



Board Meeting Agenda February 23, 2016

Attendees: Mark, Jodi, Lara, Richard, Christopher, Margaret, Alexandra, and Deborah
Expected Absence: Krista

This Board will take place at 6:30 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.”

6:30pm Welcome and Verse (3 min) – All

6:33pm Board Minutes Approval (2 min) – All

Lara motioned to approve January 2016 minutes, seconded by Mark; unanimously approved (8-0).

Committee Reports:

1. Management Team Report (15 min) – Deborah
2. Development Committee Report (15 min) — Alexandra
3. Finance Committee Proposed Motion (10 min) – Krista (via email)
4. Site Committee (10 min) – Richard
5. Governance Committee (10 min) – Margaret

6:45pm Management Team Report

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

Communications about hiring are in process and will be sent out to community soon.

SCWS Board Meeting (2016-02-23) Minutes (final)

The to do list was quickly looked at by board.
Briefly discussed the 40th anniversary logo.

Reached out to families with 60+ days of outstanding balances (in December was 23 families outstanding at all, 15 families responded, only 2 families have not responded).

Developing a plan for After School next year that likely includes advanced sign up and prepay for care.

7:10pm Development Report [verbal report]

Alicia is taking on the Development Coordinator position for the end of this year.

Spring "Raise your Paddle" follow up on Annual Giving from last fall. AG Raised \$92,000.

Spring Event: What are we raising the panel for and what do we need?

Discussed planning and prep-work.

2016-2017 budget underway (first draft done today).

Aim for \$20-30k for teachers 2016-2017 funding.

Dates: May 14th fundraiser (Raise your Paddle) plus Silent Auction at May Faire on April 30.

Action Item: Alexandra and Mark will connect about target and messaging for Spring event.

7:25pm Finance Committee Proposed Motion

Endowment donation received several years ago SCWS received an endowment donation.

8 or 10 years ago we borrowed against it (about \$200k at 6% interest & have been paying interest so \$260,000 is due). It is a black mark on our audit report each year to have this debt. For past several years, we have need to borrow money for cash flow each year. But by end of the year we expect to have \$200,000 in cash reserves that can be left as cash reserves for cash flow and fall 2017

Motion by Krista in absentia: Cease self-paying 6% interest on endowment principal. It will not remove any previously accrued interest, but from this point forward will not accrue any more. Richard seconded and passed unanimously (8-0).

7:38pm Site Committee Update [verbal report]

Big items

- Room usage into the future being reviewed: Next year looking okay but with increased enrollment then do not have enough space.
Looking into preliminary stages for new classroom needs for 2017-18.
- Tent structure: near Eurythmy room does not have an easy solution.
- Maintenance master plan being developed by Allen and discussed in past 2 site committee meetings.
- Summer list: committee working on prioritizing.

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Smaller Items

- Clint's old shed
- Tree Trimming
- Christina offering time bank pre May Faire; then Beautifying Day can focus more on beds and planning gardens
- Planning garden improvements with
- Planting around PreK fence.
- Termites allen getting orange oil quotes
- Fire protection needed behind 1st and 2nd grade, Garden, Kindergarten, 4th & 5th with cleaning brush and adding fences.
- Leaky roofs 2nd grade. Attempting to improve with tree trimming but roof not likely to be ; 7th grade leak fixed and possible leak in 4th grade.
- Discussing floor refinishing in 3rd, 7th and office?
- Water heater leaks in Ks and mildew found cleaned as a temporary fix, but full assessment needed.
- wood chips in swing area. Fix the base structure to prevent pools
- Play structure might need to be replaced. Bottom post had rotted 5 years ago and cemented to stop damage.
- Shed between 1st and 3rd grade: How to use it? Bring goats & shed can house supplies?
- Screen over 5th grade skylight (oven)
- Lighting in general: Dexter's dad does lighting and has a grant program.
- Drainage update: positive results from waddles, concern for how well the catchment held water. Committee recommends another layer of waddle.
- \$2000 high efficiency light bulbs.

8:00pm Governance Committee Update

Annual Meeting, mid-Accreditation visit, & March Faculty, Board & PA mini-Retreat
See full minutes of Gov 2/11/2016 meeting in [Appendix B](#) below.

Future Agenda Item: Board need to discuss adoption of Vision & Mission

Discussions & Decisions:

6. Enrollment Plan & Registration Info (10 mins) — Deborah & Jodi
7. Bylaws Amendment (10 mins) — Margaret

8:20pm 7:45pm Bylaws Amendment Vote

See Bylaws document in [Appendix C](#).

Passed by Faculty on 2/4/2016, Vote by Parents at Annual Meeting 3/2/2016.

Motion: Adoption of Bylaws amendments to be approve made by Mark and 2nd by Alexandra and Richard, approved unanimously (8-0).

8:25pm Enrollment Plan & Registration Info

Draft included in [Appendix D](#). Discussion postponed.

Q: 4 & 5th enrollment event for current and new families?

A: no priority right now.

8:30pm Bio-Break

8:40pm Check-In Over Flow

- Discussion about process still needed for whether Dev. Dir position open.

Closed Meeting Discussion (BoT & Admin Dir):

8. Discussion about School Needs and Next Steps (60 mins) — All

8:45pm Discussion about School Needs and Next Steps – BoT

9:30pm Closing – BoT

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 14 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
February 22nd, 2016**

Administrative Director Report

Enrollment Numbers by class

PreK - 4/ 7 & 2/ 6	Lavender K - 17	Rosemary K- 14	1st - 13
2nd - 17	3rd - 16	4th - 13	5th - 10
6th - 11	7th - 14	8th - 6	Total: 144

Pending: Applications: 3

2016-17 Applications: 10

Personnel

Hiring;

- Interim Preschool Assistant teacher - hired Laurie Dodt
- Interim Preschool teacher - hired Heather Wellborn
- Afterschool Kinder teacher - hired Nadia Peralta
- Saturday Parent Tot teacher - still open
- Dev Director - hiring (development coordinator) - Alicia Benoit
- E teacher - interviewing
- Grades teacher - interviewing
- Office receptionist/coordinator - opening

Handbook Done!

Operations

Enrollment -

New plan

Parent tot to Prek party

General:

Tree trimming - under way

Community usage applications complete and being used.

RSF coming to visit on Thursday

Facilities –

To Do List - next steps

Events –

- Annual Giving Campaign report -\$
- Earth Day April 16th
- May Faire and Spring Fundraiser update
- 40th Anniversary - proposed Logo

Pre K – Had her evaluation today

Finance Committee:

- Treasurer Report
- Outstanding bills letter
- Changes in ASP billing

IT committee –

- Nothing to report

Treasure Tree –

- New hire - Mor Fishman

Legal – Nothing additional to report

Governance Meeting Agenda & Minutes
2/11/16 6-8pm @Looker

[Minutes](#)

- [1. Long Term Plan \(30 minutes 6pm\)](#)
 - [2. Mid-Cycle Accreditation Visit - March 7-8, 2016 \(30 minutes 6:30pm\)](#)
 - [3. Annual Meeting Planning - Wednesday, March 2, 7pm \(30 minutes 7pm\)](#)
 - [4. Mid-year retreat planning - Monday, March 14th, 1:30-5pm \(15 minutes 7:30\)](#)
 - [5. Wheel Update \(10 minutes 7:45\)](#)
 - [6. Upcoming Governance Committee Meetings \(5 minutes 7:55pm\)](#)
-

Minutes

Attendees: Lara Triona , Scott Olmsted, Margaret Rosas, Jodi Casey

Next Meeting: Thursday, March 3, 2016 , 6pm @ Looker

1. Long Term Plan (30 minutes 6pm)

- Mission/Vision/Values with CoT (Jodi)

Proposed Vision

In all that we endeavor, the Santa Cruz Waldorf School strives to cultivate a learning community that fosters self-directed, empathetic, and imaginative, free-thinking individuals who along with a love of learning, have the capacities and courage to serve an ever evolving humanity and world.

Proposed Mission

We accomplish this vision by honoring each child's development timeline and his or her unique capacities and gifts; by nurturing a love of learning through offering a classical Waldorf curriculum rich with academics, foreign language, music, fine and practical arts, movement, and gardening; by cultivating artistic, creative, inspired teachers who are Waldorf trained; and by encouraging an interest and respect for all life and the planet.

- Wish List (Jodi and Deborah)
- Plan for drafting into new doc (using [SCWS Governance Committee - Report December 2015](#) as a basis)

Action Items

SCWS Board Meeting (2016-02-23) Minutes (final)

- To Do Lists: Deborah to bucket and pass to Scott in preparation for Accreditation
- Program Lists: Jodi to add to Feb. 25 CoT agenda

2. Mid-Cycle Accreditation Visit - March 7-8, 2016 (30 minutes 6:30pm)

Draft AWSNA Response Report March 2016 reviewed and discussed.

Action Item: complete 2016-2020 Strategic Plan document draft [Margaret Sat 2/13](#)

Action Item: flesh out 1 section wheel [Deborah Fri 2/12](#)

3. Annual Meeting Planning - Wednesday, March 2, 6:30pm (30 minutes 7pm)

- Presentations/Discussion
 - Bylaws Change
 - passed in Faculty, need to get vote on record at next BOT meeting
 - Review Bylaws Change Change Document ([Appendix C](#))
 - Strategic Plan
 - Draft agenda, timeline and speakers
- Invitation Communication

Annual Meeting Agenda Items **updated 2/23/2016**

snacks: Steve Volk tea & coffee plus PA sign up for other

- 6:30pm Accomplished 2014-2015
 - Mark Briscoe —
 - Krista — Annual Report (accumulating a reserve)
 - Scott — AWSNA/Accreditation visit
- 6:50pm Working on 2015-2016
 - Margaret — Reveal updated Strategic Plan (& Board-Faculty-PA Retreats)
 - Margaret and Lara — Bylaws Changes ()
 - Sarah — PA Welcome and Update
 - Alexandra — Development and Spring Event
- 7:20pm Things to look forward to in 2016-2017
 - Enrollment (Deborah)
 - Re-enrollment Changes discount & deadline: March 25th
 - Financial Aid Deadline: March 25th
 - After School Program Changes
 - Suezanne Sites — Tuition Scrip Plan (Deborah and)
 - Justin or Joel — 40th Anniversary Celebrations

Action Item: flesh out the agenda [Lara Sun 2/13](#)
DONE & Emailed to MT and after approval to speakers.

4. Mid-year retreat planning - Monday, March 14th, 1:30-5pm (15 minutes 7:30)

Make a list of accomplishments by group (Faculty, Board & its committees, Admin, PA),
Walk Through Strategic Plan
Goals for next fiscal year by group with consensus across all

Action Item: Think about it, send email to faculty & invite PA [Jodi Fri 2/19](#)

5. Wheel Update (10 minutes 7:45)

- Wheel Development
 - Admin: Deborah to be working on
 - Faculty: Scott status?
 - Board: Margaret status?
 - MyCommittee #fail going back to Google Docs

Action Items Admin: Deborah to add the handbook (will add link to the Wheel)

6. Upcoming Governance Committee Meetings (5 minutes 7:55pm)

Dates and running list of topics to be covered in these months

- February 23, 2016 - BOT meeting
- March 3, 2016
- April 7, 2016
- May 5, 2016
- June 2, 2016
 - Planning Fall Retreat
 - Review calendar reporting

Governance Report Bylaws Revision for 2015-2016

1. Bylaws amendments

A. What are Bylaws?

Every nonprofit organization has bylaws that describe how the organization is governed. These are rules that must be followed and are typically reviewed and revised regularly. The bylaws focus on high-level rules, such as the general structure of the board of trustees. Most bylaws of nonprofit organizations have similar sets of headings, but there is some variety in what is included.

Section	Purpose
1. Office	Identifies the legal jurisdiction for the organization by state and county; often includes the address of its location(s).
2. Purpose	Describes the purpose of the organization, but it does not override the purpose defined in the articles of incorporation, which should be identical.
3. Membership	Nonprofit organizations can have members, but not are required too. The bylaws explain when members have a vote in organizational matters. This section must clearly describe who are and are not members, explain their voting rights, quorum numbers, any regular meetings of members, and how any additional meetings are called.
4. Board of Trustees	The board of trustees has fiscal and legal responsibility for the nonprofit organization. The bylaws explain the board's powers, qualifications for trustees, how many trustees are on the board, how they are selected or removed, voting rights, quorum, any regular meetings, and how meetings are called.
5. Officers	The officer roles in the organization are described in this section. It clearly defines who is qualified to be an officer, how they are elected, and their duties that they need to fulfill as officers.
6. Miscellaneous	This section has any other governance rules of the organization. These commonly include fiscal year, indemnification, process of amendment, and any other necessary legal definitions.

B. Why do the bylaws need to be amended?

It is recommended that nonprofits review and amend their bylaws about every 5 years. The bylaws of Santa Cruz Waldorf Schools have not been updated since 1987. There are several issues with the current bylaws that are related to clarity and following legal best practices. In general, flexibility in the bylaws is recommended over rigid rules. While the Santa Cruz Waldorf School's bylaws has some flexibility there are some current rules that seem needlessly constraining and are preventing us from being a better organization.

C. What are the changes that are being made?

The full set of changes is shown in the tracked changed bylaws document. The summary below explains purpose for each change, Governance Committee’s Recommendation, and other options the board could consider.

Reason for Change	Recommendation	Other Options
1. Office Identifies jurisdiction of the organization; missing from previous document	<ul style="list-style-type: none"> Identify current principal office by location, but include flexibility to change and add additional offices out of state without bylaws 	<ul style="list-style-type: none"> Only identify jurisdiction as county and state but not address. Identify current office and only allow changes with bylaw amendment.
2. Purpose must not deviate from the purpose in the articles of incorporation	<ul style="list-style-type: none"> Change to make identical to articles of incorporation 	<ul style="list-style-type: none"> If BOT wants to change, need to also amend articles of incorporation.
3.1.1 Faculty Membership clarify purpose of the faculty body & who qualifies for a vote on decisions designated for the faculty body	<ul style="list-style-type: none"> Remove “heart of the school” and focus on educational purpose. Define faculty as employee of the school who has credential and is qualified to teach. 	<ul style="list-style-type: none"> Omit section about body responsible for determining how faculty organizes. Remove vice president references in the paragraph describing Faculty chair duties.
3.1.2 Parent Association Membership clarify purpose of the PA & allow for absentee voting	<ul style="list-style-type: none"> Remove “soul or support branch of the school” and focus on role as representation of parents and support for the school and community. Add option for absentee balloting. Remove requirement for annual PA meeting. 	<ul style="list-style-type: none"> Omit section about body responsible for determining how PA organizes. Remove president references in the paragraph describing duties of the vice president.
3.1.3 Associate Members clarify intention of associate members	<ul style="list-style-type: none"> Remove “spiritual” requirement for associate members 	
3.2.1 Annual Meeting allow for greater flexibility in scheduling of the annual meeting	<ul style="list-style-type: none"> Remove requirement that meeting occurs on first Friday at 8pm. Clarify that quorum description refers to “membership meetings” 	<ul style="list-style-type: none"> Change the month of the annual meeting. Remove requirement to transfer responsibility to new board members.
4.1, 4.2, 4.3 Board of Trustees: number, appointment, term, and vacancies Current board size limited by number of	<ul style="list-style-type: none"> Remove requirement for equal parent and faculty trustees, but include legal requirement that the number 	<ul style="list-style-type: none"> Keep selection of trustee representatives by vote of the PA and faculty.

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<p>faculty willing to join board. Selection of board members by BoT from faculty and parent nominees will help keep BoT's focus on long-term vision mission.</p>	<p>of interested parties is not 50% or greater.</p> <ul style="list-style-type: none"> • BoT selects Trustees from PA and faculty nominations. • Require 2/3 vote of BoT for appointment & majority of BoT to remove. • Allow for terms to be shortened or extended by a year or less to stagger. • length of filled vacancies specified by the BoT. 	<ul style="list-style-type: none"> • Require unanimous consensus vote for new trustees. • Allow for more consecutive terms (4). • Vacancy terms are always 2 years or only complete term of prior Trustee.
<p>4.6 Quorum If only half of BoT is required a decision can be made by only 26% of the BoT. Since min fac/par has been reduced to 2 want to avoid bylaws requiring both are always are present.</p>	<ul style="list-style-type: none"> • Require 2/3 of BOT members & require at least 1 faculty and 1 parent trustee. 	<ul style="list-style-type: none"> • Currently requires half of BOT members and 2 faculty and 2 parents.
<p>4.7, 4.8, 4.9 Manner of Acting, Action without a Meeting, Remote Attendees</p>	<ul style="list-style-type: none"> • Establish that affirmative vote by a majority of Trustees present at meeting for action by the board. • Allow for action without a meeting if there is unanimous written consent by all Trustees. • Allow for Trustees to be present at board meeting via teleconferencing. 	
<p>5.2 Officer Selection & Removal</p>	<ul style="list-style-type: none"> • Require 2/3 vote of BoT for appointment & majority of BoT to remove. • Terms are 1-year long. • Require certified Waldorf teaching program. 	<ul style="list-style-type: none"> • Require unanimous consensus vote for officer positions. • Allow for President OR Vice-President to be qualified class teacher.
<p>5.4, 5.5 Officer Descriptions revise to clarify policy-making role of the officers rather than in day-to-day tasks of school.</p>	<ul style="list-style-type: none"> • Remove role of general manager from President's duties. • Remove power to make all school and curriculum decisions from Vice-President alone (since this it College of Teachers and Management Team duties) & • Clarify that if President is 	

	removed or resigned the Vice-President assumes the duties and responsibilities of President until a new President is elected.
6.3 Indemnification	• Add indemnification clause because liability clause earlier is too vague.

Plan for implementation

- August - Board review -- get on the agenda for initial questions
- September - Amendments at board meeting / send to faculty
- October - Board discussion
- November - Board approval
- December - Faculty review & approval
- January - Prepare communications to community
- February
- March - Vote at Annual meeting

Use of Capitalization

bottom line: uppercase proper nouns, lowercase common nouns

uppercase

SCWS Board of Trustees
Parent Association

lowercase

association
corporation
board
faculty
faculty chairperson
parent association chairperson
president
vice-president
secretary
treasurer



Enrollment Plan 2016-2017

(Draft 2)

SCWS Enrollment Committee aims to increase our enrollment in the fall of 2016 to 160+ students in our Preschool, Kindergarten and Grade school by developing these four actions items:

1. Work with the preschool committee to open an off-site Preschool
2. Build a stronger middle school outreach program
3. Create a more active enrollment ambassador program
4. Implement a targeted marketing plan.

Additionally, we plan to work with the Finance Committee to lower registration fees for the following school year. We will also work with the Site Committee on a strategic site development plan to increase our permitted capacity.

To achieve these action items, 9 objectives have been identified as followed:

- I. Actively pursue a preschool location and support ongoing efforts to implementation.
- II. Develop a rising middle school parent program including an appropriate movie and lecture series.
- III. Deliver our message through updated social media, increased community outreach events, and improved collateral.
- IV. Provide ongoing support of the Alumni Database;
- V. Develop a relationship with an MBA program to build a strong marketing plan.
- VI. Fine tune the enrollment process.
- VII. Develop a community volunteer project.
- VIII. Build a calendar of outreach events
- IX. Seek parents to represent SCWS at community events.

I. Actively pursue a preschool location and support ongoing efforts to implementation.

II. Develop a rising middle school parent program including an appropriate movie and lecture series.

We intend to increase the application pool for our middle school program by reaching an older age group. We will aim to do this by giving our information to 5th and 6th grade guidance counselors in Santa Cruz, as well as placing our flyers strategically around town to places where parents of this age group would be. Some example of this are at sporting leagues, after school programs, farmer's markets, etc. We will host a Walk Through The Grades of only our upper

grades (5-8) to create an enrollment event that is more catered to this age group. Also, we will develop a movie night for middle school parents that highlight middle grades issues and how we support them in a non-traditional but effect way. We aim to contact local middle schools and their guidance counselors by the end of our school year to increase awareness of our offerings.

III. Deliver our message through updated social media, increased community outreach events and improved collateral.

We will increase our social media outreach on Facebook, Instagram, Yelp and Twitter to ensure we are reaching the broader middle income parent demographic. We will also update our enrollment collateral and distribute them in house and community events such as Earth Day, Human Race, Cabrillo Music Fest, and more.

IV. Provide ongoing support of the Alumni Database.

We are currently creating an Alumni/Donor database in the hopes that we can invite our alumni back for our 40th Anniversary and invite them to upcoming events. The goal of this objective is to continue to receive support from our alumni in maintaining our reputation.

V. Develop a relationship with an MBA program to build a strong marketing plan.

We have reached out to an MBA program to work with their marketing department to develop a marketing plan in conjunction with the Enrollment Coordinator, the Administrative Director, the Management Team, and the faculty of SCWS to increase our enrollment and the SCWS reputation.

VI. Fine tune the enrollment process.

The purpose of this objective is to provide a more efficient process of tracking our prospective students through their enrollment process and to improve the communication between the Enrollment Coordinator and the teachers. Current ideas are to use the free online project management system called Trello.

VII. Develop a community volunteer program.

VIII. Build a calendar of outreach events.

IX. Seek parents to present SCWS at community events.

We will create an enrollment ambassador program to distribute SCWS information around the community, and to take on a larger role of encouraging new families to look at our program.

. As we must continue to keep our Preschool and Kindergarten classes large to feed the attendance of our upper grades, we hope to develop a conversation to present to interested community groups. These conversations will be targeted towards local Preschool and playgroups in the Santa Cruz Area. These conversations must be engaging and must generate an excitement towards our program

The goal of this objective is to foster relationships with schools that might refer their students to SCWS in the future.

The list includes local private and public school from Preschool to 8th grade.

By next fall, we will aim to increase our Enrollments Events by having Walk Through The Grades and Morning in the Kindergarten occurring twice per month with larger publications to increase attendance. We also hope to see a few Kindergarten “Evenings” where our teachers and enrollment coordinator are hosting a conversations at local Preschools and Grade Schools to inform community parents of our Kindergarten and Middle School.

Appendix A

Teacher and Enrollment Coordinator communication

Differences are in bold

Suggested teacher and Enrollment Coordinator communication 1:

- The enrollment coordinator will receive an application via TADs.
- The enrollment coordinator confirms with the family that we have received the application and informs them we will be in touch to set up shadow days, the interview, and any possible assessment tests
- The enrollment coordinator gives the teacher a hard copy of the application, plus the Teacher-Enrollment Coordinator Communication Form partially filled out and asks them to email me their best available times to meet. They **MUST** give the enrollment coordinator at least 3 different options of when they are free.
- The enrollment coordinator confirms with the family when they can come in
- The enrollment coordinator confirms with the teacher when the student is expected
- After the interview, the teacher returns a finalized Teacher-Enrollment Coordinator Communication Form
- The enrollment Coordinator calls the family with their acceptance or denial

Suggested teacher and Enrollment Coordinator communication 2:

- The enrollment coordinator will receive an application via TADs.
- The enrollment coordinator confirms with the family that we have received the application and informs them we will be in touch to set up shadow days, the interview, and any possible assessment tests
- The enrollment coordinator gives the teacher a hard copy of the application, plus the Teacher-Enrollment Coordinator Communication Form partially filled out. **The enrollment coordinator sends an online scheduling tool for the teacher to fill out ALL available times in the upcoming week so that the enrollment coordinator is able to let the family know what times precisely will work**
- The enrollment coordinator confirms with the family when they can come in
- The enrollment coordinator confirms with the teacher when the student is expected
- After the interview, the teacher returns a finalized Teacher-Enrollment Coordinator Communication Form
- The enrollment Coordinator calls the family with their acceptance or denial

Appendix B

Public and Private Schools

Kirby Preperatory School
425 Encinal St, Santa Cruz, CA 95060
(831) 423-0658

Spring Hill
250 California St, Santa Cruz, CA 95060

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(831) 427-2641

Gateway

126 Eucalyptus Ave, Santa Cruz, CA 95060

(831) 423-0341

Orchard

2288 Trout Gulch Rd, Aptos, CA 95003

(831) 688-1074

Mt Madonna

445 Summit Rd, Watsonville, CA 95076

(408) 847-0406

Holy Cross

150 Emmett St, Santa Cruz, CA 95060

(831) 423-4447

Good Shepherd

2727 Mattison Ln, Santa Cruz, CA 95065

(831) 476-4000

Santa Cruz Montessori

6230 Soquel Dr, Aptos, CA 95003

(831) 476-1646

Tara Redwood

5810 Prescott Rd, Soquel, CA 95073

(831) 462-9632

Westlake Elementary

1000 High St, Santa Cruz, CA 95060

(831) 429-3878

Mission Hill Middle School

425 King St Santa Cruz, CA 95060

(831) 429-3860