

September 27, 2011

Dear Parents and Friends of Grove City Christian School,

In May, 2011, the GCCS School Board requested your participation in a Parent Satisfaction and Referral Survey (the “PSRS”) administered by GraceWorks Ministries. GraceWorks Ministries has helped several hundred schools examine their performance and suggest areas for improvement. The Board appreciates your willingness to openly and candidly share opinions, concerns and comments regarding our school.

The survey was done to help us fulfill two mandates:

- The Biblical Mandate- God calls all of us to excellence and to “see yourself as others see you” (Ecclesiastes 9:10, Colossians 3:23-24)
- The Practical Mandate- about 65% of all new families to Christian schools come from word of mouth referrals. It is extremely important to encourage parents to give their referrals in the community. It is equally important that we know their concerns, and act on those ideas, to help them want to give that referral.

The key goal of the PSRS was to help the Board understand, through survey data evaluation, what program improvements are most likely to increase overall satisfaction. Of course, the Board is hopeful that increased parent/student satisfaction will, in turn, result in more word-of-mouth referrals.

We had an adult response rate to the survey of 31%, or 340 responders. We had a student (grades 5-12) response rate of 93%, or 367 responders. We will be discussing the adult survey results only in this letter.

There were several different methods that allowed us to interpret the survey information. One methodology utilized was the **Leverage Score**. The leverage score is based on a sophisticated 1000 point scale that considers a variety of factors including: relative importance of the item, difference in satisfaction and willingness to refer with respondents’ effectiveness rating for the program item, effect sizes, consistency, and overall range of respondents rating. The purpose of the leverage rating is to understand which program elements are likely to increase satisfaction and word-of-mouth referrals.

GCC Top 10 on the Leverage Score:

1. Christian environment
2. Positive school climate
3. Christian character development
4. High behavioral standards for students
5. Students are well-prepared for the next educational level
6. Educational vision for the school
7. Teachers are Christian role models
8. Curriculum is up-to-date

9. School's use of resources
10. School Board oversight

The entire leverage list, in order of ranking for our school is attached at the back of this letter for your reference.

Then, we looked at the **Differential List**. The differential list examines the average importance and effectiveness of all program elements. GraceWorks defines and calculates the quality gaps, the difference between the ratings of the elements in importance and effectiveness.

GCC Top Effectiveness Areas (rated high, meaning areas that parents are most satisfied):

1. Teacher exhibit care and concern for students
2. Teachers are Christian role models
3. Religion curriculum
4. Challenging educational curriculum
5. Safe learning environment
6. Elementary/Intermediate principal leadership
7. Sporting facilities/fields

GCC Top Improvement Areas (meaning this is an area where improvement is desirable)

1. Positive School Climate
2. Middle/High School principal provides oversight/accountability
3. Educational vision
4. Engaging teaching
5. High behavioral standards for students
6. Curriculum up-to-date
7. Students well prepared for next level

In addition, we examined a **Cross Tab Report** which allows us to cross-reference data through dozens of criteria like grade level or activity involvement. Lastly, we reviewed hundreds of **Comments**. Comments were sorted by grade level, and ranged from a broad overview of the school, to very detailed descriptions of specific facility issues, to suggestions for short and long term improvement for the school. The Board's Survey Committee has reviewed each comment.

So, as you can see, it is a lot of information and data to absorb. Nonetheless, there were some specific things that the Board learned from this survey. For example,

- Parents of students in grades K-3 have a significantly higher referral and satisfaction rate than those in grades 4-12.
- Parents of 8th graders were the lowest in referrals and second lowest in satisfaction.

- Parents of 12th graders were the second lowest in referral and lowest in satisfaction.
- Parents that have a longer distance to drive to school are generally more satisfied.
- The data and comments support that teachers are strong Christian role models and exhibit high concern for their students.
- Household income did not impact satisfaction or referral rate.
- The sports rated elements are lower in importance but are generally effective.
- Elementary leadership elements were noted with high satisfaction.
- Numerous comments were made regarding consistency of behavior standards, communication, educational vision.
- MS/HS Leadership was a leading topic of concern.
- There were numerous comments about bullying.

The Board has already started implementing an action plan! We have reviewed the results with all school Principals, who have been asked to develop school specific action plans of their own. In addition, before the school year started, survey results were shared with the faculty and staff. The PTO hosted a “Meet the Board Night” at which time the Survey Committee shared the survey results. Many parents participated in the discussion and asked questions. For those parents who were unable to attend that event, we wanted ensure that you knew the results and thus, we are communicating through this letter.

For the 2011-2012 School year, action items include:

1. Establish a committee to review, further develop and communicate a strategic plan for the School.
2. The School Board and Principals will be working together to clarify and communicate our vision and educational objectives.
3. The Principals are currently working with their staff to explore the elements of “Positive School Environment” and “Communication”. We have asked them to consider what might contribute to the PSRS results, and to develop and encourage activities that will demonstrate positive change.
4. The Principals have been asked to review all student and parent comments for their respective grade levels and report back on any action items that they feel require follow up.

5. GraceWorks has developed a “Word of Mouth” Calendar through their research, created to reach out to and further engage the parent community. Expect to hear more about the “Word of Mouth” calendar.
6. We have asked the current HS principal (Mr. Cook) to specifically note the concerns about staff oversight, leadership and addressing parent concerns. Although he should not feel the need to review every issue from last year, we feel it is important for him to understand that the concept of these themes would be helpful in developing improvement plans for the school in alignment with his personal goals.
7. We have reevaluated and aligned discipline policies with the input from the Principals. We will be looking at the application as a focal point for the coming year, evaluating use and consistency.
8. We have asked the Principals to continue to evaluate and communicate programs for the prevention of bullying. Special education regarding bullying was offered last year and the Principals are sensitive to the need to focus on all aspects of prevention.
9. The School Board will continue to communicate with the parents throughout the year to provide updates regarding our progress and action plans.
10. The Board and Survey Committee will also be planning the next survey, expected to occur later in the school year.

We realize this is a process that will be ongoing. Our goals and action plans will continue to develop. Above all, we sincerely hope that you realize the Board values all parents and friends of GCCS.

Thank you again for entrusting GCCS with your child’s education. We will also make this communication available on the school website at <http://www.gccsk12.org>.

Blessings,

The Grove City Christian School Board

GCCS GraceWorks Survey Leverage List, 2011

1. Christian environment	26. Facility allows for adequate learning environment
2. Positive school climate	27. Middle / High School Principal leadership
3. Christian character development	28. Competency of coaches
4. High behavioral standards for students	29. Educational objectives are clear
5. Students are well prepared for the next educational level	30. Qualifications of teachers
6. Educational vision for the school	31. Elementary / Intermediate Principal leadership
7. Teachers are Christian role models	32. Safe learning environment
8. Curriculum up-to-date	33. Elementary / Intermediate Principal provides staff oversight and accountability
9. School's use of resources	34. Individual student differences are accommodated
10. School Board oversight	35. Student admission standards
11. Middle / High School Principal provides staff oversight and accountability	36. Reasonable tuition
12. Academically competent teachers	37. Use of technology in instruction
13. Middle / High School Principal addresses parent concerns	38. Communication with constituents
14. Teachers exhibit care and concern for students	39. Parent / teacher communication
15. Financial stability of school	40. Elementary / Intermediate Principal addresses parent concerns
16. High academic standards for students	41. Teachers work well with parents
17. Teachers are up-to-date on teaching methodology	42. Quality of overall sports program
18. Religion curriculum	43. Quality of extra-curricular activities
19. Challenging educational curriculum	44. Results of standardized tests
20. Engaging teaching	45. Character development via sporting program
21. Key life skills are taught	46. Parent involvement with school
22. Traditional values taught	47. Significant financial aid is available
23. Students feel accepted by their peers	48. Variety of extra-curricular activities
24. Individual attention provided for students	49. Sporting facilities / fields
25. Staff is customer service oriented	