



partnership • leadership • transformation

Then people brought little children to Jesus for him to place his hands on them and pray for them. But the disciples rebuked them. Jesus said, "Let the little children come to me, and do not hinder them, for the kingdom of heaven belongs to such as these." When he had placed his hands on them, he went on from there. (Matthew 19: 13 - 15)

# ANNUAL REPORT 2021

## Christian School Management

Email: [christianschoolmanagement@gmail.com](mailto:christianschoolmanagement@gmail.com); and  
[christianschoolsurveys@gmail.com](mailto:christianschoolsurveys@gmail.com)

Websites: [christianschoolmanagement.org](http://christianschoolmanagement.org);  
[christianschoolsurveys.org](http://christianschoolsurveys.org);

[christianschoolscheduling.org](http://christianschoolscheduling.org)

Online Learning: [csmlearn.org](http://csmlearn.org)

## With thanks IN OUR FOURTH YEAR!

### Helping schools in more diverse ways, tuned precisely to their own needs!

2021 was a turning point where our group of CSM Consultants grew significantly (to 9) and thus we were able to help schools in a number of different ways including, of course, strategic planning and strategic financial management but also a lot of executive coaching, annual fund training, management structure analysis, enrollment planning, leadership transition for Principals / Heads of School, campaign advising, and growth conversation and compensation.

### One of many AMAZING affirmations for our partnership with our schools!

“The first consultation we laid the foundation. This time we built on that structure and filled it in. When other schools call, I tell them, ‘Do anything you can to get them here. It’s worth every penny and then some.” Shawn Smith, Principal, Grace Christian School, VT.

***We served Christian schools representing over 12,000 students this year. We are working with four startups. The Kingdom is coming here on earth as it is in heaven.***

### In This Report

It’s not yet post COVID and yet we have experienced great grace as we moved ahead. Please flip through to see what we accomplished and what we continue to learn and develop on behalf of the children in our beautiful schools.

**Simon Jeynes**

**Executive Director**

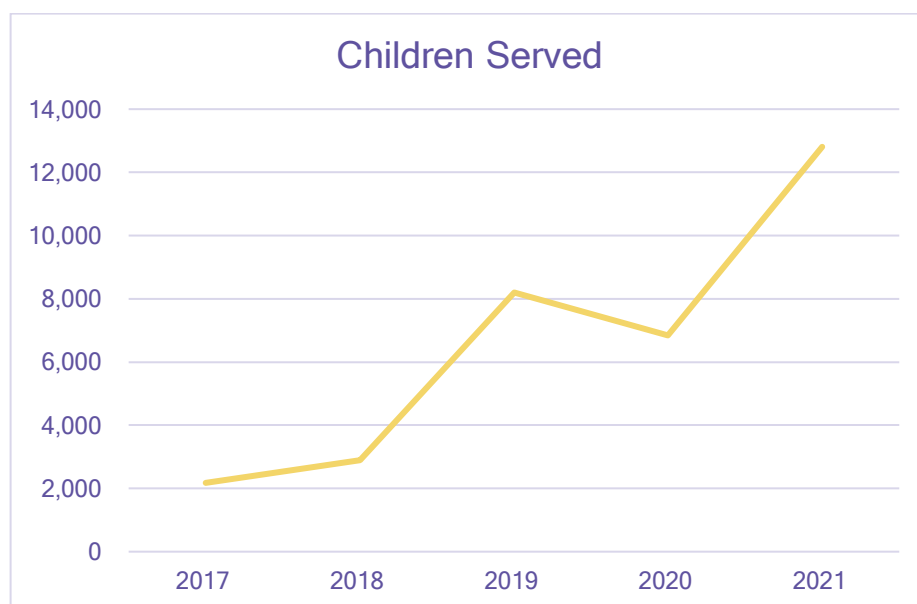
**Christmas 2021**

# Income and Expenses

CSM income is derived from four sources – working (consulting) with schools; income from our members (THANK YOU) who are a great encouragement; from our products; from donations - yes, we are a 501(c)3. **Our impact growth through consulting is noted here in revenue terms:**



More importantly, our impact on children has grown significantly. CSM's prime interest is in ensuring our children can be brought up in the fear and nurture of the Lord through Christian schools and bringing hope to the Christian school movement. We are excited to say that we are fulfilling our mission much better in 2021 than we were able to in 2020!



Our expenditures are pretty simple too. Of consulting revenue, c.70% goes to our consultants. We typically have two on each consult so they earn 35% each. Of the rest of the revenue, 20% goes to the website, insurance, training, professional development, pro bono work, financial management, management of the organization. 10% is placed in the CSM Foundation for further investment. This year, for the first time, the Foundation provided a grant to a Christian school leader for executive coaching. CSM also spent over \$30,000 this year on resource development to provide targeted tools

for our schools to use. A further \$11,000+ was spent on professional development to ensure we stay on top of the research, stay rooted in Scripture, and continue to learn from our experiences.



1. Advertising and Marketing
2. Gifts and Appreciation
3. Office and Fees
4. Consultants
5. Professional Development
6. Resource Development

## Trustee Professional Growth

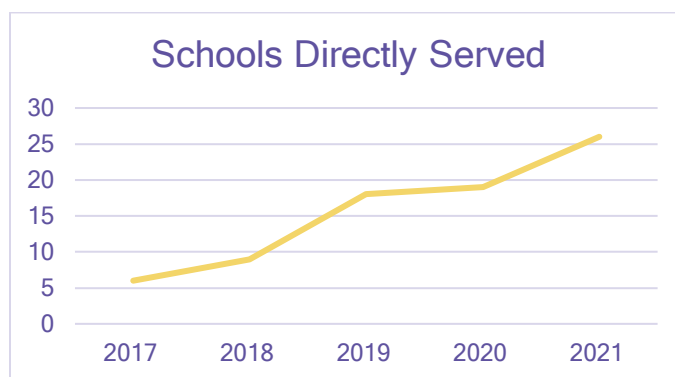
Two years ago, we made an investment in Online Trustee Training. Together with a firm in India, we developed a relatively sophisticated and interactive online course that individual Trustees could take and receive a Level One Trustee Certification. We were privileged to work together with ACSI to fund this project. We are delighted that our investment has now been paid back as more and more schools find the value in this kind of professional growth opportunity that Trustees can take at their own leisure and in their own homes. We strongly recommend that all new Trustees to your Board take this 90 minute training. In 2022, we are excited to say that we are now developing a Trustee Level Two Certification taking their understanding deeper.

## Students and Schools Served

CSM continued its prime mission of helping Christian schools stay open and thrive so that they could serve an increasing number of children. Fundamental to each school are these questions:

- Do I know my mission and am I accountable to it?
- What is Christian, unique, compelling in the marketplace, about my school?
- Where do I have empty seats and which children are supposed to sit in them?
- In what ways does God want my school to be prosperous on behalf of children?
- How powerful is the Board's foresight, an ethical imperative?
- How does the Board operate strategically / successfully to serve their Principal/Head of School?
- Is our mission being delivered to our children at a level of excellence?
- Where are we on our lifecycle and what is the next step we MUST take?

We have already talked about children served above. Another metric is the number of schools/districts served and 2021 significantly expanded our impact as eight (8) CSM Consultants visited 26 schools in person over the year:



In addition, Entheos now goes out to over 2100 readers in over 700 schools and is opened by over 700 discreet Christian educators each and every week. It is sometimes picked up and spread further by organizations such as CACE. We are delighted to see that best and emerging leadership and management practices are being considered across the United States and Canada.

## CSM Foundation and Reinvestment

The Foundation continues to have impact in what we are able to do. 10% of all CSM revenues are dedicated to the Foundation which has the following purposes:

1. To provide opportunities for Christian school leaders at any level to access Christian School Management services for leadership training by applying for grants to cover fees (but not personal expenses)
2. To provide opportunities for Christian schools to access Christian School Management consulting services by applying for grants to cover up to 50% of consulting costs
3. To finance and/or help finance research projects initiated by Christian School Management or carried out by 3<sup>rd</sup> party companies



This year, we accomplished the following:

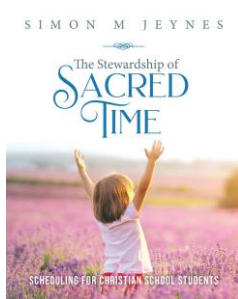
- Supported a Principal with Executive Coaching
- Funded primary research in our own schools to assist in developing a Student Listening Survey and Teacher Culture Survey
- Developed and published the Student Listening Survey
- Began development of a Board evaluation tool, the CSM KPI Instrument

## Surveys – Data Matters!

As mentioned elsewhere in the Report, CSM has engaged with Precision Consulting to carry out primary research in our own schools in order to develop a suite of affordable surveys. The first of those is now available – the Student Listening Survey – at [christianschoolsurveys.org](http://christianschoolsurveys.org). In 2022, we will soon have the Teacher Culture Survey and are working on the research for the Employee and Parent Surveys.

## CSM BOOKS

CSM provides practical, Scripture infused, research solid, experience tested advice and counsel. There is remarkably little in the marketplace that isn't secular, not practical enough, or out of date. Given the 16,000+ schools that are out there, there needs to be a Christian library of school leadership / management books. CSM is providing it. 2021 saw the publication of our fifth book and our endorsement of a sixth.



### 2021 The Stewardship of Sacred Time: Scheduling for Christian Schools.

Scheduling, the way in which we organize time, and our facilities, our people, and the things they do, is the cheapest way to impact the educational environment for our children. It certainly takes courage to make changes, but the proof of the pudding is in the outcome: higher morale and optimal academic achievement.

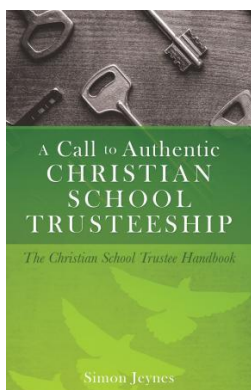
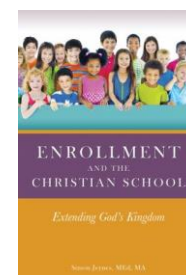
2021 Teacher Do You Love Me? By Deborah Miller examines 1 Corinthians 13:4-8 through the lens of teaching and learning. Each chapter unpacks a word or phrase from "Love is Patient" to "Love



Always Perseveres" using stories, definitions, research, Biblical references, and illustrations to help educators understand and apply the various aspects of the Love is and Love is Not's outlined in the book's key passage, 1 Cor. 13:4-8.

### 2020 Enrollment and the Christian School: Extending God's Kingdom

This primer provides Christian school leaders with an understanding of what it means to fill every seat from a Christian point of view, what putting the word Christian in front of marketing really means, and how to engage the whole community in both enrollment and re-enrollment.

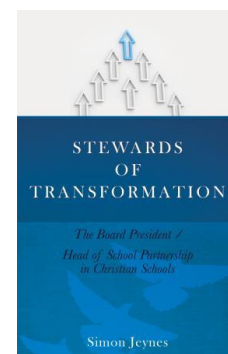


### 2017 A Call to Authentic Christian School Trusteeship: a Handbook for Christian School Trustees

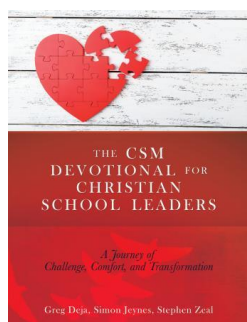
This practical handbook combines research, Biblical insight, and how-tos in a readable 134 pages good for reading through or dipping into. The beauty of this book is that it is actually readable! For Trustee PD!

## 2018 Stewards of Transformation: The Board President / Head of School Partnership in Christian Schools

The most important strategic partnership in the school is that between the Principal/HOS and the Board President. If that relationship goes well, then it is very likely that the relationship between the Board and the Principal/HOS will go well and the school will be healthy. This is a series of short, easy to read, chapters with plenty of practical application, and a great gift for the BP!



## 2019 The CSM Devotional for Christian School Leaders: A Journey of Challenge, Comfort, and Transformation



This devotional is the only one in the marketplace for our leaders. Remarkable! It is a collaboration between an Evangelical, a Catholic, and an Episcopalian. Only the Gospels and the Psalms are referenced since this is intended as a Jesus centered devotion. It speaks to the heart of the issues that many of our leaders face. Buy one for your favorite Christian school leader!

For 2022, we will be bringing out the 2<sup>nd</sup> edition of A Call to Authentic Christian School Trusteeship, slightly expanding it but most importantly including much of what we have learned from our schools over the past four years. There may be another book as well! Stay tuned!



# Entheos

CSM's advice and counsel letter began in February of 2018. Active readership has steadily increased from less than a 100 in 2017 to over 700 a week today. Here is just a snapshot as to where it has gone. Please tell your colleagues to get the benefit of this totally free resource by signing up with just an email on our website. Of course, the entire library of articles is available free to our members.

<b>December</b>	324	317	317	260	302	1520	304	<b>2018</b>
<b>December</b>	305	300	320	356	329	1610	322	<b>2019</b>
<b>December</b>	519	487	271	476		1753	438	<b>2020</b>
<b>December</b>	711	765	828	781		3085	771	<b>2021</b>

By the end of 2021, CSM had published **204** articles (don't forget the **five** books!) in 11 categories:

- Principal/School Board
- Enrollment Leaders
- Academic Leaders
- Philanthropy Leaders
- Finance Leaders
- Schedule Leaders
- Academics Leaders
- Leadership Practices
- Marketing Leaders
- Facilities Leaders
- Faculty Leaders



We now distribute to over 2100 school leaders across the United States and Canada. We even have a few from overseas: Australia, the Czech Republic, Bahamas, United Kingdom, Indonesia, China, Honduras, France.

For our members, there are now c. 220 articles online in the above topics. More are put there literally every month.

## DONATIONS

We are very grateful to all those who have donated to CSM in this past year. Know that we steward your money with care:

- CSM is a 501(c)3
- We file a 1099 each year
- The report shows where our money is spent
- Donations help us invest back into our Christian schools through publishing and resource development. Donations do not go to administration.



We are helping to roll back the waves of despair and hopelessness. Every donation is not just a monetary bulwark for urgent action but a statement of partnership as we come together to drive the Christian School Movement forward.

*I always thank my God for you because of his grace given you in Christ Jesus. For in him you have been enriched in every way—with all kinds of speech and with all knowledge—God thus confirming our testimony about Christ among you. Therefore you do not lack any spiritual gift as you eagerly wait for our Lord Jesus Christ to be revealed. He will also keep you firm to the end, so that you will be blameless on the day of our Lord Jesus Christ. God is faithful, who has called you into fellowship with his Son, Jesus Christ our Lord. (1 Corinthians 1: 4-9 NIV)*

## We Ask For Your Prayers

- That children might be better served and that we can impact that service
- That Christian school leaders might be drawn to Transformation Academy
- That CSM consultants might serve their schools with Godly wisdom and humility
- That Christian organizations might be drawn together to serve the Lord through our Christian schools in unity of purpose and will
- That we might continue to understand that all we have comes from the Redeemer and Sustainer of our faith

## We Are Thankful For

### Our CSM Board of Trustees:

Bonnie Swan, Wilmington, DE

Bill Simmer, Wilmington, DE

Greg Deja, Grand Rapids, MI

Tom DeJonge, Grand Rapids, MI



### Our CSM Member Community (December 31, 2021):

All Nations Community School, TX; Asheville Christian School, NC; Bethany Christian School, CA; Billings Christian School, MT; Bishop Noland Episcopal Day School, LA; Blueridge Christian School, VA; Brentwood Academy, TX; Byron Center Christian School, MI; Calvary Christian Academy, DE; Casper Christian School, MI; Catholic Central High

School, MI; Cedar Valley Christian School, IA; Christian Academy in Japan; Christian Heritage School, CT; Columbia Christian School, PA; Coram Deo Academy, IN; Coulee Christian School, WI; Covenant Christian School, TX; Covenant Day School, NC; Crown Point Christian School, IN; Dayspring Christian Academy, PA; Denver Christian School, CO; Des Moines Christian School, IA; Discovery House Montessori School, Nigeria; Eastern Hills Christian School, WA; Emmaus Christian School, Australia; Faith Academy, IA; Faith Christian Academy, FL; Faith Heritage School, NY; Fredericksburg Christian School, VA; Front Royal Christian School, VA; Gateway Christian Schools, WA; Geneva School, FL; Gloria Deo Academy, TX; Grace Christian School, VT; Grand Rapids Christian Schools, MI; Grandview Christian School, MI; Heritage Christian School, MT; Heritage Oak School, CA; Hope Academy, NC; Kalamazoo Christian School, MI; King's Way Christian School, WA; Lake Center Christian School, OH; Lakeland Christian School, FL; Lancaster County Christian School, TX; Leadership Christian Academy, PA; Legacy Christian Academy, MN; Liberty Christian School, MN; Lighthouse Christian School, WA; Maranatha High School, CA; Marshalltown Christian School, IA; Mid-Vermont Christian School, VT; Millersville Christian Academy, PA; New Jersey United Christian Academy, NJ; New Life Academy, MN; Northern Michigan Christian School, MI; Northlake Christian School, CA; Our Savior's Christian School,

NY; Pan American Christian Academy, Brazil; Parkview Christian Academy IL; Philmont Christian School, PA; Plumstead Christian School, PA; Providence: A Montessori Learning Community, NC; Rainier Christian School, WA; Redeemer Classical School, VA; Regents School of Austin, TX; Ripon Christian Schools, CA; Rock Solid Christian Academy, CO; RSM Christian School, CA; San Jacinto Christian Academy, TX; Scecina Memorial High School, IN; Seattle Classical Christian School, WA; Sioux Center Christian School, IA; Sioux Falls Christian School, IA; Southwestern Chicago Christian Schools, IL; St. Mary's School, MI; Summit Christian School, CA; Surrey Christian School, ON; The King's Academy, PA; The Potter's House, MI; Three Rivers Christian School, WA; Triad Baptist Christian Academy, NC; Trinity Christian Academy, NC; Trinity Christian School, MI; United Faith Christian Academy, NC; Washtenaw Christian School, MI; Wayne Christian School, NC; West Michigan Christian Schools Collaborative, MI; Western Oklahoma Christian School, OK; Westminster Schools of Augusta, GA; Westside Christian Academy, OH; Whitefield Academy, GA

#### **Our CSM Consultants:**

Bill Simmer, Wilmington, DE  
 Patrick Carlove, Carrollton, TX  
 Greg Deja, Grand Rapids, MI  
 Tom DeJonge, Grand Rapids, MI  
 Simon Jeynes, Ridgetown, Ontario  
 Jenny Knight, Miami, FL  
 Cade Lambert, Des Moines, IA  
 Jim Primus, Grand Rapids, MI  
 Bill Shelnutt, Montgomery, AL  
 Daniel Simon, Sanford, NC

#### **Our CSM Team:**

Janice Deprez, Website Manager / Member Partner  
 Katie Reynolds, Chief Financial Officer  
 Simon Jeynes, Executive Director

## Dates To Note

*National Catholic Education Association Annual Conference April 19-21, 2022*

Meet us in New Orleans, LA and participate in Simon's workshop on the Stewardship of Sacred Time.

*Best Practices Conference June 13-15, 2022*

Meet us at Maranatha High School, Pasadena, CA as Bill and Simon participate in the Wheaton Academy Institute Conference focused on becoming a Transformational Christian School.

NOTE: we are happy to speak at conferences and for groups of schools. Send us an invitation!

*2022 CSM Transformation Leadership Academy Online*

July 19-22 Pt. One (Sophia) and July 26-29 Pt. Two (Poimen)

To train, mentor, and inspire a generation of Christian school leaders who will transform their schools with and for the next generation of children to powerfully impact the world for Jesus.

<https://christianschoolmanagement.org/3836-2/>

*CSM Consultant Training November 8-9, 2022*

For those interested in joining the CSM community in partnering with our schools to help them grow and thrive. Attendance is capped at 12 total. Contact the Executive Director with your expression of interest. Our intent is to grow to 100 consultants working with 400 schools a year. We are currently at 10 with 6 in the pipeline.

