

**Highland Christian School**  
**ANNUAL SOCIETY MEETING**  
2025/2026 School Year

Monday, APRIL 20, 2026  
6:00 p.m.

3040 Ridge Road  
Highland, Indiana 46322  
219-838-0356  
[www.highlandchristian.org](http://www.highlandchristian.org)

**HCS Vision Statement:** *“All Highland Christian School students will be academically equipped, biblically grounded, and spiritually nurtured to impact their world for Christ.”*

**HCS Mission Statement:** *“In order to honor God, we nurture and guide students to see the Father's creation, to sense order in a world saved by Christ, and to serve God through the leading of the Holy Spirit.”*

# Highland Christian School - Annual Society Meeting Agenda

Monday, April 20, 2026 at 6pm

- I. Registration
  - Please sign in when you arrive.
  - Ballots will be handed out when you sign-in.
  - Hand in any paper absentee ballots before the meeting begins.
  - Electronic absentee ballots must be submitted by 5pm.
- II. Opening Devotions and Prayer: Holly Haitsma, Board President
- III. Song: Kathy Huizenga and Abby Weener
- IV. Minutes of the 2024-2025 Society Meeting on Tuesday, April 29, 2025
  - These minutes are received for information.
- V. Minutes of the Special Society Meeting on Wednesday, June 11, 2025
  - These minutes are received for information.
- VI. Update on CACE Merger Feasibility Study: Holly Haitsma
- VII. Committee Reports
  - A. Education: Kyle Weener, Andrea Harvey, and Carrie Hutton-Latsoudis
  - B. Finance: Blake Evans
  - C. Building and Grounds: Howie Ridder
  - D. Transportation: Howie Ridder
  - E. Foundation: Brandon Boomsma
- VIII. Summary of Listening Sessions, Surveys, and Feedback: Kyle Weener
- IX. Development Director's Report: Jodi Lineburg
- X. Review Board Nominee Process: Holly Haitsma
- XI. Introduction of Board Nominations: Holly Haitsma
  - Andy Moore, Kara Vander Woude, Kyle Vander Zee, Sandy Van Prooyen
- XII. Presentation and Approval of the Proposed 2025/2026 Budget: Blake Evans
- XIII. Approval of Absentee Ballots: Holly Haitsma
- XIV. Election of Trustees & Approval of Proposed Budget: Holly Haitsma
- XV. Recognition of Outgoing Board Members: Carrie Hutton-Latsoudis
- XVI. Comments from the Society: Carrie Hutton-Latsoudis
- XVII. Closing Prayer and Adjournment: Carrie Hutton-Latsoudis

**Highland Christian School**  
**Society Meeting**  
**Meeting Minutes**  
**Tuesday, April 29, 2025 - 6:00pm**

Present: 179 members were signed in for the Society Meeting.

1. Registration
  - Please sign in when you arrive.
  - Ballots will be handed out when you sign in.
  - Hand in any paper absentee ballots before the meeting begins.
  - Electronic absentee ballots must be submitted by 5pm.
  
2. Opening and Devotions and Prayer: Shawn Evers, Board President
  - Shawn opened with devotions from John 14:15. If you love me, you'll keep my commandments. Shawn reminded us that obedience to God amounts to telling him that you love Him. This is our desire at HCS - to show our love to God through faithfully serving the students and families.
  
3. Minutes of the 2024-2025 Society Meeting on Tuesday, May 6, 2024
  - These were distributed with tonight's agenda. Minutes were received for information.
  
4. Approval of Absentee Ballots: Shawn Evers
  - A Society member made a motion on the floor to amend the process of accepting absentee ballots to individual approvals at the time of each vote. Support from other Society members was given. After a brief discussion, Shawn asked for the vote by having individuals stand to be counted for "yes" to support the motion, and "No" to deny the motion. The Society member's motion was passed to accept the absentee ballots individually after each motion.
  
5. Song: Kathy Huizenga and Abby Weener.
  - We sang "Amazing Grace – Our Chains Are Gone".
  
6. Update on Administrative Changes: Shawn Evers
  - Shawn summarized the administrative changes for the 25/26 school year and referenced a detailed FAQ that was shared in advance of the meeting. A summary of the positions and responsibilities were given. In addition to this summary, a chart was shown highlighting the administrative team at HCS in comparison to other local CSI K-8 schools.  
Administrative Structure:
    - Dr. Kyle Weener -Head of School
    - Mrs. Andrea Harvey -Academic Principal
    - Mr. Bryon Ritzema -Dean of Students
    - Ms. Kimberly Julian -Assistant Principal

- Furthermore, Shawn summarized Dr. Weener's anticipated involvement in the Hammond School project, should it pass. If the Hammond School Vote passes, the HCS Board has approved the idea of a portion of Dr. Weener's time for the 2025/2026 school year being used to organize and help support a team of people who will be working to help start the Hammond School. This will include helping to hire appropriate staffing. This work must not be at the expense of any HCS responsibilities. This will be temporary until appropriate hires are made and a team is prepared to start the Hammond school. The Board will monitor Dr. Weener's time and required attention as it develops and addresses any concerns. Furthermore, 'For Generations To Come' will formulate an agreed upon mechanism to calculate reimbursement to HCS for Dr. Weener's time.
- Discussion was had on the administrative changes for the 25/26 school year.

7. Committee Reports:

1. Education: Dr. Kyle Weener and Mrs. Andrea Harvey
  - Dr. Weener, Mrs. Harvey, and Mrs. Huizenga summarized the Education report. Mrs. Huizenga shared how spiritual growth is active at HCS.
2. Finance:
  - Holly Haitsma summarized her report.
3. Building and Grounds:
  - Howie Ridder summarized his report.
4. Transportation:
  - Howie Ridder summarized his report.
5. Foundation:
  - David Sherwood summarized his report.

8. Development Director's Report: Jodi Lineburg

- Ms. Lineburg summarized her report.

9. Introduction of Board Nominations: Shawn Evers

- The nominees stood as Shawn provided a brief summary of each.
  - i. Taylor Boice
  - ii. Joe Jonkman
  - iii. John VanderPol

10. Election of the Trustees.

- Prior to the vote being called for, a motion was made from a Society member to postpone the approval of the slate until after the upcoming Special Society meeting which was still to be scheduled by the HCS Board within the next 40-45 days. Among other agenda items, the Special Society meeting requested by a group of society members is intended to discuss a proposed motion to change the Board of Trustee nomination process from a proposed slate to 2 nominees per open board position.

- After a period of discussion, Shawn called for the vote by asking those who vote in support of the Society member motion by standing. The Society member's motion to postpone the vote on proposed nominees until after the Special Society meeting did not pass.
- A motion was made and supported to accept absentee ballots for the board nominees. Shawn asked for those who support accepting the absentee ballots to stand. The motion passed to accept absentee ballots.
- Shawn asked Society members present to vote on the Election of Board Trustees.
- Post-meeting note: Motion Passed: 92.37% Approval

11. Presentation of the Proposed 2025/2026 Budget: Holly Haitsma

- Holly presented and summarized the proposed budget.
- Following a summary of the informational meeting and a detailed FAQ that was shared in advance on the Society Meeting, discussion was had and questions were answered on the floor.

12. Approval of proposed budget: Shawn Evers

- A motion was made and supported to accept absentee ballots for the budget. Shawn asked for those who support accepting the absentee ballots to stand. The motion passed to accept absentee ballots.
- Shawn asked Society members present to vote on the proposed budget.
- Post-meeting note: Motion Passed: 70.99% Approval

13. Recognition of the outgoing Board Members: Darla Kinkade

- Darla Kinkade recognized and thanked Shawn Evers, Jenn Neibert and Karen Sherwood for their years of service to HCS and a small gift of flowers were given to each outgoing board member.

14. Comments from Society: Darla Kinkade.

- The floor was opened and Society members shared comments.
- Thank you to the board for the preparation for tonight and for the regular highlighting of the meeting in advance to ensure a good turnout.
- A comment on the desire to keep working towards unity and increased communication.

15. Closing Prayer and adjournment: Darla Kinkade

**Highland Christian School**  
**Special Society Meeting**  
**Meeting Minutes**  
**Tuesday, April 29, 2025 - 8:00pm**

1. Review of proposed purchase of Hammond School: Carrie Hutton-Latsoudis
  - Dr. Hutton-Latsoudis summarized the process leading up to tonight's presentation and vote. This included informational meetings in February, March, and April, 17 opportunities to tour City Baptist, time to review a detailed FAQ, and an opportunity to submit questions online to board members.
  - After Dr. Hutton-Latsoudis' presentation, a variety of questions were answered from the floor and much discussion on the opportunity took place, followed by a Society member motion made and support received to move forward with the vote.
  
2. Proposed purchase of Hammond School Vote: Shawn Evers
  - A motion was made and supported to accept absentee ballots for the Hammond School vote. Shawn asked for those who support accepting the absentee ballots to stand. The motion passed to accept absentee ballots.
  - MOTION: To affirm the vision of the Highland Christian Board of Trustees in expanding capacity through the proposed purchase of City Baptist School by "For Generations to Come, Inc.", a not-for-profit, on the recommendation of the Joint Board Commission (JBC) operating under the authority and at the direction of the boards of CPCS, HCS and ICBS.
  - Shawn asked Society members present to vote on the Hammond School motion.  
Post-meeting note: Motion Passed: 65.45% Approval
  
3. Closing Prayer: Shawn Evers

**Highland Christian School  
Special Society Meeting  
Meeting Minutes  
Wednesday, June 11, 2025 - 6:00pm**

**1. Meeting Procedures**

- Quorum: Confirmed by Shawn Evers
  - 158 Society Members in attendance
  
- Context:
  - In March 2025, an Association member submitted a request for constitutional changes.
  - The HCS Board discussed the request at the April 2025 board meeting, which occurred on April 15, 2025, but did not pass it.
  - On April 28, 2025, a petition with 40 signatures was received, triggering the Special Society Meeting.
  
- \*Voting Process:
  - Shawn Evers explained that 2 board members, 3 governance committee members, and 2 association members would count votes.
  - A process would be in place for handling ineligible votes based on Article IV, Paragraph 2.
  - Voting outcome could be appealed if ineligible votes could change the result.

**2. Motion #1 – Amendment to Article VI.6**

- Proposed Change: A group of HCS Association members desire to amend Article VI.6 of the HCS Constitution to the following:
  - The Board of Trustees shall submit nominations for the election of Board members at the annual meeting of the society; such nominations, with a brief resume of each nominee, shall be included in the notice of the annual meeting herein provided for. At least two candidates for each vacancy shall be nominated by the Board.
  
- Presentation: Motion presented by Shawn Evers; current process and Article VI.6 explained by Holly Haitsma (Board Vice President).
  
- Ballot Vote:
  - Yes: Support amendment
  - No: Oppose amendment

	Total Submitted Votes	Ineligible Votes	Counted Votes	Final Percentage
Yes	84	3	81	53.29%
No	73	2	71	46.71%
	157	5	152	

- Result: As 53.29% did not meet the  $\frac{2}{3}$  requirement, the motion did not pass.

**3. Motion #2 – Addition to Article III**

- Proposed Addition: A group of HCS Association members desire to add the following provision to the end of the first paragraph of Article III of the HCS Constitution:
  - To preserve the ability and autonomy of the Association to carry out its purpose the Association shall not merge or combine with any other society, association, or collection of schools.
- Presentation: Motion presented by Shawn Evers; Article III and board’s stance presented by Jerry Kuiper.
- Ballot Vote:
  - Yes: Support addition
  - No: Oppose addition
  - Result: As 39.19% did not meet the  $\frac{2}{3}$  requirement, the motion did not pass.

	Total Submitted Votes	Ineligible Votes	Counted Votes	Final Percentage
Yes	61	3	58	39.19%
No	92	2	90	60.81%
	153	5	148	

**4. Closing**

- Meeting adjourned with prayer by Shawn Evers.

## Education Committee Report

The Education Committee has had a productive year of supporting the educational goals of Highland Christian School. This year, Highland Christian served a total of 702 students - 594 students in Kindergarten to 8th grade and 108 students in preschool. As the theme for the school year, we focused on being “Scripture Followers”, our second element of our Profile of a Graduate.

To start the school year, five staff members attended the PLC Conference in Lincolnshire, Illinois. Our focus continues to be on the following four big questions:

1. What do we want students to learn?
2. How do we know they have learned it?
3. What do we do if students don't learn the material when we teach it?
4. What do we do if students know it before we teach it?

The 2025-2026 school year continued with strong academic excellence for our students led by the work of our gifted teachers and staff. To help prepare teachers for intentional instruction, we continue to utilize Late Starts for state mandated training and learning best instructional practices. A sample overview of Late Starts includes time spent working on vertical curriculum alignment; state mandated testing training; conflict resolution; training in Tier 1 instruction & intervention and reading strategies.

This school year, Highland Christian participated in our second and final year with the Indiana's Literacy Cadre program. Our partnership with the Literacy Cadre allowed us to employ Mrs. Kristin Freel as our Literacy Coach through a two year grant. In this two year program, Mrs. Freel partnered with a mentor coach from the state and received weekly professional development that she used to further train our teachers on best practices in literacy instruction. This partnership provided excellent support to both Kristin and our teachers as we shifted reading instructional practices to prepare our students for the IREAD3 state assessment. For the upcoming 26/27 school year, Mrs. Freel will continue supporting teachers but return to her role as HCS' Reading Specialist - supporting targeted instruction with small groups of students.

This year, we deployed a new Science curriculum. In grades K-2 we moved the classes to only PLTW (Project Lead the Way) modules utilizing an unique hands-on model of science education and removing science textbooks. In grades 3-8 we adopted McGraw Hill's Science curriculum along with two new PLTW modules in the junior high. We also took the time this school year to review our Bible curriculum. After many fruitful discussions and comparison of other available curriculums, the review team elected to continue with our current Bible curriculum from Christian Schools International. While this curriculum has a publication date of 2009, we see the benefits of remaining with the curriculum as it holds tightly to Biblical Truth, faith formation, and Reformed theology.

Last year, the HCS community participated in the book study of The Anxious Generation. Following that study, administration and staff have held many conversations and sought additional research about the use of technology in classrooms. For the 25/26 school year, we removed the Technology Special from grades K-2. Additionally, during the month of February our school held a screen free challenge for students with

the first graders winning the gold medal. As national research continues to populate about the lack of growth students demonstrate using technology, we are in the process of evaluating how to pull back the use of technology building-wide and ensure technology is intentionally being implemented and support the best interests of students and families. Lastly, with the transition from OnCampus to FACTS (HCS' Learning Management System), teachers now have a more user-friendly platform for grading and viewing student profiles. This change came as a direct result from feedback from employees and parents. The new platform has been well received and has benefited the entire HCS community.

Our expansive Student Support Services team now meets the needs of over 185 individual students with a variety of needs through targeted interventions for academic and speech, while our behavioral and counseling services reach 100+ individual students. During the 2025/2026 school year, we were blessed to add Megan Bennett (Special Education) and Diana Last (English Language Learners Aide) to our team. As we approach the 2026-2027 school year, the Student Services team is reconfiguring responsibilities of team members with the retirement of some tremendous staff members and evaluating the needs of students and teachers.

This year, our Junior High electives expanded to include a second section of Spiritual Life, Spanish 2 and an 8th grade Computer Science course for high school credit. Junior High students were also provided with the opportunity to submit an application to participate in the brand new Robotics Club. Twelve students, alongside Mr. McClenahan and Mrs. Freel, started this inaugural year of the Robotics Club and demonstrated significant growth throughout their season. The launch of this club was made possible through a grant written by Ms. Lineburg.

Lastly, the Education Committee would like to extend a special thank to Joyce Groen, Kathy Vant Hoff, Gail Achterhof, Diana Last, Cheryl Flory, and Laurie Boer who will be retiring at the end of this school year. We are immensely grateful for the impact you have had on the children at Highland Christian School.

Joining the HCS team for the 2026-2027 school year will be a new Academic Support Teacher, Special Education Teacher, JRH Social Studies Teacher, ELL Aide, Preschool Teachers (two), Preschool Aide, School Nurse, and Interventionist. Please continue to keep the teachers and staff in our prayers.

May God continue to bless the efforts and Kingdom work that is happening at Highland Christian School!

Dr. Kyle Weener  
Head of School

Mrs. Andrea Harvey  
Academic Principal

Dr. Carrie Hutton-Latsoudis  
Education Committee Chair

## Finance Committee Report

We continue to be blessed by God's faithfulness at Highland Christian! The Finance Committee and School Board remain committed to seeking the Lord's will as we steward the resources entrusted to provide a high-quality Christ-centered education for our students.

Some highlights from this past year include:

- Meeting 100% of Tuition Assistance needs. This year, \$35,027 was distributed for financial assistance, \$148,250 was disbursed to 247 students for the Foundation gift, and \$18,118 was disbursed from Family Legacy Funds to support students and families in need of tuition support.
- Successful transition from OnCampus to FACTS Financial for all tuition related payments. With this transition, tuition collection improved and delinquency rates were reduced.
- This was the second year where the budget process included the voice of school department leaders who were charged to create and update their department three year budgets.
- Hiring a new auditor, Elizabeth Hoogstra, who completed a review of the 2024 and 2025 financials. Both reviews came back with a clean opinion.
- This year, HCS was facing a 25.1% increase (\$93,018) from our current cost to remain with GuideStone for health insurance. Instead, we went to market with UHC and secured nearly the same plan with a 2.0% reduction from our current cost, resulting in savings of \$7,263.
- HCS received over \$200,000 in state and federal grants. This was used to employ two Title I teachers, provide professional development for staff, start a robotics program, and expand PLTW programming.
- The loan on the Jr. High Expansion project has been paid down to \$1,355,315. As communicated in the 2021-2022 Society Meeting, the interest portion of the loan is paid through the budget, while all donor gifts cover principal payments. We remain grateful for the hundreds of supporters that contributed, and continue to contribute, to this cause.
- Establishing a new Title partner (Lead LEA). School Town of Highland has agreed to serve HCS in this way to ensure we can continue to pool our Title resources and maintain the two Title I teachers that work at HCS.
- As fiduciaries, the Finance Committee continues to consider long-term approaches to school finance and best practices to ensure the financial health of HCS is strong not just next year, but for years to come.

In preparing for the 2026/2027 school year, the priorities of the Finance Committee remain focused on responsible stewardship, supporting our faculty and staff, and maintaining strong programming for our students.

Teacher and staff compensation continues to be a strategic priority. Our teachers and staff are our greatest assets, and we remain committed to closing the gap between HCS compensation and that of surrounding schools. The Board approved a 5.5% salary increase and slightly increased annual step amounts - raising the starting teacher salary from \$44,940 to \$47,412, while continuing to work towards the local public school average of approximately \$52,602. Since the 2021-2022 school year, HCS has raised the starting wage for first year teachers from 78.72% of public school pay to 90.13%. With next year's proposed pay increase, the board was able to meet its goal to obtain 90% of starting pay for a first year teacher.

Additional investments in our staff and student support include:

- Increasing the 401(k) employer match from 5% to 6% for eligible employees.
- Increasing dependent healthcare coverage from 45% to 50% (as of 1/1/2026).
- Adding a part-time school nurse to help support students with medical needs and establish consistent medication and care protocols within the building.

The budget proposed for the 2026/2027 school year assumes enrollment of approximately 729 students (PreK–8th grade), nearing the building capacity of 738 students. In the budget, expenses are \$7,027,594 and income is \$7,027,594.

To support operational costs and continued investment in educational excellence, K–8 tuition for the 2026/2027 school year will be \$9,590. This tuition amount was lower than last year’s projected tuition of \$9,710. The Building User Fee will remain \$350 per family, and several costs will remain unchanged, including Before and After Care (BAC), Hot Lunch, and the Junior High Technology Fee. Transportation fees will be \$650 per child for two-way service and \$325 for one-way service. This information was presented at our second-ever Budget Meeting. This meeting was held on Monday, March 16 and was attended by 26 community members, 9 staff members, and 6 board members.

Next year, it is important to note that the Indiana Choice Scholarship will be universally available to families living in Indiana regardless of income, with anticipated increases in award amounts due to statewide funding adjustments. The expansion of school choice did not impact how tuition was set.

While we are incredibly thankful for the many blessings God has provided to Highland Christian School, we continue to seek His guidance as we faithfully steward the resources entrusted to us and work to equip students to impact their world for Christ.

Blake Evans - Treasurer

## **Building & Grounds Committee Report**

This past year the Building and Grounds Committee consisted of the following board members: Joe Jonkman, George Van Laten, and Howard Ridder. This past year has been busy and challenging. The greatest challenge we had this past year was turnover in custodial staff. A huge thank you is being given to the board members and staff who repeatedly stepped up and unselfishly helped keep this school clean and running. The second greatest challenge was when the courtyard flooded early in the school year from an incredibly heavy rain. This could have been a larger problem if not for the many teachers and staff who stepped up and spent many hours helping clean up classrooms.

This past year, we decided to go a different route with our night time cleaning of the school. We hired City Wide cleaning service to come in and take on this responsibility during the school year. With an increase in the number of individual cleaning in the evening at a cost-neutral price, we have observed a remarkable improvement in school cleanliness and a significant reduction in oversight.

Over this past year we have accomplished many projects around the school. Some notable projects are:

- New A/C and heater units in 6 classrooms
- Aerating and overseeding of the soccer field
- New grinder pumps in the kitchen
- New door hinges on a number of exterior doors
- The addition of a brand new sink in our last preschool room

This summer we look forward to many projects around the school. Some of the highlights are:

- New A/C and heater units in 6 classrooms
- Updated drainage in the courtyard
- A few classrooms remodel projects (supporting Student Services)
- New carpet in 3 classrooms
- Added mulch in the playground to fill in low spots
- A new countertop and shelves for SEC
- Routine grounds maintenance
- Carpets cleaned

As I reflect on being chairman of this committee for the past 3 years, I want to say how blessed we are as a school. The hours and effort freely given by our Society and staff to help not only keep the school clean and running, but to make it great is amazing. We are blessed to have this facility for kids, staff, and families. Praise the Lord!

Howard Ridder, Chairman  
Building & Grounds Committee

## **Transportation Committee Report**

The Transportation committee members this past year consists of Michelle Herrell (Transportation Director), Wes Blocker (Maintenance Coordinator), and board members Joe Jonkman, George Van Laten, and Howard Ridder.

As a committee, we would like to thank all the drivers for safely caring for our students, not only on their morning and afternoon routes, but also for the many field trips and sporting events they drive for. We started the year off with 5 routes and as we gained the ability of having another driver, we were able to go to a 6-route system during the middle of the school year.

School Town of Highland does our routine and annual maintenance work to keep our fleet on the road. We also are able to fill our buses with fuel at the School Town of Highlands garage. This continued relationship for repairs, fuel, and maintenance has been instrumental in keeping costs low for HCS. In the future, we are looking for an opportunity for offsite parking of the school buses. If this were to be achieved, this would double as a space to assist in training our new drivers.

As the school continues to grow in enrollment, the Committee is continuing to evaluate our current needs as well as our future needs. We currently have 7 full size buses and 2 smaller buses. Following our bus replacement schedule, we anticipate replacing one of the older buses with a newer model in the coming year.

As Chairman of this Committee for the past 3 years, I have been thinking how blessed we are as a school to be able to provide this service for our students. We remain appreciative for all the hard work Michelle and Wes have put into making our buses a safe and reliable option. As we prepare for future years, we have a need for additional drivers for the 26-27 school year. God has been good, and we know that He will continue to provide. Thank you for the prayers and support as we serve the HCS students and families.

Howard Ridder, Chairman  
Transportation Committee

## Foundation Board Report

Since its establishment in 1985, the Highland Christian School Foundation has faithfully promoted the long-term viability of Highland Christian School. It has done this through growing its assets through strategic investments as well as by receiving, managing, and administering funds and property exclusively for the school's benefit.

Throughout its history, the Foundation has fulfilled its mission by providing tuition assistance for students, supporting facility expansions, as well as serving as a resource for the School Board to address unique challenges that arise along the way. The current Board continues to be proactive in finding new and innovative ways to grow the Foundation's assets in hopes of achieving the goal set by our predecessors of reaching \$10 million in assets by the year 2030.

To achieve this goal, the Foundation Board plans to take a multi-faceted approach to grow the value of the assets through the enhancement of continued gifts and donations, fundraising events, supporting etc... Thrift Store, and future investments. It is our hope, as a board, to provide the HCS community with a more detailed and clear vision for the future. A vision that shows the community how the Foundation's funds are to be used and deployed, new initiatives we plan to embark on, and additional ways to partner on these kingdom causes.

One of the recurring highlights we had last year was the annual HCS Golf outing hosted at Innsbrook Country Club. It was again a tremendous success with strong support from all those in the community. We want to give a special thanks to all of those involved through organizing, attending, sponsoring, and volunteering at the event. The 2026 golf outing will return to Innsbrook Country Club this year on August 24th. Please mark your calendars! We are thankful for your continued support.

Another success that we'd like to highlight from last year is the continued growth at etc... Thrift Store. With another banner year in 2025, it gifted \$375,000 to the Foundation. The Foundation Board would like to thank all those in the community that manage, support, donate, and volunteer at ETC. ETC continues to be a blessing to the greater HCS community. The Highland Christian School Foundation ended its fiscal year with assets of approximately \$6.5 million. This significant increase in value came from investment income (\$900,000), gifts from ETC (\$375,000), and special gifts and donations (\$212,000). Currently, all the Foundation's investments are placed with the Barnabas Foundation.

The annual gift from the Foundation Board to Highland Christian School is based on a 4% rolling three-year average of the Foundation's net asset value. The HCS Foundation Board was pleased to present the school with a gift of \$202,000 for this past year.

The Foundation Board is grateful for your support, participation, and contributions over the years. Your gifts provide a significant benefit to the school by ensuring the sustainability of HCS as well as providing meaningful tuition gifts to our families. May God continue to bless all of you and Highland Christian School, so God's impact continues in the years ahead.

To God be the glory!

Brandon Boomsma, Chairman  
HCS Foundation Board of Trustees

## Development Director's Report

If you're part of the "Pack that Gives Back" at Highland Christian School, thank you! We think you're remarkable! In willing generosity, you inspire us. With shared vision, you encourage us. And every time you join in and work alongside us, you compel us to even greater things as we envision, equip and nurture students to impact the world for Christ!

This year, our Advancement Team has continued in its efforts to increase communication with key segments of our community, to nurture positive community relationships among enrolled families, to explore new program areas that might benefit our community, to generate financial support through fundraising and grant opportunities, and to cultivate and care for the stewards of Highland Christian School. These are some of the Advancement Highlights for fiscal year 2026:

- We continue to enfold, educate, and engage **HCS families** in meaningful relationships through our Ambassador Family Program, New Mom's Meet-up, and Parent Teacher Organization activities that provide opportunities for families to meet other families in their children's grade level.
- Incredible work is being done at **etc... a thrift store!** We've enjoyed an opportunity to host (6) appreciation events for this amazing group of people who give their time and energy for the long-term benefit of HCS students! Working alongside this group sorting donations, displaying merchandise, and tidying up shelves has been nothing short of a joy!
- We doubled the number of Legacy Leader Conversations and connected with many of you individually to thank, inform, listen, and learn from your observations. We are thankful for the role our **generous givers** play in the stewardship of Highland Christian School.
- In addition to our Annual Pastor Appreciation event, this year we crafted and delivered an extended communication series with **student and supporting churches**, hosted a Supporting Church Leader event, and conducted a special survey seeking input on ways to enhance communication and extend these partnerships.
- We've prepared a multi-system connection campaign to reconnect with **lapsed donors and alumni** that will launch in April.
- This year, we hosted (2) Foundation Awareness events and produced a video campaign for the **HCS Foundation**. Thanks to all who sponsored our Golf Outing and FUSION events. These community building events also raised funds for the HCS Foundation.
- This year we formalized **(2) new program proposals**: Estate Wrap Around Services and a Service Project Initiative. While the Estate Wrap Around business concept was negated, we have pushed pause on our Service Project Initiative. In the interim, we will keep on with Saturday Serves and focus on improving communication and increasing parent engagement in volunteerism at HCS.
- **New Database & Fundraising Tools!** We have converted our constituent database from Blackbaud Raisers Edge to Bloomerang and look forward to the impact these new tools will have in our service to you!

Generosity has an incredible impact on our school community! Here are some highlights with regard to fund development this year.

**\$425,218 | SCHOOL IMPROVEMENT APPEAL | Debt Service**

We received an additional \$425, 218 for debt service on our 2023 Expansion loan and appreciate the early fulfillment of many of our pledges. At the writing of this report, our loan balance is \$1,355,315.

\*. With 75% of the original \$5,592,641 costs paid, we are on track with our goal to be debt free by 2030.

**\$52,393\* | TUITION ASSISTANCE | Supporting Families**

We received new tuition assistance funding in the amount of \$52,393 this fiscal year and distributed \$65,145 in support for 70 Highland Christian School families who are walking through difficult seasons, stabilizing enrollment for their 121 students. This has been a particularly heavy season with the death of a parent in two HCS families, new medical diagnoses for parents and caregivers, continued cancer journeys, job loss, reduced income and other ongoing financial hardship. We appreciate the opportunity to provide support as well for families who don't have access to the CHOICE scholarship.

(\*includes general Tuition Assistance, Feikema Family Memorial Tuition Assistance Fund (FLF), The Principal's Fund, The HOPE Fund, and our SGO Scholarship Fund)

**\$64,127 | WISH LIST & OTHER SPECIAL GIFTS | Student Learning**

We received an unbelievable \$64,127 in Wish List and other special designation gifts this year! We are blessed by the thoughtful provision of these teacher wishes, innovative projects, learning materials, student social emotional learning, and the purchase of new performance risers. We feel the love!

**\$92,931\* | FOUNDATION FUND | Long-Term Viability of HCS**

We received \$92,931 in new gift funds for the HCS Foundation through our annual appeal, tribute gifts and estate gifts this fiscal year. At the writing of this report, our Foundation Fund is valued at \$6,872,065 and growth is tracking with projections as we work towards a goal of \$10,000,000 by 2030. In the most recent five-year period, the Foundation's value increased 48% (FY 2021 through 2025, year ending 7/31).

These Highland Christian School community members were recognized with tribute gifts in 2025/2026.

Gifts in Honor	Henry Huzienga's 90 <sup>th</sup> birthday			
Gifts In Memory	Shirley Dykstra	Bruce Leep	Jennie Schoon	Chris Van Til
	Ken Evenhouse	Lindsey Moes	Doug Sluiter	Gary Zandstra
	David Hofstra	Debbie Ooms	Ken Toren	Norm "Duke" Zuidema
	Adele Kroll	Ida Peerbolte		

**\$667, 741\* | FAMILY LEGACY FUNDS | Various Impact Areas**

Highland Christian School now has (10) Family Legacy Funds! Nine of these funds have matured and are generating an annual distribution. We are continuing with our \$5,000 Matching Gift Incentive into this year. All other funds have matured and are generating an annual distribution.

The total principal value of our Family Legacy Funds has increased by 25% over the past 5 years with the total distribution increasing 50% as funds have matured and new funds have been added. Family Legacy Fund distributions totaled \$38,221 in FY2026. *\*Combined Value of HCS' Family Legacy Funds*

We marvel at God's kindness, the power and mercy of His covenant, and the incredible opportunity we have to make His deeds known to the students we serve at Highland Christian School. Thank you for partnering so well in this work.

## Proposed New Board Members

### Andy Moore



Andy Moore and his wife, Amanda, have been married for 10 years. They have three children. Ryker is in second grade at Highland Christian School. Lily is in first grade at Highland Christian School. Zoe, who is two years old, is excited to start attending Highland Christian School. They are members of Ross Baptist Church, where Andy serves as the senior pastor. Originally from North Carolina, Andy is a graduate of the University of North Carolina (BA) and the Southern Baptist Theological Seminary (MDiv, DEdMin). Andy loves Highland Christian School and is honored to be considered as a board nominee.

### Kara Vander Woude



Kara and her husband Tom live in Highland with their 4 daughters. Rosalind is a freshman at Illiana. Lily and Vivian are in 8th grade and Annelise is in 3rd grade at Highland Christian. They are members at Lynwood United Reformed Church in Lynwood, Illinois. Kara is a Highland Christian alum from the class of 1996. She has served on Highland Christian's PTO and is currently on the Auction Committee. She is employed at Thrivent Financial as an Administrative Assistant. She appreciates being considered to serve on the school board.

### Kyle Vander Zee



Kyle and his wife Nicole live in Munster with their daughter Joelle (kindergarten) and their sons Lee (4), Case (2), and Arie (8 months). They are members of First Orthodox Presbyterian Church in South Holland, where Kyle has served as a deacon.

Kyle graduated from Dordt University in 2016 with a degree in engineering and works as a civil/roadway design engineer for Thomas Engineering Group. He previously served on the Foundation Board at Calvin Christian School, his PreK–8 alma mater. Kyle also attended Illiana Christian High School.

Kyle is deeply grateful to have been raised in a family and community that valued Christian education. Because of that upbringing, he believes strongly in the importance of Reformed, gospel-centered education for our covenant children and would be honored to serve as a board member of HCS.

### Sandy Van Prooyen



Sandy and her husband Kyle have three children. Their daughter Mia attends Calvin University, Kendall attends IU Bloomington and Logan is a senior at Illiana Christian. All three children graduated from Highland Christian School as did their father and grandfather. They attend Crossroads Community Church. Sandy is a Manager of Engineering Regulatory Compliance at Community Hospital. She desires to join the board because she has witnessed the school's transformation over the past 20 years. She wants to serve and support its growth as the school continues to bless the community.

## Proposed Budget (2026/2027) - Highland Christian

	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
	Tuition \$8500	Tuition \$9150	Tuition \$9590
	Annual	Annual	Annual
	Budget	Budget	Budget
	*Based on 560 FTE	*Based on 600 FTE	*Based on 615 FTE
<b><u>REVENUES</u></b>			
Parent Receipts	4,725,000	5,412,708	5,846,450
Tuition Credits	(43,950)	(39,208)	(43,770)
Special Education (APC Income)	40,500	62,623	78,964
Gifts to Offset Expenditures	30,000	30,000	-
Support from Foundation	188,000	202,000	228,000
Miscellaneous Revenue	60,000	35,125	20,000
Administrative Income	35,000	44,000	26,000
B & G Income	112,360	130,000	131,400
Transportation Income	78,191	70,000	58,400
BAC Income	75,000	60,000	80,000
Hot Lunch Income	156,250	165,000	145,000
Preschool Income	378,900	424,600	457,150
<b>TOTAL REVENUE</b>	<b>5,835,251</b>	<b>6,596,848</b>	<b>7,027,594</b>
<b><u>EXPENSES</u></b>			
Wages & Salaries	3,776,521	4,363,412	4,608,870
Pension Expense - CSI Legacy	102,684	102,684	102,684
401K - Employer Matching Contributions	140,116	161,020	220,640
Health Insurance	377,520	369,795	395,670
Professional Development	22,000	22,000	29,000
Miscellaneous Expense	16,250	17,400	7,923
Curriculum, Tech, Supplies	657,160	613,864	626,736
IN CHOICE Contingency Fund	148,000	132,000	132,000
Contingency	-	66,000	87,500
Professional Fees	61,000	66,560	71,320
Bad Debt Expense	5,000	3,000	3,000
Building & WC Insurance	90,140	94,225	102,885
Building & Transportation Expense	218,360	398,387	465,482
Utilities	110,500	97,500	114,000
Interest Expense - Expansion Loan	110,000	89,000	59,885
<b>TOTAL EXPENSES</b>	<b>5,835,251</b>	<b>6,596,848</b>	<b>7,027,594</b>
<b>NET INCOME</b>	<b>-</b>	<b>-</b>	<b>(0)</b>