

From Strength to Strength מחיל אל חיל A Strategic Plan for 2005 - 2010

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San Diego Jewish Academy Goals

The following goals will direct the efforts of the Board of Trustees, faculty and staff

Our Educational Program

Challenge students to achieve their full academic potential and become individuals of strong moral and ethical character, while inspiring them to make Judaism a vital and relevant aspect of their lives. Offer sports, performing arts and fine arts programs to help students develop socially, emotionally, physically and artistically.

Our Students

Attract and retain a diverse student body who seek a challenging and inspiring environment that combines secular and Judaic studies, including Hebrew language, Torah and the traditions of our Jewish heritage. Encourage, support and inspire each student to become a knowledgeable, upstanding member of the Jewish community and society-at-large.

Our Faculty and Staff

Recruit, nurture and retain a high-quality, dedicated and diverse faculty, administration and staff who will provide students with an excellent secular and Judaic education and a stimulating

learning environment, rich in Jewish values.

Our Board and Governance

Attract and retain a professional, effective Board of Trustees that supports the vision, mission and values of San Diego Jewish Academy. Develop and implement policies to ensure the school's stability and long-term financial strength, and image as a high-quality educational institution.

Our Community

Maintain a strong partnership among the members of the school community to support our students' education. Enhance the quality of the programming and identify ways to expand participation from major constituents, including parents, grandparents, and alumni. Increase awareness of SDJA as an educational institution that benefits the entire community of San Diego.

Our Facilities and Technology

Maintain the school in excellent physical condition and improve the facilities to provide a safe, high-quality environment that supports and complements the school's academic and extracurricular programs.

Finance and Operations

Continue to improve San Diego Jewish Academy's financial strength and stability by providing sound financial management to achieve the school's goals. Increase operating efficiency and effectiveness to better serve the school's internal and external customers.

Development

Continue to improve the school's financial strength and stability through outright donations, endowments, and bequests from San Diego Jewish Academy families and the community-at-large.

Our Educational Program

Goals

Challenge students to achieve their full academic potential and become individuals of strong moral and ethical character, while inspiring them to make Judaism a vital and relevant aspect of their lives. Offer sports, performing arts and fine arts programs to help students develop socially, emotionally, physically and artistically.

Implementation

Continue to develop and maintain an academically challenging K-12 secular and Judaic curriculum focusing on the core disciplines of language arts, mathematics, social studies, science, Hebrew language, and Jewish studies. Increase the emphasis on reading, writing, and science

Implement additional strategies to meet the academic needs of students at various levels and the social and emotional needs of the student body

Refine the Hebrew language program to provide increased focus on conversational skills

Revise the depth and breadth of the tefilah (prayer) curriculum to increase students' understanding and to create a more spiritual environment that is conducive to prayer

Emphasize the character education curriculum to ensure that all students are continually exposed to and internalize good values

Establish appropriate classroom management procedures to ensure that the learning

environment is safe, predictable and effective

Strengthen the athletics program with the hiring of high-quality coaches and the expansion of the number of sports teams offered, where appropriate (Maimonides Upper School)

Increase college counseling services to further individualize the search process and support students through the application process (Maimonides Upper School)

Our Students

Goals

Attract and retain a diverse student body who seek a challenging and inspiring environment that combines secular and Judaic studies, including Hebrew language, Torah and the traditions of our Jewish heritage. Encourage, support and inspire each student to become a knowledgeable, upstanding member of the Jewish community and society-at-large.

Implementation

Sustain and enhance strategies that value each student's individual strengths and potential, support students with a variety of learning styles, and provide opportunities for academic enrichment

Develop strategies for expanding enrollment (kindergarten, grades 6 and 9) and increasing retention (grades 7-9)

Increase community awareness of SDJA student achievements in the areas of academics and community service

Continue to participate in community-wide efforts to promote Jewish day school enrollment

Streamline the process and provide online tools for school admissions and re-enrollment

Our Faculty and Staff

Goals

Recruit, nurture and retain a high-quality, dedicated and diverse faculty, administration and staff who will provide students with an excellent secular and Judaic education and a stimulating learning environment, rich in Jewish values.

Implementation

Develop a total compensation package for faculty and staff that is at a competitive level with salaries and benefits for comparable positions at independent schools in the San Diego area

Further enhance a work environment and culture that values the contributions of its employees

Continue to provide financial incentives (salary enhancement), funding for conference attendance, on-campus speakers, and other training opportunities to further the professional development of faculty and staff

Refine the ongoing professional assessment program to provide employees with feedback on

their performance including modeling standards of excellence and support for school values, vis-à-vis job requirements, identify areas for growth and improvement, and ensure appropriate accountability

Promote the strength and expertise of faculty and staff to parents and the community

Actively recruit the highest quality applicants who reflect and model school values, and select the most qualified candidates for all positions

Our Board and Governance

Goals

Attract and retain a professional, effective Board of Trustees that supports the vision, mission and values of San Diego Jewish Academy. Develop and implement policies to ensure the school's stability and long-term financial strength and image as a high-quality educational institution.

Implementation

Continue to monitor the composition of the Board to ensure that the rich diversity of SDJA and general Jewish community is appropriately represented and that its members are capable and committed to the goals of the school

Provide active support to the Development Department in its fundraising goals for the Every Child Annual Campaign, Capital Campaign and Legacy Campaign

Ensure that the Board continues to operate at the highest level of efficiency, respectfulness, and appropriateness by conducting Board development activities including clearly written and articulated Board expectations, new Board orientation workshops, Board Retreats, well-constructed Board meeting agendas and Board meeting processes

Establish a committee to review and recommend any needed changes to the current by-laws, specifically addressing the role, authority and decision-making responsibility of the Executive Committee vis-à-vis the full Board

Our Community

Goals

Maintain a strong partnership among the members of the school community to support our students' education. Enhance the quality of the programming and identify ways to expand participation from major constituents, including parents, grandparents, and alumni. Increase awareness of SDJA as an educational institution that benefits the entire community of San Diego.

Implementation

Support the continued growth of the Parent Teacher Organization and its efforts to promote volunteerism and raise funds for key school priorities

Expand the programming and broaden participation in Mishpacha B'Yachad, the parent and family education offering

Re-establish a Grandparents' Association to integrate grandparents into the educational climate

of the school

Build awareness and expand participation among former students in the Alumni Association

Continue to provide Jewish and non-Jewish organizations in the community with the opportunity to utilize SDJA's facilities for their programs and events, thereby benefiting the San Diego community

Our Facilities and Technology

Goals

Maintain the school in excellent physical condition and improve the facilities to provide a safe, high-quality environment that supports and complements the school's academic and extracurricular programs.

Implementation

Increase annual contributions from the operating budget to the building cash reserve balance to provide funds for current debt obligations and building maintenance

Develop plans for a gymnasium and/or performing arts center should the requisite funding be forthcoming

Enhance technology infrastructure (hardware, software and personnel) to support increased effectiveness and efficiencies in classroom instruction, site operations, website communications, and online shopping

Finance and Operations

Goals

Continue to improve San Diego Jewish Academy's financial strength and stability by providing sound financial management to achieve the school's goals. Increase operating efficiency and effectiveness to better serve the school's internal and external customers.

Implementation

Annually increase the contingency reserve levels until reaching a contingency level equal to at least 5% of the operating budget to accommodate cash and accrual objectives

Annually increase the contribution towards debt service from the operating budget until the amount reaches approximately \$400,000 and provides a cumulative reserve for debt reduction

Complete the process of obtaining final approval to rezone approximately 20 acres of the San Diego Jewish Academy property from agricultural to residential

Standardize processes, policies and procedures in the service and operations departments to improve the effectiveness and efficiency of administrative support to internal and external customers

Continue to review and enhance the financial aid application process and formula used to

determine allocations

Development

Goals

Continue to improve the school's financial strength and stability through outright donations, endowments, and bequests from San Diego Jewish Academy families and the community-at-large.

Implementation

Improve the messaging and marketing of our three distinct campaigns, including a systematic approach for educating new families

Continue to enhance relationships with previous and prospective donors through frequent communications and participation in school activities

Ensure the continued growth of the Every Child Campaign by strongly encouraging full parent participation and enhancing the effectiveness of grandparents and alumni appeals

Complete phase two of the Capital Campaign

Secure the school's future by generating \$10 million in outright endowments and planned gifts and building a base of bequest donors whose gifts will be realized in the future

Launch a third capital campaign to fund the building of a gymnasium and/or performing arts center

Integrate, streamline and manage school-wide independent appeals to reflect the school's overall budget priorities while respecting donors' wishes for involvement in school programming

Continue to enhance use of donor-tracking software to improve the accuracy of gift reporting, acknowledgements and giving histories