

Manhattan Christian School
Annual Association
Meeting

May 7, 2024 7:00 PM



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Annual Association Meeting - May 7, 2024, 7:00 PM

Agenda

1. Opening Prayer: Kendal Walhof
2. Approval of 2023 Minutes
3. Board Elections
4. Floor Nomination for the 2024-2025 Board Nominating Committee
5. Presentation of Reports from the Board and Board Sub-committee
6. Head of School's Report: Joel Westa
7. Principal's Report: Nathanael Hope
8. Board Report: Darin Hoekema
9. Facilities Report: Scott Kimm
10. Friend's Report: Chase Dyksterhouse
11. Education Committee: Beth Kamerman
12. Stewardship Committee: Ben Holst
13. Athletics Report: Layne Glaus
14. Foundation Report: Ron Hoekema
15. Finance Committee: Jonathan Schutter
16. Twice Treasured Thrift: Mark Kredit
17. Building Committee: Travis Hamilton
18. Strategic Plan Overview: Joel Westa
19. Elementary Remodel Proposal and Vote: Darin Hoekema
20. Closing Prayer: Jason Kimm

Preamble

Tonight's Association meeting, by policy, is designed to accomplish several goals. The first is the legal requirement to have an annual association meeting, as is the case for most non-profit organizations. This meeting is required per our constitution and reiterated in our by-laws and handbooks. The second reason is to take care of some required election items, namely the election of new Board members by the association, as well as electing the nominating committee for next year. This nominating committee is responsible for bringing names to the association for next year's new Board member candidates. This meeting is also held so you can hear reports from the administration and Board committees on the "State of the School". Lastly, this is an opportunity for us to be thankful for this school and to gather as a community as we approach the end of the school year. If there are any questions, Board members and administrators will be available at the end of the meeting and will be happy to meet with you to answer them, and if necessary, schedule a time to meet with either the admin team, the Board, or both.

ARTICLE VI

ASSOCIATION MEETINGS:

1. A regular Association meeting will be held in May on a date to be determined and announced by the Board.
2. At the May meeting, a Board-approved budget for the next school year will be presented. The Board Nominees Forum and election of new Board members and other committee members also takes place at the May meeting. The Annual Report, with adjusted budget, enrollment figures, and all financial accounts, are presented for information by the Board with the October newsletter.
3. The president and treasurer submit reports at the May meeting.
4. The board will plan or schedule an audit of the school financial records. This audit will occur in the spring of the year.
5. Any member who cannot submit to a decision taken may have his negative vote recorded in the minutes.
6. Other meetings of the Association shall be called as the Board determines.
7. Association members may present items at any regular Board meeting for inclusion on the agenda of the next Association meeting.

Head of School's Report

Joel Westa

Our theme this year has been "Abide in Christ". It is tied to John 15:4, which says; "Abide in me, as I also abide in you. No branch can bear fruit by itself; it must remain in the vine. Neither can you bear fruit unless you abide in me."

As a reminder, MCS' mission is:

Manhattan Christian inspires students to live God-glorifying lives by teaching Christ's lordship in faith, learning, and living.

It has been a challenging but exciting year for MCS, one filled with many changes, from the addition of a coffee shop to a Varsity football program, and one which found your administrators in the classroom for some teaching: me in Senior Bible and Mr. Hope taking on Band as we filled in for the second semester.

Our ELC operations remain a challenge as we look to hire staff, but it will remain open next year for caring for our faculty's kids during the school day.

Much work has been completed finalizing the Strategic Plan, designed to guide the school forward over the next five years. Thank you to all who have played a role in completing that effort! Many steps have already been accomplished, and you will see and vote on the Board proposal for the Elementary addition project later tonight.

Transitions: Caroline Cok will transition from Curriculum Coordinator to Resource Room Director. This year we bid farewell to some of our faculty and staff. We are thankful for Lyndsey VanGelder, Kristin TeSlaa, Maria Abad, Hannah Brouwer, and Halee Kukes, all of whom are moving on this upcoming year. We appreciate their service to MCS!

Additions: God has richly blessed us with so many highly qualified applicants! This year, we welcome Mariah Leum to our 5th-grade classroom, Pralie Duffin in Middle School and 9th-grade math, Shayla VanDyken and Carla Walhof as our two 1st-grade teachers, and Joy Sander as our Spanish teacher. We are in the process of hiring a Middle school Science teacher, as we have experienced record growth in our seventh grade. We are also thrilled to welcome Lacey Kutyllo as our PreK – 8 Principal and Micah Forsyth as our Spiritual Life Director. Please take a few moments to greet them after the meeting tonight!

We still have needs in the following areas: Head of Concessions, ELC staff, and full-time Custodian. Please get in touch with me if you or someone you know is interested!

In closing, this wonderful school will continue to be a beacon for Christ in the community. We will always strive to improve, and we will remain committed to God's Word as the foundation for all we do here at MCS. Thank you for your prayers and your support.

Principal's Report

Nathanael Hope

A favorite Biblical passage of mine is James 1:2-5. It states, "Count it all joy my brothers, when you meet trials of various kinds, for you know that the testing of your faith produces steadfastness. And let steadfastness have its full effect, that you may be perfect and complete, lacking in nothing. If any of you lacks wisdom, let him ask God, who gives generously to all without reproach, and it will be given him."

This passage was put to music by a good friend and it is a song that we sing in lower and upper school chapels. The song has been a regular part of my mental singing this year as I find myself regularly asking God for wisdom.

This has been a year of meeting trials of various kinds. James tells us to count it all joy. That is quite difficult to do in the moment of trials which is why it is so important that we constantly be rehearsing Scripture to ourselves and daily preach the Gospel to ourselves. When we meet trials of various kinds, we know that we serve a Sovereign God who guides and leads each step that we take. We have watched God faithfully provide for each need that has arisen throughout this school year. Have those provisions been easy? Not in the least, yet, they have always been the *right* provision and we deeply know that because it has come from God.

I continue to be struck as I look back and see just how much God has grown me as a leader and grown our community through these trials of various kinds. It is that recognition of God's provision that encourages us "press on toward the goal for the prize of the upward call of God in Christ Jesus" (Philippians 3:14) and to "run with endurance the race that is set before us, looking to Jesus, the founder and perfecter of our faith." (Hebrews 12:1-2)

I am amazed as I see God's provision by sending us Kate Westa, and then Pralie Duffin, and Kristin TeSlaa at just the right times to teach MS Math and Science when we needed them. I am thankful for Jeff Morrison, Joe Sutton, and Krystal Heidema who have stepped in as long term subs for teachers out on maternity leave. More than that, we have teachers who almost daily step up to help each other and don't ask for anything in return. These are marks of a community that looks out for each other.

This year we have been able to witness God growing our steadfastness and trust in Him through a wide variety of ways.

Looking ahead to next year and the future, I am eager to see what is in store for Manhattan Christian. We've witnessed God provide for all of our teaching positions and then some! There is continuing growth in the student body and that doesn't look to change. Our music program has grown significantly this year and looks to continue in the coming years under the direction of Mrs. Brewer. I see school level teachers growing together as a team and that connection is trickling down to students who are eager to be at school and develop a love of learning. We truly are watching God delight to bless Manhattan Christian.

Will there be various trials to face next year and following? Absolutely! Can we face them with steadfast trust in God? Even more so absolutely! We know that we can trust God in the midst of those trials while asking Him for wisdom. Let us together press on toward the prize of the high call in the Christian formation of our students.

Department Reports

Board Report

Darin Hoekema

Psalm 37:4-7 contains several instructions for us as Christians. Starting with, “Trust in the Lord and do good” followed by, “Delight yourself in the Lord” then, “commit yourself to the Lord” and finally, “Be still before the Lord and wait patiently for Him.” Following these instructions, God promises a result; “He will give you the desires of your heart...He will act.” And later in verse 23 it says “The steps of a man are established by the Lord, when he delights in his way.”

This year we were delighted to see Layne Kriebel continue to heal and participate in school. We were delighted with several babies born to faculty. We delighted in the first ever MCS varsity football season, and success for many of our teams and athletes. We delighted in music performances, and musicals, in art shows, and speech and debate. We delighted in everyday successes and light bulb moments. We delight in our amazing staff, committed to Christ and dedicated to their craft, loving our kids each and every day! And we delight in the struggles we face, because we know they cause us to glorify Christ in our weakness!

We committed to our mission statement to, “Inspire students to live God-glorifying lives by teaching Christ’s lordship in faith, learning, and living” as we crafted a strategic plan. This provides clear goals to aim for now and in the years to come. We delight in God’s kindness as we have already seen progress on many of these goals, and we give our desires to God and trust “He will act” as we continue to work and wait.

God has reminded us often to “be still and wait” as we have had to fill many unforeseen holes in our faculty throughout this year. It hasn’t been easy, but we can again delight that God provided and be thankful that it is out of His abundance knowing our every need. We are grateful for the MCS community who continue to give of their time and finances out of the abundance that God has provided each of us.

We are excited and hopeful looking forward to next year. God has been faithful as we have filled many of our faculty positions for next year. This includes a new elementary principal and we are finalizing a new spiritual life director. We believe these individuals will be a great benefit to MCS in the years to come and hope they will provide the remaining administration and faculty with much needed support. We are also grateful to have a transition plan in place for Mr. Westa to mentor Mr. Hope into the head of school role in the future as he begins to gradually step away from that role.

Finally, as we will hear more about, after many years of planning and waiting, we are delighted to be able to bring a proposal to the association for expansion and improvement of some aging areas of our facility. This is an ambitious plan that we believe will help strengthen and position MCS as a light for Christ in a growing valley. Psalm 90: 16-17 has become our prayer as we pursue this plan; “Let your work be shown to your servants, and your glorious power to their children. Let the favor of the Lord our God be upon us, and establish the work of our hands upon us; yes, establish the work of our hands!”

We look forward to what lies ahead as we continue to work together, delight in God, commit to Him, and wait on Him... all for His Glory!

Facilities Report

Scott Kimm

2023 -2024 Maintenance Report

1. MEC roof repaired last fall, just the west half. No more leaks. Evergreen roofing did a great job on the roof and worked with our insurance company to get most of the cost paid for.
2. Tree pruning ! I won by just a narrow margin.
3. New carpet in 5 classrooms and high school hallway and office.
4. Repainted 3 classrooms and Nate & Kristin TeSlaa helped me get everything inside ready to go for the new school year.
5. Purged out the PIT (storage room in the basement) and hauled about 8 loads of old desks, tables, etc. to 4 corners recycling. It was way past the time of being useful, and we had new stuff coming in like desks and chairs etc.
6. Coffee area setup.
7. Removed old water tanks and ended the water heater system in the eagle gym basement. New water system in MEC is supposed to be able to handle the hot water needs that were supplied by old system. However, we need to install an extra water circulation pump to get hot water to the high school bathrooms and teacher's lounge.
8. Replaced all of the door locks on classrooms so that they are able to lock from the inside. Just a safety precaution.
9. Replace one of the gas stoves in kitchen with another convection oven.
10. Building a spreader trailer with my TA (Rance Hamilton) for spreading compost, fertilizer or sand. Hope to have it done in the next couple of weeks.
11. Summer projects will include some maintenance on the parking lot shared with Manhattan CRC and kitchen remodel, besides the usual classroom repairs, mowing and watering.

Friends

Chase Dyksterhouse – Chair

Members: Chase Dyksterhouse, Scott Elders, Erika Kimm, Tami Leep, Jodi Smith, Justine Van Dyke, Steve Van Dyken, and Joel Westa

“Friends” of MCS is the booster fundraising branch of MCS. Each year, Friends is asked to raise funds for the school in order to help bridge the gap between tuition receipts and actual operating costs.

Friends is asked to raise \$275,000 per year. This amount is broken down into three broad categories:
General Fund: \$175,000 Fine Arts: \$13,000 Athletics: \$87,000

Fundraising is accomplished through the following list of activities

- Booster Plaque Program - (Booster, Athletic Ad Boosters, Fine Arts Boosters)
- Cattle Fund Committee
- Fall Harvest Festival
- Spring Dutch Supper and Tulip Mania Auction
- RaiseRight Program
- Sporting Event Concessions
- 3 on 3 basketball tournament
- Fun Run
- Annual Golf Tournament

The “Athletics” amount of the total comes primarily from athletic activities such as the 3 on 3 basketball tournament, concessions, Golf Tournament and the athletic portion of the Booster plaque program. The remaining fundraisers make up the support for the General Fund and Fine Arts.

Parents with students enrolled at MCS are asked to contribute time toward the fundraising efforts. Each family is asked to sign up for jobs at the various fundraising events. Each job has been assigned a “point” value called Family Service Opportunities (FSO) and families are asked to sign up for five FSO points.

God has truly blessed us again financially during the 2023-2024 school year. The Harvest festival was very well attended and did very well raising nearly \$80,000. Dutch Supper and Tulip Mania continues to be a staple event for the school bringing patrons from not only around the state but across the country! The highlight of the evening was during the reverse auction where as a community, we raised \$103,688 for the kitchen overhaul. Our Athletic event concessions had another great year serving thousands of happy customers including families and athletes of the 5B district tournament. We would like to thank the handful of community members that sacrificed their seat watching the eagles play in Butte to help the concessions team pull off this event.

Our Booster Program continues to be very successful, with boosters giving up 20% over last year. We are continuing to look at new Booster recruitment and how to tap into a growing business economy in the Gallatin Valley. The 3 on 3 tournament continues to be a giant success with 66 teams signing up to leave it all out on the hardwood. The heads of the 3 on 3 tournament were happy to report the \$862 dollars raised for the Kragt family in Manhattan to help with medical expenses for their son.

We would like to take this opportunity to thank a few of our heads that have announced they will be stepping down from their post. First Jodi Venema, and Stephanie Venhuizen will be moving on from the heads of the Harvest Festival. Jodi, and Stephanie have dedicated 11 years to planning, and running one of our main events at MCS. They are passing the baton to Aly Feddes, and Brittany Braaksma. The Friends Committee is excited to work with Aly and Brittany for many years to come. Sadie Donaldson and Bridget Dykema who have been the heads of the Harvest Festival Auction, will also be handing over the reins. We are very grateful for the hours dedicated to gathering, labeling, and entering the hundreds of auction items each fall. As of the writing of this report a new head has not been named. Lastly, Jeff and Faith Dyksterhouse and Kevin and Jodi Smith will be stepping down as heads of concessions at the end of the 2023-24 school year. These four have dedicated their time to making sure bellies are full and taste buds are satisfied at nearly all of our high school athletic events. Please be sure to thank all the above-mentioned volunteers for their years of service in raising money for the students of Manhattan Christian. We also ask that if your heart feels led to step into any of these roles, please reach out to any of the members of the Friends committee.

The Friends committee also wants to thank the hundreds of volunteers that participated in fundraising efforts this past school year. Oftentimes volunteers were asked to fill a different role than they signed up for and were expecting. Thank you for your willingness to adjust and move to where you were needed. The committee also wants to thank the many generous individual and business donors that gave freely of their financial resources. The dedicated effort of so many volunteers and abundant generosity of donors continue to make Christian education an affordable opportunity for those parents desiring to train their children in the way of the Lord.

Education Committee

Beth Kamerman - Board Liaison for Education Committee

The Education Committee consists of *Leah Brouwer, Bridget Dykema, Darin Hoekema, Beth Kamerman, Sharon Kamp, Kurt Kimm, Nich Pertuit, Marylou Sytsma, Nathanael Hope, and Joel Westa*. Thank you to each of these individuals for their time and service to MCS on this committee.

The Ed Committee has had a busy year with curriculum updates as well as addressing staffing needs. Below are some highlights from this past year:

- We welcomed a new member to the committee- Nich Pertuit.
- The Ed Committee assisted in planning to fill some faculty vacancies throughout the current school year.
- We adopted a Curriculum Evaluation Template that can be used for each different subject in order to make the process of selecting new curriculum both standardized and repeatable. Thanks to Nich Pertuit for his help with this document/process.
- Continuing with our efforts to review each subject of our curriculum on a rotating basis, a curriculum review committee was formed and tasked with updating our English Language Arts (ELA) curriculum for grades K-5. Thanks to our curriculum review committee for their research on several different options. Per their recommendation, the Ed Committee and the Board has approved *iReady Learning Magnetic Reading* (published by Curriculum Associates) to be implemented in grades K-5 beginning next year. Note that handwriting is part of an ELA curriculum and we will continue to teach cursive to our students via the currently used curriculum (*Handwriting without Tears*).
- Nathanael Hope, Miranda Rudd and Caroline Cok have spent time investigating a new social emotional learning (SEL) curriculum for grades K-5, which would replace the current *Second Steps* curriculum. They have narrowed it down to a Bible-based SEL curriculum called *Generous Classroom*. Miranda Rudd is currently working on a proposal for MCS to purchase and implement *Generous Classroom* in grades K-5. This proposal is currently pending necessary approvals.
- Class sizes: Enrollment for next year necessitates two sections of kindergarten, two sections of 1st grade and two sections of 7th grade.
- Faculty recruitment for next year: The Education Committee spent a good deal of time interviewing candidates for next school year. Here's how things are shaping up for the 2024-25 school year:
 - Pre-school- Val Sinnema
 - Kindergarten (2 sections)- Amy Freed and Mattie Williams (*nee Janes*)
 - 1st grade (2 sections)- We welcome new teachers Shayla Van Dyken (MCS alumna) and Carla Walhof
 - 2nd grade- Leah Brouwer
 - 3rd grade- Heather Hope
 - 4th grade- Brianna Anderson
 - 5th grade- We welcome new teacher Mariah Leum (MCS alumna)
 - 6-8th grade Math- We welcome new teacher Pralie Duffin
 - Special Ed Director- Caroline Cok
 - Spanish- We welcome new teacher Joy Sander
 - Due to an increase in enrollment in next year's 7th grade class, there will be a full time Science teacher as well as a part time Bible teacher. Details have not been finalized on these positions to date.
- There was a separate search committee formed in order to facilitate the hiring process for two new positions, *PS-8th Principal* and *Spiritual Life Director*.

- Administration changes: For next year, Mr. Westa will scale back his time but will remain the Head of School. Mr. Hope will become the Principal for grades 9-12 and mentor under Mr. Westa taking on part time Head of School duties. We have hired a new Principal for grades PS-8, Lacey Kutyllo.
- For 2024-25 there will no longer be a Curriculum Coordinator position due to the fact that we are hiring a PS-8th principal. Special thanks to Caroline Cok for her work in that position this past year.
- Thank you and farewell to Lyndsey VanGelder, Hannah Brouwer, Kristin TeSlaa, Halee Kukes and Maria Abad as they will not be returning next year. We are grateful for their years of service and dedication to MCS.
- The school calendar for the 2024-25 was finalized.
- For the second year, MCS is utilizing NWEA MAP testing in grades 2-8 for student assessments in areas of math, reading comprehension, and language arts. Testing was conducted last fall and this spring.
- Right Now Media (rightnowmedia.org) has been given to MCS families to use as a biblically based resource.

We ask for your continued prayers for the Education Committee in our efforts as the work we do is critical to the quality of education that our students receive at MCS. We are grateful for your support and prayers.

Stewardship Report

Ben Holst - Board Liason for Stewardship Committee

Members: Lexi Glaus, Gloria Veltkamp, Sadie Donaldson, Joel Westa, Kendal Walhof, Ben Holst

The Stewardship Committee is responsible for MCS branding, marketing, and admissions. In the last year we have undertaken the following activities:

1. MCS Gear – To ensure MCS families have access to a variety of MCS logowear, we have restocked the supply of sweatshirts and hats in the office. The online store is being updated to offer a more tailored selection that can be ordered online. In the coming school year we will be offering limited-time sales through occasional online stores which are specific to the activities of the season. This may include athletics, speech/debate, the school play, or other events.
2. Admissions – Gloria Veltkamp continues to lead our admissions program. The admissions program includes communication with interested families, coordination of school visits, completion of applications, scheduling of family interviews, new family orientation, and follow-up.

Family interviews are conducted by Joel, Nathaniel, Gloria, and a member of the Stewardship Committee, where feasible.

3. Social Media – Lexi Glaus works behind the scenes to keep our social media accounts active and attractive, in addition to a number of other communications you receive regularly. The Stewardship Committee has been working with Lexi to identify ways we can bring consistency to our social media accounts, while allowing each account to remain distinct.

We see social media as a useful tool that can simultaneously inform MCS families and share the diversity of MCS activities with potential MCS families. Stay tuned for updates in the coming year.

4. Family Engagement – In recent committee meetings, we have initiated discussion about ways we can connect MCS’s new and legacy families to foster a stronger community. Some ideas include a weekly podcast, updates to volunteer opportunities, and strengthened connection with churches where our families attend.

5. Marketing – Word of mouth continues to be the most effective way to inform others about the reasons to attend MCS. The Stewardship Committee is exploring ways we can help get the word out. These include renewed “We Love Our School” materials, MCS graduate yard signs, and ads on social media that families can share.

If you would like to join the Stewardship Committee, there is always room. Contact Ben Holst at bholst@manhattanchristian.org for details.

Athletics Report

Layne Glaus - Athletic Director

Our athletic programs at Manhattan Christian continued to be an opportunity for students to glorify God through their talents and gifts. As always, we are thankful for the immense community support received for all of our teams. Our fans are unmatched in their loyalty to support their Eagles. While our fall, winter, and spring sports programs thrive in competition, I am still most thankful for our coaches’ and athletes’ dedication to pointing the glory back to God through interaction with opponents and referees, newspaper and TV interviews, and how they conduct themselves on and off the playing fields. It was an incredibly exciting year for our school to premier our first-ever football team. We are thankful for the opportunity to have co-opped with Manhattan over the past years, but hosting our first four home football games with a brand new scoreboard and maroon and gold jerseys was exciting for our boys. We arguably have the best football backdrop in the state. The boys cross country team won an exciting, down-to-the-wire State Title, their eighth in a row. The girls cross country team didn’t have enough participants to compete for a state title, but showed great progress throughout the year. Our girls volleyball team won their third straight State Title, after not dropping a set at the State Tournament. For the first time in four years, they took the fast track to the championship instead of losing the semi-final match and having to win their way back. This year the girls basketball team found success with higher numbers under a new head coach and is already planning lots of summer work for continued success next year. The boys basketball team lost a tough one in the State Championship, but we were proud of how the boys battled and handled defeat on a big stage. Golf and Track are already off to a much sunnier start than last year, and we are so thankful for that.

As far as numbers and participation goes, this year we had the following participants for each sport:

High School

Football-	24
Boys CC-	7* (1)
Boys Basketball-	22
Boys Track-	20
Boys Golf-	11* (3)
Volleyball-	18
Girls Basketball-	18* (3)
Girls Track-	12
Girls Golf-	6
Girls CC	2* (1)

* (8th graders)

Middle School

MS Football-	17
MS Boys CC-	6
MS Boys Basketball	37
MS Boys Track-	24** (9)
MS Boys Golf-	10
MS Volleyball-	34
MS Girls Basketball-	33
MS Girls Track-	23** (3)
MS Girls Golf-	13
MS Girls CC-	4

** (from Amsterdam)

As we look forward to next year, we are continuing to integrate technique based strength training and its many benefits into our high school and middle school athletics and physical education programs. We will implement our new emergency action plan to help keep our athletes, staff, and fans safe at all home events!

Earlier this year we met as a 5-12 all-sports coaching staff to converse with each other what it looks like to glorify Christ through our various sports programs at MCS. It was awesome to hear how each coach uniquely designs their program around specific goals that are Biblically rooted and align with our mission at Manhattan Christian and we hope to continue and strengthen this tradition in the coming years.

Foundation Report

Ron Hoekema

In the past year your Foundation was blessed by gifts and annuities totaling \$189,892. That's approximately \$45,000 more than the previous year and the number of annuitants increased from 11 to 14. We are especially thankful for 7 new donors and that several of these are from our "under 65" constituency. Last year's report encouraged our 45-65 year old age group to begin to step up and follow the example of their parents and grandparents. This is and will be our focus now and in coming years. Our Foundation must grow in numbers and gifts received to be a successful supplement to MCS's budget! All that being said: We continue to receive a number of gifts from our senior members and know that many have been dedicated in their support for the Foundation even though they have done so for years! We are grateful for you! Our investments of funds over the past few years have been positive, but growth from old and new will continue to enable our mission in lowering tuition.

This can happen in two ways. That means we need grass roots members to support us with an annual membership gift of \$100, \$500, or \$1000. Since our drive in 2022 our membership has remained pretty static. We would love to see more of you get behind this endeavor on the ground floor. Secondly, we would love to see the number of annuitants increase to 25-30/year. In fact, we need to grow in this area to match what has been done in the past and service past endowments! (Our 1st 10 years as a Foundation averaged \$641,816/year, and there were more gifts given.) Interpret that in the light of today's appreciated dollar!

Thank you from the MCS Foundation Board

Finance Committee

Jonathan Schutter

The school is expecting to finish the year in a strong financial position, and we will continue to manage our finances well. At the heart of these successes are God's blessings to this school. God's providence and blessings are both abundant and abundantly visible. The generosity of this community, both in time and in financial support is once again, overwhelming. Thank you to all who have organized, served, and contributed to the many events that support the operation of Manhattan Christian School.

Thank you to the MCS Foundation, Friends Committee, Twice Treasured Thrift Store, and all the fundraising events and sponsorships that support the school. We are exceptionally thankful for our donors, sponsors, and Boosters! Please frequent these businesses that give so generously!

For those of you who work so hard to make this all happen, your selfless work helps bridge the gap between tuition receipts and actual operating costs.

We recommended a tuition increase this year, with the major goal of providing our faculty and staff with a raise to try to offset inflation. As a reminder, almost 80% of our operating costs are salary and benefits.

As said earlier, we are on track to finish the school year within our current budget. We have established key reserve accounts and have taken steps to place many of those reserve accounts into financial accounts yielding a greater interest rate than has been available in the past.

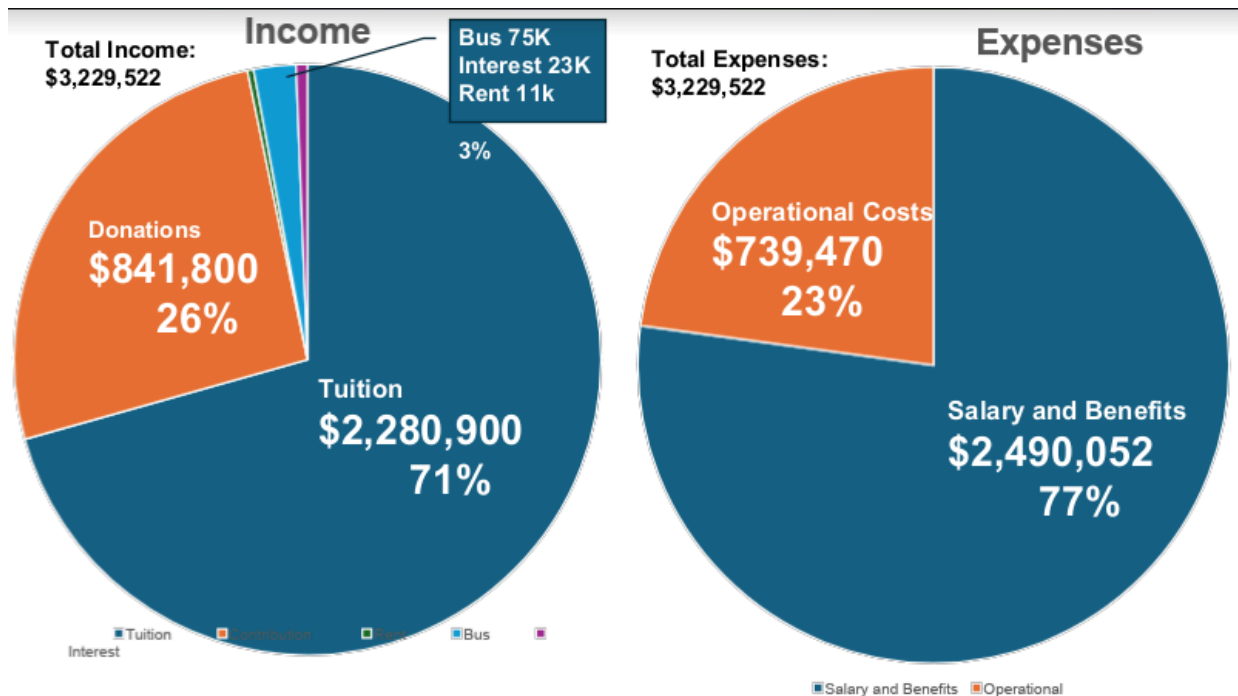
Thanks to your generosity during the reverse auction portion of Tulip Mania, we were able to raise over \$103,000 towards the redesign and renovation of the school kitchen. The total amount raised was over \$150,000! As an update, the remaining principal balance on the property purchased a few years ago is \$129,000.

We are also thankful for another Cook Family Foundation grant which allowed us to purchase the musical instruments and much-needed equipment for our growing music department. It is a blessing to have like-minded organizations stand side by side with us to carry out our mission.

We are grateful for the Alliance for Choice in Education (ACE) scholarship organization. Changes to the program's financial guidelines have increased the number of families who can qualify for this program.

We are also thankful to be able to take advantage of the Montana Department of Revenue Tax credit program that allows donors to give money owed in taxes directly to the school instead of the state and receive a tax credit for that amount. We were able to raise \$167,000 that will be used for scholarship programs to keep our tuition affordable for those that need assistance. Please see Joel Westa with any questions on that program.

Members of the Finance committee include John Schutter (Chair), Steve Bussis, Ben Holst, Brendan Leep, Kendal Walhof, and staff members Janelle Gustafson and Joel Westa.



Twice Treasured

Mark Kredit

Twice Treasured had a tremendous year! We want to thank you for the many wonderful donations that we received during the year. Each time you tell someone about the thrift store or come in to shop, it has helped us reach the goals we have set. Thank you for partnering with us in providing clean and awesome items to sell, while raising funds for the school.

The most exciting event happened in January of this year. The thrift store board, since we began this journey, has been continually assessing if our current location was the best fit for what we were trying to accomplish. After much discussion and prayer, it was decided that the current location was a great fit. The landowners, John and Kathy Adelizzi have been an absolute dream to work with since we opened 8 years ago. They love their property and we worked very hard at making them proud of how we valued their land and facilities. During the past few years we let the Adelizzi's know that if they wished to sell, we would be interested. We had been setting aside funds, preparing for the day when we would be given the opportunity to purchase. With the help of Mike DeVries, at the beginning of this year, we purchased the property. We have been so blessed! We have been able to raise funds for the school from the very first year we were open, each year giving more. We have paid back the money to the donors who helped with start-up cash, while being able to set aside funds each year, for such a time as this. When the school needed funds to purchase land, those funds were available. As with any business, we paid for insurance, rent, wages and maintenance. Although growth is what every business hopes for, too much, too fast can be overwhelming. With prayer and an absolutely amazing staff, faithful volunteers and board members we are where we are today.

Twice Treasured is so much more than a thrift store. The volunteers and employees that give so much of their time to support Christian Education have been such a positive influence on the lives of our customers. Many times you will see one of our staff taking the time to simply "listen", offering a kind word or a tissue. We live in a hurting world, full of anxiety and searching for answers. Twice Treasured has been a light in this world of gray.

This year we were able to have many parents from school working with us to fulfill their community grant commitment. It's exciting for us to meet the parents who have chosen Christian Education for their kids and for the parents to see what a huge net of helping hands there is to support them. To God be the Glory!

Twice Treasured Board Members: Tami Flikkema, Tom Hubers, Mark Kredit, President, Martin Kimm, Jason Kimm, Board Rep., Kevin Smith, Sherwin Leep

Building Committee Report

Travis Hamilton

The board elected to create a new building/remodel committee and tasked us with creating a budget, timeline, fundraising plan, and ultimately a proposal to present to the association. Committee: Darin Hoekema, Christian James, Nich Pertuit, Jonathan Schutter, Ben Holst, Joel Westa and Nathanael Hope. We would like to thank our past committee members. Without their vision and commitment, we would not be where we are today. They are Anna Lynn Alberda, Leah Brouwer, Kevin Smith, Mike DeVries, Marylou Sytsma, and Tim Visser.

We reassessed our needs based on the long-term strategic plan. We believe that now is the time to start the next phase of capital expansion at Manhattan Christian School. It has been determined that the current Annual Association Meeting

building and remodel plans will meet our needs for classroom space at this time and into the future. We also believe that the phased plan gives us the most efficient and economical approach to completing the project. Weaknesses identified in the strategic plan are the fine arts programs and performance venue. The committee decided to add the performing arts center to this plan as the last phase. We created a responsible 10-year timeline for fundraising and construction. The timeline incorporates extra time if it is needed. The committee spent the last few months researching Manhattan Christian's past building projects and fundraising campaigns, as well as looking at other building projects in our area and beyond. With the help of Chase Dyksterhouse, we created a budget and construction timeline.

The culmination of all these efforts is the attached proposal for your consideration.

Building on Our Blessings Manhattan Christian School's Living Legacy

Psalm 90:16-17

Let your work be shown to your servant, and your glorious power to their children. Let the favor of the Lord our God be upon us, and establish the work of our hands upon us; yes, establish the work of our hands!

Association Proposal:

The following must be completed before any building phase begins construction. Vote Yes to proceed with this proposal. Vote No to not proceed. A 2/3 Majority will be necessary for approval.

1. 100% of phase one is required in cash and pledges before proceeding with construction. A minimum of 25% must be cash in hand with 75% Pledges.
2. The pledge term will be a maximum of 5 years. A second pledge term may be necessary for subsequent phases of construction.
3. Financing will only be used as needed for cash flow beyond the 25% initial cash requirement over the pledge term of 5 years. We will seek this financing from community/association and Manhattan Christian School Foundation before seeking from local banks.
4. The Total projected costs of the project will not exceed **20 million dollars** estimated as follows:

Phase One:

Construction of **NEW ELEMENTARY AND MIDDLE SCHOOL CLASSROOMS** to include restrooms, teacher workspace, new heating, ventilation, and elevator access to the existing "East Wing" academic and art spaces.

· **Estimated Cost: \$9,335,000**

Phase Two:

Renovation of the **EXISTING ELEMENTARY ENTRY SPACE** to include air lock entry with visibility, tall ceilings, and a small welcoming well-lit lobby space.

· **Estimated Cost: \$925,000**

Phase Three:

Renovation of **EXISTING PK AND RESOURCE ROOM SPACE** to improve circulation, building performance, heating, ventilation, classroom size, and functionality.

· **Estimated Cost: \$2,700,000**

Phase Four A:

Renovation of **EXISTING SOUTH ELEMENTARY CLASSROOMS** to provide two classrooms, assembly space, office, and workspace. The exact fit and needs of this space could vary depending on the continued evaluation of classroom needs.

- **Estimated Cost: \$2,205,000**

Phase Four B:

Construction of a **NEW PERFORMING ARTS CENTER** for music, theater, and assembly space. This addition would take advantage of the existing MEC lobby and restrooms. Exact needs and design to be determined.

- **Estimated Cost: \$4,290,000**
- **Total Estimated Construction Cost: \$19,455,000**

Elementary Remodel Commonly Asked Questions

Darin Hoekema

1. What is the Timetable?

With Association approval of this proposal, a fundraising campaign will be developed with the hope of meeting our financial goals by the end of 2024 or early 2025. Construction on phase one could then start as soon as spring 2025. This could be longer depending on the response to fundraising efforts.

2. How will fundraising occur?

Pledge forms will be distributed, and a drive conducted, to the widest possible group of association, Alumni, Community members and businesses. Additional grants will be pursued as applicable, and the board welcomes any additional suggested sources or contacts. Pledges will be kept in the strictest of confidence by a board nominated two or three person committee.

3. What if we don't meet our goals?

The board would determine whether to pare the project back or wait until funding is available.

4. What about financing?

After the fundraising campaign, it will be determined what amount of financing will be required to meet cash outflows of construction. Since the proposal requires full funding (25% cash, 75% pledges) the only financing necessary will be what is needed for cash outflows and no longer than the 5 year pledge period. Personal loans or loans from the foundation will be prioritized before seeking Bank funding.

5. How will this project affect tuition?

The cost of tuition is based primarily on maintaining wages for our staff and is expected to rise at a rate adequate to retain and recruit excellent teachers and staff. The cost of tuition will not increase because of construction. Many different scenarios could occur, but with 25% cash up front our projections show the potential for a net zero interest over the course of the project. Our goal is to build only what we have the resources for based on fundraising efforts.

6. Why such a big project?

The board desired to embark on a bold plan that included our needs five, ten, and fifty years into the future. Although additional needs will likely arise, we believe this project in all its phases considers what is necessary

to position MCS to continue to improve and meet the needs of a growing and more diverse Gallatin Valley. While some of the needs of our aging elementary and middle school facilities are more pressing, we believe each of the proposed improvements will be extensively used, managed, and contribute to the overall mission and goals of MCS.

7. Why not remodel?

Phases 2, 3 and 4A address remodeling the existing elementary wing. Due to present day building codes and modern classroom sizing we will actually end up with fewer classrooms in the elementary wing. Phase 1 is able to be constructed with minimal disruption to the existing building once phase 1 is complete it will allow us to move students into the new wing and start Phases 2 and 3. The board believes this is the most efficient and cost effective way to approach the project.

8. How does this project expand our capacity for students, teachers, and additional educational opportunities?

The project gives us room to grow into the future, additional classes, allows our teachers the ability to use more modern efficiency.

9. Are these plans the final concept?

Some phases are more developed than others. Our goal will be to finalize Construction Drawings for Phases 1-3 as soon as possible to be prepared for construction. Phase 4A and 4B are only an idea and will require much more development. All together the current concept provides a means to understand the various components and how they fit into the bigger picture. That allows us to seek community support, fundraise, and consider in more detail how subsequent phases will best meet our needs.

10. Who will be doing the construction?

This has not been finalized, but please thank Chase Dyksterhouse and R&R Taylor Construction for their involvement in helping us create some budgets and consider how we might team up to move this project forward.

Manhattan Christian School Strategic Plan

Manhattan Christian School's 2023-2028 Strategic Plan is the result of a nine-month planning process led by the MCS Administration and guided by a 9-member school board and focus groups including parents, faculty, administration, and board members. The result is six GOALS, aimed at improving and focusing attention on critical areas of need while maintaining a laser focus on our mission. Every operation in this school must be designed to improve and promote teaching and learning and the accomplishment of *our mission*:

Manhattan Christian inspires students to live God-glorifying lives by teaching Christ's Lordship in faith, learning, and living.

The six goals of the strategic plan are:

GOAL ONE: Deepen Spiritual Life

Establish a culture that prepares students to apply a biblical framework to their academic studies, so they can thoughtfully address the important issues found in their future studies and vocations.

- The essence of any school is teaching and learning, but the significance of teaching and learning in a Christian school is underscored by preparing students to engage their culture for Christ.

SUB-GOALS:

1.1 Create and resource the Spiritual Life Director position.

As a Christian School, the spiritual formation of our students is the most important aspect of our Mission. While our faculty does an excellent job of incorporating a biblical perspective in the classroom at age-appropriate levels, it is critical to have a staff member to guide the development of a Bible-based curriculum, to help train teachers, to assist in providing spiritual counseling alongside our counselor and faculty, and to plan the overall spiritual service programs, both curricular and extra-curricular. The position of Spiritual Life director already exists in MCS policy but needs to be reimaged, emphasized, funded, and filled. Once that person is in place, they will become responsible for the development of the overall curriculum and service opportunities.

1.1.1 Create a robust Bible Program/increase Bible curriculum offering.

In a world of competing urgencies and requirements, we will seek to increase the amount and variety of Bible curricula available to our students, at varying levels.

1.1.2 Develop and manage vibrant chapel programs for each level of school.

1.2 Develop Service program opportunities in the local area.

Good works are the evidence of salvation, not the cause of it. We are not saved by good works, but we are saved for good works. As Ephesians 2:10 says; we are "created in Christ Jesus unto good works, which God hath before ordained that we should walk in them". Our goal is to increase the breadth and opportunity to serve God in the local community, and to show the love of Christ to those around us.

1.3 Establish full-time school counseling services in school.

We are blessed to have been able to move from a part-time school counselor to a full-time counselor. This has been a tremendous help to the administration, faculty, and students. The mental health benefits provided are critical, and the career, college, and scholarship help has been hugely beneficial to your family.

GOAL TWO: Increase Academic Rigor

Manhattan Christian School has been successfully preparing students for life outside the walls of the school for over 100 years. This is a mission-critical task and must be continually assessed to ensure we are providing the most rigorous Christ-centered, biblically-based education for our students.

SUB-GOALS:

2.1 Reassess curriculum as determined by policy.

Building on the already existing policies governing curriculum review and selection, MCS will re-energize this process to fully review our curriculum to ensure we are providing the best resources available, in keeping with our mission.

2.2 Institute program of student assessment (MAP Testing).

After a thorough assessment, one area that was lacking, especially at the younger ages, was a modern assessment tool that helped us determine the needs of our kids that would allow us to target areas of growth

necessary for the individual student, as well as the entire classroom. Thanks to a generous gift from the Cook Family Foundation, MCS has selected, received training for and is using MAP to assess the level of proficiency and learning of our students at the elementary level.

2.3 Increase/modify course offerings in High School (AP, etc.)

Review and recommend possible increases to the variety and number of AP level courses available for MCS students.

2.4 Seek National Level Accreditation (CSI/CESA)

Evaluate and make recommendations to seek National Level accreditation from CSI or ACSI to be prepared if Montana Office of Public instruction (OPI) levies a requirement on private schools that would cause the school to violate/compromise the mission or basis.

2.5 Create a position and hire an Elementary School Principal.

The organizational structure of the school needed to be reassessed and a new structure implemented. The Head of School position would be combined with the 9-12 Principal position, and a new Pre-K - 8 Principal position be developed and advertised to fill.

2.6 Faculty Development plan established and prioritized.

The most valuable resource in any school is the body of people most directly charged with the instruction of its students. The quality of a classroom teacher is the factor most directly linked to student success. To constantly improve, MCS Administration, in consultation with the faculty, will establish and resource a Professional Development program to continually strengthen our teaching staff.

2.7 Increase staffing as required.

As class sizes grow and needs dictate, the MCS Administration will recommend, through the already existing policies, the increase of classroom sections and staff.

GOAL THREE: Facility Improvement

Launch a capital campaign that solves the current and future problems that our existing facilities present and provides learning spaces that inspire students to the best of Pre-K-12 education.

The facilities of the school must be appropriately sized and constructed to serve the needs of the school. Aging and inadequate facilities currently prevent the school from providing the kind of access, environment, and instruction that we wish to provide. Future investment in our campuses will be necessary to ensure that the school can sustain the next forty years of excellence with sustained moderate growth.

We believe it is time to embark on the next phase of capital expansion at Manhattan Christian School. As we look back, we see God's grace has established the work of our hands, and in that prayer and promise we continue forward. Past committees and the more recent strategic plan demonstrate a significant need to improve and add to various areas of our facilities.

"Let your work be shown to your servants, and your glorious power to their children. Let the favor of the Lord our God be upon us and establish the work of our hands upon us; yes, establish the work of our hands!" Psalm 90:16-17

SUB-GOALS: (See building plan under separate cover for further details)

3.1 New Elementary Wing/MS refurbished.

3.1.1 Establish timeline for project.

3.1.2 Fundraising plan established.

3.2 Determine New Land use and begin strategic planning for growth.

Blessed to have property available for continued growth, MCS will begin dreaming and discussing what is the best use for that property. Research and minimal planning will begin in these areas to determine feasibility as we move forward.

3.2.1 Teacherage

Lower-cost housing for new teachers is critical, given the extremely high cost of living in this area. The ability to offer reduced rent for a period will help us attract the faculty and staff necessary to continue to develop this excellent educational experience.

3.2.2 FFA/ Bus Garage/Industrial Shop

Providing FFA, and industrial trade education and training is a goal of the Board and Administration, but we need a facility to accomplish that. This facility can also serve as a bus barn, protecting our bus fleet in the harsh summer and winter.

3.2.3 Performing Arts Center

As stated earlier, a dedicated performance facility would allow our students and audiences to perform in a venue designed for that purpose. If approved, this would be included in the proposed building campaign.

3.3 Revamp Safety and Security policy/procedures and systems

Access to the MCS campus has not been impeded for many years. The difficult balance of maintaining a campus that is accessible to the Community/Association while still being safe and secure while limiting risk must be a priority.

3.3.1 New entry system purchased and installed (Complete)

3.3.2 Aging cameras replaced, and surveillance footprint increased (studying)

3.3.3 Emergency response APP for school (Complete)

3.3.4 Create and approve policy and implement armed response at school (constantly in process)

3.4 Develop a football facility.

While the field and scoreboard are complete, lights and bleachers will need to be installed. This will increase attendance and provide more time available to play games due to a lighted field.

3.5 Create continuity folders for facilities maintenance and management.

This growing facility requires increased time to maintain, and proper infrastructure planning and maintenance is required. Most of the information necessary does not reside in documents, but in personal experience and skill. MCS facilities staff will create and maintain continuity documentation for the upkeep of our unique facilities plant.

GOAL FOUR: Financial Planning Strategy

Create a financial plan that provides full funding for the school with no operating deficits, while wisely stewarding the resources of the school and school community.

All school resources belong to God and have been given to the school to accomplish the mission to which we believe we have been called. As stewards of these resources, we must allocate them wisely, righteously, and strategically. Some factors play a role in our ability to do so, including the possible effects of rising tuition costs, an uncertain economic future, unpredictability in health care costs, future enrollment levels, and costs associated with any new construction. A solid financial position and the promotion of the value of a Manhattan Christian education are critical to the future of the school.

MCS has been soundly managed throughout the years and is in a strong financial position. There are always areas of the process that can be improved, providing increased stability for the Association and the school.

SUB-GOALS

4.1 3-year budgeting process established.

Very few Christian schools establish rolling three-year budgets, and often only survive year to year. Due to the sound fiscal management and the sustaining generosity of so many families, MCS can look out for several years and create a budget process that maximizes stability while predetermining priorities for infrastructure upgrade, maintenance, and repair.

4.2 Adequate reserves maintained.

The sign of a thriving school is the presence of adequate reserves to weather times of financial downturn. These funds are a buffer to short-term fluctuations in enrollment or the economy and are critical to maintaining a healthy school.

4.3 Establish a manageable tuition growth plan and communicate to parents.

It has always been the goal of the Board to keep educational costs as affordable as possible. With rising inflation, skyrocketing insurance premiums, and other operating increases, the MCS Administration would develop a long-term plan that provides for manageable tuition increases and one that is communicated well to the Association.

4.4 Outsource payroll and other automatic financial services.

MCS will migrate the cumbersome payroll process and personnel management process to an outsourced program, allowing the business manager more time to concentrate on long-term budgeting and resource development and management.

4.5 Reinvigorate and grow the endowment.

The MCS Foundation has been a critical partner for many years, lowering the tuition of our students through their generous donations. We must make an effort to continue to educate our community and grow the foundation for the future.

4.6 Create and hire a Development Director for MCS.

With a building campaign on the horizon and multiple competing projects in the area, hiring a development director to lead the fundraising efforts for the school and the foundation is a necessity in the future. Fundraising, donor management, grant writing, and oversight of the entire fundraising program for the school and the Foundation would flow through this one office.

GOAL FIVE: Re-establish Fine Arts Excellence

Just as with Athletics and Academics, the Fine Arts program must receive the focus necessary for it to thrive. MCS strives to provide quality programs for those students whose giftedness lies in this realm. To accomplish this several goals have been established.

SUB-GOALS:

5.1 Examine current faculty roles.

An assessment of faculty roles and responsibilities with an eye toward future growth will be accomplished by the Administration and Education committee in conjunction with the faculty.

5.2 Reassess music requirements.

An assessment of current requirements and practices/mandates will be accomplished by the Administration and Education committee in conjunction with the faculty.

5.3 Increase financial support to the program.

After a thorough review of the program, develop a working budget that adequately funds the program and allows for growth and improvement.

5.4 Establish MCS Speech/Debate Team.

The cooperative agreement with Manhattan Public School has undergone many changes because of its growth and move to a four-day school week. The Co-op that was established between MCS and MPS (which expires next year) has become more tenuous. MCS Administration will assess the requirements and feasibility of establishing a stand-alone speech and debate team at MCS.

GOAL SIX: Establish Marketing/Enrollment Plan

Telling the story of MCS, who we are, what we believe, how we operate, and our mission and vision is a critical need. We need to reframe the narrative that currently dominates the discussion when discussing MCS.

SUB-GOALS:

6.1 Determine Enrollment structure for MCS.

MCS Administration, in conjunction with the Education Committee of the Board, and in agreement with the Board will determine future growth plans based on the mission and vision of the school. A critical component of the future sustained growth of the school, this is tied directly to the future building needs which are reflected in the proposed design.

6.2 Create a Marketing Budget and Plan

To “tell our story”, and to continue to attract families in search of a distinctive Christian education, the MCS Administration, in conjunction with the Stewardship committee of the Board will create and develop a marketing plan and budget to ensure a stable to manageably growing student body.

6.3 Update website and materials. (Complete)

MCS Administration and staff will research, recommend, and select a new website company and style to update our website.

6.4 Establish new procedures for registration (timing/procedure)

MCS Administration, in coordination with the Education committee will recommend and implement a gradual shift to the current enrollment procedures and timing. The earlier we can accomplish this process, the easier it is to hire the necessary faculty and coordinate Family Service Opportunity (FSO) points for the upcoming year.

Annual Association Minutes 2022-23

Annual Association Meeting

Minutes of the May 9, 2023 Meeting

Manhattan Christian School

Article I

Board member Kevin Smith opened the meeting with devotions and prayer. Joel Westa presented the purpose of the annual association meeting.

Article II

May 12, 2022 Minutes of the Annual Meeting- Motion to approve the minutes- Scott Kimm, Second- John Schutter, Passed

Article III

Board Elections-114 members represented

1. Motion to approve the 40 absentee ballots submitted- Scott Kimm, Second- Jeanette Walhof, Passed
2. Slate of Candidates: Kurt Dykema, Brett Heidema, Darin Hoekema (*re-upping for a second term*), Ben Holst, Jason Kimm, Kendal Walhof
3. Elected by absentee and in person ballots: Darin Hoekema (second term), Ben Holst, Jason Kimm

Article IV

The 2023-24 Board Nominating committee members are: Rob Braaksma, Gary Dykstra, Kristie Hansen, Mary Kimm, Brenden Leep, Karen Schutter

Article V

Reports from the Board and Board Sub-committees – As always, the entire report is available in the packet to read should you have any further questions. The following are some of the highlights.

- A. Head of School- Joel Westa: This year's school theme was *Trust God's Story* based on Jeremiah 17:7-8. Mr. Westa expressed thanks for his first year at MCS and for the new relationships that have been cultivated. Via the strategic plan for MCS (not yet finalized), he hopes to help lay out a path forward for the school over the next five years and focus on providing a distinctly Christ-centered education with six areas of focus. They are: 1) Spiritual Life, 2) Increase Academic Rigor, 3) Facility Improvement, 4) Solidify Finances, 5) Re-establish Fine Arts Excellence, 6) Establish Marketing/Enrollment Plan. Thanks to outgoing faculty members.

- B. Principal K-12- Nathanael Hope: Remember to look back at God's goodness and what He has done for His people; God has been kind to MCS. It was a challenging year as Mr. Hope added principal duties for K-5 and he learned a great deal. Thank you to the faculty that will not be returning next year. Eager to see what God has in store for MCS.
- C. Board- Darin Hoekema: We are grateful for our Administration team, Joel and Nathanael, as well as our faculty and staff. God is doing powerful things at MCS and it is exciting to see where He is leading us. The ELC is still in desperate need of additional staff but we feel confident that it can remain open. Thanks to all of the volunteers who dedicate their time to so many school causes.
- D. Facilities- Scott Kimm: Lots of work completed on our facility. The parking lot was resurfaced, boiler is still working, drain pipe in elementary was leaking, fixed a leaking roof, fixed the kitchen refrigeration unit, new dishwasher, painted the siding and some classrooms, and fixed floors.
- E. Friends- Chase Dyksterhouse: Very blessed with a great outcome at our fundraisers. Harvest Festival was well attended and raised \$85k. Dutch Supper/Tulip Mania increase of 25% this year raised \$115k. Fun Run generated \$35k. Concessions generated a great amount again this year; Jeff and Faith Dyksterhouse and Jodi Smith will stay on in concessions next year- thankful for a job well done. There were 88 teams present for this year's 3 on 3 tournament. The amount given to the school from Friends this year was \$250k. Thank you to all volunteers!
- F. Education- Beth Kamerman: Faculty update was provided; continued efforts to fill positions for next year- asking for prayers in those efforts. Thank you to departing faculty members. Caroline Cok will be the Curriculum Coordinator next school year; Kurt Kimm (high school) and Leah Brouwer (elementary) will be Lead Teachers. Continued focus on updating Math curriculum; middle school students will use new Math curriculum next year.
- G. Stewardship- Gloria Veltkamp: Added 23 new families this year for a total of 30 new students. "Step up days" were added for 5th and 8th graders to help make their transition to middle/high school easier. Kindergarten visit day is scheduled for late May. Word of mouth remains to be the best marketing tool for the school. Lexi Glaus continues to do a great job of helping with marketing, using tools such as Niche (school review website) and social media.
- H. Athletics- Layne Glaus: First year as AD and Layne is thankful to be a part of the school and community. Top priority is to glorify God. Thanks to coaches. Athletes performed at a high level with hard work and family support. Looking forward to first ever MCS high school football team next fall. Layne provided middle and high school athletic participation numbers. The proposed 1.5 multiplier for private schools will be put off for the time being.
- I. Foundation- Darin Hoekema (on behalf of Ron Hoekema): Darin encouraged folks to become Foundation members, especially if you are in the 45-60 age range. Current membership is below 100 members; at its peak there were 150 members. Donations are the lifeblood of the Foundation and offer great benefits.
- J. Early Learning Center (ELC)- Stacy Burley: Stacy is grateful for outgoing employees. Stacy and Lorna are stepping down as ELC Co-directors. Childcare continues to be a huge need in our community. ELC

is interviewing for all positions and is exploring new operating models. Challenge continues to be finding employees. Special thanks from Ryan Ruffatto, Board President, to Stacy and Lorna for their many years of dedication to the ELC.

- K. Finance- Jonathan Schutter: Thank you to our generous donors. Remaining debt to Twice Treasured Thrift on land purchase is \$229k; raised \$66k at Tulip Mania reverse auction which will be used to pay down the land debt. Continued efforts will be made to pay off the land debt. Looking at some great ideas for land use. Tuition will increase this year to help with rising inflation; 80% of tuition increase goes directly to teacher salaries as it's costly to live in this valley. Hoping that tuition increases will level off in coming years. Finance has moved some funds to higher interest rate accounts. Special thank you to Janelle Gustafson for all that she does for the school.

- L. Twice Treasured Thrift- Mark Kredit: Thanks to the dedicated staff and volunteers at the thrift store. Special thanks to Faith Dyksterhouse who works very hard and puts in many hours. Volunteers are especially needed for Saturday's and FSO points can be earned by coordinating with Friends of MCS. The store continues to be busy, has high sales numbers, and is rated as one of the best thrift stores in the valley. TTT donated \$150k to the school this past year and also loaned the money for the land purchase to the school. Many opportunities at the store to tell customers about MCS.

- M. Elementary Remodel- Travis Hamilton: The design team has plans totaling 180 pages. Mr. Westa has a vision for MCS to add a performing arts center/auditorium to improve our fine arts program. Committee is looking at adding an auditorium to the building plans and are researching costs. Working on getting an estimate from a local contractor as prices seem to be stabilizing.

Article VI

Closing Prayer: Tim Dyksterhouse, Board Member

MCS Constitution Articles I, II & III

CONSTITUTION OF MANHATTAN CHRISTIAN SCHOOL

ARTICLE I

NAME

The name of the school shall be Manhattan Christian School.

GOVERNING AUTHORITY

The Association.

ARTICLE II

BASIS

The basis on which the school is founded is the infallible Word of God interpreted in accordance with the Reformed tenets and in agreement with the three Standards of Unity: the Belgic Confession, the Canons of Dort, and the Heidelberg Catechism. The following statements will help to clarify this article as to what it means for education:

1. The ultimate basis in the Scriptures of the Old and New testaments which we believe are the written Word of God, the revelation of the Triune God; the truth by which He enlightens our understanding of God,
Annual Association Meeting

man, and the universe; and the infallible authority by which He directs and governs all of our activities, including the education of our children.

2. The foundation of Christian education is in the Creator-creature relationship as taught in the Bible. Imbedded in creation is the pattern of our educational task: understanding the universe, communication with God, and creative performance.
3. We acknowledge the disruptive effect of sin, man's estrangement from God, and his blindness to the true meaning of life. We heartily acknowledge the restorative work of Jesus Christ (Col 1:16-20), His reconciliation of the world to God, and the redemption of our life in its entirety. This implies the necessity of a distinctive and peculiar dimension in our educational task, namely, to direct and guide the child to commit his heart to Christ, the Truth.
4. The primary responsibility for education rests upon the parents (Deut. 6:6-9, Eph. 6:1-4). They may delegate a part of this responsibility to an institution that is able to carry forward this God-given task. While standing in place of the parent, the teacher, as a servant of God, exercises authority in the performance of his office in educating the child in the school.
5. The child, created in the image of God, is regarded as a spiritual-physical creature who through grace is capable of learning the laws of God's creation and knowing and obeying the truth of God's Word. He is, as image-bearer, regarded as a social creature standing in relation to his fellow man, having moral, intellectual, and emotional needs.
6. The total educational program of the Christian school is designed to orient the child to a life in Christ, through his culture, for fellowship with and service to God and his fellow man.

ARTICLE III

OBJECT

The object of this Association is the establishment and the maintenance of a school in which instruction is given in harmony with the basis of this Association.

By-laws Concerning Membership and Absentee Voting

Association Membership

1. Any person who has reached the age of 18 and subscribes to Articles II and III of the Constitution may become a member of this association.
2. Members of the Association are eligible to vote at any duly called meeting of the Association.

Absentee Voting

Ballots signed by Association members will count on the initial vote only.

Current Board of Trustees

Name	Year of Retirement	Church
Travis Hamilton	2025	Journey
Darin Hoekema	2026	Bethel Christian Reformed
Ben Holst	2026	Bethel Christian Reformed
**Beth Kamerman	2024	Manhattan Christian Reformed
Jason Kimm	2026	Bethel Christian Reformed
Tami Leep	2025	Manhattan Christian Reformed
**Ryan Ruffatto	2024	Summit
Jonathan Schutter	2025	Bethel Christian Reformed
*Kendal Walhof	2024	Bethel Christian Reformed

Thank you for your years of service to Manhattan Christian School!

*Re-upping

**Retiring

2024 Nominee Introductions

Name: Anna Lynn Alberda

Spouse: Keith Alberda

Children:

We have three daughters Lauralee, Christine, and Whitney. Who attended and graduated from Manhattan Christian. We have also been blessed with five grandchildren.

Educational Background (high school, college, degree):

Denver Christian class of 1976

Dordt University class of 1980 BA Elementary Education

Continuing education classes at various colleges and universities

Job Position:

Lynden Christian School 1st grade

Denver Christian School Kindergarten/ 1st grade

Manhattan Christian School Kindergarten/ 1st grade

Church Membership (location, years):

Bethel CRC 36 years

Church Involvement (service, etc.):

G.E.M.S. counselor

Choir member

Bible Study Fellowship

Sunday School teacher

MCS Involvement:

Substitute teacher

Teacher aide for 2nd and 5th grade

Ladies Auxiliary

Education Committee

Other committee work while on staff

Twice Treasured Thrift volunteer

Curriculum review Language Arts materials

Perspective on Christian Education and MCS:

Christian education has been a significant part of my life beginning in my childhood and following through to my choice of vocation, parenting, and worldview. In our world there are many voices calling us to follow our own way and do what is best for ourselves. These voices are the opposite to what a life as a follower of Christ should pursue. Today these voices are loud, but we serve a God who has laid out a plan in His word for parents to follow as they raise and train their children to know and serve God in His world. Already in Deuteronomy 6 :4-7 God is calling parents to teach their children to love and know God. *“Hear, O Israel: The LORD our God, the LORD is one. Love, the LORD your God with all your heart and with all our soul and with all your strength. These commandments that I give you today are*

to be upon your hearts. Impress them on your children. Talk about them when you walk along the road, when you lie down and when you get up.”

Manhattan Christian is a setting where education takes place in harmony with parents and the church. The above passage was foundational to our home and why we chose to send our daughters to Manhattan Christian. This passage was also applied to my classroom as I helped children explore and learn about the world that our God has created. In math we could see the order and truth in numbers. Reading gave us the opportunity to learn from stories. Writing helped to use our God given ability to communicate on paper. Teaching children to understand that they belong to God and that we live and work in His world to serve in everything we do was a rewarding time.

I had the opportunity to see how many people are needed to make Manhattan Christian a place where children are nurtured in their walk with God. I am very grateful for the education and experiences that our daughters received during their time at Manhattan Christian. It is part of what formed them to be servants in God's Kingdom.

Now, as a grandparent and a retired teacher shaping the next generation to love and know God is another occasion to be invested in Christian Education. I believe that the journey of raising our daughters, time spent in the classroom guiding children, and being on staff at Manhattan Christian have all been opportunities that God has given me to grow and depend on Him. Being a member of the board would be another avenue in which I could have the opportunity to serve and share that our world belongs to God. *“...we will tell the next generation the praiseworthy deeds of the LORD, his power, and the wonders he has done.” Ps 78 : 4*

Name: Kale Knudson

Spouse: Dani Knudson

Children:

Molly Knudson

Claire Knudson

Russell Knudson

Educational Background (high school, college, degree):

Highwood High School, graduation 2001

Montana State University, Chemical Engineering, 2005

University of Washington School of Medicine, MD, 2014

Job Position:

Internal Medicine Physician, Billings Clinic Bozeman

Hospice Medical Director, Stillwater Hospice

Church Membership (location, years):

Harvest Church, Billings, MT, 2015 – 2021

Bethel Church, Churchill, MT, 2022 - current

Church Involvement (service, etc.):

Small group leader, Harvest Church, 2017-2021

Annual Association Meeting

MCS Involvement:

Little Eagles Coach, 2023-2024

Perspective on Christian Education and MCS:

I am honored to be nominated to the MCS board. My family and I are blessed to join the MCS community and we are so thankful for its leadership, staff and teachers for their expertise and dedication to the future of this community.

I was raised in Highwood, MT and attended Highwood school, which is very similar in size and held values as the MCS community. I also grew up on a farm and ranch and learned early the value of hard work and the blessings the land provides to a community. My upbringing and education greatly prepared me for my success as physician, father, husband and leader. These values learned early in life, as well as my faith rooted in Christ Jesus, will guide me as a potential board member in my actions, summarized as a servant leader:

- Put people first
- Ensure collaboration and ensure expertise is present for all important decisions
- Follow the moral authority in God's divine word
- Value appropriate, succinct, and timely communication
- Being ok with saying "I don't know"

As the son of a teacher and principal, I have seen first-hand the struggles and hardships of being a teacher, as well as the amazing rewards. I want to ensure our teachers have the support they need to do their job well, and to enjoy it well. I want to ensure our students get a great education while ensuring God is at the center of all their education. I want to ensure our students can explore their God given gifts through a wide-array of extracurricular activities.

Thank you for your consideration.

Name: Kurt Dykema

Spouse: Bridget Dykema

Children:

Christopher, Nicholas, Benjamin

Educational Background (high school, college, degree):

Bachelor of Science in diesel technology from MSU NORTHERN in Havre MT.

Job Position:

farmer/rancher

Church Membership (location, years):

Bethel CRC, 12 years

Church Involvement (service, etc.):

I have served as cadet counselor, and also served on council as a deacon/treasurer.

MCS Involvement:

I enjoy supporting MCS in many ways, music programs, sporting events, and fundraising events.

Perspective on Christian Education and MCS:

I believe that Christian Education is a very important and valuable tool that has lifelong benefits. I believe that MCS does a very good job of coming alongside of parents to instill strong Christian values in our children. It also teaches them how to look for opportunities to show their faith by helping others in need, whether that is another student in school, or those in the larger community.

Name: Nich Pertuit

Spouse: Laura Pertuit

Children:

Ellie (in 1st grade now at MCS); Hudson (will be in Kindergarten at MCS next year)

Educational Background (high school, college, degree):

Ph.D. in Curriculum & Instruction | Studied: Practical applications of motivational theories in driving behavior change

Texas Tech University

Dissertation in “Cross-domain generalizability of implicit theories of belief” – 2011 | GPA 4.0

Master of Science (MS) | Kinesiology & Education

K-12 Math Teaching Certification | Thesis Practicum: Curriculum design for NCAA Athletics | GPA: 4.0

Bachelor of Science (BS) | Exercise Science

University of the Incarnate Word

Minor: Mathematics; Philosophy | GPA: 3.92

High School

Billings Senior High School

Valedictorian | GPA: 4.0

Job Position:

Owner, Founder, & Chief Innovation Officer | Healthy Is Wellness

Owner | Pertuit Consulting

Church Membership (location, years):

We have been attending Redeemer (formally E-Free) church since 2019.

Church Involvement (service, etc.):

Annual Association Meeting

Since we are not officially members of this church, my service and volunteer hours come in other areas. I have spent over a decade volunteering as a tutor, primarily through Boys & Girls Clubs and other nonprofit organizations. I volunteer at schools and also leverage my businesses to provide services for individuals and organizations to help them with their healthcare when they cannot afford our services. I also regularly speak at no cost for school districts, nonprofits, and healthcare systems to build self-efficacy in navigating healthcare, understanding the behavioral economics in the health and education domains, and empowering people to take control of their health and life goals.

MCS Involvement:

I currently serve on the Education Committee, which has also led to being involved with the Curriculum Committee. Additionally, I have had some involvement with the Building Committee.

Perspective on Christian Education and MCS:

There is nothing more important than an organization's "why." This is made clear to others through its mission statement. Hence, my perspective on MCS begins with its mission: to inspire students to live God-glorifying lives by teaching Christ's lordship in faith, learning, and living. This "why" is the driving force behind every "how" and "what" we want to accomplish as a school. Nothing is more important than it. It is the primary litmus test for everything we should consider as a school, from the curricula that we implement to the way we hire our teachers and staff to the plans for the future. Once we are firmly established in our "why," we can work together to consider the best goals ("what" we are doing) and plans ("how" we are going to reach those goals) together. I think Jesus manifested this for us in the way that he manifested Love for us all to model and pursue. His entire life on this earth was his "why."

My perspective on MCS and Christian Education in general can be tracked back into the Bible, as well. The Bible describes David as a man after God's own heart, as a man who pursues His heart and will accomplish all that God has destined him to do (Acts 13:22). I don't think by any stretch of the imagination this is because David acted perfectly in all of his actions. That is not what God is saying to us here; he does not demand perfection. But what David did that I believe God is telling us here is that every time things got hard...even in the difficult times that David himself caused...he never turned away from God. On the contrary, he aggressively and bravely ran towards God. As things got difficult, he got closer.

To fulfill our mission at MCS, I believe we are called to get closer, to lean in and see how we can utilize our skills to continue to grow God's mission and spread His Love on this earth. If it is the right time for me to be a part of the Board inspire more students to live God-glorifying lives I would gladly do so. If it is not the time, I am still committed to leaning in and doing all I can to help us maintain the mission and traditions of the group that founded this school. The strength of MCS is our community, and I'm proud to be a part of it as we work together on behalf of fostering our mission for our kids.

Name: Sharon Kamp

Spouse: Bob Kamp

Children:

Lisa (2004), Charlotte (2006), Matthew (2009)

Educational Background (high school, college, degree):

High School: MCS

College: Calvin University - BA – Secondary Education: Modern Language

Post-Grad: University of LaVerne - MS – Psychology-Counseling

Job Position:

Retired teacher

MCS - 1 year - 4th grade

Ontario Christian School, Ontario, CA – 12 years: 4th, 6th, Art: K-12

Church Membership (location, years):

1st Manhattan CRC — 39 years

Prior: Bethel CRC (Churchill), Calvary CRC – Chino, CA

Church Involvement (service, etc.):

Past: GEMS, Coffee Break: Story Hour teacher, various other church committees

Current: Catering Committee

MCS Involvement:

Substitute teacher, clothing coordinator for the music department, books for volleyball games, Education Committee

Perspective on Christian Education and MCS:

Receiving a Christ-centered, quality education is key to the purpose, goals, and vision of MCS. It is also a primary reason as to what parents who support our school expect by sending their children to MCS. Learning each day in a classroom and in a school environment with Christian teachers and staff will hopefully have a direct impact on their lives. The hope is that it will influence and guide our students to lead lives of service and compassion that reflect Christ wherever God calls them to go.

Name: Jen Scott

Spouse: Kevin Scott

Children:

Landon (graduated MCS in 2022, attends Grand Canyon University), Kaitlyn (graduated MCS in 2023, attends Northern Arizona University), Jack (junior at MCS)

Educational Background (high school, college, degree):

Graduated from The Dalles High School in The Dalles, OR in 1995. Completed a BA in History with a minor in Business from Eastern Oregon University.

Job Position:

I am currently a stay at home mom. Previously employed as a classroom/Resource Room aide at Manhattan Christian for six years. Prior to moving to Montana, I worked in higher education as an academic advisor and as an office manager in distance education.

Church Membership (location, years):

My family has attended Journey Church for 11 years.

Church Involvement (service, etc.):

At Journey Church, I serve as a part of the First Impressions Team, and have served in children's ministry (Base Camp). I served in leadership for VBS at prior churches.

MCS Involvement:

At MCS, I have served as a classroom volunteer numerous times. I was employed as a classroom and resource room aide. I was the co-chair of the Tulip Mania Auction for several years. I had the honor of serving as a coach for the MCS Special Olympics team for many years. I served on the Friends Committee for multiple years.

Perspective on Christian Education and MCS:

I believe in an education founded on Jesus Christ. In the ever changing climate of our world, it is important now, more than ever, to be diligent in teaching and guiding our children with a Christian world view. The greatness of God should be weaved into the fabric of all aspects of education, whether that be science, math, english, art, etc. At MCS, we have a tremendous community that supports our students, staff and teachers. Our school community cares deeply for the spiritual and educational growth of our students. If I am chosen to be part of the MCS School Board, I will prayerfully serve our students, teachers, staff and community.

Name: Kendal Walhof

Spouse: Jeanette Walhof

Children:

Devan (junior - Liberty University, Lynchburg VA)

Natalie (sophomore - Colorado Christian University, Denver CO)

Bryce (8th grade- Manhattan Christian)

Educational Background:

Manhattan Christian School - graduated 1991

Dordt University - graduated 1995 (Bachelor's degree)

Montana State University - graduated 1997 (Master's degree)

Job Position:

General Manager/Co-owner - Churchill Equipment Company Inc.

Church Membership:

Bethel Christian Reformed Church - 50 years

Church Involvement:

Current involvement - instrumental music and adult Bible study.

Annual Association Meeting

Past involvement -served two terms as elder and one term as deacon, helped run sound system, head of pastoral search committee, member of worship committee, Cadet counselor.

MCS Involvement:

Involved in coaching basketball at various levels (from Little Eagles to JV boys basketball). Past member of Strategic Planning Committee. Past chairman of the Friends Committee. Head of 3 on 3 basketball tournament fundraiser. Currently interim school board member (Finance and Stewardship committees)

Perspective on Christian Education and MCS:

Christian education has always been a very important part of my life. Teaching and training our children to love and follow Christ is paramount. If our children receive sound educational and Biblical training at MCS, in the Christian home, and in church, accept the gift of God's grace in their lives, and seek out God's will for their lives through the working of the Holy Spirit then they will be fully equipped to serve God in his kingdom. A Bible believing church, home, and school working together to train our children in the way of the Lord inspires students to live God-glorifying lives wherever He leads them.

Absentee Ballot

Manhattan Christian School

Please vote for three.

_____	AnnaLynn Alberda	_____	Kale Knudson
_____	Kurt Dykema	_____	Nich Pertuit
_____	Sharon Kamp	_____	Jen Scott
_____	Kendal Walhof		

Absentee Ballots must arrive in sealed envelopes with the voter's signature both printed and signed on the outside. Ballots must be delivered to the school no later than Tuesday, May 7 at 7:00 pm. Ballots may also be hand delivered to the school office prior to the meeting or brought to the meeting.

Voter must be an Association Member of record; your signature must be in the Association membership book. Call the school if you are not sure of your status.

IMPORTANT ABSENTEE BALLOT INSTRUCTIONS:

1. Please put your absentee ballot inside a sealed blank envelope.
2. Place inside a second envelope.
3. **Sign** and seal the outside envelope.