

# Annual Report

## July 2022-June 2023

Annual Society Meeting  
Tuesday, October 10, 2023



*...Like a tree firmly planted...*  
Psalm 1:3

# NSCS Annual Report July 2022 – June 2023

<i>Table of Contents</i>	<i>Page/s</i>
Mission Statement and Distinctives	3
Administrative Staff (Names and Roles), Board of Directors, Faculty and Staff (Names and Roles)	4-5
Board Chair's Report	6-8
Overview by Head of School	9-13
Report of the Lead Principal	14-18
Report of the Finance Committee	18-20
Report of the Admissions Committee	20-22
Report of the Development Committee	22-24
Report of the Parent-Teacher Fellowship	24-27
Minutes of the Society Annual Meeting, October 2022	28-29
Minutes of the Society Annual Budget Meeting, April 2023	30
Profile of Candidate for the Board of Directors	31-32

## *Mission Statement*

Rooted in historical evangelical Christian faith, North Shore Christian School, in concert with family and church, seeks to be a community that provides challenging elementary and secondary education. Through academic and biblical instruction, we strive to nurture each student's learning and thinking, and equip them to serve God within their local communities and around the world.

## *Distinctives - Guiding Pillars*

### **PLANTED IN EXCELLENCE**

North Shore Christian School students are planted among caring faculty who provide innovative, research-based, and rigorous instruction, thus imparting to students the skills they need to think deeply and critically as they demonstrate proficiency in their learning.

### **NURTURED TO THRIVE**

North Shore Christian School students are nurtured to recognize their innate value as children of God and to gain confidence in the discovery and expression of their unique gifts and abilities.



### **ROOTED IN CHRIST**

North Shore Christian School is a diverse community rooted in a biblical worldview equipping students to discover God's truth in all knowledge and understanding.

### **FLOURISHING TO IMPACT**

North Shore Christian School students are flourishing in their ability to think diversely and work collaboratively. Having gained an appreciation for the uniqueness of all people, they are able to thoughtfully engage with others and are inspired to lead lives of eternal impact.

## ADMINISTRATIVE STAFF

Pam Heintz	Head of School
Robin Lowe	Lead Principal
Renee Southard	Senior Advisor
Heather Varela	Director of Advancement
Christine Saia	Director of Admissions
Patti Cook	Director of Finance
Bianca Lacorazza	Business Office Associate
Michelle Gandra	Dean of Students, Lynn
Liz MacDavitt	Dean of Students, Beverly
Liz Scottron	Dean of Academics, Beverly, Lynn
Kristin Pepler	Office Manager, Beverly & Hamilton
Karen Guay	Part-time Office Manager, Beverly
Patty Razumny	Office Manager, Lynn
Ashley Campbell	Part-time Office Manager, Lynn
Brad Ramsdell	Facilities Manager, Beverly and Hamilton
Sharon Kim	Director of Worship and Performing Arts, Beverly

## BOARD OF DIRECTORS

Sharon Carlson Chair (2019)
Allan Glass (2021)
Stephen Lacorazza Treasurer (2018)
Mike Mastromatteo (2022)
Monique Reese (2021)
Will Schimpf (2019)
Andrew Stuart (2022)

## FACULTY AND STAFF

Lilly Craft	Social Emotional Mentor, Beverly, Lynn, Hamilton
Karen Guay	After School Care, Beverly
Jordan Green	After School Care, Beverly
Johanna Corandao	After School Care, Lynn
Miranda Briere	After School Care, Lynn
Angela Gomez	After School Care, Lynn
Zoila Pojoy	After School Care, Lynn
Mary Stuart Murray	Enrichment Coordinator, Beverly
Terry Moore	Enrichment Coordinator, Lynn
Molly Gray	Lead Early Childhood Teacher, Hamilton
Insun Park	Teaching Assistant, Hamilton
Lilly Craft	Lead Early Childhood Teacher, Beverly
Victoria Milham	Early Childhood Lead Teacher, Beverly
Rachel Tetzolf	Early Childhood Teaching Assistant Substitute, Beverly
Sharon Kim	Lead Early Childhood Teacher, Beverly
Natalia Milhomem	Lead Early Childhood Teacher, Beverly
Eve Pepler	Early Childhood Teaching Assistant, Beverly
Carol Alter	Lead Early Childhood Teacher, Lynn
Jeniffer Barbosa	Lead Early Childhood Teacher, Lynn
Deb Firicano	Lead Kindergarten Teacher, Lynn
Terry Moore	Associate Kindergarten Teacher, Lynn
Vanessa Volanski	PreK Teaching Assistant, Lynn
Johanna Coranado	Preschool Teaching Assistant, Lynn
Bianca Lacorazza	PreK Teaching Assistant, Lynn

## **FACULTY AND STAFF (cont'd)**

Kathy Ely	Lead Kindergarten Teacher, Spanish Teacher & Chaplain, Beverly
Tessa Marshall	Associate Teacher, Kindergarten, Beverly
Kathy Williams	Lead Teacher 1 <sup>st</sup> and 2 <sup>nd</sup> grade, Beverly
Amanda O'Donnell	Lead Teacher 1 <sup>st</sup> grade, Lynn
Johanna Misarski	Lead Teacher 2 <sup>nd</sup> grade, Lynn
Tanya Koski	Lead Teacher 3 <sup>rd</sup> and 4 <sup>th</sup> grade, Beverly
Sarah Rios	Lead Teacher 3 <sup>rd</sup> and 4 <sup>th</sup> grade, Beverly
Sydney Sweeney	Lead Teacher 3 <sup>rd</sup> grade, Lynn
Miranda Briere	Lead Teacher 4 <sup>th</sup> grade, Lynn
Liz MacDavitt	Lead Teacher, MS SS, Bible, Dean of Students, Beverly
Mary Stuart Murray	Lead Teacher, MS ELA, 1 <sup>st</sup> & 2 <sup>nd</sup> Grade Math, Beverly
Alan Nahigian	Lead Teacher, MS Math, Physical Education, Beverly, Lynn
Avery Atkins	Lead Teacher, MS Science and Spanish, Beverly
Todd McMillan	Lead Teacher MS Bible, Social Studies, Lynn
Maria Reiss	Lead Teacher, MS Math, Lynn
Kelly Sawyer	Lead Teacher, MS ELA and Digital Literacy, Lynn
Katrina Holland	Lead Teacher, MS Science, Lynn
Michelle Gandra	Lead Teacher Spanish, Chaplain, Dean of Students, Lynn
Courtney Reid	Lead Teacher Art, Beverly, Lynn
Lauren Mazzola	Lead Teacher, Music and Science, Beverly
Rebecca Ibanez	Associate Teacher, Music, Lynn

## *Board Chair's Report*

### **2023 Board Chair Report**

Taking this opportunity to reflect on the past year is always such an encouragement. The administration, faculty, and staff at North Shore Christian School work tirelessly and with deep commitment and love for the students and families at NSCS. On behalf of the Board of Directors I would like to express our appreciation for them, and our thanks to God for calling them and all NSCS families to this special place.

### **Board Transitions**

The following new Board member was appointed in February 2023 (to be ratified at 2023 Society Annual Meeting):

Mike Mastromatteo – a brief profile is included at the end of this report

The following Board members concluded their terms in 2022-23:

Will Schimpf, August 2023

Monique Reese, September 2023

The leadership on the Board in 2023:

Sharon Carlson, Chair of the Board

Allan Glass, Treasurer

Secretary, vacant as of August 2023

The following represents the Board members and their respective terms going into the 2023-2024 year:

Term of 2021-2023 Stephen Lacorazza (2<sup>nd</sup> term)

Term of 2021-2024 Allan Glass (1<sup>st</sup> Term)

Term of 2022-2025 Sharon Carlson (2<sup>nd</sup> term)

Term of 2022-2025 Andrew Stuart (1<sup>st</sup> term)

Term of 2023-2026 Mike Mastromatteo (1<sup>st</sup> term)

## Strategic Priorities

The Board has continued to work with Pam Heintz, Head of School, and the SALT team on the Strategic Priorities approved in July, 2022. The timeline for our priority of addressing facility needs for the Beverly Campus was made more pressing in February, 2023, when Second Congregational Church notified us that they would be selling the building and our lease would only extend through the end of the 2023-2024 academic year.

Pam, working with a commercial real estate broker, identified several properties for consideration. We are currently in the due diligence phase of acquiring a new property, and one of the elements of this phase is approval by the Society for the Board to act on behalf of the School to acquire the property. The NSCS Constitution states, *“The Board shall be authorized to receive and disburse gifts, contributions, bequests, devices, endowments, payments of tuition, and other funds. The Society may further authorize the Board to lease, purchase, invest, mortgage, or sell real and personal property for the purpose of the Society.”*

One of the actions at the Annual Meeting will be to approve the Board to move forward with purchasing property for the Beverly Campus. This is not a vote on a specific property, as we are still in process of assessing the most feasible option. The vote is to authorize the Board to act on behalf of the School. Of course, we will keep the Society informed as the details of any agreement are confirmed. This will be an important step as we assess our capacity for both financing and fundraising, and I ask for your prayers and support as we undertake this important step in the life of NSCS.

As I highlighted in last year’s report, one of the major strategic goal areas focuses on the Board of Directors, and specifically development of the Board. Due to personal circumstances, two board members ended their service prior to the end of their terms this year. It is important that we return the Board to full strength as we embark on critical strategic initiatives. There will also be an increasing need for people to serve as short-term Task Force members to complete some of these initiatives. Please consider how your strengths and expertise may contribute to the future success of NSCS and contact me or Pam Heintz if you would like to discuss this further. Please also pray

that God will call qualified members of our community to step forward in leadership for the School.

This is a very exciting season of life for North Shore Christian School! At the same time, we face significant challenges and uncertainties. Of course, we know that all our plans are under the sovereign care of God, and that He already knows what the future will bring. As He has blessed NSCS in so many ways for decades, we anticipate with great hope His continued grace and sustaining power. Our desire is to serve Him well, and be a witness to the communities of Lynn, Beverly, Hamilton, and all of the North Shore as we face each day with the strength, confidence, and peace only the Lord can provide.

It is my delight to serve North Shore Christian School, and these words of Philemon ring true whenever I think of this community we share:

*I always thank my God as I remember you in my prayers, because I hear about your love for all His holy people and your faith in the Lord Jesus. I pray that your partnership with us in the faith may be effective in deepening your understanding of every good thing we share for the sake of Christ. Your love has given me great joy and encouragement, because you, brother, have refreshed the hearts of the Lord's people. ~Philemon 4-7*

To God be the glory!

Respectfully submitted,  
**Sharon Carlson**  
Chair, Board of Directors  
North Shore Christian School

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## *Overview by Head of School*

School Theme 2022-23:



# BRIGHT HOPE

JEREMIAH 29:11

*“For I know the plans I have for you”, declares the Lord,  
“plans to prosper you and not to harm you,  
plans to give you hope and a future”.*

Last academic year, 2022-23, our school theme was *Bright Hope*. As we began the new year in September 2022 we declared as a learning community to enter the year with great expectation of good things to come! We claimed Jeremiah 29:11 as our theme verse for the year, and this verse helped ground our thinking, and it filled our thoughts and hearts with hope...a hope that God is working on behalf of NSCS.

We also knew that we would be digging deep into our *Bright Hope Strategic Plan*, that was officially launched in October 2022, and the leadership was committed to trusting that God had plans for NSCS to prosper, and to give NSCS a hope and a future. We were amazed during the Academic Year 2022-23 by the many ways in which God reminded us about his goodness and faithfulness. Click here to view our [Strategic Plan](#).

*To God Be All the Glory!*

## *Bright Hope – A Year in Review 2022-23*

Dear North Shore Christian School Society Members,

As mentioned above, our school theme during the Academic Year 2022-23 was *Bright Hope*. Indeed, a fitting theme as we launched our strategic plan and trusted God to reveal to our leadership the areas that would require strategy and work. After many months of consideration, deliberations, focus groups, and surveys, five key Goal Areas were developed. These key areas include:

### **GOAL AREA 1**

Provide academic and supportive programs that align with the diverse learning profile of our current and future students while integrating Christian faith and learning. Equip and strengthen the quality and efficacy of faculty teaching practices to promote excellence in student learning and enrich the partnership between home and school.

### **GOAL AREA 2**

Ensure that our (current and future) facilities create the necessary environments that support teaching and learning, facilitate high quality curricular and co-curricular programming and learning, and support our desire for future enrollment growth.

### **GOAL AREA 3**

Further develop partnerships in Essex County so that more families have access to a high-quality faith-based education and students understand the call God has on their lives.

### **GOAL AREA 4**

Develop a robust, sustainable financial model for NSCS to solidify our fiscal health, to promote growth and expansion, and to ensure uncompromised execution of the School's mission into the future.

### **GOAL AREA 5**

Refine the School's governance and leadership models in order to ensure healthy and relevant organizational (spiritual, academic, administrative, financial, etc.) oversight and high-quality leadership at all levels to meet the current and future needs of the School.

I am happy to report that goals have either been completed or are well underway in the process. I am grateful that we had these frameworks to direct our efforts last year, and they will continue to

do so during the Academic Year 2023-24.

Goal Area 2 is of particular importance, because it was written in the spring of 2021. Why is the date of when this goal was written important to note? It is important to note because God had already laid it upon the hearts and minds of our leadership to consider our current and future facilities. It was one of the first goal areas drafted, and soon after we secured a commercial broker and began looking at properties that might be appropriate to move our Beverly Campus into. It was the desire then, and remains the desire now to see our facilities improved, so that we can add more programming and students! God has always gone before the efforts of NSCS, so when we received the news from the church that we had only been guaranteed one more academic year lease (2023-24), it did not change our plans. It may have sped up the timeline, but certainly did not change our plans, or our desire to relocate our Beverly Campus and improve our facilities on our Lynn Campus. You may click [here](#) to view the letter that was sent to our Society last February (2022).

Getting back to our 2022-23 school theme, *Bright Hope*, it seemed fitting that this was the year that God was calling us to recognize that He indeed has a good plan in store for NSCS. The words of Jeremiah 29:11 were spoken during a very difficult time in the life of the Israelites. They were under Babylonian captivity, and they were feeling desperate and without hope or a future. The prophet Jeremiah spoke words that were right from God's heart, and directly for the Israelites. The words from Jeremiah 29:11 are in fact words spoken to all of God's children. "*For I know the plans I have for you*", declares the Lord, "*plans to prosper you and not to harm you, plans to give you hope and a future*". NSCS claimed these words, these promises that are "yes" and "amen" in Christ Jesus. We believe that God has allowed us to create a strategic plan that is God-honoring, and will allow us to appropriate our resources, energies, and focus in a manner that will be conducive to supporting increased enrollment as well as expanded and enhanced programming. Last year we began this process, and it is our desire to see this strategic plan through to its completion, because we believe that God has provided NSCS with a *Bright Hope*, that will serve our organization well for many, many more decades to come!

As we have begun the process of thinking strategically, it has allowed our leadership to consider all the areas of the organization and begin to take steps toward improving upon our already excellent academics, programming, and management. Adding to three key areas during the Academic Year 2022-23 have already proven to be an asset to our overall efforts. These areas included adding a part-time Business Office associate. Bianca Lacorazza has been working alongside our Director of Finances and Operations, Patti Cook, supporting the day-to-day needs, as well as supporting payroll, accounts payable, and customer service. Additionally, Sue Persenaire joined our Academic Support team last year in the way of an associate, coming alongside Liz Scottron, our Dean of Academics. This added academic support has proven to strengthen our overall student outcomes. Finally, after spending time last year looking strategically at our *Senior Administrative Leadership Team (SALT)* and the varied needs, we have come to the conclusion during the year that the Director of Advancement and Communication role that was filled by Heather Varela, needed to be reworked so that we could work more deliberately and strategically as we consider future growth and needs of the organization. The decision was made to have two distinct areas of focus – Director of Advancement, which will have a development, donor cultivation, and fundraising focus, and a *Director of Communications and Events*, which will support development efforts, and have a primary focus of event organization, branding integrity, internal and external communications, and website management. Last year we began the process of working under this model that has been officially launched this year. Heather Varela has seamlessly transitioned into the new role of Director of Communications and Events.

As we continue to refine our practices, we will also be eliminating the Technology Committee and Buildings Committee, which historically included NSCS staff and volunteers, and we will place the important function of technology within the responsibilities and domain of the Business Office. We continue to welcome anyone with IT experience to consider supporting our needs. If you have a desire to serve, or would like to learn more, you may reach out to Patti Cook ([pcook@nschristian.org](mailto:pcook@nschristian.org)). Additionally, you may read more about the shift away from a facilities committee and toward to facility managers, now on all three campuses, within the Director of Finance and Operations report. Again, if someone is handy and would like to volunteer time or resources to any one of our campuses, please reach out to Patti Cook.

As I reflect upon Academic Year 2022-23, the overwhelming feeling I am left with is one of gratitude. God is faithful. Things do not always go as planned, nor are outcomes always what we had hoped for. But as I look back over my shoulder at last year, I can say without reservation that all that transpired was exactly the way it needed to be, that God was in control and He was faithful. He has always been faithful. NSCS is in its 73<sup>rd</sup> year, and each year, I am confident, that whoever has been in leadership at NSCS was able to look back at the previous year and say, “God was faithful”. One of the ways that God has reminded me of His faithfulness is how He continues to raise up the right people at the right time. As we anticipate our future needs, we believe that it will include a capital campaign and a relocation of our Beverly Campus. We need individuals who are visionaries, who have experience with these sorts of endeavors, and who desire to see Christian education on the North Shore expanded for the sake of the Kingdom and for the glory of God. If God is speaking to your heart, and you desire to get more deeply involved with the work and activities taking place, please reach out to me directly at [pheintz@nschristian.org](mailto:pheintz@nschristian.org) or call one of our campuses to speak with me. I would welcome the opportunity to hear your heart, and to see how it might align with the work taking place at NSCS.

I am thrilled about what God has done and continues to do for NSCS. The anticipation about the future is growing within the hearts of our Board of Directors and SALT and we are enthusiastically looking toward a bright and hope-filled future! Please remember to pray for the efforts taking place on behalf of NSCS. In fact, encourage you to make it part of your daily practice as we seek together to raise up a generation who will know, love, and serve the Lord!

To God be all the glory!

Respectfully submitted,  
Pam Heintz, Head of School

## *Report of the Lead Principal*

### ***Program Highlights:***

Academic Year 2022-2023 engaged in programming, community, fellowship and family partnership reminiscent of our pre-pandemic NSCS culture, a welcome shift! It was delightful to walk the halls, attend athletic games, sit in on classes, and attend NSCS special events and functions where all exuded a renewed sense of community, invigoration, and purpose.

All campuses enjoyed classroom and curricula enrichments, going on field trips to local museums, farms, community agencies, places of state and local government, as well as local food pantries, and joining local community groups to honor national observances.

Program and academic culminating events such as our Christmas Concert and Spring Concert, milestone celebrations, graduations, the Academic Fair (Beverly), Celebration of Learning (Lynn), March into Missions, Field Day, as well as other revered events (see next paragraph) were embraced with enthusiasm, well attended, and grounded the community in the life of NSCS.

Our Parent Teacher Fellowship partnered with administration and faculty to support community events such as Grandparents and Special Friends Day, Thanksgiving Feasts, International Luncheons, Fun Run and of course celebrated our faculty and staff with a week of appreciation during the Teacher and Staff Appreciation Week.

For the first time in my tenure at NSCS, three teachers were blessed with a new life in their families. Mrs. Lilly Craft, Mrs. Amanda O'Donnell, and Mrs. Katrina Holland, welcomed new babies during the school year. All delivered healthy, beautiful babies. God was faithful, and also provided long term substitutes while these teachers were on maternity leave (see campus faculty hires for more information).

***Home-to-School School Connection:*** Families on the North Shore continued to enroll in the Home-to-School Connection program throughout the year. There are now two tracks for the Home-to-School Connection program. One track is the Participation Track, and the other is the Completion Track. The Participation Track affords a student to participate in the academic

program, while the family takes responsibility for their child's experience, tracking their child's progress in meeting grade level expectations. The Completion Track is a traditional track in which a student participates in the academics at NSCS, and we are responsible for authoring grades and tracking student progress in meeting grade level outcomes. Both tracks encourage families to develop a strong partnership with NSCS, and to be as much a part of the community as their schedules allow.

***Service Learning:***

The Lynn and Beverly campuses continued to support their campus mission as part of their service learning throughout the year.

*Change is Coming to Wasley.* NSCS-Beverly continued the partnership with New Hope Missions to support Wasley's ability to go to school in Haiti. The Beverly Campus students collected spare change each week to provide the tuition and funds for Wasley to go to school for another year.

*Change is Coming to Beautiful Beginnings.* NSCS-Lynn again partnered with Beautiful Beginnings in Liberia. The Lynn Campus students collected spare change each week with a goal of \$1000.00 toward the purchase of a school bus. Additionally, NSCS and Beautiful Beginnings developed a pen-pal program, interviewing one another with the interviews being shared during Chapel services. This provided the students in both countries an opportunity to get to know one another throughout the year.

***Spiritual Formation:*** The school chaplains, Kathy Ely for our Beverly Campus, and Michelle Gandra for our Lynn Campus, enriched and worked to shape and deepen the students' understanding of who God is in part, during Chapel. They accomplished this through the year's school theme, *Bright Hope*, as they continued to invite speakers to speak, deliver lessons, read scripture, and remind students *WHOSE* they are in Christ. Sharon Kim led the Student Praise and Worship Team, and facilitated Praise and Worship along with Mrs. Hana Pak on both the Beverly and Lynn campuses throughout the year.

The Dean of Students, Ms. Liz MacDavitt, Beverly; and Mrs. Michelle Gandra, Lynn; invited several guests to join them during SAFE (Students and Faculty Engaging) Groups. SAFE Groups are an opportunity for the middle school faculty and students to delve deeper in discussions about

faith, and other important and relevant topics for our MS students. SAFE Groups are well received, and an important aspect of our program and the student experience, focusing on social-emotional and spiritual development in and for our MS students.

***Music, Lessons, and Instrumentals:***

Following Mrs. Conant's move from the area, Ms. Lauren Mazzola taught the music education program on the Beverly Campus. Miss Ibanez taught the music education program on the Lynn Campus. Additionally, Mrs. Kim and Mrs. Pak provided private lessons on campus to enhance the music program offerings.

***Professional Development:***

During In-Service days, significant professional development focused on Acadience-Reading, and Acadience-Math for the elementary grades. Both are normed assessments used to monitor students progress in math and reading. Professional development also focused on the importance of including intentional learning centers focused on math and literacy in the early childhood classrooms. Moreover, several faculty members also enrolled in professional development courses or graduate level courses tailored for their individual professional growth and development.

***Academic Center:***

With the implementation and the analyzation of standardized assessments from IOWA-E, Acadience Reading, and Acadience Math, Mrs. Elizabeth Scottron, Dean of Academics, (who oversees our academic center) partnered with Mrs. Sue Persenaire to provide additional academic support in the classrooms. In collaboration with faculty, students and parents, Mrs. Scottron worked to identify instructional supports and strategies for those on IEPs/ALPs to meet grade-level benchmarks. Additionally, Mrs. Scottron and Mrs. Persenaire provided small group instruction for elementary and middle school students throughout the year.

***Athletics:*** Mrs. Kristin Papanickolas enthusiastically accepted the Athletic Director position. Mrs. Papanickolas strengthened the student experience as she worked to increase athletic clubs, affording a skills-based athletic experience in an effort to begin laying the foundation for future athletic teams. New branding was created for the NSCS athletic teams. The new mascot for athletics is the head of a knight and our athletic teams are known as the North Shore Christian



School Warriors. New uniforms were purchased for the athletic teams, and new t-shirts for the athletic clubs. GO WARRIORS!

***New Hires and Faculty Reassignments in Beverly:***

Mrs. Jen Conant joined the NSCS team as the music teacher. It was a pleasure to welcome Miss Mary Stuart Murray to the Beverly campus as the MS ELA teacher. Miss Tessa Marshall moved from the preschool classroom as a teaching assistant to an Associate Teacher in the Kindergarten classroom, mentored by Mrs. Kathy Ely. Similarly, Miss Victoria Milham moved from the Hamilton Campus to the Beverly Campus Preschool classroom. Ms. Rachel Tezloff stepped in as a Teaching Assistant substitute in Preschool when Mrs. Lilly Craft took her maternity leave beginning in January. Mrs. Avery Atkins accepted the full-time Science teaching position before her departure in January 2023, at which time, Miss Lauren Mazzola joined the NSCS team as the Music (as Jen Conant moved out of state) and Science teacher. Finally, Mr. Alan Nahigian agreed to teach Math in Beverly and PE across the Beverly and Lynn campuses.

***New Hires and Faculty Reassignments in Hamilton:***

Mrs. Insun Park joined Miss Molly Gray as the Teaching Assistant for the Hamilton Campus.

***New Hires and Faculty Reassignments in Lynn:***

Mrs. Johanna Coranado joined the NSCS team as the ASC Director, as well as the Preschool Teaching Assistant. Mrs. Vanessa Volanski moved from the Preschool class to the PreK class, as did Mrs. Bianca Lacorazza. Mrs. Katrina Holland joined the middle school team as the MS Science teacher, and following Mrs. Amanda O'Donnell's maternity leave, Mrs. Christina Valenti joined the first grade classroom in January of 2023. Finally, Miss Rebecca Ibanez (Miss I) accepted the music position for the school year.

***Educational Partnerships:***

*Orton-Gillingham Reading Clinic:* The Gordon College Graduate Education Program sponsored the O.G. Reading Clinic virtually again this year. Students in need of additional reading instruction from NSCS and the surrounding local area participate in this program under the direction of the Gordon College O.G. Program Director(s).

Respectfully submitted,

Robin Lowe, Lead Principal

## *Report of the Finance Committee*

Fiscal Year 2023 represented a strong year financially for NSCS. Led by continued growth in enrollment, gross tuition revenue climbed 21% to \$2.69MM. With increases in inflation and other financial pressures affecting our families, total financial aid given grew by 42% to mitigate the tuition price increase; overall net tuition revenues were 18% ahead of the previous fiscal year. Programming also fully rebounded in FY2023, beginning with robust summer 2022 camp offerings at the Lynn and Beverly campuses, followed by a line-up of after-school enrichment and athletics opportunities available to students throughout the year. After-school care revenues increased by 39% while enrichment income doubled.

During FY23, facilities were a priority focus. In addition to our facilities manager on the Beverly Campus, the Lynn Campus engaged a part-time facilities manager to handle on-going maintenance needs. During the summer (2022), the primary student bathroom was fully upgraded and remodeled and a painting refresh was completed in many classrooms, in the hallways, and for the lockers at Beverly. At the Lynn Campus, significant facilities needs emerged, including a \$100K roof repair, replacement of a mini-split air conditioner in an interior, windowless classroom and replacement of an external door. Classroom and hallway painting were completed, along with general maintenance items. Finally, to improve security and to ensure exterior doors are not propped open during the day, key locks were installed on three exterior doors for faculty to enter and exit with their students for recess and after-school care.

The decision has been made to eliminate the Technology Committee, and include technology within the domain of the Business Office. As is always the case, there may be times that we assemble an ad hoc committee. If you have experience and expertise with IT, and would like to serve in the way of support, please reach out to Patti Cook at [pcook@nschristian.org](mailto:pcook@nschristian.org). This past year the School transitioned to a new NSCS website hosted by FACTS School Site. The new website allows for seamless integration with other FACTS systems the school uses (FACTS Family App, SIS, Giving, Tuition and Aid Management, etc.). The functionality includes native responsive design, unlimited web pages, social media integration, FACTS SIS and calendar integration, site configuration and setup by FACTS with content owned and managed by NSCS, SEO and Google analytics capability.

The website is accessible through any internet browser with a responsive design that gives families access through their preferred device, from desktop to tablet to phone. The site links are password protected for existing parents, students, and staff to directly access all of the School's FACTS applications.

In addition to enhanced functionality and ease of use, the new site was created with a fresh design and updated content that is easy to manage by the School without having to work through an outside vendor or webmaster.

The mortgage payment remains a significant portion of our cash flow. In August 2022, the Board made a resolution to utilize our cash reserves to pay down \$90K of the current debt and seek refinancing of the remaining \$285K. The Board selected the Lynn Community Credit Union as our lending partner, both for the mortgage and an available line of credit. The loan was refinanced in August at an advantageous rate.

The Finance Office and Board continues to prudently manage the School's finances while also ensuring mission-aligned investment in curriculum and staff. The NSCS Board and Head of School continue to implement faculty salaries according to a matrix of experience and education as well as consideration of performance to provide competitive salaries for retention and recruitment of excellent faculty. Improvements to faculty/staff benefits include implementation of a 403B retirement plan with Vanguard as well as the addition of four weeks of paid maternity leave for our full-time faculty/staff.

The Board is pleased to welcome Bianca Lacorazza as the Business Manager Associate, working with the Director of Finance, to support payroll, accounts payable and customer service. We are thrilled to have her on-board.

The Fiscal 2023 financial audit is in process and is anticipated to be completed this fall. If you would like to receive a copy of the audited financial statements, please contact the Business Office as they will be made available by request.

Thank you.

Respectfully submitted,

Allan Glass, Treasurer  
Patricia Cook, Director of Finance and Operations

*Report of the Admissions Committee, Christine Saia*

The 2022-23 school year brought strong enrollment numbers on our three campuses! Below you will find a chart comparing enrollment numbers over the past eight years.

Campus	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
Lynn	117	122	118	115	107	106	127	149
Beverly	77	76	110	119	97	71	101	117
Beverly HTSC	11	12	8	9	10	12	16	8
At Home Learning						15		
Hamilton				12	19	19	24	21
Total	205	210	236	255	233	223	268	295

During the 2022-2023 academic year, we offered Tour Weeks across all three campuses. These were held in the months of October, December, February, and April. In the way of advertising, we continued utilizing the Beverly and Lynn Chamber of Commerce, and advertised through those agencies via newsletters, email blasts and Facebook pages.

NSCS also partnered up with Niche, an online platform that helps connect families to schools.

We continue to use social media platforms to make the NSCS visible, posting on Facebook and Instagram and also using the paid advertisement feature to reach more potential families.

NSCS sponsored a traffic island in Lynn on Euclid Ave at Fernwood. Our name and logo is displayed on the island. This brings visibility to our name as vehicles drive by.

We teamed up with the Lynn Chamber in December, and had our choir sing at the Lynn Tree Festival. We were also invited to sing at the Gordon College tree lighting ceremony. This brought opportunities to advertise and display NSCS.

NSCS was not only nominated for the Lynn Best Small Non-Profit Business of Excellence Award by the Lynn Chamber of Commerce, but we won! SALT members along with Sharon Carlson, Board of Directors' Chair, were able to join the festivities held at Danversport, and accepted the award in person on stage. To God be all the glory!

In the way of family support, we hosted an informational evening for our 4<sup>th</sup> grade students and families on each campus to share more about our middle school program and experience. Along with our administration and a middle school teacher representative, current middle school student/s attended these sessions to help answer any questions families of rising middle school students may have. Among topics discussed were our strong academics and programming, our growing robust sports program, our intentionality about the transition of our elementary students into our middle school program, and the care we take to prepare our students for high school. Highlighted during this session was our growing awareness of the need to support the social and emotional health of students, particularly in the middle school years. Adding to our SAFE (Students and Faculty Engaging) Groups program, has been the addition of a Social Emotional Coach, who is available to all our students and faculty to provide support and counsel as needed. It is evident that parents felt confident to re-enroll in our middle school and this partnership not only helps with retention, but provides consistency for our students. We also continued to support our 8<sup>th</sup> grade families by walking them through the high school search process and providing them with information on many surrounding high schools including public, private and vocational options. Our Admissions Office supplies Open House dates and testing requirements for schools of interest as well.

It remains a joy for me to have the ability to walk alongside parents as they tour one of our three campuses. I bear witness to comments such as *“this school feels like home”*, *“there is a sweet spirit here”*, and *“I wish I knew about this school sooner”*. It is a privilege for me to showcase our school in the way of admissions, and invite more families to experience the difference a NSCS education makes in the life of not only a child, but the entire family.

Respectfully submitted,

Christine Saia, Director of Admissions

## *Report of the Development Committee*

### **Committee Members**

Heather Varela – Director Advancement and Communications

Renee Southard – Senior Advisor

Pam Heintz – Head of School

### **Mission**

- To increase overall support of NSCS from among its constituencies
- To cultivate and maintain relationships to advance the mission of NSCS
- To oversee and manage principled and effective fundraising efforts
- To relay the Committee's findings to the Board of Director

### **Role and Function**

It is the responsibility of the Development Committee to provide leadership, oversight, and support to the Development Office. The Development office consisted of Heather Varela with part-time support of Renee Southard.

### **Overview**

We achieved a total restricted and unrestricted income of \$313,447 and net income of \$242,181. This was below budget due to lower-than-expected income from our fall campaign and not receiving a large pledge from prior years that had been planned in the budget. Details of the income are reported below.

The tuition we receive from our families does not meet the total annual operating income requirements of our School. We rely on the generous support of our extended community to meet our yearly fundraising targets to supplement tuition income. This giving allows us to continue to make a North Shore Christian School education possible for more families by providing a more affordable tuition than would otherwise be required.

### **2022-2023 Fundraising Efforts and Income Results**

- Bright Hope Fall Giving Campaign: Our Bright Hope Fall Fundraising Campaign emphasis was centered around four key investment areas; Faculty, Financial Aid, Technology, and Facilities.
- Fun Run: We held our first all-school Fun Run in Peabody this year. The event was followed by Play Day and Field Day in the afternoon. Supported by Booster, our sponsors,

and our classroom teachers, we successfully exceeded our goal of \$45,000 with a record \$70,271 in Fun Run income resulting in a net income of \$54,287. All three campuses participated in this fundraiser and the Development Committee would like to express our sincere appreciation to our faculty who daily supported the program over the course of two weeks and our PTF committee who supported our efforts on the day of the Fun Run.

- Annual Golf Tournament: We had a record number of participants this year and we were able to utilize the Turner Hill Golf Club for a full day in May. Tournament participants enjoyed fantastic weather, a great round of golf, box lunches and a buffet dinner. Through the event we achieved another record of \$92,298 in income from the event resulting in a net income of \$53,918. We would like to thank friends of the School who helped us with financial sponsorship for this important fundraising event.
- Restricted Gifts: The School was blessed again this year with a number of substantial gifts that were designated for use at the Board’s discretion. In addition, restricted gifts were received to fund scholarships/aid, facility improvements, and programming.

**Fundraising Income:**

Bright Hope Fall Campaign	\$ 36,715
Golf Tournament	\$ 92,298
Fun Run	<u>\$ 70,271</u>
Total Fundraising	\$199,284

**Donations Income:**

General Gifts	\$ 65,101
Restricted/Designated Gifts	\$ 49,062

Total Fundraising and Donations Income:	\$313,447
Total Fundraising and Donations Expense:	<u>\$ 71,266</u>
<b>Net Fundraising and Donations:</b>	<b>\$242,181</b>

Thank you to our Board, faculty, staff, parents, families, alumni, and friends for supporting North Shore Christian School with your time, talents, and resources.

Respectfully submitted,

Heather Varela, Director Advancement and Communications

Renee Southard, Senior Advisor

## *Report of the Parent Teacher Fellowship*

PTF 2022-2023 Team

PTF President Monique Reese

PTF Co-Vice Presidents Lori Glass and Angela Barreda

PTF started to gain traction this year. It was very much a learning and building year. We started the year with a Leadership Team model that evolved by year end into an Executive Team model.

We had two main goals this year: 1. to support and celebrate our teachers and, 2. to create fellowship opportunities amongst the school community that enhanced the whole family experience.

### **Supporting and Celebrating Teachers:**

PTF Leadership enhanced communication with the teachers in a variety of ways including: a discussion during a Teacher In-Service Day prior to the start of the school year to highlight teacher needs and PTF objectives for the year; surveys, emails, and in person updates at several staff meetings throughout the year.

### **Room Parent Teams:**

We were successful in creating Room Parent Teams for each grade, on each campus, and we equipped these teams with procedures and practices to best support the teachers.

### **Teacher conference meals (all campuses):**

Meals were chosen by the teachers and were delivered to the lounges every parent teacher conference all campuses.

### **Teacher birthdays/half-birthdays:**

PTF was able to create a procedure for celebrating with students their teacher's and teaching assistant's birthdays. Room Parent teams were guided on ways to celebrate their teachers utilizing Barnabas sheets, balloons, and class treats to share. We were successful in celebrating approximately 99% of teacher and assistant birthdays, including half birthdays for those who had birthdays during the summer.

There were a number of instances where the PTF Executive Team stepped in to support Room Parent teams.



**Classroom Christmas parties, teacher gifts, staff gifts (all campuses):**

PTF Executive Team created best practices around classroom parties and teacher gifts for the Room Parent Teams to use. Monique acted as a Room Parent for all 3 campuses to collect voluntary donations toward staff specialist gifts, a practice that was overwhelmingly successful and so very appreciated!

**Teacher and Staff Appreciation week (all campuses):**

PTF Executive Team hosted this entire event. Teachers and staff were treated to a variety of things all week including: breakfast, a catered lunch to-go, a snack buffet, potted succulents, and an extra free period.

**Community fellowship:**

Goal 2 was “to create fellowship opportunities amongst the school community that enhanced the whole family experience”. This goal was met in numerous ways including the following:

**Back to school picnics (all 3 campuses):** Leadership enhanced all three back to school picnics by sponsoring pizza, balloons, and bubbles. We had informational talks about what PTF was about and gathered contact info for those interested in getting involved.

**First day of school photo opps all 3 campuses:**

PTF Leadership Team created photo stations at all three campuses.

**Curriculum nights (Lynn and Beverly):**

PTF Executive Team made two beautiful, bountiful fall themed gift baskets that we raffled off. Parents that expressed interest or listened to the PTF discussion received raffle entries; people that had served previously received extra entries.

**Grandparents and Special Friends Day (all campuses):**

PTF recruited volunteers to staff the event, organized goodies brought in for the breakfast, and decorated for this very successful event. *\*key feedback from the guests was that they wanted more time with their grandchild(ren), in particular sharing a meal was mentioned.*

**Thanksgiving Feast (Beverly & Lynn):**

PTF orchestrated a full thanksgiving feast on our Beverly Campus, and a dessert feast on our Lynn Campus, both with great success! We organized this entire event, recruited volunteers, created Sign Up Geniuses for food, and decorated.

**Poinsettia fundraiser (all campuses):**

PTF Leadership Team created and sent out communications about the fundraiser, Lori streamlined and digitized the order process, and the fundraiser was a success.

**International Luncheon (Beverly & Lynn):**

PTF Executive Team hosted this entire event on both campuses with great success! We handled communications, created Sign Up Geniuses, labels, decorated, created floor plans, figured out timing/shifts, set up, and cleaned up.

**Society Meeting pizza/ playtime:**

In an effort to boost attendance for the Society meeting, PTF provided childcare with pizza and games. Feedback was given to make the pizza party its own event for families, where parents would split off to attend the meeting afterwards, while kids were still occupied.

**Fun Run/Play Day/Field Day(Beverly & Lynn):**

PTF Leadership was very involved in this event, in gathering volunteers and in supporting throughout the event. Overwhelming feedback was to separate these three events into individual events as had been done in previous years, but allow for PTF to enhance each event on its own.

**End of year gift:**

PTF recognized the Room and Group Parents with an end of year gift of a custom bracelet with the School's theme and verse for the year.

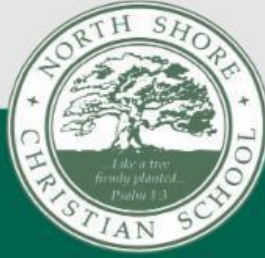
Over the summer, the PTF Executive Team met a number of times to assess the past year and to begin setting the direction for this school year. At our last meeting, God led me to the difficult, but necessary decision to step out of the role of PTF President. The past two years serving as

President has blessed me in countless ways. I have the utmost confidence in both Angela and Lori as they step into the roles of co-presidents and I look forward to witnessing the ways they will make PTF shine in the year ahead!

Respectfully submitted,  
Monique Reese,

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## Minutes of the Society Annual Meeting, October 2022



### Society Annual Meeting Minutes October 18, 2022 - 42 Attendees Via Zoom - 6:30pm

Please refer to the written administrative and committee reports for precise details. Verbal reports were succinct recaps of the information contained in the written reports.

Call to Order 6:30PM

Sharon Carlson – Welcome, Opening Prayer led by Board Sharon Carlson

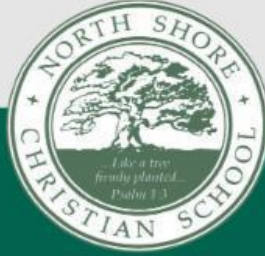
Pam Heintz – Head of School Report  
Robin Lowe – Lead Principal Report  
Will Schimpf – Education Committee Report  
Stephan Lacorazza – Finance Report  
Sharon Carlson – Admissions Report  
Renee Southard – Development Committee Report  
Patti Cook – Building & Technology Report  
Monique Reese – PTF Report  
New Business

New Business:

1. Vote to approve the minutes from the October 20, 2020 Annual Society Meeting
  - a. Motion by Sharon Carlson, Second by Will Schimpf. Motion Carried Unanimously.
2. Vote to approve the minutes from the May 18, 2021 Annual Society Budget Meeting
  - a. Motion by Stephen Lacorazza, Second by Monique Reese. Motion Carried Unanimously.
3. Vote to affirm the nomination of Allan Glass and to a 3 year term on the board of directors
  - a. Motion by Will Schimpf, Second by Stephen Lacorazza. Motion Carried Unanimously.

Meeting Adjourned 7:22pm

## Minutes of the Society Annual Budget Meeting, April 2023



### Society Annual Meeting Minutes

April 26, 2023 - 42 Attendees

Beverly Campus - 6:00pm

NSCS Society Members Present: 42 members present, including Board members and faculty/staff

Worship led by Student Worship Team with Mrs. Sharon Kim

Welcome and Introduction of Board Members and SALT Team (Sharon Carlson)

1. Overview of Society Membership (Pam Heintz)

2. Presentation of FY 23/24 Budget (Patti Cook)

- Budget assumptions
- FY 23/24 proposed budget detail

3. Treasurer Notes (Allan Glass)

- Statement of financial position for FY 21/22
- Coles & Bodoïn, LLP financial statement audit (Jan 2023)
- Projected financial position for FY 22/23 year-end
- Projected financial position for FY 23/24

4. Q&A

5. Motion to Approve Budget for Fiscal Year 2023-2024 (Sharon Carlson)

- Moved, seconded, carried unanimously

6. Closing Remarks and Prayer (Allan Glass) Meeting adjourned at 7:05 pm

**Board of Directors Candidate Ballot 2023**



**NORTH SHORE CHRISTIAN SCHOOL  
BOARD MEMBER ELECTION BALLOT**

In accordance with the NSCS Constitution and past practices, the Board of Directors seek affirmation of the newly nominated Board member from the NSCS Society.

The NSCS Constitution states that "Society Members" of NSCS must have a signed Statement of Faith filed with the school office, be 18 years old, and be either: 1) a parent or guardian of a currently enrolled student; 2) a current teacher or staff member (or spouse of a staff member); or 3) a supporter of the School's work (at least \$25 donation within the last 9 months).

The individual newly nominated to the Board for the 2023-24 Academic Year is identified below. [You can submit your ballot electronically here.](#)

A checkmark will indicate that you affirm this person's nomination and intend for that person to serve as a member of the NSCS Board of Directors. NSCS staff members' spouses may also vote, and may indicate having done so by checking the column identified as "Spouse Vote".

<b>Nominee</b>	<b>Parent/Staff/Teacher/ Donor Vote</b>	<b>Spouse Vote</b>
Michael F <u>Mastromatteo</u>		

See below Board nominee information. If you would like to submit a printed ballot, please return this page to Patty Razumny at the Lynn Campus, Kristin Pepler at the Beverly Campus, or scan and email directly to prazumny@nschristian.org or kpepler@nschristian.org by **10am on Tuesday, October 10.**

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Please Print Name

Signature



## **NORTH SHORE CHRISTIAN SCHOOL BOARD OF DIRECTORS CANDIDATE PROFILE**



### **Profile – Mike Mastromatteo**

Michael F Mastromatteo, M.D. is a board-certified physician and has been in practice for 26 years. He has served on several committees during his tenure in a busy private practice and was nominated for the Board of Directors. He was also the Medical Director of the Vein Specialists of the North Shore and Vascular Access of the North Shore, located in the Cummings Center in Beverly.

Michael and his wife Lisa decided in the summer of 2021 to enroll their 4th grade daughter Ella in North Shore Christian School. Having lived in Beverly for years, they were somewhat familiar with the school, but after meeting with Head of School Pam Heintz, it became clear that NSCS shared the same ideals they were looking for in education: Christian, Bible-based learning with a focus on reading and writing, free from the jurisdiction of the state. He desires to see substantial growth in enrollment in the upcoming years as he views NSCS as a beacon of light alternative to an otherwise amoral and broken public education system.

Michael and his family enjoy several activities together including playing music, cooking, baking, golfing, fishing, skiing, arts and crafts, farm life and horseback riding. They reside in Beverly, MA and have two Labrador retrievers, Moose and Matilda.