



Growing a Classical School: How Unified Leadership and Teamwork Creates Sustained Growth With Dr. David Seibel

Lesson 5: Case Study 2: Intermediate

Outline:

Case Study 2: Intermediate

- School number 2 is an 18 year old PK through eight classical Christian school in the ACCS southeast region.
- It is in the complex lifecycle stage known as adolescence.
- It acts very mature in some areas, but brand new in others. This is quite common among classical Christian schools.
- School number two has faced a founder's dilemma of sorts where someone in leadership becomes a bottleneck for the school's growth.
- Boards should exercise oversight, foresight, and insight.
- Learn to say things like this during conflict:
 - I sense that we have a different way of understanding the situation and I think it might have more to do with the lenses we are wearing than reality itself.
 - At the end of the day I trust that what you want is best for the academy and so do I.
- Teaching and Learning (P)
 - There are a number of strong faculty members who understand classical Christian education, cultivate an atmosphere of joyful order, and deliver effective instruction from the well-designed curriculum.
 - The headmaster has the producer function in his leadership tool belt.
 - Improvement points related to teaching and learning:
 - There is not a hundred percent buy-in from teachers pertaining to the purpose and methodology of classical education.
 - A number of people at the school complained about a number of student behavioral issues and lamented aspects of the student culture.
- Finance and Operations (A)
 - The school is in late GoGo in some respects but in early adolescence in others.



- School number two has had some problem clarifying a unified direction because they had not received a strategic direction from the board because the board was busy meddling in operations.
- The headmaster is very academic with little perspective when it comes to finances, legal, or facilities.
- It is not entirely clear based upon documentation that they are committed to classical.
- The school has not had a lot of financial margin with the purchase of their new building in 2021.
- The key to navigating adolescence is strengthening stability and reducing volatility without reducing creativity.
- Fundraising and Facilities (E)
 - They were successful in purchasing their current building.
 - They have not yet managed to produce a strategic plan or a strategic financial plan.
 - This could be indicative of a lack of entrepreneuring in certain pockets of the school.
 - The board's purpose should be strategic and generational, not operational and administrative.
 - There was a lack of common vision among faculty, board, and families.
 - Lack of E and I in the board and head of school malnourishes the entire institution.
 - Leadership has not developed a fundraising case for support or a master infrastructure plan.
 - The school is in late GoGo or early adolescence when it comes to fundraising and facilities.
- Marketing and Admissions (I)
 - The school is in adolescence.
 - The main problem the school faces in marketing and admissions is helping parents understand the value of classical education.
 - The biggest opportunity for this school is internal communication to current parents (book groups or other parent education opportunities).
- The goal is to be integrated across the subsystems.