



STRATEGIC PLAN 2001-2007

ACADEMIC PROGRAM

GOAL: La Jolla Country Day School will reaffirm its commitment to a comprehensive program of academic excellence, attuned to the needs of all students, and focused on the development of the whole child as a member of the global community.

IMPLEMENTATION

- Systematically review the curriculum continuum for academic excellence and make recommendations, providing: Greater cross-divisional opportunities • The latest technological enhancements • Appropriate space and resources for science and language labs • Emphasis on verbal and written communication skills • Diverse learning styles and abilities • Strategies to meet the needs of individual students • Global and multicultural influences.
- Explore scheduling issues, including: Length of school day and year • Summer school • Before- and after-school enrichment programs.
- Implement Wellness Program throughout the Country Day community (graduation requirement).
- Continue to enhance college counseling.
- Increase emphasis on Character Education Program.
- Enhance the use of community resources including, but not limited to, University of California, San Diego; Jewish Community Center; parent body; visiting scholars.
- Re-examine the Early Childhood Center program.

STUDENTS & ALUMNI

STUDENTS

GOAL: La Jolla Country Day School will attract motivated learners who demonstrate the ability to succeed in an academically challenging program. The school will actively seek students with a diversity of talents and backgrounds. It will be a respectful community where faculty, administrators, students, staff and parents work together. The school will graduate students who love learning; think creatively; demonstrate intellectual vitality, leadership and respect for others; and exemplify the character and values of Country Day.

IMPLEMENTATION

- Expand support for student success and well-being: Explore the viability of an on-campus school psychologist • Explore student-, parent-, and faculty-led club options • Continue emphasizing and expanding schoolwide Character Education Program • Enhance opportunities for student/faculty relationships.
- Continue to attract and retain a student body which reflects the greater San Diego area's diversity • Continue to develop and implement outreach efforts and programs to identify students who would thrive at LJCDS • Explore and consider expanding transportation options.

ALUMNI

GOAL: La Jolla Country Day School will reach out to all alumni, encourage their participation and support, and expand their role in the life of the school community.

IMPLEMENTATION

- Increase opportunities for alumni to participate in the life of the school, both on- and off-campus.
- Develop a college network system among alumni.
- Continue to enhance and formalize alumni networking programs.
- Develop a strong alumni internship program for students.
- Explore new and creative opportunities for alumni to support LJCDS financially.
- Increase the use of faculty and students in alumni outreach programs outside San Diego County
- Effectively manage the alumni database.

PARENTS & FAMILIES

GOAL: La Jolla Country Day School will promote and support a strong, sustained partnership among families, faculty, and administration to enhance community, pride, and spirit while actively supporting the school's mission.

IMPLEMENTATION

- Educate families on the importance of 100% participation in volunteer and fundraising efforts.
- Develop a mentoring program for new families and students that begins in the summer and continues throughout the first school year.
- Evaluate and expand communication among the school, alumni and families.
- Continue to emphasize the importance of parents modeling the Six Pillars of Character.

LA JOLLA COUNTRY DAY SCHOOL

MISSION STATEMENT
The mission of La Jolla Country Day School is to prepare individuals for a lifetime of intellectual exploration, personal growth and social responsibility.

- Provide more opportunities to come together as a community to celebrate existing traditions and create new ones.
- Develop support groups and parent education to reflect the changing family dynamics and diversity.
- Develop a guide for new families that provides information to ensure a smooth and welcoming transition to LJCDS.
- Continue to support and actively encourage involvement in our strong Parents' Association and Alumni Association.

FACULTY ADMINISTRATION & STAFF

GOAL: La Jolla Country Day School will retain, attract, and recruit an accomplished and diverse faculty, administration and staff of the highest academic and ethical standards who will carry out the mission of the school.

IMPLEMENTATION

- Set a new leadership standard of faculty, administration and staff compensation: Maintain salary levels within the top 5% of the National Association of Independent Schools (NAIS) West Coast members • Review and improve medical and dental benefits • Review and improve benefit options in the areas of housing allowance, tuition remission, childcare and professional growth • Review policies relating to merit pay and bonuses.
- Incorporate new sources for curricular instruction and programs: Consider members of the community, alumni, parents, faculty exchanges, professors emeriti, regional business partners, other institutes of learning • Expand the teaching intern program.
- Provide professional growth: Establish the position of Coordinator of Professional Growth to coordinate schoolwide professional growth in line with the mission • Establish a requirement and structure for ongoing development of technology skills that LJCDS will support with time and financial resources • Continue the allocation of funds to support the requirement that LJCDS faculty, administration and staff participate yearly in professional growth to complement their area of expertise and role in the school.
- Improve the faculty evaluation process. (Consider feedback from students, subordinates, peers, and superiors as part of the review process.)
- Continue the mentoring program.

PHYSICAL PLANT & FACILITIES

GOAL: La Jolla Country Day School will complete the Master Plan to provide a safe, secure, nurturing, welcoming and attractive campus environment in support of the school's mission and program.

IMPLEMENTATION

- Provide facilities: Build new library, administration, campus center, and Middle School facilities • Expand Upper School, Lower School, parking, athletic facilities • Modernize physical plant • Accommodate technology program • Create a unifying architectural and landscape element • Establish environmentally sensitive facilities and operations • Provide main entrance, gathering places, open space, tranquil spaces buffered from outside environment, central focus • Improve entry sign, provide weather enclosure at the Student Pavilion.
- Ensure safety and security: Complete crisis plan with the San Diego Police Department • Maintain Emergency Preparedness Plan • Maintain campus awareness policies.
- Build Community: Explore housing and transportation • Evaluate Early Childhood Center/daycare facilities • Examine community use of facilities.

INTERNAL & EXTERNAL COMMUNICATIONS

GOAL: La Jolla Country Day School will maintain strong relationships with its school community and will achieve local and national recognition as a premier educational institution.

IMPLEMENTATION

- Bring the Mission Statement to the forefront of all communications.
- Create "brand identity" with logo, school events and mascot.
- Forge alliances with community-based organizations, businesses and other institutions of learning.
- Establish various effective channels of internal and external communication, e.g. Web site, publications, oral presentations, school events and activities.
- Evaluate and expand communications among the school, families and alumni.

FINANCE & DEVELOPMENT

GOAL: La Jolla Country Day School will support and further its mission, programs, and facilities through responsible financial management and aggressive development.

IMPLEMENTATION

- Create a comprehensive financial plan to fund the successful completion of the Master Plan.
- Continue to increase development efforts throughout the LJCDS community with the goal of 100% participation.
- Grow the existing endowment to ensure the future excellence of the school.
- Conduct a development assessment and a financial feasibility study addressing the strategic and master plans, program, personnel and facilities requirements.
- Operate within a balanced budget.

GOVERNANCE

GOAL: La Jolla Country Day School will maintain an active, well-informed Board of Trustees which establishes and communicates policy for and to the school, supports the Administration in its implementation of policy, provides broad oversight for the school, models leadership in philanthropy, maintains the fiscal integrity of the school, and is accountable to its constituents.

IMPLEMENTATION

- Create a self-perpetuating Board with checks and balances to ensure individual and institutional accountability.
- Evaluate the composition of the Board of Trustees to ensure that the Board incorporates a balanced membership with appropriate skill sets.
- Create a mechanism within the Board of Trustees to ensure the Board meets its yearly goals.
- Ensure that the Board of Trustees regularly and systematically communicates with all of its constituencies.
- Include Head of School as an active member of the Board.
- Consider having alumni representation at the Board level.
- Develop a clear leadership succession plan within the Board.
- Evaluate the current size of the Board and modify Board size as future conditions dictate.
- Seek additional opportunities for Board education.