

Jewish Primary Day School of the Nation's Capital

Strategic Plan 2015-2020

Mission Statement

The mission of the Jewish Primary Day School of the Nation's Capital is to provide a strong foundation in Jewish and secular learning, laying the groundwork for our students to become knowledgeable, responsible Jews and citizens, who are deeply committed to the community at large, to Jewish living and values, and to the people and state of Israel. Our school strives to create an environment filled with warmth, joy, and intellectual excitement that celebrates the unique qualities of each student, respects varied approaches to Judaism, fosters a strong sense of ethics and of self, embraces diversity, and builds a community of lifelong learners.

These core values inform and inspire the daily life of our school:

בצלם אלקים (B'tzelem Elohim) In God's Image

We recognize all living beings as unique creations, celebrating every member of our community and individualizing our approaches to learning to foster the growth of each student.

תלמוד תורה (Talmud Torah) Study of Torah

We provide a challenging educational program grounded in the precepts of Torah, inspiring our students to develop a personal connection to Jewish life and a commitment to lifelong learning.

דרך ארץ (Derech Eretz) Thoughtful Conduct

We instill in our students *middot*—values—to guide their behavior, expecting all members of our community to treat each other with honor and respect.

עם אחד (Am Echad) One People

We celebrate the unity of the Jewish people and the diversity of our approaches to Jewish life.

עין לציון (Ayin L'Tzion) Looking toward Zion

We promote a deep connection to Israel, to its history and culture, to its people, and to the Hebrew language.

מדור לדור (M'dor L'dor) From Generation to Generation

We value the continuity of Jewish life, forging our students' links to an ancient tradition and inspiring their commitments to uphold that tradition in the future.

תיקון עולם (Tikkun Olam) Transforming the World

We prepare our students for responsible citizenship in the broader community, encouraging them to sustain and improve the world around them.

Strategic Direction 2015-2020

The JPDS-NC Board of Trustees, consistent with and inspired by the school's mission, and with a \$20,000,000 lead gift secured, will proceed with an expansion to 8th grade through the creation of a middle school, with a budget not to exceed total funds raised by more than \$2,000,000.

Recognizing that the following are essential to the success of any expansion, the Board reaffirms its commitment to:

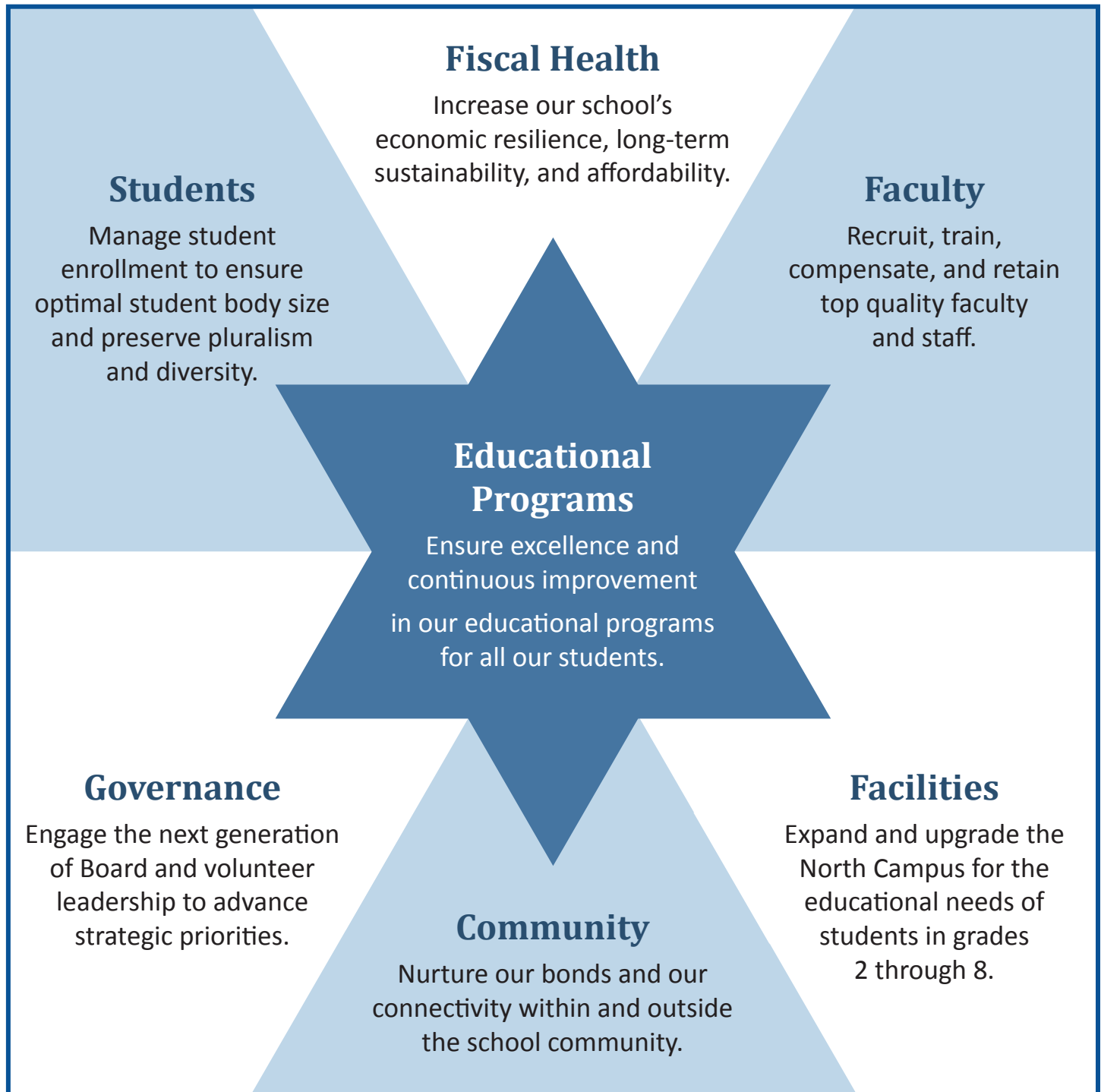
1. **Excellence** – Continuing to strive for excellence in all aspects of the entire school.
2. **Enrollment** – Launching a dynamic, community-wide campaign to reach out, listen, and market the value proposition of a JPDS-NC education to families, so as to ensure the long-term financial sustainability of the school.
3. **Endowment** – Prioritizing the establishment and development of an endowment, commensurate in size with other successful independent schools in our peer group, with investment income bolstering program enhancement and overall financial stability.

Further, the Board commits to the following key ingredients for success:

1. **Resources** – Dedicating the human and financial resources necessary to carry out these components effectively.
2. **Pluralism** – Prioritizing the preservation of the school's deep-rooted tradition of Jewish pluralism, recognizing that this is essential in our mission to be a compelling independent school option for families across the full range of Jewish observance within the greater DC community.
3. **Engagement** – Cultivating and involving the next generation of Board and volunteer leadership to advance and ultimately take ownership of these priorities.

Strategic Priorities: 2015-2020

Over the next five years, our strategic direction will be defined by seven interlocking priorities:



We envision specific responsibilities and outcomes in each priority area. The responsible teams will develop detailed action plans to accompany each goal, which will be updated through an iterative annual process. At a minimum, one Board meeting a year will be primarily devoted to discussing each priority area, noting progress and setting future goals.

Priorities	Goals	Responsible Parties
EDUCATIONAL PROGRAM	Ensure excellence and continuous improvement in our educational programs for all our students by: <ul style="list-style-type: none"> • Identifying and investing in key focus areas for improvement, including STEM and differentiated instruction in the first year • Staying current with educational research and trends in the national, independent, and Jewish educational communities • Increasing the visibility and range of extra-curricular activities such as sports and the arts at the school • Designing and implementing an engaging and top quality middle school curriculum based on research and best educational practices in middle school education 	Head of School Assistant Head of School Director of Hebrew and Judaic Studies Director of Early Childhood Education
STUDENTS	Manage student enrollment to ensure an optimal student body size while preserving and strengthening our long tradition of pluralism and diversity by: <ul style="list-style-type: none"> • Launching a comprehensive effort to highlight and market our value proposition to a wide range of families • Aligning our educational program to meet the needs of students who practice varied approaches to Judaism and have differentiated learning styles • Assessing current systems and creating new paths for parental feedback on our program, as well as enhancing informational opportunities for families • Designing and implementing a program to retain current students and recruit new ones for the middle school 	Head of School Assistant Head of School Director of Hebrew and Judaic Studies Director of Early Childhood Education Director of Admission Director of Communications
FACULTY	Recruit, train, compensate, and retain top quality faculty and staff by: <ul style="list-style-type: none"> • Providing competitive salaries, working conditions and benefits • Increasing opportunities for mentoring, professional development, and supervision • Providing faculty and staff recognition in a variety of ways from a variety of sources • Recruiting top-notch faculty and administrators for the middle school on a timetable that will allow for training and integration into the school community 	Head of School Assistant Head of School Director of Finance and Administration Finance Committee
COMMUNITY	Nurture our bonds and our connectivity within the school community and the broader community to raise the stature and visibility of the school by: <ul style="list-style-type: none"> • Expanding opportunities for meaningful interactions among school families • Strengthening involvement of and relationships with alumni students and their families • Increasing outreach to and partnerships with Washington, DC community organizations and leaders, both within the Jewish community and beyond • Engaging and taking leadership roles, both professional and volunteer, in local and national educational organizations 	Board of Trustees Leadership Team Primary Parents Advancement Committee External Affairs Committee

Priorities	Goals	Responsible Parties
GOVERNANCE	Ensure proper governance to advance the school in all its strategic priorities by: <ul style="list-style-type: none"> • Strengthening the culture of volunteerism • Cultivating and maintaining a pipeline of volunteers • Providing growth opportunities to volunteers and trustees • Orienting trustees on duties and responsibilities • Engaging in ongoing succession planning for both volunteers and professionals 	Board of Trustees Trustees Committee Head of School Director of Institutional Advancement
FACILITIES	Expand and upgrade the North Campus to provide the appropriate facilities at the service of the educational needs of students in grades 2 through 8 by: <ul style="list-style-type: none"> • Designing the expansion to best serve the needs of middle school students • Upgrading the areas of the building serving the younger grades • Ensuring a barrier-free and accessible physical environment • Securing zoning approvals and swing space on schedule • Minimizing disruptions to educational programs during the transition year • Ensuring the opening of the expanded facilities in the fall of 2018 	Head of School Director of Finance and Administration External Affairs Committee Facilities Committee
FISCAL HEALTH	Increase our school's economic resilience, long-term sustainability, and affordability by: <ul style="list-style-type: none"> • Securing all funds necessary for all building and program expansions • Raising a significant endowment (\$10,000,000+) • Fostering a culture of philanthropy • Achieving full participation in the annual campaign and robust participation in the middle school capital campaign • Creating a financial plan to align tuition increases with salary growth in our area and provide tuition assistance matched to community need • Using data on local and national trends on tuition and affordability to inform our tuition policies • Marketing the value proposition of a JPDS-NC education to a wide range of prospective families 	Board of Trustees Head of School Director of Institutional Advancement Director of Annual Giving Director of Finance and Administration Director of Admission Finance Committee Advancement Committee



Kay and Robert Schattner Center
 North Campus - 6045 16th Street, NW
 South Campus - 4715 16th Street, NW
 Washington, DC 20011