



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 2023

## Christian School Management

Email:

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Websites:

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

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

# Thanking God for our 6<sup>th</sup> full year!

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

In 2023, we worked with schools on Strategic Planning / Strategic Financial Management; teacher professional development; teacher compensation / merit pay; survey analysis; budgeting; facilitation of Board retreats; campaign feasibility studies; management structure analysis; annual fund training; merger and acquisition; scheduling; and executive coaching.

## One of many affirmations for our collaborative partnerships with our schools in 2023!

“You are the civil and mechanical engineers of school leadership. I know we have to be the subcontractors who do the work – but we could not have done it without you. BTW – I cannot believe you made all that come together in 4 days. It looks like a month’s amount of work.”

Denise Marti, Head of School, Providence Christian Montessori Community, NC

***We served 28 Christian schools in the 2023 calendar year  
representing 14,296 students.  
The Kingdom is coming here on earth as it is in heaven.***

## In This Report

We are finally moving away from COVID, both its physical threat and psychological curse. Inflation is slowly coming down; interest rates have stopped going higher. The Satan’s world goes up and down. But we trust in the Word of God, the same yesterday, today, and forever (Hebrews 13:8). We claim the victory every day (Philippians 4:12)!

**Simon Jeynes**  
**Executive Director**  
**Christmas 2023**

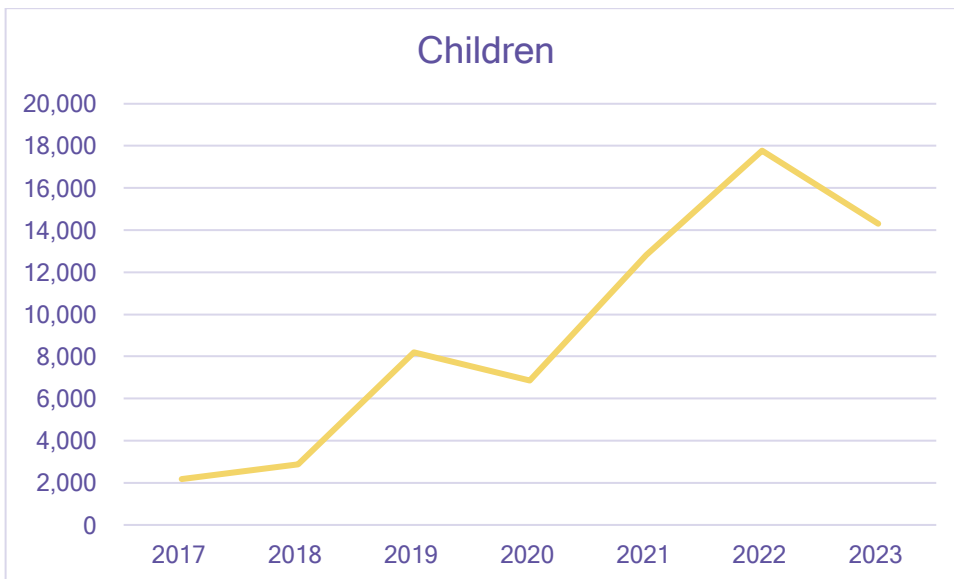


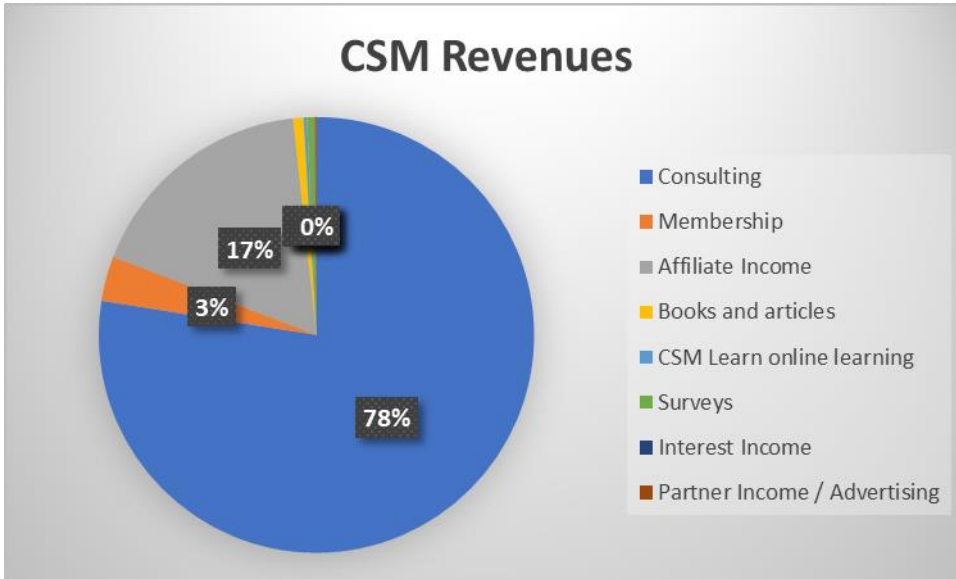
# Income and Expenses

CSM income is derived from four sources – working (consulting) with schools; income from our 203 members (THANK YOU) who are great sources of encouragement; from our products; and from donations to our 501(c)3. **Our impact through consulting is noted here in revenue terms:**

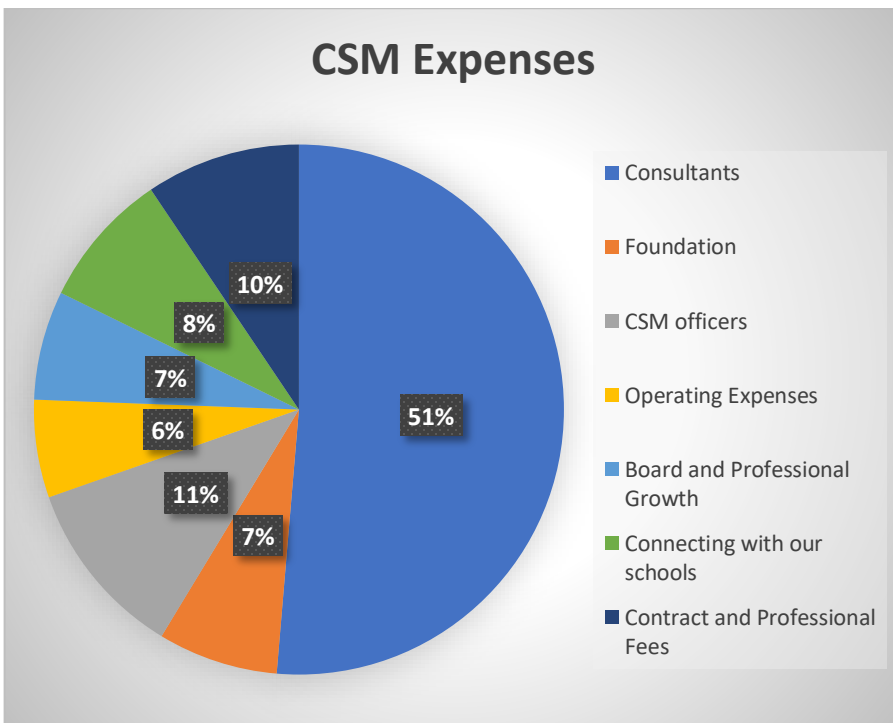


More importantly, our impact on children continues to be significant. CSM’s primary focus is ensuring that our children can be brought up in the fear and nurture of the Lord through Christian schools, bringing hope to the Christian school movement. Our income dropped 19.6% from the previous year. We are excited that we still positively impacted over 14,000 children!





When our schools pay consulting fees, 70% goes to our consultants. We typically deploy two consultants on each consult (because Jesus sent his disciples out in twos) so they earn an average of 35% each. Schools pay consulting fees proportional to their tuition i.e. to their major source of revenue. In this way, all client schools pay the same relative amount.

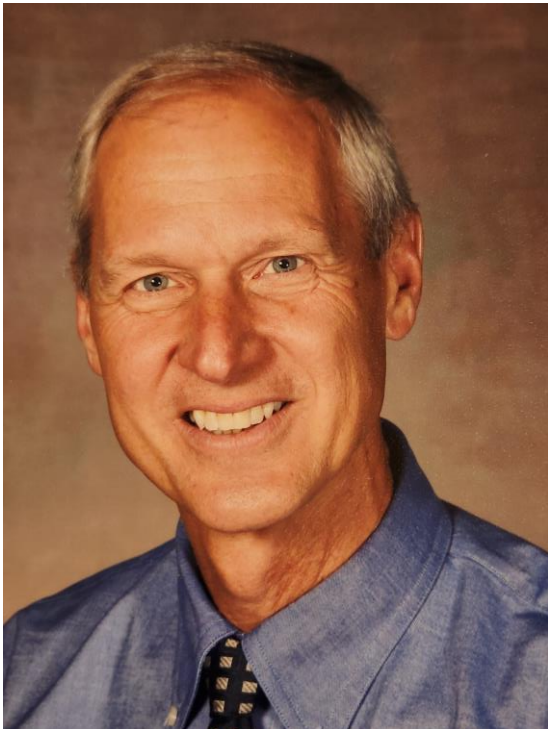


CSM tithes 10% of all revenues into the CSM Foundation that supports: startups, primary research, the creation of tools that currently don't exist for Christian schools, the development of Christian learning communities in underserved areas, and the publication of books (one per year to this point) most of which are unique to our Christian school movement. We see CSM's job as not to replicate what is being done well but to provide insight and support to address the enormous gaps that exist.

## Our Operations Manager

Everyone at CSM is a contractor or hourly paid worker. In 2023, we are happy to welcome our first employee! Because the organization has become so complex, interactions with clients have increased significantly in the areas of inquiries, general questions, requests for proposals, and specific issues-based conversations. As we experienced an increase in client interaction, it became apparent that CSM was beginning its transition from the entrepreneurial phase to the adolescent phase of organizational growth.

We are therefore delighted to welcome Gerry Goede as CSM's Operations Manager. You can reach



Gerry at [gerryg@christianschoolmanagement.org](mailto:gerryg@christianschoolmanagement.org). After 20+ years in the nuclear industry using his skills in planning, scheduling, controls, and financial management, Gerry was called by God to Christian schools. He taught for 15 years and served as an administrator for 10 years. He continues to teach calculus online for fun. For CSM, he is the first voice a client hears, the primary organizer of CSM's affairs including the calendar, and is implementing a CRM platform so that consultants are appropriately supported in their service to our client schools. While he won't promise that there will be no gaps for things to fall through, we're pretty confident that he will make CSM far more effective. If you meet him out in public, he's likely to be tandem cycling with his wife. Given he lives in Montana, that would be a great place to accidentally bump into him! We are blessed to have him and thank God for his calling.

### Website Visits to [christianschoolmanagement.org](https://christianschoolmanagement.org)

2019	13,436
2020	16,218
2021	20,712
2022	27,332
2023	29,207

Our other websites include:

1. [christianschoolsurveys.org](https://christianschoolsurveys.org) offering in depth information about all of CSM's surveys.
2. [christianschoolscheduling.org](https://christianschoolscheduling.org) including the only Christian school scheduling book in the entire world.
3. [csmlearn.org](https://csmlearn.org) showcasing CSM's asynchronous learning modules.

## Our Research Director

2023 finally saw our primary research initiative come alive. From CSM's founding, we have wanted to inspire primary research directly in our own Christian schools. After 200 years of Christian education, there is virtually no relevant research that we can point to! That's ridiculous! We began our research



road with studies leading to the CSM surveys that we now offer. But that was just skimming the surface.

Enter Dr. Danielle Boone, whose credentials include: a Bachelor's and Master's in Psychology and a PhD in Educational Leadership and Administration from the University of Dayton. Dr. Boone has agreed to head up our research work. Danielle has a varied work background including with the Armed Forces. She lives a vibrant faith life that includes Catechetical Certification with the Diocese of Cincinnati. She has the professional, personal, and spirit-filled qualities to discern CSM's research priorities moving forward. With her leadership, we have initiated a number of conversations with various universities to inspire master's, doctoral, and post-doctoral students to use their research talents and skills in service of Christian

schools and the Christian school movement more generally.

The CSM Foundation offers research grants of up to \$4,000 per project. The research funded by this grant program contributes to and expands upon the extant body of published research regarding education in Christian K-12 schools. All research funded through this program will equip and empower Christian school leaders and teachers with evidence-based knowledge.

We are delighted to announce our first research partnership with Grand Canyon University, Arizona. Our first accepted grant proposal is from Dr. Amy Yoder. Dr. Yoder's project is titled *Generation Z's Experiences and Demonstration of Spiritual Practices in a Secondary Christian School*. Amy wrote this in her research proposal: "Despite significant research in Christian education, there remains a gap in understanding the educational experiences of Generation Z students and their perceptions of Christian schools and engagement with spiritual practices (Drexler & Bagby, 2021; Kanakanui, 2017; Lu, 2021; Yoder, 2020; Yoder, 2023). Moreover, limited attention has been given to factors that facilitate or hinder their spiritual growth in the Christian school environment (Drexler & Bagby, 2021; Kanakanui, 2017; Lu, 2021). This study aims to explore Generation Z students' experiences in Christian schools, shedding light on factors shaping their faith journeys and to provide valuable insights for Christian school educators and other stakeholders to enhance spiritual formation." Amy is an English teacher at Northwest Christian High School.

Funding for the CSM Research Director and for the research grants comes from the CSM Foundation. We don't typically ask for philanthropic investment - we don't need it to run CSM. But if you are thrilled by this CSM research initiative and want to help us grow it, please feel free to send us a donation. All donations go directly to the work of the Foundation and may be made using this link. [Giving To CSM - Christian School Management](#) The Foundation can support up to five grants per year and that is our goal for the 2024-25 academic year as we continue to develop our university relationships. We would love to support even more research.

In the same light, if you have teachers / administrators who are undertaking research projects, please don't hesitate to have them contact Dr. Boone at [dboone@christianschoolmanagement.org](mailto:dboone@christianschoolmanagement.org) and to see how we might support their professional growth – and benefit all Christian schools at the same time. We would be happy to send you our CSM Research Handbook to provide more information about the research process.

#### **Our CSM Member Community (December 31, 2023):**

We grew from 157 members in 2022 to 203 members in 2023. We are so grateful to all our members for encouraging us in this way. Of course, there are enormous benefits for our members as well! Each CSM subscription provides:

1. Member access for the whole community (for school employees and the Board).
2. Access to a free library of over 300 Entheos articles.
3. MembersMatter, which is sent out once a month and includes a special offer for members, such as an operational tool, a free resource, or preferential pricing on CSM's services and events.
4. Advantage pricing on consulting fees that is 60% of what is billed to non-members.
5. Online training for Trustees (at 2 levels) with a 50% savings.

Membership fees make support of the Christian school movement possible. Your prayers sustain us in the conversations we have with Christian school leaders on an almost daily basis. CSM value grows year by year because while inflation increases, your member pricing never does. Membership fees are locked in forever.

If your school is not a member, please join us and the movement to revive Christian schools. [CSM Membership - Christian School Management](#) Only \$8.67 a month – locked in forever!

# CSM Foundation and Reinvestment

The Foundation continues to positively impact what we are able to accomplish on behalf of Christian schools. 10% of all CSM revenues are dedicated to the Foundation, which serves the following purposes:

1. The development of products.
2. Supporting the professional development of individuals from qualifying member Christian schools attending CSM conferences.
3. Supporting the professional development of CSM consultants, CSM employees, and the Executive Director.
4. Supporting research that will benefit Christian schools and expand CSM's reach and impact.
5. Providing grants to member schools for consulting and/or coaching services (the member school must pay at least 10% of the total cost).
6. Supporting Christian school-startups.



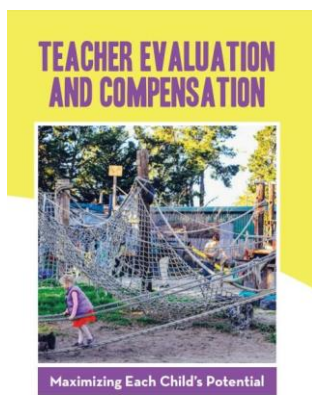
In 2023, the CSM Foundation accomplished the following:

- Supported three schools with advice and counsel.
  - Funded the first High Impact Schools Retreat that brought together 7 schools from New York and Vermont and 4 CSM experts to form a professional learning community.
- Funded the CSM Research Director and awarded the first CSM Research Grant of \$4,000.
  - Developed a Strategic Planning app for consultants to use when carrying out Strategic Plans / Strategic Financial Management with Christian schools.
  - Funded the development of CSM's 7<sup>th</sup> Management / Leadership book: *Teacher Evaluation and Compensation – Maximizing Each Child's Potential*.
  - Partially funded the first CSM Philanthropy Retreat in Denver, CO.
  - Began work on a Survey app to provide surveys at an accessible price. We hope to complete development of this app in 2024.
  - Hosted the CSM Consultant Retreat that brought together 15 amazing, talented and committed Christian school leaders for 1.5 days to think and learn together.



## CSM BOOKS

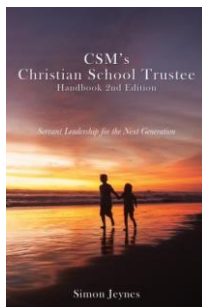
CSM provides practical, Scripture-infused, research-based, experience-tested advice and counsel. There is remarkably little in the marketplace that isn't secular, out of date, or impractical from a Christian school's perspective. Given the 16,000+ Christian schools in the marketplace, there is great need for a library of Christian school leadership / management books. CSM is filling that need. 2023 saw the publication of our seventh book. CSM now has the leading library of Christian school leadership/management materials in North America and, quite possibly, worldwide. CSM's books include:



T. Broce, S. Jeynes, and J. Knight

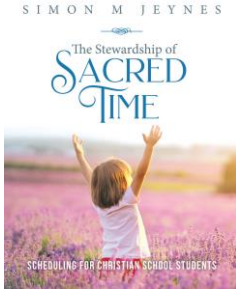
**2023 Teacher Evaluation and Compensation: Maximizing Each Child's Potential.** For 50 years teacher evaluation has changed very little. How do we know? Nothing has changed for the child! What if the academic administrators' main focus is serving and leading each teacher on behalf of the child? What if we adopted Jesus' own manner of intentional conversation? And maximized children's outcomes. This is a how-to book. Evaluate and compensate always with the child in mind. This is how. Authors Terri Broce, Jenny Knight, and Simon Jeynes collaborated on this book based on in-depth CSM consultations carried out with several Christian schools who wanted to deeply impact their faculty culture, reward great teachers, and ensure that there was a clear and

indisputable benefit to the child as a result. [CSM Books - Christian School Management](#)



**2022 CSM's Christian School Trustee Handbook: Servant Leadership for the Next Generation.** 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

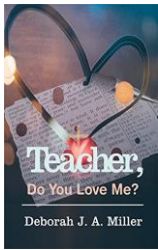
timelines, and all based on CSM's 7 Principles. Find answers to almost any question. This is an ideal accompaniment for a Board retreat, for deepening the Board's own governance practice, rethinking the by-laws, or writing the Principal's contract. The job of Trustee is one that requires faith, grit, 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. [CSM Books - Christian School Management](#)



**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.

[CSM Books - Christian School Management](#)



**2021 *Teacher Do You Love Me? By Deborah Miller*** examines 1 Corinthians 13:4-8

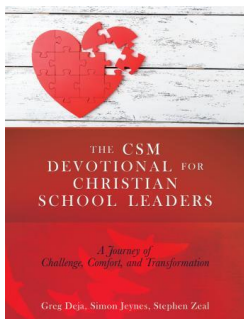
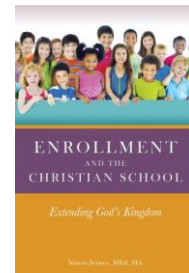
through the lens of teaching and learning. Each chapter unpacks a word or phrase from "Love is Patient" to "Love Always Perseveres" using stories, definitions, research, Biblical references, and illustrations to help educators understand and apply the various aspects of the Love is and Love is Not's outlined in the book's key passage, 1 Cor. 13:4-8. We appreciate the opportunity to partner with Deborah and support her book. [CSM](#)

[Books - Christian School Management](#)

**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. [CSM Books -](#)

[Christian School Management](#)



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

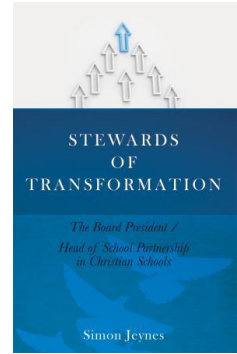
This devotional is the only one in the marketplace for our leaders. Remarkable! It is a collaboration between an Evangelical, a Catholic, and an Episcopalian. Only the Gospels and the Psalms are referenced since this is intended as a Jesus centered devotion. It speaks to the heart of the issues that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

[School Management](#)

**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!

[CSM Books - Christian School Management](#)



We are already writing our 2024 book – we will be excited to announce it!

## Entheos

CSM’s advice and counsel letter began in February of 2018. Active readership has steadily increased from less than a 100 per week in 2017 to over 1,200 a week at the end of 2023. Our average open rate is 45.6% with a high of 46.7% compared with a peer open rate of 29.3% (Mailchimp data). We have an unsubscribe rate of only 0.03%. Here is a snapshot.

<b>November</b>	<b>293</b>	<b>2018</b>
<b>November</b>	<b>318</b>	<b>2019</b>
<b>November</b>	<b>536</b>	<b>2020</b>
<b>November</b>	<b>707</b>	<b>2021</b>
<b>November</b>	<b>998</b>	<b>2022</b>
<b>November</b>	<b>1,208</b>	<b>2023</b>

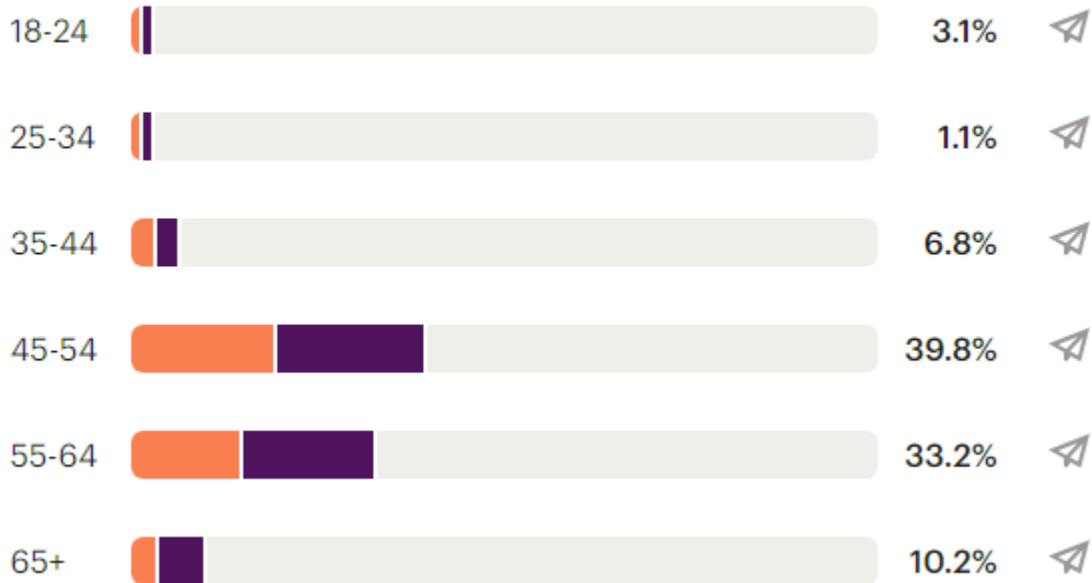
Please share with your colleagues how to subscribe to this [free](#) resource, which can be requested by email from CSM’s website. The entire library of articles is available free to our members. We were so excited to publish our 300<sup>th</sup> edition of Entheos in 2023. The CSM library now has over 300 articles spanning 12 management/leadership learning domains:

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

We distribute to over 2500 school leaders across the United States and Canada. We even have a few overseas members, representing schools in Sweden, Australia, Brazil, and Nigeria. Our current membership level compelled us to move into the next user level of Mailchimp! CSM's membership represents a diverse range of Christian school professionals from an age perspective, with a few members engaging at the beginning of their vocations (including education students) and most engaging mid to late vocation.



### Age Range



## 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
- Donations help us invest back into our Christian schools through the CSM Foundation.
- Donations do not go to administration. All donations are reinvested to meet crucial Christian leadership needs.



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 who need CSM might find CSM.
- 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 2023 CSM Board of Trustees:**

Tom DeJonge, Grand Rapids, MI

Denise Marti, Burlington, NC

Bill Simmer, Wilmington, DE

Bonnie Swan, Wilmington, DE

Mychal Thom, Cottage Grove, MN

### **Our 2023 CSM Consultants:**

Aaron Coon, Dover, DE

Tom DeJonge, Grand Rapids, MI

Dan DeKam, Muskegon, MI

Patricia Fagin, Summerville, SC

Gerry Goede, Bozeman, MT

Marlin Groff, Kinzers, PA

Brian Hazeltine, Rockford, MI

Simon Jeynes, Ridgetown, Ontario

Jenny Knight, Miami, FL

Cade Lambert, Des Moines, IA

Martin Riggs, Fairburn, GA

Bill Simmer, Wilmington, DE

Daniel Simon, Sanford, NC

### **Our 2023 CSM Team:**

Danielle Boone, CSM Research Director

Gerry Goede, Operations Manager

Ian Boone, Chief Financial Officer

Janice Deprez, Website Manager / Member Partner

Simon Jeynes, Executive Director

## Dates To Note

*CSM 2<sup>nd</sup> Philanthropy Retreat, March 25-26, 2024 in Denver CO*

Join your colleagues to hone your leadership skills (receive 2 credits towards your CSM Principal Certificate), and drive transformational giving with a deep dive into understanding and stewarding our leadership donors. Led by Marty Riggs, Chief Generosity Officer, Landmark Christian School, GA, Dennis Zwirchitz, Advancement Director, Legacy Christian Academy, MN, and Simon Jeynes, Executive Director, CSM.

[Conferences - Christian School Management](#)

*High Impact Schools Retreat, October 10-11, 2024*

Christian leaders and teachers are gathering for a wonderful time of community, fellowship, and learning at Grace Christian School, Bennington, VT. A Retreat is intended to give you space to reflect on your purpose and role in important Christian school leadership areas. It provides you the opportunity to learn from CSM professionals and from each other. In this professional learning space, you have time to reflect apart from the “busyness” of your typical day. During the sessions, you will utilize your own information / data in order to plan so that you return to your school with new approaches and knowledge—and a plan for specific actions you will take. We are providing two days for Christian school administrators and one day for teachers. Mark your calendar now so the children can have the day off! [Conferences - Christian School Management](#)

*Michigan Association of Non-Public Schools, October 17-18, 2024*

Meet us in Detroit, MI and enjoy fellowship, networking, and intentional conversation. Seek out CSM Consultant Brian Hazeltine to say hello and share your dreams and desires!

For Jesus; Through Mission; With Students

