



## Board Meeting Minutes March 22, 2016

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**This Board took 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.”

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

*Expected Absence:* Krista

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**7:10pm Welcome and Verse (3 min) – All**

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

Postpone until April 2016

***Committee Reports:***

1. Management Team Report (15 min) – Deborah
2. Governance: Board Officer & Chair Elections (5 min) – Mark
3. Preschool Report (5 min) – Lara
4. Development Committee Report (20 min) — Alexandra
5. PA Report (15 min) – Sarah
6. COT Report (15 min) – Jodi

**7:05pm Management Team Report**

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

Q: 60 day notice requirement waiver requests

A: Mark will meet with families who have concerns about the 60 day notice fee.

### **7:40pm Board Officer & Chair Elections**

Mark nominated as President by Lara, Margaret 2nds, and approved unanimously (7-0).

Jodi nominated as VP by Margaret, Alexandra 2nd and approved unanimously (7-0).

Krista nominated as Treasurer by Mark, Richard 2nd, and approved unanimously (7-0).

Lara nominated as Secretary, 2nd by Margaret, and approved unanimously (7-0).

Margaret nominated as Governance by Mark, 2nd by Richard, and approved unanimously (7-0).

Alexandra nominated as Development by Margaret, 2nd by Jodi, and approved unanimously (7-0).

Site: Richard will check with Christina about whether she'd be okay being chair on own.

**Action Item:** Support Committee chairs in board development and processes.

### **7:50pm Preschool Report** [verbal]

Transition going well with Aaryn checking in weekly with Heather.

Off-Site Preschool 2017-2018 options near freeway a couple options being considered.

### **7:55pm Development Committee Report** [verbal]

Fundraising Plan plus May Faire and Spring Forward

Priority #1: Bring 3 specialty teachers to full-time. \$15,450

Priority #2: Eurythmy teachers \$5,400

Priority #3: Garden

Priority #4: Extra Lesson Tutor

Priority #5: EST

Priority #6: Upper Grades Math Support

Target Goal: \$25,000

Q: Alumni Database needed for 40th anniversary

Spring Forward: Save the Date email blast before Spring Break

May Faire being chaired by Victoria (6th grade parent).

### **8:10pm PA Report**

Hot lunch program going good (15-20 families doing program)

Earth Day coming along well

### **8:10pm COT Report**

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

Discussed the report and need to movement and leadership.

**Discussions & Decisions:**

7. Enrollment Plan (15 mins) — Deborah
8. Exit Interview Protocol (15 mins) — Deborah

**8:30pm Enrollment Plan**

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

Retention important part of the plan.

Building community: Mark is going to throw parties! 5/7

Key Performance Indicators (KPIs): metrics to know loss rate and class size increases.

Lack of transparency about how hard teachers are working to address difficulties though the Mentoring & Evaluation Committee and other approaches.

**Future Agenda Item:** How to gage health of school? (currently get monthly look at enrollment & budget)

**Proposal:** Every two years school audit by President. Important for people to feel heard in a structure that builds good-will in the community.

**8:50pm Exit Interview Protocol**

Currently, Deborah sets up time to talk about has a conversation sheet to guide conversation.

Often involves really listening to the parents either by phone, or in person.

Also often includes negotiation on 60 day enrollment fee.

No longer attending vs. withdrawn. Specify as financial, problems, etc.

Parents remember their last experience so goal is to make it really positive.

Summer of 2016: Follow-up with those who do not re-enroll.

Graduating 8th graders: Connect with these parents since will not be returning.

Following up with alumni who are juniors in HS and older.

Departure/Parting: Could include something akin to deathbed anger. This gives the exit interview a dual purpose of information gathering and ideal healing for family by being heard.

**8:55pm Check In/Overflow (5 mins) – BoT**

**9:00pm Closing – BoT**

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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:

## SCWS Board Meeting (2016-03-22) Minutes (final)

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 7 Accreditation
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 Board Meeting  
March 22, 2016**

**Administrative Director Report**

**Enrollment**

Enrollment Numbers by class 2015-16

PreK - 4/ 7 & 2/ 6	Lavender K - 17	Rosemary K- 14	1st - 13
2nd - 17	3rd - 16	4th - 13	5th - 10
6th - 9	7th - 14	8th - 6	Total: 143

2016-17 Applications: 10

Re-enrolled: 20

Pending 97 (does not include Kinders which there are 31).

Have called, emailed, sent letters home, enews, posters, talked with PA, talked with parents...just not working.

**Personnel**

Hiring ...

Saturday Parent Tot teacher - still open

Parent tot will be open

E teacher - interviewing x3

Grades teacher - interviewing x3

Office receptionist/coordinator - filled by Monika

EST - getting jd from Care group

Enrollment Personal update

PreK party went very well.

**Operations**

Finance Committee –

Working on budget for next year now

I would like to have the Board make a decision on people asking for less than 60 day notice.

News from the CPA

Past due letters went well  
\$25,000 Scholarship

Site –

Driveway DG added, still working on it  
Trees out on March 28th  
LED bulbs going in  
Clean up crew (April 3rd) and garden day update (April 15th)  
Wifi dishes only for Garden event

Marketing

Getting our advertising plan for next year underway

Program

Accreditation went very well  
Camps  
Edisione and Dexter  
New Proposal from PreK...  
New Time tracker for ASP  
Mural in town!! Habitat for Humanity, 3rd grade  
How do we rotate out committee members?

Mgt team

Faculty Chair update

Legal

Nothing additional to report

## **College of Teachers Report**

### **March 2016 BoT Report**

**Book Study:** Creating a Circle of Collaborative Spiritual Leadership

**Artistic Undertakings:** Movement with Mr. Walters for presentation at the spring assembly.

**Current Topics of Conversation:**

We have been meeting and hearing the biographies of potential first grade teachers. What kind of student does the Santa Cruz Waldorf School want to apply and enroll? How does the school's enrollment process support finding the right kind of students for our program? How do we make sure we can meet the needs of all enrolled students.

The college is currently in the process of nominating a new faculty chair to replace Caitlin beginning after spring break. We are hoping to nominate a new faculty chair this The faculty has been working on mission, vision, and values for the strategic plan. The two third meetings helped the faculty to identify some of the groups challenges. There is still much work to do in the area. Management team has been discussing how to help the faculty in becoming a unified group.

**Committee Work:**

**Mentoring and Evaluation/Professional Development (Scott Olmsted, Chair)**

Committee members include Kerry Maloney, Caitlin Amajor and Richard Corbal.

The mission of the Mentoring and Evaluation Committee is to improve the quality of teaching by fostering a shared vision of our Waldorf pedagogy, by arranging for high quality faculty evaluation, facilitating peer mentoring, and creating in-house teacher.

This year, in addition to facilitating the accreditation process, which has taken a lot of faculty time, the M & E committee has completed a 360° evaluation for our 8th Grade teacher, an evaluation for our new first grade teacher, and has scheduled an evaluation visit for our new Kindergarten teacher.

Our peer-mentoring program has successfully matched teachers for weekly scheduled mentoring sessions and has coordinated observations between and among teachers.

We have been less active in creating in-house opportunities, primarily because our study time was mostly dedicated to accreditation items.

We have also spent considerable time on individual class situations and support activities for individual students and teachers. These situations fall roughly under our “peer mentoring” tasks.

A college review of this relatively new committee will happen this spring.

### **Care Group/Educational Support**

#### **Faculty Hiring/Dismissal (With Administrative Director)**

Hiring committees are formed through the Management Team and are created in response to specific needs. This year there have been two faculty hiring teams created: Class teacher, grades 1,6 and 7, and Part-time and Therapeutic Eurythmy.

Hiring begins with the identification of open positions and recruitment, mostly through the internet, but also with a visit to Rudolf Steiner College. Finding suitable candidates has always been a significant challenge. The job market is very competitive and there are often previous connections or family situations that make re-location difficult.

Nevertheless, we have arranged for visits from our top three candidates for the first grade position and have completed one round of demonstration teaching and have another scheduled for this week.

In addition, after reviewing the evaluation report for 8th Grade teacher Sunset Richter we were more than happy to offer her the open 7th grade position, which she has accepted. The hiring committee also recommended that Vanessa Bravo remain with her class, which Vanessa accepted.

The hiring committee for this year’s class teacher positions is Deborah Lindsay, Christopher Sblendorio and Scott Olmsted.

For the Eurythmy position, the team is Deborah, Alicia Benoit, Jodi Casey and Esther Centers. They have been interviewing candidates and will complete that process this week.

### **First Grade Acceptance Committee (Richard Corbal, Chair)**



Regular members include Richard Corbal, Kendra Barnett, Hailey Villa, Verane Pochet, Aaryn Lowerre, Heather Wellborne , and Aurore Sibley as assessor. Usually there is also a grades teacher but because of schedules and timing the committee did not have a grades teacher on this year's committee.

The First Grade Acceptance Committee's mission is to determine proper placement for each and every student in the coming school year, by working through a process that takes into account many different factors and observations by a number of different people; including teachers, parents and assessors.

The process technically begins on the first day of school when the teachers start their observation of all children who will be age eligible for the next year's 1st Grade. This deep observation continues throughout the school year, with a parent/teacher conference at the end of October and the middle of February to pass on much information to parents. In addition the Early Childhood faculty made a presentation of the potential rising 1st Grade children to the faculty shortly before February break. In preparing for this the K teachers did quite a bit of work to gather information on each individual child as well as the group as a whole. Coming back from winter break, each age eligible child was assessed by Aurore Sibley; providing an additional and much deeper observation for discussion and consideration. Roughly two weeks ago these assessments were completed and since that time the committee has met twice to complete the process of acceptance. The acceptance process was completed Friday, March 18. From this point we will gather together what has been discussed and decided by the committee, formalize that which has been determined a "Condition, Recommendation or Suggestions" and write up each acceptance letter to contain these aspects. Final letters will be sent to parents within a two-week period.

This is a brand new group taking up this work, so in general it does look a bit different than in previous years, but only because of the people and not the elements of the process. Moving forward from this year's process the committee will likely be making some changes for next year's acceptance process. Also, the committee is reviewing acceptance letters from other Waldorf schools for both language and for managing conditional acceptances. Lastly, our process has gone slower this year than in previous years for a few reasons, including Aurore living over the hill and schedules coming into alignment.

Of all children considered this year: one child will not be accepted; three children will have conditional acceptances (the first time we have done this in a number of years); for one child we have not yet made a determination; and all of the rest of the children will

have various recommendation and suggestions. Twenty children are being considered for next year's first grade.

**Restorative Practices (Esther Centers, Chair)**

Committee members include Esther Centers, Scott Olmsted, and Linda Kealey (parent).

The mission of the Restorative Practices Committee is to help teachers, administration, and parents understand that conflict is an opportunity to build community through deeper understanding, that conflict is less about differences than it is about opposition, and that simple structures can support us to come together in ways that renew and strengthen community. The RP Committee also monitors the curricular aspects of the program. Our work with Restorative Practices addresses two aspects: the realm of the teacher (providing alternatives to old-school discipline techniques), and the other is to support adults in the community who want to find new ways to address conflict.

This year the committee's focus has been to host a series of four Parent Compassion Workshops (Nov. 17, Jan. 12, Mar. 15, May 17). With the exception of the one in March (when the flu kept everyone at home), these sessions have been well attended. In addition, Esther continues to write articles for the school's e-news to keep community members informed of the work of Restorative Practices. Another task has been to respond to parents who read the articles and have questions, as well as sending participants the online manual when they sign up for the workshop.

This year, our main goal was to offer the parents in our school the tools the teachers have been using in the classroom, and help them get more familiar with our methods. Some of these are: reflective listening, compassionate communication, and empathy.

Another primary goals is to continue to inform parents and train incoming faculty and staff, so that each member of the community has a basic understanding of this new way of finding solutions to conflicts that arise in our work together. Esther has also continued to offer facilitation for adults in the community, so they can try to address their conflicts with courage, and not shy away from conflict.

Esther also reports to the faculty on a regular basis and provide space for discussion regarding the program, and pass on news of other RP groups around the country and around the world. As a Circle Keeper, Esther has facilitated several meetings between teachers and parents during the past several months.

This year due to financial constraints, the school was unable to rehire Christine and Todd for faculty work (We retained their services for teaching 6th grade.) and the hope was that more faculty members would step forward to become Circle Keepers. This is still a major goal.

**Educational Support/Care Group (Vanessa Bravo, Chair)**

Additional members include Esther Centers, Mireilla Horton, Wanda Taylor.

(No report provided.)

Some of this year's accomplishments include hiring new Therapeutic Eurythmist Barbara Newman; creating a new academic and movement assessment for fifth grade students; designing and hosting a successful workshop for parents on developmental movement.

**Program Committee**

The Program Committee is usually active during budgeting when program needs to be cut to meet budget constraints.

**Festival (Jodi Casey, Chair)** Additional member includes Kerry Maloney.

The mission of the festival committee is to help strengthen, deepen and enliven the festival life of the Santa Cruz Waldorf School through practical work and esoteric study. In addition, the committee supports the management team's finalization of the school calendar in early May by ensuring that all festivals to be celebrated the following school year are included on the school calendar set in May.



## 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.

### **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

### **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  
(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

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(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