



## Board Meeting Agenda *January 26, 2016*

*Attendees:* Mark, Jodi, Lara, Krista, Richard, Christopher, Alexandra, Margaret, and Deborah.

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**This Board will take place at 7:00 PM at 101 Church St, Santa Cruz.**

“The healing social life is found  
When in the mirror of each human soul,  
The whole community finds its reflection,  
And when, in the community,  
The virtue and strength of each one is living.”

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**7:00pm Welcome and Verse (3 min) – All**

**7:03pm Board Minutes Approval (2 min) – All**

Margaret motioned to approve December 2015 Minutes, Krista 2nd, and approved unanimously.

***Committee Reports:***

1. Management Team Report (15 min) – Deborah
2. Pre-school Report (10 min) – Lara
3. Governance Committee (20 min) – Margaret
4. PA Report (15 mins) – Alexandra

**7:05pm Management Team Report**

See full report in [Appendix A](#). *Additional discussion about report included below.*

Q: Eurythmy teacher leaving to look for full-time work (esp if near a high school).

Q: Grades hiring posting is pretty vague, isn't better if specific to 1st grade.

A. Received several applications (at least 10).

Q: How long is Robin going to be medical leave?

## SCWS Board Meeting (2016-01-26) Minutes (final)

- A. not clear yet (current estimate is 3 weeks). In meantime, having Rose being trained on the role and looking at getting a temporary receptionist

Q: Is the compensation committee handling pay tiers?

- A. yes.

Q: Script bonus towards tuition.

- A. Done annually to make sure not too onerous to track.

**Action Item:** Mark will connect with Don to negotiate easement maintenance and hours.

### 7:25pm Preschool Committee Update

- License Status
- Hiring status on Interim Pre-school teacher

### 7:35pm Governance Committee Update

See full Dec report in [Appendix B](#). *Additional discussion about report included below.*

Update: Bylaws process currently on hold as College of Teacher worked on Mission, Vision & Values.

College has a first draft for board trustees to review.

3 year proposal:

adding pedagogical chair, stronger college of teachers, & improving salaries and benefits.

Governance meeting to collect the input a big picture view of needs.

### 7:50pm PA Update

See written report in [Appendix C](#). *Additional discussion about report included here.*

Q: Discuss point 9.

Something established to collect data

Create something on website about community and volunteerism expectation.

Include in the handbook, etc.

#### **Requests from Deborah:**

- Sarah write language up to share with parent community.
- Any suggestions for the name for the spring event
- Also need to identify the 40th anniversary chair.

#### **Discussions & Decisions:**

5. Enrollment Plan & registration info (20 mins) — Deborah & Jodi
6. Proposed Collections Agency Policy (15 min) – Krista
7. Annual Report Discussion (10 min) – Krista

### 8:05pm Enrollment Plan & Registration Info

Verbal Report to the board:

- Reviews and rewritten all materials and photos to give nice packets.
- Walk through the Grades post-cards
- Lots more advertising: Bookshop, Symphony, Growing up in SC Bay Area Parent, Parenting Calendar
- Changed walked through the grades into highlights instead of everything to do everything.
- New TADS enrollment form, eNews looking cleaner.
- Talks out in the community: dropping off material

## SCWS Board Meeting (2016-01-26) Minutes (final)

- Middle school not shown in walk through the grades due to scheduling.

**Proposal:** Current 4th & 5th grade families inviting both current and outsiders as well to increase excitement about middle school. INFO meeting for students and parents with main lesson books, Science & Math curriculum, include alumni and current families in middle school.

**Action Item:** Management team will consider proposal for this enrollment season.

**Future Agenda Item:** There is more that we want to do & will do fuller report in February.

### 8:25pm Proposed Accounts Receivable Collections Policy

See written report in [Appendix D](#). *Additional discussion about report included here.*

More info about end of 2014-2015 in accounts past due: 10s of thousands of dollars.

Proposal is to utilize a collection agency, but need to do it well.

Need further details to work out in the proposal.

- Money parents pay supports the teachers so that they can meet the needs of the children.
- Be very vigilant with 8th grade families.

**Motion:** Approve for the Finance Committee to refer to collections the past due accounts, notifying the board of the details, amounts, and circumstances, and for the finance committee develop a more detailed policy for how past due accounts are being handled.

Motion made by Mark, 2nd by Krista, and approved unanimously.

**Future agenda item:** Accounts Receivable Collections Policy.

### 8:50pm Annual Report Discussion

Feb 12th for letters. (Mark, Caitlin, Alexandra/Sarah, Deborah, Looking ahead letter—Jackie, Financials, 8th grade art & photos and pictures, donor listing??, board list, alumni/founder).

Q: Electronic version

**Action Item:** Planning of the Annual Meeting be done by the Governance Committee.

### 8:56pm Check In/Overflow – BoT

nothing additional discussed.

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## Process for requesting items on Board Agenda

In order to ensure that we use our time well and people are prepared, please follow the following process for requesting items to be added to a Board Agenda:

1. Send in suggestion to all board members prior to the EC meeting scheduled 2 weeks before board meetings
2. Provide description of the proposed topic and why the boards needs to discuss it
3. List what action is expected of the board and associated time frame
4. Ensure that suggested topic has been discussed by any affected Committee or other school group prior to bringing it to the board

## Ground Rules for Effective Meetings

1. Time will be kept and agenda followed
2. Start on time and end on time or earlier
3. Have all needed participants present
4. Read relevant documents and come prepared
5. The chairperson will call on individual prior to speaking
6. Voice any disagreement, silence is agreement
7. Disagree in private; unite in public
8. No side conversations
9. Listen carefully to all respectfully and respond thoughtfully
10. Challenge ideas, not people
11. Different opinions are welcome
12. Welcome and encourage challenging ideas
13. In the event of disagreement or off topic discussion, the chair of the meeting may intervene to postpone the issue.
14. No cell phones or e-mail during the meeting, unless it is expected that you might be needed for an urgent matter – then in silent mode and taken outside
15. Follow through on action plans
16. Support the group outside the group.

### **2016 Scheduled Board Meetings**

Feb 2 EC	Feb 23 Board Meeting	March 2 Annual Meeting
March 8 EC		March 24 Mid-year Retreat 1:30pm-5:15pm
	March 22 Board Meeting	
April 12 EC (LT via conference)	April 26 Board Meeting	April 30 May Faire
May 10 EC	May 24 Board Meeting	
June 7 EC	June 14 Board Meeting	
July 12 EC or Board Meeting		
Aug 9th EC		

**Santa Cruz Waldorf School EC Meeting  
January 26th, 2015**

**Administrative Director Report**

Enrollment Numbers by class

PreK - 4/ 7 & 2/ 6	Lavender K - 16	Rosemary K- 14	1st - 14
2nd - 18	3rd - 16	4th - 13	5th - 10
6th - 11	7th - 14	8th - 6	Total: 145

Pending: 2 Applications: 2  
2016-17 Applications: 8

**Personnel**

These positions open;

- Interim Preschool teacher,
- Saturday Parent Tot teacher
- Dev Director
- E teacher
- Grades teacher

Robin needs further surgery; we going to train Rose and find an interim receptionist

Dexter, Cristina and Liz contracts now as Non exempt salary  
Handbook mostly done  
need to work on the pay tiers... they make no sense

**Operations**

General:

New Life and AD &D insurance starting in Feb. 2 x salary,  
New Dental insurance - \$2000 annual maximum  
Next years calendar underway  
Cello damaged - \$600  
Easement & tree trimming  
Facilities usage process  
Scrip Tuition Bonus program

Facilities –

Another water heater out  
Two leaky roofs  
Doing a door review

Termites everywhere

Green tent roof gone

Trenching working well but drive will need work again

Events –

Annual Giving Campaign report -\$84K.

Earth Day April 16th

Prepping for May Faire and Spring Fundraiser

- No online auction this year
- Silent auction at May Faire
- Raise the Paddle for teachers at Spring Fundraiser

40th Anniversary - Coming Home

Logo will be on all our materials for next year

Pre K –

- Not planning on a 5 day next year or a new facility

## SCWS Governance Committee - Report December 2015

1. Status of the Actions discussed at the August Retreat:
  - a. Report Docs
    - i. [Collaborative Working Strategies](#)
    - ii. Student Assessments / Care Committee - Caitlin (missing)
    - iii. Enrollment / Parent Concern Process - Mark
    - iv. [Parent Association](#) - Esther
    - v. [Finances](#) - Krista
    - vi. [Consultants Report](#)
2. Update on By-laws revisions: review with College of Teachers 12/3/2015: Current status: 7 are ok with the proposed changes, 4 are undecided and 3 are opposed. Plan to revisit in Jan 2016.
3. Proposed next steps: **Governance**

- a. **Housekeeping:** Format for Board Meetings: capture reports from committees ahead of the meeting and send to all board members with propose agenda 1 week prior to the meeting. *ACTION: Lara/Bridget Brennan (parent volunteer to the Governance Committee) will work together to contact the committees reporting each month and assemble/distribute the report ahead of the meetings.*
- b. **Coordinate development and agreement on a 3 - 5 year Long Term Plan** (tactical/financial business plan) using the vision, desired actions, and other information from Strategic Planning, Consultants Reports, Teacher Visioning, and August Board Retreat as well as other inputs. The plan would be both a Tactical Plan: a list of all of the Actions to be taken, who owns them, and target dates for completion and a Financial Plan (business case).

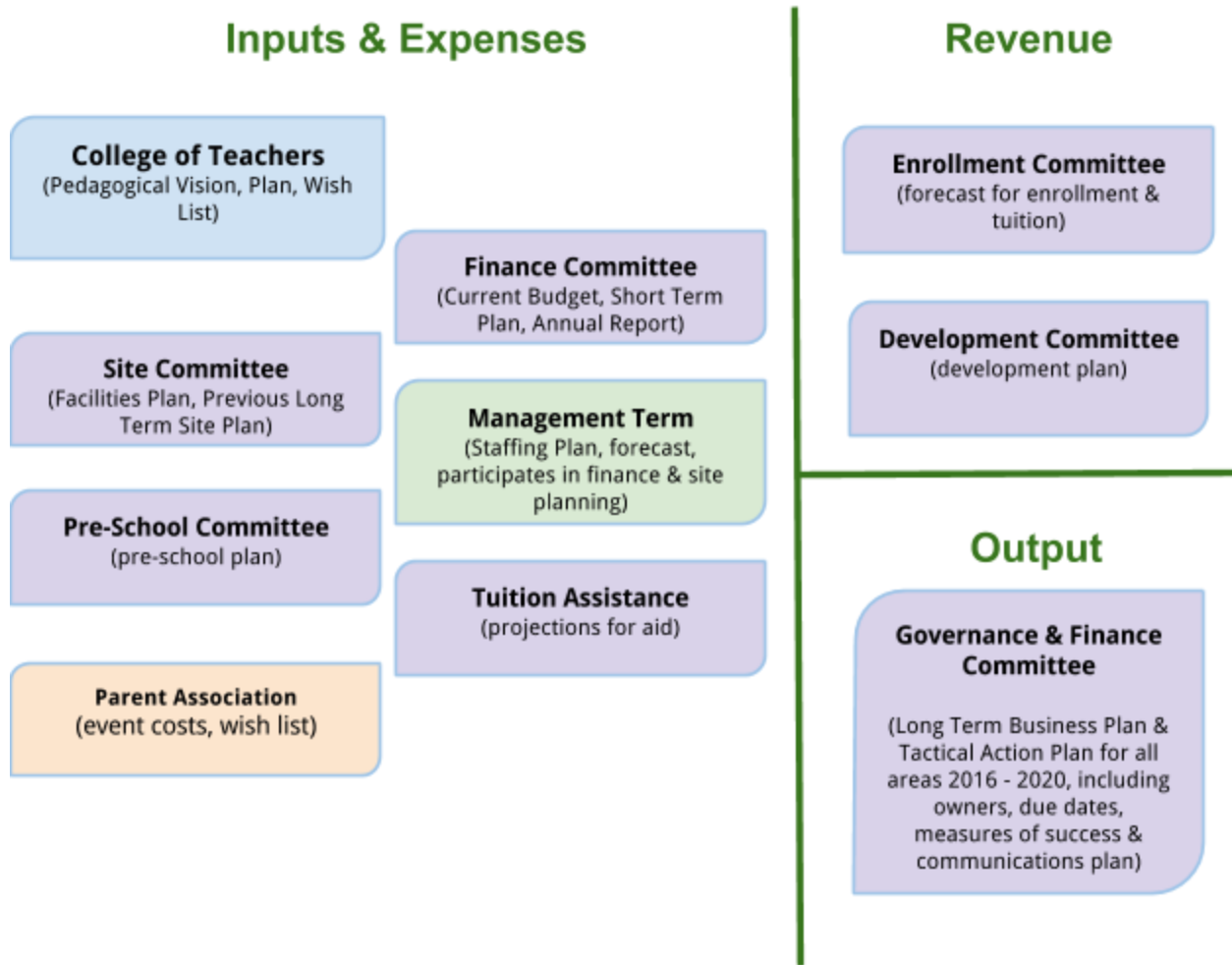
Most all of these actions have already been identified in previous strategic planning sessions or Faculty and Board discussions. Some have been completed, some have been started, and some haven't yet been addressed. After the plan is created and approved by the Stakeholders, the goal is to review progress openly and transparently, identify risks, remove roadblocks, and update monthly.

- i. [Proposed Updated SCWS Governance Structure](#) - return to a typical Waldorf School structure of Governance, led by the College of Teachers and create plan to hire a Pedagogical Chair as the Head of School, the

Board provides advisory, policy decisions, fundraising, and the Administrative Staff runs the business side of the school's operations.

**ACTION:** The Governance Committee will coordinate an update [Roles & Responsibilities](#) with input from all LTP Stakeholders.

ii. **Proposed Process**



iii. **List of Stakeholder Areas of Responsibility:** **ACTION:** point of contact needed for each Stakeholder group.

<b>Stakeholders</b>	<b>**NOTE - much of the information is available in Strategic Plan and Retreat lists from 2012, 13, 14 and August 2015. Status and Actions to be assembled for review by each Stakeholder group</b>
<b>Stakeholders Group</b>	Planning Area
<b>College of Teachers/Faculty</b>	Existing status of full time and part time teachers, # students/class/teacher, special class size/# teachers, teacher needs (benefits, salaries), Pedagogical Chair/Head of School job



SCWS Board Meeting (2016-01-26) Minutes (final)

	description, job descriptions all academic roles, desired role/responsibility for the Administrative Staff
<b>Board - Governance Committee</b>	fiscally and legally responsible for the association coordination end-to-end plan - outline status & update Policies related to legal, employment practices, liability, board effectiveness, ethics
<b>Finance Committee</b>	current budget, near term financial plan
<b>Enrollment Committee</b>	enrollment forecast, enrollment thresholds in current facility, targets for each grade, attrition projections, messaging, marketing plan, enrollment fee policy
<b>Tuition Assistance Committee</b>	current tuition assistance status, current tuition assistance policies, list of exceptions (out of policy assistance), proposed updated policy (adjusted tuition).
<b>Site Committee</b>	existing facility monthly recurring costs, current state of facilities, year by year maintenance items needed & costs, wishlist, capital improvements
<b>Pre-school Committee</b>	existing status pre-school needs (teachers, staff, facilities, etc), enrollment forecasts, wish list - offsite preschool, other
<b>Development Committee</b>	existing list of all funding sources, sources for grants, sources for additional funds, ie. 3 - 5 year development plan
<b>Administrative Staff</b>	Current list of all staff members & job descriptions for each (roles and required skills), 2015 - 2016 Actions: forecasted deliverables for 2016 & current Status, Wish list of desired staff positions, salaries and benefits. 3 - 5 Year plan of items to accomplish
<b>Parent Association</b>	Current status of Parent Association Actions for 2015-2016, wish list of how the PA will partner with the College of Teachers, Board and Administrative Staff, Processes Parents would like to see documented to improve communications, transparency and partnership with the school.

- c. [Proposed Timeline: December 2015 - March 2016](#)
- i. **12/3/15:** Reviewed SCWS LTP process with Governance Committee & updates made.
  - ii. **12/8/15:** Review with Executive Committee
  - iii. **Prior to 12/15:** Send to the College of Teachers and Board for comment
  - iv. **12/15/15:** Board meeting: Review feedback, update and approve plan.
  - v. **January 2016:** All committees gather needed information and make recommendations.
  - vi. **1/26/16:** Board meeting: Report on inputs from College of Teachers and other committees.
  - vii. **2/11/16:** Review draft SCWS LTP

SCWS Board Meeting (2016-01-26) Minutes (final)

- viii. **2/23/16:** Review SCWS LTP after College of Teachers review.
- ix. **3/2/16:** Present SCWS LTP (Governance Committee) with the Annual Report (Finance Committee) at the Annual Meeting
- x. **March 2016** - Accreditation Check-In
- xi. **March - December 2016 (and beyond)** : Report on status of the Plan to College of Teachers, Board, and Parent's Association

## **PA Report 2015-2016 by Sarah Brown and Alexandra Woods**

1. Sarah Brown, mother of Sadie (4th grade) and Josie (R-K) took over the chairmanship of the Parent Association in June 2015 when Alexandra joined the Board as the BOT PA Rep and Chair of the Development Committee. Sarah is doing a great job as our new leader and Sarah and Alexandra continue to collaborate on PA business.
2. The New Family Gathering at the beginning of the year was a success. Feedback from the families was that a daytime event would be easier with young children. We would like to pair new families up with a "buddy family" next year. Director of Enrollment should facilitate establishing this connection with the PA rep for the class.
3. We have some relatively new to SCWS families represented on the PA this year. It's nice to have fresh energy and ideas from families who have been at other Waldorf schools. That said, we want to continue to implement the co-Rep/mentor-Rep guideline from year to year that we began to implement in 2014.
4. The PA was very happy about the way Jackey re-structured, led and implemented the Annual Giving Campaign.
5. Sarah cleaned out and organized the PA shed before grandparent's day. All the zero waste dishes for the school are now stored in the PA shed. Which is nice for closer proximity to the events. Other items got moved up to the new shed near the costume closet.
6. Feedback was positive from Grandparents Day. Volunteers felt it was very organized, well run and supported. Because of the weather and the limited indoor space on our campus the date needs to change.
7. Alexandra and Sarah, with help from Esther, are putting together a Book of Verses for new families. We are working on it and it will be illustrated by the children and the teachers.

8. The PA rallied around Winter Faire- organization, support and creating the sign up genius. There was very positive feedback about Winter Faire but the job sign-ups were slow to come in. The PA are some of our most reliable volunteers for events.
9. We are in discussion about creating a volunteerism policy at SCWS. One idea is that when families enroll through TADS they will sign an agreement to volunteer 20 hours in whichever way suits each individual family. We want to implement a structure for supporting a more universal practice of volunteerism at the school. Sarah is enthusiastic about this endeavor and is going to write up a proposal. We were both unclear about which body would review and approve the implementation of this program.
10. The PA strongly supports attempting to implement the Ohlsen hot lunch program at our school. There are PA Reps who have volunteered to help facilitate this program. Information is being emailed this week and the program will start Feb. 22nd after Winter break on a trial basis.
11. Alexandra Woods and Marina Martensen will be co-chairing the Spring Celebration in the Garden on May 14th (we are still trying to come up with the perfect name for this event). There will be a silent auction held at May Faire with offerings of class art projects and class community collaborations. The PA are reaching out to their classes to find parent volunteers to head up these projects.

## **Finance Committee Discussion Document**

25 January 2015

Proposal to use a Collections Agency to collect past due balances from families with signed contracts, that are no longer at the school.

Language in our current contract:

Consequences of Non-Payment: Santa Cruz Waldorf School reserves the right to refuse a child's admission to the School until all bills from all the School's programs and activities are paid in full up to the date. The School reserves the right to send the Student's account to Collections if the accounts continue to be delinquent. The School reserves the right to apply Late Fees to the Student's account. Multiple notices are sent by mail to all with past due balances.

Finance Department will compare Collections Agencies and choose one that will take a commission from any money collected without any additional fees. This policy will not affect families that are currently enrolled. There is a policy in place that the school may refuse a child to attend if they have a past due balance.

At the end of the 2014-15 school year there were 11 accounts past due, totaling \$29,069. These families signed new contracts for this year's tuition and a payment plan contract for their past due balances.