

**Rudolf Steiner School of Ann Arbor – Minutes of the Board of Trustees
Wednesday, January 9, 2019**

Present: Gary Banks, Knut Hill, Daryl Honor, Jim McCauley, Don Remboski, Heather Rindels, Tim Standke, Paul Trombley

Excused: Dilip Das, Mike McFall, Bob Rajewski

Others Present: Katrina Klaphake, Sian Owen-Cruise, Carolyn Raschke

Don Remboski called the Board of Trustees meeting to order at 5:43pm.

Agenda Review and Consent Agenda Approval

- Jim McCauley suggested a change to the December meeting minutes to read: The Board discussed the policy of retaining major debt reduction donations as an investment until the bond balloons because of our current low interest rate.
- A motion to approve the December 5 meeting minutes (with the above change) and current reports was made by Jim McCauley with support from Daryl Honor. There were no dissensions and the motion was approved.

Development Engagement

- Katrina Klaphake shared the next phase of the Annual Giving campaign. The Class Campaign will run from Jan 15-Feb 15 and will include a variety of communications – email, Facebook, videos edited by Knut Hill, testimonials, quotes, etc. Katrina provided three questions for each Trustee to answer for the testimonials.
 - Why do you give to the Annual Fund?
 - Why do your children go to RSSAA?
 - What characteristics do you see in your child or Waldorf alum that contribute to their community or family?
- We had the largest alumni gathering in December! It was a fabulous event.

Board Officer - Secretary

- Heather Rindels formally nominates Knut Hill as Board Secretary. Knut was excused from the proceedings for private discussion by the Trustees.
- A motion to appoint Knut Hill as Board Secretary was made by Heather Rindels with support from Jim McCauley. There were no dissensions and the motion was approved.

Personnel Committee Proposal

- Jim McCauley introduced the Personnel Committee's proposal to remove part-time health benefit and remove it from the current Employee Handbook. The Personnel Committee found that no one is taking part in this benefit and the school has not budgeted for it and so it is not funded.
- Daryl Honor commented as a part-time employee, she appreciates support for single parents and others who are in lower paying positions.
- The proposal will now go to the College for input and adoption and then back to the Board for a final vote.
- The Board has given its general support to the proposal pending College approval.

Accreditation Work Introduction

- Sian Owen-Cruise introduced our upcoming Accreditation work. We are in Year 6 of the Accreditation cycle. There is Year 7 and then the Accreditation team visits the school in Year 1.
- Our school is dual accredited by AWSNA and ISACS. It is an important certification; high schools need accreditation status for college admissions.
- Sian Owen-Cruise will provide monthly updates on accreditation tasks and timeline. She noted that ISACS and AWSNA used to be similar but now they have diverged.
- The tasks for Year 6 are the following:
 - Review and reaffirm Mission
 - Bylaw review – Gary Banks and Bob Rajewski
 - Keep Strategic Planning going
 - Scope and Sequence by year end – Curriculum and Rubrics
 - Policies and Procedures
 - ISACS Constituent Survey – late April
 - April or October Visits from Accreditation Chairs
- The tasks for Year 7 are:
 - Self Study – AWSNA's will be based on Principles
 - Self Study – ISAC's will be based on a structured document of questions

Enrollment Task Force

- Sian Owen-Cruise reported that groups have had very good meetings so far and she thanked Board members for their participation. The next large meeting is 9-11am on Saturday, January 26, 2019. At this meeting, the focus will be on brainstorming ideas to generate interest and energy.
- The Marketing and Outreach groups meet next Monday together.

- Sian provided a Progress Summary document with details.
- We will be more proactive about Tuition Assistance: we will target families who think they don't qualify, strategically use Tuition Grant funds, identify community members willing to help privately, and proactively inviting parents to have private conversations with us. We are committed to having families stay.
- The Taskforce groups have identified longer term ideas also but they are working to refine them and there is nothing for Board to act on today.
- While reviewing the past Self Study and Accreditation recommendations, Sian Owen-Cruise noticed that AWSNA and ISACS recommended an audit of our employment system to see if reliance on such a large number of part-time employees is sustainable.
 - As mentioned in past meetings, we have a large school structure but not administratively. All high-level administration staff are part-time.
 - Desk staff are also part-time but they do not hold the level of responsibility of the high-level positions.
 - Currently, four administrative staff are working full-time positions – professionals doing the job in the school and we couldn't replace any of these staff at their current wage rate.
 - Part of the Taskforce Committee's longer term recommendations is for Administration staff to spend more time and energy to spend in certain areas. You will see and hear more on the expansion of staffing and expansion of investment – moving part-time to full-time or paying part-time people more or adding more part-time staff. The Committee specifically noted that Marketing and Admissions are both dramatically underfunded.
 - \$200k is needed to meet the challenge of stronger Administrative staff to assist in increasing enrollment through retention and outreach.
 - Heather Rindels believes this investment is critical to our future. Knut Hill asked about sharing marketing materials with other Waldorf schools.
 - If we can make the parent experience as good as the children's, we would have no problems. How can we shift most of the parent support away from the Class Teachers? What more can we do to make parents feel financially supported?
 - Don Remboski thanked Sian for her efforts and research and reminded the Board that this is an exciting problem – how to reallocate resources as we identify our next level of growth. We have a core organization with great curriculum and great teachers. How do we continue to move forward?

- The Board's job is to look at strategic options for what comes next and determine how best to use our precious resources to the best effect. We will be faced with a decision in investment and analysis of a plan that will result in increased enrollment and retention.

New Business - none

A motion to adjourn the meeting was made by Knut Hill with support from Daryl Honor. There were no dissensions, the motion was approved and the meeting was adjourned at 7:00pm.

2018-19 Board Meetings

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