



Protecting Your School Mission and Culture In Times Of Increase!

ORUEF Educator's Conference,
Tulsa, Ok.
June 25, 2025



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**We are
growing!**


Over half of the states in the United States have implemented or have legislation pending for some type of School Choice.



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We are
growing!

According to the 2023 edChoice Comprehensive Guide, 32 states and Washington D.C. have some or multiple forms of school choice beyond Magnet and Charter schools.

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**We are
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**The types of Private School Choice
are:**

1. Educational Savings Accounts,
2. School Vouchers,
3. Tax-Credit Educational Savings
Accounts,
4. Tax-Credit scholarships,
5. Individual Tax Credits and
Deductions.



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**We are
growing!**

Common Stages of Growth:

Typically, a school goes through the stages a year at a time. A school can choose to slow or stop growth.

Stage 1: Filling up your classrooms,

Stage 2: Reorganizing your existing
space,

Stage 3: Building more buildings on
campus,

Stage 4: Additional campuses,

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Common Stages of Growth:

There are several variables that affect the pace of transition from one stage to the next.

Internal variables:

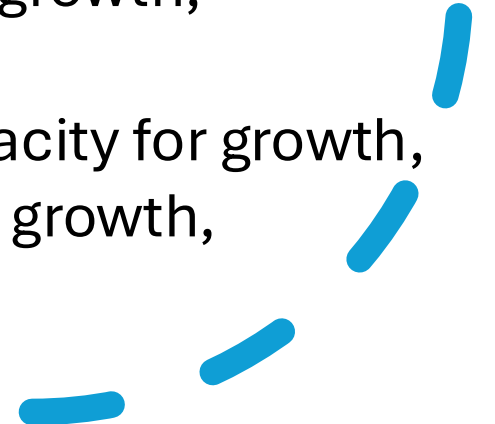
The school's physical capacity for growth, i.e. buildings

The faculty and classroom capacity for growth,

The fiscal capacity for growth,

Leadership mindset and structural capacity for growth,

Equipment and curriculum capacity for growth,



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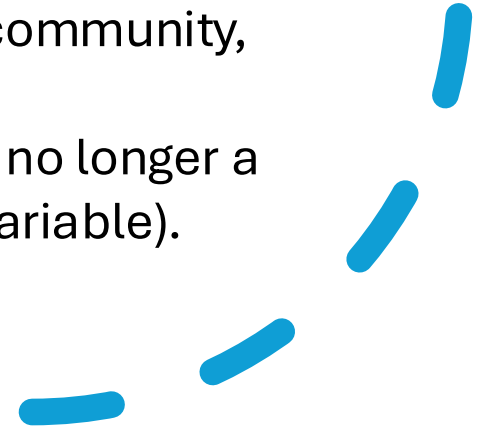
Common Stages of Growth:

There are several variables that affect the pace of transition from one stage to the next.

External variables:

The type and nature of the choice legislation,
The school's reputation and visibility in the community,
The number of Christian school options in the community,

Note: With school choice options, finances are no longer a determining variable (or will become less of a variable).



When is growth a problem?

Change management and Institutional culture management experts generally say that sudden growth of 25% or more can negatively affect the culture and eventually the mission of an institution.



When is growth a problem?

Change management and Institutional culture management leaders also agree that it typically takes a year to fully bring a person into an institutional culture.



When is growth a problem?

Common Stages of Growth: Challenging the Mission and Culture:

Stage 1: Filling up your classrooms, (This assumes that the growth is over 1 school year.)

25%+ growth in students and families spread out, filling existing gaps in classes.

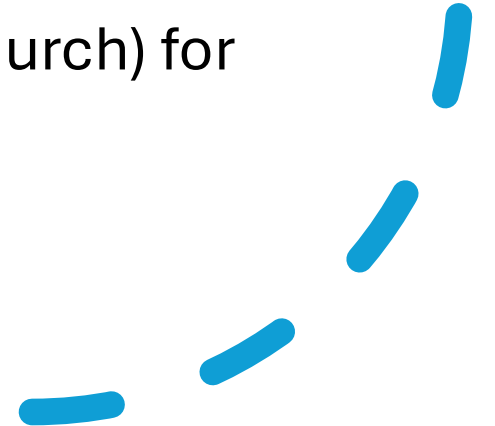
- A huge number of students and parents that have not internalized your school's mission and culture.
- Faculty and staff will be stretched and stressed.
- Facilities will be stretched and stressed.
- Overall, this will have a positive effect on the budget, but there will be additional costs.

When is growth a problem?

Common Stages of Growth: Challenging the Mission and Culture:

Stage 1: Filling up your classrooms,

- Do not change your admissions policies!
- Do have mandatory new student and new parent orientation meetings. No exceptions!!!!
- Reinforce Mission and culture at every opportunity.
- Consider adding additional support staff.
- Increase salaries!!!!!!
- Prepare the faculty, and staff, (and church) for the increase.
- Plan for more growth!!!!!!



When is growth a problem?

Common Stages of Growth: Challenging the Mission and Culture:

Stage 2: Reorganizing your existing space, (This assumes that the growth continues into a second year.)

25%+ growth in students and families. Existing classes are maxed out. Additional classes are added. The facilities are reorganized to accommodate the growth.

- A huge number of students and parents that have not internalized your school's mission and culture.
- New faculty will be added. ≠ mission and culture.
- Facilities will be stressed.
- Overall, this will have a positive effect on the budget, but there will be additional costs.

When is growth a problem?

Common Stages of Growth:
Challenging the Mission and Culture:

Stage 2: Reorganizing your existing space,

- Continue and repeat all the steps from Stage 1.
- Do not change your hiring practices!!!!
- Suffer the reorganization equally and together.
- Promote the idea of upcoming facility growth.
- Champion the mission and culture in every communication!
- Hire a qualified Development Officer.



When is growth a problem?

Common Stages of Growth: Challenging the Mission and Culture:

Stage 3: Building more buildings

on campus, (This assumes that the growth continues into a third year.)

25%+ growth in students and families. All space is being utilized. New buildings are needed to accommodate the growth.

- A huge number of students and parents that have not internalized your school's mission and culture.
- New faculty will be added. ≠ mission and culture.
- Adding facilities is expensive and time consuming.
- Overall, this will have a positive effect on the budget, but there will be a lot of additional costs.

When is growth a problem?

Common Stages of Growth:
Challenging the Mission and Culture:

Stage 3: Building more buildings on campus,

- Continue and repeat all the steps from Stages 1 & 2.
- Real buildings or modulars or both? \$/time
- Types of new buildings: Instructional, service, ancillary?
- New buildings require new furnishings, tech., equipment.
- Include faculty representatives in planning.
- Consider the utilities capacity supply to the campus.
- Building codes have probably changed.
- Protected trees!!!!!!

When is growth a problem?

Common Stages of Growth: Challenging the Mission and Culture:

Stage 4: Additional campuses (This assumes that the growth continues into a fourth year.)

25%+ growth in students and families. All space is being utilized. New buildings have been added and maxed out. The property is maxed out. An additional campus is needed to accommodate the growth.


- A huge number of students and parents that have not internalized your school's mission and culture.
- New faculty will be added. ≠ mission and culture.
- A new campus is expensive and seriously threatens the school mission and culture.

When is growth a problem?

Common Stages of Growth: Challenging the Mission and Culture:

Stage 4: Additional campuses

- Continue and repeat all the steps from Stages 1, 2, & 3.
- Proximity: The closer the better!!!!!!!!!!
- Split departments (PS/Elem. -MS/HS) rather than duplicate the whole school.
- Make new campus look like the original campus: Paint schemes, signage, and post the Mission statement everywhere!!!!!!!!
- Make both campuses equal quality.
- There may be old public schools that have closed and are available. Inspect them very carefully. These schools typically need a lot of repair and refit. Insist on seeing the asbestos mediation report!!!!
- Old churches typically were not built to school codes.



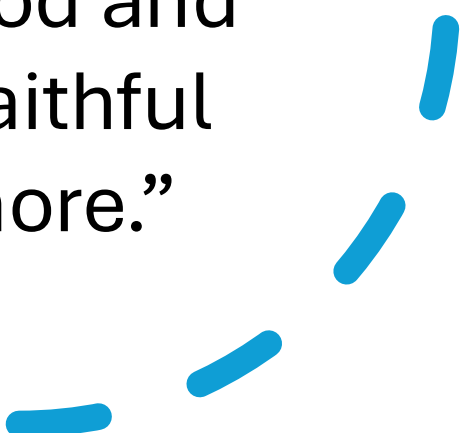
Growth for
what
purpose?

Growth for growth's sake?
Growth to compete?

OR

Growth as a natural progression of your
school's God given mission?

Matthew Ch 25: Well done, good and
faithful servant. You've been faithful
with little, now you will have more."



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Growth is a blessing!

Growth allows us to reach more students and families for Christ!

Growth allows a greater reach into the community for Christ!

Growth can be managed:
Seek wisdom from the Holy Spirit!
When growing for the right reasons,
you can expect God to fund the
growth!!!

Matthew 6-26-30

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Growth is a blessing!

Thank you for your time. I know that Christian School Teachers and Administrators are among the busiest people in the world.

For more information please contact
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FOR MORE INFORMATION

- Dr. Otto was Chair of the Graduate School of Education from 2001 to 2024. He has been a professional educator serving as a Christian School teacher, administrator, and professor in elementary, secondary, postsecondary and higher education since 1983.
- Dr. Otto has extensive experience as a Christian school teacher, principal, and Head Administrator. He has been a regular guest for radio and television programs discussing educational issues, and he conducts professional workshops locally, nationally, and internationally.
- Dr. Patrick Otto truly believes that God has a specific plan for the lives of every Christian and for the operations of the schools that He has called into existence. Thus, he considers it an honor and blessing to serve these schools and their students, faculty, parents, school boards, and administration as they pursue God's plan.
- Please feel free to contact Dr. Patrick Otto to assist you.