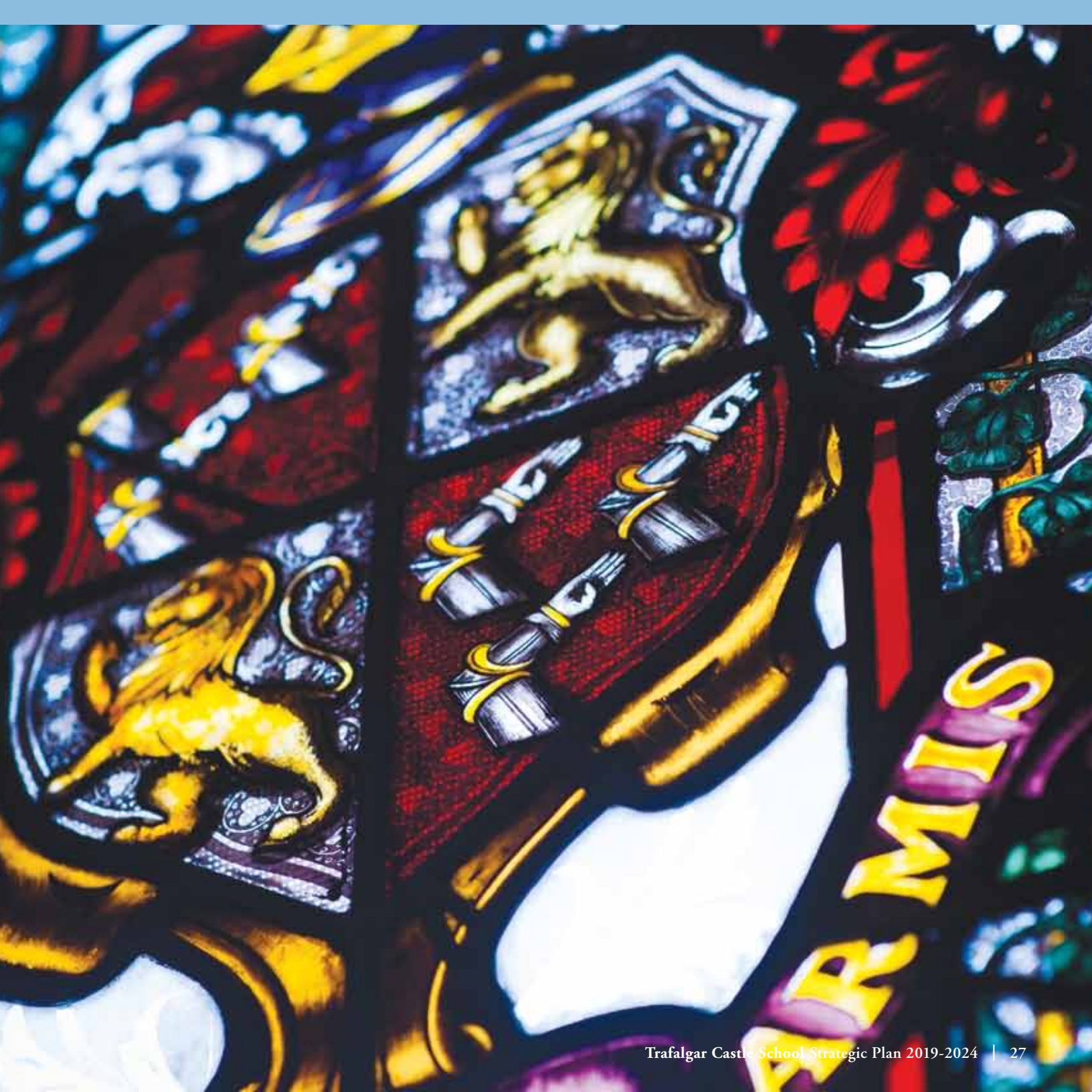


## our Castle

### HOW WE WILL ACHIEVE THIS

- a. Transform the functionality of existing classrooms by introducing adaptable, high-quality furnishings and flexible design to facilitate high-impact learning.
- b. Reimagine common areas and create multi-purpose spaces to improve programs, encourage collaboration and strengthen community gatherings.
- c. Optimize the functionality of the Dining Hall while maintaining our commitment to family-style service.
- d. Reimagine and optimize our existing visual arts and music spaces to improve the learning experience.
- e. Update the Castle's heating and cooling system to improve the quality of living and learning for our students and staff.
- f. Design and construct a fitness facility that provides a dynamic space for exercise, student programming and classroom instruction.









# Trafalgar Castle School

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