



STRATEGIC PLAN

Revised April 2020

This document sets out a strategic plan for San Jose Christian School. It presents a series of statements relating to our mission, core values, and vision; reviews strengths, weaknesses, threats and opportunities; and sets out our proposed strategies and goals. Our mission and core values will continue to serve as the foundation for our actions and decisions. We will continue to serve God in all that we do. We will continue to nurture and value our unique and Christ-centered community. We will continue our pursuit of excellence and engagement in the community.

MISSION STATEMENT

The mission of San Jose Christian School is to advance the kingdom of God by providing exceptional teaching and curriculum fully integrated with Biblical perspective. Within our committed Christian community, we live to engage and transform culture for Jesus Christ.

CORE VALUES

San Jose Christian School was founded by believers from area Reformed churches for the purpose of educating their children for Christian life and service. We have been granted a spiritual legacy over more than 50 years, and we want to protect and grow it. Our Core Values make this clear, and this is what fuels our passion to partner with Christian families who desire excellent education that is consistent and integrated with Biblical truths.

We are a covenantal, faith-filled community that is holding each other accountable to living out these core values and engaging and transforming our culture for Jesus Christ.



Biblical
Worldview

Educational
Excellence

Whole
Child

Outstanding
Teachers

Responsible
Stewardship

Intentional
Christian
Community

BIBLICAL WORLDVIEW At SJCS we value seeing life through the lens of scriptural truth and living accordingly. We acknowledge the sovereignty of God over every aspect of creation. We address the fallen-ness of humanity and the broken-ness of creation by directly addressing their effects on life as God intended it to be. We do not avoid difficult issues; we teach biblical discernment.

EDUCATIONAL EXCELLENCE We value high academic standards for our students, cultivating each child's potential capacity as an image-bearer of God. We value proactive innovation, carefully assessing the need for change and seeking new methods to improve education when appropriate. We provide educational excellence for each student within a safe and loving environment.

WHOLE CHILD We value each child as a unique workmanship of God himself. We develop the wholeness of each child's character, academic progress, effort, physical abilities and artistic expression.

OUTSTANDING TEACHERS We value outstanding, passionate and faith-filled teachers, who meet the highest professional standards and are flourishing both personally and professionally. Our teachers are committed to the calling of Christian education.

RESPONSIBLE STEWARDSHIP We value responsible Kingdom-advancing stewardship over all of creation, including community, people, time, facilities, financial resources and the environment.

INTENTIONAL CHRISTIAN COMMUNITY SJCS is a covenantal, faith-infused community. Our faith is passionate and the Spirit is alive among us. We lovingly hold each other accountable to the core values stated here. We demonstrate unwavering support to our fellow community members in upholding these same values.

VISION

San Jose Christian School exists in a changing world and responding to those rapid changes is critical. Building on our strengths, we want to ensure the legacy of SJCS for the students of the future by growing lifelong learners who will engage and transform culture, and serve and lead others. We stress excellence and relevance as we prepare students through a well-rounded program that allows students to live out our mission. Over the next three to five years, we will accomplish the following:

ON OUR CAMPUS

We will grow enrollment by 20% as a predecessor for major campus development.

We will improve our financial sustainability through our recurring operating budgets, our endowment and a successful capital campaign.

We will improve, update, and renovate current facilities.

We will build an impactful facility designed to enhance collaboration, creativity and athletics.



IN OUR COMMUNITY

We will publicize the strengths and opportunities of our school to prospective families.

We will expand innovative programs and opportunities for our students.

We will provide a stable, competitive, and improving compensation structure for our teachers and staff

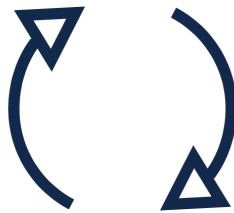


PORTRAIT OF AN SJCS GRADUATE

San Jose Christian School is committed to developing graduates who possess exceptional academic skills and knowledge, as well as strong moral character and a healthy spiritual foundation. San Jose Christian School graduates are:

IN THEIR LIVES

Growing Believers
Healthy People
Active Learners
Effective Communicators
Wise Decision Makers



IN OUR WORLD

Collaborative Workers
Humble Servants
Responsible Stewards
Engaged Citizens

These characteristics are detailed in **SJCS Throughlines**, which are the glue that binds together our subjects and activities, providing a framework for the education we provide and the goals we have for our graduates.

S.W.O.T

This strategic plan addresses the following key strengths, weaknesses, opportunities, and threats at San Jose Christian School.

STRENGTHS

Community
Strength of school leadership
Strength of staff
50-year educational legacy

WEAKNESSES

Limited cash resources
Leased facilities / lack of permanence
Lack of impactful campus relative to neighboring Christian schools
Lack of awareness amongst prospective customers

OPPORTUNITIES

Distinctive expansion on current campus in partnership with Campbell Unified School District
Untapped opportunities for capital campaign

THREATS

Area Cost of Living could reduce enrollment below sustainable levels
Middle school competition may reduce middle school enrollment below sustainable levels
Loss of lease

STRATEGIC INITIATIVES



Initiative 1

CONTINUOUSLY IMPROVE THE INSTRUCTIONAL AND EDUCATIONAL PROGRAMS

Objective 1

Provide a compensation structure that makes SJCS the most desirable choice for exceptional staff who fit our mission.

Supporting Action: Create a staff compensation package that affirms the staff's significant value and is stable and more closely competitive with local schools in order to attract and retain a top notch staff.

Objective 2

Support the growth of our professional development program for staff that aligns with programming goals and mission of SJCS.

Supporting Actions:

- Budget for and provide a professional, supportive work environment in which staff have the resources and growth opportunities to conduct their work to the highest standard.
 - Plan and focus annual professional development.
 - Establish, implement, and communicate a protocol for applying and receiving professional development and advanced degree funding.
 - Create and communicate a listing of opportunities for professional development classes or training.
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Objective 3

Strengthen and maintain a robust network of programs that support and drives the education of every student towards a biblical world view.

Supporting Actions:

- Improve the breadth and depth of curricular programs to support the education of the whole child in all areas of academics, athletics, technology and the arts to engage and transform the culture for Jesus Christ.
 - Support, maintain, and improve the technology infrastructure necessary to support the daily needs of future learning.
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Objective 4

Identify and support the development of staff with leadership potential and interest and support the current and next generation of SJCS leaders.

Supporting Actions:

- Support the development of current leadership
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STRATEGIC INITIATIVES



Initiative 2

STRENGTHEN FINANCIAL SUSTAINABILITY

Objective 1

Increase enrollment to exceed a total of JK-8 200 students and maintain enrollment level for at least three years.

Supporting Actions:

- Produce a marketing and admission plan designed to attract families in order to grow enrollment.
 - Maintain a focused plan for retention, especially in transition years of JK to K and grade 5 to grade 6.
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Objective 2

Expand development revenue by promoting a culture of giving across all segments of the community.

Supporting Actions:

- Identify new donors and lapsed donors to target a better donor base.
 - Increase number of face to face individual meetings with Head of School and Board with key donors to personalize the ask.
 - Create a donor "touch point" cycle of thanking-reporting-asking-follow-up.
 - Create a systemic way to connect with and maintain ties with alumni.
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Objective 3

Expand the SJCS Endowment program to actively seek gifts through a planned giving program that will endow financial aid and other programs.

Supporting Actions:

- Grow Endowment Fund giving annually.
 - Inform and educate giving community about planned giving with the partnership of a financial expert.
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Objective 4

Expand methods to grow non-tuition revenue.

Supporting Action:

- Investigate alternatives to increase rental income.

STRATEGIC INITIATIVES

Initiative 3

OPTIMIZE OUR CAMPUS TO PROVIDE AN OPTIMUM ENVIRONMENT FOR EXECUTION OF OUR MISSION

Objective 1

Respond to the school's immediate needs for improvement and growth.

Supporting Actions:

- Create budget and plan for regular, annual improvements, updates and renovations to current facilities.
- Improve Preschool playground and fence.
- Remodel bathrooms.
- Install air conditioning.
- Grade and fill athletic fields with support of CUSD.
- Secure the campus more fully with gates.
- Utilize Facilities committee to assess, prioritize, and complete projects.

Objective 2

Develop a campus master site plan that aligns with the mission and optimizes our existing facilities for at least the next five years, while also addressing among other things: physical space for collaboration, exploration and creativity for staff and students; science labs; multipurpose spaces; sports.

Supporting Action:

- Develop a facilities master plan.

Objective 3

Ensure that District-wide building upgrades include SJCS.

Supporting Action:

- Maintain/deepen relationship with Campbell Union School District.

Objective 4

Evaluate long term facilities strategy (beyond next five years).

Supporting Action:

- Establish team to research range of facilities options and report on pros & cons.
- Research, plan, and execute a capital campaign to support facility growth and long range facility needs.

STRATEGIC INITIATIVES



Initiative 4

CONTINUE BUILDING OUR COMMUNITY

Objective 1

Encourage retention and growth with respect to SJCS staff and families.

Supporting Actions:

- Create and foster a nurturing and supportive community in which members have opportunities to connect with others and to be in fellowship.
- Provide the opportunities and infrastructure in which a variety of community groups can develop and flourish.
- Establish and implement groups around common interests (e.g., preschool staff, parents, alumni, SJCS staff, middle school, etc.).