

THE FORUM

THE ANNOUNCEMENTS & PERSONNEL BULLETIN OF
THE ASSOCIATION OF CLASSICAL & CHRISTIAN SCHOOLS

“SINE DOCTRINA VITA EST QUASI MORTIS IMAGO”

NUNTIATA

PSALMS 112:1

Praise the Lord!

Blessed is the man who fears the Lord,

Who delights greatly in His commandments.

WELCOME!

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Spring, TX*

*Grace Christian Academy
Merrick, NY*

*Heritage Classical Academy
Hudson, OH*

*Knox Classical Academy
Medford, OR*

*Washington Classical Christian School
St. Augustine, FL*

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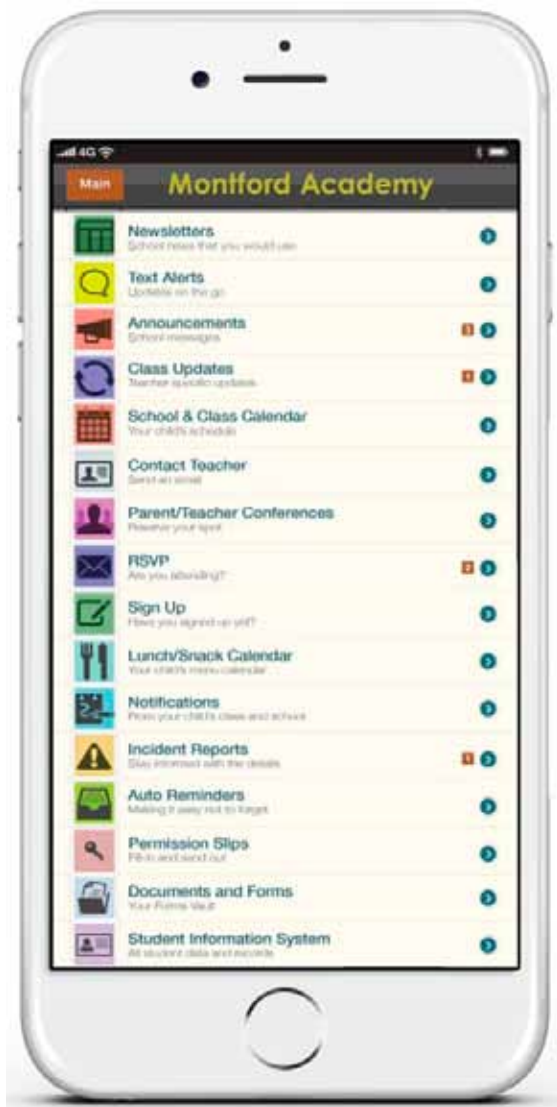
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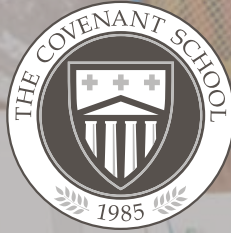
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Singapore Math

Conference for Educators



with Dr. Yeap Ban Har

December 2, 2016
8:30 a.m. – 3:00 p.m.

The Covenant School
Upper School
175 Hickory Street, Charlottesville

An intensive one-day professional development on the teaching methods, research, and practices used in Singapore to develop pupils' fluency, mathematical reasoning, and problem solving. Learn from Dr. Yeap Ban Har, international expert, through hands-on sessions, and gain ideas to take back to your districts and classrooms. This conference will give you the knowledge and confidence to teach in-depth strategies and create a deeper understanding for both you and your students. Register early as seating is limited.

Register at www.covenantschool.org/mathconference



Templeton Honors College

JOB OPENING:

ASSOCIATE PROFESSOR OF EDUCATION AND LIBERAL STUDIES

Dear Christian Classical Educators,

Eastern University, a Christian university of the liberal arts and sciences located in suburban Philadelphia, invites applications for an open rank, full-time, tenure-track faculty position in the Templeton Honors College beginning June 2017.

The successful candidate will teach within the undergraduate curriculum of the Templeton Honors College, the College of Education, and in a **new Master of Arts in Teaching (MAT) with a Concentration in Classical Education**. Preference will be given to candidates with an earned Ph.D. in a related field (e.g., classics, education, history, literature, philosophy, political science). Ideal candidates will have significant background in secondary education and will preferably be certified. Candidates should be enthusiastic supporters of a classical approach to the liberal arts, and should therefore have a demonstrated capability for and interest in teaching a broad range of whole texts, even outside of one's discipline, and of integrating key theological and philosophical questions into seminar teaching. Teaching load will likely be heavily weighted to spring and summer terms.

The Templeton Honors College is a Great Books program designed to challenge and prepare academically gifted students to be individuals of influence in culture, society and their professions by providing a holistic classical liberal arts education focused on the life of the mind, character formation, and skill development. See <http://www.templetonhonorscollege.com/>.

Please visit http://jobs.eastern.edu/position_page?pid=158 for more details. Review of applications will begin on November 1, 2016. All positions remain open until filled.

We enthusiastically look forward to reviewing your application!

In Christ,

Jonathan Yonan, Dean
Templeton Honors College

TEMPLETON HONORS COLLEGE
1300 EAGLE ROAD ST. DAVIDS, PENNSYLVANIA USA 19087-3696
TEL: 610-225-5022 FAX: 610-341-1790
WWW.TEMPLETONHONORSCOLLEGE.COM
WWW.EASTERN.EDU

POSITIONS

SOUTHEAST

PROVIDENCE CLASSICAL CHRISTIAN SCHOOL

(Oxford, GA) seeks to fill a **FT Latin teacher** position. Email Ty Hensley at TY.HENSLEY@PCSOXFORD.ORG. 10/16

REGENTS SCHOOL OF OXFORD

is a classical Christian school with 200 preK–12th grade students and is the only Christian school in charming **Oxford, MS**. Regents is seeking a **head of school** who has a passion for classical Christian education, a strong vibrant faith, demonstrated leadership abilities, team-building and relational skills, financial management expertise, and proven fundraising success. Laura Coverstone and Ed Poff of *JobfitMatters* are assisting the Regents search committee with this important search. Please find the opportunity profile and video at the posting here: WWW.JOBFITMATTERS.COM/REGENTS. 10/16

REDEEMER CLASSICAL SCHOOL

in **Harrisonburg, VA**, is seeking a **headmaster** who is a Christian leader: the headmaster should be a member in good standing at a local church whose theology and doctrine are in agreement with Redeemer's statement of faith; a lifelong learner, the headmaster should model personal growth and pursue excellence; a master's degree in an appropriately related field is preferred; a passionate Christian educator, the headmaster must affirm Redeemer's founding principle that God has given parents the primary privilege and responsibility for providing

an education for their children, and that one good means of accomplishing that task is through a school founded on the principles of classical education in the context of orthodox Christian faith. The headmaster should be actively engaged in academic discussions on twenty-first-century Christian education, and a participant in the larger conversation about education in the community; a personable, visionary leader who can clearly articulate our mission and formulate and execute a strategic plan. Please email your completed application package to the Redeemer Classical School Head of School Search Committee at: OFFICE@REDEEMERCLASSICAL.ORG including a résumé, cover letter, and philosophy of education. Please also have letters of recommendation available upon request. Notification of receipt of completed applications will be sent via email. 9/16

HAW RIVER CHRISTIAN ACADEMY

a growing junior kindergarten–tenth grade classical, Christian school located in **Pittsboro, NC**, is accepting applications for a **PT upper school mathematics teacher** for the 2017–18 SY. This position will gradually transition to full time as we continue adding one grade level per year. The preferred candidate should not only have a strong background in algebra, geometry, and advanced mathematics, but must also exhibit a sincere and evident Christian faith. An understanding and commitment to the classical and Christian education model is also required. Inquiries and resumes may be directed to JOBS@HAWRIVERCHRISTIAN.ORG. 11/16

SERIOUS candidates may download an application from the school's web site, WWW.HAWRIVERCHRISTIAN.ORG. 11/16

SANDHILLS CLASSICAL CHRISTIAN SCHOOL

located in **Southern Pines, NC**, is seeking a **logic and rhetoric principal** to oversee grades 6–12. College guidance counselor experience is desired. Qualified candidates must be Christian and dedicated to the classical Christian model of education. Candidates must have a minimum of a masters' degree. This position is a priority for SCCS, so we desire to begin interviews immediately. SCCS will graduate its first senior class in the spring of 2017. SCCS is a member of ACCS and NCCSA. Candidates should contact head of school, Dr. Alan Marshall (ALAN.MARSHALL@SANDHILLSCCS.ORG) or call (910) 695-1874.) For a complete job description, visit our website at WWW.SANDHILLSCCS.ORG. 11/16

POSITIONS NORTHEAST

VERITAS PRESS

seeks an exceptional **teacher-writer** for its **planned physics curriculum**. A successful candidate will be a mature Christian who embraces Reformed thinking; knows and loves classical Christian education; has experience as a classroom teacher, whether online or in a traditional setting; and has knowledge of the VP brand. Are you the contributor we're looking for? Résumés may be submitted to MICHAEL@VERITASPRESS.COM. 9/16

GRACE CHRISTIAN ACADEMY

in **Merrick, NY**, is seeking a **FT ESL teacher** starting immediately. GCA is the only classical Christian K-12 in all of NYC and Long Island and is growing quickly. We are located in Nassau County, the nation's 29th largest county and 99th least-reached with the gospel with a population that is less than 3% Christian. We have recently been authorized to receive F-status students, currently have 10 from China, and anticipate our program to grow each year. We wish to find a teacher who is missions minded and would like to reach out to these students with the gospel. Interested candidates should send résumés to SSCHULTZ@GRACEACADEMYLI.COM or call (516) 379-2223 to set up an interview with headmaster Steve Schultz.

10/16

COVENANT CHRISTIAN ACADEMY

is seeking a **qualified, early childhood level teacher** for our robust pre-kindergarten program. Candidates should hold a bachelor's or master's degree in early childhood or elementary education and have had experience teaching in the classroom at the early childhood level. Qualifications of the successful candidate will include: a mature Christian faith and the ability to nurture this faith in children; a passion for early childhood education; proven experience in managing an early childhood classroom with a welcome measure of structure while maintaining a spirit of grace and community; the ability to provide a strong, well-rounded pre-kindergarten program based on hands-on, experiential learning; and the readiness to collaborate with colleagues, specialists, parents, and the larger school community. Contract runs: September 2015 through June 2016; teaching is on a 10-month cycle. Compensation is commensurate with experience. Interested candidates should submit a letter of interest, professional résumé (showing no gaps in employment), Christian faith statement, and philosophy of Christian education summary. Submit requested materials to: Andrea Bergstrom, grammar school principal at ANDREA.BERGSTROM@CCAMAIL.ORG. Covenant Christian Academy, 83 Pine Street, West Peabody, MA 01960. 9/16

THE WILBERFORCE SCHOOL

located in **Princeton, NJ**, seeks an experienced **middle school humanities teacher** for a temporary maternity leave position from mid-November through February. Click here ([HTTP://WWW.WILBERFORCESCHOOL.ORG/UPLOADED/JOB_DESCRIPTIONS/MS_TEACHER_JOB_DESCRIPTION.PDF](http://www.wilberforceschool.org/uploaded/job_descriptions/ms_teacher_job_description.pdf)) for a complete job description. This position has the possibility of becoming permanent for the 2017-18 SY. Interested candidates should send a résumé and cover letter to EMPLOYMENT@WILBERFORCESCHOOL.ORG. 10/16

AUGUSTINE CLASSICAL ACADEMY

in **Mechanicville, NY**, seeks a **qualified music teacher** for grammar and upper school classes for the 2017-18 school year. A candidate should hold a bachelor's or master's degree, have an understanding of classical modes of teaching, and would benefit from a familiarity with the Kodaly method. Additionally, we seek a full-time **fifth grade teacher**, and a **Latin teacher** for the 2017-18 school year. Finally, to accommodate school growth we seek an **upper school principal**. This position will be held by a mature Christian who has a passion for the mission of the school and experience with classical pedagogy. Responsibilities will include, but not be limited to, student and faculty oversight, marketing, budget, and future accreditation. Interested persons should contact Matt Hopkins at MHOPKINS@AUGUSTINECA.ORG. 11/16

POSITIONS NORTHEAST

THE WILBERFORCE SCHOOL

located in Princeton, NJ, seeks humane letters teachers for the 2017–28 SY. There are possible openings for grades 9–12. Humane letters teachers must be comfortable in leading discussion-based classes. Students and teachers explore primary texts together in a two-hour block each day along with weekly writing assignments. View a complete reading list for each HL class on our website here:

[HTTP://WWW.WILBERFORCESCHOOL.ORG/ACADEMICS/HIGH-SCHOOL/CURRICULUM/HUMANE-LETTERS](http://www.wilberforceschool.org/academics/high-school/curriculum/humane-letters). We have potential

openings for the following HL classes:

Grade 9: American history & literature,

Grade 10: European history & literature,

Grade 11: Ancient & Early church studies,

Grade 12: Western politics & philosophy.

Interested candidates should send a resume and cover letter to EMPLOYMENT@WILBERFORCESCHOOL.ORG.

When applying, please indicate which HL classes you are interested in and qualified to teach. 11/16

POSITIONS

WEST

ISLAND CHRISTIAN ACADEMY

has been serving families on **South Whidbey Island** for over 25 years, moving into the classical model just eight years ago. We have approximately 80 students in preK–12th grades, and we are actively seeking a **full-time classroom teacher** for a small group of kindergarten students for the 2016–17 SY. We are looking for candidates who are committed to the classical model of teaching and willing to partner with parents and our supportive and encouraging staff to develop students who love learning and internalize a truly Christian worldview. Please send a résumé and cover letter to BCHITTIM@ISLANDCHRISTIANACADEMY.COM. 9/16

TRINITY CHRISTIAN SCHOOL

in Kailua, HI, seeks an **elementary principal** for school year 2017. The ideal candidate will have a master's in educational leadership as well as five years of teaching or administrative experience in a cCe school. Interested applicants may visit our website at www.TCSKailua.net for more information. 10/16

ARMA DEI ACADEMY

in **Highlands Ranch, CO**, situated in the front range of the beautiful Rocky Mountains, seeks a visionary **head of school** who will continue to build upon the five-year foundation of the academy. Founded in 2012, Arma Dei Academy, a K–8 classical Christian school, currently with 135 students and over 80 families, strives to cultivate an enduring love of learning, a commitment to serve others,

and a dedication to the pursuit of God's truth. Looking toward the future, the academy needs a visionary leader who continues to build upon the foundation of a school marked by students who think clearly and listen carefully with discernment and understanding, and are in joyful submission to God. This leader will be privileged to work with gifted faculty and energetic teachers who clearly demonstrate a love for their students and the pursuit of truth and with a parent community who is engaged and invested in the school. The next head of school will work to strengthen the spiritual development of the students. As well, the leader will continue to improve student academic performance and further develop the partnership among faculty, administration, parents, and students. Please be encouraged to read through the head of school opportunity profile by following this link, as well as the Arma Dei Academy website. If interested in pursuing, please reference the process of candidacy to begin the application process. If you have any questions, please contact Greg Vigil at GVIGIL@ARMADEIACADEMY.COM. 10/16

THE BEAR CREEK SCHOOL

is seeking an assistant **director of admissions for early middle, middle and upper school**. Job summary: To provide primary recruitment and retention support with particular emphasis in serving the middle school and upper school divisions through all phases of the admission funnel, including outreach, interviews, retention program

development, and the re-enrollment process. Please apply at [HTTP://WWW.TBCS.ORG/JOBS](http://www.TBCS.ORG/JOBS). 10/16

THE BEAR CREEK SCHOOL

is seeking a **vice president for enrollment**. The VP is charged with managing the recruitment and retention strategies of the Bear Creek School. The VP supervises all admissions, marketing, communications, and public relations initiatives. Please apply at [HTTP://WWW.TBCS.ORG/JOBS](http://www.TBCS.ORG/JOBS). 11/16

THE CAMBRIDGE SCHOOL

in **San Diego, CA**, will be a fully built out K-Prep through 12th grade classical Christian school in 2017 and is seeking **all-star teachers** for the 2017–18 SY. Candidates will have at least two years of lead teaching experience in grades K–6, and excellent classroom management, organizational, and communication skills. Consider joining a community of faith and scholarship that is preparing students to live purposefully and intelligently in service of God and neighbor. If you love learning and teaching children, please send a letter of interest and résumé to CAREERS@CAMBRIDGECLASSICAL.ORG. 11/16

THE CAMBRIDGE SCHOOL

in **San Diego, CA**, serving grades KP–12th for the 2017–18 SY, is seeking a **student academic services director**. The ideal candidate would be available to start in the spring of this academic year to have time to ensure a smooth transition with

POSITIONS WEST

our current director. A master's degree in special education with courses in test administration and evaluations as well as resource room experience is required. Classroom teaching experience, and training with Lindamood-Bell, ASD, and Social Thinking are appreciated. Please send a letter of interest and résumé to CAREERS@CAMBRIDGECLASSICAL.ORG.

11/16

POSITIONS

MIDWEST

COVENANT CHRISTIAN ACADEMY

is an accredited, classical Christian school founded in 1997 serving approximately 220 K–12 students. Located near the Appalachian Trail in **Harrisburg, PA**, Covenant seeks teacher candidates who demonstrate a love for learning and a calling to serve Christ at a classical Christian school. Covenant is seeking to fill the positions of **PT Latin instructor** (this position could become FT in the future) for 2016–17. Please view our website at www.DiscoverCovenant.com to learn more about the school. If you feel called to join our terrific faculty team, you may download an application at [HTTP://DISCOVERCOVENANT.COM/ABOUT/EMPLOYMENT/](http://DiscoverCovenant.com/About/Employment/) or send a cover letter and CV to OFFICE@DISCOVERCOVENANT.COM. 11/16

WESTSIDE CHRISTIAN ACADEMY

(Grammar school principal) In order to best come alongside Christ-following parents to raise their children to be all that God desires, WCA seeks a **dynamic, godly Christian educator** who will be responsible to: lead the daily operations of our grammar school (preK–6). The principal will be instrumental in the ongoing shaping of the WCA culture and curriculum in collaboration with the faculty and school community, and carry a 40-50% teaching schedule while functioning as principal. The exact course or subject matter will depend on the candidate's experience and expertise as well as the school's need. This instructional responsibility is not limited to grammar school. WCA teachers enjoy students

while inspiring them to high standards and the pursuit of genuine Christian faith and an appreciation of truth, goodness, beauty, knowledge, and service. Class size at WCA averages 15 students and our parents are truly partners. Qualifications: spiritually mature Christian with a joyous love for children; passion for Christian education and a working knowledge of classical methodology, curriculum and strong biblical/theological understanding; masters or doctorate degree and a commitment to life-long learning; teaching and/or administrative experience in a classical school with a strong academic mind and a pastor's heart; excellent communication/people skills; basic proficiency with technologies. Email cover letter and resume to: J. Whiteman, headmaster at JWHITEMAN@WESTSIDEACADEMY.ORG. Westside Christian Academy, 23096 Center Ridge Road, Westlake, OH 44145 and (440) 331-1300. See www.WestsideAcademy.org. 11/16

MARS HILL ACADEMY

is an ACCS-accredited, classical Christian school founded in 1996 serving approximately 365 K–12 students. MHA is located in **Mason, OH**, a northern suburb of Cincinnati. Mars Hill seeks teacher candidates who demonstrate an understanding of classical pedagogy, a love for learning and a calling to serve Christ at a classical Christian school. MHA is seeking to fill positions in **Latin** (full time), **music** (part-time), **math** (part-time) and **art** (part-time). Please review our website at www.Marshall.edu to prayerfully determine if you would seek to join a vibrant and growing

school that is committed to glorifying God in reformed theological tradition. If interested, download an application from our website and/or send a cover letter and CV to headmaster assistant Patsy Hall at Patsy.Hall@Marshall.edu. 11/16

POSITIONS

SOUTH CENTRAL

GENEVA ACADEMY

located in **Monroe, LA**, is seeking an **upper school math** and an **elementary teacher** for the 2017–18 SY. Geneva is a growing school with a joyful atmosphere and pleasant camaraderie amongst the staff. Interested candidates should submit a résumé to ELANG@GENEVACLASSICAL.ORG. 9/16

CHRISTIAN HERITAGE SCHOOL

in **Longview, TX**, seeks a **head of logic and rhetoric school**. Qualified candidates will hold a master's degree in leadership, education, or related field. The ideal candidate will have a passion for discipling students for Christ and an understanding of classical education and how to implement its best practices. Interested candidates are encouraged to download an application from www.chslongview.com and send to Doug Carr at DCARR@CHS-LONGVIEW.COM. 10/16

PROVIDENCE CLASSICAL SCHOOL

in **Spring, TX**, is seeking applicants for this position:

Director of advancement: The position of director of advancement is to provide the creative vision for fund development initiatives and oversee all advancement activities to meet fundraising and outreach goals in alignment with the culture and mission of PCS. Responsible for leading all aspects of fund development, including the administration of capital campaigns, annual fund campaigns, fundraising special events, outreach special events, and marketing/communications/public

relations projects related to advancement. Salary and benefits are commensurate with experience.

If you are interested in employment with Providence Classical School, please submit a cover letter and résumé to the attention of: Mr. Michael J. McKenna, Headmaster, 18100 Stuebner Airline Rd., Spring TX 77379. All employment emails should be sent to HEADMASTER@PCSCCLASSICAL.ORG. 10/16

COVENANT CLASSICAL SCHOOL

located in **Fort Worth, TX**, is seeking an **upper school head** for the 2017–18 SY. Covenant is a thriving school with enrollment currently at 390 and growing. Covenant is seeking a godly, relational, and experienced administrator who can lead our 7–12 grades during the next phase of school growth. Interested candidates should visit the school website at www.covenantfw.org and submit a résumé to SFREDRICKS@COVENANTFW.ORG. 11/16

HERITAGE SCHOOL

located in the beautiful Hill Country of **Fredericksburg, TX**, is seeking the following positions for the 2017–18 SY: a **PT upstart preK–4 teacher** and **FT grammar school teachers**. Candidates will be professing Christians, exhibiting a love for Christ in words and actions, be experienced teachers with a bachelor's degree, preferably in early childhood education (or have equivalent experience), possess a passion for classical learning and teaching, and will have a heart for developing young students into life-long learners and servant-leaders. Candidates may send a résumé to:

Heritage School, 310 Smokehouse Rd., Fredericksburg, TX 78624 or email a résumé to HERITAGEINFO@HERITAGE-SCHOOL.NET. 11/16

PEOPLE SEEKING POSITIONS

KEITH FRALEY

is pursuing an **administrative/teaching position**. He is a former interim president of a Christian boarding school, where he taught juniors and seniors to write with structure and elegance (using Institute for Excellence in Writing methods). He also coached tennis for years, served as college counselor (helping students acquire scholarships), drove the school bus, raised money, and supervised the dorms at night. He was educated at the Citadel, the Military College of South Carolina, where he made the best friends of his life, and at the University of Oxford, where he earned a theology degree. Keith is eager to teach writing, literature, Bible, or government. Having worked outside the academic environment for two years now, Keith is praying for an opportunity to serve the Lord by serving young people once again. Please contact him at

LUKETWELVE@GMAIL.COM. 9/16

POSITIONS

START-UP SCHOOLS

NEW ORLEANS, LA

I am currently interested in gauging community interest in starting a K-5 classical elementary school. Our intention would be for the school to add grades as our students mature and age into the next grade. We are looking for people interested in joining a start-up school group for a classical elementary in the Covington, Mandeville, Madisonville area of the Northshore of New Orleans, LA. Please contact James at JAMESMRILEY1@HOTMAIL.COM. 9/16

The *FORUM* is a monthly bulletin (except December) published by the Association of Classical & Christian Schools for its members and friends.

Proposed submissions may be sent to:

THE FORUM: ACCS

P.O. Box 9741

Moscow, Idaho 83843

or submitted to:

THE.FORUM@ACCS.EDU

To obtain a copy of the ACCS Mission Statement, Bylaws, Confession of Faith, a full membership list, or membership information:

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POSITIONS INTERNATIONAL

Classical Christian Education in Missions in Africa as a Mission Outreach—Really? How? And Why?

Africa is home to more than 50% of all out-of-school children worldwide. In most African countries there are more than 70 students per class—students have to share textbooks, desks and in some cases, students go to school in shifts.

The continent will need to create 2.3 million new teaching positions by 2030, while filling about 3.9 million vacant positions due to attrition. That's 6.2 million new teachers needed in 13 years. We believe God has called the **Rafiki Foundation** to help raise the standard of education in ten African countries. We have opportunities for classically trained headmasters or teachers to help establish classical Christian education in ten countries in Africa. Rafiki is a Christian mission-sending agency working in ten English-speaking African countries. In each country we have established Rafiki Training Villages, where orphans are cared for and educated in Rafiki classical Christian schools along with local day students. Each school has the capacity for 250–350 students. In addition, Rafiki is establishing ten teacher training colleges designed to develop 1,000 new Christian classical teachers each year for Africa.

Rafiki has these opportunities for classical educators:

- **Headmasters** (4 openings)
- **Teachers** (20 openings)
- **Dean of the Rafiki Institute of Classical Education** (training

Africans how to establish their own classical Christian school) – 5 openings

- **Music educators and art educators:** 10 openings

Persons suitable for this would be: retired headmasters or head of school, classical teachers or recent liberal arts college graduates. These postings are typically staffed by missionaries who commit to a minimum of two years on the field (some positions might only require one year commitment). Persons interested would have to assent to our statement of belief, our mission philosophy, and raise financial support. We are praying that God will use Rafiki to bring classical Christian education to all of Africa through our model schools. Perhaps God might give you or someone you know the opportunity to help Africans *know God and raise their standard of living through classical Christian education*. Please visit our website at WWW.RAFIKIFOUNDATION.ORG to learn more or contact Executive Director Karen Elliott at KARENE@RAFIKIFOUNDATION.ORG or (352) 483-9131. 9/16

Due to our continued growth, **Cahaya Bangsa Classical School** (CBCS) in Indonesia has some openings for the 2016–17 SY as follows: one **expat teacher for language arts/rhetoric** in high school and one **expat teacher for language arts/rhetoric** in elementary school. The

qualifications of the teacher are: graduated from English literature or linguistic (bachelor's degree or higher) or certified English teacher with in TEFL, TESOL, or CELTA certificate; 25–50 years old; preferably with at least five years of experience; mature Christian; passport valid for a minimum of two years more, and a love of learning. Cahaya Bangsa Classical School, a K–12 English speaking school with 700 Indonesian students and a majority of local teachers, is located in Bandung, Indonesia. Applicants must have commitment to Christian classical education, a heart of missions, ability to adjust to different cultures, and strong personal references (working commitment at least two years). For more information, contact Agnes Tahar, AGNES@CAHAYABANGSA.ORG or HRD@CAHAYABANGSA.ORG. Also you can visit our website at WWW.CAHAYABANGSA.ORG.

ORG. 11/16