

# MENTOR



## Strategic Directions for Glenlyon Norfolk School







# Table of Contents

Letter to the GNS Community	1
Strategic Planning Process	3
Momentum: Strategic Directions	5
1. Community Driven	9
2. Inspired Pathways	13
3. Planning for a Bold Future	17
Defining Our Values	25

## Dear GNS Community,

In April 2022, the school began a process to establish a set of strategic priorities to guide our decision making in the coming years. One of the lessons we learned from the COVID-19 pandemic was the need to be flexible and innovative in our planning, enabling the school to meet unexpected challenges. This time has also taught us to capitalize on new opportunities. As a result, instead of creating a plan that bound us to a specific timeline, we have created a set of strategic directions based on overarching themes identified by our community. This approach will allow our strategic directions to continue to evolve as required to best meet the ongoing needs of our school.

We are excited to share *Momentum: Strategic Directions for Glenlyon Norfolk School*, a plan that will allow us to develop concrete short- and medium-term future-facing goals while giving the school the ability to respond and thrive in our ever-changing world. Thank you to the over 250 members of our community, including alumni, current and past parents, board members, students, teachers and staff, who contributed their time and energy to help us create a plan that provides a clear path forward and is uniquely tailored to our community's needs and aspirations.

Over several weeks, our community articulated what matters most to us and to our children, and what sets us apart from other schools. Our Senior Leadership Team and Society and Foundation Board members then worked together to identify goals that will support the delivery of an exceptional student experience from First Steps to Grade 12. By focusing our goals under the three pillars of *Community Driven, Inspired Pathways and Planning for a Bold Future*, we have created a strong position to continue building on the significant momentum we have already achieved.

We extend our gratitude for partnering with us in educating your children. Our school's strength lies in the people who compose it, and we are fortunate to have such a supportive and dedicated community. Our core values remain at the forefront of everything we do, guiding us as we make these strategic directions a reality for our school. We look forward to working together to bring these new goals to life.

Warmly,



**Chad Holtum**  
Head of School



**Curtis Mundstock**  
Chair of the GNSS Board of Governors







# Strategic Planning Process

## 01. Assembling the Team

In fall 2021, the GNS Society Board formed a task force to oversee and lead the strategic planning process. The committee selected consultant John Littleford to lead a consultation process with community stakeholders.

01.

02.

03.

## Toward New Themes

Ultimately, six themes were identified to build the framework for developing goals and strategic priorities:

- Health, Wellness and Safety
- Inspirational Pathways
- Culture, Community and Diversity
- Pemberton Woods Facilities
- Financial Sustainability
- Talent Acquisition and Retention

## 02. Engaging the Community

In April 2022, John led strategic planning discussions with the Senior Leadership Team and GNS Society Board of Governors to review the school's mission and vision statements. In addition, he conducted 18 virtual stakeholder focus groups with current and past parents, alumni, faculty and staff, students and Society and Foundation Board members to determine and assess the relevance of themes for the new strategic plan.



04.

## Taking Action

Members of the Senior Leadership Team and the GNS Society Board formed committees for each theme, and each committee was tasked with determining action plans and Key Performance Indicators for their strategic theme. Results from the committee work were shared with the board subcommittee in June 2022.

05.

## Three Meaningful Pillars

The Senior Leadership Team reviewed each committee's documents in September 2022, and the six themes were reorganized into three pillars with associated sub-themes:

### Community Driven

- Student Health and Wellness
- Inclusion
- Culture

### Inspired Pathways

- Unique Learning Pathways
- Tech, Innovation and Entrepreneurship

### Planning for a Bold Future

- Financial Sustainability
- Pemberton Woods Campus Renewal
- Talent Acquisition and Retention

06.

## A New Vision

A consolidated draft of the proposed strategic goals was submitted for review by the Senior Leadership Team. After feedback was incorporated, a final draft was prepared and submitted to the GNS Society Board of Governors on November 28, 2022, for review and approval at the Board retreat on December 3, 2022.



# Momentum

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Strategic Directions  
for Glenlyon Norfolk School



**Approved by the GNS Society Board on December 3, 2022, the school's renewed mission statement and new strategic directions express our ongoing commitment to provide an exceptional experience for our students and families.**

Glenlyon Norfolk School is an inclusive, family-driven community whose members care about each other and the world around them, where dedicated teachers and staff deliver the full International Baccalaureate Program in a co-educational environment from First Steps to Grade 12. Building on our foundation as a university preparatory school, we encourage students to be curious, engaged and balanced learners who are ready to take positive risks, make mistakes and discover their true selves. We recognize each student as a unique individual with specific needs, passions and learning styles, and work to empower them to design a personalized pathway to success at GNS and beyond. Our students graduate equipped with the skills required to navigate the complexities of the 21st century and effect positive change in the world.

A GNS education is intended and designed to open a universe of possibilities to every student and ignite a passion for their own unique futures.



### **Motto**

Do your best through truth and courage



### **Core Values**

Truth, Courage, Caring, Individuality, Community



### **Mission**

To empower and support each of our students to do their best through truth and courage in learning and in life



### **Vision**

To prepare outstanding citizens of character who will contribute to the world through their leadership, their commitment to service and their understanding that we are all responsible for the future of our communities











A photograph of a woman with dark hair and sunglasses on her head, smiling and hugging a young girl with blonde hair in a braid. The girl is wearing a purple backpack and a black shirt. They are outdoors, and a green paper bag with a tree illustration is visible in the foreground. The background is blurred, showing other people and trees.

Strategic Direction:

01.

## Community Driven

The strength of GNS lies in our connected, collaborative and caring community, which fosters an important sense of belonging among its members and sets us apart from other schools. Our students feel supported and valued for who they are at every moment of the day.





## Student Health & Wellness

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Pastoral care is an integral component of the GNS experience. This applies to caring for the physical health and safety of our students, as well as their social and emotional well-being.

**To empower our students to be their best,** find joy in their learning, develop a lifelong approach to individual wellness and practice healthy cognitive, physical, social and emotional habits, we will provide learning experiences supported by appropriate means of differentiation.

**To create meaningful opportunities** for all students to connect with and care for the natural world, we will explore program and facility options that fit with our plans to incorporate stewardship and conservation into student learning.

**To support our students' social-emotional,** physical and mental wellness, we will design teaching, learning and gathering spaces that are welcoming, inclusive and accessible to our students and families.

**To ensure our staff and faculty have the skills and knowledge** they require to confidently support the well-being of other members of our community, we will provide continuous opportunities for training and skill development in the areas of health and wellness, inclusion and safety.





## Inclusion

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**At GNS, we work to ensure that each member of our community has a voice and the opportunity to share their personal perspective in meaningful ways.**

**To continue to embrace diversity as a school,** GNS will recognize and support the varied needs of our community members and continue to sustain a respectful and welcoming environment that cultivates acceptance and inclusion.

**To empower our students to foster positive relationships** and build a sense of belonging, we will provide opportunities for them to practice and refine their skills in the areas of collaboration, digital citizenship, relationship building and intercultural awareness.

**To prepare our students for the responsibilities of global citizenship,** we will design opportunities to develop empathy, understand others' perspectives and experience diverse cultures in authentic ways.

**To ensure our graduates are prepared to contribute to the world** in meaningful ways, we will provide legitimate opportunities for our students to develop the knowledge, skills and shared perspectives they will need to thrive as leaders in a constantly evolving world.



## Culture

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**The culture of GNS is grounded in the values-enriched environment we provide to our students and is built on the connections made within our extended community of students, faculty, staff, parents, alumni and community partners.**

**To support an enriched educational experience** for our students and expand access to valuable relationships and learning opportunities, we will leverage our connections to alumni, current and past family, friends and community partners.

**To ensure our students build a life-long commitment to service** and to making meaningful contributions to their local and global communities, we will continue to expand our service-learning programs and provide access to authentic initiatives for students from First Steps to Grade 12.

**To nourish school pride and a sense of belonging,** we will celebrate who we are and where we come from through the consistent internal and external communication of our story and the creation of groups and processes that nurture the culture of our community.

**To amplify the connections** between all members of our community and advance internal community engagement and contribution, we will create purposeful opportunities for school involvement.



Strategic Direction:

02.

## Inspired Pathways

We have embraced the IB curricula for over 25 years as it encourages critical thinking skills and compassionate global citizenry through the development of intercultural awareness and respect for the needs of others. We recognize our students have distinct needs, interests and learning styles. We will continue to encourage students to explore their individual passions and develop their unique talents while preparing them for the future and adapting to the changing landscape of education and emerging real-world issues.





## Unique Pathways to Graduation

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At GNS, there is no single mould for students or predetermined idea of a graduate. Each student at GNS is given the opportunity to choose their own pathway and is supported in achieving success on their chosen journey.

**To ensure our students and families are aware of the supportive opportunities**

available to each of our students to craft their unique pathways to graduation, we will continue to define and communicate the diverse curricular and co-curricular offerings of our school.

**To encourage our students to do their best and find joy in learning,** we will explore opportunities to personalize student learning experiences and offer varied pathways and programs, supported by appropriate means of differentiation.

**To build on the scope of our current offerings** and give our students access to learning opportunities that meet their needs and allow them to pursue their passions, we will continue to seek new and inspiring curricular and co-curricular options, including the exploration of possible centres of excellence.

**To allow our students to develop environmental literacy,** we will explore the program and facility options that will create opportunities to incorporate stewardship and conservation into student learning.

**To best support the needs of our students,** we will explore the innovative use of time and curriculum delivery methods.

**To solidify our reputation as a national leader in IB education,** we will showcase how our teachers have created a unique approach to delivering the IB curricula that supports our students finding personal success in the program while developing higher-level skills in inquiry, analysis and innovation.





## Tech, Innovation & Entrepreneurship

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GNS prides itself on preparing our students for an ever-changing world. To accomplish this, we will continue to follow our long-standing tradition of exploring and offering inventive learning opportunities to all our students.

**To equip our students with the skills and knowledge** they will need to thrive in an evolving world, we will hire faculty with specialized training in tech, innovation and entrepreneurship and further integrate learning about technology and innovation into our curricular and co-curricular experiences from First Steps to Grade 12.

**To empower our students to pursue new ideas and concepts,** so they may provide novel solutions to meet identified needs, we will create a program that fosters the entrepreneurial and leadership skills they need to become the next generation of changemakers.







Strategic Direction:

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03.

## Planning for a Bold Future

We will chart an exciting future for GNS with a continued commitment to renewal. We will leverage existing resources and secure new financial support to enhance our infrastructure and facilities while continuing to develop worldclass services, faculty and staff.





## Financial Sustainability

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The GNS experience should be as vibrant and fulfilling as possible for our students, which requires a stable foundation that allows us to adopt innovation, be responsive to change and make it possible for more families to join our community.

**To build on our culture of philanthropy,** we will continue to develop a strong advancement framework with a long-term focus that supports our values and strategic priorities and inspires community members to take action.

**To address strategic opportunities** or unanticipated challenges, we will create a Capital Reserve Fund policy that aligns with both school management best practices and our aspirations for facility renewal.

**To ensure the school remains accessible** and financially viable, we will continuously review cost control procedures and invest our resources in line with strategic priorities, including exploring options to expand our Financial Assistance program.

**To strengthen our financial sustainability,** we will explore ways to enhance our existing auxiliary programs and seek out alternative revenue sources by utilizing our current assets and incorporating new opportunities into any plans for facilities renewal.

**To support the school's long-term sustainability,** we will continue to build strong enrolment demand from First Steps to Grade 12 by ensuring the student experience we offer is exceptional and relevant.





## Pemberton Woods Campus Renewal

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The long-term sustainability of our school relies on our facilities keeping pace with and supporting the evolution of our exceptional programs. We are committed to meeting the evolving needs of our school while growing a strong connection with the broader community and ensuring that our students have access to the latest resources and technologies needed in preparation to thrive as leaders in a constantly evolving world.

**To ensure our facilities serve the needs of our students** now and in the future, we will develop a campus renewal plan that prioritizes student experience and maintains our sense of community.

**To ensure our Campus Renewal Plan will have a positive impact** on the long-term evolution of the neighbourhood, we will follow a community engagement process that includes stakeholders from the City of Victoria, the neighbourhood and the school community.

**To financially support and enable the Campus Renewal Plan**, we will develop a targeted donor funding program that aligns with our culture of philanthropy.







因为 (yīn wéi) because  
所以 (suǒ yǐ) so, therefore  
哪儿/哪里 (nǎ ér/nǎ lǐ) where

我们 (wǒ mén) we, us  
去 (qù) go  
看 (kàn) watch, read book  
好看 (hǎo kàn) good looking  
不好看 (bù hǎo kàn) bad looking  
为什么 (wéi shí me) why  
书 (shū) book  
看书 (kàn) reading, read book

xǐ huān  
like

Math

Booklet: 5-10 questions for  
each page





## Talent Acquisition & Retention

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As an institution that prioritizes student learning, GNS works to inspire our faculty and staff to continue to learn and grow to become the best they can be in their chosen area. We will invest in our faculty and staff by supporting them to discover professional development opportunities through which they will acquire the skills needed to fulfil the school's mission. We will work to establish a workplace culture that prioritizes inclusivity, collaboration, innovation and compassion. By creating such a community, we aim to achieve a shared sense of success, where everyone can thrive and feel empowered to achieve their full potential.

**To attract and retain the highest quality faculty and staff**, we will maintain a compensation program that is internally equitable and externally competitive, and provide desirable employment conditions.

**To continue to inspire performance excellence in our faculty and staff** so they may deliver a transformative student experience, we will persist in our investment in our people and our processes and ensure access to the best possible opportunities for growth and development.

**To create a culture of strong employee engagement** and make sure our employees feel motivated, engaged and appreciated, we will continue to recognize excellence and promote health and well-being.











# Defining Our Values

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# Our Guiding Principles

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## Truth

We act with integrity and honesty. We share and promote a sense of fairness and justice and strive to respect the dignity and rights of all people. We speak up, we speak the truth and we take responsibility for our actions and their consequences.



## Courage

We approach uncertainty with forethought and determination. We embrace challenges as opportunities. We promote a courageous approach to both independent and cooperative work as we explore new ideas and innovative strategies. We engage all members of our community in contributing to an environment where it is safe and desirable to take risks. We do what is right, rather than what is easy or popular.



## Caring

We demonstrate empathy, compassion and respect. We celebrate the success of others and work together to allow every individual to do their best and realize their full potential. We are committed to service, and we act to create positive differences in the lives of others and in the world around us.



## Individuality

We value and respect the individual and are always mindful of the opinions of others. We enable each student to define and realize their own unique version of achievement. We understand there is no singular mould for success. We recognize each student's strengths and weaknesses, and we work with them in their pursuit of personal excellence. We acknowledge and support the uniqueness of each member of our community. We provide a respectful and welcoming environment that cultivates acceptance and inclusion.



## Community

We work collaboratively to realize our common goal of supporting each student to reach their potential. We are sensitive toward others and promote positive interactions and fairness. We select leaders for the Board and the school who embody our values and make intelligent forward-facing decisions. We celebrate and value each other and our shared GNS heritage. We pull together with kindness and effectiveness at times of stress or crisis. We recognize the responsibility we have to work with the people who live around us to create a cohesive neighbourhood. We are committed to reaching beyond the boundaries of our school to become a meaningful contributor to the local and global community.





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GNS is proud to have been an  
IB World Continuum School  
for over 25 years.



[mygns.ca](http://mygns.ca)