

Beyond a Band-Aid

Thinking Strategically – Fueling the Future

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Over the past very intense year, the Board of Trustees, teachers, administrators and parents have worked together to formulate a strategic plan for San Jose Christian. This is not an easy task when many people are involved; each with personal opinions about what is best. However, through much discussion, discovery and growth, San Jose Christian School does have a plan that everyone understands and supports. That is success!

Our first task was to describe who we are today. Easier said than done. Our recent history over the last 10 years does not show particular success when it comes to enrollment, having had a big drop-off in 2008-2009 with continued decline until a slight uptick in the past three. Recent financial history is similar, with budgets ending mostly in the red until a couple years ago. The collision of these two declines, along with high operational expenses due to the leasing a campus since 1989, had put the administration and Board in the position of putting Band-Aids on the most immediate needs instead of looking ahead. We had been tactical and not necessarily strategic. However, good work was begun in 2014-15 by identifying Core Values and refocusing the mission statement, and as we began working through identifying who we are and where we want to go through surveys, a SWOT analysis, and an intense Board offsite led by an expert consultant, strategic thinking began.

Many hours and meetings later, the Board of Trustees recently presented to the faculty and Association the SJCS Strategic Plan. That is exciting! From our work together, we now have:

- A Strategic Plan with three major initiatives:
 - Strengthen Financial Sustainability
 - Maximize our current campus location to provide an optimum environment to fulfill our mission
 - Continuously improve the instructional program
- A unified Vision
- A clear Portrait of a graduate
- A focus for the work of Board of Trustees

The written plan is one thing, but the biggest result from our work is a focused and unified vision for the future. Just having common language, a picture of what we want our graduates to be, written learner outcomes, and a decision to maximize our current campus location gives our community clarity. It has given clarity, too, to the Board and the administration as to where our efforts should be most immediately directed. There is much work to do, but as we focus on priorities, we can be proactive instead of reactive. It is by doing this focused work together that will make San Jose Christian stronger and sustainable for years to come.