

A large compass rose is centered in the background. Above it, a dark blue bird is in flight, with a small red star positioned just below it. The background also features a faint world map and decorative nautical-style lines in blue, red, and white.

San Diego French-American School  
École Franco-Américaine de San Diego

2012-2017

*Strategic Plan*

Plan Stratégique

SDFAS  
6550 Soledad Mountain Road  
La Jolla, CA 92037  
[www.sdfrenchschool.org](http://www.sdfrenchschool.org)



## ■ OUR MISSION

San Diego French-American School provides a rigorous dual-language immersion curriculum and a unique multicultural experience that forges open-minded citizens.

## ■ OUR VALUES

We value respect and tolerance, multicultural awareness and open-mindedness, achievement, hard work, ethics and courage.

## ■ OUR VISION

SDFAS has established, and will continue to develop, a program that takes students to new heights. It gives them the solid foundation that will prepare them for future challenges:

- > language and communication skills,
- > excellent math and scientific background,
- > world knowledge,
- > a 21st century learning environment.

**Our program nurtures natural imagination, encourages creative skills and opens students' minds to understanding other cultures and traditions.**

**It imbues their character with ethics and strong moral values** that will allow them to become effective decision-makers and citizens of the world and to have a positive impact on society and the planet.

## Introduction

SDFAS is very pleased to introduce the five-year Strategic Plan 2012-2017. The plan is the result of the findings compiled in a comprehensive self-study involving all members of the school community and was prepared by the Strategic Planning Committee, with input from various focus groups including trustees, faculty members, administrators and parents.

To prepare the plan, we have completed a detailed parent survey, a board of trustees' retreat, and a CAIS-WASC evaluation visit. The three-day CAIS-WASC visit provided a thorough diagnostic and yielded valuable recommendations, which were incorporated into the new Strategic Plan.

Of course, challenges will arise in the next five years and we wish to remain cautious and humble in our expectations. We believe the core of this plan, focusing on excellence in programming and education and stability and sustainability, will bring a new spirit and will drive the entire school community to achieve its goals.

The Strategic Plan comes at a turning point. SDFAS will celebrate its 25th anniversary this coming year. The school is thriving on a campus it moved to six years ago. The Strategic Plan aims to maintain and develop SDFAS's best assets: a strong bilingual program with quality methods and a curriculum that integrates the French and American approaches, along with a learning environment that promotes small class size and individualized attention.

> The main focus of the plan is to maintain excellence in education: the value of a rich and well-balanced curriculum, with international vision and superior communication skills.

> The promotion of ethics and values such as integrity, respect and multicultural awareness, so that our students, as global citizens, can impact society positively.

To support its vision, SDFAS will focus on key actions:

- Recruit, retain and nurture the best teachers and staff,
- Continue to develop programmatic excellence, further integrating IT in the classroom,
- Plan and execute campus improvements,
- Ensure financial sustainability with good governance and development strategy,
- Promote the school in the community, nationally and internationally to ensure that SDFAS is recognized as an outstanding international school.

To reach our main goal - excellence in education - we will pursue five main priorities and correlated strategies to be implemented over the next five years. Progress will be monitored and assessed every year.

We look forward to these exciting new challenges. We invite all members of the SDFAS community to help support this plan in the next five years and beyond!

**Eric OTTERSON, Chair - Board of Trustees**  
**Christian JARLOV, Head of School**



# 1 Excellence in Academics and Programs

**SDFAS is unique in the San Diego educational community. The rigor of the bilingual academic program and the depth and richness of our students' multi-cultural experiences result in a truly international education.**

As business, government and community become increasingly global in nature, **the knowledge and skills developed through our educational sequence are particularly vital in shaping future leaders, decision-makers and citizens who are both highly competent and humane.**

Going forward, we will continue to develop and harmonize the best practices and highest standards in both French and American education.

We will also ensure that our students and faculty have the most powerful and effective learning tools at their disposal through the integration of technology to facilitate collaboration, creative thinking and communication. This will reinforce and distinguish the high-quality, global approach of our school and its unique pedagogy.



## OBJECTIVES

To continue to provide a worldclass, global education.

To ensure that SDFAS embodies a 21st century school.

To maintain and cultivate our unique emphasis on international citizenship.

## IMPLEMENTATION

Create pedagogical teams to focus on curriculum review and development.

Review and revise assessment strategy.

Develop means and methods for further individualized teaching.

Enrich student experience by enhancing after-school activities and electives.

Establish a pilot program for assessing new IT and integrating it with the pedagogical strategy of the school.

Develop and integrate into the curriculum the promotion of ethics, integrity, respect, empathy and regard for humanity's place within nature.

Create programs and projects that connect our students to the local community and to the broader world.

SAN DIEGO  
SDFAS





## 2 Exemplary Faculty and Staff

**Excellence in education can only be achieved with a team of teachers sharing a common motivation, who advance a school culture that inspires their students and nurtures their talents.**

Such teachers must be competent, be committed, be able to work collaboratively, and embrace the mission and vision of the school.

**Recruiting excellent new teachers and retaining accomplished, experienced teachers are both necessary to ensure the continued vitality of our school.**

It is also important to cultivate teams to develop the curriculum, collaborate on new initiatives, and offer exciting educational projects to the students.

As the school grows, and the SFDAS pedagogical structure evolves, it will be necessary to recruit new members of the administration.



## OBJECTIVES

Recruit, retain and nurture the best teachers for our rigorous program.

Maintain a high level of expertise and excellent quality of service within the staff of the school, at all levels, including administration, faculty, staff and maintenance.

## IMPLEMENTATION

Continue the implementation of a competitive compensation/salary policy, in order to meet the CAIS median by 2017.

Provide a work environment conducive to efficient professional work (teachers' room, work space, IT tools for teachers).

Establish and maintain an effective evaluation protocol that promotes teachers' progress and achievements within program.

Develop and maintain a strong, forward-thinking professional development plan that includes the following components:

- > increase budget,
- > confer with other schools on best practices,
- > provide training to optimize use of technology in the classroom,
- > inform and educate the faculty about current trends and research to help them implement new learning and teaching methods.

Plan for an increase of administrative staff.

Maintain an optimal teacher/student ratio: 1/10 average.

Maintain and supplement specialty teachers: music, physical education, art, theater, resource teacher/substitute, school psychologist, speech therapist, etc.





# 3 Comprehensive Campus Planning

The current SDFAS campus has reached maximum capacity with 350 to 370 students.

Our facilities must be expanded to support an increase in the number of students, to provide adequate classrooms for the Middle School and to accommodate further development of our programs in art, music and individualized teaching, among others.



Improvements are also necessary to provide faculty and staff with better work space, to ensure the continued safety of the students and to comply with government regulation and permits such as traffic rules, parking, etc.



## OBJECTIVE

Develop a Campus Improvement Plan to support the educational mission of the school.

## IMPLEMENTATION

> First, complete the expansion project currently in progress. This will add three modular buildings and can accommodate up to six additional classrooms.

> Next, upgrade existing classrooms, making adjustments to dividing walls to provide for more efficient and flexible use of space.

Pursue a "Green Campus" initiative. Develop and implement an energy-efficiency action plan: purchase energy-efficient products, reduce energy and water consumption, and environmental impact of school.

Upgrade the parking lot near the field.

Upgrade the field (add a running track, etc.).

Establish a Capital Improvement Fund.

Increase storage space.

Upgrade the auditorium to a multipurpose room, add a soundproof divider, install a new lighting system.

Improve the administration building to optimize office space.

Evaluate play and eating areas for shade and safety.

Develop an environmental landscape plan focused on enhancing natural shade, cooling and beautification of the campus.

Evaluate long-term growth needs (purchase the existing campus, a satellite campus or new campus).

Research and evaluate transportation options to reach more potential families.





# 4 Excellence in Branding, Communication and Fundraising

SDFAS provides a rigorous bilingual education that prepares students to excel academically and professionally, and that incorporates a global consciousness and emphasizes character development.

**SDFAS anticipates growth in the next five years that will require streamlining and improving communication mechanisms within the school community and to external audiences.**

**First, SDFAS needs to increase the size of its applicant pool to grow enrollment while ensuring that enrolled students have the appropriate aptitude.**

**In addition, SDFAS strives to reduce overall attrition, particularly from pre-elementary to kindergarten and from elementary to middle school.**

To support this growth, as well as the advancement and sustainability of the school, SDFAS must increase fundraising.



# OBJECTIVES

Establish and enhance the school image and outreach to external audiences on the local, state, national and international level.

Strengthen communication with and among internal audiences, including administrators, faculty and staff, parents and donors.

Broaden the community of potential donors and friends of SDFAS.

# IMPLEMENTATION

Foster internal and external understanding of the school's distinctive, rigorous bilingual program, a longitudinal commitment to educating accomplished students, and the vitality of our core values (global consciousness, humanitarian philosophy and philanthropic culture).

Obtain and leverage tools and technology to facilitate more efficient communication, internally and externally.

Develop comprehensive marketing and development plans, utilizing available data and seeking input from both a newly formed Marketing Committee and the existing Development Committee.

Measure progress toward branding, communication and development goals annually through community surveys, data analysis and benchmarking.

Embellish the existing campus to better reflect SDFAS as a leader in the San Diego educational community.

Publicize progress toward goals, particularly as they compare to the French-American network, CAIS and NAIS.

Increase media relations and community outreach to better communicate the excellence and achievements of our current student body and alumni.

Recognize internally and externally those members of the school community who contribute to the betterment of SDFAS through gifts of time, talent and treasures.

Recruit, train and retain dedicated and skilled staff needed to execute proposed initiatives.

SDFAS must align its budget with the objectives listed above to make goals realistically attainable.





# 5 Promoting Continuity, Sustainability, and expertise in Governance and Leadership

**Within the last two years SDFAS has seen significant changes in leadership and governance.**

After a long term of leadership by the school's founder, the school welcomed a new Head of School in 2010. In addition, the Board of Trustees (BOT) experienced significant turnover in 2011.



With tremendous growth anticipated in the next five years, it will be important for SDFAS to cultivate continuity in its leadership and governance, and particularly to cultivate greater trustee involvement to help us achieve the ambitious goals set out in this Strategic Plan.



## OBJECTIVE

Cultivate continuity and expertise in both governance and leadership: Trustees and Head of School pursue on-going training and increase connections to French and American networks/organizations (AEFE, AFSA, CAIS, NAIS).

## IMPLEMENTATION

Plan for Trustees and BOT committee renewals.

Create descriptions and profiles for committee heads and members.

Create a BOT leadership transition policy, including the possibility of a “mentoring program.”

Set clear expectations of commitment and involvement for trustees.

Develop a mandatory trustee training/education program to include mission, vision, strategic goals of the school, as well as duties and responsibilities of a trustee.

Establish a recruitment strategy for Head of School and main positions of the administration.

## FINANCE

Prepare and implement a long-term financial plan to allow the school to achieve its desired cash reserves, expansion needs, and academic excellence.

Re-tool school budget to build up a cash reserve (3 to 4 months of operation).

Prioritize academic spending in order to focus on our main goal: quality in education.

Establish tuition rates that are predictable and a good value, that provide the necessary resources to attract staff, and provide facilities to support a quality education.

Continue a strong financial aid program that helps ensure a diverse student body.

Also continue bourse applications for French nationals.



# STRATEGIC PLANNING COMMITTEE

## Sub-committee chairs

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