



BOARD MEETING MINUTES
August 2016 (9/1/2016)

This Board Meeting took place at 7:00 PM at [101 Church St, Santa Cruz](#) (looker).

“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.”

Regular Attendees: Mark Briscoe, Jodi Casey, Lara Triona, Krista Cook, Richard Corbal, Christopher Sblendorio, Margaret Rosas, Alexandra Woods, and Deborah Lindsay

7:05pm Welcome and Verse (3 min) – All

7:10pm Board Minutes Approval (2 min) – All

Krista motioned approval of the June Board Minutes, seconded by Mark and approved unanimously by the board.

Committee Reports:

1. Governance Committee Report (30 min) – Margaret
2. College of Teachers (30 min) – Jodi
3. Executive Committee Report (20 min) – Mark
4. Management Team Report (30 min) – Deborah

7:05pm Governance Committee Report

- Dialogue and Discussion about Strategic Plan Retreat
- Q&A about Committee Goal Making Process

Retreat began on Friday with a fun meet and greet game to integrate everyone with new faculty. Then spent time in 6 strategic plan focus area groups to create and then present a skit or other presentation about the school's accomplishments in 2015-2016. At the retreat on Saturday we discussed the most important subgoals for each of 6 areas of the Strategic Plan:

- #1 Teaching Excellence
- #2 Student Experience
- #3 Parent Experience
- #4 School Leadership
- #5 Finances and Facilities
- #6 Outreach and Development

Committees submitted in advance their tentative goals. At the meeting, attendees could share additional needs of the school that fit the SP focus areas.

6 stickers were distributed to each attendee to identify common vision for the goals. Most votes of attendees (16 stickers) went to Land Use Plan. Currently the Site Committee and a parent volunteer is donating time towards some important pieces for the next year. This short-term plan needs to be informed by the College of Teachers longer-term priorities.

We also discussed increasing Teacher Salary & benefits (13 stickers), which was added by the attendees as part of Teaching Excellence. Important for parents to understand the rationale behind annual tuition increases.

Action Item: Margaret (Governance chair) will continue to work with the committee to get goals so that ready for the Back to School Night 9/22/16.

7:40pm College of Teachers Special Summer Report

- Status of Pedagogical Director position

Full report is in Appendix A.

Summer meetings included a subset of faculty to develop a job advertisement draft and specified the groups involved in the process. Going to faculty meetings for approval.

Future BoT Agenda Item (Sept BoT): Michaelmas study by Jodi (20 mins)

7:55pm Executive Committee Report [verbal]

- Quarterly Dialogue and Discussion

Purpose is to support Administrative Director

Helpful to give more communication, clarity, and context.

Requested sending EC minutes to other board trustees.

8:05pm Management Team Extended Report

- Includes a Back to School Night Dialogue and Discussion

See full report in Appendix A; Discussions and Q&A descriptions below.

Continuing hold harmless agreement should have mediation and arbitration.

Action Item: Krista will send Divorce Policy drafts to Mark to write up and send to finance dept.

Discussed restricted donations as acceptable only if they fit the school's priorities.

Insurance Required: Electrical review, then plumbing review

Action Item: Alexandra will poll PA about doing a summer camp right before school starts

Action Item: Deborah will check on mortgage paperwork minor update (matures 7/2017).

No Dialogue, Discussions & Decision Items.

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

Aftercare Announcement: in e-News (and K)

Q: about All School Meeting on Sat; new to some board trustees, but many felt worth trying to increase turn-out at the meeting.

9:00pm Closing – BoT

Board Meeting and Agenda Agreements

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.

2016-2017 EC & Board Meetings		
<i>EC</i>	<i>Board Meeting</i>	<i>Other</i>
June 7	June 22	
July 12		
Aug 16	Th Spt 1	Retreat 8/26-8/27
Spt 6	Spt 20	Spt 18 new parent reception (4-6pm) Spt 30 Alumni Anniversary recep Oct 1 Michaelmas
Oct 4	Oct 18	Annual Giving Oct 14-Nov 30th
Nov 8	Nov 15	
Nov 29	Dec 13	
Jan 3	Jan 17	
Jan 31	Feb 7	Annual Mtg 3/4 10am-12pm
Mar 7	Mar 21	All Sch ½-Retreat 3/13, Online Auction
Apr 4	Apr 11	
May 2	May 16	Grandparent 5/5, May Fair 5/6, Spring Forward 5/20
Jun 6	Jun 13	
July 11		
Aug 8	Aug 22 OR 29	All Sch Annual Retreat 8/25-8/26/2017

Appendix A: Administrative Director Report

Santa Cruz Waldorf School Board Meeting September 1st, 2016

Enrollment

Enrolled 153 (116 signed contracts) = \$1.352 million

PreK: 2 - 8, 4 - 8 , Kinder: 26, 1st: 19, 2nd:13, 3rd: 16, 4th: 14, 5th: 12, 6th: 11, 7th: 9, 8th: 14

Pending 5 PreK: 2 - 1, 4 - 1 , Kinder: 1, 1st: 1, 2nd:0, 3rd: 1, 4th: 0, 5th: 0, 6th: 0, 7th: 2, 8th: 0

2016-17 Applications:1

Personnel

Hiring ...

Saturday Parent Tot teacher - TorreyAnna Suttle - but we may change this

Grades teacher - 6th grade - Alison Gee

Enrollment and Accounting assistant - Samantha Zenack

EST - new hire of pending

PreSchool Director position - Candice Achenbach

Preschool assistant - Heather Wellborn

Office Manager - Sofie Radilla

Contractors contracts complete

Operations

Finance Committee –

5 year budget

Need input from Board as to desired growth rate

Committee are being put in charge of their budgets

Many families behind in their payments... we're starting the year about \$50K behind, still have \$50K from 2015/16 due as well

Two families in TA and I need a response.

Divorce policy: in writing before Jan 2017.

“Families who wish to qualify for financial aid must meet the following eligibility criteria:...

3. Submit a completed financial aid application through TADS no later than March 25th (both parents must submit data, including divorced or separated parents)”

New web guy - Bryan Gidge

Professional Directory

Volunteer coming from Germany for the year - Julia Berger

Deb new school hours

Development

Alumni Database in Cornerstone

Annual Giving theme ideas: Get back to your roots.

Open Spaces (West cliff barricade hosts: October 2016).

Back to School Night: SCWS 40th anniversary reusable bags

Raffle for attending Beautification Night

Tree Guy donation question

Site

Genderless bathrooms

Jeremy Neel - new classroom update

All summer projects completed, except drive way...

K drainage fix, Treework on campus, backstop painting, irrigation,
new 6th grade door, 3rd grade roof, 1st & 2nd grade cleared out,
Swing ground cover improved to improve drainage, sandboxes filled
Office painted, carpets & windows cleaned.

5 year roof plan

Electrical review underway

Program

Went well this summer... already planning next year

5 Dexter summer camps

1 month preschool camp

Esther tracking Program Committee items

Mgt team

PEO completed 8/31/16

Working on priorities - new building, ped chair, and 5 year budget

I will be graduating in June 2017

Potentially need to un-enroll a family

RSF loan changes

Legal

Hold Harmless agreement - Mark to review

Need a tax lawyer

Pedagogical Director Job posting

Bring to faculty with goal for October

Appendix C: August 2016 College of Teachers Report

Proposed SCWS Pedagogical Director Job Description

(COT, with BOT input, will have final job description posted by mid-October.)

Working out of Anthroposophy, the Pedagogical Director's primary responsibilities are to ensure that a high-quality Waldorf curriculum is delivered to students at the Santa Cruz Waldorf School. The Pedagogical Director works in collaboration with the Administrative Director to ensure a professional and healthy Administration. Together they hold the day-to-day duties of the Administration and oversee staff and office volunteers, each focusing on their particular areas of expertise and spheres of governance. The Pedagogical Director will be the face of the school, leading public outreach, addressing general items of parent concern, and generally giving voice to the vision of the school. They will help create a collegial environment where school-wide goals are collectively set and monitored. The Pedagogical Director will be a servant leader who facilitates fulfillment of duties and responsibilities held by faculty. They will lead the faculty in upholding their policies, agreements and decisions, in flagging areas that need attention, and in supporting mentoring and other needs of the faculty. In summary, the Pedagogical Director will be the go-to person on pedagogical matters, outreach, and enrollment, upholding healthy lines of communication, initiating follow-up on concerns and sensitive issues while working with faculty to provide the community with pedagogical understanding, inspiration, and insight.

Serve in leadership and administrative role

- Work with the Administrative Director and Finance Committee to develop budgets that ensure the quality of essential Waldorf curriculum and programs.
- Build relationships with the Administrative Director, faculty, staff, parents, students, board members and community stakeholders.
- Organize visionary goal-setting for the school
- Collaborate on Accreditation
- Provide leadership in the school's strategic planning and development initiatives.
- Work with faculty leaders, Board, and the Administrative Director to develop and refine school policies and procedures.
- Represents the school at other professional meetings as required and appropriate.

Organize Professional Development Program to ensure quality, consistency and coherence of the pedagogical program

- Supports and coordinates enrollment process.
- Quality control of curriculum (ensuring lead teachers' block planning & lessons are delivered in accordance with commonly-held Waldorf methodology/practices)
- Works collaboratively with faculty leaders when considering program changes.
- Oversight of all programs to align with Waldorf pedagogy and curriculum (including subject teachers, aftercare, summer camp, & electives).

The Pedagogical Director will oversee the mentoring process.

Evaluations: The Pedagogical Director has primary responsibility for the evaluation process for all teaching staff and oversees teacher development plans, any corrective actions, probation and/or considerations of dismissal.

Ensures faculty's ability to teach out of freedom while upholding Waldorf pedagogy.

Oversee parent contact for enrollment and retention conversations

- Represents the school in the community as the face of the school.
- Vocalizes the vision of the school.
- Reviews exit interviews from departing faculty and families, and surveys from current faculty and families.
- Regularly communicates with parents and addresses or directs questions to appropriate individuals or committees.
- Parent Education: speaks at selected parent events, visits with prospective parents, participates in school tours, contributes to newsletters, and organizes parent study groups.
- Oversee student support services
- Coordinate and oversee Educational Support Plans
- Assist faculty members with concerns, regarding specific parent issues, including admissions and expulsion processes, as necessary or appropriate.
- Support faculty as a consultant in student behavior, documenting disciplinary issues that require attention according to disciplinary policies.
- Provide leadership to faculty in coordinating, managing and developing festival events.
- Provide oversight of individual student mid-year and end-of-year reports.

Lead hiring process for all faculty positions

In conjunction with faculty leaders, participate in identifying, researching, interviewing, and selecting new faculty members with human resources support from the Administrative Director.

Preferred Qualifications

- A natural community builder who leads by example and encourages collective involvement within the school community, a successful candidate has the ability to create shared, collaborative partnerships
- Experience performing administrative tasks effectively
- A natural mentor, gifted in the areas of adult communication and relationship
- Team player able to represent the faculty perspective in committee work and decision making
- Understanding of and commitment to the study of Anthroposophy
- Committed to collaborative leadership and decision making
- Familiarity with Nonviolent Communication, Restorative Practices or other conflict resolution strategies
- Excellent written and oral communication skills
- Strong organizational skills
- Creative and flexible

Requirements

- Extensive experience and excellence as a teacher of Waldorf education
- Bachelor's Degree; Master's Degree or higher preferred
- Waldorf teaching certificate

Hiring Process

The interview should be at least a two-day process and will include meeting with both the hiring committee and five sub-groups and teaching. Role playing in a mentor situation with someone playing a non-compliant person is also a possibility for consideration. It might be a good idea to have the final candidate work a full week with us to see if it's a good fit. An applicant questionnaire might also be useful in assessing an applicant's problem solving skills.

Proposed Hiring Committee

Mark Briscoe, from BOT; Deborah, from administration; Esther, as faculty chair; Sunset from faculty; and Sarah Brown as parent representative. This group is responsible for collecting input from the interview groups and making a final recommendation to the COT.

Interview Groups

Early Childhood; Special Subject; Lower Grades; Upper Grades; and Administration and Board representatives.