



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

### Lesson 8: Case Study 5: Journeyman

#### Outline:

##### Case Study 5: Journeyman

- School 5 started in 1999 as an ACCS accredited school. They graduated their first student in 2009.
- They are a K through 12 with 280 students spread over two campuses (one owned and one leased).
- School 5 is in a political climate that is hostile to Christians.
- School 5 lost four key staff members at the end of the 21-22 school year.
- School 5 had a developed leadership infrastructure, but was less developed than school 6.
- There might be a subtle overemphasis on administering resulting in slight organizational aging.
- School 5's strategic plan addresses academic, student life, growth, finances, and facilities.
- Teaching and Learning (P)
  - School 5 struggles to recruit and retain qualified talent for their openings.
  - There is a strong culture of professional development, and the headmaster is gifted both academically and organizationally.
  - The school seems to be in later adolescence for teaching and learning (not many programs or services for students with learning differences).
- Finance and Operations (A)
  - After 13 years, the director of operations is moving on from the school. This individual's PAEI code is pA-i.
    - This individual was like an e-brake on entrepreneurial aspect of the school.
  - Tuition assistance is need-based only.
  - The school is now covering 99% of its expenses with tuition revenue, which is excellent.
  - School 5 has passed through the Founder's dilemma.
  - The school is either in adolescence or prime in finance and operations.



- Fundraising and Facilities (E)
  - The E must be injected via the leadership team.
  - The cost of real estate in the area is prohibitive for a permanent facility.
  - This school uses a well-defined board policy manual.
  - Evidence of the E function was largely absent from the board meeting.
  - The topics were administratively oriented rather than governance level.
  - The school has entered into early aging in this area.
  - There is a bent towards event-based fundraising over major donor cultivation.
- Marketing and Admissions (I)
  - This school can overall attract and retain students.
  - School 5 lacks meaningful programs in athletics and arts.
  - School 5 is in later adolescence with regard to marketing and admissions.