

# Christian School Sustainability Indicator Checklist

A practical leadership review of the conditions that determine whether mission, enrollment, stewardship, leadership, and operations can remain healthy together.

Use this as a directional leadership conversation, not as a substitute for audited financial information or a comprehensive school assessment.

## Rate the current condition

1 = urgent exposure; 3 = unstable or inconsistent; 5 = healthy, evidenced, and sustainable.

| Indicator                              | 1                        | 2                        | 3                        | 4                        | 5                        | Evidence / concern |
|----------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------|
| Mission clarity and decision alignment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |
| Enrollment demand and retention        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |
| Net tuition revenue and affordability  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |
| Financial aid discipline               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |
| Staffing and compensation capacity     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |
| Operating margin and cash flow         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |
| Liquidity and reserves                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |
| Program quality and market fit         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |
| Leadership and governance health       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |
| Operational and crisis resilience      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                    |

# Turn the pattern into action

Do not average away a serious weakness. Identify the relationships among indicators and the decisions that cannot wait.

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## Leadership interpretation

**Three strongest indicators**

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**Three greatest exposures**

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**The relationship we may be missing**

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**The decision that becomes harder if delayed**

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## 90-day response

**Priority and intended result**

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**Accountable owner**

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**Evidence to review**

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**First milestone and date**

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A red indicator without an owner, threshold, and next decision is decoration. Review the pattern with the people responsible for mission, enrollment, finance, academics, leadership, and operations.