



STRATEGIC PLAN 2025–30

Leadership Team

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PRESIDENT, HEAD OF SCHOOLS

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CHIEF FINANCIAL AND OPERATIONS
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Advancement Team

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DIRECTOR OF ADVANCEMENT

Catherine Cinquegrani
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Linda Howes
DIRECTOR OF ADMISSIONS

Dawn Saunders
DIRECTOR OF MARKETING
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Erin Mirich
ASSISTANT TO PRESIDENT,
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Board of Directors

Blake Bolton CHAIR

John Reaves VICE-CHAIR

Katherine Schoneman
TREASURER

Danielle Kruger SECRETARY

Rachelle Costa

Hack Adams

Michael Burer

Brooke Deutz

Marc McBride

Candyce Miles

Cara Miller

Kurt Rayners

Janean Stripe



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



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

Dear SFC Community,

Do you hear the echo of our 50th anniversary approaching? I do. Our beloved school was founded in 1977 with a vision and abundant prayers from many families. In just a few years, we'll be celebrating a remarkable milestone for Christian education in North County.

To carry the mission forward into the next fifty years, our Board of Directors and leadership team work each year on a five-year strategic vision grounded in our core principles and values. This plan reflects our commitment to remaining faithful to our mission while casting a vision for the years to come.

Our Strategic Plan is a four-page, principle-based document that affirms our convictions and outlines our ideal future. The attached **Operational Plan 2025–26** details how that vision is being lived out through specific, one-year objectives. Each May, we present a report on these objectives at the Annual Membership Meeting. You can view previous years' annual reports online.

As with last year, we made no changes to the wording of the **Strategic Plan 2025–30**, which remains identical to the Strategic Plan 2024–29. The Operational Plan is updated annually, so be sure to review the latest version to see dozens of new initiatives.

I'd like to highlight one key initiative for this year: the continuation of our ACSI accreditation renewal. Our last renewal occurred in March 2020. ACSI (the Association of Christian Schools International) is the largest evangelical accreditation association in North America. Alongside our regional accreditation through WASC, the ACSI renewal represents a valuable opportunity to improve our school. Our association with like-minded, faithful schools strengthens us.

We were honored to be invited to apply for ACSI's inaugural Exemplary Status—an invitation extended to only 18 other ACSI schools nationwide. We are already working on the application and will host the ACSI team in March 2026.

So, hold on to your hats as we embrace a fantastic 48th year and prepare for the celebration to come!

Living Truth in Christ,

Rod Gilbert
President, Head of Schools

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

See Statement of Faith and Declaration of Ethical and Moral Integrity

VALUES

See "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

A

K-12 PROGRAM

PROVIDE A DYNAMIC, FLOURISHING
EDUCATIONAL PROGRAM.

1. Build on the success of SFC by defining the Santa Fe Way (value statements) and advancing Christian Education from a Biblical Worldview.
2. Advance the Santa Fe Way as we Worship through our Scholarship, Mentorship, Companionship, and Stewardship.
3. Develop humble Christian leaders of tomorrow to fulfill our Christ-centered mission of preparing our students for a fast-paced world.

B

RESOURCES

EXECUTE FISCAL RESPONSIBILITY, SUSTAINABILITY,
AND STEWARDSHIP TO MAXIMIZE AND SUPPORT
THE K-12 PROGRAM.

1. Build on our tuition-driven model so tuition revenue covers costs, and additional capital funds pay for innovative capital projects.
2. Maximize the usage of our 17-acre campus to foster flourishing programs in an inspiring setting that promotes scholarship through a hospitable mentorship model.
3. Harness the power of technology in a way that strengthens our educational model and administrative effectiveness in our complex and changing world.

C

EMPLOYEES

RECRUIT, HIRE, DEVELOP, AND RETAIN
GREAT EMPLOYEES.

1. Build our team with Christian employees using performance-based compensation and competitive benefits.
2. Develop and strengthen employees through professional development, management theory, leadership theory, and a Biblical servant leadership model.
3. Prioritize operational excellence and precision so that every aspect of our administration thrives with creativity, liveliness, and fulfillment.

STRATEGIC PLAN 2025–30

D

RELATIONSHIPS AND ADVANCEMENT

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

1. Attract and admit mission-match families and students who will enhance our Christian school in the present and for future generations.
2. Tell our stories to the SFC community and evangelical Christians around the globe through a powerful marketing and communications plan.
3. Inspire a philanthropic culture that strengthens our mission through exceptional faculty, enhances delivery in beautiful buildings, and insures financial strength through an endowment.

E

BOARD AND LEADERSHIP

GOVERN AND ADVANCE THE MISSION OF SFC.

1. Advance the mission and vision of SFC in partnership with the Head of Schools and Board to develop strategic plans that factor in the changing educational landscape of the future.
2. Govern through a strategic board mindset that uses best practices aligned with other strong, large-scaled, independent evangelical Christian K-12 schools in the United States.
3. Challenge the Head of Schools to envision and execute operational excellence in teachers, coaches, and staff in a way that inspires the community and encourages a dynamic and mission-based school in all aspects of our programs.

SCHOOL VERSE

ISAIAH 40:31

"But those who hope
in the LORD will
renew their strength.

They will soar on
wings like eagles;
they will run and not
grow weary; they will
walk and not
be faint."



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LOOKING BACK

2020-21

COVID Year 1
School Open During COVID
Bold Step Campaign for Quad Complex

2021-22

Bold Step Quad Complex Construction Started
COVID Year 2
Community Coffees
Hire Chief Academic Officer
Hire Elementary School Principal
Enhance Campus Security
Relocate Middle School

2022-23

Bold Step Quad Complex 44,000 sq. ft. Completed
Loop Road Completed
Increase Parking by 34%
Disassemble Middle School Modulares
Renovate Library to Become the Upper School Bible Department
Turf Elementary School Field for Recess and After-School Sports
Publish The Santa Fe Way Prayer Journal

2023-24

CESA Application Completed
Science and Faith Apologia Completed
Biblical Hermeneutics Apologia Completed
Literature Apologia Completed
Restarted Global Mission Trips
Market Research Conducted (by Outside Firm) About Christians
Residing in North County, San Diego

2024-25

SFC Helps Christian Schools who are LA Fire Victims
Hire High School Dean of Students
Hire High School Principal
Hire High School Assistant Principal
Hire Director of Principal Gifts
Politics and Faith Apologia Completed
GRACE Apologia Completed
History/Social Science Apologia Completed

Key Years

We have dreamed and planned with many specific tactical goals between 2024 and 2029.

2026

Updated ACSI and WASC Accreditation Certifications

2027

SFC 50th Anniversary Celebration

2029

CESA School Visit for Membership Renewal