

**Denver Christian Schools
Board of Trustees Minutes
Pearl Street Campus
Feb. 27, 2014 – 6:30pm**

Present: Gwen Boonstra, Russ Dykstra, Christian Hutter, Langford Jordan, Jeff Luinstra, Trevor Nydam, Erin Reynolds, Peter Tell, Tim Van Stelle
Leadership Team: Todd Lanting, Lynda Micikas, Julie Reitz
Absent: Thama Judy
Guests: 11 guests

I. Welcome - Russ Dykstra, Board president welcomed Todd Lanting, Leadership Team, Board, and Guests.

II. Devotions & Opening Prayer – Erin Reynolds

Board Member, Erin Reynolds shared a story of a crazy morning at the Reynold's household. She challenged us to consider how we handle stress and how we use our words during stressful times. She reminded us to use our words to communicate with God and bless others. In addition to our words, Erin shared scripture from Ephesians encouraging us to work together as a team all pulling in the same direction, creating unity and valuing each other since we all are parts of the body of Christ. She encouraged us to recognize that we cannot succeed as Denver Christian Schools unless we are all in this together so we need to choose our words and actions carefully so that they help DCS instead of hinder.

III. Agenda was reviewed and accepted

IV. Board Minutes of Jan 23, 2014 were approved as written.

V. No Consent Agenda Items presented

VI. Executive Leadership Team Reports:

A. Operations Report - Todd Lanting, CEO

1. Todd Lanting introduced himself as the new CEO and shared his observations after the first four days that "God is alive and well at DCS". He gave special recognition and appreciation to Ray Boersema for his support and guidance.
2. Meet & Greet Plans to introduce Todd Lanting as new CEO to the DCS family
 - Todd will visit each campus and participate in a chapel and/or evening event in an effort to meet students, staff, parents, grandparents, society and give opportunity for working parents to meet him.
 - Letter and invitation to various Meet & Greet opportunities will be sent
 - Working on notifying various Media Outlets
 - Hoping to plan a Pastor's Brunch and inviting pastors and youth pastors from many of the churches that our DCS families attend.
3. Marketing Report – Lynda Micikas, Academic Director [HANDOUT DISTRIBUTED](#)
 - **New Campus Development:** Hosted 12 open houses to date. Lynda expressed great appreciation to Michelle Middleton, Kendal Mullins, the Parent Associations, staff, and faculty for their participation and promotion of these open houses.

- **Enrollment Communications:** Approximately 68 families have inquired about DCS so activity is strong and requires the support of campus principals and staff to help with tours, student shadowing and admission requirements.
 - **Marketing Communications:** Marketing team is working hard!
 - publishing articles in school newsletters
 - sending mailers to 45,000 families,
 - entering 68 new inquiring families into RenWeb,
 - launched Google Adwords advertising campaign
 - advertised in 5280 Magazine
 - reviewing proposals for billboard advertising
 - contacted 179 new churches within 7 miles of Teller Campus
 - planning for School Outreach notifying 146 potential referring schools within 7 miles of new campus.
 - Neighborhood Outreach plans in development to notify surround businesses and families near Teller Street campus
 - **Community Communications**
 - Emails, Society e-blast, ParentsWeb email, newsletters - various communication methods to reach out
 - Hosted Open Houses, BOT reception, Staff Inservices, “Meet new CEO” event
 - Articles educating community on vertical integration model and the benefits to students
4. Enrollment – 67% of the available students in K-12th grade have re-enrolled. Today the process for enrolling new students has begun. Also today preschool enrollment has opened.
- Todd Lanting’s goal is to contact every current family at DCS to encourage them.

B. Academic – Lynda Micikas, Director of Academics

1. Staff/Teacher Evaluations have been completed.
2. Staff/Teacher Contracts should be issued in March
3. Roles/Responsibility of Deans vs Principals.

The one campus and vertical integration education will use our current principals more effectively by assigning them a specific area cross cutting all student grades. Those areas are being determined and principals will become Deans of specific areas. Faculty will report directly to the Academic Director.

4. Five Year Accreditation Cycle

DCS is in the third year of its five year accreditation cycle which requires that DCS submit a report each spring. The school improvement plan is no longer relevant since we are selling three campus and moving to one campus. On March 18 & 19, two representatives from CSI will come and help us redefine and rewrite our new school improvement plan. We will submit a draft for their review.

C. Finance – Julie Reitz, Finance Director

1. **Auditors** – The DCS Board suggested that the Leadership team obtain comparative bids to complete the audit for school year ending June 2014. They received three bids ranging from \$17,500 to \$28,000. After consideration, the Leadership and Finance Director determined to retain our current auditors for the budgeted cost of \$12,500 because it

was financially beneficial and they provide a good audit with adequate services rendered.

2. Finance Report as of January 31, 2014 prepared by Julie Reitz, Director of Finance

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- a. **2013-201 PreK-12th grade enrollment as of January 31, 2014:** 605 (lost 12 students over Christmas break)

Pre K	37
K-5	270
6-8	156
9-12	142
- b. **Cash Flow:** (\$334,505 negative variance compared to projection) We were negative \$117,918 end of December, 2013.
- c. **Past-due 2013-14 Tuition :** \$32,131
- d. **Operating Budget vs. Actual:** a current negative variance of (\$161,957). A negative (\$62,052) was reported for December, 2013.
- e. **2013-14 Loyalty Drive Report:** a negative variance of (\$52,847) based on budgeted receipts of \$225,000.
- f. **DCS Foundation, Inc.: Improvement was made in the last month.** Year-to- date net decrease to fund balance is \$20,750 as of 01/31/2014. Balance of \$1,735,437 in the Foundation's RBC account.
- g. **ReNew Upscale Retail as of 01/31/2014:** YTD Net Income is a negative (\$22,720) ReNew has been unable to pay DCS for the last two months. A change in Board members will follow since the resignation of Board president, Ed Schans.
- h. **Reserve Balance Report:** Amount needed to reach maintained reserve is \$500,000 for operating fund and \$500,000 for plant fund.

3. Fundraising– Ray Boersema

Ray introduced the Board to Pat McLaughlin of the Timothy Group at the Executive Session of the January Board meeting. Ray signed a contract to engage the Timothy Group in a pre-campaign study which will be conducted over the next 60 days. This pre-campaign study will conduct a client study and readiness study to determine if DCS is ready to start a capital campaign. They will help DCS create a case statement which will be approx. 4 pages and conduct a 6 page questionnaire that will be sent to Society to measure commitment of the community. They will meet with approx. 100 supporters and mail the questionnaires to to approximately 500 DCS supporters. The Timothy Group will create a report and share findings with Ray, Board, Leadership Team and Community.

4. Expenses incurred for marketing, open houses, fundraising, signage, security, staff gatherings, etc. for Teller Street property.

- Of the additional \$75,000 that the Board approved for expenses for due diligence, surveys, geo logical studies, etc. expenditures will exceed this amount, which includes additional costs such as Building Security at Teller property, which was extended for 2 months through February 28, 2014 at a cost of approx. \$24,000
- Approximately \$33,000 in architectural fees to date
- Marketing Budget was \$40,000 plus an additional gift of \$5,000, however it is predicted that we will be over this budget.
- Fundraising Expenses – Spent \$4,325.85 for mailings and marketing of Fundraising efforts. This does not include the amount that we are paying for Timothy Group services of approximately \$10-\$15,000.
- Staff Inservices are running pretty close to budget

5. Bus/Van Transportation Report– Julie Reitz, Finance Director

- Response to bus routes as of February, 2014
 - Route 1 (Southeast & Highland Ranch) – 14 riders
 - Route 2 (East & Central) – 31 riders
 - Rout 3 (Castle Rock & Castle Pines) – 1 rider
 - Route 4 (North Denver) – 0 response
- **No route changes are proposed from last report**

D. Teller Street Campus

- Should have final design/floor plan completed shortly.
- Next week destruction of hotel will begin.
- A huge “THANK YOU” to the many volunteers who worked on a Saturday to move furniture out of hotel, tear down ceilings and wires, etc. This teamwork was encouraging for all and built excitement.

E. Sale of Pearl Street Campus – The Board is happy to report that the Pearl Street Campus is under contract and that the sale price is 15% over what it was appraised for. Board expresses appreciation to the Sales and Marketing Team, especially Brian Watson.

VII. Corporate Resolutions – Board motion was made and approved the following Corporate Resolutions designating signees for three accounts.

- A. All Accounts except Athletics** – authorized check signers: Julie Reitz/Finance Director, Todd Lanting/CEO, Russ Dykstra/Board President, and Gwen Boonstra/Board Secretary
- B. Athletic Accounts** – authorized check signers: Julie Reitz/Finance Director, Todd Lanting/CEO, Barb Landhuis/Athletic Director
- C. Construction Draws for Teller Street** – authorized check signers: Julie Reitz/Finance Director, Todd Lanting/CEO, Russ Dykstra/Board President, Tim Van Stelle/Construction Board Mgr. and Gwen Boonstra/Board Secretary

VIII. Board Items

- A. Old Business – None**
- B. New Business - None**

IX. Public Comment

- Society member questioned the process & requirements for families/students seeking enrollment at DCS, asking if DCS requires church membership and a pastor’s recommendation. She questioned if this requirement is explained in enrollment packets and/or during tours or time of inquiry. She expressed concern if this requirement would deter families from making application. The response from Board was that this is a requirement that DCS educates children of Christian parents and that the criteria is based on the Reformed theology that the church, home, and school are like a three legged stool support the student. The Board advised the Leadership Team to review and make sure we are clear in our promotional material or in conversations with potential families before parents start the process of applying online through the RenWeb site.
- An Auxiliary member express continued concern that the Auxiliary needs more direction and help with goal setting. The Auxiliary member is concerned that fundraising efforts **have**

not been coordinated to support Camp ID RA HA JE and there are not funds in the budget so she requested that the Leadership Team attend an Auxiliary meeting or identify in writing or email the events/activities that will need the support of the Auxiliary.

- A Society member requested that the Board should reconsider its position on allowing Society members to speak at Board meetings only if they had submitted a request prior to the Board meeting. The Society member requested that if the reason is the Board wants to be prepared to answer the questions, ---that the Society would be understanding if the Board did not have an immediate answers. If the reason is the amount of time,-- that could be controlled by the number allowed to speak or the amount of time each person would be allowed to speak. Allowing Society members to speak would be helpful, encouraging participation & support, and giving society an opportunity to share another perspective.
- Ray Boersema who was attending as a member of Society expressed appreciation to God and Search Committee for bringing Todd Lanting to DCS as its next CEO.

X. Adjournment & Closing Prayer – Peter Tell

Next Meeting: Thursday, Mar. 27, 2014 @ Van Dellen Campus

Devotions: Peter Tell Closing Prayer: Tim Van Stelle