The 2020 Strategic Plan: Develop and Transform
Our Mission

The SJK community is committed to nurturing well-rounded, confident citizens in a safe and enriching setting that supports students in their pursuit of academic success, personal growth and social responsibility.

Our Vision

To engage students in an unparalleled educational journey as innovative learners in knowledge, creativity and global action.

Our Values

We value...

High standards of conduct, academic achievement and teaching.
Respect for ourselves, each other, our environment, our history and traditions.

Creating the Plan

The 2020 Strategic Plan for SJK represents a shared vision of the School’s five-year plan for development and transformation and builds on the traditions of excellence established by our founders. The plan is based on an eleven-month process of collaborative discussions, meetings, working group sessions, and personal interviews with a range of community stakeholders which included the Board of Governors, Staff and Faculty, Parents, Students, Alumni and Foundation members.

Dr. Jeff Aitken
Head of School
The **SJK Experience**

What did we hear? During the eleven month engagement and strategic planning process, it became clear that the School has many positive attributes which make SJK unique and exceptional. Information collected during this phase suggests essentially that ‘The SJK Experience’ is connected to three larger themes: **Community**, **Campus** and **Continuum**.

### Community
- SJK fosters a culture of connectedness. People are known and valued in a community where all members have a voice, and are encouraged to contribute.
- A sense of community relations is developed through individual engagement, effective communications and stakeholder trust.
- The school prides itself on personalized opportunities and attention for students; different paths exist for students, who are treated as individuals with different learning needs and interests. This student-centred approach informs teaching and learning and is evident through Curricular and Co-curricular options, Learning Strategies, Guidance, and the Advisor Program.
- Lifelong community engagement exists from the time students attend school as well as following graduation through the Alumni Association.
- Local, national and global community partnerships are developed and contribute significantly to ‘The SJK Experience’.

### Campus
- The Campus represents a significant and integral part of ‘The SJK Experience’, both in terms of its appearance and use as well as access and security.
- The Campus differentiates SJK as a resource for experiential learning.
- The ‘Campus of the Future’ represents a commitment to developing facilities and buildings as appropriate to the needs of the community and the educational experience of the students.
- The SJK online/virtual experience reflects an important part of the community landscape; this is captured through the ‘My SJK’ Platform and includes online access to communications, reporting, calendars, subject and course forums, library databases etc.

### Continuum
- The School offers a broad and engaging curricular and co-curricular program which is accessible to all SJK students, the International Baccalaureate (IB) continuum of programs is offered from JK through to Grade 12, alongside the Ontario Curriculum, which includes the Ontario Secondary School Diploma (OSSD).
- Skills for lifelong learning underpin all grades and subjects at SJK, which include the skill areas of: research, communication, thinking, social and self-management. These skills prepare students for life and learning during and after SJK.
- A values-based education informs decisions, actions and content in the form of the Learner Profile Attributes, where students are encouraged to be knowledgeable, communicators, inquirers, thinkers, balanced, risk-takers, caring, principled, reflective, and open-minded.

- Approaches to teaching and the classroom environment make learning unique and exceptional at SJK. Teaching is contextual, conceptual, collaborative, differentiated, and reflects assessment for learning.
- Internationalism is integral to ‘The SJK Experience’ and is evident as part of the curriculum, but also the Five Worlds Program, Outdoor Education, the International Student Program and our affiliate relationship with the Canadian International School Kunshan (CISK), China and the Yangrima and Dhualeshowary Schools in Nepal.

“A small group of thoughtful people could change the world. Indeed, it’s the only thing that ever has.”
~ Margaret Mead
Achieving the Plan

The 2020 Strategic Plan represents an effort to strengthen our position as the leading independent school in the region and to develop our reputation more widely in Canada. The Plan outlines a framework to move our School forward for the next five years and to achieve this vision. It is intentional about the areas where change must be realized and a roadmap to deliver on our promise of an unparalleled education for our students.

We have established four strategic pillars for development and transformation that will enable us to plan, share and realize our mission, values and vision.

Strategic Pillars for Development and Transformation

1. Identity and Environment
2. Teaching and Learning
3. Health and Balance
4. Access and Sustainability

Each of these Pillars has its own unique aim and rationale statement, together with specific implementation strategies to ensure that our shared vision is achieved.
We will understand, appreciate, foster, celebrate and communicate both internally and externally that which makes the SJK culture and experience unique and exceptional.

Rationale

SJK and its community share a respect for, and commitment to, the School’s mission, vision and values. The articulation of a strong brand will help cultivate a sense of shared pride and develop a sense of empowerment among those in the SJK community. A strong brand will also tell our story to those outside the SJK community. By creating a strong profile the School will extend its community to local, national and global partnerships as well as an online/virtual community fostering internal and external relationships.

SJK’s natural campus is an integral aspect of ‘The SJK Experience’. By preserving, enhancing and showcasing the appearance and potential of our campus the School maximizes its unique opportunities for experiential learning and provides a safe and enriching environment; a space that inspires excellence.

Implementation Strategies

1. We will enhance and communicate a strong sense of school community and connectedness to current and prospective students and parents.
2. We will articulate, communicate, educate and evaluate that which represents ‘The SJK Experience’ (Community, Campus and Continuum) by creating a strong profile through the communication and marketing of internal and external relationships.
3. We will ensure SJK is known in the region and country for its academic success, educational excellence, athletic endeavours and artistic pursuits.
4. We will develop stakeholder satisfaction, trust, loyalty and community engagement through communication systems ensuring information is practical and accessible.
5. We will enhance the School’s campus: its use, appearance, sustainability, facilities development, access and security in alignment with the Campus Master Plan.
We will provide an unparalleled educational experience and development of the whole student, with a particular focus on a personalized approach in the achievement of academic success, personal growth and social responsibility.

Rationale

Personalized education and opportunities for learning is what differentiates ‘The SJK Experience’ from other schools, and importantly fosters a passion for learning in its students. The School’s engaged and inspired faculty and staff build a community of strong relationships and foster a culture of connected learning for all stakeholders. Committed to the highest quality of teaching and learning the School strives to instil in its students a love of learning, which is lifelong.

Implementation Strategies

1. We will continually develop, evaluate, monitor, and communicate the IB Programmes’ alignment and a sense of continuity through the IB continuum which reflects broad, relevant and balanced curricular and co-curricular programs from JK to Grade 12.

2. We will continue to develop ongoing processes of curriculum development and related facilities with the intention of ensuring a personalized educational path and options for our students.

3. We will enhance, develop and evaluate our co-curricular programs.

4. We will review and develop programs, policies, practices and resources to ensure student academic success.

5. We will review and develop student deportment policies, procedures and expectations.

6. We will evaluate, enhance and communicate areas in support of differentiation for students in need of additional support and/or enrichment.

7. We will review and enhance local, national and global partnerships with the intent of providing opportunities for students and faculty engagement.

8. We will recruit, retain, support and develop qualified and dedicated staff, faculty and administrators who are committed to professional development as well as the mission, vision and values of the School.
We will promote a healthy lifestyle for community members by enhancing and developing programs that contribute to physical, mental, emotional and spiritual wellbeing.

Rationale

The health and well-being of community members is integral to ‘The SJK Experience’. Feeling safe, connected and valued at school combined with a personalized, healthy and balanced program for students, staff and faculty is essential for success.

Implementation Strategies

1. We will promote a healthy lifestyle through curricular and co-curricular time and programming, as well as the use of facilities, and the campus.

2. We will review, develop and communicate the appropriate needs, information, contacts and programs to support our community in the areas of emotional and mental health.

3. We will enhance programming which instils knowledge and skills in the areas of physical health and learning strategies such as nutrition, rest, exercise, stress and time management, study habits and mindfulness.

4. We will continue to respect our history and traditions by promoting spirituality in the curriculum and community. A range of beliefs and religions will be represented in both study and practice.
We will maintain a long-term financial plan to ensure that the School is on a firm financial footing which is transparent to all community stakeholders. We will commit to annual planning and budgeting processes that are data-driven and informed by a long-term perspective.

Rationale

Financial transparency, resource infrastructure, and long-term planning are important in both building and maintaining community trust and the financial success of the School. Therefore, community members should be aware of the reasoning and motivation behind the School’s financial plan. Enrollment, advancement and additional sources of income affect the School’s financial sustainability. Financial inability should not be a barrier to ‘The SJK Experience’, therefore communication of and access to scholarships and bursaries is fundamental.

Implementation Strategies

1. We will enhance and communicate the processes of financial planning and success, which includes a process of evaluation.
2. We will communicate tuition increases in advance together with the rationale for the increase.
3. We will continue to evaluate, plan and expand staffing based on the needs of the students and the School.
4. We will review, define and communicate information and budgeting details relating to scholarships and bursaries.
5. We will develop and enhance a student-life approach to enrolment, as well as the policies, programs and practices to support both a welcoming introduction for new families as well as a sustained relationship with existing families.
6. We will further develop areas related to advancement and alumni, such as a developing relationships and events that support a culture of philanthropy.
7. We will develop and enhance areas of information technology, infrastructure, contact management and databases, particularly with the intent of informing School processes, systems, and decisions from a data-driven perspective.
Within the Strategic Plan, each Strategic Pillar for development and transformation is connected to specific metrics which will drive the plan forward. These metrics are outlined in a corresponding action plan that includes key performance indicators, targets and actions for each Strategic Pillar.

The corresponding action plan is an operational document that will enable us to realize our shared vision.

The School will use the Strategic Plan to define its priorities, processes and practices, short and long-term plans, as well as prioritize budget and resource allocations.

We are excited by the plan’s opportunities, challenges and possibilities. An annual report will be prepared for the Board of Governors and the community to help monitor progress and to keep the plan on track.

As SJK strengthens its position as the leading independent school in the region, and its delivery of an unparalleled educational journey for its students, we should be able to see positive change all around us.

Together, we will accomplish our shared vision by connecting the passion and potential that already exists in our community to create ‘The SJK Experience’.
“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.”
~ Socrates