

**Sacramento Waldorf School**  
**Board of Trustees Meeting, Room 72**  
**Thursday, April 26, 2018**  
**6:30 p.m. to 10:00 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, Andrew Jensen, Michael Fields, Marcela Iglesias, Ari Magruder, Ambrish Sundaram, Tammy Duncan, Esteri Hinman, Eric Brickson

Absent: Neil Walshe, Prashant Goteti, David Herbert

Guests: Robin Immen, Margarita Hawk, Doug Morkner Brown, Wendy Gittleman, Dean Smith, Zach Menzer, Nicole Fields, Michelle Loftus Gold, Erica Beernink, Isabelle Tabacot, Dean Smith, Rachelle Doyle, Cindi Bradshaw

Topic/Presenter	Discussion	Decision/Action	Owner	Date
Welcome and Approval of Minutes Jason Sigel	Welcome to COT for joint BOT/COT meeting. Motion to approve March Minutes – Lawrence Olson; 2nd – Andrew Jensen; motion approved	March Minutes approved		Done

<p>President's Report Jason Sigel</p>	<p>President's report rolled into discussion of sustainability.</p>			
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<p>Administrator Report Marcela Iglesias</p>	<p>Marcela worked with Facilities Manager Scott Sodenkamp to identify the most urgent ADA work we may be able to accomplish with \$15,000. Scott will meet with SWS parent Tony Noonis (who is knowledgeable on ADA) to make sure the scope of the ADA work Scott wants to put out to bid meets ADA requirements. If the high level work is too costly, we may opt to do work to make bathrooms ADA compliant; \$10,000 would accomplish most of the bathroom ADA work.</p> <p>Locks - Most other schools use a key; however, using a key creates the possibility of kids locking people out. Scott has reached out to the Fire Marshal on issues related to locks and keys. Marcela confirms she can go forward if the key idea is determined to be best practice.</p> <p>Anne Frank exhibit will be at SWS the week of September 17 until the Thursday before Michaelmas. Trainers will train 10 of our students to be docents. Cindi will get announcement out to public schools once we pin down dates and times.</p>			
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<p>Sustainability</p> <p>Jason Sigel</p>	<p>Jason: Sustainability centers around tuition and TA because revenue feeds all activity Doug: Are we sure we want to treat tuition and TA as the only issues affecting sustainability. For example, when faculty discusses sustainability we discuss the relevance of the curriculum.</p> <p>Discussion of issues other than tuition and TA that affect sustainability: teacher training, teacher retention, teacher compensation, relevance of the curriculum, Master Plan - maintenance, Meristem, preschool. Are we going to commit money (up to \$30k) to the Master Plan i.e. getting ready to put Meristem out to bid at this junction? Can we afford it? Does expanding the plant make financial sense right now. Jason seeks COT input.</p> <p>Margarita: I would like to spend the money elsewhere.</p> <p>Isabelle: We are not ready to spend that money and I am not sure an arts building is where to put the money; we are about teachers, not buildings. This is not the best investment of \$30K.</p> <p>Doug: It feels a little early. The Arts department is a little confused about the vision for the Arts department. He does not see it as a priority.</p> <p>Michelle: Meristem is in serious disrepair and houses a lot of program. We do have a clock ticking so we need to start down the road of pricing and planning a replacement for Meristem.</p> <p>Ari: I do not want to spend a dime on Meristem if we are going to tear it down in a year or two. We do not have money to spend on everything, so we have to first decide what is most important.</p> <p>Eric to COT: Were you aware discussions were under way to make a plan to replace Meristem? Ari: Arts Department was invited from the beginning of the year to attend Master Plan meetings. Wendy: When the discussion started about money then people began expressing concern.</p> <p>Discussion of how certain it is that Meristem needs to be</p>			
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replaced; the lifespan is two years or so.

Brian: BOT goal was to take the funds - which may or may not be \$30K - out of reserves, so spending this money does not come out of the operations budget. Reserves are used for items such as this which help the school plan for the future.

Dean: If we spend the \$30K what do we get back? We are not ready to run a capital campaign; at best it is revenue neutral, so it would add to our debt. Mike: I sent the Request for Proposal (RFP) today; I need to know tonight whether I need to pull it.

Andrew: Sherry Hirssig stated during Master Plan meetings that if we do not have Meristem we will have to cut program.

Isabelle: We will always have art even if we lose Meristem and do not replace it. If Meristem is gone, Rudolf Steiner College has an arts room we could rent. Jason: We charge a fairly high tuition. People paying that level of tuition do not want an arts program held in a portable. I continue to support moving forward with the RFP.

Esteri: When are we going to close Meristem? That drives all of our decisions. Michelle: Scott says the roof may not make it through another winter. Doug: I now support spending for the RFP after hearing that Meristem cannot stand for much longer. Mike: The response to the RFP will give us an idea of what the true cost would be to provide the building we want.

Tammy: I hear the priority of the school being described as preschool and Meristem. Who made those decisions? Andrew: Scott Sodenkamp gave us a tour and much of what we saw was deferred maintenance not Master Plan.

Mike: The architect will provide preliminary floor plans and elevations in response to the RFP. We have not identified in the

	<p>RFP that the building must be an anthroposophical building; an anthroposophical building would be a different shape and design and more expensive to design.</p> <p>Dean: We need to develop a contingency plan on how to carry on Arts if Meristem fails tomorrow. Doug: It would be great if we had Meristem through the 2018-19 school year in order to come up with an interim plan.</p> <p>Lawrence: I need information to make a decision. The RFP will give us needed information to tell us what could be next. We cannot decide what to do post-Meristem without the information the RFP will give us.</p> <p>Ambrish: We are talking about Meristem as if it is the only issue. Maybe it is the most important issue but we have not prioritized all the issues from the Strategic Plan, put dollars next to it and then conducted a cost/benefit analysis.</p> <p>Robin: How much would it cost to bring Meristem up to code?  Mike: The structural report was done several years ago; the question was what was needed to meet current code. The answer was it would take several hundred thousand dollars; spending that would only cure the structural issues, not other issues with the utility of the building.</p> <p>Consensus reached to continue proceeding with the RFP.  Agreement to add a future agenda item to discuss whether to set a date when Meristem will be taken out of service and if yes, when.</p>			
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<p>Strategic Plan Review</p> <p>Andrew Jensen, Ari Magruder</p>	<p>Ari: Now it is time to prioritize and we may need experts to help us decide what strategic plan items to prioritize. Within the top priorities what is the single highest priority. We also do not have the steps to take care of the highest priority once it is decided on.</p> <p>Discussion of possible priorities and various items on the strategic plan. Group reviews SWS Strategic Plan Assessment Tool together.</p> <p>Esteri: Next step may be to take “Our vision for . . . .” list and boil it down into goals which can be turned into measurables.</p> <p>Ambrish: Perhaps we need a committee to create a list of SWS top 4-5 “pain points” aka “goals.” Then come up with specific goals. e.g. if enrollment is a pain point then a goal is set, such as increasing enrollment by 10%. That can then be brought to the BOT retreat. Esteri, Ambrish and Marcela can lead that committee.</p> <p>Lawrence: I think it is too limiting to pick just three or four items that we will make progress on. We have Admin, COT, Director of Development, Enrollment Director, who should be able to make progress on multiple issues. I also think SWS has never accepted representative action i.e. not running decisions by multiple groups before effectuating decisions like prioritizing goals.</p> <p>Mike: I do not think we can leave this committee Ambrish has described to form naturally and just start doing work; I think the BOT needs to direct that the Strategic Plan committee be reformed, assign people to it and give it goals and timelines. May need to have BOT/COT meet together next month to form the committee if BOT, COT, and Administration agree to the process.</p>			
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Finance Lawrence Olson	Lawrence moves to use our current accountants Campbell Taylor for next fiscal year. Jason - 2nd. Motion approved.	Motion to use Campbell Taylor for next fiscal year	Approved	
Budget Marcela/Wendy/ Lawrence	We are almost there. Items from strategic plan in budget: \$500 experience step for faculty; inclusion work; working towards full-time faculty; ADA; building an alumni program; teacher training; 2% raise for faculty/staff.			
Development/Auction Update Brian/Rachelle	Waldorf Cup: Craig West agreed to a 2:1 match so we have potential to receive a \$20K contribution from Craig. Expenses are tracking to \$16K; net last year was \$22K. That suggests our gross this year needs to be at least \$48K to net \$32K and receive the maximum match of \$20K from Craig. We have \$25K already received.			
Enrollment Andrew/Cindi	We are currently at 426. Kinder was really low; we got two Kinder enrollments from a \$50 Facebook post. HS dropped a bit; 9th is at 37 with one international student.			

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

Signed:   
Jason Sigel, President

Date: 6/28/18

**Mission Statement:** At the Sacramento Waldorf School, we prepare students to realize their highest potential as free human beings.