

Sacramento Waldorf School
Board of Trustees Meeting, Room 72
Thursday, November 16, 2017
6:30 p.m. to 9:00 p.m.

“Our highest endeavor must be to develop free human beings who are able of themselves to impart purpose and direction to their lives. The need for imagination, a sense of truth, and a feeling of responsibility—these three forces are the very nerve of education.” – Rudolf Steiner

Present: Jason Sigel, Lawrence Olson, Brian Bertossa, David Herbert, Andrew Jensen, Michael Fields, Marcela Iglesias, Ari Magruder, Ambrish Sundaram, Prashant Goteti, Tammy Duncan, Eric Brickson (arrived at end of Development report)

Absent: Neil Walshe, Esteri Hinman

Guests: Natalie Myers (auditor), Rachelle Doyle, Wendy Gittleman, Cindy Bradshaw, Melissa Hyatt

Topic/Presenter	Discussion	Decision/Action	Owner	Date
Welcome Jason Sigel				
Auditor’s Report Lawrence Olson Campbell Taylor & CO.	<p>Revenue was up in 2017. The audit is a clean opinion, meaning there are no unanswered questions. SWS cash position was slightly overstated in 2016 due to Boosters/Parent Guild money being moved in late 2015 to SWS accounting records. That move was in response to recommendation from CPA that because Boosters and Parent Guild operated under the same Employer Identification Number as SWS the finances of Boosters and Parent Guild needed to be under SWS control. The Boosters/Parent Guild cash was received in 2015 but was not spent in 2015, thereby giving a deceptively high number for cash. When the cash was spent it appeared our cash dipped. Neither the uptick nor the decline is any reflection on money received/spent for operations.</p> <p>Question raised why the amount spent on interest payments went up in 2016 when the principal balance on the HS loan was paid down. Natalie and Lawrence will research that issue.</p>			

	We are still working to ensure staff and admin compliance with forms and backup to credit card purchases. Wendy believes the process is being corrected.			
Inclusion - Presentation of Survey Results Marcela Iglesias Maria Santos	[This topic moved to December meeting]			
Development Report Rachelle Doyle	<p>Discussion of 2017-18 Development Plan; highlighting 10 strategies for achieving goals of the Plan – 1) cultivating donors; 2) producing regular communications, including newly launched blog; 3) maintaining gift acknowledgement program; 4) managing special events and events for major donors and prospects; 5) preparing Annual Giving appeal letters, 6) working major gifts pipeline; 7) creating planned giving website functionality; 8) using Veracross fully; 9) creating and invigorating an Alumni Association; and 10) streamlining the development process.</p> <p>Communications Committee to develop uniform elevator pitch for BOT and admin/faculty to use when asked “Why Waldorf?”</p> <p>Rachelle believes the mood of giving is still mixed, but that momentum is growing.</p>			
Harvard Kind School Challenge SWS finalists Melissa Hiatt	At the beginning of the school year, Melissa and HS student government seniors met to plan the year; Melissa emphasized social inclusion as a starting point for how to address the year. The student government team looked at a student-led social inclusion program in HS. Melissa discussed with the student government team a Harvard study on why some students failed. Harvard began an initiative to change admissions processes so that high pressure to succeed did not usurp good citizenship. The result was “Making Caring Common,” a			

	<p>contest for student teams of 3-5 students to create a plan to build kindness and inclusivity.</p> <p>SWS team wrote a proposal to Harvard. SWS was selected one of 10 finalists across the country out of 1,600 entrants. This will result in a program through Harvard throughout the year. We have to submit press release info and team photos so Harvard can include us in Harvard press releases. We will receive logo PR stuff by December 1 that we can use in our PR. The winners of the contest will receive a significant financial reward.</p> <p>The plan the students created is titled “SIP talks” i.e. Social Inclusion Projects. In the fall the focus will be sex harassment, in the winter hate speech, and in the spring bullying. The team is creating small questionnaires targeting each topic. Everyone in HS is participating. The team created facilitation groups of over 30 HS students and engaged in mock discussion groups. The team has identified a bystander culture at SWS where we sometimes ignore mean things we see. One goal was to change the bystander culture. Anti-harassment policy is being worked on. Congratulations given to Melissa to pass on to the students.</p>			
Approval of Minutes Jason Sigel	Moved by Dave; seconded by Lawrence. Approved	Done		
Administrator’s Report Marcela Iglesias	<p>Report on AWWA conference. Topics: Safety/security, sustainability of staff jobs.</p> <p>LS Administrator - two candidates have been interviewed; the quality of candidates has been excellent.</p> <p>After Care continues to be a concern; we need to restructure the program. It appears we are considerably undercharging for the service. One consideration is to limit the number of drop-ins permitted because drop-ins make staffing difficult.</p>			

	Enrollment is at 432 currently. We gained a high schooler but lost a first grader. Enrollment plan to be discussed by Cindy at next BOT meeting.	Enrollment Plan to be discussed	Cindy Bradshaw, Marcela	December BOT meeting
2018-19 Budget/Tuition Setting Lawrence Olson	<p>Resolution to put Lawrence, Marcela and Wendy as authorized signers on investment accounts. Motion Lawrence, second by Jason - passed.</p> <p>Review of budget: Personnel is at \$3.3M; this is a plus 42 from where we think 2017 is going to end up. Enrollment assumed at 430. Facilities expense is up 32% thanks to HVAC and supply issues.</p> <p>This budget includes a step increase and a modest raise for faculty. Column 2 reflects an increase in step increases. Every \$100 added to experience step adds about \$67,000 to our budget. We removed the cap of 26 years of experience for the budget, but the BOT would have to decide that issue.</p> <p>Discussion of what other aspects of strategic plan we want to include in the budget and how would we pay for these values – tuition increase? Development? Combination of both? Two biggest issues from Master Plan to consider for budget are preschool and teacher training. Betty Staley is helping Marcela put together a business plan and curriculum for starting a teacher training program. It is projected to be revenue neutral but will require some seed money, possibly around \$50,000.</p> <p>One percent increase in tuition adds \$50,000 in revenue. A big priority is budgeting routinely for starting ADA improvements and to do any of this we need a minimum 5% tuition increase. Lawrence: We need an extra \$250,000 - \$300,000 each year just to keep up and make some progress on our broader initiatives.</p> <p>Andrew: Development is tracking to \$270,000 in 2017 yet we are budgeting development for \$260,000 next year; that number should be higher - around \$290,000 - \$300,000. We have to grow the giving pool; Rachelle: we have a metric to grow the alumni pool by 10%. BOT with the exception of</p>	Motion passed to add Lawrence Olson, Marcela Iglesias and Wendy Gittleman as authorized signers on SWS investment accounts	Lawrence	ASAP

	Tammy agrees that \$600 should be the minimum step increase. Discussion of leaving faculty base untouched and putting increase into a higher step.			
Restated Articles and Bylaws Jason Sigel	Held for next BOT meeting. Jason to circulate email with revised version.			

These Minutes are not an official record of the meeting of the Board of Trustees until signed by an officer of the Board.

Signed: _____ Date: _____
Jason Sigel, President

Major Events 2017

- April 1 – Auction
- April 29 – Grand/May Day
- May 15 – Waldorf Cup