



VALLEY CHRISTIAN SCHOOLS

TEAM MEMBER CULTURE GUIDE

(2025-26)



High School Campus: 6900 W. Galveston St. Chandler, AZ 85226
K-8 Campus: 6304 S. Price Road Tempe, AZ 85283

To equip students
to be culture changers
for Christ.

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TEAM MEMBER CULTURE GUIDE: QUICK REFERENCE	



INTRODUCTION: CULTURE IS EVERYTHING

Valley Christian Schools aspires to some lofty goals. This is chiefly and immediately represented by the Board and administration's vision:

VCS will be the leader in Christ-centered Christian education in Arizona.

We want our school to be the best Christian school in Arizona first, then the entire nation. We believe we can achieve this by investing in our faculty, staff, students, families, and community while remaining steadfast and laser-focused on our mission:

To equip students to be culture changers for Christ by delivering academic excellence, facilitating spiritual growth, and building lifelong community.

We believe that Valley Christian Schools is important to the future of our country. That means that we must use our "platform" to tell the story of VCS, because the story of VCS is a testimony of God's work here on earth. When we win athletic titles, perform all over the world, and achieve academic recognition, it is not primarily about us, but about the platform and opportunity it gives us to share the good news of Jesus Christ.

In order for VCS to be truly successful in achieving our vision and pursuing our mission, we must attract and develop gifted and committed faculty and staff while fostering an exceptional work environment that few institutions can match. **Our team is our most valued asset, and our team member culture is the glue that helps bind our organization together.**

In practice, culture is how you go about things, how you treat people, and how you can expect to be treated. It defines what we care about collectively and individually and gives us the guidelines to improve and change as time goes on.

At VCS, we define our culture as the naturally established answer to the question, "Who is VCS?" And we use this Team Member Culture Guide to ensure we are intentional about how we impact that answer.

We endeavor that our team members do not think of their position at VCS as "just a job," but also as a stimulating, gratifying, and enjoyable part of their lives. And even more than that, as a gift entrusted to us by God. Each team member should recognize the potential they have for profoundly impacting the lives of students.

Lou Gerstner, the former CEO of IBM, once said, "I came to see, in my time at IBM, that culture isn't just an aspect of the game – **it is the game.**" Jim Collins, in his acclaimed book, *Good to Great*, says, "Good is the enemy of great... We don't have great schools, principally because we have good schools... Few people attain great lives, in large part because it is just so easy to settle for a good life. The vast majority of companies never become great, **precisely because the vast majority become quite good – and that is their main problem.**" If VCS seeks to be great, we must do all we can to ensure our culture is also great.

Our rich history is one of our greatest strengths and a potential challenge. We can and should value longevity, consistency, and lifelong community, but never at the expense of excellence. Stanford Professor and psychologist, Carol Dweck, says in her own seminal work, *Mindset*, “Why waste time proving over and over how good you are, when you could be getting better?... **Becoming is better than being.**” We will always remember and acknowledge who Valley Christian was and is today; as we look ahead, we are primarily motivated by who we will become.



Despite its great importance, few organizations intentionally and specifically attempt to define their culture. In fact, this may be your first work experience where you were specifically informed about culture. Our team members sign our statement of faith and our handbook, just as they would at any organization. But at VCS, our team members are also trained on, equipped in, and empowered by our Team Member Culture Guide. This document is not intended to replace our employee handbook, nor supersede it. Instead, it acts as a companion guide.

For us to improve in any area, including culture, we must do two things: 1) measure it, and 2) spend time on it. If we say we *are* something or we *value* something, but we don't spend time on it, we do not authentically value it. As individuals, our personality is the conglomeration of the people we spend the most time with and the daily conversations we have. **As an organization, our personality is the same, a conglomeration of the people who are here and the conversations they have.** By intentionally measuring and spending time on culture, we are able to take steps towards improving it. A formal Team Member Culture Guide helps us make a careful determination as to whether someone will be a good fit before they are appointed to our team. It also allows future team members to get a snapshot of who we are. And lastly, this document keeps us in check, ensuring that we continue to own and embrace the culture of Valley Christian and its ongoing advancement.

ELEMENTS OF OUR CULTURE

Our culture consists of three important elements:

1

Our Vision and Mission: our culture starts with the definitions of who we are (VCS), where we are going (vision), and what we are doing (mission).

2

Our Core Values – “The Valley Way”: the guiding principles that direct our decision-making and ultimately embody the “heart” of our school.

3

Our Cultural Values: the hiring priorities, professional values, and understandings that form the basis of our positive work environment, as well as an acknowledgement of negative attributes that we mark and avoid.

A BRIEF HISTORY OF VCS

Valley Christian was first conceptualized in 1981, when six men, including the senior pastors at Bethany Community Church, First Baptist Church in Tempe, and Grace Community Church, met together to consider the creation of a Christian high school in the East Valley. A year later, Valley Christian High School opened its doors at Bethany Community Church in Tempe to a group of 20 freshmen and sophomores.

The original plan was to grow by a grade level each year, but in year two, VCHS had grown to 40 students, but no juniors. The grade levels continued to slowly grow and expand from that point until Valley Christian saw its first graduating class of 20 students in 1986.

Interscholastic athletics began while at the Bethany Campus, but teams had to travel across the Valley for practices and games as the school had no on-campus athletic facilities. Even so, in 1989, the boys track team earned the school's first state title. Through 2024-25, the Trojans now enjoy 83 state championships, including at least one state championship each year for 34 consecutive years.

After outgrowing Bethany's campus, VCHS moved during the 1990-91 school year into a strip mall at Broadway and Price Roads in Tempe. The strip mall was revamped to accommodate the high school, but featured L-shaped classrooms, noise pollution from the nearby railroad tracks, and leaky ceilings. During that time, the school was able to miraculously acquire land in Chandler on 56th Street. In 1993, by God's grace, the Chandler City Council voted to change the city's general plan, which allowed VCS to acquire 17 acres of land and build a permanent high school campus.



The new campus opened in the fall of 1997, and enrollment immediately soared, growing from 224 students in the final year in Tempe to more than 360 students just five years later and more than 400 students by 2005. In 2006, armed with consistent growth and the vision to begin serving *all* students, VCS started a special education program called the V.I.N.E. program – Valley's Individual Needs Enhancement. Today, this program serves ~10% of the student body, more than 100 students K-12.

After a decade of up-and-down enrollment, and shortly after completing a strategic plan called VC2020, VCS announced expansion to junior high grades (6-8) to open in the fall of 2018 at Gethsemane Church in Tempe. In the same year, VCS started the Valley Christian Schools Association with the goal of supporting and growing Christian feeder schools with marketing and operational support. But instead of growth, three of the school's five major feeder schools closed their doors within the next twelve months. In an effort to best support the Christian education market in the East Valley, VCS announced in February of 2019 an expansion to serve all grades K-12 beginning in the fall. With increased demand in the high school grades at the same time, VCS also constructed a long-planned, two-story classroom building in 2020, growing the 9-12 grade capacity to 600 students.



After meeting across three campuses for four years, in 2022 VCS announced the acquisition of the 16-acre Sun Valley Community Church campus in Tempe, which now serves as the school's permanent K-8 campus. VCS started on Sun Valley's Tempe campus in 1982 (at the time, Bethany Community Church), and the K-8 students have now returned to where it all began. The long-term plan for VCS is to serve 1,500 students across these campuses, 900 in K-8 and 600 in high school. May God be glorified and His Kingdom expanded in this pursuit.

VCS LOCATIONS, BUILDINGS, & PROPERTY

1982 – 1991	HS at Bethany Christian campus
1991 – 1997	HS at Price Road campus
1993	Purchase of Chandler campus
1997	HS campus built in Chandler
2001	Additional HS classrooms Benson Field, Kuiper Track
2014	HS Softball field
2017	HS Beach Volleyball courts
2018	JH opens in Tempe (Gethsemane)
2019	Acquisition of Bethany Christian campus; K-5 opens
2021	Innovation Hub at HS
2023	Acquisition of Sun Valley Tempe campus; permanent K-8 campus
2024	Original gym space reclaimed and renovated for K-8 Campus

15+ Years of Service

42*	Dan Kuiper
34*	Greg Haagsma
31	Al Nelson
29	Linda Merrill
28*	Scott Timmer
28	Sheri Templeton
25*	Troy Hanzal
25*	Drew Streeter
25	Paul Schanaker
25	Marlin Broek
23*	Marianne Heim
22*	Cesar Cruz Espinoza
22	Carol Faber
20	Linda Yarbrough
20	Robyn Dyer
20	Rosie Mehan
19*	Dorothy Staten
19*	Jesus Briceno
19*	Maria Briceno
19	Jaye Jackson
18*	Tina Kidd
18	Debbie Weidinger
17*	Greg Tonkinson
17	Celeste Johnson
17	Marty Smith
16	Joe Servin
16*	Lisa Miller
16	Carla Morgan
15*	Lisa O'Brien
15*	Tom Jacobson
15	Susie Lynch

*active

NOTABLE MOMENTS IN VCS HISTORY

1982	VCCHS founded with 19 students
1986	1st graduating class (20 students)
1988	VCCHS becomes a member of the AIA
1989	1st State Championship (boys track & field) 1st Christmas Extravaganza
1993	1st capital campaign ("Growing the Vision")
1994	VCS wins Don. F. Stone Award for 1st of 7 times ('97, '01, '05, '07, '14, '23)
1997	HS moves to Chandler campus
2004	Blue Cup Award for overall excellence in extracurriculars (AIA)
2005	Dan Kuiper named National Track Coach of the Year (NHSCA)
2004	Choir represents US at 60th Anniversary of D-Day in Normandy
2006	V.I.N.E. Program established
2008	Fine Arts program visits Carnegie Hall
2010	1st of 13 athletes, coaches, teams inducted into Chandler Sports HOF (Deanna Anglin) National-record 15th consec. girls T&F title Fine Arts program visits Poland
2012	Dan Kuiper, National Track COY (NHSACA)
2014	Top 50 Christian HS by TheBestSchools 10/17/24 VCHS Day in Chandler 1st Trojan Tournament 1st Night of Worship (Homecoming Week)
2015	Launch of iValley (1:1 technology program) Robotics wins FTC World Championship 1st VCS Endowment Fund established
2016	Engage program established
2017	Trojan Athletics voted USA Today top athletic program in AZ
2018	Junior high grades (6-8) open in Tempe Top Workplace in AZ (also '19, '23, '24, '25) Launch of Valley Christian Sch. Association
2019	Elementary grades (K-5) open in Tempe President George W. Bush speaks at Foundations Dinner
2022	VCS 1st school awarded \$20M by ACSTO
2023	Greg Haagsma named National Boys Basketball Coach of the Year ('23, NFHS)
23-24	Educating 1,100+ students for 1st time

OUR VISION AND MISSION

VISION | WHERE WE ARE GOING

Valley Christian Schools will be the leader in Christ-centered Christian education in Arizona.



MISSION | WHAT WE ARE DOING

To equip students to be culture changers for Christ by delivering academic excellence, facilitating spiritual growth, and building lifelong community.



COVENANT CHRISTIAN SCHOOL PHILOSOPHY

VCS is a covenant Christian school. This means that at least one member(s) of each family that attends VCS knows Jesus Christ as their personal Savior. At the K-8, this means at least one parent; at the high school, it means at least one parent and the incoming student. There is immense value in missional Christian schools across our globe, and we root for them to succeed; but VCS is distinctly Christian in practice, on our team, and in our student and parent community.

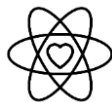


I have given them your word, and the world has hated them because they are not of the world, just as I am not of the world. I do not ask that you take them out of the world, but that you keep them from the evil one. They are not of the world, just as I am not of the world. Sanctify them in the truth; your word is truth. As you sent me into the world, so I have sent them into the world.

John 17:14-18 (Jesus' prayer for His disciples)

OUR CORE VALUES: THE VALLEY WAY

Like all businesses and academic institutions, Valley Christian constantly faces difficult choices. We have defined a clear set of values that help to guide our decision-making. In our effort to achieve them, we refine our decision-making and sharpen our resolve by asking ourselves and others, "In this decision or in this way, are we honoring Christ, pursuing excellence, building community, changing culture, and partnering with parents and the local church?"



HONORING CHRIST IN EVERYTHING WE DO.

Our first two values are "Honoring Christ" and "Pursuing Excellence," and we are convinced that these two are often one-and-the-same. In I Corinthians 10:31, Paul exhorts his listeners, "So, whether you eat or drink, or whatever you do, do all to the glory of God." In Colossians 3:23-24, Paul exhorts bondservants, "Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ." **In this way, working toward excellence honors Christ.**

In the classroom, we practice "Biblical illumination" in every subject area. God's Word does not need to be arbitrarily added to our lessons; instead, we simply must illuminate how all truth is God's truth, and there is no truth that exists outside of the world that He created. Because of this, we well-steward what He's given us, including a true pursuit of excellence in all things. As a covenant Christian school, this value is held not only by our team members, but our students and parents alike. Therefore, our highest ideal is to honor Christ in all our decisions and actions.

So, whether you eat or drink, or whatever you do, do all to the glory of God. I Corinthians 10:31

PURSUING EXCELLENCE IN ALL THINGS, FOR THE GLORY OF GOD.

We believe that pursuing excellence is one way by which we accomplish our first value of honoring Christ. We seek to provide an extraordinary K-12 academic program and world-class extracurriculars, attracting outstanding students who will serve as leaders in their future professions across our nation and the world.

We are determined to avoid sacrificing quality for short-term expediency. **We provide a well-rounded education, offering unique and excellent opportunities to a wide range of students.** We define academic excellence as helping each student to reach their maximum potential, no matter where they are when they arrive at VCS. Our teachers must have the equipment, supplies, curriculum, and technology necessary to do their jobs at the highest level. We are good stewards with a spirit of entrepreneurship, innovation, and creativity. This pursuit is a journey, not a destination, and our ideals and our culture are uniquely ours.

For this very reason, make every effort to supplement your faith with virtue, and virtue with knowledge, and knowledge with self-control, and self-control with steadfastness, and steadfastness with godliness, and godliness with brotherly affection, and brotherly affection with love. For if these qualities are yours and are increasing, they keep you from being ineffective or unfruitful in the knowledge of our Lord Jesus Christ. II Peter 1:5-8

BUILDING COMMUNITY AND CONNECTING PAST, CURRENT, AND FUTURE VCS FAMILIES FOR LIFELONG COMMUNITY.

When we ask our families what makes VCS different and valuable, they most often reply with “the community.” In other organizations, community can sometimes be built or achieved by accident, but we intentionally seek to foster environments and opportunities where community can be built and maintained. Our team is intentional about building community with our students, but also their parents, our alumni, our donors, and our extended community.

Building community is not necessarily knowing more people, but knowing people more. Organizations sometimes mistakenly demonstrate “lifelong community” with photos of large groups of strangers. But we understand that community is built one-on-one or in small groups, typically through shared experiences. With a large community, there are many potential friends and connections to make, but we are intentional about making those connections personal and meaningful.

We believe that one of the best ways to measure our success is to look at our alumni. We ask ourselves, “Are our current students changing culture for Christ?” But we also ask, “Are our alumni doing the same?” For this reason, robust alumni relations programs and strong relationships with alumni and their families are not an afterthought, but an intentional and integral piece of what we do.

Two are better than one, because they have a good reward for their toil. For if they fall, one will lift up his fellow. But woe to him who is alone when he falls and has not another to lift him up! Ecclesiastes 4:9-10

CHANGING CULTURE BY DEVELOPING WELL-ROUNDED CULTURE CHANGERS FOR CHRIST.

Inherent in “changing culture” is a bold proclamation that culture must be changed. The world’s culture is broken. Now, more than ever, we need Christians who are educated in the light of God’s Word to take a stand for truth. And in order to change culture, we cannot simply be hearers of the Word, but we must also be skillful doers of the Word. Our students will not be effective in changing culture without knowing and applying God’s truth, nor will they be effective without the skills necessary to be successful in today’s global economy.

Our students must be well-rounded, armed with God’s Word and next-generation skills, as they tackle the problems of tomorrow.

Additionally, we build our school and manage our resources on a solid business foundation that seeks to balance revenue and expenses with Godly stewardship. We invest with

intelligence and conservatism; we seek value in every financial decision. In this way, we exemplify “changing culture” for our students, demonstrating a well-rounded viewpoint and keen stewardship of God’s resources with an eye on maximizing our strategic impact. We are both a ministry and a business, and we make decisions understanding the implications of being both.

Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ. Colossians 3:23-24

PARTNERING WITH PARENTS AND THE LOCAL CHURCH TO STRENGTHEN THE THREE-LEGGED STOOL OF STUDENT SUPPORT.

As commanded in Scripture, we believe that parents are the primary educators and influencers of their children, and we believe that the local church has been instructed to help raise up children in the way they should go. Therefore, our task as a Christian school is to partner with parents and the church, representing a three-legged stool of support for each student.

We seek to be transparent with our parents and students, to listen and consider their input, to communicate with them and to be available to them. Excellent relationships with both parents (our primary customer) and students (our primary end-user) are critical to our success. We gather feedback from parents year-round, and we have built a robust Parent University initiative, spending intentional time with parents each year as we discuss the expectations they can have of VCS, and the expectations VCS can have of them.

You shall love the Lord your God with all your heart and with all your soul and with all your might. And these words that I command you today shall be on your heart. You shall teach them diligently to your children, and shall talk of them when you sit in your house, and when you walk by the way, and when you lie down, and when you rise. You shall bind them as a sign on your hand, and they shall be as frontlets between your eyes. You shall write them on the doorposts of your house and on your gates. Deuteronomy 6:5-9

OUR CULTURAL VALUES

HIRING PRIORITIES

At VCS, we seek to attract, develop, and retain outstanding faculty and staff, our most valuable assets. They exhibit maturity in their faith. They model a relationship with Jesus. They actively mentor students toward Christian maturity and develop leaders who will serve God, serve their families, and positively impact their communities and the world. We encourage intelligent, industrious people who cherish integrity and believe in our educational ideals to join and stay with our organization.



As we seek to hire, we hire with three non-negotiable priorities, in this order:

1. CHRISTLIKENESS | WELL-EQUIPPED

The most important characteristic for every individual on Valley Christian's team is to model the character of Jesus Christ and demonstrate a vibrant personal relationship with Him. Every other attribute must filter through this first precious truth.



Our leaders have a specific obligation to model Jesus because they serve as role models and examples for their colleagues. **When we act as servant leaders, we - demonstrate alignment with the school's vision, mission, and values.** Above all, we model Christ and set a good example for our peers.

Just as your faith is central to your life, it should also be central to your daily instruction and your interactions with students, their parents, and your colleagues. All truth is God's truth, so we communicate His order, His character, His creativity, and His purposes in all we teach. God gave the command to parents in Deuteronomy 6 that their instruction of their children in Godly ways was to be an ever-present lifestyle. Your faith should likewise be an ever-present part of your lifestyle and permeate your interactions each day.

Outside of the four walls of VCS, this includes regular in-person attendance at a Bible-based church, Gospel-centered conversations with family and friends, and daily surrendering to Jesus not only as Savior, but as Lord. Within the four walls of VCS, this includes regular prayer with colleagues, Gospel-centered conversations with students, and – for those in the classroom – an authentic drive to illuminate God's truth in all aspects of our teaching.

Therefore be imitators of God, as beloved children. And walk in love, as Christ loved us and gave himself up for us, a fragrant offering and sacrifice to God. Ephesians 5:1-2

2. CULTURE | WELL-RESPECTED

We seek team members who best represent our culture. Our employees must embody and promote the school’s vision, mission, and values. Otherwise, when deciding between the “why” or the “what,” those who don’t fit our culture may prioritize *what* they are doing instead of *why*. **At VCS, it is OK to be temporarily off task, as long as you are on mission.**



The team members who tend to do the best and last the longest at VCS are “all in.” This does not necessarily mean they work the longest hours; instead, it means they are perfectly aligned with the school’s direction. Whether or not they possess high emotional intelligence off campus, their EQ at VCS is elevated, noticeable, and inspirational.

For these reasons, we are not neutral about hiring from our community. This includes our alumni, who were immersed in our culture as students. Most alumni will change culture outside of VCS, but we are grateful for those who choose to do so at their alma mater. We make it clear to our students and alumni that we want them back at VCS.

Do not love the world or the things in the world. If anyone loves the world, the love of the Father is not in him. For all that is in the world – the desires of the flesh and the desires of the eyes and pride of life – is not from the Father but is from the world. And the world is passing away along with its desires, but whoever does the will of God abides forever. 1 John 2:15-17

3. COMPETENCE | WELL-QUALIFIED

Being great at your job matters, and we are relentless in this pursuit. We are constantly seeking well-qualified and highly-skilled individuals. In the rare case where a new employee lacks excellent skills, they do not lack these skills for long. With a Christlike demeanor and a great attitude and affect, along with proper training and leadership, new employees demonstrate success quickly.



Our pursuit of excellence in academics, spiritual growth, and community is a journey, not a destination. Even so, students and families do not sacrifice excellence or opportunities at VCS, but instead gain much from our world-class, highly qualified, expert team members. We are continually taking steps in the direction of excellence, all for Christ and His Kingdom.

Do you see a man skillful in his work? He will stand before kings; he will not stand before obscure men. Proverbs 22:29

Note that all three of these considerations – Christlikeness, culture, and competence – are important. **As a general rule, and certainly in our hiring, we are an “and” organization, not an “or” organization.** We are intentional about seeking well-rounded employees, while also being clear in the order of our priorities.

Christlikeness	Well-Equipped
Culture	Well-Respected
Competence	Well-Qualified
All other attributes	

Consistent with our hiring priorities are three practical hiring applications:

1. OUR LEADERS PUT TEAM MEMBERS FIRST

For leaders, our team members come first. In some ways, our team is our “customer.” **With the proper view of servant leadership, leaders are serving those who report to them.** Organizations often discuss which demographic is most important – the staff or the customers. While both are important, leaders at VCS focus primarily on our team. We know that a well-nurtured team produces the best outcomes with our students and parents.

For student-facing employees, students come first. In addition to our core values, team members make decisions based on the best interest of our students. We are committed, in everything we do, to help students succeed. Making “student-centric” decisions as a student-facing employee means we first and foremost consider the student and not ourselves when making decisions about programs and policies that affect them. We believe that if leaders put team members first, and team members put students first, we will be most effective in accomplishing our mission.

2. WE BELIEVE AND ENSURE THAT THE GRASS IS GREENER HERE

Because our people are the most important element of accomplishing our vision and mission, we make every effort to avoid turnover by offering competitive benefits and salaries and providing a stimulating, professional working environment. **We endeavor to retain our team members because they are fulfilled and because they believe that they already work on the greener side of the fence.** We will always select the best person for the job based on Christlikeness, culture, and competence, while simultaneously prioritizing internal candidates for advancement whenever possible. Internal growth and advancement is the norm at VCS. And since the grass is greener where you water it, we encourage our team members to constantly be watering *our* grass. We believe in VCS, in our mission, and in our teammates.

3. WE ARE SLOW TO HIRE, BUT QUICK TO HONOR, BLESS, AND RELEASE

Our hiring priorities of Christlikeness, culture, and competence are critically important to us, and **we are intentional about seeking well-rounded employees.** We understand both the tangible and intangible investment when making any hire, as well as the significant cost when making a wrong hire, so we are slow, systematic, thoughtful, prayerful, and collaborative during the hiring process.

Most of the time, this hiring process is successful. In the rare cases when it’s not successful, we are quick to honor, bless, and release. We first honor our teammate by “coaching up.” Most team members respond well to coaching, and this becomes a fruitful experience for all parties. If coaching up does not prove successful, we “coach out” – bless and release – and move on quickly, knowing that stewardship of each role is critically important to our ability to best accomplish our mission. We hire experts and continually build our bench. Consistently attracting and retaining the highest quality team sets VCS apart.

PROFESSIONAL VALUES (THINGS WE SAY & DO)

We have identified a handful of professional values – things we say and do – that help to drive our overall mindset. These professional values are spoken of often and represent common and repeated language amongst our team.



- Regular prayer and worship
- Classroom as core
- True servant leadership
- Measure everything | Everything matters
- Data-driven decision making
- Growth mindset
- Positive presupposition
- Grow carefully | Fewer things, better



Regular prayer and worship

Prayer demonstrates our dependence upon the power and sovereignty of God. It aligns our heart, and therefore our actions, with His purposes and plans. Therefore, prayer is foundational and a primary element in our planning and practice. **We expect our employees to pray individually, but also with their colleagues, in their classrooms, on the athletic field, and anywhere that “two or more are gathered.”**

In addition to prayer, VCS prioritizes worship. Everything we do can and should be worship – we worship God in our work, in our relationships, in our gatherings, when we eat and drink... in all things. We prioritize vertical worship (with a focus on God); when we do worship “horizontally,” our focus is on glorifying God alongside others, not focusing on ourselves.

The LORD is far from the wicked, but he hears the prayer of the righteous. Proverbs 15:29

Classroom as core

We boldly acknowledge that our work begins in the classroom. Our ancillary and support programs – which are critically important to us, as well – are successful chiefly because we are first successful in the classroom. We are not a finance or facilities or marketing or HR company. We are, first, an educational institution, and the core of what we do is in the classroom.

This truth is an exhortation to our teachers that what they do matters immensely, as well as a reminder to our support teams that their support is reliant on the fact that there is a classroom. This does not mean the classroom is *all* that matters, and there are times where ancillary activities temporarily become the priority. We care about the whole child, and we serve each student chiefly in the classroom.

Train up a child in the way he should go; even when he is old he will not depart from it. Proverbs 22:6

True servant leadership

VCS is in the business of training and developing leaders, amongst both our students and our team. We lead through servant leadership, first understanding what it means to be a leader.

Our leaders understand that they are serving their direct reports, not the other way around. There is a burden to leadership in that leading others means committing to mentor those being led: to know, to care for, and to serve them. Those being led should have an expectation of a regular cadence of meetings, specific resources that will be provided, consistent and kind messaging, regular and helpful feedback, and more from their leader(s).

We define servant leadership as serving and empowering others with humility. We care about one another's families and life circumstances. As much as we can, we adopt an attitude of service, self-sacrifice, and a "one-another" approach. We work at VCS because we first authentically care about people. Whether we are introverts or extroverts, and whether our roles are student-facing or not, we are relationship-driven in all things.

Our Spiritual Life Director, Dr. Greg Tonkinson, conducted his doctoral research while answering the question, "What influences a student to remain in their Christian faith after high school?" There were a number of conclusions from his research, including expected outcomes like Christian parents, regular church attendance, and even attending a Christian school. But one surprising conclusion that rose to the top was this: **those students who built an intergenerational Christian relationship with someone other than their parents were most likely to make their faith a priority after high school.**



But whoever would be great among you must be your servant, and whoever would be first among you must be slave of all. For even the Son of Man came not to be served but to serve, and to give his life as a ransom for many. Mark 10:43-45

Measure everything | Everything matters

We ask and answer this question continuously: **How does something improve? By 1) measuring it, and 2) spending time on it. And what do we want to improve?**

Everything. This includes things we are doing well already (building on strengths), and things that may more overtly need our attention (improving on weaknesses). When we measure things we are already doing well, we're able to replicate them intentionally. We are adamant about doing the right thing, but cautious about not doing it by accident.

Our people need to be clear about what is expected of them. We overcommunicate our goals, and we collaborate early and often so that there are no surprises. We believe it's better to have hard conversations early than to try and fix something that is broken later. We speak clearly and avoid passive aggressive speech and beating around the bush. We meet deadlines. We practice regular collaboration, and we write down our goals. We

practice and invite accountability. We admit our mistakes. We lead and lead well. We do everything with intentionality.

Because of this, we also clearly define our goals. We understand that clarity is kindness. Whether we are setting goals for ourselves, for those that we lead, or for students, we set SMART-ER goals whenever possible:

Specific Measurable Attainable Realistic Timely | Evaluate Re-Evaluate

*The plans of the diligent lead surely to abundance, but everyone who is hasty comes only to poverty.
Proverbs 21:5*

Data-driven decision making

Making data-driven decisions is easy to say, but harder to accomplish effectively. But if we measure everything because everything matters, we will accumulate more and more data and information for consideration. Simply *collecting* data is a huge first step, followed by *analysis* and then *utilizing* the data. **In our experience, even the visibility and accessibility of information changes the way we make decisions and ultimately changes the decisions themselves.** While we value intuition, we do so within the context of what we already know. Therefore, we create systematic approaches to data collection, analysis, and decision-making. Benefits of data-driven decision making include intentionally defining goals, guarding against biases, a commitment to the work of analysis, anticipating future issues, and more.

We gather data and use it to drive our behaviors. After all, what we *believe* leads to our *decisions*, and our *decisions* lead to our *outcomes*. Having good and proper data allows us to be creative, thoughtful, and intentional.

For which of you, desiring to build a tower, does not first sit down and count the cost, whether he has enough to complete it? Otherwise, when he has laid a foundation and is not able to finish, all who see it begin to mock him, saying, 'This man began to build and was not able to finish.' Luke 14:28-30

Growth mindset

A growth mindset represents the psychological understanding of who we are and who we may become. As flawed individuals, we tend towards a fixed mindset, which leads to a belief that “I am who I am, and I will always be this way.” This limits us unnecessarily by causing us to desire to *look* a certain way, avoid challenges, ignore useful feedback, feel threatened by others’ success, and adopt a deterministic view of the world.

Instead, VCS team members seek a growth mindset, which leads to a belief that, “I am who I am *for now*... but I’m capable of growth over time.” **A growth mindset understands that “becoming is better than being,” allowing us to embrace challenges, learn from criticism, find inspiration in others’ successes, and adopt a view of the world that embraces opportunities.** We crave feedback, and we continually work to be better at both giving and receiving feedback. We do not shy away from difficult conversations, but pursue them with intentionality, knowing that hard conversations lead to success later.

A growth mindset also embraces this axiom: **be yourself – more – with skill.** “Be yourself” drives us to behave authentically. “More” encourages us to do so intentionally and to learn

more about our own personality and makeup, embracing who God created us to be. “With skill” energizes us to be the best version of ourselves as we seek to be lifelong learners, capable of more.

Note: The growth mindset is espoused by Stanford psychologist, Dr. Carol Dweck, whose research led to her seminal book, *Mindset*. A growth mindset does not mean growth in enrollment, programs, or revenue, but relates specifically to the way we understand ourselves and who we may become.

Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect. Romans 12:2

Positive presupposition

We presuppose and believe the best in our fellow employees and in VCS. Our first assumption should always be that another person’s heart is pure and their actions are properly motivated. Our fellow team members are “innocent until proven guilty,” and even when proven otherwise, we offer appropriate levels of grace, mercy, and forgiveness, with the goal of restoration.

Our diverse assortment of team members requires that we are charitable and considerate in understanding one another’s viewpoints. When we experience challenges, we separate the person from the problem. We believe that each member of our team was hired for a reason, and we respect each other’s professional acumen. We respect others’ departments and do not seek the success of our department above others. We put others before ourselves.

And let us consider how we may spur one another on toward love and good deeds. Hebrews 10:24

Grow carefully | Fewer things, better

We must *first* ensure that we are successfully accomplishing our mission with the students that we currently educate before working to bring in more. We do not seek growth for growth’s sake. As a nonprofit, selling more widgets – or, in our case, bringing in more students – is not our chief goal. For this reason, we don’t grow every time there’s an opportunity. Zig Ziglar once said, “Success occurs when opportunity meets preparation.” We are careful, thoughtful, strategic, and collaborative before taking advantage of opportunities to grow. **We operate with a “fewer things, better” mindset.** As Pastor Francis Chan once said, “Our greatest fear should not be of failure, but of succeeding at things that don’t really matter.”

We build programs and projects sustainably, with intentionality, and with the long-term impacts in mind. We do not aim to be a mile wide and an inch deep, nor do we get bored about things we do and move on to something else. We fall in love with the work and its impact. Once we have determined to grow, we pursue it wholeheartedly. But first, we are careful.

But I say, walk by the Spirit, and you will not gratify the desires of the flesh. Galatians 5:16

POSITIVE ATTRIBUTES WE SEEK TO ENHANCE

Our cultural values and work environment are informed not only by our hiring priorities and our professional values, but also by the positive attributes we seek to enhance amongst our team members.



- Humility and integrity
- Teamwork and collaboration
- Professionalism
- Work ethic
- Stewardship | Ministry-mindedness
- Speaking victory
- Transparency and overcommunication
- Accessibility and respect



Humility and integrity

We are others-focused and relationally-driven. We follow Christ's humble example, and do not think too highly of ourselves, our positions, or VCS. **Every team member at VCS picks up trash, folds tables, eats last, and goes the extra mile to demonstrate Christ to others.**

We understand that "were it not for grace, there go I," so we offer grace, mercy, and kindness to others, just as Christ first offered these things to us. We seek and leverage the knowledge and wisdom of those who have gone before us. We understand that confidence is a wonderful thing, but arrogance is the surest path to failure.

Just as we demonstrate humility as an individual, we also work to demonstrate this as departments. One department is not more important than another. We let our "yes" be "yes" and our "no" be "no," and we are quick to apologize when we fail to do so. We are honest with ourselves and others by admitting our mistakes, and we work hard to prevent reoccurring errors. We applaud and celebrate high character and avoid dishonesty and a lack of integrity.

For by grace you have been saved through faith. And this is not your own doing; it is the gift of God, not a result of works, so that no one may boast. Ephesians 2:8-9

Teamwork and collaboration

From our humble roots to our more explosive growth in recent years, VCS has always operated with a highly collaborative approach. We do not hide behind job descriptions or let others pick up the slack. We focus on teamwork, spending time considering which other employees and departments may be impacted by decisions and looping them in, accordingly.

We err on overcommunication and operate with humility in all things. **We work hard to understand when our responsibilities or decisions impact others, and we have a keen understanding that our role and department is interdependent with a number of**

other roles and departments. We understand that VCS is both a ministry and a business, so we are willing to step in where needed.

Iron sharpens iron, and one man sharpens another. Proverbs 27:17

Professionalism

Valley Christian should always be a best-in-class organization as evident in our individual and collective work, actions, communications, and appearance. Just as there are organizations in other industries that are clearly distinctive in their professionalism – Chick-fil-A in the fast food industry, The Ritz-Carlton in the hotel industry, Trader Joe's in the grocery industry – VCS seeks to best represent Christ by being noticeably different than others in our industry.

Being a best-in-class organization means that we have high expectations for ourselves and each other for how we present and represent Valley Christian Schools.

We expect our employees to exhibit excellent customer service at all times. We hire employees with strong verbal and written communication skills and expect our existing employees to continuously develop in these areas. When we well-exhibit professionalism, those who interact with VCS say, "There's something different about Valley Christian Schools."

Do your best to present yourself to God as one approved, a worker who has no need to be ashamed, rightly handling the word of truth. II Timothy 2:15

Work ethic

We believe that an employee's success is driven by attitude as much as ability. Perhaps nothing reflects a good attitude and ministry-mindedness more than the willingness to work hard. Valley Christian asks every team member to provide a genuine, honest day's work every day. We do not look for opportunities to slack off or unnecessarily delegate. **We expect exceptional efficiency and impressive productivity from our employees.**

VCS provides one of the most exceptional "time off" policies of any organization in Arizona, and when it is time to rest, we encourage our team members to be highly restful. When it is time to work, we expect our employees to be highly productive. The old adage "work hard, play hard" well-represents our drive for intentionality.

All hard work brings a profit, but mere talk leads only to poverty. Proverbs 14:23

Stewardship | Ministry-mindedness

We understand that our time, talent, and treasure is a gift from the Lord. We are not our roles, but serve in our roles for a season. When introducing ourselves or others, we use "I/he/she serve(s) as" for this reason. **We work tirelessly to be good stewards of the personnel and budget that have been entrusted to us.** We discern when to be an "owner" (and perhaps sole decision-maker) and when to be a "manager/collaborator," inviting others into the conversation.

We seek to be good stewards of each and every moment. This extends beyond mere financial management. Like we learn from the parable of the talents in the Gospels of Matthew and Luke, we are called to multiply our gifts through effort and investment, whether those are gifts of time, talent, or treasure. We are accountable to the gifts God has entrusted to us, including our roles at VCS.

Being ministry-minded means we are loyal to the mission and vision of VCS. We understand our “why.” We do not hide behind job descriptions, but we offer teamwork and “go the extra mile” when it’s needed. As an employer, we expect team members to understand the larger context and vision. We also seek to never take advantage of ministry-mindedness, understanding that intense periods of ministry must usually be followed by rest.

His master said to him, “Well done, good and faithful servant. You have been faithful over a little; I will set you over much. Enter into the joy of your master”... For to everyone who has will more be given, and he will have an abundance. Matthew 25:23, 29a

Speaking victory

We carry positive attitudes and a positive approach to problem solving. Positive attitudes alleviate anxiety and undue stress, and positivity with love covers a multitude of wrongs. We accept and embrace challenges with a positive outlook. In all things, we speak victory.

Colleagues, students, and parents are drawn to positivity, and making eye contact and smiling at someone is a gift you can deliver for free. We are preparing students for college and for their careers, but even more importantly, we are preparing students for life as a Christian. We smile and say “hello” to others, use names when we can, and offer sincere encouragement and affirmation as often as we are able. We make a point to build up others, both privately and – when appropriate – publicly.

We are not a perfect organization, nor is every colleague perfect, and there will always be issues that need to be solved. **But we speak positively, we speak victory, and we champion VCS and our vision, mission, and values.** When in doubt, choose positivity.

So if there is any encouragement in Christ, any comfort from love, any participation in the Spirit, any affection and sympathy, complete my joy by being of the same mind, having the same love, being in full accord and of one mind. Philippians 2:1-2

Transparency and overcommunication

Not everyone needs to know everything all the time, but there are times when everyone needs to know some things. Our team members work to be as transparent as possible between their own departments, across departments, and with our students and families.

We work to overcommunicate rather than undercommunicate, and we are thoughtful about how information gets disseminated and in what order.

We “own things publicly” when possible, meaning we invite others to view the same data and information, even if they would come to different conclusions. We aspire to

communicate the exact right amount in every area, knowing that if we are going to err, we prefer to err on overcommunicating.

Righteous lips are the delight of a king, and he loves him who speaks what is right... The heart of the wise makes his speech judicious and adds persuasiveness to his lips. Gracious words are like a honeycomb, sweetness to the soul and health to the body. Proverbs 16:13, 23-24

Accessibility and respect

We maintain an “open door policy,” whether literally or figuratively. Each team member should be available and helpful whenever possible. **Our faculty and staff have the right and responsibility to be heard and to bring concerns, ideas, observations, and suggestions forward.** In return, our leaders should strive to support, encourage, and have a teachable heart.

At the same time, all employees should work to be respectful of others’ time. Some practical “tips” to ensure we are able to be mutually successful:

- Supervisors should set regular meeting times with each of their direct reports.
- All team members should respect scheduled meeting times by being present, starting and ending on time, and contributing to productive and efficient meetings.
- Leaders should work to be approachable and available, occasionally asking for feedback on how they are doing in this area.
- Team members should work first with their direct supervisor before asking to visit with their supervisor’s supervisor or anyone else “higher” on the organizational chart.
- Team members should be respectful by limiting unscheduled meetings to no longer than five minutes (meetings longer than five minutes should generally be scheduled). Team members should gain approval before entering someone’s office, and similarly, should not sit down unless/until invited to do so.

We understand that there is a mental, practical, and organization toll with too much “context switching” (“the act of shifting your attention between different tasks”); even brief interruptions create challenges and inefficiencies. We are both accessible and respectful of others’ time.

Humble yourselves before the Lord, and he will exalt you. Do not speak evil against one another, brothers. James 4:10-11

NEGATIVE ATTRIBUTES WE SEEK TO EXPUNGE

We keep the positive attributes we seek to enhance top of mind amongst our team members. Just as importantly, we proactively communicate and discourage negative attributes that do not belong at VCS. We do not hesitate to spot and call out negative behaviors, ridding of them quickly before their impact grows.



- Negative language
- Lack of trust and trustworthiness
- Overextending ourselves
- Lack of accountability
- Silo mentality
- Lack of coachability
- Fear of failure
- Mission misalignment



Negative language

We work hard to avoid gossip, unhealthy comparison, and anonymous communication.

Gossip: Gossip is a burden added to another. There is no upside to gossiping, other than the temporary “guilty pleasure” it provides. We understand that gossip hurts neighbors, divides friends, and unnecessarily damages reputations and relationships. Scripture tells us that gossips are untrustworthy and meddlesome, advising “do not associate with a simple babbler.” **We do not initiate gossip, and if we are on the receiving end, we kindly ask the other not to burden us with gossip.** We protect our conversations and protect the character of others. Our speech matters in person, online, and on social media, and it includes things we say personally and things we condone via “likes” and “comments” online. We do not do this legalistically, but as a wholesome response to Christ’s calling on our lives.

Unhealthy comparison: It has been said that “Comparison is the thief of joy.” In our fast-paced, global, social media-rich lives today, comparison has become the norm. Constantly comparing ourselves to others is a sure path to feeling undervalued, underappreciated, and left out. We each serve in distinct roles and fulfill different duties at VCS, resulting in different benefits and challenges within our work. **We joyfully serve in the roles that we’ve been entrusted with and celebrate the gifts and talents that others bring to different roles in our organization, as well as the different benefits we each receive.**

Anonymous communication: Anonymity conflicts with our culture, demonstrates a lack of commitment, and breaks down trust. **If you have an idea, issue, criticism, or something important to discuss, we encourage you to stand up for your convictions and express them with full disclosure.**

The one “exception” to avoiding anonymous communication is the anonymous surveys that may benefit VCS as a whole through the collection of significant swaths of data. Even in these cases, anonymity should be reserved to general ranking of or feedback on certain aspects of our program. Specific, unresolved issues should never be communicated anonymously; in these cases, anonymous responses will be asked for identification, or simply ignored.



Let no corrupting talk come out of your mouths, but only such as is good for building up, as fits the occasion, that it may give grace to those who hear. Ephesians 4:29

Lack of trust and trustworthiness

We believe in one another and promote an environment of trust. Trust must flow between one another at every level of this organization. Every person at Valley Christian must make a commitment to promote honesty and confidence – hence trust – in the organization.

We bring a solution-oriented mentality in all things. Identifying problems is not overly difficult. Identifying solutions takes intentionality and requires at least one additional step. Because we ask our team members to possess an ownership mentality, we also ask them for help in identifying solutions. We know that the best ideas rarely come from “the top,” but instead come from those on the front lines. So as leaders, we listen to our employees. As teachers, we listen to our students. As team members, we listen to our parents and our community.

As we ask to be trusted, we must also prove trustworthy. Follow through on your commitments, and do what you say you will do. We listen first, listen second, and speak third. By gathering facts and listening to other perspectives, we are then able to bring more than just problems, but solutions to the table.

Know this, my beloved brothers: let every person be quick to hear, slow to speak, slow to anger; for the anger of man does not produce the righteousness of God. James 1:19-20

Overextending ourselves

Research shows that a reasonable amount of pressure works to our advantage in promoting constructive and positive results. For instance, a deadline you establish or that is assigned to you for a task or project results in positive stress. The bell curve of stress and productivity indicates that a moderate and appropriate amount of stress drives the best results.

On the other hand, overextending ourselves typically leads to too much stress, robbing us of our joy and draining us emotionally and physically. Therefore, we attempt to be sensitive to our employees’ needs and assure that short-term expedience is the exception and long-term success the rule. We endeavor that team members are consistently operating at approximately 95% efficiency. **No one can consistently produce beyond their scope**

without eventually burning out or becoming bitter at their employer and those around them, even with all the right intentions. There are times when overextending ourselves is a result of pride: “if I want it done right, I have to do it.” There are other times when overextending ourselves is a sincere desire to serve. In each case, leaders should be on the lookout for employees who are overextended and identify solutions to return them to a more sustainable level of expectation and productivity.

In some seasons, fulfillment in our work may be accomplished by viewing our roles in the context of “work-life balance.” At other times, it may be making “work-life choices.” And, in some seasons, it may be making a conscious, deliberate choice toward “work-life integration.” In each case, intentionality is the key.

Let the peace of Christ rule in your hearts, since as members of one body you were called to peace. And be thankful. Colossians 3:15

Lack of accountability

It is critical that we are who we say we are and we do what we say we are going to do. There is perhaps no more significant de-motivator than for an employee to see his/her colleague operate with a lack of accountability. Our leaders must provide this accountability, both inspirationally (how we might sum up “leadership”) and with accountability (how we might sum up “management”). **We believe our team members want to be well-led and well-managed – not dragged along and not micro-managed, but properly and professionally led and managed.**

When we make mistakes, we admit them. When we haven’t produced, we acknowledge it. When we own something, we “own it publicly” and invite feedback. We are an organization of team members that crave accountability. We understand that our ultimate accountability is to the Lord, and we intend to well-steward the opportunities and resources He’s provided.

Iron sharpens iron, and one man sharpens another. Proverbs 27:17

Silo mentality

We are grateful for the different skillsets of our colleagues. We believe that God has created each of us with different gifts and skillsets and graciously develops them in each of us at different speeds and in different ways. Although we are each tasked with overseeing a specific task at VCS, we understand our roles in the context of the overall mission of VCS.

We understand that humans are naturally inclined to associate with those we work with daily, so we are intentional about building relationships with colleagues in other departments and with different skillsets. We understand that exposure to what other departments are doing provides additional context to our own roles. **We fight against naturally occurring “skepticism” when we don’t have a full grasp of what others are doing and why; instead, we seek to understand and give the benefit of the doubt to others.**

We don't seek success for our department at the expense of another department. We understand the psychological truths and corresponding impact of the "fundamental attribution error" (the tendency to overemphasize personal characteristics and ignore situational factors in judging others' behavior) and our own "self-serving bias" (seeing one's self with an overly positive view in order to enhance self-esteem). In this way, we operate with humility and grace.

For by the grace given to me I say to everyone among you not to think of himself more highly than he ought to think, but to think with sober judgment, each according to the measure of faith that God has assigned. For as in one body we have many members, and the members do not all have the same function, so we, though many, are one body in Christ, and individually members one of another.
Romans 12:3-5

Lack of coachability

A good student is teachable and possesses a growth mindset. **Remaining teachable is critical to your personal success and our schoolwide success.** Good students also have good habits. When a team member is coachable, we expect to see humility and the ability to, among other things:

- Follow instructions, be prepared, be timely
- Be accountable, disciplined, and committed
- Submit to authority
- Practice good personal and work habits
- Master concepts and be a lifelong learner
- Maintain a dedicated focus on enhancing presentation skills (writing, speaking, leading discussions)
- Collaborate and cooperate

Give instruction to a wise man, and he will be still wiser; teach a righteous man, and he will increase in learning. The fear of the Lord is the beginning of wisdom, and the knowledge of the Holy One is insight.
Proverbs 9:9-10

Fear of failure

We must drive fear out of the organization. Fear inhibits us from working effectively and adds to negative stress. Employees must feel secure in their role, or they will not ask questions and request help. By operating in a supportive, blame-free environment, we break down the barriers that inhibit improvement. **It's OK to make occasional mistakes at VCS, especially when the decisions that led to those mistakes are based on our entire set of values.** Supervisors and non-supervisors alike understand that it is OK to industriously fail at VCS.

We are better served when we look at failure and change as opportunities, rather than viewing them with trepidation. Our productivity is enhanced when we are motivated by challenge and opportunity rather than frozen by fear and avoidance. We must drive change

within the organization instead of wasting energy avoiding it. We do not seek change for the sake of change, but we welcome it as a necessary means toward moving VCS forward.

Armed with a thorough understanding of our vision, mission, and values, and provided with the appropriate resources, individuals are empowered to be creative and innovative while making appropriate, data-driven decisions.

"My grace is sufficient for you, for my power is made perfect in weakness." Therefore I will boast all the more gladly of my weaknesses, so that the power of Christ may rest upon me. II Corinthians 12:9

Mission misalignment

Our experience shows us that **the greatest risk/damage to our culture will not come from circumstances or incidents but will come from people**—those who express commitment to our culture but were never aligned or whose alignment has changed over time. It is everyone's responsibility to spot these inconsistencies and encourage alignment.

One area we intentionally seek alignment is in the core tenets of our Protestant Christian faith. We embrace the diversity of the body of Christ. We major on the majors and minor on the minors, and use Biblical discernment to determine which is which. By welcoming families from nearly 100 Christian churches, we foster an inclusive environment where students can learn, grow, and deepen their faith alongside peers from varied theological perspectives within the Protestant Christian faith. This diversity of perspectives, while not wavering from salvific issues, enriches the educational experience, promoting dialogue, understanding, and unity among students, team members, and the broader community.

Finally, brothers, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable—if anything is excellent or praiseworthy—think about such things. Whatever you have learned or received or heard from me, or seen in me—put it into practice. And the God of peace will be with you. Philippians 4:8-9

IN CONCLUSION

Our culture is what sets us apart from any other school. It is up to each of us to pursue the vision and mission and prevent Valley Christian from becoming ordinary. Every person who is appointed to our team must wholeheartedly believe and trust in the significance of the words in this document. Your commitment to our culture serves as our guarantee for success.



TEAM MEMBER CULTURE GUIDE: QUICK REFERENCE

VCS Vision

VCS will be the leader in Christ-centered Christian education in Arizona.

VCS Mission

To equip students to be culture changers for Christ by delivering academic excellence, facilitating spiritual growth, and building lifelong community.

Core Values | The Valley Way

1. Honoring Christ in everything we do.
2. Pursuing excellence in all things, for the glory of God.
3. Building community and connecting past, current, and future VCS families for lifelong community.
4. Changing culture by developing well-rounded culture changers for Christ.
5. Partnering with parents and the local church to strengthen the three-legged stool of student support.

Hiring Priorities

1. Christlikeness | Well-equipped
2. Culture | Well-respected
3. Competence | Well-qualified

Professional Values (Things We Say & Do)

- Regular prayer and worship
- Classroom as core
- True servant leadership
- Measure everything | Everything matters
- Data-driven decision making
- Growth mindset
- Positive presupposition
- Grow carefully | Fewer things, better

Positive Attributes We Seek To Enhance

- Humility and integrity
- Teamwork and collaboration
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