

GCSS Chapel 2018

THE POWER OF ONE

Imagine with us that we could witness in our community as one school: preschool through 12th grade. Our community would know us as a unified school body where our priority is to encourage students to build a strong relationship with Jesus Christ and learn how to share our unique Seventh-day Adventist message. How much greater of an impact would this be with one voice, one name?

The GCSS Identity Task Force Report

March 25, 2019

P.O. Box 628
4855 College Drive East
Collegedale, TN 37315



The GCSS Identity Task Force Report

“We are a Seventh-day Adventist school established to educate, equip, and inspire students to be critical thinkers who serve others and reflect Christ’s character”

-GCSS Mission Statement

Task Force Charge

The Task Force was charged with ensuring that an open process was followed in choosing a common name for the four entities (Early Childhood Education Center, A.W. Spalding Elementary, Collegedale Adventist Middle School, and Collegedale Academy) that fall under the Greater Collegedale School System (GCSS).

Overview of the Task Force Process

We began with a series of meetings intended to inform ourselves about the current structure and processes within the GCSS.

We gathered input from a variety of sources. The most extensive of these were from listening events with the ECEC-12 faculty/staff members and two community focus group meetings. These efforts culminated with a Town Hall forum open to the community. During these listening sessions, we focused on collecting feedback and understanding comments, suggestions, and questions.

These meetings produced a considerable amount of feedback and led to evolving thoughts and deliberations within the Task Force. This report is reflective of the input received and summarizes the findings and recommendations.

Task Force Key Finding

Based on the feedback from the various listening sessions, it was determined that the overall consensus is positive toward unifying under one name.

History of the Greater Collegedale School System

The GCSS has a rich history with many changes, but always with the constant focus upon providing a strong Seventh-day Adventist Education to generations of children that pass through this valley.

In looking back at the 1968 Constitution, the initial goal was to unify our schools. The following passage is taken from the 1968 Constitution: ***“The progressive trend in education today is toward consolidation of school units in order to enrich the curricula and provide the best possible teaching personnel and facilities at a minimum cost...Although to begin with, the identities of these two units shall be retained, the structure shall be adequate to encompass the enlargement to a 6-3-3 school system when and if the need and desire arises.”*** (Appendix #6)

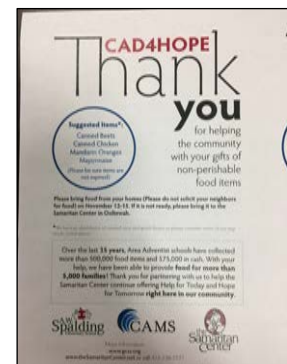
The school board and administration have been working to honor this historic goal through strategic planning and actions (Appendix #5). The power of *ONE NAME* is firmly believed in and consolidating the name will be the capstone not only to the said historic goal but also to the unification steps already accomplished:

- One Board
- One Mission Statement
- One Strategic Plan
- One Spiritual Plan
- One School Accreditation
- One Finance Office/Audit/Tax ID
- One Development Department
- One Marketing/Recruitment Office
- One Plant Services Department
- One IT Department

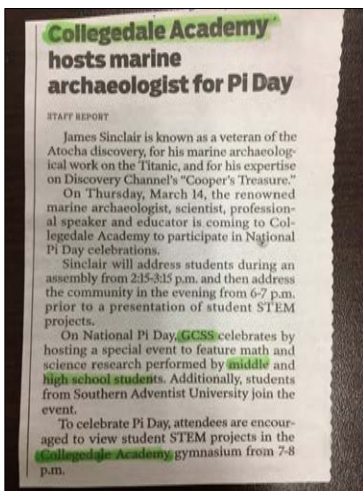
The Struggle with Our Fragmented Identity

These are some of the powerful stories that surfaced as a result of talking with stakeholders. The intention is to illustrate the types of issues that could be resolved by unifying the name.

COMMUNITY SERVICE/OUTREACH - Our students volunteer in the community in numerous ways and one example is a preschool through 12th grade effort in collecting cans for CAD4HOPE in partnership with the Samaritan Center. I had the privilege to drive the Collegedale Academy students around as they dropped off bags and picked up cans in our community. One gentlemen that we encountered said, *“I knew it was you, Collegedale Academy! I saw you coming with your bags and recognized you right away. We look forward to seeing you and supporting this important cause each year.”*



Currently, each campus facilitates community service outreach (including CAD4HOPE) under their individual identity. It got me thinking...*how much greater of an impact could our students make in witnessing under one name potentially tripling the recognition of who we represent.* –Parent Volunteer



UNIFIED IDENTITY TO COMMUNITY - Recently the GCSS celebrated National Pi Day by hosting a STEM night in the academy gym for grades 6 through 12. Attached is an article that was written for the paper to highlight this event to the community. What struck me is how many names/student references are listed in the article. *Do people even know who the GCSS is? Did CAMS get proper recognition? Could the broader community identify us as one school body? How much more of an impact could we have by identifying ourselves as one name?* –Parent/Employee

ACADEMIC - Recently, a perspective international student was applying to study at Collegedale Academy. For their I-20 paperwork submission, they needed the school to write a letter indicating their acceptance. The school issued a letter on CA's letterhead. Unfortunately, the U.S. Embassy denied the student's application because of the discrepancy between the business name (GCSS) and the school name (CA). There was no recourse or appeal and the individual was unable to attend our school. *The school not only lost tuition, but also a witnessing opportunity.* –CA Administration

BUSINESS EASE - Barbara Hunt (CAMS Principal) went to the Village Market to purchase some items for CAMS. The seasoned check-out clerk needed to look up the name that the school account was under for tax exempt purposes. Barbara presented her CAMS ID badge and a Collegedale Academy credit card but the account was not found. Finally, the clerk found the Greater Collegedale School System account after several frustrating minutes. *This confusion is present WITHIN our local Adventist community, and is even more accentuated the further we move from Collegedale.*

BUSINESS EASE - Selena Trott (7th Grade CAMS Teacher) went to the School Box to pick up supplies for her class. A considerable amount of time was spent with the clerk to find under which name the account was registered. The clerk first searched Collegedale Adventist Middle School, as presented on Selena's ID card. When an account was not found, the clerk then searched for A.W. Spalding Elementary, Collegedale Academy, and the Greater Collegedale School System. *This experience was both cumbersome and time consuming for all parties involved.*

PRACTICAL PARENTAL ISSUE (UNIFORMS) - My child did not grow much during the transition years between AWS and CAMS. She could have continued to wear the same uniform shirt but currently our uniforms have different logos (AWS/CAMS/CA). Therefore, I needed to purchase new uniform shirts for my daughter although the old shirts were not worn out. *Consolidating can have a huge cost advantage for parents.* –Family of three GCSS students

The Power of One: What are the Specific Benefits?

Parents/Students

- Streamline and economize uniform purchases
- Reduce confusion when describing where each child attends school
- Simplify communication from the school
- Strengthen school spirit
- Provide common school spirit wear

Employees

- Increase camaraderie among campuses
- Simplify business transactions
- Increase curriculum collaboration among teachers

Business

- Give clarity in identification
- Triple the occurrences a singular name is used
- Simplify our marketing and recruiting
- Provide clarification to our donors/sponsors/businesses

Community

- Create a clear identification
- Simplify our structure and school offerings

Conclusion

Based on our findings, the Task Force recommends a consolidation of the business and brand to: *Collegedale Academy*.

Why Collegedale Academy?

- Value placed on the historical significance of the name Collegedale Academy. CA is well known in our greater community and across the nation
- Maintain a sense of identity for alumni and former faculty
- Consolidation to an existing name would be a smoother and less expensive transition

In order to accomplish the consolidation of business and brand to Collegedale Academy, the Task Force also recommends the following steps be taken:

For Immediate Implementation

- Change the business name from Greater Collegedale School System to Collegedale Academy
- Change the signage at AWS & CAMS to reflect the consolidated name
- Identify the preschool-5 building as Collegedale Academy -Elementary-
- Identify the 6-8 building as Collegedale Academy -Middle-
- Change uniform logos to C.A. and grandfather in AWS/CAMS uniforms for 3 school years
- Replace business materials as required
- Honor the legacy of Arthur Whitefield Spalding in a meaningful way (such as naming an area of academic importance, offering elementary scholarships, etc.)

For Implementation Over the Next Three Years

- Unify a communication platform to parents
- Increase cross-campus collaboration
- Adopt a preschool-12 Student Information System (Ren-Web/PowerSchool)
- Set-up student mentorship programs between grade levels
- Examine school colors
- Identify a school mascot
- Establish a common email/network/etc.
- Explore options for a singular, answering phone system

The GCSS Identity Task Force Members

- Nora Moody – Board Chair
- Brent Shrode – Board Vice Chair
- Doru Mihaescu – Policy Committee Chair
- Marilee Silverstein – GCSS Alumni/Development
- Jeff Richardson – CAMS Vice Principal/Teacher
- Angi Howell – GCSS Marketing/Recruiting
- Geoff Starr – McDonald Road Church Youth Pastor

The GCSS Identity Task Force

Focus Group Notes

The following comments were collected by the Task Force. The guiding question for the discussions was “Why not Collegedale Academy: Adventist Education K-12”. Only feedback pertaining to the topic was included in this collection.

- *AWS, CAMS, CA Staff Focus Groups (Wednesday, Feb 13, 2019)*
- *Invitational Focus Groups (Tuesday & Wednesday, Feb 19 & 20, 2019)*
- *Town Hall Meeting (Tuesday, Feb 26, 2019)*
- *Email responses*

Pros for Consideration as Outlined by the Audiences

- Create unity
- Similar identity
- Strengthen our school
- Clarity on who we are (outside community)
- Not exclude non-Adventists
- Honor CA's history
- One logo on all uniforms (cost savings for parents)
- Branding consolidation leads to cost savings & simplification
- Quadruple the mentioning of CA
- Create and encourage loyalty to retain students
- More likely to donate to Collegedale Academy
- CA is not as cumbersome compared to alternatives
- Easier on alumni
- Well known in the community

Cons for Consideration as Outlined by the Audiences

- Emotional attachment to CA & AWS
- Lacking “Adventist”
- Fear of alienating feeder schools
- Donations would decrease
- Cost
- The fear that the identity issue is leading to decreased alumni attendance
- Too much unity
- AWS legacy would disappear
- Community perspective on bringing this up again
- Transition time will be a headache
- Faculty could feel less valued

- Donor confusion
- Students are attached to their name (AWS, CAMS, CA)
- Not good for finances
- Not good for enrollment
- Could cause certification issues for teachers
- Focusing on name change distracts from other work we are doing
- Less alumni connection and support because they don't feel connected
- Saying my child is in 2nd grade at CA creates confusion

Questions Related to the Identity Topic *(Answers to questions can be found in the report or the Q & A)*

- Is an academy only “high school”? #1
- Why did marketing come up in the accreditation? #2
- What would happen to the CA seal? Who can use it? #3
- Do we understand how extensive a legal name change would be? #4
- Are there legal costs with going to one school? #4
- Why are alumni and non-constituent parents NOT unable to vote? #5
- How do we identify the buildings? #6
- Why are we given one name to review? #7
- How will we answer the phones? #8
- What is the cost? #9
- When would we spend? #9
- Reserves to pay for signs – Does each school have reserves? #9
- What is the impact on other local schools if we have AWS & CAMS included in CA? #10
- Is the goal to exclude other elementary schools? #10
- If schools combine, how will budgets be handled? Separate v. Combined #11
- If merged, will it reduce the quality of the academy? #12
- Is there a legal requirement for consolidation? #13
- Can we keep GCSS as umbrella name and keep existing names? (see report)
- If we still have to identify buildings, why change? (see report)
- If adopted, how soon would the name take effect? (see report)
- How long would old uniforms be allowed? (see report)
- Why the push for unity, is there an existing issue? (see report)

Suggestions

- Don't use “Adventist Education K-12” as presented in the conceptual logo
- Incorporate ECEC somehow
- Clarity on building identification for safety, delivery, etc.
- Grandfather uniforms
- Cost of parents under consideration
- Color clarification
- Can AWS be the name of the building?
- Multiple bids on products & services during transition
- Provide a forum for alumni to voice their opinions
- Recognize AWS for his work
- State the school board and administration are supportive
- Mention this is a result of the strategic plan and accreditation
- Make sure we don't recruit from local Adventist schools (under 8th grade)
- Overall communication platform needs improvement
 - Ren-Web & PowerSchool
- Affirm and value both sides of the debate

- Two sided position paper
- Send a primer out early; lay forward the meeting details
- Keep AWS involved
- Collegedale Adventist Schools (Academy, Middle, and Elementary)
- Use Alumni weekend to gather feedback from Alumni.
- Spend lots of time explaining our group of schools.
- Likes the suggestion Collegedale Adventist Academy
- Name change will not affect sending my kids to the school.

Appendix #2: Questions and Answers

Answers to questions raised that were not directly answered in the report.

1) Is an academy only “high school”?

- A. The use of “academy” to define a place of study within the Seventh-day Adventist church does not hold to specific grades. The Task Force found 50 Adventist academies within the United States that operate as singular Preschool/PreK/K through 12 learning environments. This includes South Lancaster Academy; the oldest operating Adventist grade school in North America. Consolidating to Collegedale Academy would not be in conflict with the academy model set forth across the country. (Appendix #7)

2) Why did the school’s marketing come up in the accreditation?

- A. School viability has historically been a key component to evaluating a school’s program. During an accreditation, the evaluating team not only looks at the academic components the school offers, but the entire mechanism of operation. This includes the evaluation of the Spiritual program, financing, marketing, campus safety, IT, community perception, etc. Specifically, the team wants to see how successful the school is at communicating who they are and what they offer to the local and broader community. The Columbia and Southern Unions have led in recent years in this endeavor. They evaluate complete programs as Adventist education and it is not just about academics but about educating the mind, body, and soul.

3) What would happen to the CA seal? Who can use it?

- A. The Task Force is not able to discern what would happen with the academy seal. If the name Collegedale Academy remains however, the seal would not change or go away. It is understood there is great meaning behind each of the symbols and it would be expected that administration would ensure this is not lost nor the seal misused.

4) Do we understand how extensive a legal name change would be?

- A. Research indicates that changing the name from GCSS to CA will require filing numerous forms and documents with appropriate federal, state and local organizations, and little, if any, cost. The organization will need to change the registered name of the FEIN (federal ID number), the TN state sales tax exemption certificate, the AASI accounting system and SURF (Southern Union Revolving Fund). Minutes from the Constituency Meeting, an updated Constitution and letters from Officers of the organization should suffice to make these changes.

GCSS bank partners will already need new paperwork as a result of changes to the GCSS administration (AWS Principal retirement), and a change of names on these accounts will be accomplished with those new resolutions and bank signatory cards. Many local vendors already use the name Collegedale Academy, and those that use one of the other names (AWS, CAMS, GCSS) will be informed as appropriate.

The annual financial audit confirms the interconnection of the three campuses, noting that the GCSS is comprised of the ECEC, AWS, CAMS and CA as one entity. Not having multiple DBA (doing business as) names for the GCSS and utilizing Collegedale Academy should provide continuity for our regulatory and local partners.

5) Why are alumni and non-constituent parents unable to vote?

- A. The GCSS constitution states that only members of constituent churches may vote. GCSS constituent churches include Collegedale Community Church, Collegedale SDA Church, Hamilton Community Church, Hispanic Community SDA Church, McDonald Road SDA Church, and the Su Casa Spanish-American SDA Church.

6) How do we identify the buildings?

- A. The Task Force recommends the preschool-5 (currently AWS) building be labeled as Collegedale Academy -Elementary- and the 6-8 building (currently CAMS) be labeled as Collegedale Academy -Middle-. By doing so, the separate campuses would remain identified without diluting the entity name, Collegedale Academy.

7) Why are we given one name to review?

- A. The policy committee charged the Task Force to choose “a common name”. This was voted on and approved by the school board on February 5, 2019.

8) How will we answer the phones?

- A. It would be proper for the school phones to be answered using the name on the building/campus. One suggestion brought to the Task Force’s attention multiple times was to have a common phone number as well. This concept is out of the Task Force purview, and is recommending the school administration examine this concept further.

9) What would be the financial cost of the transition?

- A. The main cost for this transition would be for the signage and our initial quote is between \$11,000 - \$13,000. Not factored into this price is the stucco repair and paint for those areas. We are unable to know the cost for the repair work until the old signage is removed but it is not expected to be of great sum.

The second expected cost will be the replacement of business materials. The Task Force recommends these be replaced as required and a repurposing of any materials that may need to be replaced prior to them being used. It should be noted these materials have been purchased on an “as used basis” therefore, there is NOT a large stockpile of materials.

This money for the signage update would be applied from each respective reserve fund. The funds for new office materials would come from already established budgets.

10) What is the impact on other local schools if we consolidate to *Collegedale Academy*?

- A. The Task Force does not see a direct impact on neighboring Adventist schools. Recruiting efforts at these schools will continue to target the incoming 9th grade students. CA would still be the nearest option for secondary Adventist education with Georgia-Cumberland Academy being the nearest Adventist boarding school. Just as other schools are looking to strengthen their program, the goal of the board and administration is to strengthen the GCSS for the present and the future.

11) If the schools combine, how will budgets be handled (Combined vs. Separate)?

- A. The consolidation of the school name will not affect the budget structure. A few items to note on the existing GCSS budget: 1) The budget for the 2019/2020 school year has already been approved. There will not be a tuition raise to cover the cost of consolidation. 2) Our financial identity is already considered as one (since 1968) and we have one audit every year. Currently, AWS, CAMS, and CA are budgeted on an individual basis and this will continue to be the standard under a consolidated name.

12) Would a consolidation reduce the quality of the academy?

- A. Our board, administration, and faculty/staff are committed to our mission statement.
“We are a Seventh-day Adventist school established to educate, equip, and inspire students to be critical thinkers who serve others and reflect Christ’s character.”

13) Is there a legal requirement for consolidation?

- A. No

Appendix #3: Current Logos



Appendix #4: Brand Consultant Notes

On Monday, March 11, the Task Force heard from a branding consultant from a large corporate organization. The consultant volunteered their time to share their professional perspective on our current brand and what a revised branding would look like. Some highlights are below:

- Simplify, simplify, simplify... much better for the public to see one, clear identity
- What are some current issues for the end user? What is the benefit for the end user?
- Think about what problems are being solved?
- Understand a brand is more than a logo...
 - It is the EXPERIENCE people have with the organization
 - It is what people are saying when you are not in the room
- *Consolidation is a logical step from a brand/marketing perspective*

Appendix #5: GCSS Strategic Plan Goals

2015/2016

- Start the Branding Process – One Name, One Website
- Integrate IT into One department
- Update the GCSS Constitution
- Strengthen character building
- Form the GCSS Administrative Team (Principals & CFO)

2016/2017

- Develop one mission statement
- Formalize a GCSS Spiritual Master Plan
- Begin a Development focus on an Endowment
- Brainstorm facility futures
- Upgrade security cameras across campuses

2017-2018

- Prepare for the GCSS Accreditation
- Integrate GCSS functions/positions
- Give special attention to Campus Safety/Security (Physical/Cyber)
- Examine Student Success (Cross-Curricular K-12/Career Success 6-12)

2018-2019

- Revise/update the GCSS Strategic Plan
- Continue improvements for Campus Safety
- Unify nomenclature & branding
- Assess iPad continuation
- Examine academic/student needs (K-8 Counselor, STEM, Vocational)

Appendix #6: 1968 Constitution

BY-LAWS AND WORKING POLICY
OF THE
GREATER COLLEGEDALE SCHOOLS
(A. W. SPALDING ELEMENTARY AND COLLEGEDALE ACADEMY)

I. PREAMBLE

Whereas-

The progressive trend in education today is toward consolidation of school units in order to enrich curriculae and provide the best possible teaching personnel and facilities at a minimum cost, and

Whereas-

We have been admonished by the prophet of the Lord to make our educational program "the head and not the tail" to provide workers of whom we need not be ashamed, and

Whereas-

We have at Collegedale a center ideally adapted to a consolidated school to serve the churches within a reasonable radius,

We hereby, set forth the By-Laws and Working Policy of the Greater Collegedale Schools to serve the youth of this area from Grades 1 through 12 to the extent that the Churches within reasonable commuting distance shall individually choose.

II. EDUCATIONAL PLAN

The Collegedale Seventh-day Adventist Church hereby enters into a cooperative plan for the establishment, control, and operation of a Grade 1-12 school system adjacent to the campus of Southern Missionary College which shall initially comprise the present Arthur W. Spalding School and the Collegedale Academy. Although to begin with, the indentities of these two units shall be retained, the structure shall be adequate to encompass the enlargement to a 6-3-3 school system when and if the need and desire arises.

Appendix #7: List of NAD K-12 Academies

Abundant Life Christian Academy

Las Vegas, NV
Preschool - 12

Amazing Grace Academy

Palmer, AK
Pre-K – 12

Armona Union Academy

Armona, CA
K - 12

Bakersfield Adventist Academy

Bakersfield, CA
Preschool - 12

Brockton Seventh-day Adventist Area Academy

Brockton, MA
Preschool - 12

Burton Adventist Academy

Arlington, TX
Preschool – 12

Cascade Christian Academy

Wenatchee, WA
Pre-K – 12

Central Valley Christian Academy

Ceres, CA
Pre-K – 12

College View Academy

Lincoln, NE
K - 12

Colquitt Christian Academy

Shreveport, LA
K - 12

Escondido Adventist Academy

Escondido, CA
K - 12

Fresno Adventist Academy

Fresno, CA
K - 12

Glendale Adventist Academy

Glendale, CA
K - 12

Mile High Adventist Academy

Highlands Ranch, CO
Pre-K - 12

North Dallas Adventist Academy

Richardson, TX
Pre-K - 12

North Tampa Christian Academy

Wesley Chapel, FL
K - 12

Oakwood Adventist Academy

Huntsville, AL
K - 12

Orangewood Academy

Garden Grove, CA
Pre-K - 12

Paradise Adventist Academy

Chico, CA
K - 12

Peterson-Warren Academy

Inkster, MI
K - 12

Pine Hills Adventist Academy

Auburn, CA
K - 12

Pine Tree Academy

Freeport, ME
Pre-K - 12

Pleasant Hill Adventist Academy

Pleasant Hill, CA
K - 12

Redlands Adventist Academy

Redlands, CA
K - 12

Richmond Academy

Richmond, VA
Pre-K - 12

Rogue Valley Adventist Academy

Medford, OR
K - 12

Grand Rapids Adventist Academy

Grand Rapids, MI

K - 12

Greater Boston Academy

Stoneham, MA

Preschool - 12

Greater Miami Adventist Academy

Miami, FL

Pre-K - 12

Griggs International Academy

Berrien Springs, MI

K - 12

Hinsdale Adventist Academy

Hinsdale, IL,

Preschool - 12

La Sierra Academy

Riverside, CA

K - 12

Livingstone Adventist Academy

Salem, OR

K - 12

Loma Linda Academy

Loma Linda, CA

K - 12

Louisville Adventist Academy

Louisville, KY

Pre-K - 12

Mesa Grande Academy

Calimesa, CA

K - 12

Miami Union Academy

North Miami, FL

Pre-K - 12

Midland Adventist Academy

Shawnee, KS

K - 12

Sacramento Adventist Academy

Carmichael, CA

Pre-K - 12

San Diego Academy

National City, CA

K - 12

San Fernando Valley Academy

Northridge, CA

K - 12

San Gabriel Academy

San Gabriel, CA

K - 12

Skagit Adventist Academy

Burlington, WA

Pre-K - 12

South Lancaster Academy

South Lancaster, MA

Preschool - 12

South Texas Christian Academy

McAllen, TX

Pre-K - 12

Spencerville Adventist Academy

Spencerville, MD

Pre-K - 12

Spring Valley Academy

Centerville, OH

K - 12

Tri-City Christian Academy

High Point, NC

Pre-K - 12

Los Angeles Adventist Academy

Los Angeles, CA

K - 12

Summit Christian Academy

Salt Lake City, UT

Pre-K - 12

Appendix #8: GCSS Identity Task Force Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
Week #1 <i>Feb 4-8</i>		Identity Task Force (ITF) is formed	ITF Meeting -Calendar -Direction -Focus groups		
Week #2 <i>Feb 11-15</i>	GCSS Staff Meeting <i>-Invite to focus groups w/ brief overview & purpose</i>		AWS/CAMS/CA Focus Group Meetings from 3:45-4:15pm -Nora @ CA -Marilee @ CAMS -Jeff @ AWS		
Week #3 <i>Feb 18-22</i>		Stakeholder Focus Group	Stakeholder Focus Group	ITF Meeting @ 5pm -Study focus groups	
Week #4 <i>Feb 25-1</i>		Town Hall Meeting @ 7pm		ITF Meeting @ 5pm -Evaluate all focus groups -Determine direction	
Week #5 <i>Mar 4-8</i>	Spring Break				
Week #6 <i>Mar 11-15</i>	ITF Meeting @ 5pm -Branding Consultant -Build Summary Report		ITF Meeting @ 5pm -Finalize Summary Report		
Week #7 <i>Mar 18-22</i>	Policy Committee Meeting		ITF Meeting @ 5pm -Build Final Report		
Week #8 <i>Mar 25-29</i>	ITF Meeting @ 5pm -Finalize Report				
Week #9 <i>April 1-5</i>		Board Meeting			