



St Michael's
Collegiate
ESTABLISHED 1892

Collegiate Strategic Plan 2026-2030

Inspired to learn
Empowered to lead

Collegiate acknowledges the Traditional Owners and Custodians of the land on which our community works and learns. We honour the enduring cultures, knowledge, and deep connection of the Palawa people to this Land and we pay our respects to Elders past and present.

We commit to listening, learning, and walking together in respect and reconciliation.





Contents

Foreword from the Board Chair	4
Foreword from the Principal	5
The journey so far	6
Strategy Shapers	6
Who we are	7
What society is facing	8
How we're responding	8
Strategic Direction	9
Strategy on a page - Four Pillars	10
Pillar 1	11
Pillar 2	12
Pillar 3	13
Pillar 4	14

Foreword from the Board Chair

Collegiate is a school shaped by tradition, strengthened by community, and animated by a clear sense of purpose. Deeply rooted in Christian values and enriched by generations of students, families, and staff, Collegiate continues to be a place where girls are known, challenged, and supported to flourish.

This Strategic Plan sets out our shared vision for the years ahead. Developed through wide consultation across our community, it reflects what matters most to us: the enduring importance of values, the power of excellent teaching and care, and a belief in the limitless potential of every girl. It is both a commitment to what defines Collegiate and an invitation to imagine what the school can become.

Looking to the future, we see graduates who are confident learners and ethical citizens—young women who think deeply, collaborate generously, and engage with the world with courage and compassion. They are academically accomplished, equipped with a broad range of pathways, and able to use emerging technologies thoughtfully and responsibly. Grounded in Collegiate's values, they are prepared not only for further study and work, but for lives of meaning and contribution.

Across our campuses, Collegiate will continue to offer rich and balanced experiences: inspiring learning spaces, vibrant artistic and sporting programs, opportunities for reflection and service, and traditions that create belonging and joy. We will invest wisely in our people and facilities, ensuring that our staff are supported to provide outstanding education and care in a rapidly changing world.

This Strategic Plan is a statement of confidence in the future of Collegiate. It affirms our commitment to educating girls for fullness of life—now and for generations to come.



Jesus said: “I have come that they may have life and have it to the full.”
John 10:10

Foreword from the Principal

At Collegiate, we are rightly proud of our achievements. Our students continue to demonstrate academic excellence, creative brilliance, commitment to service, and a willingness to embrace challenge. These outcomes matter, and they reflect the dedication of our students, staff, and families working together in a strong and supportive community.

Yet our aspirations for our girls are even greater than achievement alone. A great school does more than prepare students for success; it shapes who they become. At Collegiate, we are committed to the formation of character—to helping young people discover what matters most and to live with purpose, integrity, and hope.

Our Strategic Plan is grounded in this belief. It draws inspiration from our past, confidence from our present, and hope for the future. The legacy of Collegiate is carried forward by our alumni—women whose lives reflect courage, service, intellectual curiosity, and generosity of spirit. Their stories remind us that a Collegiate education does not end at graduation; it equips young women for lives of contribution across many fields and communities.

In the present, our focus is on ensuring that every student is known, challenged, and supported. Through learning, relationships, co-curricular experiences, service, and reflection, students are encouraged to live out our core values of courage, integrity, and compassion in practical and meaningful ways. These values are not abstract ideals; they are cultivated daily—in classrooms, on stages and sporting fields, in acts of kindness, and in the courage to be authentically oneself.

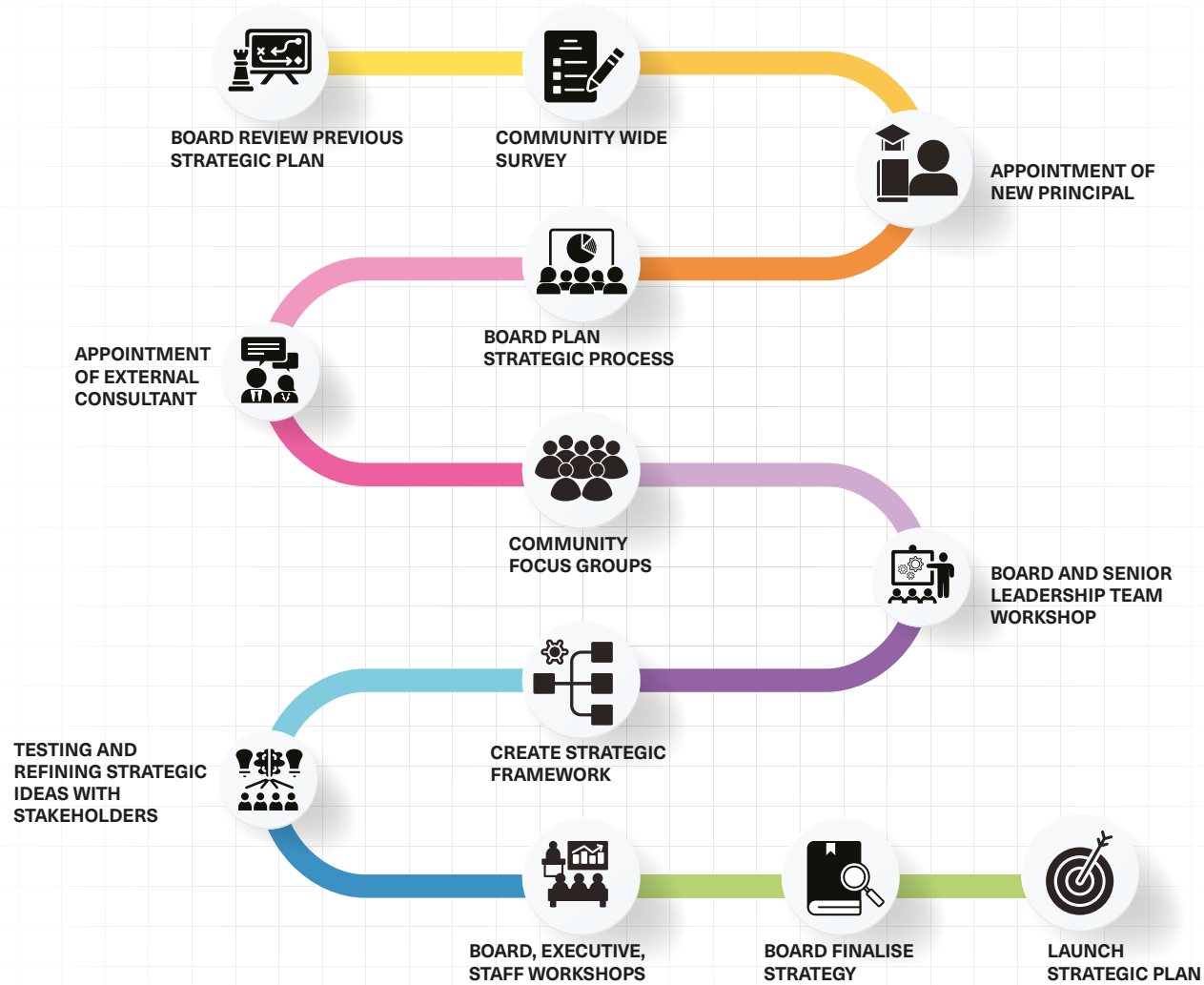
Looking to the future, the heart of our Strategic Plan is aspirational. We want our students to live full lives—lives marked by curiosity, joy, and a deep sense of meaning. We want them to think deeply, engage confidently with a complex world, and draw on their learning to meet challenges with wisdom and creativity. Most importantly, we want them to use their gifts for the good of others.

More than anything, this plan affirms our belief that who our students are matters. As Collegiate moves forward, we remain committed to educating young people of character—young women who understand their uniqueness, value their place in the world, and are prepared to do the real work that only they can do.



“And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God.”
Micah 6:8

The journey so far



Strategy Shapers



Board



Principal



School Leadership



Staff



Students



Parents



Alumni



Education Partners and Authorities

Who we are

St Michael's Collegiate is a leading Anglican day and boarding school for girls from the Early Learning Years through to Year 12. Our mission is to inspire girls through exceptional and authentic learning opportunities to ensure they are empowered for their future.

Our School was founded by the Sisters of the Church of England in 1892 and continues to be shaped by strong Christian values. Collegiate's long history is the cornerstone of a strong community known for its rich blend of academic excellence, sporting endeavours, creative arts and co-curricular activities. Our global perspective is enhanced by our membership of the International Coalition of Girls' Schools and our local, national and International Boarding program.

- Our Purpose** We exist to inspire learning and empower leadership.
- Our Values** Courage, Integrity and Compassion.
- Our Vision** A community of active learners respectful of the past, grateful in the present, and hopeful for the future.
- Our Motto** Beati Mundo Corde
"Blessed are the pure in heart" - Matthew 5:8

Our context:

- Value driven and faith based education
- 3 dedicated Campuses: Junior, Middle and Senior
- Early Learning Centre
- Aquatic centre and Gymnasium
- Daily, weekly and Yearly Boarding
- Committed Alumni support
- Girls' education with coeducational opportunities
- Large enough for diversity, small enough to know and support every student
- Partnerships with The Hutchins and Fahan Schools
- Integrated experiential learning program
- Broad sporting programs
- Visual and Performing Arts opportunities
- STEM programs and facilities
- Diverse VET offerings
- National exchange opportunities and global connections
- University partnerships including New Metrics and Quality Teaching programs

- 3 Dedicated Campuses**
- 650 Students K-12**
- 100 Students in ELC**
- 235 Staff (134 FTE)**
- Offering 30-40 TCE Courses and facilitating additional VET and UTAS Courses**

What society is facing

Fracturing of community connections and less loyalty to organisations

Increasing complexity and pressure of the role of the teacher
Declining numbers of teachers across the country

Increasing pace of new technologies including the growing use of AI and social media pressures

Mental Health Challenges and increases in school refusal

Increasing concerns regarding the safety and wellbeing of young people

Rising cost of living and shifts in economic certainty

How we're responding

Articulating and celebrating the benefits of a holistic and values driven education. Strategic focus on activities and programs which build a sense of belonging and provide targeted support.

Focus on development of excellent Professional Learning programs guided by Quality Teaching Framework and underpinned by wellbeing.
Investment in staff recruitment and retainment. Supporting staff with flexibility, workplace benefits and wellbeing initiatives.

Research based approaches to technology in learning, developing best practice protocols to prioritise learning, wellbeing and safety.
Development of expert panels to provide staff and students with skills to be critical users of technology including AI.

Strong pastoral and experiential programs to build resilience supported by dedicated Mentors, Wellbeing teams and Psychological support.
Individualised programs for students and families created when needed.

Proactive commitment to National Child Safety Principles. Strong governance focus and regular staff training in best practice and compliance.

Disciplined approach to financial decisions. Balancing breadth and depth of programs with careful stewardship.

Strategic Direction

- Our next five-year chapter

Inspired to learn
Empowered to lead

- Purpose** We exist to inspire and empower our community.
- Our Values** Courage, Integrity and Compassion.
- Values in action** Preparing graduates who are brave, bold and kind within a community that promotes aspiration, nurtures belonging and encourages generosity.

Our Vision - 4 Pillars

- What success looks like:

- 1 Learning with Vision**
Develop accomplished and well-rounded learners who can shape the future.
- 2 Connecting with Hope**
Strengthen a connected, values driven, safe and Christian based community.
- 3 Celebrating with Gratitude**
Celebrate with gratitude the priorities and achievements of an inspired education.
- 4 Growing with Purpose**
Grow strong programs, governance and a future focused, sustainable business platform.

Strategy on a Page - Four Pillars

1 Learning with Vision

Our Priorities

- 1.1 Promote academic rigour for courageous and individualised learning
- 1.2 Integrate academic, spiritual, physical, social, experiential and service learning opportunities
- 1.3 Provide beyond ATAR experiences embedding competencies, skills, and AI critical literacy

What we will achieve

- 1.1 Deliver strong academic results underpinned by Quality Teaching which promotes inclusion, diversity and a sense of belonging
- 1.2 Provide holistic education encouraging courage, integrity and compassion
- 1.3 Graduate accomplished learners equipped for life beyond the classroom

2 Connecting with Hope

Our Priorities

- 2.1 Articulate and demonstrate Anglican values and Christian faith
- 2.2 Provide excellent staff professional development and wellbeing support
- 2.3 Embrace and continue to build engagement with parents and alumni

What we will achieve

- 2.1 Deliver an invitational, values driven, faith-based education
- 2.2 Become an employer of choice
- 2.3 Instil a culture of safety, service, respect, compassion and philanthropy

3 Celebrating with Gratitude

Our Priorities

- 3.1 Provide girls' education with co-educational opportunities
- 3.2 Promote student leadership and positive peer connections
- 3.3 Celebrate our STEM, Arts, Sport, Ethics and Experiential programs

What we will achieve

- 3.1 Confirm our position as a leader in single sex education with purposeful connections and co-educational opportunities
- 3.2 Equip students with the skills they need to be good friends, leading citizens and change makers
- 3.3 Provide programs that are known for their excellence and attract and retain enrolments

4 Growing with Purpose

Our Priorities

- 4.1 Create an excellent bespoke Boarding experience that promotes belonging
- 4.2 Develop a strategic Masterplan to leverage and improve our facilities
- 4.3 Develop our governance and grow our financial base

What we will achieve

- 4.1 Grow state, national and international enrolments in boarding
- 4.2 A masterplan that supports the delivery of our strategic pillars
- 4.3 A strengthened financial position through enrolments, asset management and philanthropy

Pillar 1

1. Learning with Vision

Our Priorities

- 1.1 Promote academic rigour for courageous and individualised learning
- 1.2 Integrate academic, spiritual, physical, social, experiential and service learning opportunities
- 1.3 Provide beyond ATAR experiences embedding competencies, skills, and AI critical literacy

Deepen academic excellence through quality teaching and intellectual courage.

Foster whole-person development across academic, physical, and service learning.

Future-proof learning by embedding transferable skills and technological fluency.

What we will achieve

- 1.1 Deliver strong academic results underpinned by Quality Teaching which promotes inclusion, diversity and a sense of belonging
- 1.2 Provide holistic education encouraging courage, integrity and compassion
- 1.3 Graduate accomplished learners equipped for life beyond the classroom

How we'll track our progress

- Quality of programs
- External academic results
- Track internal testing
- Track Alumni achievements

Strategy in Action



Inspired Learning

Building on academic achievement for each cohort whilst enabling students to attain their own individualised best results.

Beyond the Classroom

Offering real world opportunities for making connections between theory and practice. Putting skills to the test and embracing project-based learning opportunities.



Pillar 2

2. Connecting with Hope

Our Priorities

- 2.1 Articulate and demonstrate the Christian faith within the Anglican tradition
- 2.2 Provide excellent staff professional development and wellbeing support
- 2.3 Embrace and continue to build engagement with parents and alumni

Live out our Christian values, ensuring they are visible in our learning, service, and community life

Invest in the professional growth and wellbeing of our staff

Promote meaningful engagement, a culture of service, and opportunities for giving back

What we will achieve

- 2.1 Deliver an invitational, values driven, faith-based education
- 2.2 Become an employer of choice
- 2.3 Instil a culture of safety, service, respect, compassion and philanthropy

How we'll track our progress

- Community engagement with Anglican faith
- Feedback from staff professional development
- Attendance at alumni events
- Engagement with philanthropic initiatives

Strategy in Action



Faith in Action

Students, staff and families giving back and serving the community. Generously supporting the Christian values of the School

Building Connections

School community groups taking time to connect, celebrate and support the ongoing work and future directions of the School.



Pillar 3

3. Celebrating with Gratitude

Our Priorities

- 3.1 Provide girls' education with co-educational opportunities
- 3.2 Promote student leadership and positive peer connections
- 3.3 Celebrate our STEM, Arts, Sport, Ethics and Experiential programs

Champion the power of girls' education with meaningful, purposeful co-ed experiences

Shaping confident, kind leaders who enjoy meaningful relationships

Showcase excellence and innovation

What we will achieve

- 3.1 Confirm our position as a leader in single sex education with purposeful connections and co-educational opportunities
- 3.2 Equip students with the skills they need to be good friends, leading citizens and change makers
- 3.3 Provide programs that are known for their excellence and attract and retain enrolments

How we'll track our progress

- Variety in subject offerings
- Student engagement in Leadership programs
- Story telling initiatives in the community
- Enrolment interest

Strategy in Action



Excellence in education

Providing a research based and strategically tailored education for girls which also provides coeducational opportunities in senior years.

Building Leaders

Giving our students opportunities to grow their own leadership skills through mentoring, skills based leadership, community initiatives and strategically designed training.



Pillar 4

4. Growing with Purpose

Our Priorities

- 4.1 Create an excellent bespoke Boarding experience
- 4.2 Develop a strategic Masterplan to leverage and improve our facilities
- 4.3 Develop our governance and grow our financial base

An exceptional, personalised boarding experience that inspires belonging, growth and global reach

A bold, future-focused plan that elevates our campus and empowers outstanding learning

Strong, forward-looking governance and financial strength that secure our long-term success

What we will achieve

- 4.1 Grow state, national and international enrolments in boarding
- 4.2 A masterplan that supports the delivery of our strategic pillars
- 4.3 A strengthened financial position through enrolments, asset management and philanthropy

How we'll track our progress

- Growth in Boarding programs and enrolments
- Development of Masterplan
- Community engagement in philanthropic opportunities
- Governance and Financial measures

Strategy in Action

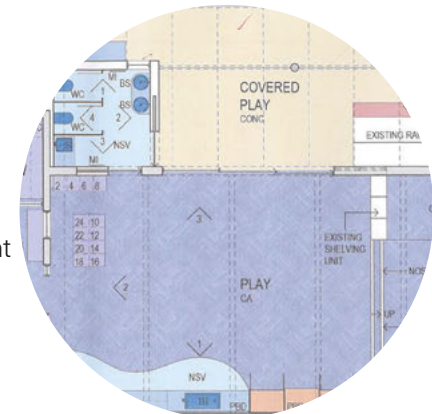


Building our Boarding

Providing flexible opportunities for girls to call Collegiate home, National and international Boarding, Weekly Boarding and Short stays providing flexible after school programs, study sessions, and tailored support for girls and their families in beautiful Hobart.

Developing our Masterplan

Investing in our magnificent campuses to provide facilities that inspire and support excellence in learning.







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