

**Rudolf Steiner School of Ann Arbor – Minutes of the Board of Trustees
Wednesday, October 3, 2018**

Present: Dilip Das, Gary Banks, Daryl Honor, Mike McFall, Bob Rajewski, Don Remboski, Heather Rindels, Tim Standke, Paul Trombley

Excused: Jim McCauley, Knut Hill

Others Present: Katrina Klaphake, Sian Owen-Cruise, Carolyn Raschke, Hanna Zlotnick (Board Fellow)

Don Remboski called the Board of Trustees meeting to order at 5:52pm.

Agenda Review and Approval of Minutes

- The agenda as distributed was reviewed.
- A motion to approve the minutes from the September 5, 2018 meeting was made by Tim Standke with support from Heather Rindels. There were no dissensions and the motion was approved.

Development Update

- Katrina Klaphake and the Development team were thanked for a wonderful Ribbon Cutting event.
- Katrina Klaphake reported that Board giving to the Annual Fund is going well and will meet its goal.
- A Development Committee meeting is scheduled this week to talk about goals, capital campaign wrap up, and larger gift asks planning.
- The Capital Campaign dashboard was distributed. The ribbon cutting event announced and celebrated the project which was ON TIME and UNDER BUDGET!

Waldorf Study – AWSNA Shared Principles (#6)

- Spiritual development in support of professional growth is an ongoing activity for the faculty, staff and board.
 - Members of the faculty, staff, and board work in an ongoing way to cultivate their spiritual development with the help of anthroposophical and other study. Waldorf schools create opportunities for shared educational study, artistic activity, mentoring, and research to further this growth and development in service to the students.

- Gary Banks reported on the Faculty Development Committee. The Committee's purpose is to coordinate mentoring and professional growth activities, distribute professional development funds and Title 4 money (which is based on number of students in school district) and coordinate conferences.
- Gary Banks also noted that the closing of WISM – Waldorf Institute of Southeast Michigan leaves a gap in our area for Waldorf training. Sian Owen-Cruise informed the Board that WISM is closing because it is not financially viable. It receives much volunteer support, but it isn't sustainable.
- In further discussion, it was noted that there are 11 other teacher training institutions in the nation and that the effects of WISM closing are unknown. The pros and cons of online Waldorf teacher training were also discussed.

Administrator's Report and 2018-19 Enrollment Update

- Hannah Zlotnick was reintroduced and welcomed as our Board Fellow from UM's Ross School of Business.
- The Administrator's Report as distributed was reviewed.
- Budgeted enrollment is 309 with 313 enrolled:
 - High School at 108 today and will most likely be 108.
 - Lower School will be low by 4 and will most likely be 146 students. A few families are in communication.
 - Early Childhood program will be 62 with 60 budgeted.
- Sian Owen-Cruise noted that Post Communications is the school's new IT provider. John Goodell is a partner with the company and also a Rudolf Steiner School parent. Network mapping is being done and we expect an October 15 changeover date.

Tuition Setting Process

- Carolyn Raschke reminded Trustees about the Tuition Setting process and that the Finance Committee will work diligently in October and will submit a proposal to the Board at the November meeting.

Proposal to Move to a Consent Agenda for Board Work

- Sian Owen-Cruise presented a written description of a consent agenda to the group and proposed that future meeting agendas include committee and Board meeting minutes, office reports, routine correspondence, updating contracts, and actions per the approved bylaws.
- The goal of a consent agenda is to create time during meetings to be more strategic. Sian noted that Development issues will continue to be included in the regular agenda because of their importance in the health of the school

and questions and discussion can continue. This format provides a more meaningful use of trustee time.

- A motion to adopt a consent agenda beginning with the next meeting was made by Tim Standke with support from Dilip Das. There were no dissensions and the motion was approved.

Enrollment Task Force

- Sian Owen-Cruise stated that our school is under-enrolled and introduced the Enrollment Task Force to answer the question: What do we need to do to turn this around?
- Currently, our projection report shows Grade 1 at 15 and Grade 1 at 25. We are a small school (based on enrollment) with a large school faculty and infrastructure – this is not sustainable until 2027.
- Grade 1 enrollment of 20 is sustainable but not really healthy. 25 would provide a healthy environment with tuition revenue that met the program needs.
- An Enrollment Task Force, comprised of parents, faculty, administration, could analyze and brainstorm solutions for the following:
 - Attraction of Early Childhood families who want to stay.
 - Retention of EC into Golden Eagles program and Grade 1 – majority of K students leaving go into public schools for Grade 1
 - We currently have 2 small PreK classrooms that are filled. There are families attending who are not committed to our program and there is no space for families who may want to continue
 - More Tuition Scholarship – significant increase in aid for certain families so that we have 20-25 in classrooms
 - Outreach and transportation options
 - How to actively recruit students of color
 - Retention of students through Middle School, and from MS to the High School
 - Attraction of more students nationally or internationally
 - How to plan for mid-year enrollment and Early Childhood
- After some discussion, the Trustees noted that the job of the Board is to charge the Task Force with determining:
 - Sustainable enrollment numbers
 - Strategies and actions needed to maintain a sustainable enrollment
- Mike McFall stated that the Board needs to set an aggressive directive to the Task Force that includes long-term strategic elements for the school so that the enrollment numbers are achievable.

- A motion to appoint an Enrollment Task Force was made by Gary Banks. Dilip Das requested that short, medium and long-term deadlines be added. The motion received support from Heather Rindels. There were no dissensions and the motion was approved.

Administrator's Goals

- Don Remboski noted that Sian Owen-Cruise's role has transitioned from being the High School Coordinator while managing the construction project and managing School Administrator business to just School Administrator. These roles were masterfully handled simultaneously, and Sian was sincerely thanked by the Trustees.
- The School Administrator's goals are determined by the Strategic Plan and, by default, enrollment. Don Remboski will accept new ideas about School Administrator goals so that they can be shared at the November meeting.
- Sian Owen-Cruise added that the School Administrator needs to answer this question: How do we successfully support a facility, faculty, and an administration so that our school can reach a broader community and build enrollment?

New Business

- Tim Standke was asked to make the Board aware that the Robotics Club would appreciate a space reserved for their equipment as they are currently using the science closet.

A motion to adjourn the meeting was made by Heather Rindels with support from Daryl Honor. There were no dissensions, the motion was approved and the meeting was adjourned at 7:17pm.

2018-19 Board Meetings:

November 7, December 5, January 9,
February 6, March 6, April 3, May 1 and June 5

State of the School

Tuesday, October 30
12:00 – 1:00pm and 6:00-7:00pm