

Strategic Direction Statement



Carey
Baptist Grammar School



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TEAMWORK

PASSION



From the Chair

For more than a century, Carey has been a truly special place. As we look forward, our responsibility is to ensure that it is as meaningful to future generations as it has been to us and those who came before us. We will do this by preserving the many wonderful elements of the Carey identity, while extending our impact to meet the emerging social and educational trends that we see in the world.

Carey's cultural foundations are recognised in our values of care, respect and growth. Those values can be seen throughout our history and are displayed through our impact on local, national and global communities and through our thousands of alumni whose education has led them to achieve great things. Over the years, Carey has demonstrated a strong and consistent commitment to an inclusive, progressive and complete education; one which benefits all students, families and staff.

Our capacity to adapt and evolve has never been more valuable than it is today, as we face a pace, size and scale of change in the world never before seen. Our strategic plan is a reflection of this, as we endeavour to secure a positive future for all in our strong and connected community.

Within the Carey community exists a deep, shared passion for preparing young people for the lives they will lead. As they meet the challenges and opportunities that life presents, they will know that Carey cares for them, respects their individuality and remains committed to their growth.



Tim Chilvers
Chair of the Board





Principal's Statement

Carey is well placed to meet the needs of our students now and into the future. We have outstanding infrastructure; a professional, creative and agile staff; and a community who are eager to engage with the School in partnership to educate our young people.

Carey has had a long history of being a holistic and progressive place of learning. Our early transition to co-education reflects our values in building an inclusive environment in which all are welcome and each individual can find their place in a rich and diverse community. By encouraging our students to work effectively with people of all genders and backgrounds, we help them to embrace these differences and learn to understand the perspectives of others. A broad and open mindset will be critical as our young people face the challenges of a rapidly changing world.

The world is changing

As individuals, organisations and societies, we are witnessing a significant change in the global geopolitical, economic, environmental, social and technological landscapes. These forces are on course to transform our world and present us with both challenges and opportunities in education. Principally, we recognise that our school community will need to adapt

in the face of a changing climate and that the engagement of our students in this endeavour will be central to our success. The Earth's resources are limited, and we will need to leverage science, technology and innovation in advancing toward more sustainable ways of living. Recent global events, including the COVID-19 pandemic, war and ongoing geopolitical tensions in the Asia-Pacific region, pose challenges for the way we live, work and engage with the world. Understanding these challenges and the way in which our community can respond with purpose and optimism will be essential to developing capability in our young people to engage and respond to these issues.

Education continues to evolve at an unprecedented rate. The pandemic accelerated the adoption of digital technologies, compressing years of digital transformation into just a few months. While this rapid shift unveiled new opportunities for innovation, it also exposed gaps in how the education sector integrates and leverages technology. Today, the challenges facing education are complex. Schools and educators must adapt to a landscape increasingly shaped by artificial intelligence, automation and global interconnectedness.

Embracing these opportunities will require sustained investment in infrastructure, professional development for educators, and a focus on inclusive and forward-thinking curricula. By doing so, we can rise to meet today's challenges and those of the future.

We are here for each individual

The changing global landscape has also reinforced the growing need for other educational reforms, most notably in the areas of assessment practices and measures of success. Carey's recent work in these domains through partnerships with the University of Melbourne and Learning Creates Australia has enabled us to lead the way in reimagining education and redefining excellence.

At the heart of our commitment to a holistic education is the belief that personalised learning, in which students are empowered to follow their own interests, passions and needs, is crucial to success. In the future, we will increasingly personalise and individualise the learning for our students. We will embrace further the experiential elements of our program to ensure that students have the experience of creating, doing and applying, rather than just theorising and practising. We will draw on our broad and diverse program of academically rigorous subject offerings, immersive learning experiences and a deep knowledge of each student to curate their learning program and set them up with the necessary skills and attributes to thrive on their own journey through life.

Learning and wellbeing are inseparably linked. Through our continued emphasis on the wellbeing of each student, we aim to support the emergence of young people of great character who have agency over their lives and are committed to making a positive contribution to the world. Redefining education to move beyond a sole focus on traditional academic outcomes means developing young people who are confident, responsible, engaged and fulfilled members of society.

We are in a period of enormous social upheaval and there could not be a better time for us all to be engaged in rich dialogue about who we are and how we are living our lives. Most importantly, we are having this conversation in a co-educational environment where all genders are together, building an awareness and appreciation for each other. We are striving to build a more compassionate society for the future.

A community responsibility

The contribution of our extended community enables the development and success of the young people in our care and is a testament to our deeply held belief in a shared responsibility for creating tomorrow's thinkers, leaders and positive change makers. Through an extensive community consultation process, we have committed to affirming our values and developing strategic aspirations that will deliver a complete education and maintain a strong, engaged, inclusive community at Carey. Our community's call for education that values individuality, life skills, agency and belonging requires adaptive ways of thinking, working and learning.

An education at Carey will be a journey of ever-expanding opportunities; one which opens multiple pathways and supports our students to find their individuality and pursue their passions. We are excited to share our strategic vision with you and look forward to your support and contribution as we progress through our next century at Carey.



Jonathan Walter
Principal





Our Purpose

Together we inspire, nurture and develop people who are equipped for life and ready to create positive change.

We do more than educate at Carey. We are the guidance, the support and the constant in the lives of our students, and this is how we empower them to thrive.

Our students are seen as resilient individuals with individual needs, passions and interests. We prepare them for life and work by

personalising the learning and giving them choice and agency, which ultimately leads them to determine their own pathways to their own version of success.

Students must leave us ready to face life beyond school with the knowledge that they can achieve what they put their minds to and they have the ability to make a positive impact. This is how we, as a school, are shaping a more positive future for all.

Our Vision

An inclusive community that values the development of each individual and supports them to have a positive impact in our society.

Our school is more than teachers and students. We are our future and our past; our parents, alumni and friends. We embrace diversity and celebrate what makes each individual unique. Everyone in our community is encouraged to be themselves.

By supporting each individual's personal pathways, we develop students with wisdom and compassion, teachers with empathy and excellence, professional staff with expertise and purpose, and a community with a sense of belonging.

Everyone who comes to our school leaves with a respect for community service and the drive to make the world a better place. Our school actively seeks positive change through action and impact, from our leaders to our youngest students.



Our Values and Strategic Priorities



Our Values

Care

We are empathetic, compassionate and understanding. We build strong connections by prioritising the wellbeing of ourselves and all in our community, listening to the needs of others without judgement, and having an awareness of our own actions and responsibilities.

Respect

In line with our Baptist values, we are considerate, we value fairness and we each actively maintain a supportive and inclusive culture. Our community is strengthened by welcoming and celebrating difference and diversity, and we embrace the range of experiences and perspectives this brings. We display respect for ourselves, each other and the environments in which we live, work and play.

Growth

We create an environment that supports personal, academic and professional growth, and we view challenges and adversity as opportunities to learn, innovate and improve. We recognise that everyone in our community will have a different pathway and we encourage all to be the best they can be, acknowledging that we all grow at different rates and in different ways.





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GROWTH

SPECT



Our Strategic Priorities

Wellbeing and character

We believe in the development of the whole person: a person of character who has the capacity to understand and prioritise their own wellbeing and thrive in the world.

Our students are supported to develop the skills and mindset they need to create a purposeful and meaningful life.

Our deep commitment to supporting our staff creates a healthy working environment that promotes physical and mental wellbeing, allowing them to excel.

We embrace the diversity of our community and foster a sense of belonging for all.

We will:

- provide an educational program that encompasses academic, social, emotional, spiritual and physical components
- develop students with a strong sense of self-motivation, agency and purpose
- offer meaningful and genuine opportunities for students to find their voice and contribute to school life and life beyond school
- create an environment where everyone feels a sense of belonging
- have courageous conversations about social change, its impact on us and how we can take action
- ensure students and staff have balance through co-curricular opportunities and social and emotional development.

Personalised learning

Carey's personalised approach to learning enables students to discover their passions and purpose in life.

Our innovative curriculum allows students to tap into their interests and strengths and promote student agency, allowing each learner to own their pathways to success.

Our people are equipped with the resources and knowledge to meet each student's needs and ensure all students are engaged in their learning.

We will:

- offer a breadth of opportunities for students to find their passions, develop their strengths and pursue their interests
- support each student to discover their purpose and strengths, valuing all pathways equally
- acknowledge different abilities so students can progress at their own rate and are challenged
- develop learning that promotes student agency
- foster an environment that helps students to achieve their best academically
- support the learning needs of all students, including learning support and extension
- provide transformative learning experiences that prepare students for the future of work
- inspire and empower lifelong learning through a community-wide culture of curiosity, ongoing staff professional development and a shared responsibility for shaping engaged students.



Carey people

Our staff are engaged and committed to our shared purpose.

We promote contemporary and emerging skills that complement and challenge existing ways of working.

We embrace new technology and the opportunities it brings to support collaboration, communication and co-creation.

Our positive and inclusive workplace culture ensures our people feel valued, connected and empowered to pursue their passions and grow their talents.

We will:

- recruit, develop and retain highly capable and motivated staff, committed to continuous improvement, lifelong learning and innovative teaching
- foster a culture of collaboration and co-creation alongside autonomy and agency
- value diversity in the workforce and promote an inclusive culture
- support the physical and emotional wellbeing of our people
- invest in our staff to develop specialist capabilities that offer engaging career paths
- invest in new technologies that will enable staff to work effectively and efficiently.

A connected community

We build and strengthen community connections that are mutually beneficial and promote a sense of belonging.

Our community is a rich resource for students and our strong partnerships enhance our learning programs and operations.

The contribution of our community enables the development and success of our students and underpins our belief in having a shared responsibility for creating tomorrow's thinkers, leaders and changemakers.

We will:

- build a virtual hub of learning and connection for students, staff, families and the broader community
- support the learning of the whole Carey community through education and opportunities as mentors, partners and meaningful contributors
- promote strong and mutually rewarding connections and partnerships to enhance learning programs, business relationships and our advancement efforts
- create opportunities to actively build a sense of belonging
- promote safe, respectful and inclusive communities.

CREATE

A young boy in a school uniform is the central focus, playing an acoustic guitar and smiling. He is wearing a dark blue sweater with yellow and blue striped trim over a light blue shirt and a dark tie. The background shows other students, slightly out of focus, also playing guitars. The overall mood is positive and creative. There are decorative elements: yellow curved lines on the left and blue and yellow dots on the right.

Sustainable futures

In order to preserve our world and our school for our students, we are actively engaged in sustainable practices across our environmental, financial and educational operations.

We recognise our role as a school community to act with responsibility to the environment and empower students to lead environmental and social sustainability projects.

We partner with our local and global communities to support the development of work and life skills in students, the understanding of Australian First Nations heritage, and the financial viability of the School through advancement initiatives.

We are agile and continue to adapt to our rapidly changing world by harnessing technology, evolving our educational model and continuing to maintain an even gender balance through our enrolment process.

We will:

- develop students with the attributes required to become change agents who make a difference in their communities and the world
- strengthen our partnerships with First Nations communities locally and in every location our students visit, learn and live
- maintain target enrolment numbers which reflect a gender balance across the School
- work towards carbon neutrality, actively promote sustainability through strategic and operational models and model sustainable living
- ensure financial resilience by thinking outside the traditional school model for advancing education and growth, including leveraging operational efficiencies, actively engaging with fundraising opportunities and continually adapting to changes in our environment
- embed a sustainable business operations model which is agile and responsive to the changing needs of the school and workforce.





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Delivering on our Strategic Priorities

Here is a snapshot of our areas of focus for 2025/26.



School-wide adoption of ATAR+ and the Complex Competencies framework, developed in partnership with the University of Melbourne, to ensure our students are equipped with the skills and understanding to thrive in an increasingly complex world



Undertake a 12-month strategic review of the Senior Years program with a forward-thinking approach that will ensure the program remains relevant, innovative and aligned to the evolving needs of students, educators and the wider community



Launch a new School Operations System that enhances flexibility and efficiency in running the School, and implement a new communications operating model to connect the community with personalised, relevant information



Create a specialised, adaptive and resilient workforce who are empowered to learn new skills and have opportunities to develop fulfilling career pathways



Strengthen connections with our alumni and **harness** the power of strategic partnerships to create opportunities for collaboration, innovation and idea-sharing within our community and beyond



Enrich our community by embedding a culture of giving that encourages philanthropic support of Carey's needs-based Access and Equity Scholarship program



Create the new Capital Works Masterplan, which aims to integrate recently acquired properties, address potential student growth and support the long-term success of the School



Promote and advance sustainability across our operations and within our programs with the goal of achieving carbon neutrality



Carey
Baptist Grammar School

carey.com.au
ABN 83 051 576 062
CRICOS #00135G