

**SCHOOL ACCREDITATION**  
**VISITING COMMITTEE REPORT**

**HORIZON PREP**

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GRADES 1-8

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ACCREDITATING COMMISSION FOR SCHOOLS  
of the  
**WESTERN ASSOCIATION OF SCHOOLS AND COLLEGES**

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## INTRODUCTION

Horizon Prep is a preschool through grade 8 program that functions as an outreach ministry of Horizon Christian Fellowship, located in Rancho Santa Fe, California in a suburban area of San Diego County. The school currently serves 425 students. The school opened in 2000 and by 2003 had grown to include a 20-acre property adjacent to the church. The campus has an open, almost rural feel that provides a very comfortable school setting.

The stated goal of the school is to prepare mind, body, soul and strength with a classically-based, Christ-centered excellent academic program. The school is known in the community for its loving, nurturing environment and high academic standards. Student achievement test scores average in the 97th percentile nationally. Students receive strong instruction in core subjects and their education is further enriched by instruction in Latin, Spanish, Bible, a variety of fine arts, library, technology and physical education. Horizon Prep has recently been chosen as “Best of” preschool and “Best of” private school by the readers of Ranch and Coast Magazine.

The school maintains an outstanding campus environment. Although buildings are simple, they are well maintained, consistent in appearance and very well adapted to the needs of the program. Planning and order are apparent everywhere. However, the real strength of the school is found in its stakeholders. The pastoral staff of the sponsoring church is deeply committed to the school and to the families it considers itself privileged to serve. The faculty, led by a strong and capable administrative team, is qualified, experienced, collegial and mutually supportive. The program is further strengthened by a dedicated support staff. The student body is enthusiastic, gracious, and highly appreciative of their educational opportunities at Horizon Prep, where they obviously feel safe, cared for and very much at home. Parents express strong support for the school and are involved in a variety of activities. The school clearly provides a somewhat unique educational opportunity for a somewhat unique community that recognizes the quality program and special environment provided by Horizon Prep.

Horizon Prep currently plans to expand through high school and has obtained the city approvals necessary for their future plans. The combination of a strong and supportive sponsoring church, great financial strength, demonstrated commitment to excellence, and families (both parents and students) that express an anxious desire for a Horizon Prep High School program should allow this vision to become a reality.

As a visiting committee it has been our pleasure to work with the school in this, their first self-evaluative accreditation process.

## MAJOR COMMENDATIONS

### THE COMMITTEE COMMENDS:

1. The pastoral staff of the sponsoring church for being a primary driving force for the ministry of the school, including strongly and visibly supporting the school before the staff, community, and congregation, and from the pulpit, resulting in unwavering church support and a favorable standing within the community. (ACSI Standard: School Organization; WASC Criteria: Organization for Student Learning; School Report p. 2.20; conference with pastor, school board, faculty, parents and students)
2. The school board and administration for strong and practical financial policies that demonstrate on-going fiscal strength and responsibility through no long-term debt, through maintaining a balanced budget, and through providing funds essential to the daily operation of the school program, making financial concerns a non-issue in the life of the school. (ACSI Standard 2: School Organization: Finance; WASC Criteria D: Resource Management and Development; School Report p. 2.27; conference with pastoral staff and administration)
3. The administration, faculty and media staff for the strong and extensive technology resources available to the faculty and staff, and for significant incorporation of technology into the instructional program, contributing effectively to the over-all program of the school. (ACSI Standard 6: Library, Media Resources, Technology; WASC Criteria B: Curriculum and Instruction; observation of faculty)
4. The administration for serving together as an effective leadership team, providing an environment where faculty are both encouraged to and enabled to function at a very successful level in a professional and yet comfortable environment. (ACSI Standard 4: School Personnel; WASC Criteria 4A.4: Organization for Student Learning: Staff; observation of staff; conference with administration and faculty)
5. The administration and faculty for developing an educational program that demonstrates unusual consistency between classrooms and grade levels while still encouraging creativity and appropriate individuality, thus ensuring a consistent educational experience for each student. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; observation of classrooms; conference with administration and faculty)
6. The faculty and staff for their strong academic qualifications, breadth of experience and expressed satisfaction with their working environment, all of which contribute to a very professional and yet comfortable school environment. (ACSI Standard 4: School Personnel; WASC Criteria 4A.4: Organization for Student Learning: Staff; observation of staff; conference with administration and faculty)

7. The faculty and staff for a high degree of support for and collaboration with each other, resulting in strong professionalism and collegiality. (ACSI Standard 4: School Personnel; WASC Criteria 4A.4: Organization for Student Learning: Staff; observation of staff; conference with administration and faculty)
8. The student body for their unusual demonstration of mature attitudes, deep thinking skills, natural graciousness and for their outstanding spirit and sense of ministry that is demonstrated through their personal demeanor on campus, enthusiastic participation in the Spirit Run, Compassion International and a variety of other charities and outreaches on a regular and on-going basis. (ACSI Standard 3: School, Home and Community; WASC Criteria C2: Parent and Community Involvement; observation of school campus; conference with parents and students)
9. The administration, faculty and staff for the high degree of intentionality that can be seen throughout the school program, which, in combination with the clear and demonstrated love shown by teachers and staff, provides a truly outstanding school experience for students. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; observation of classrooms; conference with administration and faculty)
10. The administration and faculty for the use of data from ITBS, and various formative, summative and authentic assessments to guide instruction and intervention strategies that support student achievement. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction)
11. The administration and faculty for excellent school-home communication using a wide variety of methods, thereby educating families and providing them needed information and opportunities to be involved in the school program. (ACSI Standard 3: School, Home and Community; WASC Criteria C2: Parent and Community Involvement; School Report p. 3.33; conference with parents)

## MAJOR RECOMMENDATIONS

### THE COMMITTEE RECOMMENDS:

1. That the school board, administration, faculty and school community develop a system for regular review of the school's philosophy, vision, mission, and core values statements so that all stakeholders are a part of the process and have ownership of the school's philosophy, vision, mission and core values statements. (School Report pp. 1.6, 1.7; ACSI Standard: Philosophy and Foundations; WASC Criteria: Organization for Student Learning; conference with administration and parents)
2. That the administration and faculty implement training and procedures that will ensure that biblical principles are effectively and continually integrated across all grade levels, subject areas, and student activities, in order to fulfill the mission, vision, and core values of the school. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.52-5.54; observation of classrooms; conference with faculty)
3. That the administration and faculty consider the development of a standard and defined curriculum review cycle and a formalized curriculum review process to be certain that no area of the curriculum is overlooked and to ensure cohesiveness across grade levels and subject areas. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; conference with administration and faculty)
4. That the administration and faculty increase rigor in the over-all math program and create a successful transition from the elementary to the middle school math program so that students are well prepared in this foundational area of study. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 10.156, 10.157; conference with administration and faculty)
5. That the administration and faculty continue to integrate the SRA curriculum into the current Language Arts curriculum to provide the most effective instruction possible. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 10.155, 10.156; conference with administration and faculty)

## SECTION ONE

### *PHILOSOPHY AND FOUNDATIONS*

#### **THE COMMITTEE COMMENDS:**

1. The pastoral staff and school board for developing a Biblically-based philosophy, mission, vision and core values statement which clearly guide the development and practice of all aspects of the school's program. (ACSI Standard 1: Philosophy and Foundations; WASC Criteria A.1: School Purpose; School Report p. 1.6; conference with pastoral staff, school board and administration)
2. The pastoral staff, administration, faculty, and staff for clearly communicating to families the school's philosophy, mission, vision and core values through a wide variety of methods which provides a strong sense of unity. (ACSI Standard 1: Philosophy and Foundations; WASC Criteria A.1: Organization for Student Learning; School Report p. 1.8; conference with pastoral staff, school board, administration and parents)
3. The church and school for working well as a team with strong supportive involvement of the church pastors in the school program, which gives the school a greater sense of community and provides strong support for the school program. (ACSI Standard 1: Philosophy and Foundations; WASC Criteria A.1: Organization for Student Learning; School Report p. 1.9; conference with pastoral staff, school board and administration)

#### **THE COMMITTEE RECOMMENDS:**

1. \*\*That the school board, administration, faculty and school community develop a system for regular review of the school's philosophy, vision, mission, and core values statements so that all stakeholders are a part of the process and have ownership of the school's philosophy, vision, mission and core values. (School Report pp. 1.6, 1.7; ACSI Standard: Philosophy and Foundations; WASC Criteria: Organization for Student Learning)

**SECTION TWO (A)**  
***SCHOOL ORGANIZATION - ADMISSIONS***

**THE COMMITTEE COMMENDS:**

1. The school board and administration for developing and maintaining an admissions process that is clear, concise, and well organized, thereby facilitating the enrollment of prospective students in an efficient, orderly, and professional manner. (ACSI Standard 2: School Organization: Admissions; WASC Criteria A: Organization for Student Learning; School Report pp. 2.12-2.20, 2.27)
2. The school board and administration for maintaining an admissions process that effectively supports the philosophy and mission of the school and communicates the mission of the school to prospective families, resulting in a strong and growing enrollment of mission-appropriate students. (ACSI Standard 2: School Organization; WASC Criteria A: Organization for Student Learning; School Report pp. 2.12-2.20, 2.27)
3. The school board and administration for providing \$250,000 per year in tuition grants, thereby enabling families who might not otherwise be able to attend a Christian school the opportunity to remain enrolled. (ACSI Standard 2: School Organization; WASC Criteria A: Organization for Student Learning; School Report p. 2.14; conference with parents)

**SECTION TWO (B)**  
***SCHOOL ORGANIZATION – FINANCE***

**THE COMMITTEE COMMENDS:**

1. The school board and administration for maintaining an outstanding record of tuition collection, making funds available for the school program as needed. (ACSI Standard 2: School Organization: Finance; WASC Criteria D: Resource Management and Development; School Report p. 2.27; conference with administration)
2. The supporting/sponsoring church for the strong financial support provided to the school and for the school programs, particularly during the early years of the school's founding, allowing sufficient funds to be available for the needs of the staff and school program. (ACSI Standard 2: School Organization: Finance; WASC Criteria D: Resource Management and Development; School Report p. 2.27; conference with pastoral staff and administration)
3. \*\*The school board and administration for strong and practical financial policies that demonstrate on-going fiscal strength and responsibility through no long-term debt, through maintaining a balanced budget, and through providing funds essential to the daily operation of the school program, making financial concerns a non-issue in the life of the school. (ACSI Standard 2: School Organization: Finance; WASC Criteria D: Resource Management and Development; School Report p. 2.27; conference with pastoral staff, school board and administration)

**THE COMMITTEE RECOMMENDS:**

1. That the school board and administration develop a capital campaign to meet the cost needs of the proposed high school campus and program. (ACSI Standard 2: School Organization: Finance; WASC Criteria D: Resource Management and Development; School Report p. 2.27; conference with school board, administration, faculty, parents and students)

**SECTION TWO (C)**  
***SCHOOL ORGANIZATION – SCHOOL GOVERNANCE***

**THE COMMITTEE COMMENDS:**

1. \*\*The pastoral staff of the sponsoring church for being a primary driving force for the ministry of the school, including strong and visible support of the school before the staff, community, and congregation, and from the pulpit, resulting in unwavering church support and a favorable standing within the community. (ACSI Standard 2: School Organization: School Governance; WASC Criteria A.2: Organization for Student Learning; School Report p. 2.20; conference with pastoral staff, school board and faculty)

**THE COMMITTEE RECOMMENDS:**

1. That the school board develop, implement, and maintain a formal, written evaluative review process for the Headmaster/COO of the school, in order to come into compliance with required accreditation standards, and to provide an opportunity for both affirmation of excellence and guidance for improved performance in an atmosphere of loving and professional accountability. (ACSI Standard 2: School Organization: School Governance; WASC Criteria A.2: Organization for Student Learning; School Report p. 2.19; conference with administration)
2. That the school board and administration formulate, approve, and implement a long-range strategic plan for the school, in order to achieve the school's mission-focused outcomes in the community and to empower the school to efficiently and effectively fulfill its mission and vision for ministry. (ACSI Standard 2: School Organization: School Governance; WASC Criteria A.2: Organization for Student Learning; School Report pp. 2.19-2.20; conference with pastoral staff and school board)

## **SECTION THREE**

### ***SCHOOL, HOME AND COMMUNITY***

#### **THE COMMITTEE COMMENDS:**

1. **\*\*The student body for their unusual demonstration of mature attitudes, deep thinking skills, natural graciousness and for their outstanding spirit and sense of ministry that is demonstrated through their personal demeanor on campus, enthusiastic participation in the Spirit Run, Compassion International and a variety of other charities and outreaches on a regular and on-going basis. (ACSI Standard 3: School, Home and Community; WASC Criteria C2: Parent and Community Involvement; observation of school campus)**
2. **\*\*The administration and faculty for excellent school-home communication using a wide variety of methods, thereby educating families and providing them needed information and opportunities to be involved in the school program. (ACSI Standard 3: School, Home and Community; WASC Criteria C2: Parent and Community Involvement; School Report p. 3.33)**
3. **The administration and faculty for the comprehensive withdrawal review process that is conducted with families who have withdrawn from the school's program, providing important information that can be used for making changes and/or improving the school program. (ACSI Standard 3: School, Home and Community; WASC Criteria C2: Parent and Community Involvement; School Report p. 3.30.1c; conference with administration)**
4. **The administration and faculty for the use of diverse multi-media advertising methods used to improve its enrollment policies, practices and other communication processes that advance its mission, vision and objectives. (ACSI Standard 3: School, Home and Community; WASC Criteria C2: Parent and Community Involvement; School Report p. 3.30.1d, 3.33; observation of school campus)**
5. **The administration, faculty, staff and parents for the development of a strong parent fellowship/organization, enhancing communication and relationships within the school, and providing support for school activities. (ACSI Standard 3: School, Home and Community; WASC Criteria C2: Parent and Community Involvement; School Report p. 3.32, #3; conference with parents)**

#### **THE COMMITTEE RECOMMENDS:**

1. **That the administration and faculty use findings from historical enrollment data for planning and implementing program improvements. (ACSI Standard 3: School, Home and**

Community; WASC Criteria C2: Parent and Community Involvement; School Report p. 3.30.1a, 1e, 1h)

2. That the administration and faculty consider designing a study that evaluates student academic performance and personal adjustment in the schools to which they matriculate, to identify potential changes that would improve the preparation of students for their continuing education. (ACSI Standard 3: School, Home and Community; WASC Criteria C2: Parent and Community Involvement; School Report p. 3.30.1g; conference with administration and faculty)
3. That the pastor, school board, administration and faculty consider developing enrollment and/or employment outreach to ethnically diverse potential students and faculty/staff to encourage enrollment and/or hiring policies and practices that are in accordance with its mission, vision, objectives and employment standards and to prepare students to function in an ethnically diverse world. (ACSI Standard 3: School, Home and Community; WASC Criteria C2: Parent and Community Involvement; School Report p. 3.31.1d; Employment Handbook, Section II, pg. 6; observation)

## **SECTION FOUR**

### ***SCHOOL PERSONNEL***

#### **THE COMMITTEE COMMENDS:**

1. \*\*The faculty and staff for their strong academic qualifications, breadth of experience and expressed satisfaction with their working environment, all of which contribute to a very professional and yet comfortable school environment. (ACSI Standard 4: School Personnel; WASC Criteria A.4: Organization for Student Learning: Staff; observation of staff; conference with administration and faculty)
2. \*\*The faculty and staff for a high degree of support for and collaboration with each other, resulting in a strong professionalism and collegiality. (ACSI Standard 4: School Personnel; WASC Criteria A.4: Organization for Student Learning: Staff; observation of staff; conference with administration and faculty)
3. \*\*The administration for serving together as an effective leadership team, providing an environment where faculty are both encouraged to and enabled to function at a very successful level in a professional and yet comfortable environment. (ACSI Standard 4: School Personnel; WASC Criteria A.4: Organization for Student Learning: Staff; observation of staff; conference with administration and faculty)
4. The administration for an appropriate student-teacher ratio, allowing for effective implementation of the school's program. (ACSI Standard 4: School Personnel; WASC Criteria A.4: Organization for Student Learning: Staff; School Report p. 4.37 #2)
5. The school board and administration for the comprehensive hiring process, policies and procedures for selecting, orienting and evaluating faculty, contributing to a strong program. (ACSI Standard 4: School Personnel; WASC Criteria A.4: Organization for Student Learning: Staff; School Report p. 4.38, 4.a, p. 4.40 #6; conference with administration)
6. The school board and administration for the provision of professional development opportunities for faculty and staff, allowing faculty and staff to continually improve their professional skills. (ACSI Standard 4: School Personnel; WASC Criteria A.4: Organization for Student Learning: Staff; School Report p. 4.39, 5a, b, c; observation of portfolios; conference with faculty)

#### **THE COMMITTEE RECOMMENDS:**

1. That the administration and faculty consider the development of a formal standardized process for substitutes to ensure they are carrying out the instructional focus of the school

and the plans of the teachers for whom they are substituting. (ACSI Standard 4: School Personnel; WASC Criteria A.4: Organization for Student Learning: Staff; School Report p. 4.41, #6b; conference with administration and faculty)

2. That the school board and administration consider implementing a process for using formal evaluations to provide direction and to determine renewal or termination of employment for the non-instructional staff. (ACSI Standard 4: School Personnel; WASC Criteria A.4: Organization for Student Learning: Staff; School Report p. 4.46, #4)
3. That the school board and administration design a comprehensive, qualitative descriptor for the numeric rubric used for evaluating materials from new applicants to provide for consistency and continuity in the hiring process. (ACSI Standard 4: School Personnel; WASC Criteria A.4: Organization for Student Learning: Staff; School Report p. 4.38; application rubric; conference with administration)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***

**GENERAL**

**THE COMMITTEE COMMENDS:**

1. **\*\*The administration, faculty and staff for the high degree of intentionality that can be seen throughout the school program, which, in combination with the clear and demonstrated love shown by teachers and staff, provides a truly outstanding school experience for students. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; observation of classrooms; conference with administration and faculty)**
2. **\*\*The administration and faculty for the use of data from ITBS, and various formative, summative and authentic assessments to guide instruction and intervention strategies that support student achievement. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction)**
3. **\*\*The administration and faculty for developing an educational program that demonstrates unusual consistency between classrooms and grade levels while still encouraging creativity and appropriate individuality, thus ensuring a consistent quality educational experience for each student. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; observation of classrooms; conference with administration, faculty and parents)**
4. **The administration and faculty for the strong integration of technology into classroom instruction, facilitating general learning as well as improving student use of and interest in technology. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; observation of classrooms; conference with administration, faculty, parents and students)**
5. **The faculty for the use of rubrics in grading student work, resulting in impartial, rigorous grading of students. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; observation of classrooms)**
6. **The administration and faculty for providing a consistent, orderly and attractive classroom environment, facilitating the learning process for students. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; observation of classrooms; conference with administration and faculty)**
7. **The administration and faculty for the development of complete, consistent and orderly curriculum documents that help both facilitate the instruction and learning process as well as**

provide readily-available information about curriculum and course content. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; observation of classrooms; conference with administration and faculty)

#### **THE COMMITTEE RECOMMENDS:**

1. \*\*That the administration and faculty consider the development of a standard and defined curriculum review cycle and a formalized curriculum review process to be certain that no area of the curriculum is overlooked and to ensure cohesiveness across grade levels and subject areas. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; conference with administration and faculty)
2. \*\*That the administration and faculty continue to integrate the SRA curriculum into the current Language Arts curriculum to provide the most effective instruction possible. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 10.155, 10.156; conference with administration and faculty)
3. \*\*That the administration and faculty increase rigor in the over-all math program and create a successful transition from the elementary to the middle school math program, so that students are well prepared in this foundational area of study. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 10.156, 10.157; conference with administration and faculty)
4. \*\*That the administration and faculty implement training and procedures that will ensure that biblical principles are effectively and continually integrated across all grade levels, subject areas, and student activities, in order to fulfill the mission, vision, and core values of the school. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.52-5.54; observation of classrooms; conference with faculty)
5. That the administration consider more assistants to offer one-on-one reading and writing intervention for students who are functioning below grade level. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.56; conference with faculty)
6. That the administration and faculty reference the California Content Standards throughout the curriculum documents, providing verification of the quality of the instructional program. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; observation of curriculum documents; conference with faculty)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***

***ELEMENTARY BIBLE***  
***MIDDLE SCHOOL BIBLE***

**THE COMMITTEE COMMENDS:**

1. The administration and faculty for the selection of a Bible curriculum that provides students with a knowledge of God's work throughout the Old and New Testament and encourages the application of His Word to their personal lives. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.69, #1; classroom observation)
2. The administration for providing supplemental resources for the Bible curriculum for teachers to use in meeting the educational and spiritual needs of their students, enriching instruction in Bible. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.69, #2; classroom observation)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and faculty consider a new elementary Bible curriculum that would provide teachers additional time and provide resources and supplementary materials for the curriculum used in the elementary grades. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.69, #1; conference with faculty)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***

***ELEMENTARY COMPUTER/TECHNOLOGY***

**THE COMMITTEE COMMENDS:**

1. The school board, administration and faculty for providing a state-of-the-art computer and technology facility with advanced capability, helping to achieve the school's goals and objectives in this area. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.72-5.73; observation of classrooms)
2. The school board, administration and technology staff for providing all elementary faculty members with a laptop computer, enabling them to effectively integrate educational technology into the classroom. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.72-5.73; observation of classrooms; conference with parents)
3. The staff for continually purchasing needed equipment (such as the Bamboo pads), in order to prepare students for effective learning in middle school. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.72-5.73; observation of classrooms; conference with faculty, parents and students)

**THE COMMITTEE RECOMMENDS:**

1. That the administration, faculty, and staff develop a plan to share the students' online portfolios with parents, in order to increase communication with parents and to help the school better fulfill its mission, vision, and educational philosophy. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.73)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***

***MIDDLE SCHOOL COMPUTER/TECHNOLOGY***

**THE COMMITTEE COMMENDS:**

1. The school board, administration and faculty for providing a state-of-the-art computer and technology facility with advanced capability, in order to help achieve the school's goals and objectives. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.74-5.75; observation of facility)
2. The school board, administration, and technology staff for providing all middle school faculty members with a laptop computer, enabling them to effectively integrate educational technology into the classroom. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.74-5.75; observation of classrooms; conference with parents and students)
3. The technology staff for working with the faculty members of each grade level on integrating educational technology into the daily curriculum, thereby providing students with the skills needed for ongoing, effective learning. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.74-5.75; observation of classrooms)
4. The staff for continually purchasing needed equipment (such as the Bamboo pads), in order to prepare students for ongoing, effective learning. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.74-5.75; observation of classrooms)
5. The middle school faculty and technology staff for having all students bring personal technology (laptop computers) into the classroom, providing hands-on learning, a technologically integrated Christian education, and a growing proficiency in the use of educational technology in preparation for high school and lifelong learning. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.74; observation of classrooms; conference with parents and students)

**THE COMMITTEE RECOMMENDS:**

1. The administration, faculty, and staff develop a way to share the students' online portfolios with parents, in order to increase communication with parents and help the school better

fulfill its mission, vision, and educational philosophy. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.73)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
  
***ELEMENTARY FINE ARTS***  
***MIDDLE SCHOOL FINE ARTS***

**THE COMMITTEE COMMENDS:**

1. The administration, faculty, music staff and students for the strong worship participation that enhances the student learning environment and fulfills the mission of the school. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.89, 5.91; campus observation)
2. The faculty for working collaboratively with music faculty on the development of thematic curriculum being integrated throughout grades 1-8. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.91; classroom observation; conference with faculty)
3. The administration and faculty for providing a music program that develops music reading skills, love of music, performance skills, and speaking confidence. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.91; classroom observation; conference with faculty)
4. The administration and faculty for providing afternoon enrichment programs such as choir, drill team, band and worship team to enhance student opportunities in fine arts. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.91; conference with parents and students)
5. The administration, faculty and staff for providing opportunities for student participation in the San Diego and Rancho Santa Fe art shows each year, providing exposure to artistic qualities and exposure for the talents of students. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.67, #2; observation; conference with parents and students)
6. The administration and faculty for providing a comprehensive art program for grades 1 through 8, focusing on drawing, painting, print-making, sculpting, weaving and various other media to facilitate the development of a variety of art skills. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.65; observation; conference with faculty)

7. The faculty for working collaboratively with the art faculty on the curriculum in order to integrate thematic lessons throughout grades 1-8. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.65; observation; conference with faculty)

**THE COMMITTEE RECOMMENDS:**

1. That administration and music faculty consider developing a music curriculum that would introduce a range of instruments at each level to provide students with a more diverse learning experience in music. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.91)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***ELEMENTARY FOREIGN LANGUAGE***

**THE COMMITTEE COMMENDS:**

1. The administration and faculty for using an appropriate Latin curriculum that is rigorous and incorporates various learning modalities, allowing students to learn through a curriculum that is sequentially aligned and is appropriate for the school's classical and Christian focus. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.80-5.81; observation of classrooms and textbooks; conference with faculty, parents and students)
2. The administration and faculty for choosing Teaching Proficiency through Reading and Storytelling (TPRS) that is based on a first language acquisition learning process, allowing students to develop listening skills for the language and to learn to read in Spanish at an early age. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.100-5.101; observation of classrooms)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and faculty share with parents the philosophy behind the introduction of a foreign language at the elementary level to increase parent understanding of the program. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.80; conference with parents)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***MIDDLE SCHOOL FOREIGN LANGUAGE***

**THE COMMITTEE COMMENDS:**

1. The administration and faculty for using the Ecce Romani series that merges well with the elementary program, and encourages high order thinking skills, allowing Latin to serve as a strong foundation for continued study of romance languages. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.82-5.83; observation of classrooms)
2. The administration and faculty for choosing the Teaching Proficiency through Reading and Storytelling (TPRS) method that uses language that is relevant to the student, helping them acquire and recycle known vocabulary. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.102-5.103; observation of classrooms)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and faculty further integrate and implement Latin throughout the curriculum, so that students will be able to apply their knowledge of the language throughout their studies and across the curriculum. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.83; observation of classrooms; conference with parents)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***ELEMENTARY LANGUAGE ARTS***  
***MIDDLE SCHOOL LANGUAGE ARTS***

**THE COMMITTEE COMMENDS:**

1. The administration and faculty for providing a well rounded language arts program with a wide variety of teaching tools and regular assessments to ensure success for all students and to challenge them in their learning. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.61, 5.77, 5.78, 5.79; observation)
2. The administration and faculty for consistently seeking out the best textbooks and reading programs to better meet the needs of all students. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.61; observation; conference with faculty)

**THE COMMITTEE RECOMMENDS:**

1. That administration and faculty develop benchmarks and outcomes across all grade levels to enhance the language arts program and to verify student achievement. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.77, 5.79; conference with faculty)
2. That the administration and faculty explore how spelling instruction could be improved so that student's spelling on daily work shows application of skills learned. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.77, 5.99; observation of student work)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***ELEMENTARY MATH***

**THE COMMITTEE COMMENDS:**

1. The faculty for providing manipulatives and for using technology to reinforce math skills and to ensure student progress. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.85; observation of classrooms; conference with faculty)
  
2. The faculty for providing a structured math program with a logical progression of skills and consistent reinforcement that facilitates retention of learned concepts and increases student success in math. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.85; observation of classrooms; conference with faculty)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***MIDDLE SCHOOL MATH***

**THE COMMITTEE COMMENDS:**

1. The faculty for providing a challenging curriculum in math and for using a wide variety of learning experiences to ensure the success of all students. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.87; observation of classrooms; conference with faculty and parents)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and faculty continue to explore ways to bridge the gap between 5th and 6th grade to provide a consistent math program and to facilitate student success in the middle school math program. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.87; conference with faculty and parents)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***ELEMENTARY PHYSICAL EDUCATION***

**THE COMMITTEE COMMENDS:**

1. The administration and faculty for utilizing a physical education curriculum that effectively builds upon previously learned skills and concepts, thereby preparing students for success in subsequent instructional units. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.92-5.93; observation; conference with faculty)
2. The administration and faculty for providing a physical education curriculum with instructional units that are enjoyable for both teacher and student, resulting in higher student achievement in P.E. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.92-5.93; conference with faculty and students)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and faculty consider developing and implementing additional physical education assessment tools for the upper elementary and middle school grades that are less subjective in nature, in order to provide more objective assessment when evaluating student performance. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.92-5.93; conference with faculty and parents)
2. That the administration and faculty consider developing physical education benchmarks for each instructional unit across all grade levels, in conjunction with the implementation of the Velocity program, in order to help raise student performance levels and to achieve instructional goals and objectives. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.92-5.93; conference with faculty)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***MIDDLE SCHOOL PHYSICAL EDUCATION***

**THE COMMITTEE COMMENDS:**

1. The administration and faculty for delivering physical education instructional units designed both to build student skills and to provide a comprehensive knowledge and understanding of the sport or activity being taught, thus increasing student learning and helping the program achieve its instructional goals and objectives. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.94-5.95; observation of program; conference with faculty)
2. The faculty for providing a variety of games and drills, as part of the physical education curriculum, that prepares students in a step-by-step process to ultimately engage in the sport or activity with which each unit culminates, in order to encourage all students to participate and achieve instructional goals, not only those which are athletically-minded or athletically-gifted. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.94-5.95; observation of class; conference with faculty)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and faculty consider developing and implementing additional physical education assessment tools for the upper elementary and middle school grades that are less subjective in nature, in order to provide more objective assessment when evaluating student performance. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.92-5.93; conference with faculty and parents)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***ELEMENTARY SCIENCE***

**THE COMMITTEE COMMENDS:**

1. The administration and faculty for utilizing comprehensive science textbooks that align with the experiments being conducted with content, increasing student learning and providing consistency throughout the science curriculum. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.96-5.97; observation of class; conference with faculty)
2. The faculty for providing an extensive variety of hands-on science experiments at every grade level, in order to ensure full student participation and achieve learning objectives. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.96-5.97)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***MIDDLE SCHOOL SCIENCE***

**THE COMMITTEE COMMENDS:**

1. The administration and faculty for providing a science curriculum with which students are familiar, thus providing seamless transitions from grade to grade in science, enhancing student learning. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.98-5.99; observation of classroom; conference with faculty)
2. The faculty for exposing students to multiple theories and types of thought within the field of science, while integrating Biblical truths and a Christian worldview, in order to broaden understanding while still empowering students to defend their beliefs from both scientific and scriptural perspectives. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.98-5.99; conference with faculty and students)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and faculty seek ways to develop a lab for school-wide use for science, in order to enhance instruction and elevate the level of student achievement. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report pp. 5.98-5.99)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***ELEMENTARY SOCIAL STUDIES***

**THE COMMITTEE COMMENDS:**

1. The faculty for presenting the history curriculum using a chronological method which follows the standards of the classical education philosophy that allows students to conceptualize and internalize their learning. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.106, #1; classroom observation)
2. The faculty for using creativity and ingenuity in the instructional methods used for teaching history that allow for in depth study in areas that are more significant. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.106, #2)

**THE COMMITTEE RECOMMENDS:**

1. That the administration consider providing teachers additional time and resources to collaborate and develop supplemental materials in the history program to implement at the elementary grades. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.106; conference with faculty)

**SECTION FIVE**  
***INSTRUCTIONAL PROGRAM***  
***MIDDLE SCHOOL SOCIAL STUDIES***

**THE COMMITTEE COMMENDS:**

1. The administration and middle school history faculty for providing a sequence of curriculum from ancient history that presents a Biblical worldview for practical influence and application in the life of middle school students. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.108; classroom observation; conference with students)
2. The administration and middle school history faculty for the integration of technology and history in the curriculum and instructional content. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.108, #2; classroom observation; conference with students)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and middle school faculty consider further implementation of Omnibus into the 6th to 8th grade curriculum for consistency and continuity of skills. (ACSI Standard 5: Instructional Program; WASC Criteria B: Curriculum and Instruction; School Report p. 5.108; conference with faculty)

**SECTION SIX**  
***LIBRARY, MEDIA AND TECHNOLOGY***

**THE COMMITTEE COMMENDS:**

1. \*\*The administration, faculty and media staff for the strong and extensive technology resources available to the faculty and staff, and for significant incorporation of technology into the instructional program, contributing effectively to the over-all program of the school. (ACSI Standard 6: Library, Media Resources, Technology; WASC Criteria D: Resource Management and Development; observation of program; conference with administration)
2. The administration and faculty for the use of parent volunteers to improve and update the library and to organize regular fundraising events, which has resulted in an outstanding library program. (ACSI Standard 6: Library, Media Resources, Technology; WASC Criteria D: Resource Management and Development; School Report pp. 6.111, 6.114; observation of program)
3. The administration and technology staff for the on-going teacher training and support offered so that teachers can integrate technology into their classrooms to better meet the needs of their students. (ACSI Standard 6: Library, Media Resources, Technology; WASC Criteria D: Resource Management and Development; School Report p. 6.114; conference with faculty and parents)

**THE COMMITTEE RECOMMENDS:**

1. That the school board and administration develop a formal technology plan in order to come into compliance with ACSI accreditation standards and to provide continuing improvement in the school's technology program. (ACSI Standard 6: Library, Media Resources, Technology; WASC Criteria D: Resource Management and Development; School Report p. 6.113; conference with administration)
2. That the school board and administration investigate ways to increase the number of computers in the library for student use. (ACSI Standard 6: Library, Media Resources, Technology; WASC Criteria D: Resource Management and Development; School Report p. 6.114)

**SECTION SEVEN**  
***STUDENT SERVICES - ACTIVITIES***

**THE COMMITTEE COMMENDS:**

1. The administration and faculty for the implementation of a strong student activities program and for the level of diverse gender participation, providing opportunity for all students. (ACSI Standard 7: Student Services: Student Activities; WASC Criteria C: Support for Student Personal and Academic Growth; School Report p. 7.125; Athletic Activity Chart pp. 7.125, 7.126; observation of program)
2. The administration and faculty for an outstanding lunch activities program, which engages students in worthwhile productive activities and allows them to be better prepared for afternoon instruction. (ACSI Standard 7: Student Services: Student Activities; WASC Criteria C: Support for Student Personal and Academic Growth; observation of lunch activities; conference with faculty and students)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and faculty consider developing a process that includes student involvement in leadership training and implementing mechanisms for student feedback on the impact of the activities program, so activities can be ensured to meet student needs. (ACSI Standard 7: Student Services: Student Activities; WASC Criteria C: Support for Student Personal and Academic Growth; School Report p. 7.127; conference with parents and students)
2. That the administration and faculty develop a more aggressive program of leadership training, particularly for middle school students, to help in the development of these important qualities in students from families that highly value leadership. (ACSI Standard 7: Student Services: Student Activities; WASC Criteria C: Support for Student Personal and Academic Growth; conference with parents and students)
3. That the administration and faculty consider developing a student government program to give students a voice and to provide opportunities for developing leadership skills. (ACSI Standard 7: Student Services: Student Activities; WASC Criteria A: Organization for Student Learning; conference with administration, parents and students)

**SECTION SEVEN**  
***STUDENT SERVICES - GUIDANCE***

**THE COMMITTEE COMMENDS:**

1. The administration, faculty and staff for the maintenance of comprehensive information in each student's cumulative records folder, making essential information readily available when needed. (ACSI Standard 7: Student Services: Guidance Services; WASC Criteria C: Support for Student Personal and Academic Growth; School Report p. 7.119)

**THE COMMITTEE RECOMMENDS:**

1. That administration, guidance personnel, and faculty consider the development of a more formal counseling/guidance program/services, particularly for junior high students. (ACSI Standard 7: Student Services: Guidance Services; WASC Criteria C: Support for Student Personal and Academic Growth; School Report p. 7.118; conference with parents)

**SECTION SEVEN**  
***STUDENT SERVICES - HEALTH SERVICES***

**THE COMMITTEE COMMENDS:**

1. The administration for providing regular first-aid, blood borne pathogen and CPR training for faculty and staff to ensure the safety and well being of its students and staff. (ACSI Standard 7: Student Services: Health Services; WASC Criteria C: Support for Student Personal and Academic Growth; School Report p. 7.123; conference with staff)
2. The school board and administration for hiring experienced Health Services personnel, providing effective leadership of the student health services and professional care for students as needed. (ACSI Standard 7: Student Services: Health Services; WASC Criteria C: Support for Student Personal and Academic Growth; School Report p. 7.122; observation of nurse's office)
3. The administration and staff for making health screenings available to students, demonstrating the school's commitment to provide for the physical needs of its students. (ACSI Standard 7: Student Services: Health Services; WASC Criteria C: Support for Student Personal and Academic Growth; School Report p. 7.122)
4. The administration and school nurses for providing copies of student health cards to classroom teachers to help ensure the proper care of students in case of emergency on or off campus. (ACSI Standard 7: Student Services: Health Services; WASC Criteria C: Support for Student Personal and Academic Growth; School Report p. 7.124; observation of health cards)

**THE COMMITTEE RECOMMENDS:**

1. That the administration complete a blood borne pathogens exposure control plan, including policies, training, exposure determination, post exposure procedures, and record keeping, thereby providing for the safety and health of students and staff in cases of blood-related injuries. (ACSI Standard 7: Student Services: Health Services; WASC Criteria C: Support for Student Personal and Academic Growth; School Report pp. 7.123, 7.130; conference with staff)

**SECTION EIGHT**  
***SUPPORT SERVICES - TRANSPORTATION***

**THE COMMITTEE COMMENDS:**

1. The administration and staff for providing a procedure that enables students to be transported safely to and from student activities and field trips, facilitating the educational goals of the school. (ACSI Standard 8: Support Services: Transportation; WASC Criteria A. 5: Organization for Student Learning: School Environment; School Report pp. 8.133, 8.134; conference with staff)

**SECTION EIGHT**  
***SUPPORT SERVICES - FOOD SERVICES***

**THE COMMITTEE COMMENDS:**

1. The administration for providing a practical lunch program that meets student needs at a cost that does not negatively affect the school's budget and that does not require a large investment of time from the staff. (ACSI Standard 8: Support Services: Food Services; WASC Criteria A.5: Organization for Student Learning: School Environment; School Report p. 8.135; observation of lunch program; conference with administration, faculty, parents and students)

**THE COMMITTEE RECOMMENDS:**

1. That the administration and staff consider gathering student and parent input regarding the lunch program, in order to continue evaluating its effectiveness in the light of the percentage of students purchasing school lunches and other school-prepared or school-arranged foods. (ACSI Standard 8: Support Services: Food Services; WASC Criteria A.5: Organization for Student Learning: School Environment; School Report p. 8.135)

**SECTION EIGHT**  
***SUPPORT SERVICES - SAFETY AND CRISIS PLANNING***

**THE COMMITTEE COMMENDS:**

1. The administration, faculty and staff for developing and using a School Incident Command structure where every adult on campus has a job in case of emergency, thus providing a safe environment for students in all situations. (ACSI Standard 8: Support Services: Safety and Crisis Planning; WASC Criteria A.5: Organization for Student Learning: School Environment; School Report p. 8.138)
2. The administration and faculty for conducting monthly lockdown, earthquake and fire drills so that teachers and students are well prepared in case of an emergency. (ACSI Standard 8: Support Services: Safety and Crisis Planning; WASC Criteria A.5: Organization for Student Learning: School Environment; School Report pp. 8.138, 8.140)

**THE COMMITTEE RECOMMENDS:**

1. That the outdoor sound system be improved or updated so that it can be heard both outside and inside each classroom to provide for the safety of all students and faculty. (ACSI Standard 8: Support Services: Safety and Crisis Planning; WASC Criteria A.5: Organization for Student Learning: School Environment; School Report p. 8.140)
2. That the administration provide new locks for classroom doors so that the doors can be locked from the inside as well as the outside in case of an emergency. (ACSI Standard 8: Support Services: Safety and Crisis Planning; WASC Criteria A.5: Organization for Student Learning: School Environment; School Report p. 8.140)

## **SECTION NINE**

### ***SCHOOL FACILITIES***

#### **THE COMMITTEE COMMENDS:**

1. The sponsoring church, school board, and administration for providing facilities and a school location that allow for a variety of activities and service projects, helping the school achieve its mission. (ACSI Standard 9: School Facilities; WASC Criteria D: Resource Management and Development; School Report pp. 9.143-9.150; observation; conference with parents)
2. The administration and maintenance department for an outstanding job of campus care and for providing the school with immediately accessible maintenance personnel on campus when needed, thus maintaining school facilities in good repair and helping the school achieve its mission. (ACSI Standard 9: School Facilities; WASC Criteria D: Resource Management and Development; School Report pp. 9.143-9.150; conference with staff and parents)
3. The maintenance staff for formulating and executing an effective facilities maintenance program and annual maintenance cycle, resulting in a physical plant that is attractive, functional, and reflective of the school's standard of excellence. (ACSI Standard 9: School Facilities; WASC Criteria D: Resource Management and Development; School Report pp. 9.143-9.150; observation of maintenance staff and facilities; conference with maintenance chief)

#### **THE COMMITTEE RECOMMENDS:**

1. That the administration, in conjunction with the maintenance staff, consider bringing all custodial and landscaping services in-house, in order to help ensure that all on-campus services are provided by born-again believers and enabling all facilities services to come under the full control of church/school leadership. (ACSI Standard 9: School Facilities; WASC Criteria D: Resource Management and Development; School Report pp. 9.143-9.150; observation of maintenance staff and facilities; conference with maintenance chief)

**SECTION TEN**  
***SCHOOL IMPROVEMENT PLAN***

**THE COMMITTEE COMMENDS:**

1. The school board, administration, faculty and staff for their collaborative effort in determining the greatest needs and priorities of the school, and for the development of the subsequent Action Plan, allowing for broad and complete input in allowing the school's most significant needs to be identified and prioritized. (ACSI Standard 10: School Improvement Plan; WASC Criteria A.7: School Improvement Process; School Report pp. 10.153-10.157; conference with steering committee)

**THE COMMITTEE RECOMMENDS:**

1. That the administration, faculty and self-study coordinator add any additional major recommendations from this visiting committee to the current Action Plan to be certain that all identified major needs of the school are addressed. (ACSI Standard 10: School Improvement Plan; WASC Criteria A.7: School Improvement Process; School Report p. 10.156; conference with administration and faculty)
2. That the administration, faculty and self-study coordinator complete all components of the Action Plan as required by WASC and ACSI, including timeline, person(s) responsible, necessary resources, and indicators of outcomes, to be certain all requirements of the Action Plan are incorporated. (ACSI Standard 10: School Improvement Plan; WASC Criteria A.7: School Improvement Process; School Report pp. 10.153-10.157; WASC Initial Visit Report p. 17; observation of documents; conference with administration and faculty)

## CONCLUSION

The accreditation team would like to thank the staff of Horizon Prep for the privilege of working with you in the accreditation process. You have been a blessing to us, and hope that we in turn have been a blessing to you.

We commend you on the fine school you have established here and for the positive effect you are having on the lives of your students and the families of those students. As a group, you display an outstanding sense of warmth and caring. Your sense of community and love for each other is obvious in your every action. God has given you a very unique opportunity and a unique community, and you are serving well.

We also commend you for the demonstrated value you place on accreditation and on the accreditation process. The integrity demonstrated through accreditation is a testimony to your community. The future opportunities it provides for your students is a practical demonstration of your love for them and care for their futures.

Thank you, too, for your fine hospitality as seen in the warm welcome, great food, and attention to our every need during our visit. You have made us comfortable, and we have felt very much at home and at ease while we were here. The staff has shared with us openly and honestly, facilitating our responsibilities as a visiting committee. A special thank you to our volunteer for her help in developing the committee report.

We pray with you for God's continued blessing on this special and effective ministry.