

Greenwood School

Minutes of the Board of Trustees

August 12, 2009

Attendance: Frank Anderson, Brian Chadbourne, Scott Hamilton, Colleen Kane-Dacri, Danica Remy, Patricia Rudd, Robert Schiappacasse, Cynthia Ulman

Absent: de Borah Jones, Merel Kennedy, Peggy Rock, Carl Spitzer, Marcy Summers

The meeting was called to order at Greenwood School at 2:30 p.m.

1. Minutes

Minutes of meeting were posted and approved by the Board members present (Brian, Frank, Scott, Colleen, Robert, Cynthia (Patricia having been absent from previous meeting) plus electronic approvals.

2. Board Study – Windows into Waldorf

The Board reviewed the “Waldorf Approach” and “Essential Phases of Child Development” sections of this publication and noted questions of the approach toward testing, grading, and preparation for high school admissions in K – 8 setting.

3. Director’s Report – Robert

- **Enrollment Update**

Director reported on current enrollment activity.

- **Marketing Update**

Director reported about ongoing work on brochure and web site. An internal volunteer committee including James Dacri, Gary Yost, Jen Jerde, and Steven Johnson is redesigning and updating the web site. Brochure publication was delayed for final copy development.

The year’s calendar of events, tours, and open houses is set. Additional community enrichment events will be scheduled.

The marketing/outreach group, (Brian Chadbourne, Merel Kennedy, Frank Anderson, and Colleen Kane-Dacri, Vicki Seastrom) is finalizing a proposed outreach plan.

- **Hiring Update**

The Director reported on reassignment of Kindergarten faculty and completed hires of Orchestra Program Director and all main lesson teachers. Hiring is in process for the Learning Specialist and Resource Specialist positions. GWS has identified an aide to hire for Cosmo Rudd, with costs to be reimbursed by the family.

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- **Director's Priorities**

In addition to hiring (see above), summer priorities for opening school have been completing facilities work and scheduling 2009 – 2010 program and activities.

- **Faculty Matters**

In July the faculty confirmed Marcy continuing as Faculty Chair and named Judith Wares and Piper Perrault to serve on the Steering Committee (with Faculty Chair and the School Director). The Faculty meeting will move to Thursdays.

The Faculty has discussed nominating a successor to Peggy Rock on the Board. The Board noted that the Operations Committee and Board historically included only main lesson teachers with a 2-3 years of experience at the school. These past criteria should be discussed with current faculty Board members and communicated to the Faculty Committee (before they nominate). Revised bylaws will need to clearly define the number of faculty on the Board and requirements for membership.

- **Mediation/Litigation Update**

The Director updated the Board on the status of mediation and litigation.

4. Finance Committee Report – Frank

2008 – 2009 results: GWS did better than projected for the 2008 – 2009 fiscal year.

2009 – 2010: Finance Committee has projected the budget based on enrollment of 135. With 134 contracts currently signed, enrollment of 140 appears feasible.

A desirable benchmark is to have a reserve percentage of 25% of annual operating budget. Finance Committee's recommended long-term goal is to build a \$600,000 reserve.

2009 – 2010 Finance Committee Priorities:

- Achieve financial results better than budget.
- Upgrade financial reporting to the Board and move to accrual basis.
- Develop break-even forecast for 2010 – 2011.
- Support site team effort to develop additional facility with pre-K program and second Kindergarten class.
- Complete an audit.
- Manage collections of accounts receivable.

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Enrollment: 134 signed contracts; 7 likely; 4 inquiries pending. Expect 140.

5. Site Committee Report – Brian

Reported on recent activity on negotiations and research for additional sites.

Conversations have begun with OLMC regarding renewal and terms for Buena Vista lease.

6. Nominating Committee Report – Cynthia

The Board discussed whether to consider increasing Board size and what might be desirable additions to support Board's current work, leadership, and succession needs. Ideas included legal, marketing, outreach, and major donor solicitation skills. Board composition will be discussed as part of bylaws revision this fall, with the goal of adopting revised bylaws early in 2010 so that new Board recruitment can begin in January or February.

7. Development Committee Report – Patricia

Patricia (2009 – 2010 co-chair with Karen Burrous) reported that the 2009 Spring Auction raised \$91,799. Lisa Layne and Becky Sorenson debriefed all players and are developing job descriptions and recommending improvements in organizing the event.

The Development Committee has begun planning for the 2009 – 2010 annual campaign.

2009 – 2010 Development Goals:

- Set annual Development calendar in September.
- Successful annual giving campaign.
- Educate faculty and parent community about GWS development work.
- Successful Spring Auction using volunteer team and minimal GWS staff time.
- Attract more Auction financial support and participation from outside GWS.

8. Executive Committee Report – Colleen

Executive Committee has been meeting weekly over the summer, monitoring and supporting work on enrollment, marketing, and learning support program development.

Executive Committee has identified need for more staff resources. They authorized Robert to hire additional part-time administrative staff to support his work and devote Vicki to Admissions.

At the Board's suggestion the Finance Committee and School Director will discuss and recommend how large an unbudgeted expenditure should require Board approval.

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9. Governance Committee Report – Danica

Danica reminded the Board that she drafted revised GWS bylaws that the Board did not have time to review last year. Provisions specific to the GWS Board, including composition, roles, committees, and decision-making process, will require Board deliberation. Danica will meet with the Executive Committee to determine the scope of this fall's work on amending the bylaws and suggest a process for involving the Faculty Committee.

10. Board Process Review – Colleen

Colleen requested that the Board complete a self-evaluation and evaluate her work as Chair. She will suggest an approach at the September Board meeting, based on the 2008 process.

Danica volunteered to draft a 2-year annual calendar of the Board's work that the Board and Robert can consider.

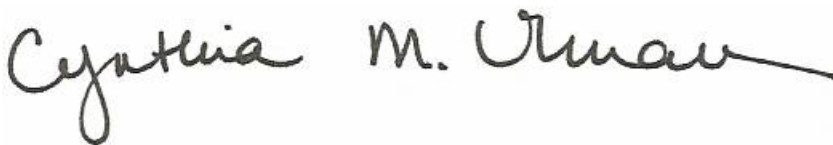
11. Board/School Director's Goals for 2009 – 2010 – Colleen

Colleen reported on Robert's evaluation process, which will conclude next week at the Executive Committee meeting. The Board looked over Robert's report of his goals for 2008 – 2009.

The Director's priorities for 2009 – 2010, are being developed with the Executive Committee for review with the Board. It was suggested that the Director also have a personal professional development goal. The Director's goals will ultimately be part of a whole school plan and tie into Board goals for the year.

The meeting adjourned at 6:00 p.m.

Submitted by



Cynthia Ulman
Board Secretary