



St John's School

Strategic Plan

September 27, 2007

The Board reviewed the Mission Statement and Vision Statement and decided they continue to reflect the needs of the school.

Mission Statement

St. John's is a university preparatory school committed to providing a challenging academic environment in which students acquire the necessary knowledge, skill, and values to enable them to take a leadership role in society long after they have left our care. St John's celebrates and embraces the diversity in culture and natural ability within the school community.

Vision Statement

The Board is committed to establishing a school that recognizes the future needs of society, requiring creative individuals who possess strong interpersonal skills and outstanding critical thinking abilities, ready to face the challenges ahead.

Goals and Tactics

To support the Mission and Vision statements, long-term goals were established in key areas and approved by the Board. For each goal, tactics to accomplish the goal have been developed. Not all of the tactics can be undertaken at the same time, there are interdependencies between the tactics, and some may prove to be impractical. Other approvals may be needed to implement each of these tactics, including authorization by the Society and funding requirements. The intention is to revisit and revise the tactics as necessary.

1 – Academics

Goal

St John's School will provide a quality, enriched and diverse university preparatory education.

Possible Tactics

1. Provide a diverse range of course offerings.
 - Add course offerings that enhance student profiles to post-secondary institutions, and provide a more diverse range of experiences at the secondary level, eg. Additional AP courses, psychology, geology, marketing etc.
2. Provide enriched learning opportunities for all students.
 - Employ a challenge teacher to devise extension activities for all junior school students by supporting all junior school teachers;
 - Provide professional development experiences for teachers that enable them to develop extension activities for all students in all subjects; and
 - Consider instituting the IB program at all grade levels.
3. Establish indicators to measure student achievement.
 - Continue administering the CAT3 and CTCS in Grades 2 – 11; and
 - Continue publishing the results of post-secondary acceptances annually, including on the web site and in the newsletter.

4. Provide support and guidance for all students.
 - Continue to build upon the existing post-secondary advising program, which was initiated in 2006-2007; and
 - Mental health, social and cultural guidance.
5. Provide opportunities for students to develop leadership skills and global citizenship skills.
 - Develop internal curricula that facilitate the development of leadership and global citizenship skills.
6. Recruit and financially support students through scholarships and bursaries.
 - Build upon existing scholarships by initiating more scholarships as well as building funds to sustain new and existing scholarships.
7. Recruit top-notch faculty members who will add value to the existing program.
 - This will be done annually and/or as vacancies become available.
8. Retain and develop faculty through professional development, higher education and competitive salaries and benefits.
 - Continue building on the remuneration of the faculty;
 - Annually provide professional development opportunities for teachers;
 - Provide incentives for teachers to attain higher qualifications and education; and
 - Support teachers financially in their pursuit of higher education.

2 – Athletics, Arts & Extra-curricular Activities

Goal

St John's School will provide diverse arts, athletics and extra-curricular programs that will challenge and inspire students.

Possible Tactics

A. Athletics

1. Provide a full-sized secondary school double gym with a viewing area.
2. Provide competitive ISA sports over the course of the school year for both Junior and Senior School students.
3. Provide comprehensive GVISSA activities over the course of the school year for Senior School students.

4. Provide intramural athletic activities for all students on an extended day basis.
5. Arrange student timetables to maximize use of the facilities.
6. Demonstrate leadership within the ISA/GVISSA by hosting specific athletic events.
7. Make athletic facilities available throughout the year to parents, alumni and the local community for drop-in programs.
8. Provide a weight room and exercise facilities, available to parents and alumni for a nominal fee.
9. Maintain the commitment to offering select athletic activities and achieving competitive success in those activities.
 - Hire qualified coaches to develop student-athletes to their potential; and
 - Offer Junior School programs that focus equally on skill development and maximum participation of students.
10. Provide a balance of opportunities in both individual and team sports.
11. Increase the profile of the School through athletics.
12. Issue press releases through the Development Director to promote the athletic program's successes.
13. Cultivate the success of competitive athletic programs through the early introduction of sports specific to the School's competitive sports programs.

B. Arts (*Dramatic, Visual & Musical*)

1. Provide programs that enhance skill development as well as challenge the creative abilities within each individual.
2. Showcase and build the profile of the arts programs internally & externally, including the hosting of arts events.
3. Provide Arts specialists in both the Senior and Junior Schools.
4. Provide a facility that will enable a diverse program to be offered.

C. Extra-curricular Activities

1. Promote maximum participation in extra-curricular activities.
2. Provide activities that foster the development of skills and interests in a variety of areas:
 - Offer community recreational activities in addition to traditional school sports, eg. dragon boating, art gallery tours, web site design, robotics, stock market paper trading;
 - Offer competitive and non-competitive activities;
 - Offer educational, social, cultural and academic (challenge 7 remedial) activities;
 - Offer individual and group/team activities; and
 - Offer team building/cooperation-based activities.

3. Integrate community service requirements into the fabric of the school.
4. Increase the profile of the School through extra-curricular activities:
 - Host events;
 - Compete in inter-scholastic competitions; and
 - Issue press releases regarding successes, eg. the debating and public speaking programs, the Model U.N. and Destination Imagination.
5. Foster social interaction with other ISA school students through hosting and participation in events, eg. dances & team challenges.

3 – Facilities

Goal

St John's School will provide practical and effective facilities that incorporate environmentally sustainable principles.

Possible Tactics

1. Set a deadline to fix the land mass to be used for construction.
2. Approve an appropriate architectural plan.
 - Ensure that the plans will meet the needs in all program areas for the next 10 – 15 years; and
 - Show community leadership by emphasizing sustainability concerns.
3. Set a deadline to secure the capital needed for construction.
4. Begin a capital campaign that will support construction.
5. Begin the process of phasing to minimize the disruption to school life.
6. Retain an appropriate construction company to undertake the building project.
7. Utilize an “on-site” manager who will oversee the program and report to the Headmaster and Board.

4 – Marketing & Advancement

Goal

Affirm a niche to define and distinguish the School.

Possible Tactics

1. Participate in, and sponsor, events with an international focus.
2. Explore the IB Primary Years and Middle School programs.

Goal

Increase the profile of the School in the outside community.

Possible tactics

1. Effectively communicate the success of our students, alumni and faculty to our own community.
2. Develop and revise the School's web site for internet and intranet use.
3. Effectively track the progress of our graduates over a 10+ year time period.
4. Develop informative and attractive marketing materials to support recruitment efforts.
5. Educate the faculty to be part of the marketing of the school.
6. Issue on-going press releases for notable events and school achievements.
7. Establish connections to universities to improve their awareness of the School and the caliber of attending students.

Goal

Fundraising for St. John's School will enable the financial advancement of the School.

Possible Tactics

1. Clearly identify members of the community best able to financially support fundraising activities.
2. Establish a team of volunteers to assist in fundraising activities.
3. Establish an ongoing Annual Giving Campaign. Will require one ½ time person.
4. Establish meaningful communication with alumni.
5. Establish a tradition of each year's graduating class providing a legacy gift to the School.
6. Establish an effective and comprehensive database before embarking on a capital campaign.
7. Hire an experienced Development Director.
8. Establish fundraising activities supporting a Scholarship & Bursary fund.
9. Determine scholarship awarding criteria.

10. Develop a strategy leading to a capital campaign to contribute to construction costs.

5 – Governance & Administration

Goal

St John's School will be governed and administered effectively, transparently and with strategic vision.

Possible Tactics

1. Adopt a comprehensive governance model.
2. Profile the Board's composition in order to recruit and attract members with skills needed for advancing the School.
 - Consider recruiting non-parent Board members, eg. high profile community members; and
 - Groom perspective new members by first involving them on committees.
3. Implement a process of Board evaluation.
4. Strike a Strategic Plan monitoring committee to report quarterly to the Board on the Strategic Plan progress.
5. Adopt a system of metrics to evaluate School performance.

Goal

Provide the administrative structure required for a growing, vibrant school.

Possible Tactics

1. Mid-level administrators will assume portions of the Headmaster's current duties.
2. Adjust the administrative structure, as needed, to ensure adequate coverage of crucial areas:
 - Business & IT systems;
 - Development;
 - Risk Management; and
 - Human Resources.
3. Implement a system to monitor and evaluate administrative effectiveness.