

EVER ANCIENT, EVER NEW

2025-2030 STRATEGIC PLAN



A TIMELESS EDUCATION
FOR TOMORROW'S WORLD

The Classical Academies

2025-2030 Strategic Plan

May 2025

Kurtis Indorf, CEO

Background: A 26-Year Journey

On April 19th, 1999, The Classical Academy came into the world as an independent study public charter school, committed to partnering with parents to inspire each student to think critically, communicate effectively, and achieve excellence by providing academic choice. The Classical Academy's success led to the launch of other schools: Coastal Academy in 2003, Classical Academy High School in 2006, Classical Academy Middle School in 2010, Classical Academy Vista in 2013, Classical Academy High School Personalized Learning Campus in 2014, and Coastal Academy High School in 2017.

The families, students, teachers, leaders, supporters, culture, excellence, challenges, and results across those 26 years encompass a depth and breadth that I can never fully understand. Nevertheless, as I joined The Classical Academies in July 2024, I sought to learn as much about our organization as possible.

- My “Entry and Learning Plan” balanced rigorous, focused learning with concrete, meaningful support. I examined both the quantifiable aspects of our organization and the cultural fabric that defines us. My focus centered on the human elements– the vision and dreams, the culture and community, the underlying “DNA” of meaning and purpose, and finally, what matters most to our parents, team, and students.
- Early on, I also launched our “Project Bright Future” team: bringing together cabinet leaders and principals all committed to learning collectively, gaining perspective, and engaging in strategic discussions. This team worked together to reflect on our journey, explore key opportunities and priorities, and identify future direction.
- The first synthesis of this learning shaped our 2024-2025 Strategic Objectives: a collection of key performance indicators to focus on priorities designed to drive meaningful progress.
- In February 2025, I deepened this work by visiting each campus to directly engage in strategic conversations with teachers, leaders, and staff regarding our past, present, and future. These conversations received positive feedback, with a 4.7 rating out of 5.0 on how clearly and accurately I captured and communicated the “State of the State” and the “State of the Organization.”

To start this strategic plan, I want to share some of what I've learned about our organization's foundation and journey from all of these conversations, insights, and inputs from hundreds of colleagues, parents, students, partners, board members, and more.



Foundations and Insights

- The Classical Academies were founded on a vision of partnership - bringing families and parents into their children's education rather than excluding them. The commitment to parent involvement, excellent culture, whole child education, and deeply invested people fueled early success.
- Over time, our schools and program models grew and evolved quite organically, creating a rich but complex landscape. While this growth was dynamic, a strategic framework was never fully established, making cohesion a challenge.
- Parent expectations have shifted. While most of our earliest families identified as homeschoolers looking for a trusted partner, today, a substantial percentage of our families select The Classical Academies for our culture, academic quality, rich extracurriculars, parent involvement, flexibility, and freedom. These families seek alternative options but don't necessarily identify with the homeschool vernacular.
- The Classical Academies has grown from a passionate start-up to a well-established institution over the past 25 years. More recently, employees and parents have experienced and perceived a drift in purpose, curricular focus, academic quality, and classical depth. Additionally, The Classical Academies have experienced increasing operational complexity and bureaucracy, highlighting opportunities for renewed clarity, efficiency, vigor, and strategic direction.
- We have the opportunity and responsibility to update and modernize key processes and practices across the organization. This will increase efficiency, speed, and accuracy, while at the same time strengthening the organization and providing better support to parents and campuses.
- Morale remains positive, with a strong passion for students, a commitment to investing in families, and a collective desire to shape students' well-being, character, and future options. This missional heartbeat continues to beat steadily amongst our teachers, parents, leaders, and staff.

The Classical Academies' noble purpose ignited our beginning, animated our team, and resonated amongst families across North San Diego County. When growing, organizations act opportunistically, eroding some focus and clarity. Over time, complexity sets in, slowing learning cycles, decreasing the bold entrepreneurial ideas that first animated the organization, and fragmenting the parent experience. As demographics evolve and generational needs shift, so too must our approach – allowing us to honor our foundational mission while embracing thoughtful progress.

The fire, our purpose, is still alive and well. We have such a bright future - a fantastic opportunity to continue to grow our impact, improve our programming, strengthen our partnerships, and deepen our roots.

These learnings and insights, coupled with a deepening-by-the-day understanding and love for who we are, what we do, and how we do it, establish the context for our strategic plan.



Historical Focus Areas & Current Community Feedback

Historical Focus Areas

We want The Classical Academies to embody our true identity and aspirations fully. To date, we are an interesting blend of traditional and innovative approaches to education.

Many of our core beliefs, education model, and school programs are anchored on the **traditional side** of education:

- We invest heavily in families and parents and involve them in their child's education and development
- We excel in individual and team competitions and the cultivation of positive athletic teams
- We started our organization with elements of a classical education model
- We know that character - who a student is and becomes; how that student interacts with others and the world; and their well of integrity, resilience, courage, and sense of right and wrong - is as important, if not more than, what they know and can do
- We invest in the timeless beauty of art and performance

At the same time, we have made equal investments and prioritization on the **innovative side** of education:

- We were one of California's first public charter schools, a governance and policy innovation that granted increased freedom and flexibility in operating models
- We were early adopters of Learning Management Systems, computers for students, and technology
- As an independent study charter, we designed, created, and grew flexible school models that offer different value propositions to families and students
- We were early proponents of STEM education through groundbreaking events like Super STEM Saturday and campus robotics clubs
- We embraced innovative approaches to learning and an active, student-centered approach to learning



Spring 2025 Parent Feedback

When we surveyed parents about what matters most, the feedback illustrated similar trends. Parents shared that they want more of the following at The Classical Academies:

1. Academic Excellence with Classical Rigor

- Families expressed a strong desire for renewed academic focus rooted in classical tradition. There is a clear interest in deeper engagement with literature, writing, mathematics, and critical thinking, particularly at the middle and high school levels.

2. Inclusive Character Development

- Character formation remains a cornerstone of our mission. Parents emphasized the importance of resilience, integrity, and a values-based approach that is respectful and inclusive of all backgrounds.

3. A Well-Rounded Student Experience

- Families strongly support a balanced educational journey that integrates the arts, athletics, and real-world readiness, encouraging creativity, confidence, and practical skills that prepare students for life beyond the classroom.



Spring 2025 Employee Feedback

Similarly, when we asked our teachers, staff, and leaders for feedback on future direction and priorities, common patterns emerged. Our employees believe we should focus in the following areas:

1. Balancing Tradition with Innovation

- There is a strong appreciation for our rich history and timeless principles, paired with an eagerness to embrace innovation. Many team members expressed enthusiasm for revitalizing classical elements of our program while simultaneously exploring advancements such as enhanced virtual programs and the thoughtful integration of AI.

2. Strengthening Organizational Foundations

- Our unique culture remains a source of pride, and there is a shared desire to strengthen the parent partnership and reinforce structures that support collaboration and community engagement.

3. Enhancing Operational Clarity

- The team strongly emphasized enhancing efficiency by streamlining processes, reducing complexities, and keeping systems accessible, practical, and user-friendly for families, students, and staff.



These cultural and programmatic focus areas, feedback and input from parents and employees, and the prominent anchor of partnering with parents chart a cultural and strategic roadmap for who we are and want to be.

Strategic Plan: Ever Ancient, Ever New

Inspired by Augustine's Confessions and building upon the life-changing journey of The Classical Academies over the past 26 years, I'm honored to share our 2025-2030 Strategic Plan:

Ever Ancient, Ever New A Timeless Education for Tomorrow's World

This strategic plan anchors our focus areas for the next five years, calling us to strengthen and invest in four **cardinal directions**:

SHARED VISION

After more than a quarter century of serving families and students in North San Diego County, it is time to revisit, clarify, and reignite our vision and educational purpose. This revival will spark an external amplification of our story, enlisting parents and partners in a shared vision and partnering with authorizers and elected officials to continue our good work.

This direction is external, partnership-oriented, and missional: it keeps us focused on our compelling education purpose, partnering deeply with parents and families and outwardly expansive to shape the context and climate around us.

STRONG FOUNDATION

Great organizations are exceptional at the core, the basics, the fundamentals. We must decrease organizational complexity and bring disciplined thought and action to our work. We need to evolve from being input-oriented to outcomes-oriented and free leaders and teammates to act in pursuit of those quantifiable goals. Strengthening fundamental practices, including budget ownership, hiring strategies, ratio-based hiring, enrollment management, and technological integration, will empower us to act boldly for students and families.

This direction is internal-facing: it keeps us focused on becoming excellent internally at the nuts-and-bolts that comprise the strong core, and this strength enables us to stand firm and act boldly for our students and families.

EVER ANCIENT

As an organization, we must impart enduring wisdom to our students, cultivate a strong sense of character and self, and ground our students in what it means to be human and humane. For millennia, the purpose of education was to shape the character, the virtue, of students. There is a timeless purpose of education that we must strengthen and deepen these anchors within the bedrock and culture of our organization.

This direction is programmatic and cultural: it keeps us connected to the best of the past, the best of human character, and what it means to fill a full, human life.

EVER NEW

The world is rapidly evolving, and future careers may not exist today. We must equip our students with modern skills and cutting-edge methods so they can navigate and thrive in an unpredictable landscape.

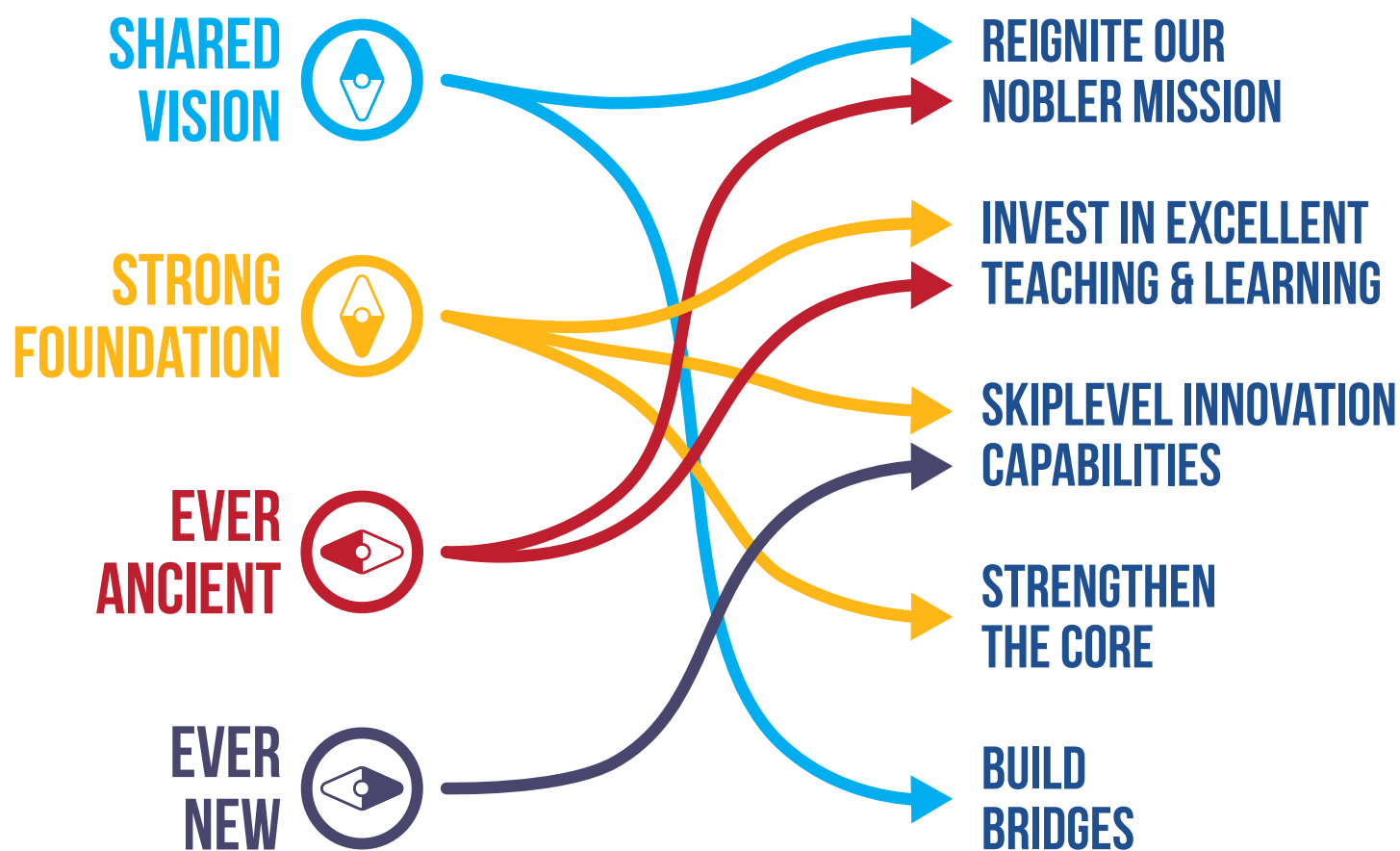
This direction is programmatic and culture: it keeps us hungry, always learning, always striving to give our students the skills they need to compete and excel.



From Strategic Plan to Annual Priorities

Each year, The Classical Academies will articulate annual priorities to pursue the strategic plan's cardinal directions. These priorities will be aligned with the Strategic Plan and will be broken down into discrete projects with owners and timelines.

In the 2025-2026 Academic Year, we will pursue the following annual priorities:



This graphic illustrates the relationship between our 5-Year Strategic Plan and our '25-26 Annual Priorities. The Strategic Plan's cardinal directions are the anchors for what, where, and how we will focus our time, resources, and energy. Every year, the Annual Priorities will flow from the strategic framework and define and clarify the steps we will take within those 12-months.

From Strategic Plan to Annual Priorities

US General Omar Bradley famously said, “Amateurs talk strategy, professionals talk logistics” Below is our plan to operationalize and execute upon this year’s priorities:

Annual Priority	Project / Tactic	General Timeline	Owner	Strategic Alignment
Reignite Our Nobler Mission	Coherent & Compelling Educational Purpose	-Launch in June 2025 -Convenes through Fall Semester 2025 -Campus & Parent Engagement in Winter 2026 -Finalization in Spring 2026	Chief Executive Officer	*Ever Ancient *Ever New *Strong Foundation *Shared Vision
	Character Traits and Values Working Group	-Launch in Jan 2026 -Convenes through Spring Semester 2026	Chief Executive Officer	*Ever Ancient *Shared Vision
	Classics-to-Keep Working Group	-Launch in June 2025 -Convenes through Fall Semester 2025 -Book List Recommendations by Winter 2026 -Training for Phase 1 Implementation in Spring 2026	Chief Academic & Innovation Officer	*Ever Ancient *Shared Vision
Invest In Excellent Teaching & Learning	Empowering School-Led Academic Priorities	-Launch in April 2025 -School-specific focus areas and goals by September 2025	Chief Schools Officer	*Ever Ancient *Strong Foundation
	Campus Leadership Team Coaching and Development	-Launched in April 2025 -Professional Learning starts May 2025 -Coaching Partnership Launches July 2025 for Full-Year	Chief Schools Officer	*Ever Ancient *Strong Foundation
	Understand the Parent Experience with our Curriculum & Program	-Two C-Track Parent Focus Groups by Dec 2025 -Two 9-12 Independent Study / Virtual Parent Focus Groups by Dec 2025 -Two A/B-Track Parent Focus Groups by Dec 2025 -Two M-Track Parent Focus Groups by April 2026 -Two 9-12 4-Day Parent Focus Groups by April 2026	Chief Academic & Innovation Officer	*Strong Foundation

Annual Priority	Project / Tactic	General Timeline	Owner	Strategic Alignment
Skiplevel Innovation Capabilities	Launch The Sora Program for 6-8th Graders	-Convene Virtual Working Group in Sept 2024 -Vet Potential Partners in Jan 2025 -Advance Partnership and Model Design in Feb 2025 -Launch The Sora Program in April 2025 -Open The Sora Program for 6-8th Graders in August 2025	Chief Executive Officer / Chief Schools Officer	*Ever New *Strong Foundation
	9-12 Grade Virtual Learning Working Group	-Working group launches in June 2025 -Convenes through Fall Semester 2025 -Top 1-3 Potential Partners by Dec 2025 -Decision and public communication in Jan 2026 -Implementation Work in Spring Semester 2026 -Program model goes live in August 2026	Chief Academic & Innovation Officer	*Ever New *Strong Foundation
	School-Based Pilots: AI & VR	-Schools selected in April 2025 -Partners selected in April 2025 -Innovation plans developed by July 2025 -Training and Phase I pilots in Fall Semester 2025 -Report on learning and outcomes in Jan 2026 -Training and Phase II pilots in Spring Semester 2026	Chief Academic & Innovation Officer	*Ever New *Strong Foundation
	Network Infrastructure and Safety Technology Investments	-Network system updates in Fall 2025 -New camera systems in Fall 2025 -Training on network systems and safety security in Fall 2025	Chief Operating Officer	*Ever New *Strong Foundation
Strengthen the Core	Manage Finances through SB740	-Budget planning and analysis started in Jan 2025 -Budget finalization in May 2025 -SB740 analysis in May 2025 -Budget finalization with the Governor's budget in June 2025 -Manage expenses, revenue through 2025-2026	Chief Financial Officer	*Strong Foundation
	Simplify & Clarify Working Group	-Launch in Spring 2026 -Analysis summer of 2026	Chief Schools Officer / Chief Operating Officer	*Strong Foundation
	Clarify and Strengthen Enrollment Strategy	-Analysis begun in Spring 2025 -Analysis continues in Fall 2025 -Action plan commences in Winter 2026	Chief Operating Officer	*Strong Foundation
	Improvement Management and Performance Management Practices	-Meeting sequence set in July 2025 -KPI finalized in July 2025 -Ownership confirmed in July 2025 -Performance Management deep dives quarterly	Chief Executive Officer	*Strong Foundation
	Strengthen Talent Acquisition & Retention	-Refine and streamline job descriptions -Salary adjustments for classified employees in July 2025 -Increase benefits allowance in Nov 2025 -Add additional services to improve benefits in Fall 2025	Chief Human Resources Officer	*Strong Foundation

Annual Priority	Project / Tactic	General Timeline	Owner	Strategic Alignment
Build Bridges	Apply for Coastal Academy Charter	-June 2025, all documents gathered -Aug 1, all documents to OUSD -Week of Sept 8, OUSD Site Visit -Sept 18, Coastal Charter Renewal Application -Nov 3, OUSD Board Presentation Submitted -Nov 18, OUSD Board Presentation on Coastal Charter Renewal -Dec 9, OUSD Board Vote on Coastal Charter Renewal	Charter Advisor	*Shared Vision
	Prepare for CAV and TCA/CAMS Charter Renewal Submission	-In Fall Semester 2025, collaborate with SDCOE and EUSD to determine timelines for Fall 2026 charter submission -In Winter 2026, develop work plan for meeting charter submission timelines for CAV, TCA, and CAMS.	Charter Advisor	*Shared Vision
	Strong Relationships with Authorizer Boards	-Each charter authorizer hears from a relevant Classical Academies' student(s), parent(s), leader(s), and/or teacher(s) at least three times during the '25-26 academic year	Chief Communications Officer	*Shared Vision



Organizational Commitment



Our Ever Ancient, Ever New Strategic Plan accurately diagnoses our past and present state. More importantly, it articulates an inspiring future direction that strengthens who we are and moves us toward a bright future.

I am joyfully committed.

Kurtis Indorf
Chief Executive Officer

Executive Cabinet

Carmen Coniglio
Chief Financial Officer

Cori Coffey
Chief Schools Officer

Javi Dimas
Chief Operating Officer

Melissa Morey
Chief Human Resources Officer

Vacant
Chief Academic & Innovation Officer

Michelle Stanley
Chief Communications Officer

Russell Grant
Chief Information Officer

Principals & Program Leaders

Kenna Molina
The Classical Academy

Wendy Moen
The Classical Academy

Jennifer Morrow
Classical Academy Middle School

Dana Moen
Classical Academy High School

Chalese Young
Classical Academy High School -
Personalized Learning Campus

Kirstin Lasto
Classical Academy Vista

Marcy Cashin
Coastal Academy

Samantha Martinez
Coastal Academy High

Becky Cannon
Student Support Services

Board of Directors

Mark Reardon
Board President

Angie Mosteller
Board Treasurer

Valerie Jauregui
Board Secretary

Mark Donar
Member-At-Large

Carlos Colorado
Member-At-Large