



BOARD MEETING MINUTES June 2017 (6/13)

This Board Meeting begins 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.”

Attendees -

BoT: Margaret Rosas, Richard Corbal, Jodi Casey, Lara Triona, Andrew Griffin, Scott Olmstead, Nancy Park, Krista Cook, Alexandra Woods, Christopher Splendorio

Other:

- Alicia Benoit (Development Director)
- Susan Goldstein (Pedagogical Director)
- Deborah Lindsay (Administrative Director)

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

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

[May 2017](#) - Andrew motioned to approve, Lara seconded. Approved unanimously (9/9)

Committee Reports:

1. Management Team Report (20 min) - Deborah
2. Development Committee Report (20 min) - Nancy
3. College of Teachers Report (20 min) - Jodi
4. PA Report (10 min) - Alexandra

7:05pm Management Team Report

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See full report in Appendix A. Q&A about report documented below.

- Mirielle Horton approved as faculty chair
- Scott Olmstead approved as VP

7:25pm Development Committee Report

See full report in Appendix B.

- Discussed new development committee members
- Discussed five year and ten year vision for development
 - Building faculty support
 - Building development program with grants. Will pursue smaller grants to enable more flexibility
 - Working on alumni database, making the best use of our relationship resources
- Need to spread ownership of development activities to make better use of our community resources, and take some pressure off our admin staff
- Spring forward results are fantastic. Budgeted \$13,000 for event overhead, only spent \$5000. Donations and ticket sales totalled \$60,655
- Want to use savings from lower Spring Forward expenses towards training for Development Director. Will bring before the Management Team for review and approval
- Andre and Nancy will work on social media fronts. Working on featuring video as part of social media efforts
- \$171,603 total donations for the year for all events, \$43,000 over expected

7:45pm College of Teachers Report

See full report in Appendix C.

- Discussed new sub-committee structure
 - Combining building and grounds into the site sub-committee
 - Bringing mentoring and evaluation group under Susan Goldstein
- Discussed parent concern process
 - Mid-cycle check-ins for new teachers with parents and PD proposed as an option going forward

8:05pm PA Report

- Sarah Brown passing on position of PA Chair next year to Ellen Shurtleff & Shonti Burke
- Most PA reps for next year are set, a few are remaining. Need 5th grade and one kindergarten rep
- PA team would like to formalize the responsibilities of the liaison role
- Need to finalize next year's PA Liaison. PA will discuss and review options, make a decision and report back to board
- Discussed how to engage parents more for participation in 40 hour program
- Before next year we will look at ways to enhance volunteer process and program

8:25pm Dialogue, Discussions & Decisions:

- Vote on window replacement - \$23,500

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- Lara motioned to approve, Margaret seconded. Approved unanimously (9/9)
- Vote to approve culvert engineering work - \$12,000
 - Andrew motioned to approve, Lara seconded. Approved unanimously (9/9)
- Summer project list
 - Site committee meeting scheduled for 6/14, postponing discussion for now
- Admin benefits (see management team report for details)
 - Lara motioned to approve, Andrew seconded. Approved unanimously (9/9)
- Discussed draft of new medicare policy (see management team report)
 - Board would like to propose raising paid benefit for medicare from 81% to 100%
 - Deb will take feedback to finance and return with formal proposal

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

Including check in on [Board Reporting Calendar](#) & Meeting Schedule.

- Next BoT meeting tentatively scheduled for 8/22. Members will review their personal calendars and send any potential conflicts to Andrew. August meeting may be re-scheduled to accommodate.
- Will review November 2017 and March 2018 BoT meeting schedule at next 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

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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>
Apr 4	Apr 11	
May 2	May 16	Grandparent 5/5, May Fair 5/6, Spring Forward 5/20
Jun 6	Jun 13	
July 25		

2017-2018 EC & Board Meetings

EC	Board Meeting	Other
Aug 9	Aug 22	All Sch Annual Retreat 8/25-8/26/2017
Spt 5	Spt 12	School Start 9/6, Back to School Night 9/20
Oct 3	Oct 17	Michaelmas 9/29 & 30
Nov 7	Nov 21	
Dec 5	Dec 12	Holiday Parade 12/2; Winter Fair 12/9
Jan 9	Jan 30	
Feb 13	Feb 27	
Mar 6	Mar 20	Mid-Year Retreat 3/12 (1-5pm) / Annual Meeting March 10
Mar 27	Apr 17	
May 8	May 22	Grandparents Day 5/4; May Fair 5/5; Spring Forward 5/19
Jun 5	Jun 12	Last School day 6/7
Jul 10		
Aug 7	Aug 21	All Sch Annual Retreat 8/24-8/25/2018
Spt 4	Spt 18	School Start 9/5/18

Appendix A - Management Team Report

**Santa Cruz Waldorf School Board Meeting
June 13th, 2017**

Administrative Director Report

Enrollment

2017-18 - 148 Enrolled, 14 pending, 20 not attending, 5 applied

Personnel

- Admin Director - more interviews under way, some good candidates
- 7th grade teacher posted
- PreK after care job posted

Operations

- In full Summer mode!
- Dexter Camps coming along - PreK camps cancelled
- Next years class assignments finalized.

Development

- The Spring Forward event went very well. Made ~ \$55K net!

Site

- Culvert update - have a new engineering quote for ~\$12,500 - need BOT vote
- Fences getting built this week
- Window update - all top priority windows ~\$23K - need BOT vote

Program

- Eurythmy teacher - hiring Barbara Neumann

Mgt team

- Faculty Chair update - Mireille Horton has been nominated and has accepted this nomination - vote next week
- VP update - Scott Olmsted has been nominated and has accepted this nomination - vote next week
- Mgt team to meet with them both on Wednesday

Legal

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- none

Finance Committee -

- Admin Benefits - Categories B to E - need to be approved by BOT visit this link for reference:
<https://docs.google.com/spreadsheets/d/13bZeAg97DAAZ6Z9I1OzodiarQanai8Dm24Aaf04q064/edit#gid=0>
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- Medicare policy review

Medicare Payment Policy DRAFT

The following are points the finance committee recommends for this policy:

1. Criteria include the person must be 65+ and on Medicare
2. The must be FT faculty or Director level staff
3. SCWS would pay 81% of the cost of the medicare coverage for EE and spouse.
4. The EE must apply for this coverage and provide the school with a medicare invoice.
5. The stipend would be paid through payroll and is capped at the current cost of our health benefits.
6. The benefit will not be extended into retirement or cover taxes.
7. This policy would be established for EE's going forward, any existing participants would not be adjusted.

BOT Votes

Culvert design and project overview ~\$12,500

Window replacement ~ \$23,000

Admin Benefits for category B to E

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Appendix B - Development Committee Report

Santa Cruz Waldorf School Development Committee Report June 13, 2017

1. Development Committee Constituents

Nancy Park, Chair

Alexandra Woods, Previous Chair

Alicia Benoit, Interim Development Director

Naomi Bayer, lifelong non-profit executive, strong experience in fundraising
(Grandmother to Sadie (6th) and Josie Brown (2nd))

Mark Briscoe

Sarah Brown, program developer at 1440 Multiversity, yoga teacher, past Parent
Association chair, mother to Sadie (6th) and Josie (2nd)

Alison Carillo, parent to three SCWS students, closely involved in SCWS community
for over 30 years.

Roger Pantos, engineer at Apple, father to Athena (2nd) and Teresa (Pre-K)

Andre Ramsarran, engineer at Google, father to Vishal (5th), Miraj (3rd), Anika (K)

Renata Russo, product and strategic alliances development for the Long Island
Technology Group, mother to Remi Koebel (3rd), close connections with
development efforts at other area schools and the Peninsula Waldorf School

2. Update on 2016-17 Development Committee Goals

- A. Develop a five-year and a 10-year Development Plan outlining the goals for the school that includes a timeline and the financial needs to reach those goals.

Update:

Five Year: Committee is working to rally around the Master Plan development, awaiting more details on how to specifically plan for supporting the Plan.

Ten Year: Sufficiently strong fundraising, community outreach, and enrollment to support teacher salaries highly competitive within the Waldorf teacher community.

- B. Continue to build and strengthen our Development Program in order to attract larger grants from outside the immediate school community.

Update:

1. Large grants on the order of millions deemed impractical due to the need to hire staff to manage grants as well as losing flexibility that might be necessary as we implement development/master plan strategies.
2. We will continue to pursue smaller grants for specific purposes (ie gardening program, etc).

- C. Complete the Alumni Database project in order to expand our pool of

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development resources and organize class reunions by graduating classes.

Update:

1. "Educate" database has been established. Nancy Park will work toward populating the database.
 2. Committee members will reach out to specific alumni to cultivate relationships.
3. Development Team Development:
- A. Clarify/codify roles within development around fundraising and event management, identifying who is best suited toward filling those roles (faculty, parents, staff)
 - B. Supporting Alicia Benoit's education/training in development/fundraising so that she can fully step into the position of Development Director.
4. Marketing/Social Media:
- A. Nancy Park and Andre Ramsarran will be added to the SCWS social media accounts to increase outreach and attendance at school events.
 - B. Developing video:
 - I. Student interviews. Nadia Tarlow recently shot video of recent graduates. Need to develop a budget to complete production for social media dissemination and website publication.
 - II. Produce videos of faculty for development purposes.
5. Proposed Events:
- A. Community dinners in the garden (community building)
 - B. Summer Camps (expected possibility of generating \$40-50,000 in revenue)
 - C. Events to connect with other Waldorf schools/communities in the Bay Area

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Appendix C - College of Teachers Report

College of Teachers' Report to the Board of Trustees, June 2017

Current Topics of Conversation:

From Faculty Chair Esther Centers:

When I spoke to the Branch in late April about our College work, I highlighted how our inner work, especially through working with verses from Rudolf Steiner, has sustained our outward activities this year. It may feel like these things aren't "important" enough to include in a report to the Board, however in my view these are the pillars which hold us up in challenging times.

This is evidenced in that the core group of teachers who meet each morning before school has stayed strong throughout the entire year. Most days there are at least seven, sometimes ten, teachers who take the time to come together in the early morning. When we take this physical step to daily remind ourselves: 1) to be imbued with the power of imagination; 2) to have courage for the truth; 3) to take responsibility of soul for the children in our care; we create a strong support system for ourselves as educators.

In the same way at our weekly college meetings, when we engage in the Teachers' Imagination, where we picture the angel giving us courage, the archangel giving strength, and the archai giving wisdom, the college is fulfilling its mission, to "deepen the anthroposophical foundation of the Santa Cruz Waldorf and to enable the building on that foundation of a pedagogy and collegiality that are imbued with the spirit of Anthroposophy."

Along these lines, in our college discussions we have been exploring our strivings as colleagues, especially through the questions:

- What is the balance between "form and movement"?
- What are our agreements around how many years a class teacher holds one class?
- What authority do we have over each other (as we defined the Ped. Dir. job description)?
- What does it mean to be part of the governance of the SCWS?
- How do we hold the intention to work together in a way that inspires us to be authentic?

In short, while I don't have a lot of completed ACTION ITEMS and accomplished GOALS to report, I do believe that the college has improved in its ability to deeply listen to the needs of each member. This quality of listening in our meetings has grown and deepened this year, especially as we have encountered various challenges in personnel issues. The profound sense of support for one another that we have cultivated has improved our school on an invisible level.

Committee Work:

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Mentoring and Evaluation/Professional Development (Ximena Sierra, Chair)

Committee members include Kerry Maloney and Esther Centers.

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 training opportunities.

Goals identified for the strategic plan were as follows:

Develop a template for steps in response to arising issues.
Develop the Early Childhood Mentoring and Evaluation Program.
Create a timeline for the responsibilities of the chair of the committee.

Update:

- Coordinated with, scheduled and attended to the needs of the visiting evaluators;
- Completed 10 evaluations;
- Developed the first steps in a teacher support plan (support plan, conflict resolution flow chart);
- Calendared the peer mentor visits;
- Reviewed and approved the February and summer teacher conferences and other teacher development requests;
- Increased the Mentoring and Evaluation Committee budget;
- Supported the Gender Inclusivity Committee through budgeting for workshops. Maintained positive, open channels with the parent leaders on the diversity committee;
- Spent the month of May focusing on creating a plan to address the unfolding situation with Grade 6.
- Spent time doing some reading about peer mentoring, mentoring and working together.

Faculty Hiring/Dismissal (With Administrative Director)

Hiring committees are formed through the Management Team and are created in response to specific needs. This year hiring teams have been created for the hiring of the pedagogical director, the administrative director, and a final team for both the first and sixth grade teachers. Esther Centers has been offered and has accepted the first grade teaching position, and Scott Olmstead has been offered and accepted the sixth grade position.

First Grade Acceptance Committee (Richard Corbal, Chair)

Regular members include Richard Corbal, Kendra Barnett, Hailey Villa, Verane Pochet, Jeannie Feeney, and Candice Achebach.

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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.

Twenty-two 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.

Educational Support/Care Group (Mireille Horton, Chair)

Additional members include Esther Centers, Mireilla Horton, and Kendra Barnett.

This group coordinates remedial programs for the school to ensure that no child falls through a crack. They coordinate our Therapeutic Eurythmist Barbara Newman. In addition, the care group coordinates assessments for rising first graders, second grade, and fifth grade. They have retained the services of Pamela York, an extra-lesson-trained Waldorf teacher. All requisite assessments were completed. In addition, the group is coordinating \$10,000 in scholarships for remedial support for children who are in need of additional therapies.

Program Committee

The Program Committee is usually active during budgeting when program needs to be cut to meet budget constraints. Current members include Kerry Maloney and Richard Corbal.

Strategic plan goals are:

Meet regularly/calendar.
Scheduling agenda items for timely and regular conversations with the faculty to create and prioritize a program needs/wish list.
Create an operating guideline for the functioning of the Program Committee.

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Update:

- We reviewed and made recommendations in response to a request for conflict resolution in an upper grade.
- We worked on documentation and timeline for submitting requests.
- We determined a deadline for submitting requests for the following year.

Building and Grounds Committee

Current members include Scott Olmstead and Cristina McCutcheon.

Goals identified for the strategic plan were as follows:

Develop "Guidelines for Campus projects" to help faculty and staff in their quest to make the Santa Cruz Waldorf School an ever more beautiful and functional environment for children and learning.

Establish protocol for collecting and prioritizing the budget collaboration category "Classroom/Playground needs" including regular meeting and reporting schedule.

Conduct two surveys (November/April) to walk campus and to solicit faculty input for upcoming campus needs and budgetary requirements. (Develop and solicit plans for "Wish List

No update was given prior to preparing this report.