



# ***ONWARD***

A STRATEGIC PLAN FOR REGENTS SCHOOL OF AUSTIN

***2021-2026***

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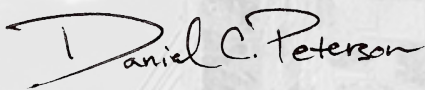
# FROM THE DESK OF

DR. DAN PETERSON, HEAD OF SCHOOL

The mission of Regents informs everything we do. The school was founded in the fall of 1992, and we have since relied on God's faithfulness and provision each step of the way. It is imperative as a classical and Christian school in the 21st century to dream big and dream often! Institutional acuity is difficult to measure, and yet, as people on mission, we are called to something much greater than ourselves.

The purpose of vision is to provide an organization an idea of what could be. What will Regents look like in five years? A strategic plan is a blueprint for what the Lord may do in our midst over the next five years. Vision for an institution provides the foundation for a strategic plan. The next five years, Regents will follow a strategic plan called ONWARD. We desire to continue moving forward in the direction of all that God has for us.

*Soli Deo Gloria*



Dan Peterson, Ph.D.  
Head of School

“THE MISSION OF REGENTS SCHOOL IS TO PROVIDE A CLASSICAL AND CHRISTIAN EDUCATION FOUNDED UPON AND INFORMED BY A CHRISTIAN WORLDVIEW, THAT EQUIPS STUDENTS TO KNOW, LOVE, AND PRACTICE THAT WHICH IS TRUE, GOOD, AND BEAUTIFUL, AND CHALLENGES THEM TO STRIVE FOR EXCELLENCE AS THEY LIVE PURPOSEFULLY AND INTELLIGENTLY IN THE SERVICE OF GOD AND MAN.

# A SUMMARY OF ONWARD

The purpose of vision is to provide an organization an idea of what could be. Vision is different from mission and core values because a vision changes over time while a mission statement and core values should not change. Vision is needed to present a clear direction on where an organization is focused for a specific time period. Vision for an institution provides the foundation for a strategic plan. The next five years, Regents will follow a strategic plan called Onward. Strategic planning is needed to establish organizational effectiveness, answer key organizational questions, set long-term success, and align the organization.

Strategic planning is biblical, and there are several examples throughout Scripture indicating planning and purposed preparation. Not only are there examples of leaders acting and thinking strategically, but there are also patterns of planning. In the book *Advanced Strategic Planning*, Aubrey Malphurs notes the biblical patterns of strategic planning:

*“Moses in response to God’s mission to lead Israel out of Egypt led them strategically through the wilderness, as recorded in the Pentateuch. In Exodus 18, Moses’s father-in-law, Jethro, challenges them to think and act strategically in his counseling of individual Israelites. The leadership of Moses’s successor, Joshua, was most strategic (Joshua 6:1-7; 8:3- 23; and 10:6-9) . . . Proverbs presents God’s wisdom and role in planning (Proverbs 14:15, 22; 15:22; 16:3-4, 9; 19:21; 20:18; 21:30).*

*In the Gospels, Christ informs the church of its mission – the Great Commission (Matthew 28:19-20 and Mark 16:15). The book of Acts records how the Holy Spirit used the church strategically to implement this mission, especially through the missionary journeys (Acts 13:1-21:26). Paul did not wander aimlessly but appears to have carefully and strategically selected the cities he visited for ministry while on his missionary journeys. For example, he located in Ephesus because it was the gateway to Asia Minor (compare Acts 19:1 and 19:10). According to Luke, the Godhead thinks and acts strategically (Acts 2:23 and 4:28). In Ephesians 5:15-16, Paul encourages the Ephesian church to live strategically.”*

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Aubrey Malphurs, *Advanced Strategic Planning: A 21st Century Model for Church and Ministry Leaders* (Grand Rapids, MI: Baker Books, 2013), 31-32.

## ***STRATEGIC PLAN 2020:***

Strategic planning is a means by which God accomplishes His will.  
When we get to the year 2026 in 5 years, what will we be able to look back and see God did at Regents?

### ***A STRATEGIC PLAN ANSWERS FOUR ESSENTIAL QUESTIONS:***

***1***

***WHO ARE WE?***

***2***

***WHERE ARE WE?***

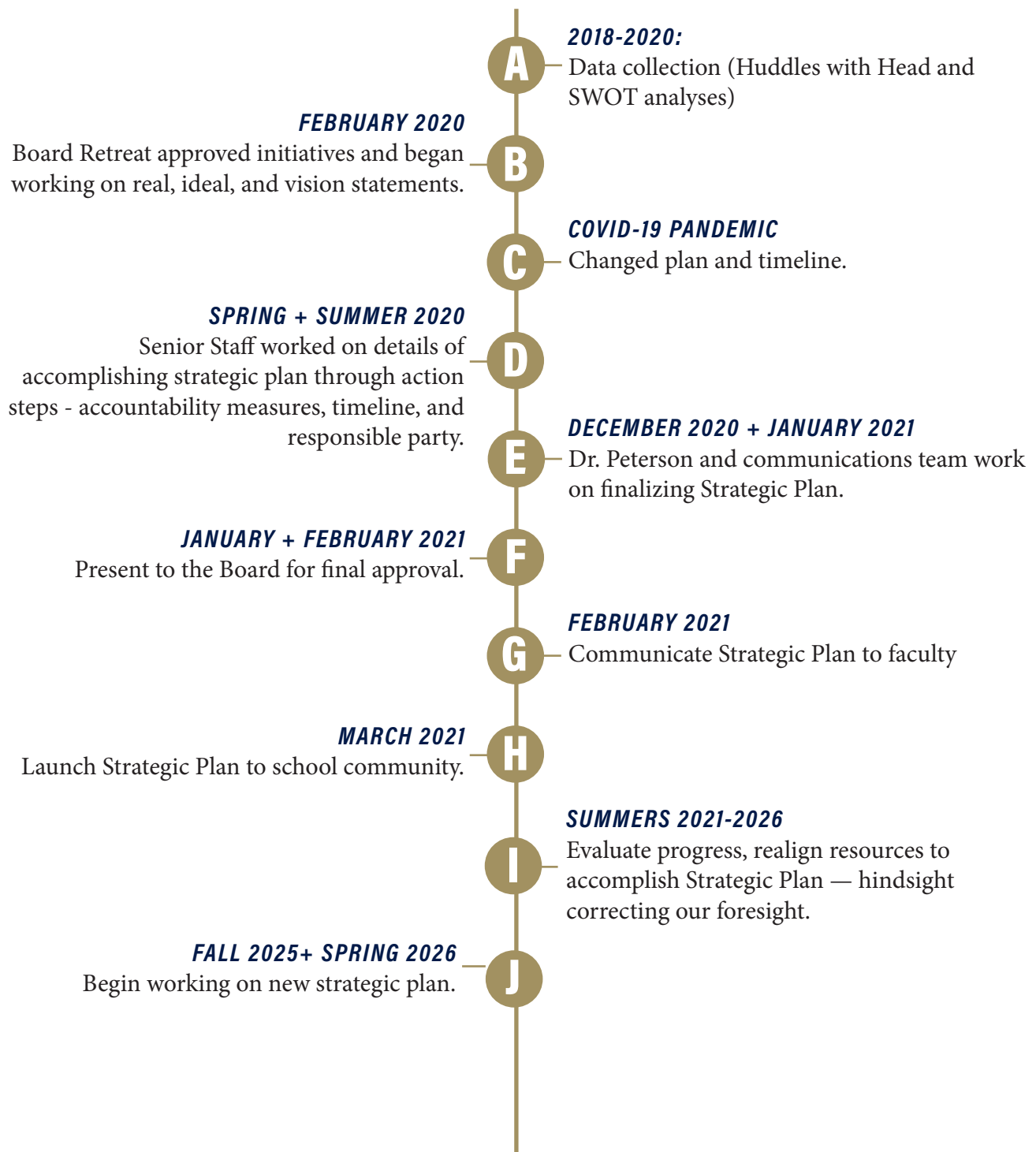
***3***

***WHERE ARE WE GOING?***

***4***

***HOW DO WE GET THERE?***

# TIMELINE + COMMUNICATIONS



# KEY INITIATIVES

*In our pursuit of excellence for the glory of God, as aligned with our mission, we will strive to accomplish the following initiatives:*

advance accountability for  
**ACADEMIC EXCELLENCE**

foster an enduring  
**COMMUNITY**

cultivate **THOUGHT LEADERSHIP**  
within the classical Christian  
school movement

expand **SERVICE** in the Austin  
community

build needed **CAMPUS FACILITIES**

develop essential **FINANCIAL  
RESOURCES** for sustainability and  
affordability



## *advance accountability for* **ACADEMIC EXCELLENCE**

**REAL STATEMENT:** Regents has grown in its consistent application of academic excellence as a classical and Christian school over the past three decades, but needs to improve accountability and bolster resources to deliver its mission in a 21st century context.

**IDEAL STATEMENT:** In five years, Regents will be regionally, nationally, and globally recognized as an academically excellent classical and Christian school.

**VISION STATEMENT:** In order to achieve the ideal, Regents will advance accountability for academic excellence by dedicating resources to formative programs for faculty and staff, consistent curriculum review, and meaningful accreditation that are distinctive to our mission.

### EXAMPLES OF

## **ACTION STEPS** >>

- Intentional involvement with the Association of Classical and Christian Schools (ACCS) and the Council on Educational Standards & Accountability (CESA).
- Continue Speaker Series attracting thought leaders to speak into our community on cultural matters and equip faculty and staff for pursuit of classical and Christian pedagogy.
- Create a model for intentional ways older students can invest into younger students.



## *foster an enduring* **COMMUNITY**

**REAL STATEMENT:** Regents enjoys Christ-centered strength of community in the Grammar school, but overall sense of community changes during the K-12 journey and beyond as the complexity of the experience increases.

**IDEAL STATEMENT:** Regents is an enduring community based upon unity in Christ that cultivates right affections and a spirit of joy throughout the lifelong journey of each family.

**VISION STATEMENT:** To enjoy the fruit of enduring community we must attend to the roots by implementing a program of communication, training, and community events focused on encouraging and shepherding families from admissions through graduation and beyond.

### EXAMPLES OF

## ACTION STEPS

- » Continue to create ways for onboarding new families to the community of Regents.
- » Explore ways to continue and build a diverse community from different Bible-believing churches, economic backgrounds, and ethnicities.
- » Think intentionally about new spaces created on campus and how they can tell the story of past, present, and future.
- » Map out the parent role and involvement during the following stages: Grammar, Logic, Rhetoric, college, and beyond.



*cultivate **THOUGHT LEADERSHIP**  
within the classical Christian  
school movement*

**REAL STATEMENT:** Regents is one of the largest K-12 classical and Christian schools in the world with significant experience and resources uniquely gifted to serve beyond 82 acres. Regents has a full enrollment and a physical campus that is 85% built out, and the next 25 years of growth will be outward focused.

**IDEAL STATEMENT:** Regents is the preeminent institution advancing the vision of classical Christian education to the U.S. and the world and driving the expansion of the classical Christian schooling model worldwide.

**VISION STATEMENT:** Regents will serve the global classical Christian education community by offering expertise, training, and support to all organizations and schools who share our commitment to transforming education through broad adoption of classical Christian education.

EXAMPLES OF

## ACTION STEPS



- » Cultivate culture of authorship among faculty.
- » Explore the possibility of planting schools locally, statewide, nationally, and globally.
- » Explore a one-year mentorship with other classical Christian schools to give access to Board, Senior Staff, and Teachers.



expand **SERVICE** in the Austin community

**REAL STATEMENT:** Regents students have service opportunities integrated within curriculum that lack depth or meaning for the students and minimally impact the Austin community.

**IDEAL STATEMENT:** Regents students develop hearts for service to God and man through purpose-filled experiences equipping them for a life of service in their church and community.

**VISION STATEMENT:** Find and target specific communities within Austin where our service can have a direct and meaningful impact. Service opportunities will be integrated within classroom learning beyond the day of service.

EXAMPLES OF

## ACTION STEPS



- » Develop a strategy to come alongside the church.
- » Determine ways we can best love our neighbors in Travis County in order to improve relationships with our non-Regents families in our neighborhood.
- » Identify outreach organizations for each grade level that are age-appropriate and offer ongoing service opportunities throughout the school year and from year to year to form lasting and ongoing relationships.



## *build needed* **CAMPUS FACILITIES**

**REAL STATEMENT:** Regents is currently limited in both fine arts, community, and athletic space. Regents also lacks facilities to adequately host large events and fine arts performances.

**IDEAL STATEMENT:** Regents will have a complete east and west campus which will alleviate practice schedule pressures to give time back to families, provide ample space for fine arts performances, and comfortably host community events and speakers while ensuring we are maximizing the utility of our finite and precious resources.

**VISION STATEMENT:** Build facilities in response to institutional needs impacting our ability to fulfill the Regents mission to educate the whole person in curricular and co-curricular endeavors with facilities that match the beauty and aesthetics of the current campus providing a platform for community, academics, fine arts, and athletics.

### EXAMPLES OF

## **ACTION STEPS** >>

- » Develop a Campus Task Force to provide an updated Campus Master Plan, along with timelines and estimated cost, for the completed build-out and maturity of the East and West Campuses.
- » Ensure that the design of all future buildings and renovations will meet both present and future needs of the school. The design of all new structures should incorporate the possibility of future expansion.
- » Prioritize new structures or renovations based on their ability to have the greatest benefit to the school's mission.



*develop essential **FINANCIAL RESOURCES** for sustainability and affordability*

**REAL STATEMENT:** Regents is overly dependent upon a steady tuition stream to fund operations, tuition assistance, and future aspirations. This creates tuition inflation pressure and increased overall financial risk.

**IDEAL STATEMENT:** Regents will have a designated fund of \$20M and other non-tuition sources of income of adequate size to lessen the burden of tuition increases on families and provide adequate reserves.


**VISION STATEMENT:** Regents will have a fund target of \$20M by 2030 to help fund tuition assistance and other initiatives as well as healthy reserves for sustainability.

EXAMPLES OF

## ACTION STEPS

- » Prioritize growth of The Regents Fund as a focus of the school's development efforts and continue the commitment to use The Regents Fund for tuition assistance.
- » Conduct a comprehensive affordability analysis based on demographic data and historical trends for Regents and peer schools.
- » Develop and implement a compensation philosophy.
- » Explore new streams of revenue that do not rely on current tuition-paying families.

# ***CONCLUSION***

A black and white photograph of three young girls in school uniforms, smiling and standing in front of a school building. The girl on the left is holding a white paper bag. The background shows a large, multi-story school building with arched windows and trees in the foreground.

Onward is a strategic plan pursuing God's will for Regents School of Austin. In 100 years, may God's people look back and affirm our generation's faithfulness to building God's Kingdom through classical and Christian education. We have not arrived as an institution, so we seek to capture a vision of the direction we go over the next 5 years. This is the aim of this strategic plan.

***ONWARD WE GO!***

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