

**Denver Christian Schools
Board of Trustees Minutes
Highlands Ranch Campus
Jan. 23, 2014 – 6:30pm**

Present: Gwen Boonstra, Russ Dykstra, Christian Hutter, Langford Jordan, Jeff Luinstra, Thama Judy, Trevor Nydam, Erin Reynolds, Peter Tell, Tim Van Stelle
Leadership Team: Ray Boersema, Lynda Micikas, Julie Reitz
Absent: Russ Dykstra came for Executive Session
Guests: 13 guests
Invited Guest from Timothy Group by Ray Boersema

Welcome - Tim Van Stelle, Board Vice President

Devotions & Opening Prayer – Trevor Nydam

Board Member, Trevor Nydam shared a story about a family who demonstrated faith knowing that the risks were great for their family member who was in liver failure. This family knew the risks were big, but they also knew that the risk of doing nothing were even bigger. DCS was at risk if the school remained as it was but there is also an element of risk as the school transitions to a one campus model at the Teller Street campus. Trevor encouraged us to be like this family and “Rejoice in the Lord always” (Philippians 4:4-7) and then experience the peace that transcends all knowledge.

Agenda was reviewed and accepted

Board Minutes of Dec. 5, 2013 were approved as written.

No Consent Agenda Items presented

Executive Leadership Team Reports:

A. Operations Report - Ray Boersema, CEO

1. Transportation Report – Julie Reitz, Finance Director [HANDOUT DISTRIBUTED](#)

- Shuttle Cost Analysis showed four proposed routes, vehicle operating costs, cost per rider based on number of riders on van or bus.
- Thank you to Julie Reitz, Cal Van Heukelem, Keith Engler, and Ray Boersema who served on the shuttle bus/transportation committee
- Cost per rider is established to be \$80 per month per rider (based on \$31,400 annual costs divided by # of riders spread over 9 months)
- No tiered pricing or discounts for multiple children in same family using shuttle service
- DCS is actually subsidizing approximately 50% of the actual cost per student
- Costs decrease as the number of riders increase
- Response to bus routes
 - Route 1 (Southeast & Highland Ranch) – 9 riders
 - Route 2 (East & Central) – 34 riders
 - Rout 3 (Castle Rock & Castle Pines) – 2 riders
 - Route 4 (North Denver) – 0 response

- **Board encouraged Leadership Team to communicate the dollar amount that the school is subsidizing and make the message clearer to encourage more participation.**

2. Marketing Report – Lynda Micikas, Academic Director

- Marketing Committee: Michelle Middleton, Shannon Bock, Patrick Boyd, Kendal Mullins, Lori Wennerstrom [HANDOUT DISTRIBUTED LISTING THEIR ROLES & RESPONSIBILITIES](#)
- Marketing Update as of January 23 – [HANDOUT DISTRIBUTED](#)
 - Enrollment Communications
 - New Campus Development – internal and external
 - Transportation
 - Marketing Communications
- Goals and Strategic Objectives including measurements for Objectives, Metrics, 2014 Targets
- **Board encouraged Marketing Committee to consider contacting TV & Radio News Stations.**
- **Board encouraged Marketing Committee to contact other schools who have made a move like this. (i.e. Parker Lutheran, Holy Family)**

3. Enrollment Report – Lynda Micikas, Director of Academics

- Re-enrollment numbers are approximately 66.5% of the available student body which is higher than average for this time of year
- Re-enrollment was an Online Process for 2014-15 school year
 - Several steps were condensed to one online application including: completed re-enrollment forms, signed contracts, and paid re enrollment fees.
 - Only three families had difficulty completing online
 - Minor delays due to the number of parents trying to complete at the same time.
 - Special thanks to Lynda Micikas, Julie Reitz, Lori Bailey, and Lori Wennerstrom who fielded questions and made this online tool available through the capabilities of Ren Web.
- Waiting lists for certain grades will be established based on the class size structure and the number of student enrollments per grade
- **Two Board members expressed their disappointment that actual re-enrollment numbers per campus were not shared.**

B. Academic – Lynda Micikas, Director of Academics

1. Faculty School Visits

- Approximately 20 faculty members visited six different schools and agreed that each school was highly successful at doing what they want to do. They observed four commonalities:
 - Each school had a clear sense of identity
 - Each school had high expectations for their students
 - Each school provided opportunity for collaboration
 - Each school had very clear & explicit accountability

2. Professional Development Days

- The 20 faculty members shared the values and perspectives they gained from their observations of these six schools.
- They discussed three vertical strands of integration of curriculum in a PK-12 grade school.

C. Finance – Julie Reitz, Finance Director

1. Finance Report as of December 31, 2013 prepared by Julie Reitz, Director of Finance
HANDOUT DISTRIBUTED

- 2013-14 PreK-12th grade enrollment as of December 31, 2013:** 605 (lost 12 students over Christmas break)

Pre K	37
K-5	270
6-8	155
9-12	143
- Cash Flow:** (\$117,918 negative variance compared to projection)
- Past-due 2013-14 Tuition :** **\$28,237**
- Operating Budget vs. Actual:** a current negative variance of (\$62,052)
- 2013-14 Loyalty Drive Report:** a negative variance of (\$34,765).
- DCS Foundation, Inc.:** Year-to- date net decrease to fund balance is \$58,144 as of 12/31/2013 for a total balance of \$1,697,042 in the Foundation's RBC account.
- ReNew Upscale Retail as of 12/31/2013:** YTD Net Income is a negative (\$10, 154)
- Reserve Balance Report:** Amount needed to reach maintained reserve is \$500,000 for operating fund and \$500,000 for plant fund.

D. Fundraising – Ray Boersema, CEO

1. As of December 31, 2013 - \$152,735 has been collected in pledge and gifts
2. A \$250,000 gift was received designated for the track & field on the new Teller property

E. OSOM – One Site Operational Model

- Closed on the Teller Street property early before end of year
- Design Team has been working close with Slater Paul Architects
- General Contractor has been selected
- A construction representative has been chosen
- City of Lakewood has been very easy to work with and are excited for DCS to come.
- There is good interest on every property
- Construction Team is meeting every Monday as well as daily involvement. Russ Dykstra and Tim Van Stelle serve on this committee as representatives of the Board
- The time frame is being narrowed down and it appears that we are on track
- Plans are 98% finished
- Architect will have renderings on Jan 26 Open House
- A construction budget should be finalized any day.

Old Business

1. CEO Search – Jeff Luinstra, Board Chair of Search Committee

Jeff reported that the Search Committee has narrowed their search to one candidate. The Interview Team, Leadership Team and Board are in the process of meeting the candidate to determine if DCS will make an offer.

New Business - None

Public Comments/Questions

1. Nina Bookout, a parent shared her desire to have DCS thrive. She also expressed gratitude that the re-enrollment process was streamlined. However Nina cautioned the Board and Leadership Team to take the necessary steps to secure the information collected from parents in the online process. She said that other avenues, such as debit and credit cards should be made available for parents to pay their re-enrollment or tuition fees. She said our method of paying and providing routing and banking information does not provide enough security and could be a liability for DCS and parents.

The Board encouraged the Leadership Team, specifically Julie to evaluate the system we have in place and investigate the best methods to enhance our security.

Adjournment and Closing Prayer – Erin Reynolds

Next Meeting: Thursday, Feb. 27, 2014 @ Pearl Street Campus

Devotions: Erin Reynolds Closing Prayer: Peter Tell