

January 21, 2011

Dear Hope Faculty and Staff

We are writing you today to acknowledge the letter of retirement from Superintendent, Sandi Black. Sandi has worked at Hope for 26 years. During her time at Hope she had worked as the Admissions Director, then a year as the Assistant Superintendent, and finally as our Superintendent for the past seven years. After her retirement, Sandi will continue to serve Hope's ministry as a member of our Board of Directors.

The Board of Directors is grateful for all that God has accomplished through Sandi's faithful leadership as Hope's Superintendent. Under Sandi's leadership, the Board of Directors and the Foundation's Board were both expanded to provide additional input and expertise to both Boards.

Hope completed a successful fundraising campaign and built the new Middle School building. Academics were strengthened and a number of new programs were added in order to better serve our students educational needs. Yes, God has blessed us richly over the past seven years and we are thankful for the role Sandi has played in all that has been accomplished.

When our Headmaster, Kelly McEachran retired a year and half ago, he recommended that we not fill the Headmaster position. He and Mrs. Black believed there was some duplication between the Headmaster's and Superintendent's duties and that it might be possible to combine the two positions. Based on their recommendation, the Board of Directors decided to not fill the Headmaster's position at that time. We announced the Board would observe how well the school operated with only the one position.

The Board, the Superintendent and our Administrators have worked closely during the past year and a half to evaluate how well the school functions without the position of Headmaster. To assist us in this process, the Board engaged the services of an outside management consultant, Dalton Jantzen, who has extensive experience in working with Christian ministries and secular businesses. Early in the review process, we determined that we could not properly evaluate the role of the Headmaster without also reviewing our overall management structure.

Our review included extensive interviews with our Administrators and Board members concerning how the needs of the school were being met with our current management structure. We also engaged Reese Gateley, CPA, to work with our Superintendent and Business Manager to review and evaluate our business office operations and to recommend any changes that would be necessary to meet Hope's future needs.

We have completed our review and determined that the Headmaster and Superintendent positions serve two different and important purposes. The Headmaster is primarily responsible for Academic and Educational matters, while the Superintendent is responsible for the overall management of all operations of the school, including Academic and Educational matters. We are now convinced that one person cannot cover both jobs effectively. So, we are moving forward with reinstating the Headmaster position, but with some modifications in the job

description that we believe will strengthen our academic and educational programs. We also believe that we can improve the school's overall management and prepare it for the future by making additional changes to the school's current management structure.

Over the next few months we will be moving forward with implementing our new management structure. We will also begin our search for our new Superintendent (CEO/President) and Headmaster (Educational Administrator) based on the educational and experience requirements for both positions. We will be forming a Search Committee to assist the Board in identifying the best possible candidates for both jobs. The Search Committee will be comprised of various members of the Hope community; i.e. Board members, key administrators, teachers, parents, alumni, etc. We believe this process will assure that we identify and hire the best people for each position.

Once again, we would like to express our appreciation to Sandi Black for her dedication and leadership over the past seven years as Hope's Superintendent. Remembering God's leadership and blessings on Hope over the past thirty-five years, we ask you to join with us in praying for God's guidance in establishing our new leadership in preparation for the next thirty-five years. Our commitment is to provide the best possible educational experience for our students, so they have every opportunity to pursue educational and spiritual excellence at Hope Christian School.

Sincerely,

The Board of Directors
Hope Christian Schools, Inc.