



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 2022

Christian School Management

Email:

christianschoolmanagement@gmail.com csmcfofinance@gmail.com, and
christianschoolsurveys@gmail.com

Websites:

christianschoolmanagement.org christianschoolsurveys.org christianschoolscheduling.org

Online Learning: csmlearn.org

Thanking God in our 5th year!

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

In 2022, we worked with schools on leadership transitions, strategic and financial planning, CSM's new compensation model, Board training and retreats, high school additions, strategic health check, amalgamation, annual fund training, as well as Executive Coaching and Campaign Coaching.

One of many affirmations for our sensitive partnerships with our schools!

"They do a good job of asking questions. They got to know us as a school. There are general norms about any organization or group, and they did a good job of helping us identify who we are and distinguish us uniquely - not just one size fits all."

Becky Miedema, Head of HR, Des Moines Christian School, IA

We served 29 Christian schools this year representing over 17,000 students. We are working with five startups in addition. The Kingdom is coming here on earth as it is in heaven.

In This Report

We are still in COVID and yet learning to live with it. A number of schools are experiencing the blessing of the COVID BUMP. We are helping them make that blessing a sustainable increase. 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

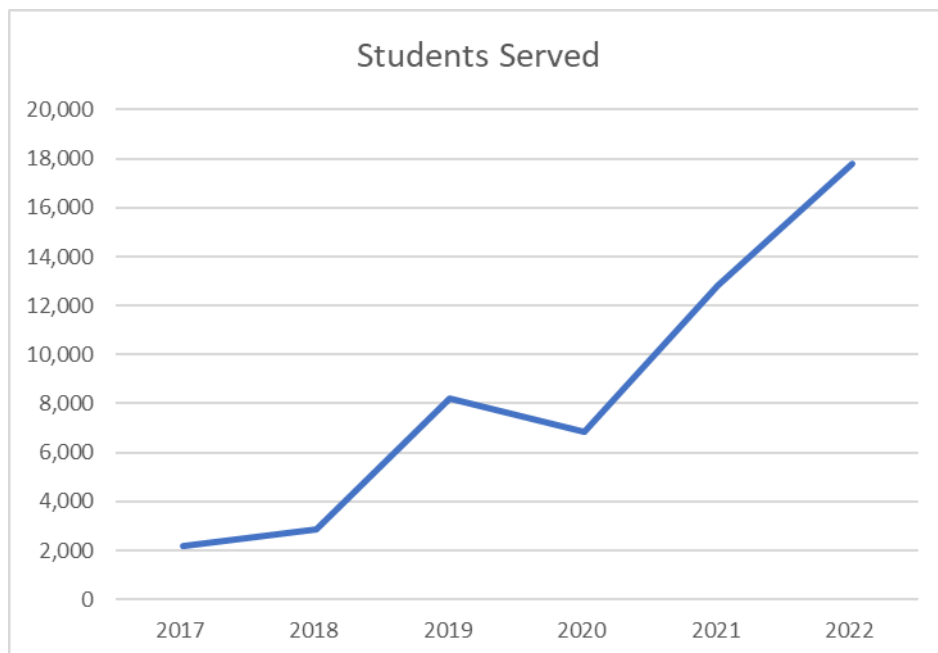
Christmas 2022

Income and Expenses

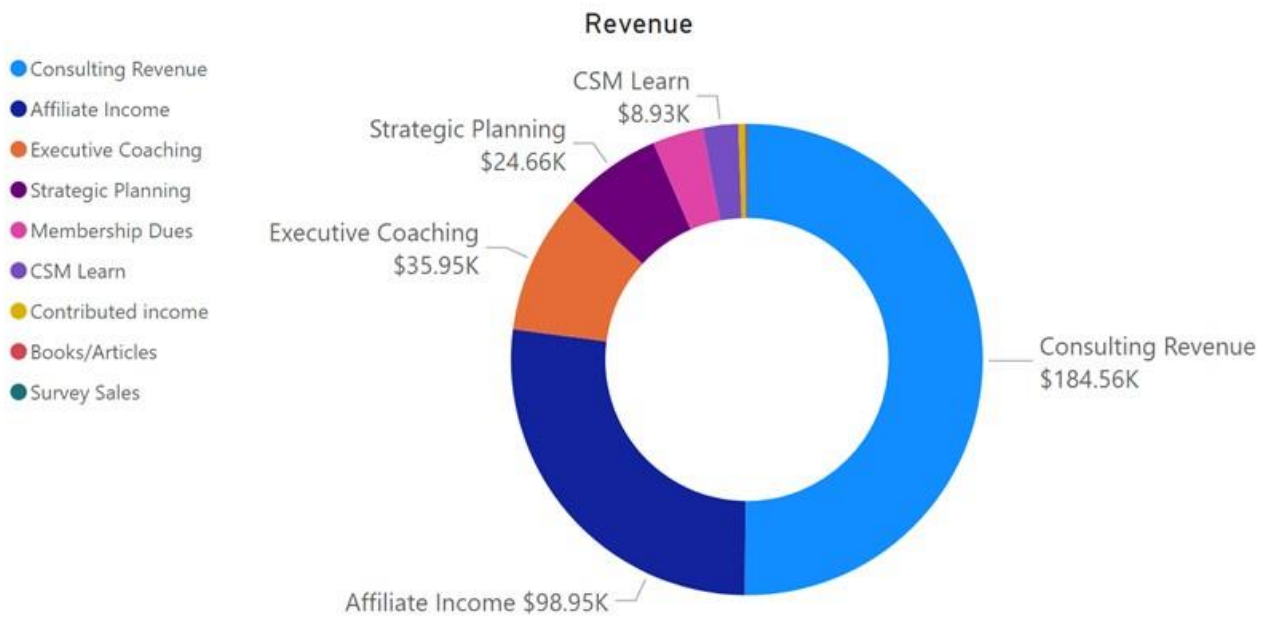
CSM income is derived from four sources – working (consulting) with schools; income from our members (THANK YOU) who are a great encouragement; from our products; from donations - yes, we are a 501(c)3. **Our impact growth through consulting is noted here in revenue terms:**



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 have grown 38.8% over 2021!



See the next page for a breakdown of our income and expenses.



Note: Of consulting revenue, 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. a much better search engine for the CSM Library that members are using more and more.

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 have now finished developing a Trustee Level Two Certification taking Trustee understanding deeper. This includes five modules:

Module 1: The Christian School Head Stewardship Committee

Module 2: The Christian School Building and Grounds Committee

Module 3: The Christian School Finance Committee

Module 4: The Christian School Philanthropy Committee

Module 5: The Christian School Board Stewardship Committee

We continue to be grateful for the support ACSI provided in getting this important initiative off the ground. ACSI schools have benefited by having preferred pricing. Of course, CSM Members always have the best pricing for all CSM's services!

Website Visits to christianschoolmanagement.org

2019 13,436

2020 16,218

2021 20,712

2022 27,332

Our other websites include:

christianschoolsurveys.org with indepth information about all of our surveys.

christianschoolscheduling.org including a feature on the only Christian school scheduling book in the entire world!

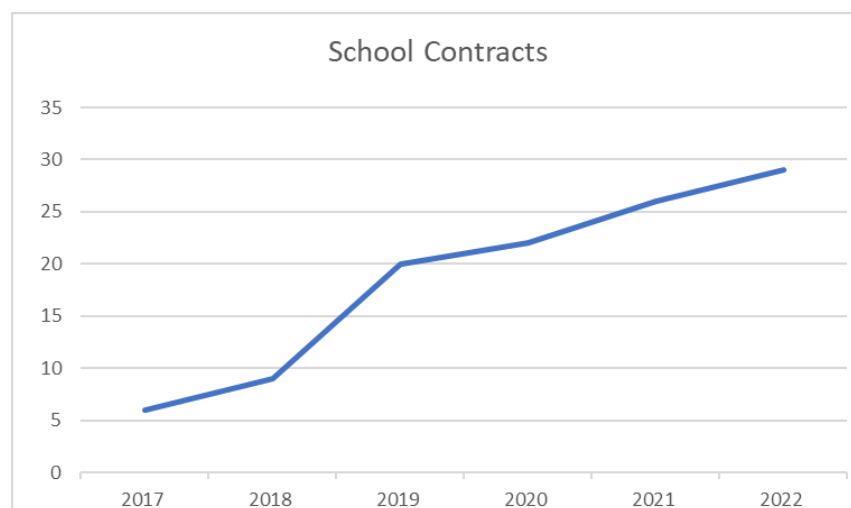
csmlearn.org that showcases CSM's asynchronous learning modules.

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 2022 significantly expanded our impact as eleven (11) CSM Consultants worked with more schools than ever:



In addition, Entheos now goes out to over 2400 readers in over 800 schools and is opened by over 1,000 discreet Christian educators each and every week – a 28% increase over last year. 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 3rd party companies

This year, we accomplished the following:

- Finished development of a Board evaluation tool, the CSM KPI Instrument
- Based on client critical feedback, reworked two modules of Level One Trustee Online Training
- Developed Level Two Trustee Online Training (hopefully available January 2023)
- Invited Prakash Nair of Education Design International to spend a day with the CSM Consultants
- Supported continued primary research in developing Christian School Surveys
- Developed a search engine for the CSM Library (now with over 260 articles)
- Funded the development of CSM's 6th Management / Leadership book: Christian School Trustee Handbook 2nd Edition: Servant Leadership for the Next Generation

Surveys – Data Matters!

In 2021, we published the Student Listening Survey based on primary research carried out in CSM schools. In 2022, we completed the research and developed the instrument for the Faculty Culture Survey. This Fall, we had our first schools use both these surveys. While there are many technological challenges that we had to and continue to have to overcome, it is wonderful to have Christian Surveys available for our schools. As is always the intent of CSM in targeting schools with tuition less than \$14,655, the price has to match the school's budget and be both believable and affordable. We are able to offer one survey for \$499 and two surveys for \$799.

In 2022, we completed the primary research needed to develop the next two surveys in this suite of surveys. The first is the Parent Experience Survey and the second is the Employee High Performance Survey. We carried out a thorough review of the primary literature in these fields before embarking on our own research – and, indeed, built on that primary work. The Employee Survey research is complete. We are looking for schools to carry out the second round of Parent Survey research.

One of the most significant challenges in developing a survey is ensuring that the respondent has the ability / knowledge to answer the questions. Many surveys 'look' good on the outside but examination betrays the reality that the outcomes are not helpful because the survey participants are not qualified to provide the feedback requested. Our hope is that we avoid this problem!

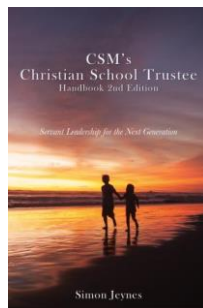
We look forward to being able to report in the next Annual Report that all four are up and running!

We also published our Board Key Performance Indicator Survey providing a cheap tool for Boards to truly and simply assess their school's strategic position.

Pricing is a key part of surveys since schools should carry them out on an annual basis. We are proud that our surveys are cheaper by a factor of at least 500% than any other Christian / independent school surveys in the marketplace.

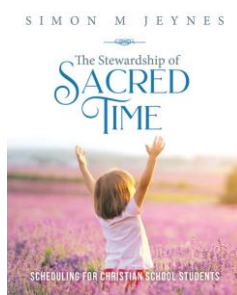
CSM BOOKS

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. 2022 saw the publication of our sixth book and our endorsement of a sixth.



This completely updated 2nd edition of the Trustee Handbook reflects the latest educational research, CSM's years of experience in our Christian schools since 2017, and deeper Biblical study. The Handbook is both a practical training manual and a call to servant leadership. Our schools need excellent leadership – of the right type! Each chapter provides Scripturally founded and proven-in-action advice and counsel with practical steps, clear timelines, and all based on CSM's 7 Principles. Find answers to almost any question. This is an ideal accompaniment for a Board retreat, for deepening the Board's own governance practice, rethinking the by-laws, or writing the Principal's contract. The job of Trustee is one that requires faith, grit, hope, and a desire to learn and serve. Read this book and be inspired as you support the school's mission on behalf of the next generation of children.

We remind our readers of the other books comprising the best Christian management / leadership library in North America.



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.

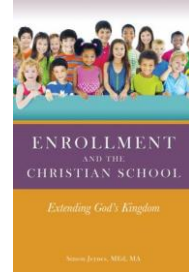
2021 Teacher Do You Love Me? By Deborah Miller examines 1 Corinthians 13:4-8 through the lens of teaching and learning. Each chapter unpacks a word or phrase from "Love is Patient" to "Love



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. We appreciate the opportunity to partner with Deborah and support her book.

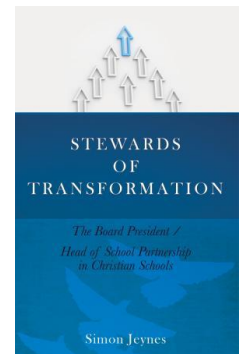
2020 Enrollment and the Christian School: Extending God's Kingdom

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.

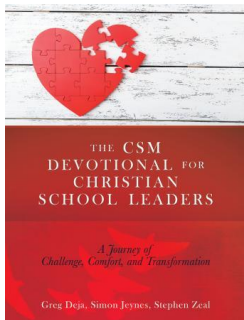


2018 Stewards of Transformation: The Board President / Head of School Partnership in Christian Schools

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!

We are already writing our 2023 book/s – we will be excited to announce them!

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 1,000 a week today. Our average open rate is 33.6% with a high of 41.6% compared with our peer open rate of 29.3% (mailchimp data). We have an unsubscribe rate of only 0.03%. Here is just a snapshot as to where it has gone.

October	305	286	287	293		1171	293	2018
October	341	332	353	252	331	1609	322	2019
October	470	368	494	501		1833	458	2020
October	630	648	604	676	678	3236	647	2021
October	697	951	974	968	981	4571	914	2022

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. By the end of 2022, CSM had published **264** articles (don’t forget the **six** 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 are now adding a 12th category: the Leadership / Management Team.

We distribute to over 2400 school leaders across the United States and Canada. We even have a few from overseas such as Sweden, Australia, Brazil, and Nigeria. For our members, there are now c. 265 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 the Foundation.
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 2022 CSM Board of Trustees:

Greg Deja, Grand Rapids, MI

Tom DeJonge, Grand Rapids, MI

Denise Marti, Burlington, NC

Bill Simmer, Wilmington, DE

Bonnie Swan, Wilmington, DE

Mychal Thom, Cottage Grove, MN



Our CSM Member Community (December 31, 2022):

All Nations Community School
Alpha Omega Academy
Asheville Christian School
Bethany Christian School
Billings Christian School
Blue Ridge Christian
Brentwood Academy
Byron Center Christian School
Calvary Christian Academy
Casper Christian School
Cedar Valley Christian School
Central Christian Academy
Christian Heritage School
Columbia Christian School
Coram Deo Academy
Coulee Christian School
Covenant Christian School
Covenant Day School
Crown Point Christian
Dayspring Christian Academy
Denver Christian School

Des Moines Christian School
Dominion Ridge Academy
Emmaus Christian School
Faith Academy Iowa
Faith Christian Academy
Faith Heritage School
Fremont Christian School
Gateway Christian Schools
Gloria Deo Academy
Grace Christian School, Vermont
Grand Rapids Christian School
Grand View Christian School
Granville Christian Academy
Harvest Christian School
Heritage Oak School
Hope Academy
Lake Center Christian School
Lakeland Christian School
Landmark Christian School
Leadership Christian Academy
Legacy Christian Academy
Legacy Christian Academy
Lighthouse Christian School
Maranatha High School
Marshalltown Christian School
Maximum Elementary School
Mid Vermont Christian School
Millersville Christian Academy
Neuse Christian Academy

New Jersey United Christian Academy
Northern Michigan Christian School
Northlake Christian
Northlake Christian School
Nouvel Catholic
Ocean View Christian Academy
Our Savior's Christian School
Palmetto Christian Academy
Pan American Christian Academy
Parkview Christian Academy
Phil-Mont Christian Academy
Plumstead Christian School
Providence A Christian Montessori
Community
Rainier Christian School
RC Smith Christian Academy
Redeemer Classical School
Regents School of Austin
Ripon Christian Schools
Rock Solid Christian Academy
RSM Christian School
Seccina Memorial High School

Seattle Classical Christian
Sioux Center Christian School
Sioux Falls Christian School
Southwest Christian
St. Mary's School
Summit Christian School
Surrey Christian School
The Frankfort Christian Academy
The Geneva School
The King's Academy
Three Rivers Christian School
Triad Baptist Christian Academy
Trinity Christian School
Trinity Christian School
United Faith Christian Academy
Unity Christian High School
Washtenaw Christian
Wayne Christian School
West Michigan Christian Schools, Michigan
Western Oklahoma Christian School
Westside Christian Academy
Whitefield Academy

Our 2022 CSM Consultants:

Aaron Coon, Dover, DE
Tom DeJonge, Grand Rapids, MI
Dan DeKam, Muskegon, MI
Marlin Groff, Kinzers, PA
Simon Jeynes, Ridgetown, Ontario
Jenny Knight, Miami, FL
Cade Lambert, Des Moines, IA
Bill Simmer, Wilmington, DE
Daniel Simon, Sanford, NC

Our 2022 CSM Team:

Ian Boone, Chief Financial Officer
Janice Deprez, Website Manager / Member Partner
Simon Jeynes, Executive Director

Dates To Note

CSM Philanthropy Retreat, March 27-28, 2023 in Denver CO

Join your colleagues and hone your leadership skills (receive 2 credits towards your CSM Principal Certificate), find out more about Christian Philanthropy, and plan even better with richer outcomes. Led by Marty Riggs, Senior Director of Giving and Alumni Relations, Landmark Christian School, GA, Dennis Zwirchitz, Advancement Director, Legacy Christian Academy, MN, and Simon Jeynes, Executive Director, CSM.

[Conferences - Christian School Management](#)

Best Practices Conference June 12-14, 2023

Meet us at Greater Atlanta Christian School, GA as Bill Simmer and Simon Jeynes participate in the Wheaton Academy Institute Conference focused on becoming a Transformational Christian School.

Southeast Christian Schools Convention, September 27-29, 2023

Meet us in Myrtle Beach, FL and enjoy fellowship, networking, and going to our workshops there! Bill Simmer, Jenny Knight, and Simon Jeynes will be there to meet and have conversation with you!

2023 Governance/Finance/Teachers Retreat October 5-6

In partnership with and hosted by Grace Christian School, Bennington, VT
Principals and leadership on the 5th and 6th Teachers on the 6th

CSM Consultant Training

Another eight fine Christian educators joined us at a retreat center in Philadelphia in November 2022 for CSM consultant training. We are grateful to God that so many want to support Christian education and our children in this way. We will be taking a pause in new Consultant Training in 2023 since we have been blessed with many high quality candidates and need to integrate and maintain the high level of consulting standards that CSM is known for. God willing, we will be ready to begin training new consultants in November 2024.

