

**Rudolf Steiner School of Ann Arbor – Minutes of the Board of Trustees
Wednesday, December 5, 2018**

Present: Dilip Das, Knut Hill, Daryl Honor, Jim McCauley, Mike McFall, Bob Rajewski (via phone), Don Remboski, Heather Rindels (via phone), Tim Standke, Paul Trombley

Excused: Gary Banks

Others Present: Diana Andres, Elizabeth Head, Katrina Klaphake, Candice Kowalski, Sian Owen-Cruise, Carolyn Raschke

Don Remboski called the Board of Trustees meeting to order at 5:45pm.

Agenda Review and Approval of Minutes

- The consent agenda was clarified – it includes the Administrator’s Report, Development Report and the minutes from the last meeting.
- A motion to approve the November 7 meeting minutes and current reports was made by Dilip Das with support from Jim McCauley. There were no dissensions and the motion was approved.

Development Engagement

- Katrina Klaphake shared a Capital Campaign marketing piece and reviewed the Three Phases of the campaign – Inspire, Create, Lead. Katrina asked Trustees to comment on changes for the next version of the case statement.
- Legacy Giving is the next focus so that we can reduce the total debt. Background: In 7 years, \$3.6m will be owed on the bond. Paying the bond off would give us \$300k available in Operations funds.
- \$250k in Annual Giving is our 5-year goal.
- Endowment funds would also provide us with interest for operations.
- The Board noted that our debt is a “yellow blinking light” and debt refinancing in 7 years is a concern because interest rates could be significantly higher.
- The Board discussed the possibility of retaining major debt reduction donations until the bond balloons because of our current low interest rate.
- The Strategic Plan and Enrollment Task Force both involve outreach and finding ways to become a presence in the wider community with expanded financial aid, scholarships, etc. Doing so results in being more “fundable” because we would be seen as less elitist.

Waldorf Study – AWSNA Shared Principles (#7)

- Sian Owen-Cruise and Paul Trombley presented AWSNA’s Shared Principle #7
- Collaboration and shared responsibility provide the foundations of school leadership and governance.
 - Waldorf schools are self-administered. This work is strengthened by cultivating a shared anthroposophical understanding of social interaction. Faculty, staff, and the board share responsibility for guiding and leading the school in the following manner:
 - The educational program is developed by the faculty under the guidance of the pedagogical leadership of the school.
 - Administrative activities further the educational program.
 - The board works strategically to enable legal and financial health in order to realize the mission and vision of the school.
 - Governance of the school is structured and implemented in a manner that both cultivates collaboration and is effective.
- Don Remboski reminded the group that in the State of Michigan, the Board of Trustees is legally responsible for what happens in the school and our Board works closely within the principle.
- Paul Trombley shared his experience working with teachers at all levels of the school. Daryl Honor commented that anthroposophical understanding is a regular part of faculty study and asked how our Board incorporates anthroposophy, especially since the group’s review of the Shared Principles is finished. If there is interest in going further, there are ways to do that but we won’t focus on this as we will be planning for accreditation.
- Knut Hill pointed out that “parent” only appears once in the Shared Principles.

2019-20 Tuition Proposal

- Dilip Das reminded the Board that the Finance Committee did not bring a proposal last month because our process is unsustainable – this was a protest move on behalf of the Committee that we need as much involvement as possible to address enrollment.
- Ultimately, we have a commitment to the school to keep it going and supported properly; therefore, the Finance Committee proposes a 4.65% increase for 2019-20.
- Our tuition increase has been 5% on average over last 10 years and some in our community are concerned that it is unaffordable for middle class families.

- It was noted that the fiscal health of many colleges and universities in the nation has been downgraded by Moody's because of large tuition increases and the inability to offer enough financial assistance.
- Also noted was the budget estimate for 2019-20 that shows 20% of tuition revenue being allocated to Tuition Assistance and Faculty Remission.
- A motion to approve the 2019-20 tuition rate proposal was made by Jim McCauley with support from Tim Standke. There were no dissensions, the motion was approved.

Enrollment Task Force

- Sian Owen-Cruise reported that groups have had very good meetings so far. The next large meeting is January 26, 2019.
- There are four subgroups and each will bring two ideas by December 21 that can be implemented easily administratively.
- Changes in our language around Tuition Assistance may need to be taken up by College and Board.
- Larger change ideas from the subgroups are due in February and March. Ideas include:
 - Satellite PreK and Kindergarten programs to increase the pool, specifically in Canton/Northville, Brighton, and the west side of the County.
 - Significantly increase social media presence – birth groups, Early Childhood, to make more connections
 - Expand Admissions to a full-time role
 - Provide scholarship opportunities
 - Faculty Remission – remove automatic remission but still have 100% available
 - Specify a point in the Grades when a returning family may leave for financial reasons and offer more than 50% Tuition Assistance instead of losing the tuition dollars they can pay

New Business

- The Board requested Tuition Assistance percentages of other private schools.

A motion to adjourn the meeting was made by Tim Standke with support from Daryl Honor. There were no dissensions, the motion was approved and the meeting was adjourned at 7:05pm.

2018-19 Board Meetings

January 9, February 6, March 6, April 3, May 1 and June 5