

Improvement #1: *Further adoption of the Challenge Success mission statement, “Develop research based strategies that provide kids with the academic, social, [spiritual,] and emotional skills needed to succeed now and in the future.”*

VCS continues to keep a strong focus on strategies to provide students with academic, social, spiritual, and emotional skills. Since 2011, VCS has maintained a K-12 Challenge Success committee and has stayed involved in Stanford’s Challenge Success program and training.

In the 2018-2019 school year, the campus leaders held a meeting regarding the work on the K-12 Challenge Success committee. It was determined that the committee was no longer generating ideas or feedback for the campuses, but rather simply reporting what the campuses were implementing. It was concluded that a commitment to the Challenge Success philosophy has permeated Valley Christian Schools culture. Proposals with strategies to provide students with academic, social, spiritual, and emotional skills are now being promoted from within the organization. An example of this was at the spring senior leadership strategic planning retreat. Proposals that have been adopted include a new counselor at the junior high, a process to better meet social and emotional needs, the creation of a director of student life at the high school level, and the creation of small group sessions for spiritual and life care. The leaders of the school decided that the Challenge Success committee has served its purposes in the initiative phase of change management. The school is now in the continuous improvement phase, where the focus will be on (1) small improvements resulting in incremental growth, (2) ideas from employees with employee ownership, and (3) reflection and repeatable processes.

Improvement #2: *Christian Worldview comprehension and acquisition within students.*

Progress has been made to improve Christian worldview comprehension and acquisition within students. By the very nature of this initiative, it will continue to be a focus area at VCS.

High School: During the 2017-2018 school year, the high school introduced a new chapel series call “Hot Topics, which was in response to work done by the ASB leadership and chaplain. These topics were selected, by the chaplain with principal oversight from the topics the student body suggested would be helpful to them. The topics covered during the 2017-2018 school year were diversity, divorce, abuse, and homosexuality.

Based on positive feedback, we are continuing this cycle of using ASB student leaders to keep a pulse of topics that are the most confusing or concerning to teenagers today. We review this information, select four topics to focus on, and invite parents into this Christian Worldview dialogue. During the 2018-2019 school year the presentation format was adjusted to smaller quarterly town hall meetings. We are looking forward to continuing our town hall presentations during the 2019-2020 school year.

Junior High: Ongoing surveys and the data derived from these surveys are continually reviewed. This information, coupled with results from Terra Nova tests, demonstrates strengths in Bible Study Skills, Christian Living, and Application. Mentorship groups were to be piloted in the 2018-19 school year with the intent to fully adopt in the 2019-2020 school year. Additional planning was required during the 2018-19 school year for mentorship groups. Schedules and protocol are now in place to train both mentors and mentees during the first quarter of the 2019-2020 school year. The remainder of the year the mentor groups will officially begin, and will include prayer and practical application of and accountability in acquiring and comprehending the Christian Worldview. This, in turn, will set the campus culture around a Christian Worldview.

Elementary: Every elementary teacher intentionally builds biblical integration into every content area (as reflected in lesson plans). Students are given opportunities to internalize and express their understanding of a biblical world-view. Examples include weekly Bible verse memorization and discussion of the verse’s practical application, systematically themed chapel lessons aimed at instilling a biblical world-view, measuring biblical understanding via end of year benchmarks, and select writing assignments that allow students to express their understanding of biblical truth.

Improvement # 3: *Maintain strategic focus on the advancement program to support the overall mission of the school.*

As a result of our ongoing strategic focus, we have seen significant increases in giving, resulting in a 33% increase since our last visit.

Annual donation amounts (including missions trips)

14-15 - \$2,346,052

15-16 - \$2,743,021

16-17 - \$3,032,540

17-18 - \$3,021,069

18-19 - \$3,130,274

Improvement # 4: *Increase cash reserves, reduce long term debt, and improve financial ratios.*

Specific goals were created and a strategic plan implemented in order to significantly increase cash reserves, reduce long term debt, and

improve overall financial ratios. Great progress has been made and is ongoing.

- 57% liquidity ratio and \$25M in unrestricted cash reserves as of June 30, 2019
- Highest Debt Level: 61.5 million
- Current Debt Level: 43.0 million (8/30/19)

Projected Debt at time of next accreditation visit: 38.4 million (3/2021)

Improvement # 5: Increase resource allocation for financial aid.

VCS created a plan to increase financial aid by at least \$100,000 per year. That goal has been consistently met.

Financial Aid information for the past six years and projections for the future:

2013-2014: \$1.34M
2014-2015: \$1.35M
2015-2016: \$1.64M
2016-2017: \$2.1M
2017-2018: \$2.2M
2018-2019: \$2.6M
2019-2020: \$2.7M (projected)
2020-2021: \$2.8M (projected)

Improvement # 6: Increase parent participation (through giving and volunteering) to 50 percent.

Annual donations continue to increase, as well as the percent of families who contribute:

<u>Annual donations</u> (less mission trips):	<u>% families giving</u> (>\$101)
6/30/2016 \$2,403,000	46%
6/30/2017 \$2,723,000	50%
6/30/2018 \$2,618,000	52%
6/30/2019 \$2,775,000	54%

Improvement #7: The administration gather comprehensive data on employee satisfaction to inform organizational priorities for increasing positive indicators of a healthy organizational culture.

We developed and implemented an annual employee satisfaction survey. The results of the survey are presented to our Senior Leadership Team by a consultant from the third party organization that facilitates the survey. This year we included a comment section, so employees can provide feedback about any area. The results were recently provided to VCS and will be analyzed in order to identify key target areas of needed improvement.

Improvement # 8: Assess the vertical alignment of the K-12 Bible curriculum and standards to clarify the objective student course outcomes so that teachers and students are better able to understand expected learning results.

The K-12 Bible vertical alignment process is ongoing.

The 2018-19 school year provided the opportunity for more thorough editing of both the k-12 Bible standards. Standards were submitted to the campus principals as well as Superintendent Merza for possible edits and/or additions. The K-12 Bible standards were presented at a VC Connect session in March. At this session, the Bible standard development process was explained to both administrators and teachers. Those in attendance were given the opportunity to ask questions about the implementation process.

The process of implementing the new Bible standards at the high school level began during the 2018-2019 school year. Nearly all new standards have been documented in the course scope and sequences and have been used to create benchmarks. With the full implementation of the new Bible standards during the 2019-2020 school year, some courses have been cut from our program, while others were added to ensure all standards would be met.

The process of implementing the new Bible standards at the junior high level began during the 2018-2019 school year as well. Based on the new Bible standards, modifications in the 6th grade Bible curriculum and the Introduction to Bible curriculum have been made and will be implemented during the 2019-2020 school year. In addition, benchmarks will be modified to better reflect the new standards.

Discussions surrounding new Bible curriculum adoption and the new Bible standards at the elementary level will take place during the 2019-2020 school year with a proposed adoption during the 2020-2021 school year.

