



Dear Friends of Whitinsville Christian School,

The WCS Board of Trustees cordially invites our WCS parents, supporters, friends, faculty, and staff to attend The Whitinsville Society for Christian Instruction Annual Meeting on Tuesday, April 15, 2025, at 7:00 pm., in the Library Media Center at WCS. This meeting is mandatory for all faculty and staff members, with in-person attendance preferred.

This year's meeting will be held in-person with a remote option. We encourage members to participate in-person. This meeting will be a live presentation and will not be recorded for future viewing. In order to view the meeting online, please use this YouTube link:
<https://www.youtube.com/@WhitinsvilleChristianSchool>

Voting privileges are for members of the Whitinsville Society for Christian Instruction (for membership requirements see pg. 2). Please bring your mobile device to the meeting, as the members will electronically submit their votes. To be considered in the vote, absentee and write-in ballots are to be delivered to the Elementary School Office by Tuesday, April 22, 2025, at noon.

Your participation in the affairs of the school is greatly appreciated. We ask that you please attend.

Call to Order - Erika Johnson, WCS Board President
Devotions - Glenn King, WCS Board Member, Development Committee Chair
Opening Remarks & Recognition of Service- Erika Johnson
Minutes of April 23, 2024 (attached) - Erika Johnson
Election of New Board Members – Michael Bell, WCS Board Member, Committee on Trustees Chair

Slate of Nominees

Christina Menard (incumbent)	Glenn King (incumbent)	Tim Johnson (incumbent)
Byron Flagg		

Head of School Report- Sarah Bowler, Head of School
2025/2026 Budget Recommendation (attached) – Christina Menard, WCS Board Treasurer
By-law changes- Tim Johnson, WCS Board member
Q&A – Glenn King, WCS Board Member
Closing Prayer – Alex Thomas, WCS Board Member

Whitinsville Society for Christian Instruction Membership

To be eligible, members must be from one of the following groups:

1. Parent or guardian of current WCS student(s)
2. Parent or guardian of WCS alumni
3. WCS alumni
4. WCS faculty and staff
5. Active member of one of the local Christian Reformed Churches

Whitinsville Society for Christian Instruction Members must:

1. Be a minimum of 18 years old
2. Declare their unconditional acceptance of the basis and purpose of the Society as expressed in Articles I and II of the Bylaws
3. Lead a Christian life, be a member of a Christian church, be committed to the cause of Christian education, and be willing to uphold Reformed doctrine and practices as related to Whitinsville Christian School
4. Contribute annually to the Society a sum of \$50 (non-tuition) per household

Whitinsville Society for Christian Instruction
Annual Meeting
Tuesday, April 23, 2024

1. Call to order: Erika Johnson, WCS Board President
 - a. Quorum was declared
2. Devotions: Melissa Vanderbaan, Board Trustee
3. Opening Remarks: Erika Johnson
 - a. Erika thanked the Society for opportunity for serving as BOT President
 - b. Remarked on a year of excitement and transition
 - c. Stated that BOT will work on 5 year strategic plan in 2024-2025
 - d. Acknowledged the importance and dedication of the staff
 - e. Thanked fellow BOT members for their time and contributions and the departing members for their dedication and service
 - f. Addressed by-law article 7 – change of frequency of BOT meetings from monthly to 6x per school year.

Motion to approve changes to Article 7 - approved

4. Approval of April 18, 2023 Meeting Minutes: Erika Johnson
 - a. Meeting minutes were previously provided in the meeting packet.Motion to approve the minutes from the April 2023 WCS Society Meeting. APPROVED

5. Election of New Trustees: Melissa Vanderbaan, WCS Board Committee on Trustees, Chair
 - a. Melissa highlighted the Committee on Trustees, succession planning and onboarding of new Trustees.
 - b. Jeff Ryan, Brent Barker and Melissa Vanderbaan have completed their term as a Trustee.
 - c. Melissa presented slate of candidates which will maintain the CRC representation according to the By-Laws:
 - i. Trevor Tomasino completed his first 3-year term and has chosen to stay on as Incumbent.
 - ii. Terry Ebbeling, Ilka Kostka, and Michael Bell were presented as new incoming candidates.

Motion to approve slate of candidates to the WCS Board of Trustees for the 2024-2027 term: Trevor Tomasino, Terry Ebbeling, Ilka Kostka and Michael Bell. APPROVED

6. Head of School Remarks: Sarah Bowler, WCS Head of School
 - a. Sarah spoke about reaccreditation process – which was achieved.
 - b. Completion of Teach for Transformation (TFT) training. Faculty now have a common framework and language to incorporate faith into everyday teaching. Highlighted recent TFT site visit which will result in an assessment and feedback on how we are doing. TFT efforts continue with future training for new teachers and coaches to support the work of TFT at WCS.

- c. Shared about the variety of student life and how wholistic our approach is so students can be engaged in multiple opportunities (sports, drama, music, etc.)
- d. Sarah stated she has been focused on changes and alignment of process and procedures for our faculty and staff.
- e. Looking ahead – will continue partnership with ISM to develop our 5 year strategic plan. Hopes for WCS museum and other ways to celebrate our upcoming 100 years.

7. 2024/2025 Budget Recommendation: Brent Barker, WCS Board Treasurer, Finance Committee Chair

- a. Brent presented blessing and challenges
- b. The state of WCS is in a strong position financially
- c. Fundraising continues to be strong
- d. Achieved operating reserve target (20% of annual operating expenses in cash reserve to meet unexpected needs)
- e. Will be updating our financial strategic plan and will review our financial targets including operating reserve
- f. Enrollment continues to be strong but remains a short term challenge – we see strong interest for new students but we forecast a decrease for next school year (629 students projected).
- g. Tuition assistance – 400K in grants impacting 141 students. We plan to increase that next year. Our goal is to meet 50% of demonstrated need.
- h. Reviewed key budget drivers – 2024/2025 budget total is 9.3 million.
- i. We will try to build in cost of consumables into budgeted expenses – will be “baked” into our expenses. For example fees and other costs for books, folders, etc. There will continue to be some separate fees for example AP classes.
- j. The budget does not include replacement of a van, tennis court improvements and new sound equipment in the Nehemiah center – donors have offered to cover those costs.

Motion to approve the 2024/2025 Annual Budget as presented in the Society packet.

APPROVED

8. Closing Remarks: Tim Johnson

- a. Voting will be done online for the 4 motions presented
- b. Encouraged more people to become society members
- c. Tim closed in prayer.

9. Q&A Session – Glenn King

10. Old/New Business:

- a. No items to report.

11. Meeting adjourned at 8:00pm.

Respectfully submitted,
James Gulinello, WCS Board of Trustees Secretary

Slate of Nominees

Byron Flagg and his wife, Taryn, are both alumni of WCS, and their two daughters, Abby and Emily, are currently sophomores at WCS. Byron serves on the WCS Building Committee and Taryn coaches the school's Track and Cross-Country teams. The family are active members at Pleasant Street Christian Reformed Church where Byron serves on the Sound Team. Byron holds a B.S. in Mechanical Engineering and an MBA in Marketing. He currently works in Sales and Marketing for a global company that manufactures medical devices used in minimally invasive heart surgery. When not working, he is most often found photographing meets for the WCS

Track and Cross-Country teams. A principled and process-minded thinker, Byron is deeply committed to the truth of God's Word and always willing to serve wherever needed.



WCS Building Committee Report 2025 Society Meeting

Executive Summary

This report will provide the key highlights of the WCS Building Committee's activities and accomplishments for the 2024-2025 academic year. The committee focuses on facility improvements, maintenance projects and long-term campus development planning. Our goal this year was to align this committees' activities with our 5-year strategic plan in support of our school's Christian mission.

Committee Members

- 📺 Sarah Bowler (HOS)
- 📺 Jason Keith
- 📺 Paul Paquette
- 📺 Doug Nydam
- 📺 Byron Flagg
- 📺 Trevor Tomasino

Objectives for the Year

1. Develop our Physical Plant, Replacement, Repairs and Special Maintenance plan ("PRISM"). This document will help our HOS and the business office plan and prepare yearly budgets with an eye on projecting upcoming costs/expenditures.
2. Repair/Replace all deficiencies experienced with the Nehemiah Center AVL equipment as well as developing a facility use study to help gear improvements and future planning to better meet the needs of students, faculty and the community.
3. Complete the Campus Master Plan.
4. Align all committee work with the strategic plan.
5. Collaborate with our dedicated volunteer lunch staff to address immediate kitchen facility needs.

Key Accomplishments

- 📺 Completed our Physical Plant, Replacement, Repairs and Special Maintenance (PRISM) Plan. This plan will help our HOS project and plan the yearly budgets with end-of-life (EOL) equipment projections extended out decades.
- 📺 Revitalized work on the Campus Master Plan and aligned this work with the strategic plan.
- 📺 Created a Roadmap of Campus Master Plan Capex project/s.
- 📺 Completed the Nehemiah Center User Needs Analysis which highlights unmet needs and potential AVL upgrades.
- 📺 Formed a subcommittee for the new playground initiative.
- 📺 Completed construction of the new Kaitlin Sperry Koopman memorial tennis courts which includes the highest quality construction - post tension concrete slab to provide a pristine play surface for our championship tennis team and this community for decades.

Challenges and Resolutions

Financial resources and budgets are always a challenge. Working closely with both the finance and development committees as well as the HOS and business office, the building committee looks forward to helping bring clarity and insight to upcoming capex projects.

Conclusion

This building committee is grateful for the unwavering support of the WCS community and our generous donors. We are committed to continuing our work with diligence and faith, ensuring that our community has the best possible campus facilities to attend, visit, perform at, grow with and learn in Christ.

WCS Committee on Trustees Report 2025 Society Meeting

The Committee on Trustees is composed of dedicated board members and the Head of School. This committee is charged with acting as fiduciaries, ensuring the school operates in accordance with its mission and in the best interests of its students, families, and faculty, safeguarding its future for generations to come. They provide oversight and guidance, empowering the Head of School to manage daily operations and academic excellence.

I. Board Governance and Development

This school year, the Committee on Trustees has prioritized enhancing the Board's effectiveness and long-term health. Key initiatives include creating a board succession plan to ensure smooth transitions in leadership, reviewing and improving the board's onboarding process for new members, and actively recruiting potential talent to fill crucial roles within existing committees. To optimize board operations, the committee has focused on evaluating the effectiveness and relevance of board committees, implementing a consistent meeting notes template for improved record-keeping, and developing enterprise solutions to streamline documentation and information sharing among trustees.

II. Strategic Planning and Oversight

The Committee has also been forward-thinking in its approach to the school's strategic direction. This involves clarifying the distinction between strategic and operational responsibilities to ensure that the board focuses on high-level governance, reviewing and refining the board self-assessment process, and defining goals for the Head of School. These efforts aim to enhance the board's capacity to provide effective oversight, ensure alignment with the school's mission, and advance its long-term objectives.

III. Community and Ethical Considerations

The Committee has also addressed important matters related to the school community and ethical governance. This includes a review of the role and function of the Society, including discussions on how to increase member engagement. The committee has also prioritized the implementation of a conflict of interest policy to maintain the integrity of board operations.

Respectfully submitted,
The WCS Committee on Trustees:
Michael Bell, Trustee
Sarah Bowler, Head of School
Jim Gulinello, Trustee
Erika Johnson, Trustee
Glenn King, Trustee
Christina Menard, Trustee

WCS Development Committee Report 2025 Society Meeting

The mission of the Whitinsville Christian School Development Office is to facilitate philanthropic support of WCS, and to be faithful stewards of the gifts and talents of our community, allowing the impact to reach across generations, in support of our mission to nurture students for Christ - like service in God's world. The Development Committee works with the Development Office in support of this mission.

Our partnership with parents is a vital part of our mission. The support of our community allows us to provide opportunities to our students and staff in ways tuition revenue alone does not. The generosity of our community allows us to make choices, not compromises, to deliver our mission, today and in the future. The WCS Annual Fund, the Endowment, and fundraising for special projects provide benefits across the generations.

The WCS Annual Fund Campaign includes Annual Fund Appeals and Giving Day, as well as events such as the Dutch Apple Pie Sale, and the Spring Auction. Our goal for the 2024-2025 school year is \$375,000. To date, we have raised \$333,000. Funds raised at the Annual Spring Auction (final numbers are pending) will further increase this total.

Advancement Special Events

- **Homecoming/Giving Day** - this fun-filled day held in September welcomed families and alumni for athletic events, and carnival games. Giving Day exceeded our goal with more than \$80,000 raised for the WCS Fund.
- **Dutch Apple Pie Fundraiser** - This delicious and "unique to WCS" event raised \$46,000 by selling 5,000 pies! Close to 800 pies were donated to food banks and local police and fire departments. We are thrilled to welcome hard-working and faithful volunteers, including students, parents, grandparents, and friends of WCS as they make pies and build community.
- **End of Year**- Our donors gave \$167,000 this year. Alumni, parents, and friends make a significant investment in WCS students through an annual leadership gift to the WCS Fund.
- **Spring Auction** – This evening of fellowship raised \$87,000 in 2024!

Donor appreciation

In November, members of the 1928 Society met for an appreciation dinner and briefing on the WCS Strategic Plan at Galliford's Restaurant in Mendon, MA. The 1928 Society consists of donors who contribute \$1,000 or more to the WCS Fund within a calendar year.

Tennis Court Renovation

The Kaitlin Sperry Koopman tennis courts were renovated during the summer break. A walk through for major donors was conducted in October and the opening ceremony will be May 9, 2025.

Development office administration

The development office continues to review and update its policies, processes, and procedures. In 2025, the development office created a Gift Acceptance Policy. This policy assists donors and the development office in planning and managing the types of gifts donated including cash, securities, real estate, personal property, etc.

Respectfully submitted,

The WCS Development Committee:

WCS Trustees: Dave Plantinga, Glenn King

Members at Large: Jody Kurczy, Tanya Loughlin, Lawney Tinio

WCS Staff: Sarah Bowler, Laural Plourde, Heather Rufo

WCS Education Committee Report 2025 Society Meeting

The Whitinsville Christian School Education Committee is made up of WCS Board members, administrators, and at-large members, who are charged in ARTICLE IX of the BYLAWS OF THE WHITINSVILLE SOCIETY FOR CHRISTIAN INSTRUCTION as follows: “The Education Committee, Headmaster, and the principals as members of such Committee shall oversee the instruction given in the Whitinsville Christian School with particular attention to curriculum planning, and faculty recruitment and evaluation. The Education Committee shall also oversee the admissions process.”

The WCS Education Committee:

- Monitors and oversees the following subcommittees and programs such as: Performing Arts, Spiritual Life, Professional Development, Technology, Student Academic Services, Athletics, Library Media Center, Arts, Guidance, and International Students Programs.
- Makes recommendations to the WCS Board of Trustees on educational curriculum, programs, personnel, policies, and position statements.

Curriculum

The WCS Education Committee works constantly to ensure that we’re delivering a high-quality education to each student at WCS. This year, the Board has refined our 5-year Strategic Plan for WCS to take into account our recent history as well as opportunities for the future. That revised plan includes some changes to how we believe the school can be positioned to educate students for service in God’s kingdom in the coming years.

Every year, the board committees at WCS have a set of goals and a vision for how the plan will be fulfilled over the next 3-5 years. The Education Committee had the following goals as we entered the 2024-2025 school year:

I. Hire/Develop/Retain High-Quality Staff

- Set/Reinforce professional expectations
- Staff compensation review
- Capitalize on staff leadership
- Refine hiring process (recruiting, onboarding, exiting, etc.)

II. Education approach/philosophy

- Communicate Teaching for Transformation to community
- Train incoming staff and continue the Teaching for Transformation process for current staff
- Find and create opportunities to share our experience with other schools

III. Education Program Systems/Processes

- Develop process to start/stop/continue programs
- Refine/Revise process for annual Strategic Education Plan

IV. Mission-Driven/Data-Informed Admissions Process - Document Admissions/SAS Process

- Find opportunities to standardize process
- Identify areas for technical improvements
- Share baseline analytics for admissions with leadership

Highlights for 2024

Because the goals originally set forth by the Education Committee were being rightfully absorbed by the Administrative Team at WCS, the Education Committee shifted our focus to our one priority for 2024-2025 which was to re-envision the role of the Education Committee at the school. The results of that work can be reviewed in the bylaw changes being recommended by the Board to the Society.

Respectfully submitted,

The WCS Education Committee

WCS Trustees: Tim Johnson (Chair), Marlina Duncan, Ilka Kostka, Terry Ebbeling

Administration: Sarah Bowler, Mary Dykstra, Tammi Gorman, Elisabeth Goodson

Member at Large: Alison Bell

WCS Endowment Committee Report 2025 Society Meeting

Over fifty years ago, the WCS Board of Trustees established the WCS Endowment. The seed funding was \$50,000 received from the sale of the Willow Street School Building. The objective was, and remains, to provide a permanent source of support for WCS. Contributions have come from a number of sources, including honorariums or memorial gifts in honor of loved ones and bequests from WCS supporters.

The WCS Endowment Committee oversees the funds and their prudent investment. The power of permanent gifts like the WCS Endowment becomes clear when reviewing the results. Over the life of the Endowment, we have made total distributions to support WCS, which are comparable to annual dividends, of approximately \$2,191,000.

The planned distribution for next school year is \$150,000.

As of December 31, 2023, the value of the WCS Endowment was \$3,543,021.

As of December 31, 2024, the value of the WCS Endowment was \$3,946,745.

The market conditions in 2024 were excellent, the fund balance has grown by just over \$1,000,000 over the past two years.

Mark Quercio of North Pointe Wealth Management is our investment advisor. Mark and his team of professionals oversee the investments subject to guidelines established by the Committee. For 2024, our annual net return after fees was plus 11.4%. Results did exceed our 70/30 (stock/bond) benchmark one year return by a small margin.

Future growth for the WCS Endowment Fund can best come from the planned gifts of generous WCS supporters who want to leave a legacy for the generations to follow. A number of people have told of us of their provision for WCS in their wills and estate plans. To learn more about how you might make a similar plan, please contact me.

We praise and thank the Lord for His many blessings, including the WCS Endowment.

Respectfully submitted,

The WCS Endowment Committee:

Lee Gaudette (Chair), Dirk Koopman, Marc VanderBaan, and Russ VanderBaan

WCS Finance Committee Report 2025 Society Meeting

The WCS Finance Committee is made up of members of the Board, school staff, and a member at large. It is a pleasure for this group to serve WCS and we thank the WCS community for their consistent support of the school. WCS continues to be in a solid financial position as we navigate some challenges in the broader economy. The following is a summary of the three business periods we need to review.

Last Year - 2023 - 2024

Two years ago, we adopted a budget of \$9.2 million, based on enrollment of 655 students. We ended the school year with enrollment of 646 students. Fundraising was strong and enrollment steady throughout the year, we ended the school year with a small operating surplus. FinCom kept an eye on the inflationary environment and reviewed expenses. Please remember in the 2023-2024 School year, WCS applied for and near the end of the school year received a refund of \$1,864,000 as part of a federal COVID stimulus program. This amount was a one-time benefit to WCS. These funds were put in high interest bearing accounts, which contributed positive interest income for the 2023-2024 (and 2024-2025) operating budget.

This Year - 2024 - 2025

The operating budget for the year totaled \$9,299,118. For the 2024-2025 school year there was a tuition increase of 8%, which was above our long-term average of approximately 5%. The reasons for the higher than normal increase was due to the inflationary environment coming out of the COVID period, and there were no program or service discontinuances to our students. WCS budgeted enrollment assumption was 629 students, current enrollment is at 618. We projected enrollment to decline versus the 2023-2024 year due to a larger than normal graduating class of 2024. With fundraising, the operating budget was breakeven. This year the Board of Trustees voted to pay off the Pension obligation. The Pension obligation in 2023, and prior years was around \$6 million. Due to unprecedented market conditions in 2023 and 2024, the Pension Obligation dropped to under \$2 million. The Pension Payoff Amount was \$1.88 million. With this obligation paid off, WCS is released from an annual expense obligation of \$200,000+. The payoff of the Pension does not impact the current benefit payments nor future benefit payments to WCS employees, who are grandfathered in the WCS Pension Plan. Additionally, WCS is still in the position to meet one of the stability markers set in the Strategic Financial Plan, of having 33% reserves set aside for the stability and growth of WCS.

Next Year - 2025-2026

The Finance Committee's commitment to our families is to be good stewards of the WCS Funds and review tuition increases thoughtfully. For the 2025-2026 school year, there is an anticipated expense increase of 6%, though with projected interest income, endowment income and expense reduction where possible, we have communicated a tuition increase for the 2025-2026 school year of 4.5%.

The Tuition Assistance Program is vital to the success of WCS. Our goal is to build capacity in the Tuition Assistance Program to allow all accepted students to attend WCS, on a needs-blind basis. The Tuition Assistance Program is now assisting 78 families and 125 students for the 2024-25 school year with grants totaling \$425,500. We are progressing toward our goal of offering more coverage of the demonstrated need. Other avenues to help with the cost of tuition are the multi-child discount, which this year alone totaled \$390,000. Primary funding comes through gifts to the WCS Tuition Assistance Program (TAP) Fund. Please prayerfully consider and generously support WCS through this critical campaign.

Financial Stability

One of the Board's north stars is to maintain the long-term financial stability of WCS, and this includes maintaining the appropriate level of rainy-day funds to address the unexpected. WCS is meeting this stability marker.

Looking Ahead

We are focused on being prudent in our decision making as we continue to navigate economic trends. With feedback from Administration, we have taken a more realistic view of the enrollment numbers, forecasting 597 students. We continue to maintain a 90% student retention rate, reflecting program quality and the overall stability of our school community.

We continue to see God meet the needs of WCS and we continue to seek His wisdom in how we manage the finances of WCS.

Respectfully submitted,

The WCS Finance Committee: Christina Menard, Treasurer
Alex Thomas, Trustee
Hans Miersma, Member at Large
Sarah Bowler, Head of School
Lori Ensom, Director of Finance

Whitinsville Christian School
Proposed Operating Budget for 2025/2026 School Year
PK-12 Grade

Revenue Items

Following are revenue items to note:

- Tuition increase of 4.5% for 1st - 12th grade
- Preschool/Kindergarten tuition increased to be more in line with 1st-12th grade tuition
- Increase of Tuition Assistance by 4.5%
- Continued growing interest income

Expense Items

The budget includes a 3% step increase for faculty with less than 16 years of experience, along with 2.5% COLA increase for all faculty and staff.

Following are expense items to note:

- Increase of Aides starting rate to \$18/hr
- Compensating Faculty for obtaining Professional Licensure
- Extending 30% discount to all full time staff
- 10% increase in cost of benefits
- Facilities Improvement Plan funding \$150,000

Whitinsville Christian School			
2025-2026 General Fund Operating Budget			
	2025-2026 Budget	2024-2025 Budget	Budget Adjustment
RECEIPTS			
Tuition Receipts- Net Discounts/Aid	8,904,034	8,475,970	428,064
Endowment Fund	150,000	130,000	20,000
Treasures Contribution	60,000	60,000	-
Fund Drive	400,000	375,000	25,000
Other Receipts Commitments	338,303	258,148	80,155
TOTAL RECEIPTS	9,852,337	9,299,118	553,219
EXPENSES			
Salaries & Benefits	7,821,854	7,741,808	80,046
Program Expenses	689,576	631,043	58,533
Administrative Expenses	320,044	264,084	55,960
Building and Grounds Expenses	851,540	640,710	210,830
Debt Service	165,563	0	165,563
TOTAL EXPENSES	9,848,577	9,277,645	570,932
SURPLUS or (DEFICIT)	3,760	21,473	