

Trinity Christian School

Envisioning the Future...

Raising the Bar of Excellence

Strategic Plan 2012 - 2016



01 February 2012

Trinity Christian School Strategic Plan for Excellence

Executive Summary

The following is a short summary provided to give an overall glimpse of future plans for Trinity Christian School (TCS). All stakeholders are encouraged and requested to read the full plan document that follows this executive summary, and input and feedback is requested as stakeholder input is vital to the success of any strategic planning process.

The planning process itself has been led by TCS Board of Directors, and input has been solicited from parents and staff over the past nine months. All input and information was gathered, assembled, and collated to form this Strategic Plan Document.

Our school mission statement, which was developed more than 35 years ago in the early years of the school's existence, provides the rationale for why we exist as an organization, and this mission still rings true today as we continue seeking to ***Educate and Develop the Whole Person for the Glory of God by providing an atmosphere of academic excellence within a Christian, interdenominational, family-centered framework.***

In setting about the planning process in the Summer 2011, the Board of Directors cast a vision for Trinity Christian School, to define the future we are creating:

Preparing tomorrow's leaders for life – academically, socially, and spiritually

The Vision is supported by several Strategic Objectives identified by the Board of Directors:

- Excellence in Education such that ALL students can meet and/or exceed grade level, while demonstrating spiritual and social wisdom, admirable life choices and personal leadership.
- Expanded enrollment: Over the next five years, we would like to increase enrollment by 7-10% per year.
- Distinct Christian Community Culture wherein ALL families are active in the life of Trinity Christian School.
- Fiscal Stability: a balanced budget that meets 100% of school expenses plus reserves for unplanned expenses and future growth.

As specific action planning began to take shape over the last several months, the critical element in formulation of action plans has been to adhere to the planning priorities expressed by parents through the fall workshops, focus groups, surveys, and other input opportunities:

- Strengthen/expand/improve curriculum
- Provide additional extra-curricular opportunities for students

- Continue to strengthen spirit of community within our school, emphasize a greater need and requirement for parent volunteerism
- Celebrate and increase rewards for our faculty and staff at the school
- Raise public awareness and knowledge of Trinity and the benefits of Christian education
- Review and update school policies as needed
- Find a way to make the school affordable for more families, while still ensuring good stewardship of the school budget.

Bearing in mind the vision of Trinity Christian School, the strategic objectives expressed by the Board, and the planning priorities of parents, faculty, and other stakeholders, specific action plans have been developed for strategic improvements to the School. The Board of Directors is fully committed to making the following items a reality over the next five years and beyond:

- On-going annual and long-term planning (rather than long-term planning taking place only every several years), with continual updates to parents regarding progress on action plans
- Benchmarking of other Christian Schools for continuous learning and to develop best practices for Trinity
- Enriching the curriculum throughout the entire school to ensure a sought-after learning environment that is second-to-none
- Strengthening integration of Bible curriculum throughout all subjects in preschool through 8th grade
- Identification and delivery of a major service effort that will integrate all charitable work of the school into one project the entire school can support
- Review of compensation/benefits to ensure adequate rewards for our staff and administration, while transitioning to a pay-for-performance structure
- Development of partnerships with community-based resources in support of students and families
- Emphasizing discipleship and increasing spiritual mentoring across the TCS community
- Expanding Fine Arts and extra-curricular activities for students in grades K-8
- Ensuring age-appropriate resources for stellar kindergarten preparation in the preschool division
- Improving library resources for students
- Expanding technology integration in the classrooms
- Program enhancement specifically geared toward retention of rising middle school students
- Evaluating feasibility of establishing a High School during the next 3-7 years
- Developing a cost-based tuition schedule that supports the actual cost of educating students
- Educating all current families and prospective families on the FAST tuition assistance program
- Marketing Trinity Christian School and employing staff to strengthen relationships within the community and raise public awareness, in support of expanded enrollment

The Plan

Celebrating God’s Blessings

For almost four decades Trinity Christian School has experienced the blessings of God in His provision of competent Faculty and Staff, vision and leadership among its Administrators and on its Board of Directors, and, of course, its families with children. Begun in a home, then a church, Trinity has grown to its present facilities, new students have become Alumni—among them college graduates, fathers and mothers, employees and employers —and, prayerfully we hope, Biblical leaders and engaged citizens, people of influence for Christ.

Trinity Christian School was launched 37 years ago by its founders with a curriculum distinctly classical in nature, long before the now-current “core knowledge” and classical-Christian paradigms appeared. In the Spring of 1976, Trinity Christian School was chartered and incorporated as a not-for-profit corporation. Academic success and spiritual fruit has continued to abound in the years since the school’s founding. As Mrs. Walker, Trinity’s Head of School, noted in her Fall 2011 report to the school’s broader community: “God continues to bless Trinity in tangible ways.” God continues to bless those who honor Him. Honoring God and experiencing His blessings is the tradition of Trinity Christian School, and this will continue as we prayerfully unite to fulfil His calling upon the learning process and our treasured Christian Community here at Trinity.

Thank you for taking the time to read this document which captures on paper the hopes, dreams, and goals of the collective input of the Trinity community at large.

Purpose of the Plan

The 2012 Strategic Plan for Excellence is a matter of stewardship—a tool designed to provide a “living” guide to ensure that the Board of Directors, Headmaster, faculty, staff, and families work collaboratively toward continuous improvement in every facet of the school. The Plan defines approaches, techniques, outcomes, and standards to be applied, as well as the various objectives, responsibilities, strategies, and funding required to reach higher standards of excellence in specific areas.

Process and Methodology

The Strategic Plan is developed, administered, and up-dated by the TCS Board of Directors through a collaborative process designed to gain input from representative stakeholders, i.e. students, parents,

faculty, staff, administrators, alumni, and the community at-large. The planning process itself ponders a five year horizon, and the output of such is this written document, the strategic plan.

The five-year (2012-2016) Strategic Plan and the accompanying annual plan of action provide a framework for analyzing progress beyond the school's current programming and performance, seeking to identify strengths and challenges and to select and prioritize specific opportunities for continued improvement.

The strategic planning process is designed to support academic excellence and to strengthen the Christian community culture of Trinity Christian School, thus bringing alive the Mission, Vision, Values, and foundational elements on which it was founded. Initiation of the strategic planning process began with surveying parents regarding the school's strengths, challenges, and parent suggestions for improvement and expansion. The Board of Directors collaborated in a series of planning meetings and workshops, reviewing parent input and board evaluation criteria.

The Plan outlines specific goals, objectives, and the resources necessary for continuous improvement in the School, and defines the Annual Plan of Action, focused on the upcoming 12-18 months. The Annual Plan of Action is reviewed and updated on a continuous basis by the school's Board of Directors at monthly board meetings. To ensure the School stays current with emerging opportunities and challenges, the Board of Directors will lead a formal planning process with input opportunities of all stakeholders every 12 to 18 months. The Headmaster of the School is responsible for successful completion of the Annual Plan of Action, with support from the Board and above-mentioned stakeholders.

I. Strategic Objectives & Long-Term Goals Adopted by the Board

1. Excellence in Education

Goal Statement: Through adhering to "best-practices," employing superior faculty and staff, and applying empowering academic and co-curricular programming, 100% of TCS students will graduate at or exceed grade level, while demonstrating spiritual and social wisdom, admirable life choices and behaviors, and personal leadership.

2. Sustainable Enrollment

Goal Statement: By the end of the 2015-2016 school year, Trinity's marketing plan as well as its student recruitment and admission policies and procedures will expand Trinity's annual enrolment, surpassing **130 students in K-8 grades** and **84 children in the Pre-school division**.

3. Family Ownership

Goal Statement: As evidence of ownership and participation in Trinity’s distinct Christian community culture, 100% of its families will be represented among school committees and/or involved as, officially or unofficially, active volunteers.

4. Fiscal Stability

Goal Statement: By the 2014-15 school year, the TCS Annual Operating Budget will fund 100 percent of the actual cost of the school’s annual expenses, including line-items for **a)** tuition assistance sufficient to meet family need as well as **b)** budgeted reserves which could make occasional strategic opportunities feasible.

II. Planning Priorities Expressed by TCS Parents & Others

In three open meetings held during the Fall of 2011, between 35 and 40 attendees from among the school’s parents, faculty, alumni, staff, and friends gathered to “brainstorm” regarding the future of TCS. Together, they offered a substantial number of suggestions, often quite specific in nature, across several broadly ranging categories for potential improvements and additions to TCS and its programs. Far from reflecting either active or latent dissatisfaction with the school, active investment of time and participation in such meetings usually reflects deep commitment of such stakeholders and suggests confidence in a school, in its ability to grow in quality—in effect, confidence in its future.

The wide range of brain-stormed suggestions given by the meeting attendees are assembled here in groupings, to provide a summary of the input:

- Strengthen/expand/improve curriculum by returning to its roots of a classically-based curriculum
- Provide additional extra-curricular opportunities for students
- Continue to strengthen Christian Community Culture within our school, emphasizing a greater need and requirement for parent volunteerism
- Celebrate and increase rewards for our faculty and staff at the school
- Raise public awareness and knowledge of Trinity’s offerings and the benefits of Christian education
- Policies and protocols for systematic review of core documents and policies with all stakeholders, to include finding a way to make the school affordable for more families, while still ensuring good stewardship of the school budget.

III. Institutional Culture

1. Key Founding Statements

Mission

The Mission of Trinity Christian School is to educate and develop the whole person for the glory of God by providing an atmosphere of academic excellence within a Christian, interdenominational, family-centered framework.

Vision

The Vision of Trinity Christian School is to prepare tomorrow's leaders for life—academically, socially, and spiritually.

Values

We are founded on Christian, biblical principles. We are a non-denominational institution and have adopted a Statement of Faith to clearly define the Biblical world view and specific beliefs that will govern and be taught at Trinity Christian School. All decision-making within our school shall conform to the Bible rather than individual objectives.

2. Philosophy

Every institution has a culture, tied to its philosophy and often invisible, but which can either inhibit or empower vision and mission and its pursuit of excellence in performance. A healthy school's daily culture intentionally emanates from and requires compatibility in all it does with its Founding Statements [See above] of Mission, Vision, and Values, carefully written at its founding and regularly reviewed by the Board.

To ensure these foundational elements continue to chart the course of progress at Trinity Christian School, the Board and Administration have developed a plan to review consistently and systematically all school policy, founding statements of faith, vision, and core values. The annual planning process will produce action points for addressing building/maintenance needs, capital improvements, staffing and technical needs, and the like.

True to our roots, we want to continue to excel in every facet of the school's operation, and through the product of our students' education, learning, and character development. To facilitate this "best-in-class" mindset and to propel the school toward a continuous improvement mindset, an annual benchmarking process will be designed and implemented beginning in the 2011-2012

school year. Sister schools will be carefully reviewed to determine where we can learn best practices to incorporate innovative ideas and processes into our school's programming, and the intention is that staff, parents, and students will be participatory in this process along with the Board.

When Trinity Christian School was founded over four decades ago, its vision for quality schooling clearly included, as expressed in the Statements above, a learning world-view based upon Biblical-Christian presuppositions, spiritual formation, and challenging curricula (which would also include co-curricula, i.e., "to educate and develop the whole person"). From its beginning, Trinity's founders utilized a curriculum which was largely classical in nature, with the intent of providing a premium education that stood above alternative choices available in our community.

As a result of the numerous recommendations at the parent input meetings and in the time since, the Board is formulating plans through the curriculum committee and working with faculty and staff to update the curriculum. Beginning with the 2012-2013, we will begin the process of strengthening academic rigor, ensuring a learning environment that is not only sought-after within the community and our competition for families/students, but also one in which the primary focus is on strengthening learning outcomes for students while ensuring Biblical integration throughout all subjects and applications. Successful enrichment of the curriculum will be a carefully measured goal with current students as well as prospective students, and ancillary enrichment programming will be instituted as necessary to ensure a positive enrichment process across all grades and learning styles.

3. Christian Community Culture

In addition to founding documents and philosophy statements as mentioned above, other factors contribute significantly to the core culture of a healthy school, i.e., the role of parents in a family-oriented school, and the role of the Board and how it does its business, and the loving manner in which each person conducts himself or herself with all others. A hallmark of Trinity has long been the fellowship of Christians bonding together in community, shown in the team spirit that exists when stakeholders of the school unite together for the good of the school.

A pervasive spirit of volunteerism can energize a school—serving the staff, serving on committees, serving one another in times of stress—consciously creating and maintaining a culture of community while recognizing needful boundaries. Beginning with the 2011-2012 school year, school leadership is researching and will propose standards for developing and maintaining an all-parent program of volunteerism using best practices found among other schools. One such tactic for discussion is the establishment of a rotation schedule for school maintenance workdays, such that each family is represented in the schedule for participation once or twice throughout the monthly workday opportunities held throughout the year.

Beginning with the 2011-2012 school year, the School Enrichment Committee is being reformatted to heighten focus on fostering continued growth in school spirit, encouraging an atmosphere of warmth and hospitality to all who enter the campus, and incubating a spirit that extends beyond school grounds exemplifying each of us as ambassadors representing Trinity Christian School in the community. In our quest for ever-expanding the bonds of Christian Community, emphasis will be given to discipleship and increasing the time and attention given to spiritual mentoring throughout our body of Christ.

As part of the strategy of continuing to encourage and expand volunteerism among school families, an annual demographics and gifts/skills assessment will be conducted for the school population (students, faculty, parents, grandparents, and other interested parties). One objective of the survey will be to identify skills and gifts available within our Community, such that specific volunteer opportunities can be provided and fulfilled.

Based on significant parent input at the Fall strategy meetings, the Board will be identifying a major service organization/effort for which the school can be involved with throughout the school year, and which the student body will support in various opportunities designed to put Christian faith in action through service to the community. Plans are to “adopt” a particular organization or effort as Trinity’s major charitable focus, and then develop a schedule for ongoing service throughout the school year, with participation by students, families, staff, and leadership. Creation of an annual stakeholders report will highlight these efforts as well as other accomplishments of the school year.

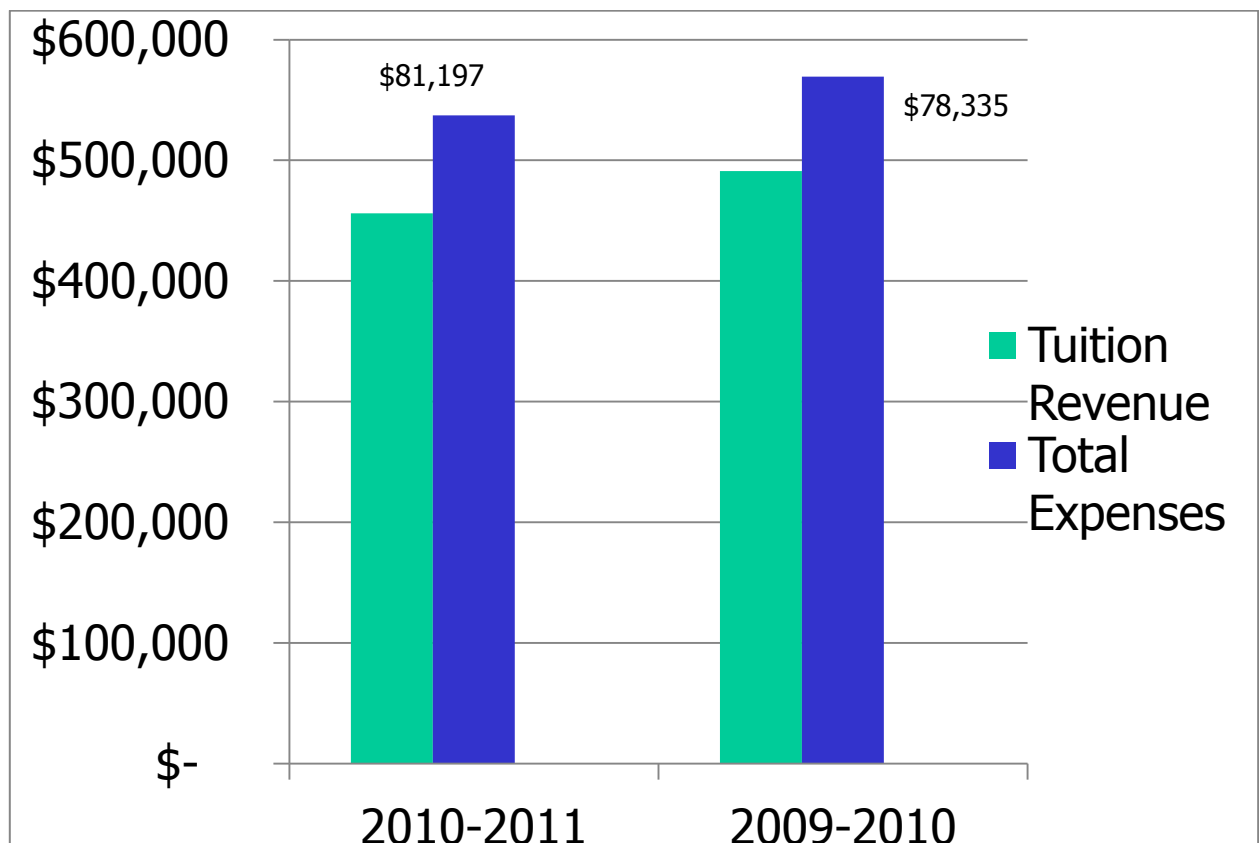
IV. Administration and Accountability

A healthy Board recognizes and delineates its boundaries. As such, the leadership of Trinity Christian School from its beginning designated itself as a policy-making board with primary responsibility for one key employee — the Head of School. As such, the Board avoids deliberating topics and issues which are administrative or solely tactical in nature, and/or those which have conflicts of interest. Rather, the Board is focused on setting strategy and direction for the school, and ensuring wise financial stewardship of school funds.

A school, as a not-for-profit corporation, is a complex institution of several communities and voices. Usually limited in resources, leading a private school especially requires two sustained efforts—continuous dialogue that recalibrates and maintains *consensus* as to methods and outcomes in fulfilling the school’s mission, and a related, continuous process of discovery and awareness of current and developing “*best practices*” in both education and business. For a private school, an entrepreneurial business spirit must actively partner with academic excellence in marketing its vision and program, retaining its personnel, procuring and managing critical resources (including supportive relationships), managing its operational finances, and maintaining a planning process. In support of pursuing excellence, the leadership must actively embrace accountability in as many forms as are relevant to a

school, including accreditation of its programs, fiscal audits, budgeting, financial stewardship and the like.

Specifically in the area of institutional accountability, the Board has realized the need to improve the methods of financing the school’s expenses. In the most recent five years, revenues (tuition payments) have not kept pace with the cost of educating our students. Compounding this dilemma is the accumulation of decisions over the past five years to hold tuition costs constant, rather than instituting small increases. While being sensitive to the poor economy of our region and to the hardships our own families at Trinity are facing, the affect has been creation of a budget shortfall that now needs to be addressed.



Fortunately over the past several years, Trinity’s budget has been balanced annually through unexpected gifts by donors who were aware of the budgetary needs and lack of revenue to cover expenses. While we are exceedingly grateful for these blessings, we as a Board understand the need for wise fiscal stewardship and the danger of continuing to operate solely on faith, as it were.

Therefore, the Board of Directors will be developing and incrementally implementing a cost-based tuition schedule that reflects the actual cost of providing a quality Christian education. This new tuition paradigm will require a shift in thinking, and will be accompanied with a new method of financial assistance available

to any and all families. The Board's stated intention with the new tuition schedule is that no family will be turned away from enrollment at Trinity Christian School strictly due to monetary limitations. We have a passion for making Christian education available to all who are committed to the ideals Trinity upholds, and we appeal to our families to remain open and trusting as the process unfolds. Communication will be key as these plans are developed, and keeping our families informed will be utmost priority.

V. Programming

As has been mentioned, significant parent and staff input has led to the decision to significantly enrich the current curriculum, and a paradigm shift may be required, as well as curriculum updates. This transition is envisioned as a staged process, occurring over the next several years, and beginning with the introduction of revised curriculum for one subject, likely Mathematics for all grades in the 2012-2013 school year.

Adjacent to curriculum enrichment, the fine arts program will be expanded in grades K-8. Beginning in January 2012, drama is being offered in addition to the Music and Art programs currently in place. Additional activities/clubs will be formulated, and will be largely dependent on staff and parent volunteer leadership. Possibilities include golf, chess, writing/speaking, fencing, science club. Any area that a volunteer would like to facilitate will be entertained and considered for the upcoming academic year. A comprehensive study of partnership opportunities in the area of fine arts and other extra-curricular activities will facilitate efforts to expand programming for our students.

Perhaps most significant to the 2012-2013 programming action plans, in addition to curriculum and extra-curricular enrichment, is the initiation of a feasibility study over the next 3-7 years to determine if a high school is a possibility for facilitating continued growth at Trinity Christian School. A committee will be formed by the Fall of 2012 to explore the concept and begin laying out rough plans of the process and funding that would be required to host a high school program on Trinity's campus.

VI. Personnel

We at Trinity Christian School are amazingly blessed with highly committed and highly capable staff. God has indeed given us a gift within each of the men and women He has appointed to teach and train our students and to serve our school. Much was mentioned in the parent meetings about the need to further celebrate and more highly reward the efforts of our faculty and staff.

The Board concurs with this thought and has made a plan to research and prepare a formal compensation structure (pay scale and benefits), in an effort to transition the school's employees to a performance-based compensation structure that will allow the school to more fully recognize the efforts of our outstanding faculty and staff. At the same time, the benefits package will be reviewed (including the staff tuition discount program) to ensure that appropriate benefits are provided for the school's valued staff.

In evaluating the size of the faculty and staff and the need for any additional resources, it is determined at this time that classroom resources are stable for our current enrollment, with the exception of needing an additional middle school faculty member. While we would enjoy and the students would certainly benefit from the addition of paid faculty in a number of areas, both curricular and extracurricular, at our current

enrollment number this is not practical. Thus an additional middle school faculty position is slated to begin Fall 2012, and one administrative staff addition is targeted. An Admissions Coordinator position is planned for the immediate future, which would act as a recruiter of new students and a public relations arm to the community to ensure Trinity is positioned to meet the stated growth goals over the next five years. A major goal of the new position would be to strengthen relationships and public awareness of TCS within Rutherford County and surrounding areas, and to facilitate enrollment growth targets.

A particular area of resource need is that of the library. The board is seeking a volunteer (or group of volunteers) that will conduct an initial inventory and catalog all library books to establish baseline organization of the library, and to then develop a plan/process for consistent cataloguing.

To support our current faculty and ensure that workloads remain manageable as we grow and fill classrooms from an average of 10 per class to our stated cap of 16 per class, several action items are planned. First, the Board will ensure that staff development is continually emphasized, and that support is in place for the enrichment of curriculum. Research will be conducted to determine the need for additional assessment tools to ensure students are able to apply the learning they receive.

As any staff vacancies or opportunities arise, the search process will be conducted in a manner that invites people from Christian and Classical education backgrounds to apply, thereby strengthening our core competencies in this area. Recruitment materials and employment materials such as job application, job descriptions, employment contracts, staff handbooks, etc will be evaluated and revised as needed.

To assist current and future staff, administrative workflow will be evaluated and revamped as needed in the 2011-2012 school year to automate and our outsource processes as possible, allowing staff to maximize efficiency and maintain a realistic workload. Part of this process will be to implement a comprehensive and efficient approach to storing and retrieving student information, such as RenWeb, a leading software database used by private schools for ease of administration, recordkeeping, and enhanced parent-teacher interaction. A major focus will be to increase the use and ease of electronic communication among families and school personnel: teachers will begin utilizing email as a primary method of contact with parents; school newsletters and other information traditionally printed will be distributed electronically. Additional attention will be given to providing teachers with necessary technology skill development, as well as evaluating technology networking/equipment needs throughout the school.

Unfortunately Trinity does not have adequate staff resources at this time to enroll children with specific disabilities and impairments. However, we acknowledge that this situation presents itself from time to time within our existing student body. We will fully support families within our current enrollment as they obtain the support they need, within our existing staff resource and from existing community resources. The school will develop and maintain a list of such resources and will work toward developing partnerships that are available to support parents and students in the learning process.

VII. Facilities and Equipment

Trinity Christian School is located on a wooded two acre tract of land which was donated to the school in 1975 by a local businessman who believed in Christian education. The TCS campus is made up of two classroom buildings, the Preschool building, a multi-purpose gymnasium, a large playing field for soccer or

baseball, smaller playing areas, a fenced in playground for the preschool children, and an outside covered play area which is also used for outdoor school functions . The gymnasium, which is a multi-purpose facility, was designed by a local architect and completed in 2007. The gym court is lined for middle school basketball and volley ball with the potential to expand for high school. There is a fully equipped kitchen, office space, and well-designed bathrooms with locker rooms and handicapped showers. There are two unused classrooms downstairs with the potential for four more classrooms upstairs when needed.

The original building or K-5 classroom building contains 10 large rooms and a 12ft. wide hallway which serves as a gathering place for chapel. The art room, office, multi-purpose and library occupy four rooms. Six of the rooms are used for classrooms which can accommodate 16 students. The middle school building has room for additional students with significant usable square feet available, including four classrooms, computer lab, commons area/library and chapel.

The gymnasium and buildings are cleaned by a paid custodial staff, and all other routine maintenance is performed by parent volunteers on Work Days organized by the school's Building and Grounds Committee. Regular parent workdays are held, typically one Saturday each month. Maintaining the facility and adhering to regulatory and safety requirements is a tremendous and expensive responsibility that is not taken lightly by the school leadership. As such, all required local, state, and federal legal standards for fire protection and sanitation are met. The buildings on the TCS campus are inspected yearly by the Department of Sanitation Services and the local Fire Department. Reports and recommendations are on file in the office. Monthly fire drills, tornado drills when scheduled by the county, crisis planning, and electrical inspections are also part of the plan to provide a school environment that is safe and orderly.

We are blessed by the manner in which parent volunteers partner with the Board to ensure all facility maintenance and repair needs are met in a timely manner. Work Days planned by the Building and Grounds Committee resolve routine maintenance issues, and the Trinity Christian School family exhibits a commitment to excellent stewardship of the facilities God has provided for our students. As has been mentioned, plans are in process for establishment of a rotation schedule such that maintenance needs are addressed in a more orderly fashion and such that families are asked to participate on an equal basis.

The school provides a safe environment for the children. All efforts are geared toward safety and well-being of the children as the primary factor. Children exhibit a feeling of security while on the school grounds, and parents appreciate the comfort they experience in knowing their children are very well cared-for at all times at Trinity Christian School.

In keeping with the stated goal of increasing enrollment to 130 K-8 students within the next five years, there is ample classroom space to do so. Currently there is additional seating available in each classroom, and with minimal construction funds and efforts, an additional four classrooms can be made available in the second floor of our gymnasium building. The school owns sufficient land around the existing facilities that construction of additional facilities is possible, concurrent with the availability of funding. In the event a high school is planned at some future date for the school, this would be a major priority of the upcoming facilities/maintenance planning efforts.

As safety and crisis prevention is a stated priority of the school, a procedure will be established to notify our parents in the event of an accident, incident, or tragedy; emergency responders and the media will also be

notified as needed for any situation. Efforts are underway to create the procedure and to ensure its adherence in the event it is needed at some time in the future.

Strategic planning includes plans for maintenance/ facility needs, staffing and technical needs, and capital improvements. A new item in addition to basic maintenance items for the upcoming twelve month horizon is to obtain a quote for installing additional speed-bumps in the parking to lot to address continued issues of speeding vehicles which jeopardize the safety of our students and their family members. Additionally, a plan will be developed to address any buildings/grounds needs to accommodate the expected five year growth horizon, with specific attention being given to necessary expansion of parking to accommodate school events and programs.

In Conclusion

The future for Trinity Christian School is bright, even brighter than the previous 37 years have shown to be. Plans outlined here have been prayerfully sought out, and are believed to be consistent with God’s plans for Trinity Christian School. Paraphrasing Jeremiah 29:11, the plans He has for us are great plans, plans to give us a hope and a bright future. The Board of Directors humbly asks for your fervent prayers in every area of the life of our school, and specifically in the management and delivery of these plans, and for the communication process throughout the plan execution. With the support and hard work of all stakeholders, the Board of Directors looks forward to making these plans a reality, and celebrating the rewards of obedience to adhering to God’s will for our school.