

HIGHLAND CHRISTIAN SCHOOL

ANNUAL SOCIETY MEETING AGENDA

2022/2023 School Year

MONDAY, MAY 1, 2023

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 1, 2023

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: Deanne Van Rosendale, Board President
- III. Song: *Forever God, Forever Love* – featuring the 4th and 5th grade students
- IV. Minutes of the 2021-2022 Society Meeting on Monday, May 3, 2021:
 - These minutes are received for information.
- V. Approval of Slate for Highland Christian School Board:
 - Holly Haitsma, Serita Jackson, John Piersma, Howie Ridder
- VI. Committee Report Presentation:
 - A. Education: Kyle Weener
 - B. Finance: Curt DeGraff
 - C. Building & Grounds: Mike Schutt
 - D. Transportation: Lon Natelborg
 - E. Foundation: Tim Spoelman
- VII. Presentation of Proposed 2023/2024 Budget: Curt DeGraff
- VIII. Development Director's Report: Jodi Lineburg
- IX. Comments from the Membership
- X. Recognition of outgoing board members: Julie Sitter, Board Vice President
 - Jerry Kuiper, Josiah Luttjeboer, Lon Natelborg, Mike Schutt

SPECIAL MEETING OF THE SOCIETY

- XI. Constitutional Change

Closing Prayer: Deanne Van Rosendale, Board President

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.

Highland Christian School
ANNUAL SOCIETY MEETING MINUTES
MONDAY, MAY 2, 2022

Present: 96 members were in attendance; 88 ballots were cast in person for the slate of Board members, and 2 absentee ballots were cast for the slate of Board members.

- I. Opening Devotions and Prayer: John Stammers, Board President opened with devotions and prayer.
- II. Song: *In You Alone* - featuring the 4th and 5th grade students
- III. Minutes of the 2020-2021 Society Meeting on Monday, May 3, 2021:
- These minutes were received for information.
- IV. Approval of Slate for Highland Christian School Board:
- Shawn Evers, Jennifer Neibert, Karen Sherwood
A total of 149 votes were cast for the slate of Board members.
92 votes were cast by paper ballot (including 2 absentee) and
57 votes were cast online for the slate of Board members. The
final vote was 144 for approval, 5 for disapproval.
- V. Committee Report Presentation:
 - A. Education: Kyle Weener gave his summary report, which included recognizing staff members who have achieved 5, 10, 15 and 20 years of service as well as new members who will be on staff for next year.
 - B. Finance: Jerry Kuiper gave his report summarizing the financial activities for the current school year, as well as upcoming financial needs for the upcoming school year.
 - C. Building & Grounds: Mike Schutt gave his report on project that were completed during the year, as well as upcoming projects for the next school year.
 - D. Transportation: Nancy Scheeringa gave her report highlighting the two new buses we leased this year and noting the increased bussing needs for the upcoming school year. Ann Lynch was also recognized for her 21 years of service; Michelle Herrell will be taking over the Transportation Director position next year.
 - E. Foundation: Tim Spoelman started with summary of the work etc. Thrift Store does for the School. He gave an overview of the growth of the Foundation over the past few years. The Foundation balance has grown from around \$2 million in 2014 to around \$4.5 million in 2021.
- VI. Presentation of Proposed 2022/2023 Budget: Jerry Kuiper presented the 2022-2023 proposed budget highlighting key items from the budget. There were no questions from the association.
MMSA to approve the budget as presented by verbal vote.
- VII. Development Director's Report: Jodi Lineburg highlighted the work of the Development office in the past year, which included Vision, Enrollment, Grants, Legacy Funds, Foundation and Alumni Association. She showed the significant enrollment growth and giving trends over the past years as well. Jodi also touched on the various tuition assistance programs we have in place and various funding outcomes from the past year.

VIII. Comments from the Membership – No comments were received from the Association.

IX. Recognition of outgoing board members: Deanne Van Rosendale, Board VicePresident recognized the following outgoing board members and thanked them for their service.
- Jim Bandstra, Nancy Scheeringa, John Stammis

SPECIAL MEETING OF THE SOCIETY

X. Expansion Vote – A total of 151 votes were cast for the vote on the proposed building expansion: 94 paper ballots (including 2 absentee) and 57 online votes were counted. The result of the vote was 151 votes for approval, no votes for disapproval.

Closing Prayer: Deanne Van Rosendale

SCHOOL BOARD NOMINEES

Holly Haitsma

Holly and her husband, Jim, have been married for 15 years and have two daughters who attend HCS – Addy is in 6th grade and Anna is in 3rd grade. They have been members of Thorn Creek Reformed Church their entire lives where Holly has been a GEMS counselor for the last 15 years. They are currently in the process of transferring to Munster Church where they feel God is calling them to be at this time.

Holly has worked at S&C Electric Company for over 18 years, and is currently a Director of Information Technology with responsibility for the Business Systems teams. She is thankful for the opportunity to serve on the board of Highland Christian.

Serita Jackson

Serita Jackson is currently a student at Johnson University pursuing PhD studies in organizational leadership. Serita is certified in human resources management through the Society for Human Resources Management and Human Resources Certification Institute and has spent more than 25 years performing human resources management functions in public, non-profit, and government sectors. Serita has more recently transitioned to working in the education sector teaching in public K-12 schools and has worked as an adjunct professor in Christian higher education. Serita currently teaches 8th grade College & Careers where she enjoys helping students envision their future careers and developing plans to achieve their college & career goals. Serita has previously served on the Board of a Christian church, a community homeowner's association, and currently as a Board member for a private Christian K12 institution.

Serita became an ordained minister through the Pentecostal Assemblies of the World in July 2009. She and her family support and perform an array of ministerial and volunteer functions at their local church, the Apostolic Faith Church in Chicago, Illinois under the leadership of Senior Pastor, Dr. Horace E. Smith, M.D. Serita and her husband, Brett Jackson, have a blended family of 5 children. They currently reside in Gary, Indiana with their youngest son Justin, who attends Highland Christian School (class of 2023).

John Piersma

John M. Piersma and his wife, Candace, reside in Munster, Indiana, and are members of New Life Christian Reformed Church. John and Candy have three children, all graduates of Highland Christian, Illiana Christian and Calvin College. Megan is the Director of Experiential Learning at the Mendoza School of Business at the University of Notre Dame in South Bend, Indiana; Scott is a senior level math teacher at Timothy Christian High School in Elmhurst, Illinois; Meredith is a medical social worker at Holland Hospital in Holland, Michigan. Scott and his wife, Janna (nee Sytsma), have two children and Meredith and her husband, Jason Fennema, also have two children.

John is a graduate of Highland Christian, Illiana Christian, Calvin College and Valparaiso University School of Law. He has been an attorney since 1976 with the law firm of Goldman & Piersma, P.C. and continues to practice on a part-time base. Candy is a graduate of Roseland Christian, Illiana Christian and Calvin College.

John has been active with church and school communities, including serving several terms as an Elder and Deacon and as a member of the School Boards of Highland Christian and Illiana Christian. Candy has been involved in numerous church and school activities and is also a former member of the Highland Christian School Board.

Howie Ridder

Howie and his wife, Olivia, have three children, Grace who is in 4th grade at HCS, Jaclyn who is three and attends Sonshine Enrichment Center, and Natalie who is two years old. They live in Highland and are members of Lynwood United Reformed Church in Lynwood, Illinois.

Howie attended DeMotte Christian School and Illiana Christian High School. In the past he has served as a Deacon and a board member for Illiana Right to Life. For the past 16 years he's worked as an electrician for IBEW Local 134 and the last 10 years as a general foreman for Block Electric working on everything from schools, museums, hospitals and currently a theatre.

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 405 to 465 students, grade level teams have now expanded to three sections in kindergarten through 5th grade. In the upcoming 2023-2024 school year, HCS will add a third section in 6th-8th grade, along with a fourth preschool teacher. In order to accommodate the increase in 6th-8th grade sections, five full-time positions and five part-time positions will be added.

To start the year, 35 teachers traveled to Lincolnshire, IL to attend the PLC Conference - paid solely through Title I funds. After being canceled for the previous two years and with the addition of many new hires, this two day training played an important role in ensuring our teams were focused on effective collaboration and the four big questions:

1. What do we want students to learn?
2. How do we know they have learned it?
3. What do we do if students don't learn the material?
4. What do we do if students know it before we teach it?

The 2022-2023 school year has been filled with many positive and proactive measures to ensure all students learn at high levels. For the first time in Highland Christian history, the school has internally provided speech services, occupational therapy, and physical therapy support for qualifying students. By accepting state dollars, instead of state services, our students have been able to see improved, on-site services. To coordinate these services, Mrs. Brouwer has served in a new role as Director of Student Services. Additionally, the administrative team expanded its footprint through the hire of Mrs. Harvey (Assistant Principal) and Mr. Ritzema (Dean of Students). Their efforts have resulted in increased levels of support for students, staff, and the broader community. Well done!

Once every five years, HCS completes CSI's re-accreditation process. During the accreditation site visit, CSI's representatives interviewed teachers, administrators, board members, and parents, observed classroom instruction, and recommended the approval of Highland Christian's new School Improvement Plan. In our approved plan, HCS' goals orient around the following topics:

1. High Levels of Learning
2. Biblical Integration
3. Climate and Culture
4. Facilities and Staffing
5. Strategically-Focused Board Development and Management

This year, Highland Christian implemented two new ELA curriculums with McGraw Hill and Savvas. These materials have been well-received, support higher levels of rigor, and provide teachers with the ability to

differentiate materials to support emerging, grade-level, and advanced students. In addition to the new ELA curriculum, primary teachers have focused on making changes to leveled reading resources to emphasize the science of reading. With a strong emphasis on phonics, phonemic awareness, and other best practices, K-2 students and parents have improved materials to support literacy skills. A special thank you to Mrs. Freel, our new Reading Specialist, who helped lead this charge! In addition to ELA improvements, the Education Committee approved an updated Social Studies textbook for grades K-8. This update will provide online resources, updated textbooks, and fully align with HCS' mission and vision.

Lastly, the Education Committee wants to thank Mrs. Kruithof and Mrs. Huizenga for participating in CSI's *A Beautiful Work* course this fall. While taking this course, both teachers presented at CEA (Christian Educators Association) and have encouraged the betterment of faith formation work within the building. Currently, Mrs. Kruithof and Mrs. Huizenga are working alongside school administration to improve professional development for all staff members - knowing, loving, and implementing our deeply cherished Reformed perspective.

In my fourth 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

Mrs. Deanne Van Rosendale
Highland Christian School - Board President

FINANCE COMMITTEE REPORT

The Lord has faithfully provided and truly blessed the Highland Christian School community during the 2022/2023 school year. All praise and glory to our Heavenly Father for all that He is doing and continues to do within this body of believers! As we come to the close of yet another school year, we are pleased to report that our current financial position is strong. The Finance Committee continues to oversee and analyze the income and expenses of the school, compare it against the existing budget, and responsibly plan for future financial budgets.

Some recent highlights are as follows:

- Many improvements have been made to our campus in the past twelve months. The old maintenance garage was torn down. We expanded our parking lot and built a new sports maintenance garage. There were modifications done to the library and computer lab. bus repairs, and roof repairs. A new SEC playground was added and the existing playground equipment on the west side of the school was moved to the back of the school to make room for new building expansion. Additionally, new signage was added and our updated website was launched! These projects were fully paid for with cash on-hand.
- Through the CARES Act we received an ERC tax credit of \$1,163,608.99. These unrestricted funds were approved to be allocated towards building up the school's Foundation, our Choice Contingency Fund, gifts to current and new legacy funds, the general operating fund, and the new addition.
- Creation of a Future Large Building Project Fund – an endowment fund was created to support future building needs that cannot be met through the annual budget or regular appeals.

Thank you for the many generous gifts and donations given to HCS! Many of these gifts were given to provide tuition relief and assistance for families, allowing many children to continue learning and thriving within these walls. God allowed additional grants and EANS COVID funds to further impact the school this past year, further expanding our educational programs, bus rental/purchase, updating curriculum, cleaning supplies, improving technology (iPads!), and providing new furniture for the new building addition. Additionally, 340 students were impacted by the Indiana Choice Scholarship award - with over \$2 million awarded for the 2022-2023 school year.

The budget proposal for 2023-2024 assumes total enrollment of 495 students (kindergarten – 8th grade) with tuition set at \$7,890. This is an increase of \$350, which is a 4.64% increase over tuition from last year. The expense budget totals \$4,539,200 which represents an 16.77% increase over last year's budget. This increase is based on the anticipated 16.5% increase in enrollment and keeping in line with expected costs aligned with the growth of the school. Furthermore, the finance committee has sought to compensate our employees well. In the coming school year, the board has approved the following improvements to staff compensation and benefits: a 4% increase to base pay (starting salaries will be \$40,004), increasing dependent coverage from 0% to 20%, and increasing the BA and MA steps. In order to retain great employees, we must ensure they are paid appropriately.

The Finance Committee continues to work diligently alongside the Building & Grounds Committee and the Expansion team overseeing all the exciting process with our building expansion. The projected budget for this expansion is \$5,800,000. We have a line of credit secured at Providence Bank at a 4.65% rate and have already received over \$1.7 million in cash gifts and pledges to date.

We will continue to pray for guidance and wisdom as we act as stewards of the many gifts that God has provided! Praise God for individuals willing to tithe of their time and talents towards the common goal of Christ-centered education for these children.

Mr. Curt DeGraff, Chairman
Finance Committee

BUDGET PROPOSAL: 2023-24

HCS School Year 2021/2022	HCS School Year 2022/2023	HCS School Year 2023/2024
Tuition \$7325	Tuition \$7540	Tuition \$7890
Annual Budget	Annual Budget	Annual Budget
Based on 355 FTE	Based on 425 FTE	Based on 495 FTE

REVENUES

Parent Receipts	2,470,375	3,164,500	3,865,550
Tuition Credits	(30,380)	(12,786)	(23,368)
New Family Registration Fees	12,000	14,000	2,500
Special Education (APC Income)			30,000
Milk Income	11,750	11,750	11,750
Gifts to Offset Expenditures	27,000	30,000	30,000
Support from Foundation	130,000	150,000	160,000
Carry-Forward from prior year	80,000	40,000	-
Miscellaneous Revenue	15,000	8,500	12,200
Administrative Income	28,420	20,300	30,300
B & G Income	78,285	93,500	100,800
Transportation Income	44,649	55,000	65,000
BAC Income	30,000	35,000	35,000
Hot Lunch Income	85,000	93,000	137,000
Preschool Income	206,580	298,310	355,040
TOTAL REVENUE	3,188,679	4,001,074	4,811,772

EXPENSES

Wages & Salaries	2,010,434	2,521,867	2,939,142
Payroll Taxes	153,798	196,178	224,844
Pension Expense - CSI Legacy	83,808	102,684	102,684
401K - Employer Matching Contributions	56,644	74,226	82,749
Health Insurance	192,385	252,503	311,868
Workman's Compensation	14,375	17,100	17,800
Continuing Education/Inservice	11,500	12,500	13,500
Convention Expense	4,100	5,550	6,450
Miscellaneous Expense	18,900	10,425	9,275
Consumables	14,700	16,900	20,500
Curriculum - books, online...	20,500	20,500	22,000
Reserve for New Curriculum	10,000	10,000	10,000
Smart Tuition Fees (\$50 per family)	15,000	15,000	
Technology Expense (PLTW)	5,000	3,000	3,000
Milk Expense	9,000	5,000	11,750
Copier Equipment Expenses	9,000	11,000	18,000
Standardized Assessments	5,200	5,500	5,500
IN CHOICE Contingency Fund	47,000	150,000	120,000
Athletic Fund Transfer	13,000	13,000	20,000
Banking Expense	1,300	1,300	2,700
Payroll Fees	3,200	3,400	5,500
Professional Fees	10,000	18,000	12,000
Bad Debt Expense	18,000	15,000	10,000
Publicity/Recruitment Expense	14,000	17,500	25,000
Memberships & Dues	13,760	13,000	10,000
Paper Expense	5,000	6,000	13,000
Postage Expense	3,000	5,000	8,000
Maintenance Agreements	32,000	35,000	35,000
Outside Support & Repairs	4,000	1,500	1,500
Licensing (Annual Fees)	35,000	60,000	65,000
Smart Tuition Expenses (\$50 per fam.)		15,000	16,000
Telecom Expense	6,000	6,000	6,000
Property/General/Umbrella Insurance	32,000	45,000	51,000
School Repairs	43,500	25,000	50,500
Utilities	49,500	51,000	90,000
Capital Improvement Fund Transfer	75,285	94,500	100,800
Roof Fund Transfer			10,000
Interest Expense - Expansion Loan			150,000
Other Instructional Expenses			21,362
Bus Replacement Fund Transfers	30,000	25,000	30,000
Other Transportation Expenses	66,600	55,500	75,500
BAC Expenses	425	300	500
Hot Lunch Expenses	43,500	52,760	74,760
Preschool Expenses	7,000	4,800	6,500
TOTAL EXPENSES	3,187,414	3,993,493	4,809,684
NET INCOME	1,265	7,581	2,088

BUILDING AND GROUNDS COMMITTEE REPORT

Along with myself, the Building and Grounds Committee is comprised of Shawn Evers, Lon Natelborg, Curt DeGraff, and Glen DeYoung. I would like to thank this group for volunteering their time and energy to help manage the facilities at Highland Christian. Glen DeYoung is the Head Custodian and a critical part of our team.

Last summer was incredibly busy with the preparations for the building addition. Here are a few of the projects that were completed. We modified the computer lab to become a classroom with offices. Converted the teachers' lounge to a classroom, demolished the storage garage, built a new maintenance/athletic building, added a classroom to the library, paved a new parking area, and moved the entire west playground to its new south location. A few other items were the deep cleaning of the kitchen, roof repairs above the locker rooms, tree trimming and painting. These projects were a huge undertaking, but God has a way of making the impossible seem possible.

The new addition team has been working diligently to get the building ready for the teachers and students by the end of summer. I cannot express enough gratitude to each member of the group - Principal Weener, Julie Sitter, Les Dreischerf, Bill Barry, Phil and Braden Lagestee, Ray Eriks and Henry Groot. We have spent many hours planning and meeting about the all the details needed to expand Highland Christian School. There have been many obstacles to overcome, but with God's help, we have been able to navigate them all so far. I can't wait for the day we can hear the children buzzing in the new hallways as they head to their classes.

The Building and Grounds Committee has a few small projects to handle in-house to keep up with the general maintenance of the school. So while we stay focused on the progress of the addition we will continue to maintain the existing facility.

Thank you to everyone who continues to pray for the students, staff and facilities at Highland Christian school! I can see God's hand at work.

Mr. Mike Schutt, Chairman
Building and Grounds Committee

TRANSPORTATION COMMITTEE REPORT

As I reflect over the past three years, I can see clearly how the Lord has blessed HCS and the Transportation department.

First and most important, our drivers have safely transported approximately 150 students to and from school each day. Our fleet has been updated considerably thanks to the hard work of Mr. Weener and Ms. Lineburg, who have secured grant money for buses. We now have in our fleet a 2021, (2) 2019, 2014, 2012, 2010 and two smaller buses – 2013 and 2017. Our maintenance costs have gone down with the updated fleet and with the School Town of Highland servicing our buses at lower cost.

We returned to the bus washing and waxing program. The buses get washed a few times during the school year. Thank you to Terry Krooswyk for the use of his garage. We get HCS students in the summer to wax all the buses. Shiny buses are a good reflection on HCS. We returned to purchasing a newer used bus every two years and also increased the Bus Replacement Fund.

Other happenings:

1. We sold the white athletic bus and the money was put in bus replacement.
2. We had to replace a defective motor that was out of warranty on bus 14-3. The bus was otherwise in great condition so we will have a bus that will last for many years.
3. We are putting a bus lane on the west side of the new addition.
4. We are partnering with Illiana Christian on student pick-up.
5. Michelle Herrell has been qualified to recruit and train new drivers and will partner with Illiana.
6. We are still pursuing off-site bus parking.
7. We are looking at bus routing software.
8. We are looking at purchasing a 2019 or 2020 used bus this year.
9. We are partnering with Illiana Christian, Crown Point Christian, Lansing Christian, and Unity Christian on field trips to help offset expenses.

This is my last year on the HCS School Board and Transportation Committee and I am grateful to so many people. Thank you to Nancy Scheeringa, our past chairman, who gave our committee vision and direction. I am thankful for my committee: Mike Schutt, Julie Sitter, and Karen Sherwood. I don't know what we would do without Michelle Herrell (Transportation Director) and Wes Blocker (Maintenance Coordinator), who make daily operations run so smoothly. Thank you to all the drivers and substitute drivers who really care for our students. As Highland Christian continues to grow, we are always looking for additional bus drivers.

We thank and praise God for all His blessings bestowed on Highland Christian School. Please continue to keep our school in your prayers.

Mr. Lon Natelborg, 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 build 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.

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. This past summer, 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 at a new venue – Innsbrook Country Club. We are also excited about the creation of the new Fusion initiative, which has various representatives from the local Christian schools working together to host annual events designed to increase awareness of each schools' Foundation, while also providing an enjoyable evening for our school family. We are excited about the future of this initiative and encourage attendance by all who support Christian education. As for future expectations & initiatives, the Foundation Board has begun marketing our strategic plan to be at \$10 million in assets by the end of 2030. This is a lofty goal, but one we find attainable through some new internal initiatives and the ongoing support of our generous donor base and constituents.

This past school year was the first year we disbursed tuitions gifts based on a revised procedure designed to provide us more flexibility in gift giving and a more targeted approach that allowed us to give additional financial assistance to the families who could use it most. We are happy to report that over 70 families accepted the Foundation Gift, many of whom received greater assistance than what would have been awarded under the old disbursement model. The Foundation Board is very pleased with this outcome and remains dedicated to doing what we can to help reduce the cost of tuition as HCS.

The Highland Christian School Foundation ended fiscal 2022 with assets of approximately \$4.45 million. This is a slight reduction from the \$4.52 million posted at fiscal year-end 2021. The losses are all due to the poor performance of the stock market over this time period, and were limited due to our conservative, and well-managed investment portfolio. The book value losses were mostly offset by gifts received from the following sources: Etc...A Thrift Store (\$200K), special gifts (\$135.2K), general donations (\$75.1K) individual and corporate memberships (\$26.7K), and memorials and gifts in honor (\$16.6K). We will continue to carefully collaborate 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 \$166,000 for the 2023/2024 school year. That is a notable increase from the \$150,000 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

Highland Christian School is a gift to the families we serve and the community we live within. In a world that is increasingly hostile to Scripture, our School is an oasis for truth, training in righteousness, and spiritual nurture. It is a bastion of learning, growth and encouragement. For these reasons, it is a joy to support Highland Christian school's educational efforts through the Development Office.

Community Engagement. We appreciate the energy, commitment and effort that's been invested to encourage a younger generation, model stewardship, build relationships, inspire learning, and encourage faithful obedience to Christ. Our *Ambassador Families* are doing a fantastic job enfolded new families. Our *Parent Teacher Organization* made several strategic changes which resulted in more efficient fundraising and more meaningful connections for families. We welcomed a record number of pastors and youth ministry staff at our *Pastor Appreciation* event in September, loved on hundreds of grandparents in October, hosted six parent preview events for prospective families, and rallied all at the 2023 Auction!

Admissions & Enrollment. Acquisition and retention are both strong as we near the end of the enrollment season for 2023-2024. We are pleased to be attracting alumni, supporting church families whose children are just beginning their education, extended family of current students, and new parents who are committed to their religious convictions, desire a school that partners with them, and recognize the value of our pedagogical framework. Reputation, word of mouth and student outcomes - along with our firm commitment to biblical truth and values - are the compelling factors for enrollment decisions. These factors are indicative of sustainable partnerships and stable enrollment growth. Tuition affordability is a key issue and the Indiana Choice Scholarship program continues to open doors for vision aligned families.

Gifts, Grants, and Credits. Charitable gifts, grant income, and other credits have pushed non tuition revenue to new heights this year! We are unbelievably grateful for the generous support we have received from individuals, business owners, churches, and family estates. Fundraising efforts are generally on track as we enter the fourth quarter of our fiscal year.

Special Initiatives. Several years in the making, Highland Christian School's "Now, For the Future" Campaign launched with *Expansion 2023* and *FUSION: 2gether* we can, a fresh collaboration among the Reformed and Christian Reformed Day School's in the region. In it's fullness, this campaign addresses current physical and ideological needs as well as strategic plans for future funding of our private, Christian schools.

As we approach the end of another year, we rejoice in God's faithfulness, give thanks for the opportunity and privilege of Christ-centered education, and thank you, our Society for governing, providing for, and stewarding this great work.

Jodi Lineburg
Development Director/Recruiter