



BRENTWOOD
COLLEGE SCHOOL

Grit & Joy

2026 STRATEGIC PLAN



Grit & Joy

Since 1923, the Torch has lit the way at Brentwood, carried from generation to generation as a symbol of purpose, possibility, and shared responsibility. As we entered our second century, we undertook a process to shape the path ahead through consultation and collaboration with those who know the School best: students, alumni, faculty, staff, and parents. We listened. We examined good practice beyond Brentwood to spark ideas. And we grappled with important questions facing the School.

The values of grit and joy introduced in our last strategic plan have become synonymous with Brentwood. Relevant in 2013 when that plan was launched, we believe they are even more relevant today. Virtually everything we do is designed to foster the resilience and satisfaction we all need to thrive, and the title of this plan – **Grit and Joy** – cements their continuing and profound importance.

Brentwood's strength has always been our ability to look towards the future with intent and put student experience at the core of all we do. As our world changes, so do the opportunities and challenges students will face. This plan outlines how we will continue to prepare young people for life in this context – for navigating uncertainty, upholding responsibilities, and embracing possibilities.

The magic of Brentwood is all around us: well-rounded education, the integrity of relationships and depth of connection, our blend of global reach and Canadian experience, the powerful sense of place, and our shared focus on the students. We must continue to protect these cornerstones of the Brentwood promise.

Outlining four enduring and synergistic commitments – learning, boarding, team, and family – the plan also signals areas where we will evolve with the needs of those we serve. The combination of innovation and stability is crucial to our ongoing success. And, while students are central, the plan also recognizes the vital importance of our dedicated staff and the broader community who help create the magic.

The plan will guide our decisions and actions, enriched by what we learn as we proceed. It is not intended to prescribe or to constrain, and we will remain agile, adjusting our priorities and extending or shortening our horizons as appropriate.

Thank you to all those who engaged in the process; your contributions have been invaluable. Together, we will carry forward the Torch in ways that honour our legacy, reflect an ever-shifting landscape, and ensure we continue to flourish in the years ahead. De Manu in Manum.

Garth Chalmers
Head of School

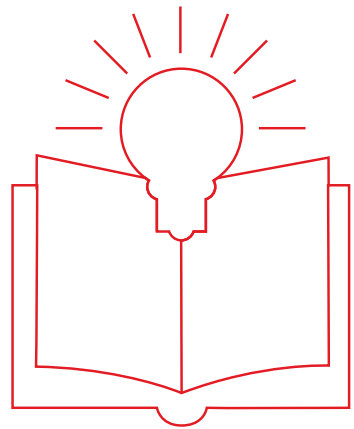
Karen (Middleton) Pirie (Alexandra '81)
Chair of the Board

Our Purpose is – and must be – Preparing Students For Life

And our strengths as a school, collectively and uniquely, enable us to do just that. This broader articulation of why we do what we do frames this plan and the strategies we believe are both right and relevant as Brentwood moves beyond its centenary.

Commitments and Strategies

This plan looks beyond our purpose and our values. We have identified four areas or commitments that we, as a school, feel are vital in our continuing development and growth in pursuit of our purpose:



Learning

Balanced and Rigorous education

- Promoting discovery, challenge, and wellbeing through the **Tripartite Program**
- Inspiring and supporting **each student** within and beyond the classroom



Team

People and Practices that Bolster Brentwood

- Retaining and attracting **talented staff** who embody our culture of care and growth.
- Adopting ways of working that strengthen **operational sustainability**



Boarding

Vibrant and Immersive Campus Experience

- Embedding a curriculum that fosters **relationships and skills**
- Working together to ensure **belonging and respect for differences**



Family

connected community, locally and internationally

- Enriching learning and expanding access through **alumni, parent, and partner engagement**
- Teaching and modeling **social responsibility and global perspectives**

Our Values *- Grit and Joy -* *continue to motivate* *our community.*

Described as the mantra of the School, students and staff explore, test, and celebrate these ideals every day. The reinforcing cycle of grit and joy, despite its inevitable tensions, is integral to success – and fully aligned with our purpose. Brentwood is a special environment defined by human connection, and our values are the foundation.



Our Discovery Process

Brentwood embarked on the process of developing our new strategic plan by engaging with all our constituents. We collected survey data and held meaningful conversations with students, faculty, staff, parents, and alumni. What emerged was a deeper understanding of what makes Brentwood unique. The same themes surfaced time and time again: the opportunities for discovery and growth in academics, athletics, and arts provided by the Tripartite Program; the diversity of our student population; the quality and commitment of our staff; the feeling of knowing and being known by everyone on campus; our West Coast culture; and our spectacular oceanfront location on Vancouver Island.

We also explored what these differentiators enable us to deliver as a school. Inspirational and transformative learning is one outcome, and the creation of lifelong connections that open and nurture minds and hearts is another. Articulated, respectively, as the vision and mission in our previous plan, these remain indispensably important at Brentwood.

But we do more than this as a school, and we know that more is needed if our students are to succeed in a world that is both complex and uncertain. They will need to manage dilemmas and conflict, adjust as circumstances shift, and solve seemingly intractable problems that transcend their studies and experience. Of course, preparing students for further education as a university preparatory school and fostering relationships are still fundamental, but they are not enough.

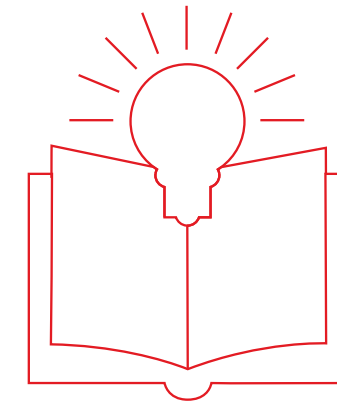




Learning

Learning

Balanced and Rigorous Education



WHY IT MATTERS

Brentwood's focus has always been to create the best possible learning experience so our students can become their best selves. Anchored in the Tripartite Program, we offer an education that values and spans academics, athletics, and arts. This allows students to pursue breadth and depth in their studies and activities, stretched and supported as befits their goals and needs. They uncover passions by pushing past their comfort zones. They develop human intelligence and learn how, not what, to think. They take smart risks, engendering a growth mindset, entrepreneurialism, and resilience. Through this model, students graduate as accomplished, well-rounded lifelong learners: a prerequisite in today's world.

WHAT WE DO

Education is a dynamic space, not least with rapid advances in technology, and we must be too. Students are increasingly diverse in their needs and learning preferences, as are the options they face post-Brentwood. Two strategies accordingly guide us in our commitment to excellence in education:

- Promoting discovery, challenge, and wellbeing through the **Tripartite Program**.
- Inspiring and supporting **each student** within and beyond the classroom.

HOW WE DO IT

Continuous improvement in course selection and design, instructional practices, and assessment is core – always mindful of balance and cohesion for students and staff. Leveraging our exceptional learning facilities, other priorities include professional development in teaching, responsible use of technology, interdisciplinary education, and harmonization in advising and post-secondary counselling.

“Every student is unique and they're able to find like-minded people, try new things, and are 100% supported along the way. The place is magic. (parent)”



Boarding

Boarding

Vibrant and Immersive Campus Experience



WHY IT MATTERS

We are a boarding school rather than a school with boarding. Day students are also immersed in the totality of the Brentwood experience, as are staff. The attractions are clear. With the gift of time, we can curate opportunities for discovery and engagement that surpass the sum of the parts. Students find a safe and supportive place where they live and learn while practicing how to navigate the world they will enter. They build independence surrounded by people who know them, encouraged also to be active, social, and outdoors. It is said that it takes a village to raise a child. We are that village, working in partnership with families. Boarding must – and will – remain at the heart of Brentwood.

WHAT WE DO

Just as the demands of parenting are tougher than ever, so too is our task as a boarding community. With both students and staff, we must be intentional about diversity and about seeding connection, emotional intelligence, and perspective. Two strategies exemplify our commitment to the Brentwood experience:

- Embedding a curriculum that fosters **relationships and skills**.
- Working together to ensure **belonging and respect for differences**.

HOW WE DO IT

Harnessing our house model, we are activating more coordinated attention on skills development – from competencies like critical thinking and creativity to life skills such as financial literacy. Affiliation and interhouse consistency are ongoing areas of focus, as are reinforcement of well-being resources and inclusive behaviours, diversity in admissions and cultural intelligence, and campus spaces for connection.

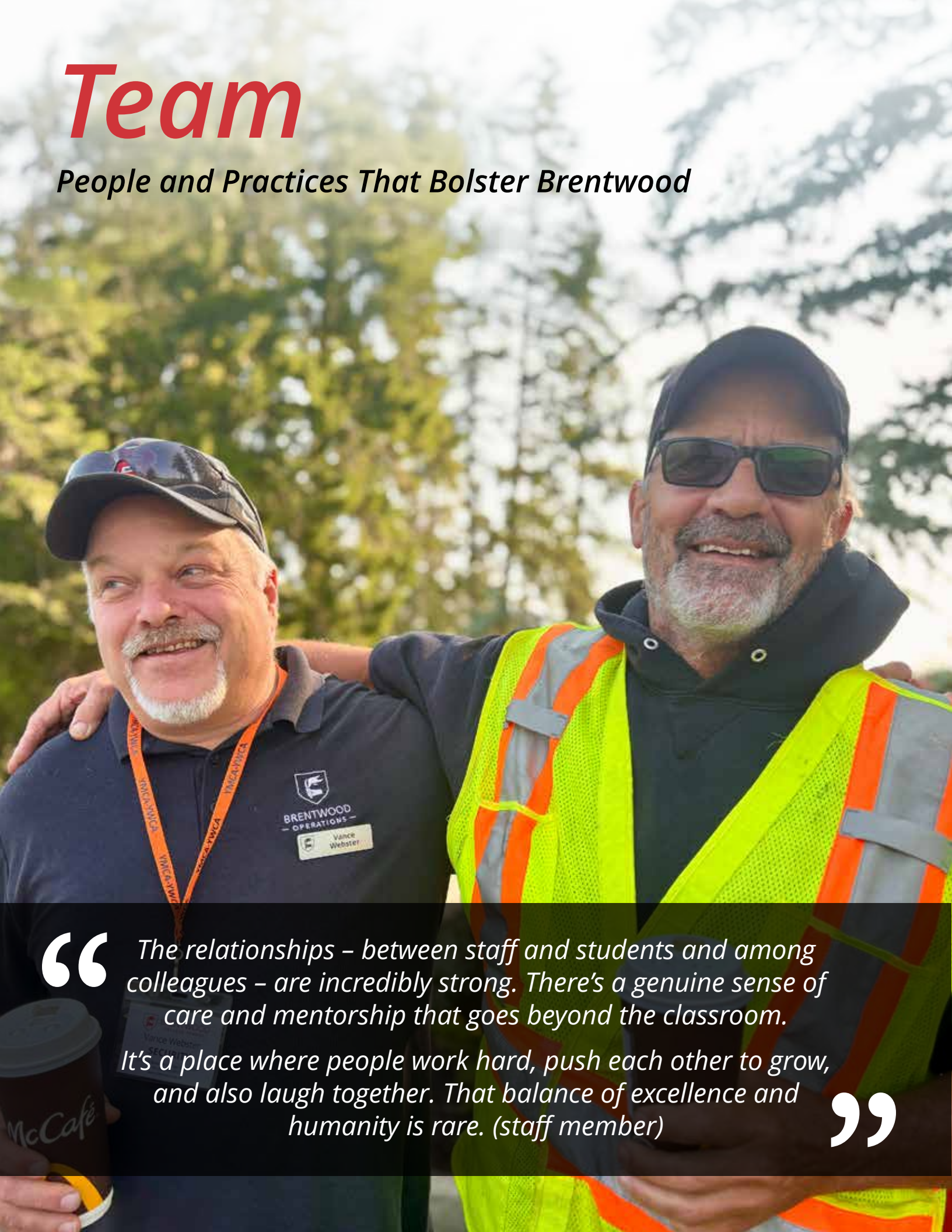
“Brentwood makes you feel like you’re at home. The ... staff are amazing and feel like family. The facilities and the way the [houses] are structured make you feel ... [that way] too.”
(student)

Team



Team

People and Practices That Bolster Brentwood



“The relationships – between staff and students and among colleagues – are incredibly strong. There’s a genuine sense of care and mentorship that goes beyond the classroom. It’s a place where people work hard, push each other to grow, and also laugh together. That balance of excellence and humanity is rare. (staff member)”



WHY IT MATTERS

We are fortunate to employ a close-knit team of long-serving staff, many playing multiple roles that enrich what we can offer as a school. Teaching and non-teaching staff alike share a deeply felt sense of loyalty to our students, to each other, and to the School. We must protect the advantages they highlight, notably the unique Brentwood culture and environment. Our commitment to staff well-being and growth is non-negotiable, especially in a competitive talent landscape. So too is our steadfast focus on operational resilience and financial prudence, which enable everything we do. These decisions and practices also safeguard the long-term health and integrity of the school we are entrusted to steward.

WHAT WE DO

Knowing they have options, we must ensure Brentwood remains the place where staff, as well as students, **choose to be** – conscious always of forces like affordability, demographics and societal norms, and global affairs. Two strategies are integral to our ongoing strength as an employer and a school:

- Retaining and attracting **talented staff** who embody our culture of care and growth
- Adopting ways of working that strengthen **operational sustainability**.

HOW WE DO IT

Renewed approaches to collaboration, training, succession planning, and staffing models are key as the workplace continues to evolve. We are intent on maintaining stable school operations through the use of data and technology, careful budgeting, prudent use of debt, long-term campus planning and reinforcing our brand and student pipeline through admissions, communications, and campus programming that spotlight and share the Brentwood story.



Family

Family

Connected Community, Locally and Internationally



“ *In a landscape often dominated by formality and competition, Brentwood offers something unique: a community rooted in genuine human connection. (alum)* ”



WHY IT MATTERS

The sense of family is palpable at Brentwood. For students, we are their home away from home. For many staff, we are home. And alumni will always feel at home here. We are all linked by the bond of a shared experience. Rooted in our place in the world, we also share responsibilities to those around us. The generosity of our community funds a financial assistance program for young people not otherwise able to attend Brentwood, enriching the experience for all. Our campus and energy-sensitive facilities have long advanced environmental action and personal wellbeing. Student passion and community relationships spark and support service activities that enhance the lives of those around us.

WHAT WE DO

Contribution and connection are vital, and we will always have work to do in harnessing the power of community. Our students and staff are beneficiaries, but we can also bolster our impact and position as a school through thoughtful practice and outreach. Two strategies enable this important work:

- Enriching learning and expanding access through **alumni, parent, and partner engagement**.
- Teaching and modeling **social responsibility and global perspectives**.

HOW WE DO IT

We leverage our alumni and parent networks for learning and student mentorship, mobilizing these communities and our culture of philanthropy to grow Brentwood's endowment and support for financial assistance. Educational partnerships, renewed programming in service and environmental sustainability – integrating the outdoors where possible, and student advocacy and leadership are also core elements.

What Next

Collectively, these commitments and strategies create a roadmap for Brentwood. We will identify and track annual actions that advance Grit and Joy through the coming years. We will embed the plan and priorities in our decision making and resource allocation processes. We will evaluate our progress against relevant metrics. And we will share regular updates with the community, open always to feedback and suggestions.

Perhaps most importantly, the plan will come to life in work we do every day. It is our privilege to uphold the purpose of preparing students for life. We look forward to partnering with our community in this shared pursuit – and equipping Brentwood for a bright future, which we will shape together.



Our Purpose

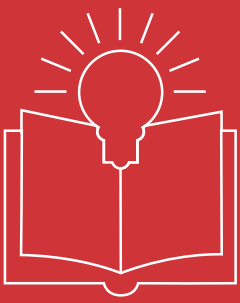
Preparing Students for Life

Our Values

Grit & Joy

Our Commitments

Learning, Boarding, Team, Family



BRENTWOOD
— EST. 1923 —

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