

2009 ANNUAL CAMPAIGN



COMPREHENSIVE CASE STATEMENT

Table of Contents

Executive Summary2

Opportunity2

Trends Affecting Opportunity3

Manhattan Christian’s Response3

Role of the Prospective Donor3

Mission and Vision of Manhattan Christian5

Portrait of a Manhattan Christian Graduate5

Manhattan Christian’s History5

Organizational Resources5

Future Organizational Plans and Direction6

Campaign Outcome Summary7

Executive Summary

Manhattan Christian School has been blessed by the faithfulness of God and generations who have preceded us. We have deep roots. Manhattan Christian is also facing a new century filled with promise, opportunity, challenges and needs. We have expanded our preschool and have constructed an Early Learning Center. We have renewed our mission and vision statements. We continue to explore new ways to connect with the world. Curriculum mapping is a tool that is helping us strengthen our curriculum and continues to make us distinctive. We also face challenges. Our tuition covers only 75% of our operating expenses. For long-term financial stability, it should cover closer to 90%. Classroom space is becoming scarce. Wage freezes, while helping to balance the budget for the short term, create long-term challenges. Student needs are increasing across a broader spectrum. The recession has stretched the ability of our families to pay tuition.

This campaign is part of a comprehensive effort in fundraising. The first component is the Annual Drive that addresses our general fund need of \$150,000. The second component is Tuition Assistance, addressing our need to raise \$100,000. Together, our campaign goal is \$250,000. Any funds raised above this goal will be applied to the debt on the Memorial Event Center. We will begin contacting donors before the Annual Campaign Kickoff Dinner event on November 17. The event will be focused on communicating the mission, vision and direction of MCS, as well as inspiring the community with stories of what MCS has meant in the lives of our graduates.

A successful campaign will enable MCS to continue to provide the finest Christ-centered education to our students. It will also mean that we can provide opportunities for students who need financial assistance to attend MCS. A successful campaign allows us to advance the mission of MCS from a stronger financial position. We praise God for the blessings he has already showered on MCS and we trust that he will also bless this campaign.

Opportunity

Manhattan Christian has been in covenant relationship with parents and the church for over a century, equipping students to impact the world for Christ. This year, we will rely on the Annual Campaign to help us meet our budgetary goals for the General Fund, \$150,000, and the Tuition Assistance Program (TAP), \$100,000. Our TAP budget has been increased to meet increasing need. The Tuition Assistance Program is a critical part of our school - making it possible for more families to afford Christian education for their children.

This year, we have a senior who has taken personal initiative to develop a plan to install solar panels at Manhattan Christian School. It is his goal to develop a system that will supply approximately one quarter of the school's electrical power needs. He is working with a parent to investigate funding and grant sources for the project. We are witnesses to a profound effort by a student who is not only motivated by his love for Christ, but also by the Lord's desire

working in him to serve our school with his gifts and abilities. This student's life and work presents both encouragement and inspiration as we face financial challenges.

We are also mindful of our opportunity to reach an increasingly diverse population in the Gallatin Valley. Families are hungry for distinctive Christian education. Manhattan Christian has an incredible opportunity to be salt and light to the greater community as we walk beside our students in service to God's kingdom.

Trends Affecting Opportunity

Tuition at MCS currently covers about 75% of the total operating expense. As our budget has grown, we have become increasingly reliant on fundraising efforts.

The economic recession is stretching the abilities of some of our families to pay tuition. This has also played a role in the retention of some families and students. Tuition went up less than 1% this year. The challenges we face in this area are linked to how long the recession lasts and how strong our local economy remains.

MCS froze staff salaries this year. While this helps to balance the budget in the short term, it can create long-term challenges. Our staff is our largest asset. We need to remain competitive and attractive to maintain a quality and dedicated staff. We are now competing in a global job market, not a local one.

Interest on our Memorial Event Center debt is accruing each day. Continuing to carry the debt will have a direct impact on our long-term ability to carry out the mission of MCS, especially as it relates to campus planning.

We continue to fill classrooms, and space is at a premium. If elementary classes continue to grow at their current rate, we will need to accommodate our school with new space.

Manhattan Christian's Response

Manhattan Christian continues to be committed to maintaining a fair wage. We are sensitive to the impact of tuition on our constituents. We are investigating ways to increase our ability to provide tuition assistance. We continue to improve the efficiency and effectiveness of our fundraising efforts. For long-term financial stability, we are working toward incrementally closing our tuition to expense gap. Because tuition only covers approximately 75% of our expenses means we must continue to seek alternative revenue streams. One of the possibilities that we are considering is starting a benefit thrift store.

Role of the Prospective Donor

Prospective donors may participate through direct financial support, as with this campaign,

through long-term planned giving, as with the MCS Foundation, through the sacrifice of time and talent, as needed to run our many support organizations and events, and above all through prayer. We need continuous prayer, especially for daily strength and wisdom as we serve our students and operate our school.

A. Campaign Overview:

A Campaign Committee has been formed. Nancy Venhuizen is chairing the organizational aspects of the Campaign while Tammi Leep is overseeing the dinner event. Board members have selected additional team captains to assist them in making contacts for the initiative phase of the campaign. The event is scheduled for Tuesday, November 17, 2009. The program will include Tom Kamp speaking about the mission, vision and direction of MCS, Milt Kuyers speaking on the value of Christian education, and a board member reviewing our needs. A student may also be asked to speak on the value of Christian education. Students will also provide entertainment. Our focus is to provide an event celebrating God's blessings, and renewing our commitment to the mission of Manhattan Christian.

B. Campaign Goals (in order of obligation):

- \$150,000 Annual Campaign (General Fund)
- \$100,000 Tuition Assistance Program
- \$250,000 TOTAL
- Anything above the goal will be applied to the debt on the Memorial Event Center.

We have intentionally developed an initiative phase for this campaign. Our goal for the initiative portion is \$217,500. Donors will be contacted by MCS board members. We envision the giving structure of the initiative phase to look like this:

- 2 x \$25,000
- 2 x \$15,000
- 3 x \$10,000
- 5 x \$7500
- 8 x \$5000
- 12 x \$2500
- This is 32 gifts. If we exceed our goals in the initiative phase, we will adjust our goals for the partnership phase.

C. Timeline:

Our goal is to collect initiative phase gifts before the kickoff event on Tuesday, November 17, and to collect all partnership pledges and gifts by the first week of December, 2009.

D. Donor Recognition:

Donors will not be named and all information will remain confidential. We seek to honor the humbleness of the donor. Each gift is an investment in the lives of our students. The impact of your gift is eternal.

Mission and Vision of Manhattan Christian

The mission of MCS is to partner with the home and church empowering students to impact the world for Christ. MCS seeks to educate the whole student by providing the finest Christ-centered education. MCS strives to inspire students to live God-glorifying lives by teaching Christ's lordship in faith, learning and living.

It is the vision of MCS to grow with our students in knowledge, conviction, and maturity. We seek to create a dynamic vision of Christ's Lordship, and nurture a personal relationship with Jesus Christ that develops a Christ-like love demonstrated to all people. We strive to develop a life-long love of learning and service. Moreover, we endeavor to inspire each other to strive for His glory in all of life.

Portrait of a Manhattan Christian Graduate

MCS is seeking to develop lasting characteristics in its graduates. It is our goal that our graduates will: Practice discernment; Sacrifice themselves as servant leaders; Dare to think deeply and take action; Walk humbly in Christ's footsteps with obedience and joy; and Create in thankful response to our Savior.

Manhattan Christian's History

MCS is over a century old. Our institutional roots grow deep. Our foundation rests solidly on the faithfulness of God and the generations who have come before us. Rooted in this faithfulness, we are seeking to grow as a community of grace. A gift to MCS is a priceless investment in a child of God. Our students are growing their roots into a foundation of faithfulness and grace. We only have one opportunity to walk beside them and lead them as they grow and mature.

Organizational Resources

Manhattan Christian employs over seventy people in our community. Our roots are spread over the entire valley. We provide full hot lunch service, including breakfast. We also maintain five bus routes to provide transportation for our students as well as a local area public school. We are a fully accredited High School competing in many varsity level sports. We provide

balanced and excellent academics and we continue to investigate new co-curricular activities as well as elective courses. Manhattan Christian also has a large pool of dedicated volunteers. Employees and volunteers are both working toward the same mission and all regularly demonstrate their love for the students.

MCS has a staff of dedicated and highly qualified teachers. Professional development is encouraged and several of the staff members have pursued Master's degrees or are currently engaged in the process. Many have taken courses on distinctive Christian Education. The superintendent has completed a fellowship focused on executive training for Christian school leaders. We are also planning to bring in speakers who are experts in development, strategic planning, and the development of our school as a community of grace.

The Board of MCS consists of 9 members and is ultimately responsible for carrying out the mission of MCS. The Educational Program Committee is responsible for curriculum, monitoring student discipline, evaluation and employment of teaching staff and monitoring the overall educational program. Operations Committee is responsible for monitoring and managing finance, buildings and grounds, and transportation. The Friends of MCS committee is responsible for overseeing and evaluating all fundraising activities at MCS. The Stewardship Committee is responsible for promotions, hospitality, and admissions.

The budget of MCS is well managed. It is evaluated and adjusted regularly. While last year was tight, we were able to meet our budget. We are confident we can do the same this year.

Future Organizational Plans and Direction

Manhattan Christian has many tremendous opportunities to promote its mission in the coming years. Our preschool has expanded in its staff and program. Both the preschool and the Early Learning Center are providing us with an opportunity to establish a gateway into MCS.

Last year, we worked hard on renewing our mission and vision statements. We continue to focus on MCS as a community of grace. This has direct impact on what and how we teach. We are in the process of mapping all curriculum. Curriculum mapping is a tool that will help us find gaps and redundancies in our program and help evaluate our assessment. We require in-service training and faith-enhancing practices.

At MCS, we continue to develop programs with sister schools around the globe. We are striving for a mixture of local, national, and international causes to help our students develop awareness for current events and a heart for serving everyone. We already have ties to schools in Uganda and Tanzania. Moreover, we are in the process of re-implementing the senior service opportunities and developing service opportunities for the entire school.

This year, we will engage in the process of strategic planning to address the following needs: Elementary school growth; Campus Planning; Long-term sustainability in budgeting;

Fundraising; Development; and Technology.

We are working to establish a development office at MCS. We recognize a need for a Development Director dedicated to establishing funding sources, managing campaigns, coordinating the fundraising efforts, and advancing the mission of MCS.

Campaign Outcome Summary

A successful campaign will allow MCS to meet the current general fund budget, enabling us to continue to serve our students with the finest Christ-centered education. Meeting our goals will allow us to provide tuition assistance for about 30 families. Exceeding our goals for the campaign will allow us to continue to reduce our debt. A successful campaign will give us a firm foundation from which we can successfully advance the mission of Manhattan Christian School.

May God richly bless this campaign! Please prayerfully consider giving as generously as the Lord would give you peace about giving.