



STRATEGIC PLAN 2023-28

Leadership Team

Rod Gilbert
HEAD OF SCHOOLS

Kurt DePfyffer
CHIEF FINANCIAL AND OPERATIONS OFFICER

Hannah Park
CHIEF ACADEMIC OFFICER

Matt Hannan
UPPER SCHOOL PRINCIPAL

Todd Deveau
MIDDLE SCHOOL PRINCIPAL

Amanda Walker
LOWER SCHOOL PRINCIPAL

Advancement Team

Ronnie Forougi
DIRECTOR OF ADVANCEMENT OPERATIONS

Linda Howes
DIRECTOR OF ADMISSIONS

Dawn Saunders
DIRECTOR OF MARKETING COMMUNICATIONS

Erin Mirich
ASSISTANT TO HEAD OF SCHOOLS

Board of Directors

Blake Bolton CHAIR

Steve Huffman VICE CHAIR

Kurt Rayners TREASURER

Rachelle Costa SECRETARY

Hack Adams

Michael Burer

Rob Hayes-St. Clair

Danielle Kruger

Cara Miller

Candyce Miles

Janean Stripe

John Yphantides

SFC'S MISSION DRIVES everything we do. Our focus is being a Christ-centered community for the sake of the children and of the gospel of Christ. Our goal is to prepare students to become Christian leaders to influence their homes, churches, and communities for Christ. SFC's mission drives our values, our values in turn guide our five-year Strategic Plan, and our five-year Strategic Plan is advanced by our Annual Operational Plan.

What you hold in your hands is our five-year Strategic Plan – a commitment to stay true to our founding mission statement. As a result of several years of discussions, focus groups, surveys, and prayerful consideration, this Strategic Plan invites you to join us in a dynamic and exciting future together! While in the pursuit of a strategic vision, we also produced a written document called the Santa Fe Way that contains our value statements. These vital axioms are housed in the newly released, "The Santa Fe Way Prayer Journal."

We edited one sentence in the 2023-28 Strategic Plan. Please note the new wording under section D, number 3. Last year's principle was to "Inspire a fundraising culture that keeps us on mission and enhances our campus, programs, and employees." The updated sentence acknowledges our vision to expand our endowment dreams. Also, by adding the word "endowment" we are calling attention to the beautiful fact that we have a teacher endowment of approximately \$6M. In April 2023, we communicated our vision to create a new endowment focused on our student's financial needs.

To see how the Strategic Plan is being implemented in annual tasks, please take a look at the Operational Plan 2023-2024, and plan to visit the with board members at various gatherings throughout the year.

In Christ,

Rod Gilbert, Head of School
Blake Bolton, Board of Directors, Chair

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"

STRATEGIC PLAN 2023-2028

OPERATIONS PLAN 2023-2024

FINANCIAL PLAN 2023-2024



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



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

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 2023-28

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.”

LOOKING BACK

2018-19

Rod's First Year of Community Meetings
Community Coffees
ACSI Accreditation Self-Study

2019-20

Chief Academic Officer Listing
Hire Dean of Students
Strategic Plan Focus Groups
Families Helping Families COVID Scholarship Fund
ACSI Accreditation Visit

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 Lower 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 Modulars
Renovate Library to Become the Upper School Bible Department
Turf Lower School Field for Recess and After-School Sports
Publish The Santa Fe Way Prayer Journal

KEY YEARS

We have dreamed and planned with many specific tactical goals between 2023 and 2028.

2026

Updated ACSI and WASC Accreditation Certifications

2027

SFC 50th Anniversary Celebration



838 ACADEMY DRIVE
SOLANA BEACH CA 92075
858-755-8900
SFCS.NET