

**Sacramento Waldorf School**  
**Board of Trustees Meeting, Room 72**  
**Thursday, January 25, 2018**  
**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, Marcela Iglesias, Ari Magruder, Prashant Goteti, Tammy Duncan, Eric Brickson (via Skype), Esteri Hinman

Absent: Neil Walshe, Michael Fields, Ambrish Sundaram

Guests: Adrian Cowham (parent), John McIntyre (parent/Development mentor), Isaac Joerger (parent), Cindy Bradshaw, Rachelle Doyle, Paul Steinberg (Davis Waldorf Board member/parent), Wendy Gittleman

Topic/Presenter	Discussion	Decision/Action	Owner	Date
Welcome and Approval of Minutes Jason Sigel	Lawrence moves to approve December Minutes; Dave seconds; motion passes	December Minutes approved		

<p>Development</p> <p>John McIntrye</p>	<p>John is the Chief Philanthropy Officer for Mercy Foundation, the charitable arm of Dignity Health. He is appearing to share his thoughts on Development and being a Development BOT.</p> <p>What not to do: 1) don't make Development a revolving door. John suggests building around Rachelle. Points out St. Michaels and Country Day both have long-term Development team; 2) don't overtask; 3) have realistic goals; during first three years be comfortable with break even plus a little bit more while connections are expanded, relationships are built and Development program matures.</p> <p>What to do: 1) support the program and allow it the time (3 years) to get going; 2) set and evaluate goals; for example, a mature program should engage in at least one major gift ask per week; 3) BOT must model and lead by example. Give, get, give and get.</p> <p>Long-term goal for a school our size: start with participation and then move toward participation and building a base. Industry standard for a mature Development Director aka gift officer is development should equal the officer's salary plus benefits multiplied by five. The vast majority of contributions (95%) in a mature program come from individual high donors.</p> <p>The culture of giving is improved by engagement e.g. BOT making thank you calls and having listening sessions. When are we ready for a capital campaign? A. First, we need to build our bench of major donors to approximately 200 – not all 200 have to necessarily have made a major gift but are engaged and at least have the potential to make a major gift. Second, we need a good five years of consistent and growing giving. John also suggests a feasibility study in advance of a capital campaign. A feasibility study is an opportunity to ask questions; it's really surveying; the point is to come away with knowledge of each potential donor's interests. It is important to have an outside party to do feasibility study to allow donors to tell unvarnished truth.</p>			
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<p>Paul Steinberg – Davis Shuttle</p>	<p>Paul is a Davis Waldorf BOI member and SWS parent. There are a number of students in Davis and having a morning shuttle to SWS has likely influenced some of these families to attend SWS. There are currently 13 kids on the bus each day, all of whom attend SWS HS.</p> <p>Shuttle (Neumann Limousine) is currently one way in the morning. SWS is currently providing \$5,500 of a total cost of \$15,980 for nine months of shuttle service. Paul is interested in adding an afternoon shuttle for the return trip from SWS to Davis and is here to ask for increased SWS financial support.</p> <p>The shuttle builds bonds between SWS and Davis community. It shows there is a path for Davis kids to stay in Waldorf education K-12. The current bus has capacity of 15. Next bus up in size seats 21 or 22. The cost now is \$94 per trip and would increase to \$108 with bigger bus, so the total would be \$216 per day. The service can be terminated or the size of bus can be changed at any time.</p> <p>Cindy: The Davis bus has increased enrollment from Davis students. We have seven Davis 12th graders next year. Marcela: If there are empty seats can we have the bus stop at Land Park or other points to further add to enrollment.</p> <p>The cost of service not covered by SWS is paid by parents based on headcount. Dave Herbert moves for SWS to fund up to 60% of the cost of the bus beginning in the 2017-18 school year with the details to be negotiated by Wendy and Marcela. Friendly amendment: change the 60% to 40%. Second: Esteri. The hit to the 2017-18 budget to increase the contribution mid-year will be approximately \$3-4K for remainder of this year because we already in this year's budget the cost of the morning shuttle service. Motion passes.</p>	<p>Motion passed to increase SWS contribution for Davis shuttle from \$5,500 per school year to 40% of total cost of morning plus afternoon shuttle from SWS to Davis</p>	<p>Marcela and Wendy</p>	<p>ASAP through negotiation with Davis Waldorf and the shuttle provider</p>
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<p>Administrator Report Marcela Iglesias</p>	<p>Current enrollment is 425, down from 432. There is a waiting list to fill some of those new openings. Marcela created a 1, 3, 5 year plan with department heads and will create goals for each department after receiving BOT input.</p> <p>SWS has to change our employment application due to changes in HR laws for 2018; other changes needed as well. 13 faculty have asked to meet with Steering Committee about plans for next year. Two good candidates for LS Coordinator. One is from NJ with eight years good Waldorf experience. We want a face to face meeting with her. She has a communications background, including social media.</p> <p>Marcela is doing teas; there was a Kindergarten-only tea recently with many questions about tuition increase. Following Tamu's presentation, we are engaging in inclusion as a topic in collaborative meeting with the faculty and working on a diversity statement. Marcela inquiring about the ability to bring Anne Frank traveling exhibit to SWS to promote discussion of diversity/inclusion.</p>			
<p>Finance Lawrence Olson</p>	<p>Hope is to have budget draft to BOT at February meeting and for BOT to approve 2018-19 budget at March BOT meeting. Committee is conducting thorough review of SWS investments, including the \$180K in Steiner Fund. We will have a recommendation on what to do with the \$180K next month. Ari relays faculty knowledge regarding Steiner Fund. There may be ways to renegotiate Steiner Fund returns. Endowment returned 18% last year and is up to approximately \$400,000.</p> <p>We are about \$180K ahead on revenue and about \$90K over on expenses thus far for the year. We are tracking slightly higher than break even for the year at the half way point.</p>			

<p>Strategic Plan</p> <p>Jason Sigel</p> <p>Dave Herbert</p>	<p>Update on activities of master plan committee. Key issues facing school based on strategic plan are: need for preschool and need to do something on Meristem. Present thought is to come up with a staging plan to take down Meristem and rebuild it - half preschool and parent child, center area for storage and bathroom, other side would be for fine arts.</p> <p>What about practical arts? Blacksmithing etc. A. Maybe a new practical arts building near new Meristem. It would be less expensive than a standard classroom. Seeking input from Arts faculty.</p> <p>We do not have even rough costs for this plan yet. This may be funded without a capital campaign i.e. paid for by construction loan. We will be contracting to do some rough sketches of what a new building may look like. Goal is to come up with a high level plan by end of the school year. A survey of the land has been completed. Fine arts would have to be moved into HS temporarily while new Meristem is being built.</p> <p>Discussion of ADA aspects of plan and requirement to spend money on ADA if any new construction is undertaken Kindergarten faculty does not want to move from current location to a new Meristem facility. Order of things to do: Move practical arts, move fine arts, tear down Meristem. A temporary location for the preschool should be revenue neutral and not a deterrent to the master plan activities described above.</p>			
<p>Restated Articles and Bylaws</p> <p>Jason Sigel</p>	<p>Draft circulated last month to include recommended revisions. Discussion of COT's desire to reinstate BOT term limits in by-laws. Note made that COT has no term limits. Discussion of whether limits would be imposed prospectively or to existing BOT members. Motion by Dave Herbert to approve last month's proposal of by-laws and articles as amended which does not add term limit language. Seconded by Lawrence. Decision made to treat last month's discussion as first approval of amended by-laws. Motion passes. We can discuss term limits in the future.</p>	<p>Motion passed to approve last month's proposal of by-laws and articles as amended which does not add term limit language.</p>		

