

**Denver Christian Schools  
Board of Trustees Minutes  
Pearl Street Campus  
Aug 29, 2013 – 6:30pm**

Present: Gwen Boonstra, Russ Dykstra, Christian Hutter, Langford Jordan,  
Thama Judy, Jeff Luinstra, Trevor Nydam, Erin Reynolds, Peter Tell,  
Tim Van Stelle  
Leadership Team: Ray Boersema, Lynda Micikas, Julie Reitz  
Absent: Keith Engler  
Guests: 15 guests

**Welcome - Russ Dykstra**

**Devotions & Opening Prayer – Christian Hutter**

Board member, Christian Hutter shared a devotional on how adversity can be a blessing in disguise based on Gen 41:46-57. We all have dreams for DCS and would like DCS to continue to be a thriving school but like Joseph, we have to rely and trust in God who is the only one who can interpret our dreams. Our comfort and hope is that our dreams, our visions all belong to God even in times of adversity or change.

**Agenda was reviewed and accepted** noting that there will be no official Foundation Financial Report or ReNew Financial Report

**Board Minutes of July 25, 2013** were approved as written.

**No Consent Agenda Items presented**

**Executive Leadership Team Reports:**

**A. Operations Report** – Ray Boersema, CEO [HANDOUT DISTRIBUTED AT MEETING](#)

1. **Enrollment for 2013-14 school year** – Julie Reitz, Finance Director
  - 612 students PreK thru 12<sup>th</sup> grade – budgeted on 618 students
  - 578 students K-12<sup>th</sup> grade – budgeted on 570 students
  - Signed contracts in business office for all enrolled students
2. **Staff Inservice on Tuesday, Aug 13 and continuing on Tues., Sept 3.** – Ray Boersema, CEO
  - Welcomed the following New Staff Members:
    - Leanne Koetje – First Grade/Van Dellen Campus
    - Patrick Boyd – Technology Integration Specialist (K-12)
    - Olivian Heaston – Fifth Grade/Highlands Ranch Campus
    - Michael Stark - Media Aide/High School
    - Brooke Hill – Preschool Director/Highlands Ranch Campus
    - Kahlea Qualls – Music/Elementary Campuses
    - Mark Wurst – Instrumental Music /Grades 5-12
    - Lauren Wiersma –Second Grade/Van Dellen Campus
  - Focused on Spiritual Emphasis Theme: “The Lord is trustworthy in all He promises and faithful in all He does.”
  - Presentation: This is an Exciting Day, the first day of the rest of DCS’s life”

This theme was titled hoping that we would have a recommendation from the Taskforce that we could present to Board, Staff, and Society. The staff reviewed the past twelve months, creation of VISION, development of ACSOM, the Board approved new operational model of one campus, OSOM, work of Taskforce, the efforts and preparation to hire a new CEO.

- Focused on the six threads of the VISION document challenging the Staff to imagine what a new DCS would look like in a new location with a one campus model. Each staff member was asked to choose one of the six Vision threads to work on. They will continue this effort next Tuesday, Sept 3.

3. **Loyalty Drive/Fundraising Report** – Ray Boersema/CEO [HANDOUT DISTRIBUTED AT MTG.](#)

- **CEO Limitations: 2.3.3. Fundraising in Policy Manual**

The CEO shall not fail to work diligently with the DSC Foundation Board and the ReNew Board to maximize the fundraising abilities of DCS nor shall the CEO fail to implement clear strategies and goals for a comprehensive approach to fundraising. The CEO shall not proceed with any system wide fund raising campaign without fully informing the Board prior to implementation of the same.

- **2012-13 Goal of Loyalty Drive was \$390,000 - \$211,500 was received.**

- **2013-14 Goal of Loyalty Drive is \$375,000 - \$16,500 received to date**

- \$10,300 toward scholarships & tuition assistance
- \$6,200 received toward designated gifts.

- **Strategies**

- Drive from October 7, 2013-Jan. 31, 2014
- CEO will collaborate with Jack Hoekstra, a consultant
- Drive will be coordinated with Foundation
- Drive strategies and methods will be presented to for Board review on September 6, 2013

- **Board Questions**

- Has the CEO considered the hiring of a full time or interim Development Director using the \$38,000-\$50,000 solicited from the DCS Foundation?
- Donor Connect on RenWeb – Has Lori or Lynda started entering the names of past & potential donors as well as alumni into the RenWeb system to use as a contact list when sending fundraising emails/letters or increasing support for DCS from alumni?
- Deeds for Dollars – Expressed concern that the Deeds for Dollars program that raised approximately \$45,000 and increased a focus on service with our students will not continue. Ray responded that the Auxiliary is looking for an alternative fundraiser in part because service for money is suspect.

B. **Academic Report - DCS Accreditation Update** – Lynda Micikas, Director of Academics

1. History: In summer of 2011 DCS was granted full accreditation through CSI for a five year period from Aug 1, 2011-July 21, 2016. As part of this process, DCS submits an annual report to CSI. This spring the following key documents were submitted:

- A Comparative Study of Operational Models including 1) The Vision (Sept 2012 and 2) A Recommendation (April 2013)

2. In accordance with CEO limitations 2.4.2. Accreditation Standards, Lynda was pleased to announce that based on review by a group of independent readers, Denver Christian Schools has been granted continuing full accreditation, without qualification.
3. Comments from two reviewers expressed encouragement that the vision and implementation is exemplary and they would pray about vibrant growth and success in the coming years for DCS.

**C. Finance Report as of June 30, 2013– Julie Reitz, Director of Finance [UPDATED HANDOUT](#)  
[DISTRIBUTED AT MEETING](#)**

1. 2012-13 enrollment ended at 649 K-12 students
2. **Cash Flow:** A negative variance of \$43,842 for June 2013 year end
3. **Delinquent Tuition:** \$377,044 for FY Ended June 30, 2013
4. **Past-due Tuition for Current FY –** \$77,192
5. **Operating Budget vs. Actual:** a positive \$40,689
6. **2012-13 Loyalty Drive Report:** Received \$211,495 toward a goal of \$390,000 for a variance of \$178,505.
7. **DCS Foundation, Inc.** – YTD Net increase to fund balance was \$32,134 as of 06/30/2013 for a total balance in the Foundation of \$1,757,161
8. **ReNew Upscale Retail as of 06/30/2013:** Sales were down this past month with a net income of \$27,164 fiscal year-to-date. Repayment of notes was completed as of June, 2013
  - ReNew hopes to give approx \$2500 a month towards tuition assistance. They are working on a report to submit for September Board meeting.
  - DCS Board expresses sincere appreciation and encouragement to ReNew volunteers and ReNew board members for their hard work and dedication.
9. **Presented a 2013-2014 Budget Worksheet** in response to Board member’s request showing the difference between what was approved and budgeted compared to updated working budget amounts. Updated working budget numbers showed a variance of approximately \$120,000 (from surplus of \$69,000 to deficit of \$52,000) due mostly to the increase in staff of \$68,600 plus the increase of Group Insurance of \$30,780.

**D. OSOM – One Site Operational Model**

1. **Update - Board President, Russ Dykstra**
  - Russ encouraged Society, Leadership Team, and Board that Ray’s comments at the Staff In-service that we are living in a time of “ambiguity” is real. He asked for prayer support and trust in each other as well as the Taskforce as they narrow down the options for a one campus model to present to the Board. He acknowledged that it is difficult to wait but this is the time to review the six threads of the Vision so that each of us are prepared to examine carefully the Taskforce recommendation based on this vision criteria: Identify, Value, Education, Staffing, Partners, Financials, Facilities
  - Russ reviewed process:
    - Board tasked the Taskforce
    - Task Force will make recommendation to Board
    - Board will make recommendation to Society
    - Society votes on the borrowing of money or sell of any campus.
2. **Response to Petitioners – Trevor Nydam, Board Member**
  - Board acknowledged receipt of petition signed by over a 100 petitioners from the DCS Society requesting the Board to reconsider their appointment to the Taskforce to be a

better representation of the entire constituency and foster a sense of trust between leadership and Society

- Trevor thanked the petitioners and shared that since he was a new Board member when the Board received the petition and because he had just purchased a home near the Van Dellen campus, he viewed the work of the Taskforce with a critical eye and could confidently state that he did not find any evidence of bias in the representation on the Taskforce and was encouraged and optimistic that they were basing their search on the vision criteria established by the Board and Leadership Team. He again thanked the petitioners for following a good path to alert the Board that they had concerns, but assured them that he and the Board had no reservations that the Taskforce was working hard to present all of us with an option in the near future.

## **Board Items**

### **A. Old Business**

1. CEO Search – Board Member, Jeff Luinstra
  - The search is in process and Board hopes to have a new CEO by 2014-15 school year.
  - Advertising and seeking candidates within ASCI, CSI as well as in business communities
  - Search committee needs your prayers and suggested candidates.
2. Board has started the three month process of completing the CEO, Board, and Policy Governance Model review. This is exciting because we can objectively complete a performance evaluation of all three in our efforts to improve and focus on better leadership as well as reviewing the Policies to make sure that the ENDS, MEANS, LIMITATIONS are being met.

### **B. New Business - None**

## **Public Comment/Questions**

- Amy Ruter responded on behalf of petitioners expressing thankfulness for the Board response presented by Trevor, expressed their continued support and prayers for DCS, and stating that the petition would not have been necessary if the petitioners initial question had been answered. She encouraged the Board to listen carefully to concerns and questions of the Society and respond appropriately and honestly. Amy followed up with an email of gratitude, encouragement, and some concern as we all wait for the findings of the Taskforce.

**Adjournment and Closing Prayer – Christian Hutter**

**Executive Session**

**Next Meeting: Thursday, September 26, 2013 @ Van Dellen Campus  
Devotions: Keith Engler Closing Prayer: Langford Jordan**