PJA Strategic Plan – May 25, 2017

1. School Identity and Community

Goal: Capitalize upon and strengthen the strong sense of community at PJA.

Strategies

1. Explore diverse opportunities to strengthen community

Action Steps:

* + 1. Further develop Limmud 2.0, Kehillah, and other opportunities for family education.
    2. Identify opportunities to strengthen the sense of community experienced by families as a part of PJA and strengthen family engagement
    3. Fully implement Mishpachot initiative
    4. Inspire alumni to stay engaged with PJA
    5. Expand outreach to broader community (PJ Library programming, Limmud 2.0, admission events, etc.)
    6. Foster connections between pre-K and Kindergarten students and families
    7. Explore ways to communicate as one school

1. Welcome and support diversity within the PJA community

Action Steps:

1. Continue and expand Anti-Bias Education initiative
2. Review curriculum at all levels to ensure appropriate attention to inclusion, including an appreciation for diversity within Judaism and diversity of thought
3. Review and update school diversity statement
4. Provide professional development regarding inclusion
5. Communicate effectively about the quality of the school’s academic program.

Action Steps:

1. Construct Learning Commons
2. Re-envision Middle School program and convey meaningful information about the academic program through what we say and what we do
3. Highlight the success of school alumni
4. Ensure a consistent emphasis on appropriate differentiation in student instruction at all grade levels
5. Increase attendance by families at programs that highlight the academic program; consider one or more events on a Sunday
6. Ensure authentic communication about all of PJA’s programs and services
7. Employ technology to make it possible for parents to develop a better understanding of the academic program
8. Reinforce understanding of and commitment to school mission and middot

Action Steps:

* + 1. Disseminate new mission statement widely
    2. Revise statement of middot

1. Financial Strength

Goal: Work to fill sections to capacity and optimize enrollment to improve our financial strength for PJA to continue to achieve our mission.

Strategies

1. Stabilize/Increase Enrollment and Address Affordability Concerns

Action Steps:

1. Strengthen financial assistance program by exploring: changes to the maximum amount of aid above 50% of tuition; better articulated financial assistance eligibility guidelines; presentation of information about typical awards; the implementation of tuition affordability initiatives (such as flex tuition and/or grant programs); or freezing middle school tuition for three years (once a student enters 6th grade)
2. Align tuition costs to better match enrollment levels
3. Stabilize trip fees by increasing the subsidy for the Israel trip (through an endowment sub-fund and/or identification of interested donors) and explore spreading out the cost of all school trips across all grade levels
4. Expand funding for support services to better attract and retain a wider range of students by meeting needs for remediation and enrichment
5. Increase endowment

Action Steps:

1. As a general rule, direct bequests to PJA to endowment (unless bequest has another specified purpose)
2. Dedicate funds raised by PJA Auction in excess of what is needed for operations to endowment
3. Launch endowment campaign
4. Create endowment funds for specific areas of need (e.g. scholarship, Israel trip, arts, etc.)
5. Consider a policy such as one which dedicates 5% of *any* gift to the endowment
6. Create a Stronger Culture of Philanthropy

Action Steps:

1. Enhance parent education about school fundraising in general and Life & Legacy program, in particular
2. Expand donor base to reduce reliance on top donors and Federation
3. Explore new fundraising opportunities and models (e.g. Giving Circle)
4. Address Depreciation and Deferred Maintenance

Action Steps:

1. Plan for and fund physical plant repair and replacement
2. Complete IT Audit and follow-up with a revised technology plan
3. Explore Mission-Appropriate Venture Projects to Serve our Community

Action Steps:

1. Develop one or more off-site Early Learning Centers
2. Identify and pursue additional PPS sites for after-care when possible and appropriate
3. Provide Equitable Compensation

Action Steps:

1. Evaluate and monitor teacher compensation to reflect market rates and cost of living for early childhood, day school and after-care staff.
2. Implement salary scale for early childhood and after-care staff.
3. Ensuring Student Success

Goal: Increase PJA’s ability to support a diverse student body to ensure the success of all PJA students.

Strategies

1. Enhance student support

Action Steps:

1. Provide increased professional development regarding instructional differentiation
2. Increase resources in support and enrichment services (e.g. occupational therapy, consulting psychologist, speech and language therapy)
3. Increase support services resources in Early Childhood program
4. Improve student engagement and success

Action Steps:

1. Review transition from 5th to 6th grade from the vantage point of student success
2. Re-envision middle school program to build on lower school innovations (e.g. use of MakerSpace, project-based learning) and to ensure a broad range of learning opportunities (e.g. differentiation, accommodation, enrichment)
3. Fully leverage early intervention in Early Childhood program and provide greater in-house support for Early Childhood teachers and families
4. Strengthen Family Education and Communication

Action Steps:

1. Provide education to families to enhance understanding of our program and our assessment methods
2. Increase consistent communication with families in lower and middle school
3. Offer greater information about enrichment and support services opportunities
4. Increase use of PowerSchool (LMS) with continued parent education
5. Explore new systems and methods to share information with parents
6. Enhance communication between lower and middle school faculty
7. Help Early Childhood families better understand age-appropriate benchmarks and their ability to support children at home
8. Offer regular, formal assessment (e.g. ASQ) of children in the Early Childhood program
9. Enrollment Management

Goal: Strengthen and increase recruitment and retention at PJA.

Strategies

1. Utilize our alumni to illustrate the success of PJA

Action Steps:

1. Improve tracking of alumni and promote alumni achievements
2. Support efforts to strengthen engagement of alumni and alumni parents
3. Clarify and define staff responsibilities for alumni communication, engagement and programs
4. Create a stronger sense of community and inclusion from Early Childhood through Day School

Action Steps:

1. Identify opportunities to ensure that Infant/Toddler and Preschool families feel a part of the PJA community (e.g. "buddy families")
2. Increase the percentage of PJA preschool children who enroll in the Day School
3. Support efforts to strengthen communication
4. Find specifically defined leadership opportunities at each grade level

Action Steps:

1. Give middle school students more leadership opportunities through experiences such as leading mishpachot, giving a drash, and leading holiday celebrations
2. Reinstate Student Council
3. Identify new opportunities for middle school students to serve as role models for lower school students
4. Highlight events and opportunities at each grade level by extending invitations to children and families in other grades, especially the preceding grade
5. Highlight Student Achievement

Action Steps:

1. Revise middle school program to ensure student-centered focus and a broad range of opportunities
2. Address disparity between perception and reality vis-à-vis the academic program
3. Communicate strength of PJA’s academic program
4. Implement additional enrichment opportunities
5. Highlight unique offerings (e.g. capstone, STEAM day, *taglit*, etc.)
6. Disseminate alumni profiles
7. Build relationships with independent high schools (e.g. OES, St. Mary's, Catlin Gabel, Northwest Academy) and foster connections between their admission directors and PJA families
8. Enhance social vibrancy

Action Steps:

1. Explore opportunities to build relationship between PJA’s middle school and other middle school programs
2. Implement mixed-age opportunities
3. Identify special co-curricular programs that we might offer (e.g. debate team)

iv. Develop clear guidelines for optimal size of sections and grades

6. Strengthen outreach to prospective families

Action Steps

i. Partner with other non-profits (e.g. OMSI) to bring attention to our students and our programs

ii. Work with realtors to contact families that are new to Portland

iii. Build stronger connections to synagogues and their families

1. Improve connection to PJ Library families