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Scan to view the
Statement of Faith
and Declaration of
Ethical and Moral
Integrity.



Scan to view
"The Santa Fe Way
Prayer Journal."

OPERATIONAL PLAN 2025-26

Dear SFC Families,

Children are the hope of the future. I often say, "When our children are young, we protect them from the world. As they mature into the teen years, we change to prepare them for the world." In fact, the Psalmist captures God's mandate that we are to go into the world and steward this earthly place. He writes in Psalm 115:16, "The heavens are the Lord's heavens, but the earth he has given to the children of man." Again, as our children grow up, we transition from protecting them from the world to preparing them for the world. Children are our hope for a bright future.

The Vision for Now and Later

The SFC Operational Plan is our vision for now and later. The present and the future – your children as youngsters and as adults. In 2045, what will the future look like for your children?

Thinking about the future has always fascinated me. My first deep dive into future casting came from a book called Megatrends by John Naisbitt. Since then, I have been captivated by imagining what lies 20 years ahead. I awaken every day with hope even though I can see societal decline. If the current cultural trends continue, there will be a decline in Western values, church attendance, the institution of a marriage between a man and a woman, and the birthrate in America. These shifts raise significant questions about the world our children will inherit. Yet, I am reminded of Revelations 21, and wake up every morning with optimism as our children are the message of hope that we send to a time we will not see.

Preparing Students for Now and Later

How does all of this apply to our partnership with you? To prepare your children for the future, we must do two things. First, we must create an environment where they flourish in the here and now. They must have a healthy dose of Jesus's words, "So do not worry about tomorrow; for tomorrow will worry about itself. Each day has enough trouble of its own." Second, we must prepare them for a future with hope, skills, and conviction.

Embracing Innovation and Rooted in Truth

In order to prepare students for the future, there is a multi-year initiative to move toward the implications of AI and

Continued on back cover

MISSION

To partner with Christian parents within a Bible-based community, in order to disciple students to embrace biblical truth, strive for academic excellence, and model Christ-like leadership to influence their homes, churches, and communities for Christ.

CONVICTIONS

*Statement of Faith and
Declaration of Ethical and
Moral Integrity*

VALUES

*"The Santa Fe Way Prayer
Journal"*

STUDENT LEARNING OBJECTIVES

Living Truth in Christ

STRATEGIC PLAN 2025-2030

OPERATIONAL PLAN 2025-2026

FINANCIAL PLAN 2025-2026

OPERATIONAL PLAN 2025–26

A K-12 PROGRAM PROVIDE A DYNAMIC FLOURISHING EDUCATIONAL PROGRAM.

1. Conduct ACSI/WASC Self-Study in preparation for our accreditation visit in Spring 2026. SFC is recommended to receive ACSI Exemplary Accreditation – designed for top-performing schools that maintain higher standards for all programs and operations. SFC is accredited by both the Association of Christian Schools International (ACSI) and the Western Association of Schools and Colleges (WASC) and is a member of the Council on Educational Standards and Accountability (CESA).
2. Commence formal curriculum review process for K-12 History/Social Science and The Arts (Visual and Performing Arts) program and reorganize our health curriculum to meet the developmental needs of the students.
3. Expand innovative learning opportunities through exploring AI in education and continue year two of the High School Intro to Business class.
4. Continue to support and assess student wellness needs through year two of the Wellness Center.
5. Incorporate an art collection into our curriculum and explore opportunities to share this gift with other schools and organizations as a tangible example of the gospel story.
6. Assess and update the SFC athletics program philosophy/apologia to ensure the consistency of the sports experience for students.

B RESOURCES EXECUTE FISCAL RESPONSIBILITY, SUSTAINABILITY, AND STEWARDSHIP TO MAXIMIZE AND SUPPORT THE K–12 PROGRAM.

1. Continue the pursuit of planning for the next phase upon Master Campus Plan approval (Elementary and Gym/Training facility), and field lights.
2. Expand the footprint of the campus by acquiring adjacent property to enhance the future programs of the school.
3. Enhance the player and fan experience through the purchase of a digital scoreboard. The new scoreboard also elevates our media arts department and production vision.
4. Strategically reduce operating costs by consolidating bus routes.

C EMPLOYEES RECRUIT, HIRE, DEVELOP, AND RETAIN GREAT EMPLOYEES.

1. Appoint a K-12 Arts Department Lead to further develop The Arts (Visual and Performing Arts) initiatives.
2. Enhance our long-term resource expansion plan to strengthen programming while being mindful of the impact on tuition.



Listen to the Head of Schools, our Board Chair, and our host, High School Principal Mike Siciliano, discuss the future of Santa Fe Christian.

D RELATIONSHIPS AND ADVANCEMENT

BUILD AND ADVANCE SFC THROUGH ADMISSIONS, MARKETING, COMMUNICATIONS, PUBLIC RELATIONS, FUNDRAISING, AND ALUMNI SUPPORT.

1. Enroll mission-aligned families in the key entry point grades of Kindergarten, 6th, and 9th by effectively engaging and nurturing prospective families through the admissions process, while also supporting retention efforts to keep current families connected and committed to SFC.
2. Build a strong reputation of SFC in the San Diego area by collaborating with mission-aligned organizations, such as Fellowship of Christian Athletes (FCA), and other Christian organizations by holding events, and publicizing stories that promote SFC as the top private Christian school.
3. Initiate a capital campaign with a compelling and strategic case for support, with all efforts grounded in

intentional cultivation and stewardship. Through our friendships and a defined vision, we inspire investment in the future of our school.

4. Ignite a new chapter of philanthropy within our community by encouraging families to support SFC through generous giving, continued involvement, shared impact, and legacy gifts that secure the future of our mission for generations to come.

E BOARD AND LEADERSHIP GOVERN AND ADVANCE THE MISSION OF SFC.

1. Actively participate in the ACSI Exemplary accreditation process to affirm high standards for all programs.
2. Advance strategic philanthropic vision for the capital campaign and endowment funds.
3. Define and develop near-term usage for the recently acquired property on Academy Drive.

Annual Key Markers

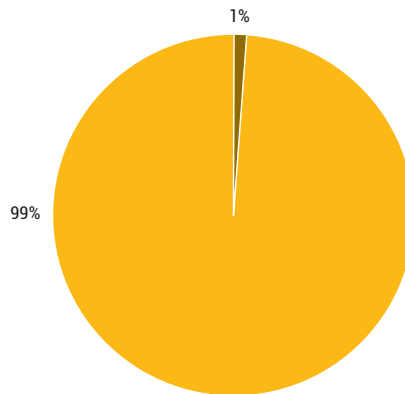
KEY MARKERS	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	TARGETS
K-12 Students (Aug. 17)	1,037	1,090	1,073	1,078	1,095		1,100 MAX
Reenrollment	89%	93%	94%	94%	92%		94%
Students on Tuition Asst.	29%	25%	25%	25%	26%		20-28%
Tuition Asst. Budget	15%	13%	13%	12%	15%		10-15%
Debt Service Ratio	5%	4%	2%	2%	2%		<5%
Total Employees	168	167	156	155	158		—
Total Budget (net)	\$19.0M	\$20.4M	\$22.0M	\$23.5M	\$25.0M		—
Total Donations	\$5M	\$4M	\$2.4M	\$1.9M	\$2.9M		—

*YTD through 5/1/25



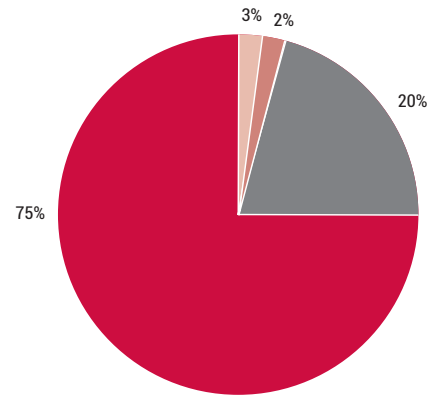
Annual Budget

Distribution of revenue and expenses is consistent with other K-12 schools of similar size (Data from CESA and ACSI)



Revenue

- Tuition & Fees
- Endowment



Expenditures

- Salary & Benefits
 - Operations
 - Debt Service
 - Capital Expenditures
- PEOPLE 75%
OPERATIONS 25%

SFC is a member of the Evangelical Council for Financial Accountability (ECFA).

Letter from Head of Schools, *continued from page 1*

technology in SFC's programs for the children. Regardless of how AI and technology meld into our programs over the next twenty years, we will continue to provide on-site education, mentoring children face-to-face, hand-to-hand, and heart-to-heart forever. We will ensure this continues through endowment visions and legacy-giving initiatives.

Our children must also live in the now. In order to prepare them for an unknown future, children must experience healthy homes, flourishing schools, and committed churches. The templates of these important institutions will give a child a vision of how they can lead in the future. SFC's Operational Plan shows you how we are in the now.

- Continuing our ACSI accreditation and adding their Exemplary accreditation status
- Utilizing a masterpiece art collection to cultivate a sense of beauty and aesthetic sensibility in the hearts of the children
- Advancing year two of the High School business class with a focus on entrepreneurship

- Adding a state-of-the-art LED scoreboard that will enhance athletics and catapult our media arts students far into the future by learning state-of-the-art technology
- Imagining future buildings: a permanent elementary building, a new gym/training center, a future chapel, and a future performing arts center

I am humbly honored and thankful that you, too, want to protect your children from the cultural decline of today's world and prepare them to be an adult leader in the world of the future.

Living the Truth in Christ,

Rod Gilbert
President and Head of Schools

SFC will celebrate its 50th anniversary in 2027-28! Stay tuned...

