

Sacramento Waldorf School
Board of Trustees Meeting, Room 72
Thursday, May 24, 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: Lawrence Olson, Brian Bertossa, Andrew Jensen, Michael Fields, Marcela Iglesias,
 David Herbert, Ambrish Sundaram, Esteri Hinman, Prashant Goteti, Eric Brickson, Esteri Hinman

Absent: Jason Sigel, Ari Magruder, Neil Walshe, David Herbert, Tammy Duncan

Guests: Wendy Gittleman, Rachelle Doyle, Zach Menzer, Dean Smith, Erica Beernink, Susannah Martin, Cindi Bradshaw, Charlie Bingaman,
 Allison Sokolowski

Note: Section 3.3 of the SWS By-Laws provides: “At least 51 percent of the seated Trustees, including at least one of whom is a member of the Faculty of the Sacramento Waldorf School, is required to constitute a Quorum for the transaction of business.” Having no faculty present, there is no quorum present for the May 24 BOT meeting.

Topic/Presenter	Discussion	Decision/Action	Owner	Date
Welcome and Approval of Minutes Andrew Jensen	Cannot approve the April Minutes due to lack of quorum, but no changes raised to the Minutes by any attendees.	April and May Minutes to be put up for approval at June BOT meeting	Jason Sigel, Andrew Jensen	
Present Enrollment Goals and Strategies Cindi Bradshaw	Enrollment - Cindi. PowerPoint “SWS Enrollment Recommendations” presented. Goals: 1) <u>Increase external/internal awareness of the HS</u> There are only 48 8th graders enrolled in our Sacramento-area Waldorf sister schools (Camellia, Davis, etc.), which is way down. In addition, we have an SWS 8th grade of only 25. Traditionally we retain between 50-90% of our own 8 th graders (currently tracking to enroll 62% of this year’s 8 th graders in			


	<p>SWS 9th grade) and we attract approximately 10% of our sister school 8th graders to our 9th grade. If those trends hold we would have a very small 9th grade. We therefore have to recruit more successfully outside Waldorf. How?</p> <ul style="list-style-type: none"> a) We will be highlighting on social media success of this year's senior class; b) Banners will be on Bannister and Fair Oaks; c) Touch-in retention plan for current families. Need 7 touches each year with existing families; d) create student/parent ambassador program for 2018-19 school year. <p>2) <u>Increase LS enrollment</u></p> <ul style="list-style-type: none"> a) Consider double-tracking grades; b) develop teacher training program; c) create a touch-in retention plan for current families; d) create student/parent ambassador programs. <p>3) <u>Revise International Student Program</u></p> <ul style="list-style-type: none"> a) Work with Waldorf School of the Peninsula- create SWHS process; b) look into creating a collaborative program with Waldorf schools. <p>4) <u>Initiate Pre-School/Revise Parent-Child Programs</u></p> <ul style="list-style-type: none"> a) Create a strategic Parent-Child/Pre-school program; b) Approve funding; c) begin licensing. <p>5) <u>Make Communications and Marketing a Priority for SWS</u></p> <ul style="list-style-type: none"> a) Create a calendar with staffing of events and outreach activities for each; b) Website and video improvement; c) Social media calendar for the year with marketing ideas; d) Message and communicate who we are and what we do to external community. 			
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	<p>Montessori, Waldorf-inspired charter schools and home schoolers are good fits for recruitment to SWS.</p> <p>There is \$15,000 in this year's budget for teacher training; improved teacher training will help enrollment by increasing parent satisfaction that Waldorf curriculum is being taught.</p> <p>Our current enrollment is 424; we would have an additional 20 LS students enrolled if we had room for them.</p> <p>What is minimum number of kids per class that can support double-tracking in LS? Could be implemented one year at a time based on demand.</p>			
<p>Development Update: Waldorf Cup / Request to Change Date of BOT Retreat</p> <p>Rachelle Doyle</p>	<p>Special Fundraising Report from Charlie Bingaman - May 5 and 6 Girl Up event was well attended and a great success. The goal was to raise \$5,000; currently the event has raised \$11,950, which will net \$11,730 from GoFundMe. Rising 11th grade will take control of the event for next year.</p> <p>Development - Rachelle. Annual Giving is at \$108,000; Auction is at \$134,000. Waldorf Cup - last year netted \$22,000. This year at the end of the day's event we had \$35,992 net which, after applying the 2 for 1 match for each dollar raised over last year's net up to a maximum of \$20,000, results in an anticipated net contribution to the Endowment of \$55,992.</p> <p>Request for BOT retreat to move to date in the summer so Rachelle can announce BOT to community at beginning of school year. Rachelle would also like to develop BOT engagement plan at beginning of each year. Discussion of trying to schedule a July BOT retreat date.</p> <p>Development was contacted by anonymous donor to provide \$120,000 for a high school scholarship endowment. The details are still being firmed up, but the donor would like at least one student for 2018-19 to receive scholarship money. One idea is</p>			

	<p>to provide \$5,000 per year scholarship gift. Scholarships will be needs and merit based.</p> <p>Goals: To make education more affordable, create enthusiasm for scholarship endowment. Development is working with Morgan Stanley on how to set up the account for the scholarship donation. Marcela's goal ultimately is to endow 10-12 students into the HS in perpetuity.</p> <p>Discussion of need to set up complete criteria and application process no later than time needed for award of 2019-20 scholarship(s).</p>			
<p>Present 2018/19 Budget for Approval</p> <p>Marcela Iglesias Wendy Gittleman Lawrence Olson</p>	<p>Marcela: We need to consider changing our budget cycle to assist in setting tuition earlier in the year.</p> <p>PowerPoint presentation of highlights of 2018/19 budget</p> <p>Teacher training gets \$15,000 for training starting in January</p> <p>ADA - we have \$15,000 earmarked for curbs, ramps and parking spaces</p> <p>Assumptions - 420 students with 0 international students. The loss of international students equates to a loss of \$43,000 in revenue; gross tuition of \$6.6M; discounts of \$1.584M, net tuition of \$5,015,717; development revenue of \$267,000.</p> <p>Discussion of whether it is now time to start spending some of the returns earned by the Endowment. There are 45 Full Time Equivalents budgeted for faculty.</p> <p>The budget as presented would result in a surplus of \$3,737 (basically break- even)</p> <p>Lawrence: Our budget variance for this year has been trending to a deficit of \$50,000; however, we are now looking at a likely end-of-year surplus of approximately \$50,000 based on lower</p>	<p>Budget to be presented for approval at June BOT meeting</p>	<p>Marcela Iglesias, Wendy Gittleman, Lawrence Olson</p>	

	<p>than expected personnel costs which could only be confidently identified after nine months of 2017-18 budget year.</p> <p>Discussion of sustainability of business model. An annual 5% tuition increase prices us out of the market. We need to look at teacher-student ratio. At any time we are 10-15 students away from financial peril and we need to improve that.</p>			
<p>Master Plan – Update on RFP Michael Fields</p>	<p>We sent out RFP for design services to eight firms. Three firms immediately declined. We gave them a two week process; halfway through was a site work. Three firms participated in the site walk and were the only three who gave proposals. We had RMW, HMR and Williams and Paddon. RMW's price was twice what BOT authorized. Michael, Ari, John Petering, Scott Soderkamp and Andrew Jensen interviewed HMR and Williams and Paddon. We chose Williams and Paddon. They bid \$24,780 bid as an hourly, not-to-exceed number.</p> <p>Williams and Paddon's work should be done by the end of the year. The final deliverable is a rendering for use in fundraising. Williams and Paddon will work with a contractor (Landmark) to give us a quasi-budget number for the potential construction.</p>			

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

Signed: 
Andrew Jensen, Acting President

Date: 6/28/18