

HIGHLAND CHRISTIAN SCHOOL

ANNUAL SOCIETY MEETING AGENDA

2021/2022 School Year

MONDAY, MAY 2, 2022
7:00 p.m.

3040 Ridge Road
Highland, Indiana 46322
838-0356
www.highlandchristian.org

HCS Vision Statement: *“All Highland Christian School students will be academically equipped, biblically grounded, and spiritually nurtured to impact their world for Christ.”*

Highland Christian School

ANNUAL SOCIETY MEETING

AGENDA

MONDAY, MAY 2, 2022

7:00 P.M.

- I. Registration:
 - Please sign in when you arrive.
 - Ballots will be handed out when you sign in.
 - Hand in any absentee ballots before meeting begins.
- II. Opening Devotions and Prayer: John Stammis, Board President
- III. Song: *In You Alone* – featuring the 4th and 5th grade students
- IV. Minutes of the 2020-2021 Society Meeting on Monday, May 3, 2021:
 - These minutes are received for information.
- V. Approval of Slate for Highland Christian School Board:
 - Shawn Evers, Jennifer Neibert, Karen Sherwood
- VI. Committee Report Presentation:
 - A. Education: Kyle Weener
 - B. Finance: Jerry Kuiper
 - C. Building & Grounds: Mike Schutt
 - D. Transportation: Nancy Scheeringa
 - E. Foundation: Tim Spoelman
- VII. Presentation of Proposed 2022/2023 Budget: Jerry Kuiper
- VIII. Development Director's Report: Jodi Lineburg
- IX. Comments from the Membership
- X. Recognition of outgoing board members: Deanne Van Rosendale, Board Vice President
 - Jim Bandstra, Nancy Scheeringa, John Stammis

SPECIAL MEETING OF THE SOCIETY

- XI. Expansion Vote

Closing Prayer: Deanne Van Rosendale

GENERAL BALLOTING

All members of the Society eligible to vote will be asked to sign in and will receive a ballot for the board election. This will save time in counting members and distributing ballots and determining how many votes are needed to elect. These ballots will be a different color than the absentee ballots.

Official absentee ballots for board member elections will be available from the school office for those who cannot be at the meeting. The following procedure will be followed for absentee ballots:

1. Only an official absentee ballot will be accepted and counted.
2. Absentee ballots may be picked up at the school office. The person picking up the ballot must sign for any absentee ballot picked up.
3. Absentee ballots will be used only on the first vote.
4. Place only one absentee ballot in each envelope.
5. Sign the envelope in which the ballot is placed. Envelopes not signed will not be counted.
6. Envelope with the absentee ballot may be brought by anyone to the meeting or to the school office prior to the meeting.

Annual Society Meeting Minutes

May 3rd, 2021 – 7:30 PM

Mission Statement: In order to honor God, we nurture and guide students to **SEE** the Father's Creation, **SENSE** order in a world saved by Christ, and **SERVE** God through the leading of the Holy Spirit.

Vision Statement: At Highland Christian School all students will be academically equipped, biblically grounded, and spiritually nurtured to impact their world for Christ.

Theme Verse: Psalm 32:8 - "I will instruct you in the way you should go; I will counsel you with my loving eye on you." (NIV)

Present: 40 Members were present

1. Board President, Gerritt Wieringa opened the meeting with devotions and prayer based on Romans 8:38 and 39.
2. We sang "Our Christian School" accompanied by Kathy Huizenga
3. Last Year's society minutes were received for information
4. The 3 nominees for the next year were briefly introduced by Gerritt Wieringa – These included Curt DeGraff, Julie Sitter, and Deanne Van Rosendale – MMSA to accept the nominations
5. Committee Report recaps were given by Kyle Weener (Education and Finance), Josh Blocker (Building and Grounds), Nancy Scheeringa (Transportation) and Terry Krooswyk (Foundation).
6. Jim Bandstra presented the 2021/2022 Budget for approval. MMSA to approve the budget
7. Jodi Lineburg presented the highlights from her Development Director Report.
8. Comments from the Membership
 - a. none
9. Kyle Weener recognized the leaving members – Gerritt Wieringa, April Vander Meyden and Joshua Blocker
10. Kyle Weener closed the meeting in prayer

Respectfully submitted,
Joshua Blocker, Secretary

SCHOOL BOARD NOMINEES

Shawn Evers

Thank you for the opportunity to be considered as a candidate for the HCS Board of Directors. My wife Kelly and I live in Schererville with our five children. Three of our children attend HCS – Trey in 5th grade, Levi in 3rd grade, and Giana is in kindergarten. Naomi is in Pre-K at ABC Christian and our foster daughter, Italy, is two years old.

Our church home is The Gathering of Northwest Indiana in Schererville. Kelly and I planted this church seven years ago and I serve as one of the pastors. The church met in the basement of our home for the first three years and has been in a public space for the past four years. We are a small community of about 50 people who exist to lead people into a growing relationship with Jesus Christ, and who desire to love and serve one another.

I have worked at Van Drunen Farms/FutureCeuticals for almost 16 years and currently serve as the Vice-President of Product Line. I enjoy golfing, working out, and watching sports – particularly the Bears and White Sox.

Jennifer Neibert

My name is Jenn Neibert. My husband, Dave and I will have been married for 16 years this July. We have three boys attending Highland Christian School - Nick is in 8th grade, Josh in 5th, and Matthew is in 3rd. We live in Lansing, Illinois and are members of Village Church in Dyer, Indiana, where I have attended since birth. Over the years, I have volunteered as a Sunday school teacher, AWANA leader and participated on the worship team.

My teaching career began in Aurora, Illinois where I taught upper elementary classes for seven years. In the fall of 2008, I began teaching 5th grade at Coolidge Elementary School in Lansing. After earning my Master's Degree in reading in the fall of 2009, I began as a reading specialist at Coolidge where I continue to work to this day.

Karen Sherwood

David and I have been married for 19 years and have three children - Isaac who is a sophomore at Illiana, Lauren is a freshman at Illiana, and Nathan who is in 6th grade at Highland Christian. My husband, David, has been a coach at HCS for five years. For the 2014-2015 school year, I was an aide in the Discovery Center, working alongside of Gail Achterhof, and loved it! Our family is a member of Faith Highland and I am also involved in Kids Hope at Southridge Elementary School in Highland. I work for Chubb Insurance as a claims director, handling medical risk claims. I work downtown two days a week and work from home the other three days.

I look forward to serving Highland Christian on the HCS Board of Directors. Being from Michigan and having no family in Indiana, HCS has been home to us and we are so thankful for this community.

EDUCATION COMMITTEE REPORT

The Education Committee has had a productive year of supporting the educational and missional goals of Highland Christian School.

With an increase in K-8 enrollment from 367 to 405 students, grade level teams expanded to three sections in the 1st and 3rd grades. In the coming 2022-2023 school year, the school will add a third section in kindergarten, 2nd grade, and 4th grade. As the pandemic continued to impact our school community, the Education Committee collaborated with the Health Department and State to ensure the safety of our students and staff throughout the year. After implementing a number of safety protocols, and adhering to state guidance, HCS successfully kept our constituency safe and made decisions to promote high levels of learning. While many different viewpoints were expressed and considered, the Education Committee would like to thank our community for its flexibility, appropriate communication, and teamwork that was seen over the past two years. Thank you!

In line with our PLC mindset, the Education Committee implemented two new programs to support high and emerging learners. The Quest Program was initiated to support our gifted and talented students. Identified through baseline NWEA assessments, select students in 2nd - 8th grade work in small groups to achieve high levels of learning in math, language arts, and other cross curricular content areas. Other new programming included adding a Title I teacher, Mrs. Brouwer. Mrs. Brouwer is an additional support for students who need additional support in ELA and/or math. Her work is one of the many reasons that 92.8% of 3rd grade students passed the IREAD-3 assessment - compared to the 81.3% state average.

Three years ago, the administrative team and Education Committee recognized a great opportunity to improve the special education services that many of our students receive. Collaborating with NISEC (Northwest Indiana Special Education Cooperative), vendors, and other private schools, HCS learned about the expanded resources available to our school. After thorough research, HCS elected to self-provide special education services and hired a Speech Language Pathologist (SLP), Occupational Therapist (OT), and Physical Therapist (PT) - effective August 2022.

HCS's mission and vision not only aligns with preparing students academically, but biblically grounding and spiritually nurturing students to impact the world for Christ. Continuing the strong partnerships we have with community organizations, students were able to serve and give to many Christian organizations. Oftentimes, student opportunities come from innovative ideas from the staff. This year, Mr. VanderWoude and Mr. Krooswyk saw the need to build into the junior high boys. Collaborating with a number of church and community leaders, *Building Christian Men* was implemented. Meeting once a month, this group of junior high boys and adult men meet after school for food, fellowship, and faith. Whether it is through strategic programming or weaving God's Word through curriculum and everyday encounters, Highland Christian remains distinctly Reformed in all it does.

This past year, Highland Christian adopted a new K-8 math curriculum: Envision. This curriculum was selected because it promotes high levels of rigor and better supports the learning needs of all students. After the integration of this curriculum, eight 5th and 6th grade students traveled to Trinity Christian College for the Math Triathlon Tournament. Here the students took 1st place - beating Christian schools from across the Midwest. Furthermore, in the coming school year, HCS will adopt two new ELA curriculums from Savvas and McGraw Hill. With a strong focus on phonics, integrated writing, and differentiated texts, these robust ELA curriculums were unanimously selected by curriculum review teams chaired by HCS' Curriculum Director, Mrs. Andrea Harvey.

Despite a large number of educational initiatives, HCS is approaching its re-accreditation site visit in September. For the past six months, the SIT (School Improvement Team) has been meeting regularly to complete four tasks required by CSI. This includes completing a community/staff survey, school profile, self-study report, and writing a new school improvement plan. As the School Improvement Team brings the strategic plan and school improvement plan together, a future-minded and student-oriented plan will emerge in the fall. We have much to be thankful for!

In my third year as Highland Christian's administrator, it is my distinct honor to work alongside a dedicated board, passionate educators, committed parents, kind students, and a beautiful community. May God continue to bless the efforts and Kingdom work that is happening at Highland Christian School.

Mr. Kyle Weener
Highland Christian School Principal

BUDGET PROPOSAL: 2022-2023

HCS School Year 2020/2021	HCS School Year 2021/2022	HCS School Year 2022/2023
Tuition \$7,195 Annual (Budget)	Tuition \$7,325 Annual (Budget)	Tuition \$7,540 Annual (Budget)

*Based on 345 FTE

*Based on 355 FTE

*Based on 425 FTE

REVENUES

Parent Receipts	2,362,275	2,470,375	3,164,500
Tuition Credits	(400)	(9,800)	(12,786)
4th Child Free	(7,125)	(20,580)	0
New Family Registration Fees	12,000	12,000	14,000
Milk Income	11,750	11,750	11,750
Gifts to Offset Expenditures	20,000	27,000	30,000
Support from Foundation	120,000	130,000	150,000
Administrative Revenue	20,300	28,420	20,300
Building & Grounds Revenue (User Fees)	78,285	78,285	97,500
Transportation Revenue	51,942	44,649	55,000
BAC Revenue	32,000	30,000	35,000
Hot Lunch Revenue	87,000	85,000	93,000
SEC Revenue	236,525	206,580	298,310
"Carryforward" from 2019/2020 Profits	80,000	80,000	40,000
Miscellaneous Revenue	12,000	15,000	7,000

TOTAL REVENUE

3,116,552	3,188,679	4,003,574
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EXPENSES

Wages & Salaries	1,972,263	2,010,434	2,462,070
Payroll Taxes	150,878	153,798	188,348
Pension Expense - CSI Legacy	68,067	83,808	102,684
401K Match & Related Fees	56,751	56,644	71,853
Health Insurance	205,545	192,385	241,823
Health Savings Account (HSA)	0	0	10,680
Workman's Compensation	14,250	14,375	17,100
Curriculum	10,000	10,000	12,500
Online Curriculum	25,000	14,000	14,000
Resource Room Curriculum	1,500	500	500
Consumables	15,000	14,700	16,900
Text Books	6,000	6,000	6,000
Smart Tuition Fees (\$50 per family)	15,000	15,000	15,000
PLTW Expenses (STEM)	10,000	5,000	3,000
Continuing Education/Inservice	15,000	11,500	10,500
Interest expense	0	0	40,000
Convention Expenses	3,900	4,100	5,550
Misc. Expenses	13,718	18,900	18,900
Memberships & Dues	13,000	13,760	13,760
Milk Expense	10,000	9,000	5,000
Copier Equipment Expenses	8,000	9,000	11,000
Standardized Assessments	8,000	5,200	5,500
Banking Expenses	2,800	1,300	1,300
Telcom Expense	5,500	6,000	6,000
Payroll Fees	3,200	3,200	3,400
Professional Fees	10,000	10,000	18,000
Bad Debt Expenses	18,000	18,000	15,000
Publicity/Recruitment Expenses	12,000	14,000	17,500
Paper Expense	5,000	5,000	6,000
Postage Expense	2,600	3,000	5,000
Maintenance Agreements	28,500	32,000	35,000
Outside Support	4,000	4,000	1,500
Licensing Fees	50,000	35,000	60,000
Property/General/Umbrella Insurance	28,900	32,000	45,000
School Repairs & Maintenance	44,800	43,500	53,000
Utilities	47,500	49,500	51,000
Transfer to Capital Improvement Fund	75,285	75,285	104,500
Transfer to Athletic Fund	13,000	13,000	13,000
Transfer to IN CHOICE Contingency Fund	0	47,000	150,000
Transportation Expenses (Gas, Ins., Etc.)	78,600	66,600	55,500
Transfer to Bus Replacement Fund	10,000	30,000	25,000
BAC Expenses	525	425	425
Hot Lunch Expense	46,250	43,500	50,200
SEC Expenses	8,100	7,000	7,000

TOTAL EXPENSES

3,116,432	3,187,414	3,995,993
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NET INCOME

120	1,265	7,581
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FINANCE COMMITTEE REPORT

“Praise God from whom all blessings flow” is a well-known doxology and a reflection of the Highland Christian School finances. The Lord continues to bless his school of which we are continually thankful. The Finance Committee continues to analyze the income and expenses monthly in efforts to responsibly plan for future financial budgets. Following are some highlights of this past year.

>We’re able to address on-going campus maintenance to keep the campus safe, reliable and great condition.

>We updated our heating ventilation system with state-of-the-art boilers with long term benefits to be realized.

>Our partnership with the Town of Highland on bus repairs lowered our bus maintenance costs.

>We’re able to manage increased medical insurance costs without extending the costs to staff.

In addition to managing expenses, the Lord blessed the school with various grants and EANS COVID funds this past year. These funds allowed us to update our bus fleet with 2 new buses, update our educational curriculum, expand our educational programs for specific needs and improve technology with the enrollment growth we’re experiencing. These funds are truly a gift from God and will impact budgets for years to come.

This Foundations gift for the 2021-2022 school year was \$130,000, resulting in a tuition credit of approximately \$365 per student. The school Board is continually grateful for the Foundations help reducing the cost of tuition. With Indiana’s Choice scholarship award increases, we’re working with the Foundation on the best use of next year’s gift for the long term viability of the school.

The budget proposal for 2022-2023 assumes total enrollment of 425 students with tuition set at \$7,540. This is an increase of \$215, which is just under a 3% increase. The expense budget totals \$3,995,994 which is an 18% increase over last year. This increase is based on the anticipated 20% increase in enrollment and keeping in line with expected costs. This includes slightly higher than historical pay raises to maintain industry averages. We also added 2 new line items to the budget. The first is “HSA Healthcare” which is funding HSA accounts to help minimize medical premium increases. The second is “Interest Expense” for the anticipated growth expansion loan interest should Society approve the expansion 23-24 plans.

The Finance Committee is pleased to work directly with the Building & Grounds Committee on the campus needs for next year’s growth. We anticipate most of these costs will be covered with this year’s budget overage as result of increased enrollment and grant funds received.

In closing, we are excited to provide this report and are looking towards next year. While the increased enrollment presents campus challenges, God has provided and He is faithful to our needs. We want to thank the vast multitude of volunteers. PTO, Auction Committee, TRIP, HCS Foundation and all levels of donors, you are making a difference! Your countless hours of dedication are truly a gift from God.

Praise God for individuals willing to tithe of their time and talents towards the common goal of Christ-Center Education at Highland Christian School.

Jerry Kuiper, Chairman
Finance Committee

BUILDING AND GROUNDS COMMITTEE REPORT

This year's Building and Grounds Committee comprised of Jim Bandstra, Lon Natelborg, and Curt DeGraff. I would like to say thank you to these men for volunteering their time and energy to help manage the facilities at Highland Christian. Glen DeYoung has also been an important part of our team.

One highlight from the year was the new landscape installation around the perimeter of the school. This work was completed by Scott Scheeringa at Choice Landscaping. Creating a beautiful design, HCS was extremely blessed by the work of the entire Choice team! When the project was finished, the plants had to be watered every day for 2-3 weeks. A special thank you to Tommy Ooms (an Illiana sophomore) and many of the junior high students who selflessly watered these plants. The exterior of HCS looks great!

This November, we faced a sudden challenge when one of our three "Munchkin Boilers" suddenly became obsolete. After 14 years of usage, it was time to start the replacement process. Due to several factors, our committee elected to proactively replace all three boilers. Mark Beigel, from Lincoln Mechanical, was able to replace all three boilers without any heating disruption to the school. In addition, we insulated large piping in the boiler room and upgraded an old heat exchanger to a modern tankless water heater. The control valves to the classrooms have now been replaced and the teachers are able to control the heat in the classrooms again. A big thank you to Lincoln Mechanical for the boiler replacement project and thought to seek a large rebate from NIPSO, along with Josh Blocker for his work on the valves!

As enrollment has continued to grow, the need for additional cleaning support was quite evident. As a result of this great need, HCS has been beyond blessed to have hired Jeff Schaap as a full-time night custodian. Working alongside Sandy Bewley, the team of night custodians has worked hard to ensure our building is clean and ready for students, staff, and community members! Great job!

Other highlights include:

- Furniture was delivered and installed for the primary education classrooms.
- A new freezer was donated to HCS from Midwest Refrigeration.
- Mulch was added to the playgrounds during the past summer and many volunteers helped pull the abundance of weeds that love to grow there during the summer.
- Four large trees were trimmed in front of school
- The milk room was painted, and a new milk cooler was installed.
- The fence around the SEC playground was stabilized and painted.
- Security bollards were installed along the front drop off lane.
- NIPSCO replaced the gas meter and pressure control

This summer we have many projects on the table to prepare for the additional students coming in the fall. Some items on the list include:

- Converting the computer lab into a classroom and offices
- Adding a meeting room to the library
- Converting the stage to a classroom and the teachers' lounge to a classroom
- Replacing the basketball hoops on the playground and the SEC playground equipment
- Moving the west playground equipment and expanding the south playground
- A roof project over the junior high bathrooms

I would like to thank everyone for their prayers and support of Highland Christian. It is truly amazing to watch God's hand at work and all the support that is given to the school each day, month and year.

Mike Schutt, Chairman
Building and Grounds Committee

TRANSPORTATION COMMITTEE REPORT

As we look upon this last year, we are so grateful for all that the Lord has blessed us with. In our Mission Statement we vow to nurture and guide students to SEE the Father's creation, SENSE order in a world saved by Christ, and SERVE God through the leading of the Holy Spirit. Our bus drivers care so much for your children that they make sure the students see this at the beginning and end of the school day. I would like to thank them all for their commitment to Highland Christian School and all it stands for.

As COVID presented several challenges, the Transportation Department had to make several adjustments this year. Through these challenges, we saw students, families, and staff rise to the occasion. We are appreciative of your partnership, as we ensured students came to and from school safely.

Alongside my efforts, the Transportation Committee included: Lon Natelborg, Julie Sitter, and Mike Schutt. Each of these board members made significant contributions to the committee. We remain thankful to Ann Lynch (Transportation Director) and Wes Blocker (Maintenance Coordinator) who advocated and worked behind the scenes to fix buses, schedule inspections, and provide sound communication. Thank you!

Other Important News:

1. HCS was fortunate to acquire two new buses through an EANS grant.
2. We have upgraded our phones to provide easier communication between drivers, parents, and the school.
3. We have developed a relationship with School Town of Highland, so our buses can now be serviced at a much lower cost than we have had in the past. Wes Blocker takes care of the ongoing back and forth of repairs.
4. We were blessed this year with a new driver, Johnnie Jordan. Additionally, Eileen Woodard-Goodson and Hank Balkema have continued to serve as substitute and athletic trip drivers.
5. Many field trips were able to resume this year with the lifting of covid restrictions.
6. The buses have just been equipped with cameras through a grant established from our Security Committee. This will be an added layer of safety for HCS students and staff going forward.
7. The buses are now regularly washed and waxed to represent HCS well!

As I end my role as chairman, I reflect on all the amazing things that have been accomplished through hard work. Mr. Weener and Ms. Lineburg have worked countless hours to secure a number of grants given to Highland Christian School. Many would not have invested the extraordinary amount of time to see all these details come together. They did this with vision for our school. I will be forever grateful for them and all who helped make this possible.

After 21 years of faithful service, Ann Lynch will be retiring at the end of the school year. Michelle Herrell, a long-time HCS bus driver, will be resuming this role and we are excited to welcome Michelle! Thank you, Ann, for your many years of service to the HCS community. You will be missed!

As we prepare for continued growth, we have a great need for additional drivers for the 22-23 school year. God has been good, and we know He will provide what we need. Thank you for your continued prayers as we support HCS' students and families!

Nancy Scheeringa, Chairman
Transportation Committee

FOUNDATION REPORT

The Highland Christian School Foundation was established in April 1985. The stated purpose of the Foundation is to promote the long-term viability of Highland Christian School by growing the assets of the Foundation and by receiving, managing, and administering funds and property for the exclusive use and benefit of Highland Christian School.

Over the years the Foundation has accomplished its purpose as it has provided a tuition donation for each student, supported facility expansions, and has been available as a resource for the Highland Christian School Board as they have dealt with a number of unique challenges. Currently the Foundation Board is working with the HCS School Board to establish a contingency fund that will be available to ensure a smooth, orderly transition in the event the Indiana Choice Scholarship (voucher) Plan is negatively impacted by legislative or judicial action.

Recognizing that a fair amount of current HCS parents and members of the broader HCS community are not familiar with the Foundation's history, mission, and activities, the Board continues to pursue a multi-faceted marketing plan with the goal of raising awareness of the Foundation's decades of positive impact in supporting Christian education, as well as promoting our future goals. Last year we once again sponsored a highly successful golf outing that was attended by many supporters of our school. We appreciate everyone who attended and look forward to seeing you again this upcoming summer. Heading into 2022 and beyond, we have formulated, in partnership with the School Board, a plan forward where we look to grow the Foundation assets in such a way as we can continue to meet the needs of the increasing school enrollment. It's quite simple – as the school grows, the Foundation's assets must also grow to maintain, or hopefully even increase, the level of support we provide the school in the future. There are exciting and challenging opportunities ahead for HCS, and the Foundation looks forward to continuing our purpose of ensuring the long-term viability of the school with an emphasis on keeping tuition reasonable for all families. To that extent, the Foundation and School Boards are looking into creative ways to best distribute the Foundation dollars to those families who could use assistance with tuition costs. Through a more targeted approach, we hope to maximize the effectiveness of the Foundation gift in future years.

The Highland Christian School Foundation ended fiscal 2021 with assets of approximately \$4.5 million. The asset growth for the past year has been primarily achieved through the gifts from etc...A Thrift Store (\$200K), investment income (\$917K), individual and corporate memberships (\$22K), and memorials and gifts in honor (\$17K). Subsequently, into 2022, we have seen a modest reduction in the value due to market fluctuations but are carefully collaborating with our partners at Barnabas to monitor our investment options and ensure we are in a good mix of conservative funds that will provide long-term growth. By investing with Barnabas, the HCS Foundation Board gains a high level of professional expertise from individuals who are dedicated to providing proactive investment solutions to endowments/foundations.

The annual gift from the Foundation Board to Highland Christian School is based on 4% of the rolling three-year average of Foundation's net asset value. The HCS Foundation Board is happy to present Highland Christian School with a gift of \$150,000 for the 2022/2023 school year. That is a notable increase from the \$130,000 gifted last fiscal year.

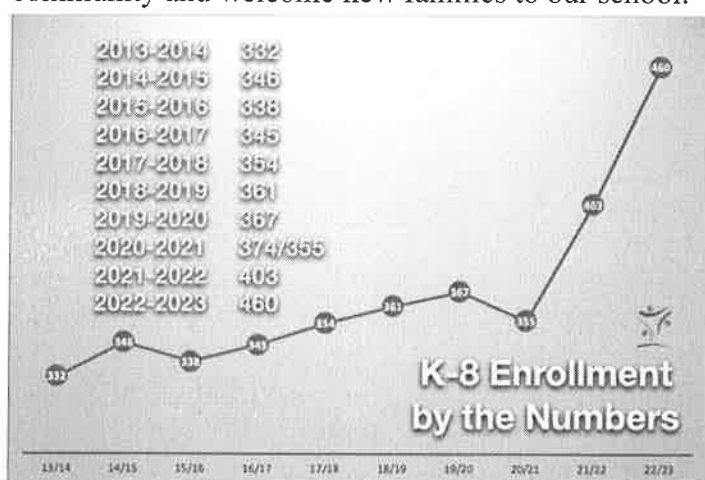
The entire Foundation Board is grateful for your support, participation, and contributions over the years. Your gifts provide a significant benefit to the school by ensuring the sustainability of HCS as well as providing a meaningful tuition gift to our families. God continues to bless us, and we are grateful for his providence. To Him be the glory!

Tim Spoelman, Chairman
HCS Foundation Board of Trustees

OFFICE OF RECRUITMENT AND DEVELOPMENT

There's never a dull moment at Highland Christian School! We've enjoyed another great year of growth in every way. Growth in enrollment, internal growth, growth of relationships and programs, professional growth, and growth of our team. This growth, albeit a blessing, did not come by chance. Growth like we are experiencing is a result of vision, it is hard won, and the diligent and dedicated efforts of many, over a long period of time.

An early highlight of this year was the addition of **Jessica Hiskes** to the Development Office! Jessica is a gifted individual and instantly added value to Highland Christian School and Highland Christian School's Foundation. As God foreknew, she was the perfect fit for such a time as this and has contributed in countless ways as we continue to grow our fundraising efforts, build relationships within our community and welcome new families to our school.



Our people are another highlight! The pivot point in any organization, our people are certainly the center of our strength. *To date, we have met 100% of our fundraising targets and are on track to exceed enrollment targets again next year!* We are thankful for the **boards** that lead HCS and the HCS Foundation. We remain thankful for the faithful community of **believers** who invest their time, talents and treasure in Highland Christian School. As we look back over this past year, we are grateful to all who GAVE generously to see that our financial needs were met. We are grateful to all who SERVED in order to see relationships thrive.

Then we have our programs! In addition to our regular fundraising and admissions activities, this year, we were pleased to launch an **Ambassador Family Program**, the **HCSF Golf Outing**, and the **“Change for the Future”** initiative for the HCS Foundation. We are also pleased to partner with **Rick Newberry** from Enrollment Catalyst.

Growth is exciting when it is stable and sustainable. As we look forward to a possible expansion of our building, we also look forward to the birth of an **Alumni Program**. Through the “deep roots” our patriarchs have cultivated and the “new shoots” yet to sprout, we are excited to be a catalyst for learning and discipleship for generations to come!

All glory to God!

Jodi Lineburg
Development Director