ANNUAL REPORT

TO THE

ANNUAL GENERAL MEETING

TUESDAY 15 MAY 2012
SCHOOL COUNCIL 2011

Standing: Ms Sue Grandison, Mr Ian Budenberg, Mr Luke Thomson (Principal), Mr Bob Schinckel, (left to right) Ms Wendy Wills (Secretary), Mr Andrew Forman, Mr Mark Porter

Sitting: Mrs Catherine Barnett, Mrs Jo Macklin, Assoc Prof Pat Buckley, (left to right) Mrs Elizabeth Game (Deputy Chair), Mr Christopher Meulengraaf

Inset: Mr Michael Evans (Chair)

ADVISORY COMMITTEES 2011

FINANCE AND AUDIT
Mr Andrew Forman (Chair)
Mrs Sue (Susan) Hatcher
Mr Robert Kennett
Mr Christopher Meulengraaf
Principal
Business Director
Deputy Principal
School Accountant

PLANNING & PROPERTIES
Mr Ian Budenberg (Chair)
Mr Darryl Crebbin
Mr Paul Leadbetter
Mrs Jo Macklin
Ms Melissa Mellen
Ms Sue Phillips
Principal
Business Director
Head of Junior School
Building & Grounds Manager

EDUCATION
Mrs Elizabeth Game (Chair)
Assoc Prof Pat Buckley
Mrs Hilary Hann
Mr Mark Porter
Mr Bob Schinckel
Dr Susan Taylor
Principal
Dean of Studies
Head of Junior School Curriculum

MARKETING
Mrs Catherine Barnett (Chair)
Mr Andrew Andrews
Mrs Nicola Feeney
Ms Sue Grandison
Mr Peter Joy
Mr Tim O'Callaghan
Principal
Business Director
Communications Director
Capital Developments

There have been a number of capital projects undertaken during 2011. They have focussed on upgrading existing facilities and completing longstanding smaller capital projects.

- **Junior School**
  Refurbishment of the Junior School facilities has continued.

  Three classrooms were upgraded with new wall linings, carpets, lighting and ceilings plus repositioned windows. Hallways and the atrium were relined and new skylights installed. This has resulted in much brighter and aesthetically pleasing internal spaces.

  The Junior School has also received considerable upgrading of its surrounding grounds and playground facilities. The lower primary yard received a new swing, renovated play equipment and a shade cover. New seating was also installed under the main canopy.

- **Middle School**
  The Middle School has benefited from a refit and upgrade of the Mellor wing. This build included rejuvenating nine classrooms and associated offices; rebuilt girls’, boys’ and staff toilets; increasing the size and enhancing the breezeway entrance to provide an entrance statement to the Middle School from the eastern carpark; widening of the first floor verandah; and the creation of additional under cover spaces and external seating for students on both levels.

- **Principal’s Residence**
  The Principal’s residence has been refurbished and the adjoining grounds landscaped. The landscaping has included a link for the Junior School to a small organic produce area and ‘chook’ enclosure. The Principal and his family moved into the residence in December.

- **Old Scholars’ War Memorial Pavilion**
  There has been a significant capital upgrade to the Old Scholars’ War Memorial Pavilion. It includes an expanded boys’ change area; upgraded toilets and showers; and storage facilities for both the Old Scholars and the School on the northern side of the building. These improvements will benefit our Old Scholars’ teams at training and on match days. It will also increase the facilities for our male students to change and prepare for PE lessons and sporting fixtures on Haslam oval.

- **Various other projects of note**
  - 15 Campbell House Year 11 wing bedrooms were refurbished
  - The Senior School Chemistry Preparation Area was upgraded with additional storage
  - 300m² of new flooring was installed at various locations throughout the school
  - New Air Conditioning Systems were installed in an office in Angove House; Wright Hall, Green Room and Control Room; Campbell House Year 11 rooms; 3 Junior School Classrooms
Planning

The Principal has devoted a great deal of time to developing a School-wide Plan focusing on improvement and meeting the challenge of our School Aims. The Plan is in its final stages of completion as we attend this AGM. The plan has been underpinned by a great deal of consultation with staff and surveys from parents and a selection of students related to an exploration of the School Aims. The Plan will give a comprehensive priority programme for School development over the next 5 years or more. It will address areas felt appropriate to improve and support areas of great strength at the School. There is also within it suggestions for innovation and change that will continue to place Pembroke School at the forefront of educational issues.

Curriculum

The curriculum at Pembroke remains vital and continues to develop. We gained re-registration from the Non-Government Schools’ Registration Board in March 2011 after an extensive and exhaustive examination of all aspects of the School's operations, programmes and procedures. We were commended by the authority for having an excellent curriculum that is well delivered and well planned.

Currently the Junior School is preparing for the rigours of a five yearly IB PYP review that will again ensure that we not only have a strong programme, but that we conduct our business in a manner consistent with international-mindedness and understanding.

Our Student Support programmes continue to develop across the School. The programme has grown considerably over the last four years and now reaches many students across all schools. The capacity for the School to offer thoughtful and challenging programmes for students with special identified learning needs is important to our continued ability to serve our community well. Pembroke School has long been committed to special needs; a good example is the Hearing Unit that is at the forefront of integrated learning models and was developed in 1980, well before such commitments were seen as enlightened. This approach continues.

• SACE

The School managed the transition to the New SACE in a determined manner devoting many professional hours considering the new assessment regime, preparing new courses and developing student skills and knowledge in accordance with the new curriculum demands. On the whole the transition has been a successful one for the School.

The School, under the guidance of the Principal and the Director of Studies, has remained well abreast of ongoing issues with the New SACE. They have found many of the issues that accompany all new initiatives are common and shared issues across other schools. Pembroke has key representatives who maintain an active voice in forums that continue to debate SACE-related issues and concerns.

• IB Diploma

Rosemary Abbott retired from her position as IB Co-ordinator at the end of 2011. Over the last few years the IB Diploma programme has expanded considerably and the IBO as an organisation across the world. This has brought with it increased demands in relation to continued excellence in their quality control systems and procedures. Equally there has been a considerable increase in the number of students taking up the option of the IB Diploma in the School. The 2011 and 2012 cohort of students is over 70 students in each year level, although this figure does fluctuate at points in the year if students decide to move to the SACE. Such numbers augur well for the health of the programme and it is appropriate to suggest that the IB Diploma remains an attractive, relevant and exciting option for senior students at Pembroke.

• National Curriculum

Staff have been intimately involved in preparing for Stage one of the roll out of the National Curriculum. This stage involves the introduction of National Curriculum in English, Mathematics, Science and History to all schools. This will begin in 2013 and will progressively be phased in over the next five years with the introduction of the additional subject areas of Phase II Geography, Languages and the Arts and Phase III Health and Physical Education and Technologies.
Welfare

There have been a number of welfare initiatives in 2011. There was a re-writing of the “parties’ policy” and an extensive communication and information programme for students and parents on the sensible and safe use of alcohol. This included a visit by Mr Paul Dillon, an expert in alcohol use and abuse. His presentations were very well received by parents and students at the School. Year 8 and 9 students were involved in a research study examining the relationship between “perfectionism” in adolescent academic behaviour and depression. The results of this study will be shared with the School to help enhance the School’s capacity to support students’ mental well-being. The Junior School has revisited its pastoral policies and continues to refine its approach to managing and supporting student pastoral matters.

Associations

The Foundation continued to support the School in many ways and particularly through expanding its remit from an organisation primarily focussed on fundraising for capital projects to exploring other avenues of support including indigenous education and scholarship funds. There are a number of initiatives that the Foundation is encouraging including linking the key associations at the School into unified fundraising and friendship gatherings.

The Old Scholars have had a most productive year exploring additional ways they can support their organisation and the School. They have developed business network breakfasts amongst Old Scholars and they are exploring how Old Scholars can better use their skills and experience to support senior students at the School. Such initiatives are most welcome and once established will provide exciting possibilities for the future of the association and the School.

A crucial link between Old Scholars and the School is the maintenance of the School Archives. The School has added staff time to focus on developing the infrastructure to support a comprehensive approach to our school archives. This will ensure when purpose built archive spaces are developed there is a good system ready to take advantage of them.

Early Learning Centre

Mrs Lomax has been working hard during 2011 to ensure that all aspects of the new Federal regulations for Early Childhood Services are met in the ELC. The regulations are extensive and have required some additional staffing, new curriculum and assessment requirements and building developments. There has been considerable staff training and input into the changes. The School is fortunate to have such a vibrant centre and a professional well trained staff.

School Council

<table>
<thead>
<tr>
<th>Members who joined in 2011</th>
<th>Members who left in 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Bob Schinckel (May)</td>
<td>Mr Neil Retallick (May)</td>
</tr>
</tbody>
</table>

Mrs Catherine Barnett moved from the Finance and Audit Committee to Chair the Marketing Committee.
**Staffing 2011**

The following permanent staff left during 2011:

- Ms Linda Calwell (2003) – Junior School Arts assistant
- Mrs Emma Hart (2010) – Buildings and Grounds assistant
- Mr Damien Henderson (2004) – Science teacher
- Ms Tricia Margrie (2006) – EA to the Business Director
- Mrs Gay Maynard (1993) – Drama Teacher and Senior Tutor
- Ms Joan Morton (1994) – Middle School staff assistant
- Mr Tony Paye (2007) – Director of Music
- Mrs Caroline Payne (2010) – Junior School Classroom Assistant
- Mrs Lorraine Riches (1997) – Receptionist and Communications assistant
- Ms Cindy South-Czabania (2004) – Visual Art assistant
- Ms Penny Tomkins (1997) – Boarding House Supervisor
- Ms Elisa Valade (2009) – French teacher

The following staff concluded their contracts in 2011:

- Mr Simon Blake – Junior School Physical Education teacher
- Mrs Crisoula Cavaleri – Economics teacher
- Mrs Xiuxiang Dunn – Chinese teacher
- Mr Christopher Eldridge – English teacher
- Mr Neil Hayford – Mathematics teacher
- Mrs Philippa Hook – Junior School learning support teacher
- Mrs Hyde – Physical Education teacher
- Mr Paul Jones – English teacher
- Mr Nigel Madden – Chemistry teacher
- Mrs Pamela McKenzie – Library assistant
- Mr Roger Moore – Rowing coach
- Ms Andrea Pibworth – Boarding House assistant
- Kate Powell – Outdoor Education leader
- Mrs Jessica Sanderson-Brewster – Library Assistant Junior School
- Mr Michael Whelan – Mathematics teacher

The following new staff commenced in 2011:

- Miss Lauren Astill – contract Chemistry/Science teacher
- Mrs Alison Dunbar – contract Communications Co-ordinator
- Ms Kate Dunstall – contract Boarding House supervisor
- Ms Rachel Furniss – contract Communications assistant
- Miss Elizabeth Heuzenroeder – contract English and History teacher
- Ms Narelle Kirkham – contract Learning Support admin assistant
- Mr Jason Lentakis – permanent Technology teacher
- Mrs Joanne Parkes – permanent Junior School classroom assistant
- Mrs Kathryn Schumacher – contract Junior School teacher
- Mr John Tickle – contract Economics and Business teacher

The following staff became permanent in 2011:

- Ms Jacinta Cappo – Early Learning Centre assistant
- Ms Sorcha Flett – Visual Art assistant
- Ms Monika Heida – Library assistant
- Ms Britta Jureckson – Junior School Special Education teacher
- Mr Gavin Oxenham – Buildings and Grounds staff
- Ms Juniper Van-den-Ende – Junior School Arts assistant
ABRIDGED FINANCIAL STATEMENT FOR YEAR ENDED 31 DECEMBER 2011

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Cash Inflows</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Tuition and Boarding Fees</td>
<td>24,789</td>
<td>23,373</td>
</tr>
<tr>
<td>Recurrent Grants – Federal</td>
<td>4,895</td>
<td>4,625</td>
</tr>
<tr>
<td>Recurrent Grants – State</td>
<td>1,743</td>
<td>1,730</td>
</tr>
<tr>
<td>Other Income &amp; Receipts</td>
<td>2,869</td>
<td>2,475</td>
</tr>
<tr>
<td>Interest</td>
<td>187</td>
<td>134</td>
</tr>
<tr>
<td>Capital Grants - Federal</td>
<td>997</td>
<td>2,970</td>
</tr>
<tr>
<td>Donations - Building Fund &amp; Parent Associations</td>
<td>26</td>
<td>143</td>
</tr>
<tr>
<td>Increase/(decrease) in borrowings</td>
<td>(800)</td>
<td>(700)</td>
</tr>
<tr>
<td>Sale of Assets</td>
<td>138</td>
<td>99</td>
</tr>
<tr>
<td><strong>Total Cash Inflows</strong></td>
<td>34,844</td>
<td>34,849</td>
</tr>
<tr>
<td><strong>Cash Outflows</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payroll &amp; Superannuation</td>
<td>21,673</td>
<td>20,741</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>9,156</td>
<td>8,315</td>
</tr>
<tr>
<td>Interest</td>
<td>37</td>
<td>40</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td>4,803</td>
<td>6,080</td>
</tr>
<tr>
<td><strong>Total Cash Outflows</strong></td>
<td>35,669</td>
<td>35,176</td>
</tr>
<tr>
<td><strong>Net Increase / (Decrease) in Cash Held</strong></td>
<td>(825)</td>
<td>(327)</td>
</tr>
<tr>
<td><strong>Cash at beginning of the financial year</strong></td>
<td>1,970</td>
<td>2,297</td>
</tr>
<tr>
<td><strong>Cash at the end of the financial year</strong></td>
<td>1,146</td>
<td>1,970</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>37,790</td>
<td>34,304</td>
</tr>
</tbody>
</table>

REPORT FROM MR ANDREW FORMAN
CHAIR, FINANCE COMMITTEE

The Annual Financial Statements for the year ended 31 December 2011 as audited are available from the Business Director. KPMG as the School’s external auditors have once again issued an unqualified audit report on the Statements and we thank them for their diligence and role as auditors of the School.

The School’s finances are efficiently managed by the finance team led by Business Director, Wendy Wills. Oversight is provided by the Finance and Audit Committee, who report directly to the Pembroke School Council.

The 2011 year resulted in a surplus of $3.487 million ($4.757 million in 2010) including Commonwealth capital grants of $0.997 million ($2.970 million in 2010), donations $0.026 million ($0.143 million in 2010) brought to account as income together with recurrent Commonwealth and State Government grants totalling approximately $6.637 million ($6.355 million in 2010). The average recurrent income received per student was $19,978 comprising fees (78.7%) state government recurrent grants (5.1%) and federal government recurrent grants (16.2%).

![Average Net Income per Student 2011](image)
A total of $4.083 million ($6.080 million in 2010) in capital expenditure was spent on new and upgraded buildings, grounds, facilities, plant and equipment.

Cash generated during the year was applied primarily to the completion of new classrooms and an Early Learning Centre for the Junior School; the upgrade of Middle School classrooms and the Old Scholars War Memorial Pavilion change-rooms; a new office block and accommodation building at Old Watulunga; and the upgrade and refurbishment of the building and grounds at 3 Walsall Street.

At the end of 2011 the School’s net external debt after deducting cash reserves set aside for the Principal’s Bursary Fund ($1.181 million) and the Bequest accounts ($0.208 million), totalled $0.991 million ($1.091 million in 2010).

The School continues to have consistently strong, enrolments and generates strong operating cash flows to fund School operations. This combined with strong net assets and a low debt position means the school is in a very sound financial position.

The School has two funds offering tax deductibility for donations, firstly, the Pembroke School Building Fund which supports the physical infrastructure of the School and, secondly, the Margaret Sellars Perpetual Trust Fund which has awarded two full tuition scholarships to boarding student commencing 2012. The School acknowledges the continued support of the Foundation Patron, Mrs Margaret Bennett, parent bodies and all of our donors for their continued financial support.
2011 KEY DATA

The following data is provided as required by the Federal Government through the Schools Assistance Act, 2008.

A. Student Numbers over the Years

<table>
<thead>
<tr>
<th>YEAR</th>
<th>JS</th>
<th>MS</th>
<th>SS</th>
<th>TOTAL*</th>
<th>BOARDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>308</td>
<td>653</td>
<td>430</td>
<td>1,391</td>
<td>128</td>
</tr>
<tr>
<td>1992</td>
<td>330</td>
<td>672</td>
<td>438</td>
<td>1,440</td>
<td>145</td>
</tr>
<tr>
<td>1993</td>
<td>363</td>
<td>690</td>
<td>464</td>
<td>1,517</td>
<td>143</td>
</tr>
<tr>
<td>1994</td>
<td>381</td>
<td>697</td>
<td>460</td>
<td>1,538</td>
<td>137</td>
</tr>
<tr>
<td>1995</td>
<td>400</td>
<td>701</td>
<td>441</td>
<td>1,542</td>
<td>122</td>
</tr>
<tr>
<td>1996</td>
<td>396</td>
<td>707</td>
<td>452</td>
<td>1,548</td>
<td>124</td>
</tr>
<tr>
<td>1997</td>
<td>389</td>
<td>709</td>
<td>453</td>
<td>1,546</td>
<td>124</td>
</tr>
<tr>
<td>1998</td>
<td>384</td>
<td>718</td>
<td>436</td>
<td>1,543</td>
<td>113</td>
</tr>
<tr>
<td>1999</td>
<td>389</td>
<td>719</td>
<td>457</td>
<td>1,537</td>
<td>110</td>
</tr>
<tr>
<td>2000</td>
<td>376</td>
<td>690</td>
<td>467</td>
<td>1,533</td>
<td>104</td>
</tr>
<tr>
<td>2001</td>
<td>361</td>
<td>719</td>
<td>457</td>
<td>1,537</td>
<td>106</td>
</tr>
<tr>
<td>2002</td>
<td>376</td>
<td>714</td>
<td>461</td>
<td>1,551</td>
<td>108</td>
</tr>
<tr>
<td>2003</td>
<td>377</td>
<td>710</td>
<td>456</td>
<td>1,543</td>
<td>119</td>
</tr>
<tr>
<td>2004</td>
<td>372</td>
<td>722</td>
<td>459</td>
<td>1,553</td>
<td>116</td>
</tr>
<tr>
<td>2005</td>
<td>381</td>
<td>719</td>
<td>458</td>
<td>1,558</td>
<td>113</td>
</tr>
<tr>
<td>2006</td>
<td>375</td>
<td>717</td>
<td>459</td>
<td>1,551</td>
<td>113</td>
</tr>
<tr>
<td>2007</td>
<td>381</td>
<td>706</td>
<td>471</td>
<td>1,558</td>
<td>110</td>
</tr>
<tr>
<td>2008</td>
<td>393</td>
<td>714</td>
<td>464</td>
<td>1,571</td>
<td>114</td>
</tr>
<tr>
<td>2009</td>
<td>379</td>
<td>717</td>
<td>466</td>
<td>1,562</td>
<td>121</td>
</tr>
<tr>
<td>2010</td>
<td>374</td>
<td>720</td>
<td>468</td>
<td>1,562</td>
<td>121</td>
</tr>
<tr>
<td>2011</td>
<td>378</td>
<td>723</td>
<td>463</td>
<td>1,564</td>
<td>115</td>
</tr>
</tbody>
</table>

* includes ELC & Yr 13 IB (to 2002)

B. Staff Numbers (as at November 2011, figures in brackets show the comparative statistic for 2010)

Teaching Staff FTE 152.9* (151.1)*
Non-teaching Staff FTE: 79.9 (80.5)
Student/Teacher Ratio Primary: 11.46* (10.49)*
Student/Teacher Ratio Secondary 9.63 (10.02)
* Includes ELC teaching staff and students

C. Staff Length of Service and Retention

As of January 2011, the average length of service for permanent teaching staff members was 11.87 years. The equivalent figure for January 2010 was 10.98 years and this figure has trended upwards from 8.5 years in 1995. During 2011, four permanent teachers left the School which represents 2.5 per cent of the total permanent teaching staff of that year. The number of departing teachers during 2010 was eight.

D. Staff Attendance

This data may be obtained on request from the School Accountant.

E. Staff Professional Development

Total expenditure on staff professional development in 2011 was $129,965. The expenditure in 2010 was $134,100.

F. Student Attendance

The average student attendance each day through the year was 94.06 per cent as against 94.35 per cent in 2010.
G. **Student Retention Rates**

The student retention rate from Year Nine 2007 to Year Twelve 2011 was 111 per cent as compared with 121 per cent for last year’s equivalent figure.

H. **Public Examination Results (SACE and IB)**

Detailed figures are included in a brochure which is sent home to parents and other members of the community as well as appearing in the year book and on the School’s website.

I. **National Benchmark (bmk) Testing Results (NAPLAN) 2011**

These tests were conducted across Years Three, Five, Seven and Nine in Numeracy and Literacy. This is a Federal Government requirement. The data gathered will be used to assist particular students, who fall below the National Benchmark. The results are summarised below and more information can be obtained from the School on request while parents of the students involved had the results for their children posted home in September.

A. % of students who achieved National Minimum Standards in 2011 (NMS)

<table>
<thead>
<tr>
<th></th>
<th>Reading</th>
<th>Writing</th>
<th>Spelling</th>
<th>Grammar &amp; Punctuation</th>
<th>Numeracy</th>
<th>Participation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 3</td>
<td>98</td>
<td>100</td>
<td>98</td>
<td>98</td>
<td>100</td>
<td>98</td>
</tr>
<tr>
<td>Year 5</td>
<td>97</td>
<td>96</td>
<td>97</td>
<td>97</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Year 7</td>
<td>99</td>
<td>97</td>
<td>97</td>
<td>99</td>
<td>99</td>
<td>100</td>
</tr>
<tr>
<td>Year 9</td>
<td>98</td>
<td>96</td>
<td>98</td>
<td>99</td>
<td>98</td>
<td>98</td>
</tr>
</tbody>
</table>

B. **Mean Scores as Proficiency Band**

(Students are graded on a single scale: Bands 1 – 10. National Minimum Standards are set for each Year level and National Averages are also reported for each year level.)

<table>
<thead>
<tr>
<th>National Minimum Standard</th>
<th>Reading Pembroke (National Average)</th>
<th>Writing Pembroke (National Average)</th>
<th>Spelling Pembroke (National Average)</th>
<th>Grammar &amp; Punctuation Pembroke (National Average)</th>
<th>Numeracy Pembroke (National Average)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 3 (2)</td>
<td>5 (4)</td>
<td>5 (4)</td>
<td>5 (4)</td>
<td>5 (4)</td>
<td>5 (4)</td>
</tr>
<tr>
<td>Year 5 (4)</td>
<td>7 (6)</td>
<td>6 (6)</td>
<td>6 (6)</td>
<td>7 (6)</td>
<td>7 (6)</td>
</tr>
<tr>
<td>Year 7 (5)</td>
<td>8 (7)</td>
<td>7 (7)</td>
<td>7 (7)</td>
<td>7 (7)</td>
<td>8 (7)</td>
</tr>
<tr>
<td>Year 9 (6)</td>
<td>8 (7)</td>
<td>9 (7)</td>
<td>8 (7)</td>
<td>9 (7)</td>
<td>9 (7)</td>
</tr>
</tbody>
</table>

Please note the Writing Scale for 2011 cannot be compared to previous years as the task was Persuasive Writing and a different scale was used. 2012 task will be the same genre.
List of Senior Staff and their Qualifications

(i) Senior Teaching Staff (year denotes date of commencement at the School)

Principal

Deputy Principal

Heads of Sub-Schools
Middle:  Mr P R Deane B.Sc., Dip.Ed. (1975)

Dean of Studies

Dean of Student Welfare

Assistant Heads of Sub-Schools
Middle:  Mr M Roberts B.Ed. (2009)

Head of the International Baccalaureate

Manager of the Timetable
Mr K A Lawry B.Sc. (Hons), Dip.Ed. (1993)

Heads of Boarding
Campbell House:  Mr E R Shillabeer B.Ed. (1999)

Heads of Departments
Humanities:  Mrs A A Piggott B.Sc. (Hons), Grad.Cert.Ed. (2005)
Mathematics:  Mr I J Hilditch B.Sc. (Hons), Dip.Ed. (1992)
Science:  Ms S G Grandison B.Sc. (Hons), Dip.Ed. (1992)

Heads of Houses (Middle School)
Medlin:  Mr B P Knights B.Sc. (Hons), Dip.Ed. (2002)

Senior Tutors (Senior School)
Mrs G Maynard B.A. (Hons) DipT (1993)

Chaplain
**Director of Sport**  

**Director of Girls’ Sport**  

**Director of Career Services**  

**Director of Publications**  
Mr T P O’Loughlin B.Ed. (1998)

**Educational Psychologist**  

**Middle School Counsellor**  

**(ii) Senior Non-Teaching Staff**

**Business Director**  

**Communications Director**  

**Foundation Director**  
Ms A H Bourchier (1990)

**Human Resources Director**  

**Information Systems Director**  

**Finance and Administration Manager**  
Mr G P Rowse P.N.A. (1999)

**Buildings and Grounds Manager**  

**Facilities Manager**  
Mr J P Muir (1986)

**Old Watulunga Manager**  