



STRATEGIC PLAN 2024-2028

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INTRODUCTION

In 2011, four families came together to form Seattle Classical Christian School because they wanted their young children to enjoy an education that centered on Jesus Christ and made use of the critical thinking and intellectual rigor of the classical approach. Furthermore, those families wanted to educate their children in the same city where they lived, worked, and worshipped. Today, we remain the only classical Christian school in Seattle's urban core.

However, we are no longer a startup school. We have grown from four pioneering families to over 150 students in Pre-K to 10th grade. This strategic plan outlines the growth steps that are planned to take us from an adolescent institution. To "run well this race set before us", we must now be bold to move each aspect of our beloved school to the next level. This will require intentionality and discipline.

The plan that follows describes steps that our faculty (strategic academic plan), staff (strategic operations plan) and board (board governance) will take to advance our mission over the coming few years. To grow with excellence in all key dimensions, the Plan identifies three thrusts:

- Develop depth and maturity in the school's **classical Christian education program**, with particular focus on faculty excellence & longevity, character development, Rhetoric school growth, and extracurricular offerings (athletics, clubs, and field trips).
- Focus the school's efforts on continued **growth** through effective marketing, admissions, community-building, and fundraising.
- Achieve long-term **sustainability** through effective Board governance, oversight of this strategic plan, and activation of committees to accelerate progress toward maturity.

In following this plan, we pray that God fills every seat in every classroom in the years to come. We want as many children in Seattle as possible to have the gift of this exemplary education so that this city's children might form their loves around what He loves. We pray that work makes a way for families to advance His Kingdom in Seattle today and, with His blessing, for generations to come.

Mission

To build the city of God by forming servant leaders who love goodness, truth, and beauty.

Vision

Our vision is to send generations of resilient Christians into the world, equipped to pursue, advance, and uphold God's vision for human flourishing.

Motto

Training minds and shaping hearts to glorify God.

Pillars

- Rooted in Christ
- Partnered with Parents
- Joyfully Academic
- Connected to the Community

STRATEGIC GOAL A – Strategic Academic Plan

Strategic Priority: To develop a mature faculty culture of excellence enabled by feedback and growth in which all students experience a sense of belonging and are provided a pathway to grow and flourish. The priority is for each student to receive an exemplary Pre-K through 12th-grade classical Christian education in which the bounty of God is reflected throughout curriculum and instruction and supported through institutional practices and systems.

Strategic Function: Finance Committee

Operations Function: Head of School, Dean of Faculty and Curriculum, teachers

Measurable Objective A1: Continuing and developing a meaningful-to-each-teacher professional growth program that onboards new teachers and develops current teachers in Classical Christian education; enhancing the ability of the school to attract and retain excellent Classical Christian teachers.

School Year	Action Item	Responsible Party	Source and Amount of Funding
23-26	Effectively on-board new faculty in Classical Christian education. <ul style="list-style-type: none"> • Charge Dean of Faculty and Curriculum with overseeing Classical Christian Teaching pedagogy. • Consider revising the title of the Dean of Faculty and Curriculum to Director of Learning and Teaching. • Create training in a basic understanding of Classical Christian teaching for faculty. <ul style="list-style-type: none"> ○ Develop a training manual (based on or adopted from ACCS, SCL, or a partner Classical Christian school) that includes the SCCS Pillars. ○ Set aside time (2 weeks) prior to the start of school to review key components of Classical Christian teachings for all teachers. ○ Utilize current teacher leaders in Classical Christian teaching to mentor new faculty in pedagogy (pay a stipend for this additional leadership responsibility) for the first year. 	Head of School, Dean of Faculty and Curriculum Teacher Leaders Dean of Faculty and Curriculum	N/A tuition \$2500 (PD budget) tuition \$5,000 (PD budget)
23-26	Develop a program for teachers to successfully implement Classical Christian pedagogy: <ul style="list-style-type: none"> • Identify key components of Classical Christian pedagogy. • Establish (or adopt from another school) a system for tracking teaching progress in those key components. • Build time into the school calendar and schedule for training: short days, in-service days, etc. • Support teachers in working together on developing Classical Christian teaching strategies. • Continue to develop a reflective approach by teachers to 	Head of School, Dean of Faculty and Curriculum	N/A

	<p>their own teaching including the use of Vosaic (videotaping)</p> <ul style="list-style-type: none"> • Engage teacher leaders in mentoring and coaching through professional development, modeling, Critical Friends Groups etc. • Engage a faculty committee and/or an outside expert to assess on-going training needed to deepen teacher knowledge of Classical Christian teaching. 		
23-26	Develop teacher accountability for incorporation of the Classical Christian pedagogy by setting and evaluating annual teaching goals related to Classical Teaching pedagogy	Head of School, Dean of Faculty and Curriculum	N/A
23-26	<p>Ensure faculty are steeped in current best practices in Classical Christian education.</p> <ul style="list-style-type: none"> • Provide opportunities for faculty to attend local and national conferences on Classical Christian education, via in-person or virtual attendance. • Encourage faculty to present at local/national Classical Christian conferences. • Host experts at SCCS and/or in conjunction with other Seattle-area Classical Christian schools. 	Dean of Faculty and Curriculum	<p>tuition \$10,000 (PD budget)</p> <p>[Also explore donor interest in endowing a fund for faculty development and "lifelong learning" of classical Christian pedagogy]</p>
23-26	Provide opportunities for the teachers to observe expert Classical Christian teachers, both within the school, and at area Classical Christian Schools.	Dean of Faculty and Curriculum	N/A (Included above)
23-26	Obtain accreditation as a classical Christian school from a national body such as the Association of Classical Christian Schools or Society for Classical Learning. s	Head of School	N/A

Measurable Objective A2: Continue to develop the Character Education Program based on the Four Virtues of Honor, Stewardship, Wisdom and Self-Control.

School Year	Action Item	Responsible Party	Source and Amount of Funding
23-26	Clearly identify that the Character Education program is an essential outcome of mission delivery: build the city of God forming servant-leaders who love goodness, truth, and beauty.	Head of School, Director of Faculty & Curriculum	
23-26	Refresh and elaborate on the SCCS Pillars (and derivative documents) to clarify what the SCCS Community (parents, staff & faculty, students) prioritizes in the life of the school and character development of its students: <ul style="list-style-type: none"> • SCCS Pillars and associated Practices: <ul style="list-style-type: none"> ○ Practices that involve all students ○ Practices targeted at Grammar, Logic, or Rhetoric levels. • For Grammar School, elaborate on SCCS Four Harbors / Virtues with concrete descriptors and tie into SCCS Pillars and Practices. • Incorporate Pillars & Practices (Character Development) into every class, course, & unity of study. • Add Character Development Program aspects to general calendar. 	SCCS Board, Head of School Director of Faculty and Curriculum, Teachers	N/A
23-26	<ul style="list-style-type: none"> • Continue to use and integrate use of the Four Harbors / Virtues • Connect all discipline protocols to the promotion of virtue. • Praise and acknowledge demonstrations of virtue 	Dean of Faculty and Curriculum, Teachers	N/A
23-26	Continue and extend W3 Wednesdays (wisdom, worship, wonder) in both whole school and part school worship including: <ul style="list-style-type: none"> • liturgy • appreciation for virtue • recognizing intellectual virtue • promoting children’s leadership in worship • utilizing 6th grade (Grammar) and 9/10/11/12th grade (Rhetoric) leaders <p>Note: Understand the outcome of building community (koinonia) and a healthy culture.</p>	Dean of Faculty and Curriculum, Teachers	N/A
23-26	Continue to develop the nascent House system - this is not only about the cultivation of virtue but is a locus for the practice of virtue e.g. <ul style="list-style-type: none"> • leadership • positive discipline practices • healthy competition • mentoring community • Discipleship opportunities 	Head of School, Dean of Faculty and Curriculum, House Governors/Governesses and Teachers	N/A

Measurable Objective A4: Offer a complete Classical Christian education in Seattle by investing in the development and growth of an excellent Rhetoric School that ably prepares students to fulfill God’s calling for their life at university and beyond.

School Year	Action Item	Responsible Party	Source and Amount of Funding
24-26	<p>Invest in leadership to focus on building an excellent Rhetoric School. Recognizing that the Rhetoric School (9-12) will likely operate below maximum capacity for the next few years, take the following steps to maximize growth in excellence:</p> <ul style="list-style-type: none"> Recruit a ‘Master Teacher’ (“Player-coach”) or a Head of Rhetoric School (depending on seniority of candidate) for the Rhetoric school with the dual charge of: Instructing students with integrative, classical excellence in his / her field (e.g., humanities, math, arts) and Leading development of the Rhetoric school curriculum, student experience, faculty, and culture in partnership with other Rhetoric teachers, Dean of Faculty, and Head of School Engage outside expertise, as needed, to refine and guide our action plan for the growth of the Rhetoric School Create a Rhetoric School Committee to tap into parent and community resources to enhance the rhetoric school experience in its early years (e.g., J-Term led by volunteer teachers, adjunct faculty for teaching a single course, club sponsorship, community, and outreach opportunities). 	<p>Head of School, Dean of Faculty</p> <p>Head of School</p> <p>Board of Directors</p>	<p>Allocation from Rhetoric School restricted funds.</p>
24-26	<p>Vocation, Career, and College Counseling</p> <p>Develop an excellent Vocation, Career, and College Counseling program that begins in 7th grade and extends through senior year with the mission outcome of building the city of God.</p> <ul style="list-style-type: none"> Gradually move the position of Student Support Coordinator to that of VCC Counselor. <ul style="list-style-type: none"> Provide two years of mentoring and coaching to ensure excellence. Over those two years, ensure the position includes the NACAC Professional Certificate: Coordinating a Dynamic Post-Secondary School Counseling Program or similar. Ensure that college is recognized as one part of a three-part student development program in which all parts are equally important (VCC). Become a member of the National Association for College Admission Counseling (\$330 - budget) - currently in process by the Student Support Coordinator who will take on this role 2024/2025. Purchase a school membership to SCOIR (www.scoir.com). One-time setup cost of \$250 and an ongoing cost of \$2.52 per student, per year. Engage with CSM or another provider (perhaps in partnership with another Classical Christian school in the 	<p>Dean of Faculty and Curriculum, VCC Counselor</p> <p>Finance Committee</p>	<p>Year One \$4000 (Reserves)</p>

24 – 26	<p>Create a Faculty-Sponsored Club Program that enables program growth that aligns with the school’s mission and approach, including sponsorship of activities already underway.</p> <p>These may include Performing Arts, Additional Visual Arts, Robotics, Chess, Etc.</p> <p>Clarify expectations among community that continuity of- clubs from year to year will depend on a faculty or staff member’s willingness to act as a sponsor and on student interest.</p>	Head of School	[Explore donor interest in endowing certain clubs so they become durable elements of the school’s offering.]
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Measurable Objective A6: Take the robust Field Trip program to the next level, ensuring excellence, sustainability and alignment with the classical Christian curriculum recognizing its essential contribution.

School Year	Action Item	Responsible Party	Source and Amount of Funding
	For sustainability, the Field Trip program must be institutionalized and laid out in a replicable fashion.	Director of Faculty and Curriculum	
23-26	<p>Establish a formal protocol for the proposal, approval, and logistics process to successfully execute field trips that are safe and secure.</p> <ul style="list-style-type: none"> • Identify all criteria necessary for the successful execution of a safe and secure field trip (i.e. specific agenda, liability waiver). • Identify feedback mechanisms from students for all field trips. • Create a user-friendly form that includes all of the identified criteria, to be submitted electronically and printable for record-keeping. • Establish each threshold requiring approval and the process to move through these steps until final approval. • House the document template in a shareable folder, with appropriate permissions. 	Dean of Faculty and Curriculum, Chief Financial Officer, Teachers	N/A
23-26	<p>Train teachers, and all appropriate stakeholders, on the use of the form.</p> <ul style="list-style-type: none"> • Open template and save a copy. • Rename the file with a standard formatting. • Setup alerts to the personnel responsible for the various layers of approval. • Final copy gets printed and housed in a binder. 	Dean of Faculty and Curriculum, Chief Financial Officer	N/A
23-26	<p>Identify various means of efficient and cost-effective transportation and build into budget and planning.</p> <ul style="list-style-type: none"> • Bus/Van • Rent/Purchase (this would be a capital purchase if this proved to be a good idea) • Parent Drivers (background checked) • Hired Drivers (background checked) 	Chief Financial Officer, Dean of Faculty and Curriculum	tuition \$5,000

23-26	Establish a monthly budget for field trip expenses, taking into consideration that every grade is expected to participate and work within the allotment. Consider the following options: <ul style="list-style-type: none"> • Virtual • In-house • Local (walkable) Do not plan to charge families for projected costs that exceed the budget.	Chief Financial Officer, Dean of Faculty and Curriculum	N/A
23-26	Develop a shared calendar to house all field trip information, that can be filtered in multiple ways: <ul style="list-style-type: none"> • by grade • by teacher • by division Ensure limited administrative control over editing and view-only capability for all others.	Dean of Faculty and Curriculum, Teachers	N/A
	<i>For excellence, the next items focus on ensuring quality programming with measurable student outcomes.</i>		
23-26	Develop curriculum "units" describing field trip: <ul style="list-style-type: none"> • rationale • scope and sequence. • content • reflection • student involvement • potentially in Rhetoric, cross-disciplinary • Curriculum development will occur in the summer and be stipended. 	Dean of Faculty and Curriculum, Teacher Leaders	tuition \$10,000
23-26	Gather ideas for meaningful experiences that are grade-level appropriate. <ul style="list-style-type: none"> • Engage students. • Utilize parents for research into opportunities and for participation. • Identify opportunities within the community 	Dean of Faculty and Curriculum	N/A
23-26	Create vertical alignment of field trips within the curriculum. Ensure that trips do not overlap/repeat over multiple years. Ensure that they build on each other in: <ul style="list-style-type: none"> • skills taught. • content covered. • sophistication of student leadership 	Dean of Faculty and Curriculum, Teachers	N/A
23-26	Publicize and celebrate the field trip program.	Director of Admissions, Marketing, & Communication, Dean of Faculty and Curriculum	N/A
23-26	Develop and articulate Capstone Trips (9th-12th Grades). Until the next Strategic Planning is carried out, and the fiscal situation has changed, these trips will be no-cost experiences.	Dean of Faculty and Curriculum, Teachers, and Students	TBD

Goal A Anticipated Costs

Reserves \$35,412

Tuition/Operations \$57,500

STRATEGIC GOAL B – Strategic Operations Plan

Strategic Priority: Recognizing that forming servant leaders who love goodness, truth, and beauty is the “point” of the school, this Goal places retention and recruitment as the center of the school's intentionality in this Plan and supports it through philanthropic giving and disciplined operations.

Strategic Function: Finance Committee, Advancement Committee

Operations Function: Head of School, Advancement Director, Leadership Team, teachers, staff

Measurable Objective B1: Further professionalize the Flourish Fund and Capital Campaign efforts to develop a culture of philanthropy, nurture and uncover leadership donors, and achieve strategic building goals.

School Year	Action Item	Responsible Party	Source and Amount of Funding
23-24	<p>As a school Leadership Team, identify all the times that parents are asked for money or money equivalents in a school year.</p> <ul style="list-style-type: none"> • Low-hanging fruit: eliminate immediately those that are obviously easy to get rid of. • Refuse any requests to add in any new asks. • Allocate to tuition/fees anything that is programmatic. • Over the next two years, move to being able to promise parents that they will only be asked three times a year for money (tuition, Flourish Fund, Gala or Tuition and Comprehensive Campaign). 	Head of School, Leadership Team	N/A
23-24	<p>Ensure that the case for the Flourish Fund and Gala specifically articulates how monies raised will take the educational program from good to excellent and support partnering with families (e.g. financial aid, field trips, Classical Christian professional development).</p>	Director of Advancement	N/A
23-24	<p>Strengthen the Advancement Committee of the Board of Directors to assist the Head of School and Director of Advancement in supporting the school's leadership fundraising efforts.</p>	Board Chair	N/A

School Year	Action Item	Responsible Party	Source and Amount of Funding
23-24	Net \$190,000 on Gala and raise \$116,000 for the Flourish Fund for a total of \$306,000.	Director of Advancement Advancement Committee	N/A
23-24	Continue Executive Coaching for the Director of Advancement, Head of School, and Chair of the Advancement Committee on best practices in fundraising.	Head of School	budget
23-24	As a result of professional development in 2023-24, build a core group of parent volunteers to assist with relationship building between parents and foster an environment where philanthropy and giving back to SCCS is seen as a valuable investment.	Director of Advancement	N/A
23-24	Recraft the Capital Campaign effort: <ol style="list-style-type: none"> 1. Recognize the successful completion of Phase I with a simple community celebration and thank you to donors identifying the investments made. 2. Offer a reception for leadership donors who have already made contributions to Phase 1 of the Capital Campaign that celebrates the success of this first phase sharing what you have accomplished to-date with their donations. 3. Pause on making asks for the next phase of the Comprehensive Campaign. 4. Finish the Case for the Comprehensive Campaign moving forward for Phase 2. 5. Once the Case is finished, the Quiet Phase begins for Phase 2 of the Comprehensive Campaign. Ideally, this will happen by February 2024. 6. Share the Case Statement with potential lead donors for Phase 2 of the Comprehensive Campaign for their feedback. [Feedback only - no ask]. 7. Follow up with potential leadership donors and Phase 1 donors after they have had time to review the Case Statement and determine the parts of the campaign that resonate best with each donor. 	Advancement Committee, Head of School, Director of Advancement	N/A

School Year	Action Item	Responsible Party	Source and Amount of Funding
24-25	<p>Solicitation of gifts for the Comprehensive Campaign</p> <ul style="list-style-type: none"> • Ensure each leadership and potential leadership donor has been appropriately stewarded. • Identify the 'right' person to solicit each donor. • Identify the "team" that will go on the solicitation visit: <ul style="list-style-type: none"> ○ educator ○ door-opener ○ solicitor • Solicit the donors. <p>Note: the process of stewarding actual and potential lead donors has to be in process well before the Flourish Fund kicks off in October so that the donor is not confused.</p>	Director of Advancement, Advancement Committee, Head of School	
24-25	<p>Ensure that no stone is left unturned.</p> <ul style="list-style-type: none"> • At a Board meeting, identify potential leadership donors, including foundations and institutional donors, where a Board member can make the introduction. • The Director of Advancement should also provide a list of potential donors to see if any are recognized and who the connection might be. • Mine the Flourish Fund / Gala data from the 2023-24 school year to identify potential leadership donors 	Advancement Committee, Head of School, Director of Advancement	N/A
24-25	<p>Do NOT go public until at least 80% of the capital monies designated by the Board of Directors are raised. This could be 80% of your desired goal, or when all the leadership gifts have been solicited - 80% of those monies.</p> <ul style="list-style-type: none"> • Go public with a community gathering and celebration hosted by the Board and Head of School. • Include displays of the key elements that will be achieved. <ul style="list-style-type: none"> ○ include the amounts raised for each item and the amount you need to complete. ○ invite the community to help the school reach the desired goal for each area. • Include snacks and drinks. • Celebrate each success along the way. • Have a community celebration once the final goal is reached: invite any constituencies that you are engaging in the communications strategies e.g. Pastors/Priests, grandparents, vendors, local businesses 	Director of Advancement, Head of School, Advancement Committee, Board of Directors	budget
24-25	<p>Net \$190,000 on the Gala and \$166,000 in the Flourish Fund for a total of \$356,000 (Annual Giving).</p>	Director of Advancement	N/A
24-25	<p>Carry out Phase 2 of the Comprehensive Campaign (\$356,000 net in Annual Giving, \$125,000 in Financial Aid and \$950,000 in capital items. Total of \$1,481,000)</p> <ul style="list-style-type: none"> • Remember that the school has already raised significant 	Director of Advancement, Head of School, Advancement	N/A

School Year	Action Item	Responsible Party	Source and Amount of Funding
	<p>funds in Phase 1.</p> <ul style="list-style-type: none"> the Annual Giving and the Financial Aid dollars are essential for the operations budget. 	Committee, Board of Directors	
24-25	Continue Executive Coaching for the Director of Advancement, Head of School, and Chair of the Board Advancement Committee on best practices in fundraising. Identify and implement at least one new development strategy as a result.	Head of School, Director of Advancement	budget
25-26	Explore use of fund-raising database to align data integration between the business office, philanthropy, and admissions, achieve alignment of data, support accuracy, centralize information, and enhance data mining.	Director of Advancement, Chief Financial Officer, Director of Admissions	N/A
25-26	<p>Complete Comprehensive Campaign including \$406,000 net in Annual Giving, \$125,000 in Financial Aid towards the operations budget.</p> <ul style="list-style-type: none"> Celebration event hosted by the Board and Head of School. Celebration reception for leadership donors. 	Director of Advancement, Head of School, Advancement Committee, Board of Directors	N/A
25-26	Continue Executive Coaching for the Director of Advancement, Head of School, and Chair of the Board Advancement Committee on best practices in fundraising. Identify and implement at least one new development strategy as a result.	Head of School, Director of Advancement	N/A

Measurable Objective B2: Inspire admissions and build awareness of the student experience at Seattle Classical Christian School to maximize enrollment.

School Year	Action Item	Responsible Party	Source and Amount of Funding
23-24	<p>Articulate to faculty and staff that the intent of this strategic goal is to fill every classroom.</p> <ul style="list-style-type: none"> • Deliver a 23/24 enrollment marketing recap report to HOS and Board that includes: <ul style="list-style-type: none"> ○ Tactics ○ Spend ○ Goals ○ Results ○ Reasoning to include or not include tactic in following year. <p>Build a 24/25 marketing plan that includes external marketing to drive SCCS awareness. Plan should include:</p> <ul style="list-style-type: none"> • Marketing Strategy • Target demographic • Measurable goals • Detailed tactics and reasoning • Budget • Timeline <p>Ensure the SCCS mission is central in all school communications.</p> <p>Adjust the school calendar to be intentional and urgent in making community connections for current and incoming parents, and between parents.</p> <p>Continue to intentionally seek students for the current year.</p> <p>Assure existing families that rhetoric school (high school) will be there for logic school students (middle school)</p> <p>Establish & deepen relationships with all "feeder" organizations (i.e. churches, home school organizations, etc.)</p> <p>Develop internal marketing strategies for Pre-K, 5th, and 8th grade in order to retain current students to the next level e.g. Grammar to Logic</p> <ul style="list-style-type: none"> • Multiple activities e.g., visit day, teacher talks, etc. • Focus on bonding with next level teachers/students. <p>Reorganize website around driving enrollment.</p> <ul style="list-style-type: none"> • Enhance admission tab with more child centered pictures. • Enhance entire site with more parent/student validation 	Head Directors of Admissions and Advancement	N/A

	<p>quotes.</p> <ul style="list-style-type: none"> • Specific picture/name/title/contact for admission • Use language that is active, present tense, child focused, benefit oriented. <p>Develop retention and recruitment activities/strategies.</p> <ul style="list-style-type: none"> • At key entry points (K, 6th, 9th) • With feeder organizations • *See month-to-month outline in Appendix <p>Develop disciplined enrollment practices.</p> <ul style="list-style-type: none"> • Based on the "Full" classroom • Based on an appropriate mix of full pay and part pay families • Driving waiting pools at entry points • Utilize financial aid strategically to increase enrollment at entry points and in particular for the Rhetoric level. • Enroll (23) net new students (add 11th grade) <p>Engage Parent Council to help drive enrollment and retention.</p> <ul style="list-style-type: none"> • Establish volunteer training for all parent ambassadors. • Create bonding events over the summer for new families. • Send SCCS tee shirt to all new students with their year of graduation on them (e.g., Class of 2032) • Create bonding event early in academic year for students and families (but not during first two weeks) <p>Create compelling welcome video (child focused) for admission web page.</p> <p>Market the unique aspects of Classical Christian education:</p> <ul style="list-style-type: none"> • Immediately ensure that every faculty and staff as well as each Parent Counsel member has a personal "grocery line" story about SCCS and understands the importance of articulating it. • Systematically brag/validate on the power of Classical Christian education 		
23-24	<p>Focus on top of the funnel awareness marketing, casting a wide net to ensure SCCS is a known entity in Seattle and the surrounding area.</p> <ol style="list-style-type: none"> 1. Invest in consistent radio ads on Spirit 105.3, with a heavy push September- January 2. Create SCCS t-shirts and sweatshirts for kids and families to wear around the city. 3. Research and find opportunities to advertise SCCS where potential families are searching. <ol style="list-style-type: none"> a. Niche.com b. Privateschoolreview.com c. Greatschools.org d. Google ads 4. Review and implement Enrollment Plan <ol style="list-style-type: none"> a. Drive word-of-mouth and inbound marketing. 	Directors of Admissions and Advancement	Marketing Portion of Operating Budget (the vast majority of the marketing budget should be spent on external marketing opportunities.)

	<ul style="list-style-type: none"> b. Ensure the website is updated with relevant, child-centered, benefit oriented content including images, video, and accessible written information. 5. Ensure monthly admissions/retention activities calendar has been reviewed, updated, and faithfully executed. 6. Achieve enrollment and retention targets (key performance measure) <ul style="list-style-type: none"> a. Maintain retention at 90%+ 7. Administer feedback surveys, review trend data, and adapt admission/retention activities based on feedback. 		
25-26	<p>Build upon the success of the 24/25 top of the funnel marketing, continuing to invest in the external channels that drove awareness and acquisition.</p> <p>Deliver a 24/25 enrollment marketing recap report to HOS and Board that includes:</p> <ul style="list-style-type: none"> • Tactics • Spend • Goals • Results • Reasoning to include or not include tactic in following year. <p>Build a 25/26 Marketing plan to drive SCCS awareness. Plan should include:</p> <ul style="list-style-type: none"> • Marketing Strategy • Target demographic • Measurable goals • Detailed tactics and reasoning • Budget • Timeline <p>Fully implement Family Relationship Plan</p> <ul style="list-style-type: none"> • Drive word-of-mouth Ensure monthly admissions/retention activities calendar is faithfully executed. • Ensure the website is updated with relevant, child-centered, benefit oriented content including images, video, and accessible written information. • Maintain an updated website. • Survey parents and students (5-12) and review trend data. • Enroll (10) net new students. • Achieve enrollment and retention targets (key performance measure) • Maintain retention at 90%+ • Market, validate, and celebrate progress 	Directors of Admissions and Advancement	N/A

Measurable Objective B3: Strengthen and coordinate marketing and communications efforts to drive retention and giving.

School Year	Action Item	Responsible Party	Source and Amount of Funding
23-24	Effectively communicate the SCCS mission to internal and stakeholders, including through Seattle churches. Educate faculty and staff on the goodness, beauty, and necessity of their participation in "marketing"	Directors of Admissions and Advancement	N/A
	Encourage teachers to take weekly classroom photos, so families feel connected to their child while in school. Look at using SeeSaw or other digital photo apps to simplify the process.	Directors of Admissions and Advancement	N/A
23-24	Review the SCCS website and digital communication. Ensure that children are at the center of all marketing. (Include pictures and videos of happy children doing really interesting and challenging things that demonstrate the uniqueness and amazing outcomes of Classical Christian education.)	Directors of Admissions and Advancement	N/A
23-24	Enliven the current internal communications (Voyager) with student centered videos and pictures that inform the SCCS community of the exciting aspects of Classical Christian education.	Directors of Admissions and Advancement	N/A
23-24	Highlight the excellence of the teachers using video interviews, teaching demonstration, and share on site or in voyager view.		
23-24	Communicate the results of strategic planning to the SCCS community celebrating its vision for the community.	Directors of Admissions and Advancement	N/A
23-24	Support the development of the Comprehensive Campaign collateral materials to achieve the campaign's fundraising goals	Directors of Admissions and Advancement	N/A
23-24	Ensure that the entire community uses language and demeanor that epitomizes gratitude and thankfulness for the blessings that God has bestowed at SCCS. <ul style="list-style-type: none"> eliminate the culture of 'lack' and move to a culture of plenty. Begin using new tagline "Training minds and shaping hearts to glorify God". 	Board, Head of School, Leadership Team, faculty, and staff	N/A
24-25	Continue to effectively communicate SCCS mission with updates to the SCCS website and social media. Focus on the distinctive Classical Christian student experience.	Directors of Admissions and Advancement	N/A
24-25	Create/implement a Family Relationship Plan (FRP) including enrollment, induction, and retention of children/parents/families including a review of all current communications.	Directors of Admissions and Advancement	N/A

	<ol style="list-style-type: none"> 1. Determine key metrics and data that will be collected. <ol style="list-style-type: none"> a. For monthly reporting to the Head of School b. For funnel conversion/yield analysis 2. Include a Strategic Communication/Marketing Plan as a subset. <ol style="list-style-type: none"> a. Include internal marketing (parent engagement) b. Include community building events (not for fund-raising) directed and executed through the SCCS Parent Council (parent-led, school-informed) c. Include word of mouth marketing d. Social media presence e. Website management (pictures and video; child-centered) f. Parent Education / Support g. Train staff/faculty in marketing and customer relations 3. Integrate FRP training into new and returning employee orientation. 4. Achieve enrollment and retention targets (key performance measure) <ol style="list-style-type: none"> a. Maintain retention at 90%+ b. Enroll (20) net new students. c. Add 12th grade for 25-26 school year. 5. Ensure every parent, student, staff, faculty and administrator knows the school's mission. 6. Continue to train staff/faculty in internal marketing. 7. Review all admission and marketing print materials. 8. Review the website. 9. Administer Student, Faculty, Parent feedback surveys to all parents, all faculty, and to students in grades 5-11. 10. Market, validate, and celebrate SP progress 		
24-25	<p>Develop an internal Communications Plan that includes:</p> <ul style="list-style-type: none"> • calendar • identified outlets. • events • classroom communications <p>The Plan supports and is a subset of the Family Relationship Plan (see below).</p>		
24-25	Continue to execute a communication schedule that highlights stories of student experiences and how students are living out the SCCS mission.	Directors of Admissions and Advancement	N/A
25-26	Continue to support the development of collateral materials necessary to launch the campaign's public phase fundraising effort.	Directors of Admissions and Advancement	N/A
25-26	Continue to effectively communicate the SCCS mission to internal and external stakeholders	Directors of Admissions and Advancement	N/A

STRATEGIC GOAL C – Board Governance

Strategic Priority: Through the Board of Directors' understanding and execution of its governance purpose, the school will be appropriately supported as it transitions from entrepreneurial to adolescent phase.

Strategic Function: Board of Directors, Finance Committee, Board Governance Committee, Advancement Committee, Head of School Stewardship Committee, Building and Grounds Committee

Operations Function: Head of School, Leadership Team

Measurable Objective C1: Ensure the Strategic Plan and Financial Management is central to the school's journey. Utilize the plan in assuring and reassuring the school's families of the school's stability and forward thinking.

School Year	Action Item	Responsible Party	Source and Amount of Funding
23-24	<p>Market the Strategic Plan</p> <ul style="list-style-type: none"> • Highlight immediate elements of plan (in particular elements of the Strategic Academic Plan and the continuing development of the school's new home) to show intentional planning to benefit children. • Determine and ensure systematic communication of the Plan for internal and external stakeholders. <ul style="list-style-type: none"> ◦ Promote the Plan and its accomplishments. • Reinforce the school's commitment to its mission as a Classical Christian school. • Systematically "brag"/validate whenever elements of the Plan are completed. • Refer to the Plan at all social events. • Include links on website designed to educate current parents and encourage potential parents about elements of the Plan. • Ensure all teachers / staff are aware of and refer to the SP / SFM in appropriate ways at public events 	Board of Directors, Head of School	budget
23-24	<ul style="list-style-type: none"> • In January/February, present the Plan to all faculty/staff and celebrate the school's continued journey. (Internal marketing always comes first out of respect.) • In January/February, present the Plan to the whole school community and celebrate the school's continued journey. • Make these annual calendared events to build community, engender enthusiasm, steward donors and employees, and influence retention and recruitment of students and their teachers. 	Board of Directors, Head of School	

23-24	<ul style="list-style-type: none"> • Select a Board representative to chair each of the Board committees: Board Stewardship, Philanthropy, Finance, Head Stewardship, and Building and Grounds by February 2024. • The Committee Chair writes each Board Committee's charge for the current year based on the SP/SFM together with the Board President and Head of School. Include a basic calendar of activities and metrics for success. • Each Chair, together with Board Stewardship and the Head of School has the responsibility to recruit outside Board members. This is to be completed by the end of January 2024. • The Board Committees must be fully functional by the beginning of February 2024. <p>*Note that the Board Committees provide and define the Board's leadership succession funnel.</p>	Board Stewardship Committee, Head of School Committee Chairs, Board President, Head of School Committee Chairs, Board Stewardship, Head of School Committee Chairs	NA NA
23-24	Identify the Leadership Team member who will be on each of the Committees and to act as liaison to the Head of School by December 2023.	Head of School	NA
23-24	<ul style="list-style-type: none"> • Ensure the By-laws identify that: <ul style="list-style-type: none"> ○ the Board President and Head of School are ex-officio voting members of all Board Committees ○ Board Committees make recommendations to the Board for decision and then implement. ○ Board Committees are always chaired by a Board member. ○ All Board Committee members are voting members. ○ All Board Committees should have non-Board members of them except for the Board Governance Committee ○ All Board Committee meetings will take minutes that will be distributed within 48 hours to all Board members 	Board Stewardship	NA
23-24	<ul style="list-style-type: none"> • Develop and provide annual board member training as well as new board member orientation (CSM online training modules Level One serves as a possible recommended option). <ul style="list-style-type: none"> ○ This should be done prior to the first Board meeting of each school year. ○ Recruitment of Board members, Committee members should be centered on the needs of the SP/SFM (this is what we are recruiting you to do) 	Board Stewardship	budget
23-24	<ul style="list-style-type: none"> • Hold Annual Retreat / Workday to break bread together, review achievements, discuss the strategic objectives to be achieved in the next year, review Committee assignments, pray together. 	Board of Directors, Board Stewardship	budget

24-25	<ul style="list-style-type: none"> • Market the Strategic Plan <ul style="list-style-type: none"> ○ Highlight immediate elements of plan to show intentional planning to benefit children. ○ Execute the February Plan presentation and celebration for faculty/staff and whole school community. ○ Reinforce the school's commitment to its mission as a Classical Christian school. ○ Systematically "brag"/validate whenever elements of the Plan are completed. ○ Refer to the Plan at all social events. ○ Include links on website designed to educate current parents and encourage potential parents about elements of the Plan. ○ Ensure all teachers / staff are aware of and refer to the SP / SFM in appropriate ways at public events 	Board of Directors, Head of School	budget
24-25	Identify and recruit Board / Board Committee members with the attributes, qualities, and skill sets needed to fully achieve the goals, priorities, and action items found in the strategic plan.	Board Governance Committee	NA
24-2	Establish Committee charges in May of each year, preparatory to the Board Retreat,	Board President, Head of School, Committee Chairs	NA
24-25	Ensure full Board Committee membership including significant at-large (non-Board) participation.	Board Stewardship	NA
24-25	Continue to provide on-going professional growth to the Board including: <ul style="list-style-type: none"> • Onboarding of new Board members • Annual Retreat • Each meeting professional growth item 	Board Stewardship	NA
24-25	Evaluate Board and Board Committee performance	Board Stewardship	NA
25-26	Renew the Strategic Plan/Strategic Financial Management <ul style="list-style-type: none"> • to adapt to a school that is now K-12 • to adapt to an improved enrolment picture • to adapt to the changing financial picture • to ensure that enthusiasm, commitment, and execution continues at a high level 	Board of Directors, Head of School	\$30,000 Reserves

Measurable Objective C2: Move the school to prosperity through support from Board Committees.

School Year	Action Item	Responsible Party	Source and Amount of Funding
23-24	<p>Finance Committee</p> <ul style="list-style-type: none"> • identify the Committee Chair • write the Committee charge including calendar and metrics; include dates when the Committee will make recommendations to the Board for action e.g. budget presentation. • establish membership including the school's CFO and people with different ways of thinking about money 	Finance Committee	NA
23-24	<p>Finance Committee</p> <ul style="list-style-type: none"> • recognize and plan to address operations responsibilities. <ul style="list-style-type: none"> ○ Develop next year's budget for presentation to the Board of Directors ○ Recommend tuition levels that support the budget / mission delivery and align with the SFM. ○ Monitor cash flow throughout the year. ○ Ensure the accounts are audited annually. ○ Support the Chief Financial Officer • recognize and plan to address strategic responsibilities. <ul style="list-style-type: none"> ○ Develop financial policies for presentation to the Board of Directors ○ Provide long-term financial leadership through strategic financial management. ○ Manage investments both as part of cash flow as well as of actual savings. ○ Pay attention to the Key Performance Indicators that indicate whether the school's financial position is stable, improving, or weakening. <ul style="list-style-type: none"> ▪ Percentage of gross tuition allocated to financial aid. ▪ The rate at which the operating expenses must grow to maintain value. ▪ The percent ratio of compensation to total operating expenses ▪ The ratio of operating expenses to total income (not including fund-raising) ▪ The operating reserve ratio to operating expenses ▪ Per student net tuition 	Finance Committee	NA
23-24	Utilize Strategic Financial Management to budget forward in support of the Strategic Plan	Finance Committee	NA

24-25	Finance Committee <ul style="list-style-type: none"> • identify the Committee Chair • write the Committee charge. • maintain a membership of 6-8 (including members who are not on the Board) • recognize and plan to address operations responsibilities. • recognize and plan to address strategic responsibilities. • present the budget in November including proposed tuition based on the SP/SFM • liaise with the Building and Grounds Committee to ensure building needs are being met 	Finance Committee	NA
25-26	Finance Committee prepare for the spring SP/SFM renewal by <ul style="list-style-type: none"> • identifying trends based on 3-4 year rolling data. • answering the question as to whether SFM goals have been achieved and/or exceeded. • listing new items that need addressing. • researching teacher compensation to monitor the 75% SPA comparator. • considering new financial objectives • reviewing all contracts 	Finance Committee	NA
23-24	Advancement Committee <ul style="list-style-type: none"> • identify the Committee Chair • write the Committee charge including calendar and metrics; include dates when the Committee will make recommendations to the Board for action e.g. Calendar identifying GO PUBLIC date. • establish membership including the school's Advancement Director and one or more leadership donors (note: the Head of School is ex officio a member of the Committee and is essential to the success of the Campaign) 	Advancement Committee	NA
23-24	Advancement Committee Charge <ul style="list-style-type: none"> • to support the Comprehensive Campaign <ul style="list-style-type: none"> ○ to ensure the success of all major philanthropic initiatives (not annual giving which is an operations responsibility) ○ to steward all of the school's leadership donors ○ to inspire by their giving leadership ○ create reports on all leadership donors identifying that "we know our donors." ○ create a communications calendar systematizing how the school interacts with its lead donors. ○ review and update the school's Gift Acceptance Policy and annually present it to the Board for approval 	Advancement Committee	NA
23-24	Create the Advancement Committee Mission Statement	Advancement Committee	NA

23-24	Finalize and provide the Comprehensive Campaign Case for Support including campaign dollar objective to the Board for approval.	Advancement Committee	NA
23-24	<ul style="list-style-type: none"> • Develop a plan and calendar for successful implementation of Phase 2 of the Comprehensive Campaign including: <ul style="list-style-type: none"> ○ Annual Giving ○ Comprehensive Campaign ○ Financial Aid • Continue leadership visits in the quiet phase of the Campaign. • With the Case for Support, revisit those who have pledged to share the progress of the visioning. • By the summer of 2024, identify the objective for the Public Phase - either 80% of the intended total or a total based on the actual monies raised in the Quiet Campaign. 	Advancement Committee Director of Advancement, Head of School	NA
24-25	Support the Public Campaign. <ul style="list-style-type: none"> • Continue to steward leadership donors. • Review data from Flourish/Gala annual giving to uncover potential new leadership donors. • assign them to a portfolio for stewardship activities. 	Advancement Committee	NA
24-25	Include the Financial Aid component (\$300,000 over two years) in the Comprehensive Campaign (see SFM)	Advancement Committee	NA
24-25	Begin the planning for Phase 3	Advancement Committee	NA
24-25	Add money to the Advancement Committee budget to build relationships with lead donors	Finance Committee	\$1,000 tuition
25-26	<ul style="list-style-type: none"> • Bring the Comprehensive Campaign to a successful close. Ensure the Financial Aid Component (\$250,000 over two years) has been accomplished (see SFM). • Host a celebration of a successful campaign. <ul style="list-style-type: none"> ○ private reception for leadership donors ○ public gathering for the whole school community 	Advancement Committee Director of Advancement, Advancement Committee	NA
25-26	Finalize the planning for Phase 3. <ul style="list-style-type: none"> • Develop and provide the Case for Support to the Board for approval. 	Advancement Committee Director of Advancement, Advancement Committee	NA
25-26	Add money to the Philanthropy Stewardship budget to build relationships with lead donors	Finance Committee	\$1,000 tuition

23-24	Building and Grounds Committee <ul style="list-style-type: none"> • identify the Committee Chair • write the Committee charge including calendar and metrics; include dates when the Committee will make recommendations to the Board for action e.g. providing a sequence of PPRRSM expenditures from reserves. • establish membership including the school's Facilities and IT Coordinator • recruit up to 12 members who will all have different functions 	Building and Grounds Committee	NA
23-24	Develop a Committee Mission Statement e.g. <i>The Christian School Building and Grounds Committee is committed to supporting the mission of the school through creative stewardship, exceptional planning, accurate financial projections, visioning, and a strategic orientation.</i>	Building and Grounds	NA
23-24	Support and ensure the repair and functioning of the public address system.	Building and Grounds Committee, Facilities and IT Coordinator	\$2,500 Reserves
23-24	Plan for the expenditures for the next four years. <ul style="list-style-type: none"> • 2024-2026 <ul style="list-style-type: none"> ○ furnishings \$5,000 p.a. ○ caring for the building \$23,000 • 2026-2028 <ul style="list-style-type: none"> ○ furnishings \$5,000 p.a. ○ caring for the building \$35,000 	Building and Grounds, Head of School, Dean of Faculty and Curriculum, teachers	NA
23-24	Set up a sub-group of the Building and Grounds Committee to act as a volunteer Fixit Saturday work group. <ul style="list-style-type: none"> • establish a routine with the Facilities and IT Coordinator to obtain a weekly list of jobs to be done and ensure they are accomplished. • include a monthly Safety Walk involving an 'outsider' each time 	Building and Grounds, Facilities and IT Coordinator	NA
23-24	<ul style="list-style-type: none"> • Set up a sub-group of the Building and Grounds Committee to develop a Master Facilities Plan and Facilities Audit. <ul style="list-style-type: none"> ○ what needs to be done? ○ what will need to be done? ○ what would be good to do? ○ what is an aspiration • Place it on a 10-year rolling calendar. <ul style="list-style-type: none"> ○ Use the plan to inform philanthropy, PPRRSM items, Fixit Saturday etc. • Bring to the Board for approval. 	Building and Grounds, Facilities and IT Coordinator	NA

23-24	Identify bathrooms as a crucial need and ensure it is part of the Comprehensive Campaign Phase 2 and/or 3. <ul style="list-style-type: none"> Develop the plans so that when the money arrives, the Committee is ready to act. 	Building and Grounds, Head of School	NA
24-25	Carry out Plan to provide furnishings to fit children’s needs and to care for the building. <ul style="list-style-type: none"> 2024-2026 <ul style="list-style-type: none"> furnishings \$5,000 p.a. caring for the building \$23,000 	Building and Grounds, Head of School, Dean of Faculty and Curriculum, teachers	\$28,000 Reserves
25-26	Carry out Plan to provide furnishings to fit children’s needs and to care for the building. <ul style="list-style-type: none"> 2024-2026 <ul style="list-style-type: none"> furnishings \$5,000 p.a. caring for the building \$23,000 	Building and Grounds, Head of School, Dean of Faculty and Curriculum, teachers	\$28,000 Reserves
25-26	Provide a report to inform Strategic Planning / Strategic Financial Management identifying priorities and costs.	Building and Grounds	NA
23-24	Head Stewardship Committee <ul style="list-style-type: none"> identify the Committee Chair write the Committee charge including calendar and metrics; include dates when the Committee will make recommendations to the Board for action e.g. contract renewal. recruit two at-large members with CEO experience (one Board member is required to chair the Committee) 	Head Stewardship	
23-24	Establish the Head’s objectives collaboratively based on the Strategic Plan / Strategic Financial Management including. <ul style="list-style-type: none"> calendar metrics 	Head Stewardship, Head of School	NA
24-25	Establish the Head’s objectives collaboratively based on the Strategic Plan / Strategic Financial Management including. <ul style="list-style-type: none"> calendar metrics 	Head Stewardship, Head of School	NA
25-26	Establish the Head’s objectives collaboratively based on the Strategic Plan / Strategic Financial Management including. <ul style="list-style-type: none"> calendar metrics 	Head Stewardship, Head of School	NA
24	Rhetoric School Committee <ul style="list-style-type: none"> Identify the Committee Chair write the Committee charge including calendar and metrics recruit at-large members with Rhetoric school experience (one Board member is required to chair the Committee) 	Board, Head of School	NA

Goal C Anticipated Costs

Reserves: \$88,500

Tuition/Operations: \$2,000

Appendix A - Review of Enrollment

Appendix B - Summary of Anticipated Costs: Reserves

	Goal A	Goal B	Goal C	Annual Total
Year 1	\$0	\$0	\$2,500	\$2,500
Year 2	\$15,739	\$0	\$28,000	\$43,739
Year 3	\$19,673	\$0	\$58,000	\$77,673
Year 4	\$0	\$0	\$0	\$0
Year 5	\$0	\$0	\$0	\$0
TOTAL	\$35,412	\$0	\$88,500	\$123,912

Appendix C - Summary of Anticipated Costs: Operating / Tuition

	Goal A	Goal B	Goal C	Annual Cost
Year 1	\$0	\$0	\$0	\$0
Year 2	\$28,750	\$0	\$1,000	\$
Year 3	\$28,750	\$0	\$1,000	\$0
Year 4	\$0	\$0	\$0	\$0
Year 5	\$0	\$0	\$0	\$0
TOTAL	\$57,500	\$0	\$2,000	\$59,500

Appendix D: CSM Strategic Operations Model

CSM: For Jesus; Through Mission; With Students Strategic and Operations Responsibilities in Christian Schools

STRATEGIC (Board of Trustees)	THE GREY AREA (Committees)	OPERATIONS (Head of School / Principal)
MISSION		
Prayer Warriors School Mission Statement Board Mission Statement	none	Prayer Warrior Mission Delivery Mission Communication
BOARD DEVELOPMENT		
Recruiting Board / Committee members Board / Committee evaluation Professional Growth Annual Retreat	Board Stewardship Committee	Key partner in Board member selection Mentoring and coaching Board President relationship
GOVERNANCE, POLICY		
By-laws, Incorporation Policy Liability	Board Stewardship Committee	Compliance Implementation
PRINCIPAL / HEAD OF SCHOOL		
Appointment Renewal / non-renewal Evaluation Compensation	Principal/Head Stewardship Committee	Setting objectives aligned with the Board's Strategic Plan Enrollment Professional Growth
PLANNING		
Strategic Plan Strategic Financial Management Key Performance Indicators	(Strategic Planning Committee)	Vision Strategic Academic Plan Strategic Operations Plan
PHILANTHROPY		
Leadership Stewardship Major Gifts Capital Campaigns Endowment Gift Acceptance Policy	Philanthropy Committee	Annual Giving Annual Fund Database Planning Donor cultivation and stewardship
FACILITIES		
Property Planning and Purchasing Master Facilities Plan Operations Reserve (including PPRSM)	Building and Grounds Committee	Maintenance Facilities Audit Safety
FINANCES		
Strategic Financial Management Tuition and Annual Budget Key Performance Indicators Financial Aid (budget)	Finance Committee	Support Budget Preparation Daily Financial Management Cash Flow Financial Aid (implementation)
HUMAN RESOURCES		
Employee Policies Legal Compensation (budget)	none	Employee Professional Growth Hiring / Firing Compensation (implementation)



Appendix E: Lifecycle of a Christian School

The CSM Christian School Lifecycle

The Enthusiastic Christian School 0 – 10 years (entrepreneurial)

The miracle of God’s grace is readily identified
 Everyone pitches in
 Few routines or clearly identified policies
 Do what works and “today” are most important
 Deep parent involvement that is missional
 Board is operational
 Finances are year to year if not day to day
 Philanthropy is event based
 No reserves plus debt to get going
 Faculty are enthusiastic and pitch in

The Confident Christian School 10 – 15 years (adolescent)

‘Miracles’ are complemented with responsible action
 God’s goodness is seen in deeper ways
 Professionals take over from volunteers
 Routines and policies established
 Parents become more transactional
 Board moves towards being strategic
 The first Strategic Plan
 Finances are stabilized
 Philanthropy moves to annual giving from events
 Faculty become organized and develop teams

The Inspired Christian School 15 – 30+ years (mature)

Christian leaders demonstrate mature judgment
 God is seen as incarnation and resurrection and parousia
 Professionals and volunteers are proactive partners
 Routines and policies are routinely questioned
 Parents are taught and enact their role
 Board operates through a generative Strategic Plan and Strategic Financial Management
 Finances are mature with reserves and a healthy budget fully funding program and compensation
 Annual Giving is mature, and philanthropy includes capital, major, and endowment / planned giving
 Faculty act as and expect to be treated and paid like professionals

The Proud Christian School 20+ years (dying)

Holy language replaces faithful action
 God becomes an excuse for not interrogating reality
 Professionals please parents rather than carry out the mission
 Change / reinvention is replaced with “we’ve always done it this way”
 Parents begin to doubt the value of the school
 Board looks backwards rather than forwards
 Finances become an end rather than a means
 Philanthropy is pointed towards safety rather than growth
 Faculty are adult-centered and insist students meet them where the faculty are



Appendix F: CSM Board Handbook

The CSM Board "Handbook" is not a single document but a collection of documents that have a trifold purpose as identified in the following table:

Stability	Dynamism	Intentionality
Mission Statement	Parent/Student Handbook	Strategic Plan
Constitution / Incorporation	Employee Handbook	Strategic Financial Management
By-Laws	Board minutes	
	Board Committee minutes	

Appendix G: Student Interviews

Seattle Classical Christian Middle/High School

Students: male (x) female (x) -> 7th (5) 8th (6) 9th (3) 10th (5)

Longevity: 1 year (0) 2-3 years (2) 4-5 years (3) 6+ years (14)

What is the Mission of the School? [SCCS builds the city of God by forming servant leaders who love goodness, truth, and beauty.]

to focus on things our society doesn't focus on anymore; servant leaders who are going to lead.

When you are talking with each other about the school, what do you talk about?

homework: non-school things - usually talking about what happened in the last class; going into this building; what is it going to be like next year as its growing trying to improve it; old teachers a lot; talk about quote on quote philosophy; changes from last year and to now; subjects that we have; where we went.

When you are in class, what kinds of things that teachers do that capture your attention the most?

fun projects; keeping my attention; outside the norm and do fun projects like dropping an egg off a height; sometimes we talk about things we investigate; activities - discussion part that involved us all and bring us all into it; work as a team, as a class; discussion portions; when the teacher enjoys it makes us enjoy it more.

What are the kinds of assignments that make you feel as if you are wasting your time?

tedious ones; logic; if they are very repetitive and not driving the point home and don't understand it most of the time; Mexico topic; science spent like four hours doing two problems on Saturday.

If you had more time to do something at school, what would it be?

study hall; (yeah) I get more homework done; art; I think if we had more humanities discussion time - longer period for discussion; after school extracurricular - sports - very small school - fun to explore clubs or something like that; small sports clubs in the past - people that were doing it left; lunch is a bit short sometimes; sometimes I feel like I am trying to do my homework during lunch; only time to eat my food and by then lunch is over - microwave; we need two microwaves; I think more physical activities because we are sitting all day - PE twice a week; could go on a walk; don't get outside ever; don't have enough time we don't want to be late for class; let out of our class on time because then we're late to our next class

What are key skills you think you will need in the future in order to be successful?

leadership; know how to type; how to get work done, efficiently, how to function in the real world; also clarification of; technology- for everyone? - lot of new technologies - I do not know how to type and have to type essays; they're trying to teach us how to be good leaders in society so leadership and show people like good Christians; memorization is a big focus and that's helpful in the long run; rhetoric is a really important class; speaking well and being able to argue for yourself; also need a good heart to be successful - gratefulness etc; how to be able to question things; skill set to approach something, a topic; very bad at taking notes - what the teacher said and putting it on paper and being able to go over it - not just bunch of words you wrote down - key points

Is your education teaching you to be? Scale of 1-10 (start at one; pause and give time between the numbers; adapt the items to the school's mission)

Passionate about Learning

1(low) 2 3 4 5 6 7 8 9 10 (high)

6 (1) 7 (2) 8 (11) 9 (3) 10 (2)

Passionate about Putting Others Before Self

1 (low) 2 3 4 5 6 7 8 9 10 (high)

6 (4) 7 (4) 8 (2) 9 (9)

Passionate about the Living and Active Jesus

1(low) 2 3 4 5 6 7 8 9 10 (high)

8 (3) 9 (5) 10 (11)

What are ways in which you have grown as a result of being at the school?

definitely feel more confident - being able to talk to people in a way that they listen; being here and not being here helped me be confident in myself; more comfortable; education where you learn; time management; love for learning; answer questions and ask questions; being focused and becoming more knowing; speaking; stronger Christian; problem solving - like when things come up; I think like time management and being hard working; asking questions and not believing everything you hear; more confident; small community - become close to each other and it's kind of like since we've known each other for a long time got to know each other a lot better - small community is a blessing; classes stay together; confident in your faith; able to defend your faith; better at like getting everything done in the time frame

If you wanted to give one piece of advice to all your teachers, what would it be? (everyone answers)

know what other classes are doing; be passionate about what you're teaching because it really shows; I think like if you're all struggling with a lot of people are not getting it and getting homework on top of that - pause and go back to reteach that thing - if you don't understand something it will take more time; recognize people who have extracurriculars; with our curriculum we have a lot of stuff to do - make sure everything is solidified - off the top of your head you know what you're doing - building off because you get a chain reaction and you don't have that platform to build your knowledge - more refined; teachers are ready to listen; pause after you've finished learning to make sure everybody is getting there

If there was one thing you didn't want to change, what would it be? (everyone answers)

speech meet; the teachers - who stays and who leaves; have all the things you did last year; the way they are teaching the students; the support system at the school - the people working behind everyone; discussions; projects; the options you have to finish work in 8th grade; the house system; teachers who love teaching and love their subject - the building; I still have memories of the big projects we had; school traditions - projects they do at 4th and 5th grade; music is pretty good; sweat shirts; grey shirts; buying stuff that you can keep; if you're going to be cold - most comfortable sweatshirts ever worn - shouldn't have to be uncomfortable when you're learning.

Appendix H: Parent Interviews

Group 1: 1st year parents

Why did you choose this school?

I'm pretty big on classical education. There aren't many choices commutable. Tight knit school (husband attended). I was homeschooled.

SCCS seemed to take education seriously - not to slight other schools - in terms of formation, classical Christian is a bonus - how do you form someone to be human.

We got interested in the classical model. We like the classical approach - parent partnership - academic rigor, forming of character - like the possibility to work hard on character - we are particularly familiar with another parent that goes to our church.

Well, I felt called here. We answered and obeyed. We love Jesus Christ - Christian/Biblical worldview. I know our children will be surrounded by a love of knowledge, to explore and to experience different ways of knowing. I like the virtues of the classical education model - parent partner to develop life-long.

Why do you continue at this school?

Well prepared. During the interview process - no surprises = pretty smooth entry - it's her first school experience - she reads when she comes home - I'm here a lot, I love it Very grateful to be in community and fellowship with faculty and families

My child was very nervous - came from Montessori - she was concerned - as soon as she met the teachers fine - clear how much her teachers love her. They have a bond; She trusts her teacher - I wanted adults I could trust in her life - more people in her life. I expected that, but very cool to watch it.

Definitely overall positive. I see the value as greater as they are older. There is so much more depth especially as contrasted with home schooling. Learning classical stuff - Long day as contrasted with homeschooling. Still figuring it out.

New to this country. Our K has a positive experience. She was worried about the uniform. She is more helpful at home. The long day went okay - just a standard. Still learning about what life looks like for a K. We enjoy the curriculum, homework, math, kids at different levels. She enjoys the teachers. What is the definition of partnership? How to communicate.

What does parent partnership look like?

Partnership is evolving for me. On reading day. Friction free. I could jump into reading day. Left my job, jumped in to read a book, in half an hour it really filled my batteries. My daughter loved it.

For me it's less about how active I am. I don't have time in the day to participate in her day as I am a middle school teacher. My husband is not a Christian. For us a school that is practicing virtues but doesn't feel we are at odds with each other.

Easier to volunteer here than I expected. Had a requirement at another school.... appreciate that the school sees itself as fully forming a human. Parents are learning what the kids are learning. I appreciate the mindset.

What would make you stay here for 10-11 years?

More concerned that you don't wreck a good thing. Stakes are higher and feel higher in middle and high school. In elementary the virtue formation is easier to get on board with. As they get older the weight will shift to more academic things. Academic rigor in Upper School that people expect.

Staying the course. Continuation of the values and model. Trying to find relationships when the student body lives farther away.

I'll be paying attention to what people's beliefs are and how to tackle spiritual formation as they get older. Christ centered most critical as she gets older.

How does the school communicate with you?

During the move - staff and leadership work in making the move. Humbled by all the effort. Newsletter exhaustive and clear. Teacher email - we don't see the teacher at drop-off and pick-up. This is new. How do I learn what expectations should be?

Voyager and newsletter we receive every week. Can email teacher. When I am not able to be there send pictures - what is my child doing every day. Picture text really makes me feel a part of. Weekly newsletter from teacher would be helpful in youngest grades will be helpful. Older level teachers send newsletters.

We have a group chat with moms - organized by moms. [That's a good idea.] The teachers work so hard here - 5 bullet points - not a long newsletter not necessary.

Group 2: Returning parents, with multiple children attending.

Why did you choose this school?

For us we had gone through a season when we homeschooled our kids - not really thriving - went to public school which was a mixed bag and dependent on the teacher, some were great and thriving and some were not so great and lost ground - I got an advertisement about a classical school starting in San Francisco - like wow - wonder if there's one here - googled classical school and SCCS popped up - sent an email to Luke - 5th year. Yearned for community - participating in Classical Conversations - I wanted it to be classical.

I was my whole life homeschooled - I didn't want to do private school for our kids - we ended up here - twins went to public school for two years - one was advanced and would read books and the other was not reading much in 2nd grade - both failing to be addressed for different reasons - COVID hit, a spot opened up here and within a month she was reading - there should be a poster - pretty amazing

We were homeschooling - sounded great - similar intentionality without investing the same amount of time - classical was huge for us - not sure if we would have bit the bullet just a Christian school.

Public immersion school was appealing and asking people's opinions and what they thought - the things they instill in the lower school are so important in their faith journey is instilled and becomes part of their heart and then at high school, they can explain. Public schools had great scores and the principal was changing the test scores - wanted moral education. Been here 10 years.

I saw the public school - she was a very sensitive school and I would see the kids at the playground - lots of choices including STEM and Pathfinder etc. Knew the founders and told us about the school and for us and once we went to the school this is what we want - I know what teachers she's going to get.

Hadn't heard of classical education - this makes total sense to me - Trivium, makes total sense the three stage = leaning towards private school - want to send my kids to private school - very difficult to raise kids in a Biblical fashion and the more support I can have in that effort in the time - I need help in more ways than I could. Private school was always my go to. Classical education, these methods, this way of learning, I wish I had that.

Why do you continue at this school?

Kept us with it - one of the best ways for kids to learn. When we had Clementine - did the drive and PTSD about that - there's Christian schools in our neighborhood - tried two of them in a two year span - it just felt like public school with a Christian name - didn't learn - needed classical learning - going to give him the foundations he would need. It's not convenient, more expensive, our oldest was bored out of her mind - she doesn't have to take a hit for the family - all she's going to learn to do is unproductive things - came, left, came back.

We found the messages learned - our kids and their love for learning it just continues to thrive. Rigor. Christian curriculum - just straight Bible, grammar foundations, Having tried in Catholic, Lutheran = not much there - let's follow the public school in a Christian setting. Couple of comments made to me - most Christian schools are an arm of the churches as a way to balance budgets, they offer school too. Way more provided than I can get in any other school - better than anything that's established.

I of course got the Christian formation and rigor - the one thing that's important is the parental community - we found our tribe, our people. For 7 years we moved from Minnesota and thought we were on the periphery. Here we found other adults - we want to be friends for 20-30 years. Even if some other school opened up, we have invested emotionally in this community. Some have left that didn't find that. That's very powerful stickiness. Some families get that and some don't. Worthwhile to find out why.

Academic rigor, worldview education = my love learning - homework on the weekend that's a joy for them. A few have grown their ability to believe in themselves that they're able to think deeply, produce quality work, and not just for grades, desire to do something well. Not seen as much with new teachers. Potential for college - they would want to study what they're studying here.

Teacher here - inverted in the school's vision. When we enrolled, once we enroll, we will stay (husband said). Seeing the future. Seeing parents and students leave when you know both sides of the story. So grateful for my husband who said we will stay and the grass is never greener on the other side of the fence. We have to go back to the cross and Christ and our kids have benefited from all the teachers. We've lost some wonderful teachers and believe God will bring others in.

Our kids moved around a lot. Our kids were not forming deep relationships with other kids. Always said - SCCS on its worst day is better than any other school. There's a lot of confusion in the city right now.

How does the school communicate with you?

The Voyager View.

Weekly email communication.

Teachers will reach out if there are issues.

We communicate with them.

Check Ins. Quarterly Board update. Talking about the direction of the school.

I really love - what we do is beautiful - love that she's putting these pictures out there - what we do that's beautiful and good. Being a staff member as well as a parent, I think growing up how our big vision is being communicated to us as parents - hard to know some of the things that are happening administratively - see both sides of the story. We're taking strides as a school to have the inside match the outside.

Definitely had a good person - left - Laura has filled a gap in that - elevated the school in the last year and a half.

Appendix I: Enrollment/Marketing Timeline

PROPOSED EVENTS TIMELINE

November 2023

1. Flourish Campaign
 - a. highly intentional about children's stories
2. Enhance Voyager newsletter with video content throughout the year.
3. Family Gathering
4. Coffee with Head of School after All School Chapel

December 2023

1. Flourish Campaign
 - a. highly intentional about children's stories
2. Coffee with Head of School after All School Chapel (we offered one on one meetings with HoS through December and January)

January 2024

1. "Workshop the Story" with faculty and staff - Matt "primes the pump."
 - a. everyone has their own story.
 - b. everyone can articulate their story.
 - c. student-centered
 - d. active voice
2. Skate Night (1/25)
3. Read All Day (1/25) - invite parents and grandparents.
4. All School Chapel (1/31)
5. Coffee with Head of School after All School Chapel
6. Parent Council community-building event

February 2024

1. Pastors' Lunch
2. Family evening presentation on Classical Christian education
 - a. need compelling WHY.
 - b. must highlight children (opening act, kids provide setting)
3. Coffee with Head of School after All School Chapel
4. Parent Council community-building event
5. State of the School (2/29)

March 2024

1. SSCCED (Scope and Sequence of Classical Christian Education Day) - previously only Grandparents' Day
 - a. showcase scope and sequence for families, friends, and grandparents.
 - b. include 'meet and greet' for grandparents, new SCCS friends, show in class time too)
 - c. invite local business leaders and church leaders to attend.

2. Family evening presentation on Classical Christian education
 - a. need compelling WHY.
 - b. must highlight children (opening act, kids provide setting)
3. Coffee with Head of School after All School Chapel
4. Parent Council community-building event
5. Deliver a 23/24 enrollment marketing recap report to HOS and Board that includes:
 1. Tactics
 2. Spend
 3. Goals
 4. Results
 5. Reasoning to include or not include tactic in following year.

April 2024

1. Family evening presentation on Classical Christian education
 - a. need compelling WHY.
 - b. must highlight children (opening act, kids provide setting)
2. Parent/Teacher Conferences (4/25 & 4/26)
3. consider being student-led.
4. Coffee with Head of School after All School Chapel
5. Speech Meet
6. Gala (4/4)
7. Board to deliver new brand messaging for 24/25 school year.
 - a. Tagline can be implemented.
 - b. Other messaging will launch August/ September '24

May 2024

1. Coffee with Head of School after All School Chapel
2. Deliver 24/25 marketing enrollment plan that includes:
 - a. Marketing Strategy
 - b. Target demographic
 - c. Measurable goals
 - d. Detailed tactics and reasoning
 - e. Budget
 - f. Timeline

CONSERVATIVE ENROLLMENT – For Budget Purposes

Seattle Classical Christian School, WA										
Grade	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Current -8	Current -7	Current -6	Current -5	Current -4	Current -3	Current -2	Current-1	Current	Projected
PK	23	11	15	12	11	11	10	7	5	7.00
Kindergarten	18	27	23	23	21	22	20	16	17	18.75
1st	14	14	26	23	22	18	21	22	12	16.44
2nd	11	12	13	25	21	22	17	21	21	11.57
3rd	10	6	13	16	18	20	22	17	20	20.00
4th	6	7	8	14	20	16	18	18	16	19.29
5th	0	6	6	11	11	17	11	17	14	15.00
LS Total	59	72	89	112	113	115	109	111	100	101.05
6th	0	0	5	5	10	13	18	9	13	13.00
7th	0	0	0	6	5	8	10	16	10	11.24
8th	0	0	0	0	7	4	6	10	13	9.29
MS Total	0	0	5	11	22	25	34	35	36	33.53
9th	0	0	0	0	0	0	0	6	3	8.00
10th	0	0	0	0	0	0	0	0	5	2.00
11th	0	0	0	0	0	0	0	0	0	3.00
12th	0	0	0	0	0	0	0	0	0	0.00
US Total	0	0	0	0	0	0	0	6	8	13.00
Total	82	83	109	135	146	151	153	159	149	155

ASPIRATIONAL ENROLLMENT

Seattle Classical Christian School, WA										
Grade	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Current -8	Current -7	Current -6	Current -5	Current -4	Current -3	Current -2	Current-1	Current	Projected
PK	23	11	15	12	11	11	10	7	5	8.00
Kindergarten	18	27	23	23	21	22	20	16	17	18.00
1st	14	14	26	23	22	18	21	22	12	18.00
2nd	11	12	13	25	21	22	17	21	21	15.00
3rd	10	6	13	16	18	20	22	17	20	22.00
4th	6	7	8	14	20	16	18	18	16	22.00
5th	0	6	6	11	11	17	11	17	14	16.00
LS Total	59	72	89	112	113	115	109	111	100	111.00
6th	0	0	5	5	10	13	18	9	13	15.00
7th	0	0	0	6	5	8	10	16	10	12.00
8th	0	0	0	0	7	4	6	10	13	10.00
MS Total	0	0	5	11	22	25	34	35	36	37.00
9th	0	0	0	0	0	0	0	6	3	10.00
10th	0	0	0	0	0	0	0	0	5	2.00
11th	0	0	0	0	0	0	0	0	0	3.00
12th	0	0	0	0	0	0	0	0	0	0.00
US Total	0	0	0	0	0	0	0	6	8	15.00
Total	82	83	109	135	146	151	153	159	149	171