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## Board Report

# 2022 2023

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**Tom DeJonge, Superintendent**

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August 2022

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Preparing students to  
be effective servants of  
Christ in contemporary  
society.

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# Mission

Preparing students to be effective servants of Christ in contemporary society.

## Core values



**Christ:** We are rooted in Christ



**Community:** We are better together



**Commitment:** We lead lives with purpose



## Portrait of a Graduate

By using their unique gifts to glorify God, pursue personal faith, and bring about shalom in the world, graduates of Grand Rapids Christian Schools will be:

### Disciples of Christ

Prepared to follow Christ with faithfulness, resilience, and humility in a broken but hopeful world.

### Culturally competent

Prepared to engage with a diverse range of people and ideologies.

### Communicators and collaborators

Prepared to work in a team environment, articulate ideas, and consider multiple viewpoints.

### Thoughtful neighbors

Prepared to practice hospitality, compassion, service, and empathy for those around them.

### Justice seekers

Prepared to actively pursue greater wholeness in the world by working for justice and practicing stewardship.

### Creative solution finders

Prepared to identify issues, engage in critical thinking, and persistently work toward solutions.

### Lifelong explorers

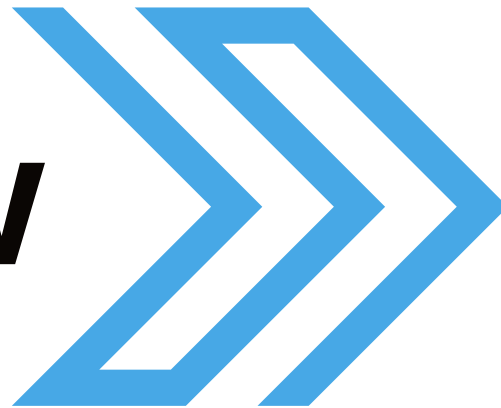
Prepared to live a life of discovery and wonder in God's world.

## Theme verse

*Come, follow me* is Jesus's call to discipleship and is found at the beginning of each of the four gospels. In each case, Jesus seeks out and calls someone by name and that person responds in faith and obedience. God calls; people follow. **That's the Christian life in summary: God's gracious calling leads to a life of obedience.** Grace produces discipleship. While the theme for the year arises from Jesus's call to discipleship found in the gospels, the call to follow is the story of faith found throughout all of the Bible. God calls; his people follow.

.....

COME,  
FOLLOW  
ME. MARK 1:17



VENGAN,  
SÍGANME.  
MARCOS 1:17





# Calendar of events

Below is a summary of our school calendar and upcoming events you may be scheduled to (or would like to) attend. For a full list of GRCS events, visit [grcs.org/calendar](https://grcs.org/calendar).

## August 2022

August 14	Blessing of the Students	Pilgrim Rest Baptist Church	6:00 pm
August 15	Board Retreat	HUB	8:00 am
August 17	First Day of School	All Campuses	
August 23	Human Sexuality Ad Hoc Committee Mtg	HUB	Noon
August 25	Finance/Operations Committee Mtg	Board Room	7:30 am

## September 2022

September 02	No School	All Campuses	
September 05	No School	All Campuses	
September 07	Executive Committee Meeting	Board Room	7:00 am
September 12	Education Committee Meeting	Board Room	12:30 pm
September 27	Cultural Competency Committee Mtg	Iroquois Learning Commons	7:00 am

## October 2022

October 05	Executive Committee Meeting	Board Room	7:00 am
October 06	Finance/Operations Committee Mtg	Board Room	7:00 am
October 07	Homecoming	Eagles Stadium	7:00 pm
October 17	Board of Trustees Meeting	Board Room	6:00 pm
October 18	Foundation Board Meeting	Board Room	10:00 am
October 20	Development Committee Meeting	GRCHS Conference Room	Noon
October 25	Cultural Competency Committee Mtg	Iroquois Learning Commons	7:00 am

# From the superintendent

Dear Board:

Welcome back to another great year of learning and leading! And a hearty welcome to Jon, Jamie, and Chris - the newest members of the Board of Trustees. 2022-2023 promises to be an exciting and eventful year, and I am looking forward to working alongside you as we launch a new strategic plan, continue the Grand Rapids Christian Schools story, and work to advance our mission to prepare effective servants of Christ in contemporary society.

As we prepare to kick-off another new school year, we will pay particular attention to the board's final review and approval of the proposed 2022-2026 Strategic Plan. Thank you for your careful review of the plan over the past few months. Your input and engagement in the process of its development have been deeply appreciated. This year's board retreat will focus our collective and individual reflections on the strategic priorities and measurable objectives. The board's final discussions and thoughts on any possible revisions will be made "real time" in order to ensure the board's full support and understanding of what our focus will be in the coming and future years. Looking forward to our discussion!

A special note on enrollment - though enrollment continues to adjust a bit, which is very common, you will see from our most recent enrollment count (taken on August 5, 2022) that we have surpassed our PS-12 projections! There are a number of enrollment



highlights that give reason to celebrate and be thankful, in particular in our early grades across the three elementary campuses and in the overall number of new students who enrolled this fall. Hats off to our amazing admissions team members and principals who each worked tirelessly welcoming prospective students and their parents on our campuses since we launched our 22-23 enrollment efforts last winter; the increased number of students is a testimony to their hard work, our dedicated teachers and staff, and the significant interest families have in enrolling their children in the broadly diverse Christian school community we have come to value and appreciate.

For now, enjoy the remaining weeks of summer with your family and friends. We will see you on Monday, August 15 at 8:00 a.m. in the Hub!

Tom

A handwritten signature in black ink, appearing to read "Tom DeJonge".

# Campus faith theme stories

## Brad Mockabee, GRCHS

The high school looks forward to implementing this year's theme, "Come, follow me." What a privilege for those of us working at GRCS to be able to bring this message to our students. In our politically polarized post-pandemic culture, we know that now more than ever our students need to know that Jesus is pursuing us and that his love and grace are sufficient. We will use the theme in chapels, classroom devotions, and as the foundation for many other parts of our school community this year.



## Sara Seth, GRCMS

We are excited at the middle school to bring our focus on Jesus as we embrace Mark 1:17 throughout the school year. God has given us his word to learn how to follow Jesus' example in our lives. Discipleship: Someone who follows the teachings, life and aim of another person - JESUS. The process of making someone become like Christ. Discipleship = The Great Commission.

Step 1: GO  
Step 2: Make disciples (followers)  
Step 3: Influence others  
Step 4: Send the message that ALL can have a relationship with Christ.

At GRCMS, the theme subject focus of our chapels each week will be centered around the qualities of discipleship from a Biblical perspective. Our goal is to help our young people learn how to practice being Jesus' disciples.





# Campus faith theme stories

## **Ben Buursma, RCS**

Themes can be powerful levers for school culture and learning; they are able to shape our thinking and focus our efforts. A good theme is simple and yet sticky. It must have enough depth to sustain engagement for an entire year and yet be comprehensible to our youngest learners. “Come, follow me” promises to be a wonderful theme and the students and staff at Rockford Christian are eager to answer Christ’s invitation.

## **Graham Schultze, Evergreen**

As Evergreen begins its first official year as an International Baccalaureate Primary Years Candidate School, our staff (and eventually, students) are excited to explore what it means to “Come, follow me” both in our small community as well as to the ends of the earth. As we learn to be “thoughtful neighbors” (Portrait of a Graduate characteristic) and “Caring” (IB PYP Learner Profile attribute), we are reminded of our calling to love others well here and abroad.

## **John Barkel, Iroquois**

The district-wide theme this year is so fitting of the GRCS mission. The theme logo and verse has been shared with teachers and staff at the Iroquois campus for use in a variety of ways. The more we can make it visible, the more of GRCS’s youngest students will learn and reflect on the words of Jesus to follow him. We look forward to using this verse and theme in our chapels, in our classrooms and in growing young disciples at Iroquois.





## Strategic Plan

# Goal A Priority 1

## Mission and Core Values

Ensure Grand Rapids Christian's mission and values are at the center of all school functions, inspiring a deeper clarity of why we exist and aligning each member of our community to our fundamental purpose.

### Tom DeJonge, Superintendent

You will see in the proposed strategic plan that our Mission, Vision, and Core Values have been articulated, summarized, and explained. They are the bedrock of who we are and what we aspire to become in the years ahead. These foundational statements will be the focus of our work and well communicated to our community following the board's vote to approve the plan at this year's retreat. As in the past, they will also be front-and-center in the monthly Board Report, which will provide evidence of our focused attention to these statements.



## Strategic Plan

# Goal A Priority 2

## Strategic Board Governance

Ensure the board and its individual members understand the role and responsibilities of the board and respective board member and the board's strategic rather than operational governance.

### Tom DeJonge, Superintendent

One of the important elements of the proposed plan includes restructured board committees, which have been redefined and updated to reflect the strategic recommendations presented to the board at the culmination of the March 2022 strategic planning week. Board committees have been identified and draft committee charges have been updated and/or drafted. They include:

#### **Board Committees**

- Executive Committee
- Development Committee
- Finance and Operations Committee
- Governance Committee
- Head Stewardship Committee (still to be confirmed and committee charge drafted)

#### **Board Joint Committees**

- Compensation Joint Committee
- Cultural Competence Joint Committee
- Education Joint Committee
- Professional Status Joint Committee

Any questions you may have or clarifications you may need will be addressed at the meeting.



## Strategic Plan

# Goal A Priority 3

## Leadership Transition

Plan for and execute the process to ensure the smooth transition of central administrative leadership in light of the superintendent's anticipated date of retirement.

### Tom DeJonge, Superintendent

One of the single most important tasks of a strategic board is the identification and support of a talented leader to take the helm, in GRCS' case as Superintendent of Schools. As the board considers preparing for leadership transition over the next two years, you will note that the work begins already this fall. A calendar of items to be completed this year is found within the proposed strategic plan, which will ensure the board's purposeful and timely attention to the importance of this task.





## Strategic Plan

# Goal B Priority 1

## Faith Formation

To ensure that the Christian faith is woven throughout all areas of our school for the purpose of achieving the Schools' mission to prepare effective servants of Christ in contemporary society.

### Brad Mockabee, GRCHS

At GRCHS, we will intentionally welcome faculty and staff with a focus on the mission, vision, and values of GRCS. Principal, Brad Mockabee and Chaplin, Mark VanderWerf will center us on who we are and why we do what we do as Christian educators. Integration of faith in all aspects of our school makes us who we are. One unique opportunity for faith formation takes place in our small groups. Every other week, each adult meets with a small group of 12 students to discuss the previous chapel, pray together, and do other activities that help us grow as a group.

### Sara Seth, GRCMS

It is important to focus on both staff and students as we nurture our faith together. We will continue to provide opportunities for staff to gather and pray with and for each other. We also plan to use Responsive Classroom techniques to allow for time for our students to grow closer to God in the Christian community.

### Graham Schultze, Evergreen

A defining feature of GRCS, Evergreen is our commitment to multi-age classrooms and experiences. One such experience is our "Team Time" (to be renamed soon) on Friday mornings after chapel. Team Time is a time to build community among kindergarten through fifth grade students in a small group setting. For the first month or so this year, we will learn together about the Portrait of a Graduate attributes which will, in turn, be woven into the everyday fabric on our campus. Meanwhile the elementary PLTs across the district will begin exploring a unit framework (this year, primarily focused on social studies) that outlines POG integration.



### Ben Buursma, RCS

One important learning that came out of our District's strategic planning last spring was the critical importance of mission. Our mission, vision and values help us set a tone at the start of each school year, but more than that, they serve as our "North Star" that inform all the decisions we make throughout the year.

### John Barkel, Iroquois

The GRCS Portrait of a Graduate has been around now for a few years. It is our goal this year at the Iroquois campus to put a greater emphasis on referring to and reflecting on the attributes of the Portrait of a Graduate. In our back-to-school meeting, we discussed that teachers will work with their grade level teams to create visuals and displays of the different attributes to hang on the walls of their classrooms. This allows them to become part of our students daily landscape. Using the Portrait of a Graduate in daily lessons is part of our teachers' professional evaluation, and more importantly an effective way of meeting our mission.



## Strategic Plan

# Goal B Priority 2

## Belonging

To foster a culture of belonging in which the rich differences of God’s creation are reflected in our curriculum and instruction, supported through institutional practices and systems, and reinforced through professional development

### **Brad Mockabee, GRCHS**

The high school staff will receive training from Betsy Winnkle from All Belong on how to best support and respond to student needs, so that we can best serve and include all families at GRCHS. We will also get laser focused as a staff on shared behavioral expectations for students that provides much needed consistency. We will discuss the best path forward in discussing challenging topics with students and parents so that all students and families belong regardless of their political position.

We are wrapping up a construction project this summer in the high school. There is a new Student Life Center that will house our dean of student life, our Chaplin and our school culture coordinator. We are excited for all the ways that the Student Life Center will help further a culture of belonging at the high school.

### **Sara Seth, GRCMS**

The middle school staff will be diving into Responsive Classroom Training before school starts in order to provide a space for our students to grow. Responsive Classroom is a student-centered, social and emotional learning approach to teaching. In the past few years, our students have missed some of the normal social and emotional development due to the pandemic. It is important that we make this a priority to meet the need of our students.

### **Ben Buursma, RCS**

Much of our professional development over the past few years has focused on giving teachers and staff the ability to work effectively across differences and create learning environments where students are known. We know that this is deeply personal work for each one of us as well, and spend time at the beginning of the year working to set expectations and create a supportive culture amongst the staff.



### **Graham Schultze, Evergreen**

As with the other elementary schools, Evergreen teachers will continue to develop their understanding of Response Classroom to foster relational and welcoming classrooms. Morning Meetings and Closing Circles provides opportunities for all students’ voices to be heard and for teachers and students to pray for one another. Specific to our campus, we look forward to welcoming the youngest of learners to GRCS as we await the full opening of the Early Learning Center in 2023.

Zooming out from our community, we are excited to continue our journey with IB Primary Years Program, which will help us celebrate the diversity of God’s creation around the entire globe.

## Strategic Plan **Goal B-2** Belonging

### John Barkel, Iroquois

It is a gift and opportunity to welcome students to GRCS from many different backgrounds and ways of life. Something many of our students have experienced in the past two years is the trauma of a global pandemic. We want our students to feel that their school is a safe place, and somewhere they belong without feeling anxious. In August the Iroquois teachers will be trained in how trauma has had an impact on our students lives, and how we can better support our students. It is our hope that by being equipped with the tools and resources to support our students in trauma, they will look forward to the welcoming environment of the Iroquois campus.



### Kim Primus, Inclusion

We are focused on creating a culture of belonging so all students are welcomed, known, supported, and befriended. For the upcoming school year there will be scheduled opportunities for Inclusion Coordinators and students with disabilities to share information about disabilities in age appropriate ways. We believe that knowledge is power and the sharing of information is important for learning. Students receiving inclusion services will be supported with Eagles Circles or Eagle Links. An Eagle Circle consists of five or six students working together to support one another. The goal is to create interdependent communities. All students have gifts to share and all students need support from time to time. An Eagle Link consists of a peer to peer relationship. A student receiving inclusion services is paired with a classmate for support in a given class. We are always looking for the least restrictive environment (LRE) for all students. We want students to be as independent as possible while receiving the support they need.



## Strategic Plan

# Goal B Priority 3

## Flourishing and Feedback

To ensure a culture of feedback and growth in which all members of our community are provided a pathway to grow and flourish, and to maintain exemplary and aligned PS-12th grade Christian education across all schools so that all students learn at a high level.

### **Brad Mockabee, GRCHS**

We believe that both students and staff deserve regular, timely feedback to grow. At GRCHS, we have been working on grading practices that help students and faculty work together to achieve essential learning outcomes for each student. Regular analysis of assessment data, paired with opportunities throughout the week for intervention creates an environment where all students can learn at a high level. We also provide teachers with timely feedback, making sure that we are in each classroom multiple times a year.

### **Sara Seth, GRCMS**

Collaboration is an important part of our teaching teams at GRCMS. Our school schedule is specifically designed to allow our teachers to meet in Professional Learning Teams. Not only does this allow our teachers to grow and flourish as educators, but in turn creates a healthy learning environment for our students. Our staff is required to complete a specified number of PD Pathways hours each year where they have the opportunity to shape their own path of learning to further develop their specific teaching skills.



### **Ben Buursma, RCS**

The beginning of the year is always an exciting time filled with our hopes and dreams for the year ahead. Teachers set professional goals for themselves that they come back to throughout the years, as well as carefully plan curriculum and lessons that will sustain student learning.

## Strategic Plan **Goal B-3**

## Flourishing and Feedback

### **Graham Schultze, Evergreen**

Just shy of its largest student population to date, Evergreen has some of the largest classes in years 2022-23. Traditionally, the co-teaching model at Evergreen led to large classes being taught in tandem by the two classroom teachers. Last year,, teachers began asking what it could like to more regularly split Teams into their A and B groups in the classroom (A/B groups are the multi age groups with which students travel to co-curricular classes; i.e. Team 1's A group is made up of 11 kindergartners and 11 first graders). Exploring this more thoroughly this year, we expect this will lead to greater feedback for students while also maintaining the ever-important collaboration between team teachers.

### **John Barkel, Iroquois**

Each year Iroquois teachers, Ann Bakker and myself reflect on student MAP scores. These meetings are valuable for teachers and for us administrators to keep a pulse on how students are growing in math and reading.





## Strategic Plan

# Goal B Priority 4

## District Campus Initiatives

To ensure continued investment in distinct campus initiatives that further each school's vision and theme, and the Schools' mission.

### **Brad Mockabee, GRCHS**

We are wrapping up a construction project this summer in the high school. There is a new Student Life Center that will house our dean of student life, our chaplain, and our school culture coordinator. We are excited for all the ways that the Student Life Center will help further a culture of belonging at the high school.

### **Ben Buursma, RCS**

This summer saw the completion of a new outdoor gathering space in the front of campus that will help support our continued efforts in Christ-centered, Nature-rich education. We are blessed to have wonderful indoor facilities, yet it is our 36-acre "outdoor classroom" that is often the setting for deep student learning and growth.

### **Graham Schultze, Evergreen**

As mentioned throughout this report, Evergreen is on the brink of multiple endeavors:

1. Year one of IB PYP candidacy
2. The opening of the ELC
3. Refinement of team-teaching/multi age-classroom structures/practices

Not to mention is the fact that this will be our first year operating with a calendar that matches the rest of the district. This allows for all students to participate in the experiences connected to our partnerships with Camp Roger and the Rockford Christian School campus (in the fall) and Van Andel Education Institute (in the winter). It also allows for full involvement of our Evergreen students in GRCS' summer camp opportunities (namely, all the sport camps that historically started soon after the dismissal of GRCHS/GRCMS/Iroquois campus).



## Strategic Plan

# Goal C

## Priority 1

## Advancement Model Aligned with the Strategic Plan

Establish a comprehensive Advancement model focused on family relationship management and powered by end-to-end connected experience design that maximizes enrollment, deepens community and cultivates generosity (time, talent and treasure).

### Brad Mockabee, GRCHS

We are so grateful for the hard work of our director of admissions, Vickie Fischer. She's worked tirelessly to enroll students in each grade level in such a way that each family feels welcome and cared for. We are already in discussions about our biggest admissions event, Showcase, which will take place in January '23.

### Sara Seth, GRCMS

In August we will welcome 40 new students to our campus! Linda Vellenga has done a fantastic job of welcoming families into our building through countless family meetings, tours, phone calls, emails, open house events and much more. Enrollment is strong as we open our doors to students who have attended the Iroquois and Evergreen campuses for their primary years of Christian education. We are excited to have the opportunity to walk alongside so many wonderful adolescents again this year. We look forward to helping them grow spiritually, socially, emotionally and academically.



## Strategic Plan **Goal C-1**

## Advancement Model Aligned with the Strategic Plan

### **Ben Buursma, RCS**

God is good! We are blessed to see tremendous growth in our early childhood programs at RCS and grateful to partner with many new families as they begin their Christian Education journey. A big shout out to our Director of Admissions, Linda Vellenga, for her tireless efforts in welcoming families and students to our community.

### **Graham Schultze, Evergreen**

The opening of the ELC presents us with an incredible opportunity to welcome new families to the GRCS community. Along with Michelle Ogdahl and the rest of the admissions/advancement team, ELC Director Tara Udeh and Assistant Director Courtney VanderLugt deserve a massive shout out as their work in these infantile months of the ELC has been excellent. As for our K-5 wing, we're excited to welcome 16 new students to the Evergreen Campus (nearly over 15% of our K-5 student population).





# News and celebrations

**Tom DeJonge, GRCS**

## Summer Projects and Construction

A great deal of construction and other projects have been underway throughout Summer 2022. They include:

### GRCHS

- A new Student Life area has been created to accommodate the need for dedicated space for student life at the high school. Three private offices and a group gathering area were created out of what used to be the bookstore and unused space located adjacent to Lower Town Square near the food service area. It is a wonderful opportunity to further strengthen this important aspect of our high school student body and community.



### GRCMS

- Much needed improvements to enhance food service, distribution, and storage within what was a very small area will soon be completed in the middle school's kitchen. A new walk-in freezer has been installed and food refrigeration and other enhancements will be ready to go when we welcome students back to school, thanks to resources available through our participation in the federal food service program.
- A new classroom was constructed near the 5th Grade hallway to accommodate the school's enrollment growth. Thanks to the hard work of business partners Rockford Construction and AMDG Architects and Engineering, one very large space and one relatively small ESS learning space were re-imagined and, today, two full size classrooms will be ready to go when students return on August 17.





# News and celebrations

Tom DeJonge, GRCS

## Summer Projects and Construction

### Evergreen

- The Olivia Haverkamp Early Learning Center (ELC) is nearing completion and, if all goes as anticipated, several new Preschool classrooms will greet students when preschoolers return to school later this month. As you recall from our conversations over the past year, early childhood enrollment growth has created a space challenge at the Iroquois Campus, and the ELC addresses this challenge with beautifully redesigned spaces in which our youngest learners will flourish. The board will have opportunity to tour this newly refurbished area following the retreat on August 15.
- In addition to the ELC itself, a new preschool playground for Evergreen preschoolers will be installed over the next week for the kids to enjoy. This fully licensed space, funded generously by the GRCS PTO and others within our philanthropic community, has been needed for many years. Installation is scheduled to occur throughout the weeks of August 8 and 15.
- Several donors within our community have stepped up to the challenge of creating a reflection garden immediately outside of the preschool classrooms located just outside and to the south of the ELC. Though it will not likely be ready to go by the start of school, this area - developed as a garden in memory of Olivia Haverkamp - will add much needed green space for preschool and daycare children to enjoy for many years to come.



# News and celebrations

Tom DeJonge, GRCS

## Summer Projects and Construction

### RCS

- Thanks to a competitive safety and security grant for which we applied last spring, we were awarded approximately \$20,000 to install a secure entry from the vestibule to the main office at Rockford Christian. This entry door will now require guests to enter the office prior to gaining access to the school itself.
- In addition to the entry vestibule, Rockford Christian's outdoor space also will receive some exciting enhancements. Last year, Ben Buursma submitted a \$12,500 grant request to the Rockford Community Foundation to construct a covered outdoor area for kids to extend their learning to the outdoors. The request was approved and, along with additional generous support from RCS' PTO, this space - which also includes a new walkway connecting the front of the school to the recently-developed outdoor play space created by the Outdoor Discovery Center (Holland MI) on the east side of the campus - aligns with and further strengthens Rockford's outdoor education and environmental theme. Though not quite complete, the improvements are well underway and will be a wonderful place for teachers and students to enhance student learning this fall.





# News and celebrations

**Brad Mockabee, GRCHS**

## GRCHS Welcomes New Staff

We will start the year with 11 new faculty members! We have been so blessed to add wonderful people to our team and covet the prayers of the board as we work to welcome them to our community and to help them get acclimated to our complex school.

**Sara Seth, GRCMS**

## Kira Raquet joins GRCMS as a Social Worker

Along with the implementation of the Responsive Classroom, we are blessed to have Kira Raquet join us as a full-time social worker this year. The middle school years are typically not easy for students and we are excited to have Kira's expertise and availability to meet the needs of our students.

**Ben Buursma, RCS**

## RCS New Entrance

The RCS office went through a redesign this summer which forces visitors to enter the school through the office before going into the school. This new entrance will provide enhanced security as well as new opportunities for us to warmly welcome guests into the building. Please join me in praying for safety for all our staff and students this coming year.

**Graham Schultze, Evergreen**

## New Staff and Renovations

As is the story across all campuses, we are welcoming new additions to the Evergreen staff. Along with the new directors, teachers, and aides, we also have a number of exciting renovations to our facilities. Beyond Rockford Construction's remodel of the ELC wing, our "backyard" is undergoing dramatic changes. We have Twin Lakes installing a Reflection Garden, Superior Asphalt milling a new parking lot, a Space for Play installing a new preschool-licensed playground.

**John Barkel, Iroquois**

## Jessie Connell, Preschool Director

Over the last school year, our three elementary schools focused on dedicating leadership to our preschool programs. Our preschools are the feeder of our system, and our programs have hundreds of students. I'm pleased to welcome Jessie Connell as our new preschool director. She will support our many students, teachers and the complex preschool program that we have. Jessie has a wealth of experience and knowledge when it comes to early childhood education, and is familiar with state licensing in our preschool and childcare programs. It is incredibly exciting to welcome Jessie in this realm of leadership. She has already proved to be passionate and wise in her time overseeing early childhood education at the Iroquois campus.





