

## Our Board Parameters

All decisions will be consistent with our beliefs and mission.

Programs and services supported by EJE Academies must contribute to the achievement of the mission and objectives and the benefits must outweigh the costs.

We will operate all programs, services and facility needs within available resources.



## Our Implementation

We are guided by our Strategic Plan and a Systems Thinking approach. Haines Centre for Strategic Management [www.hainescentre.com](http://www.hainescentre.com)

In order to achieve our mission, vision and values, we use the Strategic Plan to guide all decisions and actions. We strive to align all resources (people, time, energy, financial and property) with the Plan and monitor our progress on a quarterly basis against our Key Success Measures.

## Board of Trustees

Jerry Hoffmeister  
Nancy Martinez  
Michael Sweet  
Mare Hafner  
Leola Reese



### Executive Director

Eva Pacheco

### Elementary Academy Principal

Delia Pacheco

### Middle Academy Principal

Jared Kubota

### EJE Academies

The EJE Academies are tuition-free public schools serving students from grades K-8 located at:

851 S. Johnson Avenue

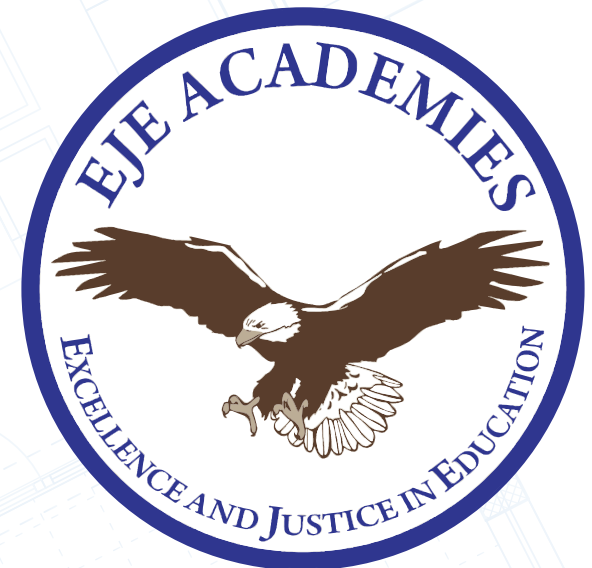
El Cajon, CA 92020

Phone: 619.401.4150

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[www.ejeacademies.org](http://www.ejeacademies.org)

## EJE Academies Strategic Plan 2010-2015



## EJE Academies School District

## WASC Accredited

### EJE Elementary Academy

a WASC Accredited K-5 dual-language Spanish-English immersion, and EJE Middle Academy 6-8 located in western El Cajon, operate under elementary and middle school Charters granted by Cajon Valley School District and the State of California.

### Charter Founded 2005

EJE Elementary Academy was founded by EJE organization in response to the closing of an El Cajon elementary, Ballantyne Elementary, which served predominately low income students. EJE Organization mobilized hundreds of parents, educators, and community members to stop the closure and the planned transfer of its students to overcrowded and underperforming schools. EJE Elementary opened its doors in 2005 and EJE Middle opened in 2009. EJE Academies are publicly funded charter schools governed by community members and parents of the charter.



## Our Mission

As dual-language charter schools, the Excellence and Justice in Education (EJE) Academies prepare students from diverse populations to excel in higher education and to be leaders in creating a just global community.

## Our Core Values








**EJE Academies are driven by the principles of justice, service and excellence to ensure student success.**

**Justice** in education is achieved through expanded parental choice, curriculum accessibility, valuing diversity, providing equal educational opportunities, empowering of the individual and the community we serve, and providing a proactive ideology that stems from love for the children we serve.




**Service** is exemplified in our individual commitment to our students, teaching by example, demonstrating by giving of ourselves, developing and practicing not only positive character but also leadership skills to our students. Most importantly, we believe in building on prior knowledge to bring out the gifts students already possess to change the world.

**Excellence** is embodied in our academic achievement and character-development focus to create a positive school culture, in setting daily positive affirmations of high expectations, and in our daily encounters with the community we serve. EJE Elementary Academy is a learning community where learning needs are met, resources are provided, creativity is embraced, identities are enhanced, and potentials are unlocked for all students.

## Our Vision for Students




-  Literacy in multiple languages
-  High test scores
-  College-ready students
-  Close the “Achievement Gap”
-  Ethical Service to the community
-  Opportunity and Choice in life
-  Empowered actors for social justice

## Our Key Success Measures

-  Dual language literacy for students
-  High academic achievement on In-house standards based school assessments
-  Achievement on California Standards Tests

## Our Core Strategies

*This is how we will focus our resources to achieve our mission, vision and core values*

-  Increase community support to maximize resources.
-  Strengthen curriculum alignment and delivery to accelerate student learning.
-  Ensure consistent focus on mission, core values and vision through organizational and professional development.