DULWICH COLLEGE
| SINGAPORE |

WHOLE COLLEGE STRATEGIC PLAN 2026-2027





HEAD OF COLLEGE
INTRODUCTION

Welcome to the Dulwich College (Singapore) Whole College Strategic Plan for 2026–27. Our theme this year is simple to say and demanding to do: Living our Values.

Last year, we committed to placing students firmly at the heart of all we do. This year we go further, naming the values we want every student, colleague and family to recognise in us: Determined, Courageous, Skilful and Gracious. Values matter only when they are visible in how we teach, how we treat one another and how we make decisions.

This plan sets out four key priorities: Artificial Intelligence, Community Connection, Personalisation of Learning and Values Development. Each is grounded in our Vision, Mission and Guiding Statements, and each has clear starting points for the year ahead.

Getting better remains a mindset, not a one-time goal. We invite you to join us in living these values, together, as one community.

Warmest Regards,

David Ingram
Head of Dulwich College
(Singapore)

OUR VISION AND MISSION



OUR GUIDING STATEMENTS



THEME 2026-29: LIVING OUR VALUES

Launched in 2026, our Whole College values are **Determined**, **Courageous**, **Skilful** and **Gracious**. This year's work is about making them visible in everyday college life, not only naming them.

DETERMINED

- We are resilient in the face of challenges
- We take responsibility for our learning and growth
- We persevere with purpose and commitment

COURAGEOUS

- We act with integrity, even when it is difficult
- We stand up for what is right
- We make a positive difference in the world

SKILFUL

- We are curious and eager to learn
- We strive for excellence in all that we do
- We apply and adapt our learning thoughtfully and creatively

GRACIOUS

- We are kind and respectful to others
- We act with empathy and compassion
- We contribute to a caring and inclusive community

OUR FOUR KEY PRIORITIES

Priority	Focus for 2026–27	Main Guiding Statements served
Values Development	Embedding Determined, Courageous, Skilful and Gracious in the DNA of the College	All six
Personalisation of Learning	Every student challenged and supported, academically and pastorally	Innovative Learning; Diversity, Equity & Inclusion
Artificial Intelligence	Safe, purposeful AI use across teaching, learning and operations	Innovative Learning, Social Justice
Community Connection	Belonging, engagement and clear communication with families, staff and partners	Diversity, Equity & Inclusion; Wellbeing; Intercultural Understanding

Values Development

We will launch our College values and make them part of everyday life at Dulwich.

- Launch and embed our college values: Determined, Courageous, Skilful and Gracious
- Make our values part of the DNA of the College
- Build a shared identity and sense of belonging
- Describe what each value looks like in action
- Connect staff wellbeing with our values
- Share our values with families and live them together
- Listen to understand what matters most to our community



Personalisation of Learning

We will meet every student where they are, with the right challenge and the right support.

- Identify and remove barriers to learning
- Support each student's academic and pastoral needs
- Further personalise our learning programmes
- Strengthen support for students learning in English as an additional language, including Content and Language Integrated Learning (CLIL)
- Develop how we stretch and challenge every learner
- Embed a coaching culture and a culture of growth
- Use what we learn about each student's progress and wellbeing to support them better
- Develop and broaden our co-curricular activities (CCAs)



Artificial Intelligence

We will use AI safely and purposefully, building capability across our students, staff and families.

- Set out clearly how AI supports teaching and learning at Dulwich
- Introduce our new AI-power critical thinking framework across the College
- Provide guidance and training for all staff
- Promote safe, responsible use of AI and academic honesty
- Build confidence and skill in using AI across the College
- Launch an AI Champions programme for staff and students
- Help parents understand how AI is used to support their children's learning



Community Connection

We will deepen the sense of belonging for every member of our community.

- Develop a shared cultural identity built on our values
- Invest in the wellbeing of our staff
- Make our communications simpler and easier to find, in fewer places
- Deepen belonging and partnership with parents
- Celebrate our community's involvement and make it easier for every family to take part
- Create more ways for fathers, boys and families new to our community to connect
- Grow our partnerships within the local community
- Make it clear what families can expect from us, and what we ask in return
- Share more of our students' learning and achievements with families



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