

**Children's Day School
Board of Trustees**

**April 25, 2019
Meeting minutes**

Carl Schneebeck, Board Co-Chair, asked that the meeting come to order at approximately 4:02PM

Attendance:

Mylene Acosta-Mercado, Ted Arleo, Chris Bunga, Lucy Farey-Jones, Eric Fastiff, Jen Hamilton, Stephanie Holland, Kami Kinkaid, Tracy Kirkham, Kirk Lorie, Jeanette Perez (Secretary), Cheryl Porro (Co-Chair), Liza Ramrayka, Carl Schneebeck (Co-Chair), David Strandberg, Diane Walters, Shelly Luke Wille (Head of School), Lindsay Woollerson, Vivien Zraick

Non-Trustees present: Diane Larrabee (Director of Admissions), Jeanna Yoo (Director of Advancement), Rebecca Kroll (Assistant Head of School), Anthony Witte (Director of Inclusion), Cheryl Ewers (Director of Finance and Operations), Rico Tan (Director of Technology), Patricia Jameson (Assistant to the Head of School), Ed Rhee, Antonette Greene, Andrei Ferrera

**Executive Session: Head of School Transition & Feedback Discussion
Ended at 4:30**

Welcome & CDS Experience: Learning Beliefs Process (Antonette Greene, Shelly, Lindsay Hershenhorn)

Shelly Luke Wille presented on the process the Academic Leadership Team (ALT) went through to draft a set of [Learning Beliefs](#). Their goal was to answer, what do we believe about learning? They started this process in response to a CAIS major recommendation related to alignment across all divisions. The ALT attempted to distill, in real CDS language, what we believe about learning to support discussions about learning across the school. They came up with a 187 word doc of 11 Learning Beliefs. Antonette Greene noted that the team tried to avoid esoteric educational language. Faculty and staff provided feedback on a draft of the Learning Beliefs at the professional development day and ALT incorporated changes based on this feedback.

Discussion and questions:

Q: Lucy Farey-Jones - How does this guide teachers/behavior? Was their reasoning behind not including discipline in the beliefs? A: Rebecca Kroll - The Learning Beliefs will be posted in every classroom and a teacher can point to it when they are posed with any questions. This is the "why" behind the decisions we are making. A: Antonette - The Learning Beliefs also help prioritize professional development opportunities. We can look to this and check ourselves, to make sure our curriculum is following these beliefs and, if not, we can explore professional

development. A: Shelly - The whole faculty will be reading a book together that helps solidify and enhance the connection to these beliefs. In regards to discipline, belief #2 is a form of discipline.

Consent Agenda

Vivien Zraick made a motion to accept the March 21, 2019 meeting minutes. Stephanie Holland seconded. Motion passed unanimously. Documents made available prior to meeting include: [April 2019 Head's Report](#), [April 2019 Admission Report](#), and [April 2019 Advancement Report](#). Comments/questions included:

- The Community Library and Center for Inquiry will be for both LS and MS.
- Q: Diane Walters - Why so many 8th graders moving on to Sacred Heart? A: Ed Rhee - it happens every once in a while that one school gets many of our students (a few years ago this happened with Drew). Many CDS alums at Sacred Heart are also thriving. A: Diane Larrabee - Sacred Heart changed their process and had a specific tour for CDS students and were very impressive. A: Lindsay Woollerson - Also much less expensive compared to independent schools. A: Shelly Luke Wille - Sacred Heart did a really good job marketing to our students.
- Q: Stephanie Holland - Do we keep data on where each kid was accepted and their top choices? A: Shelly - Yes, we keep data on where students applied and were accepted, but data on top choice is tricky. Also, there are surveys 8th grade parents and students fill out where we can track some of this information.
- Eric Fastiff commented on the admissions report and possible financial implications. He noted that this is a possible huge opportunity, with a lot of money that could give us many strategic options, such as an endowment. Diane is predicting a total enrollment of 485. Cheryl Ewers noted that with an enrollment of 486, we'd have an additional \$490k in tuition.
- Q: Jen Hamilton - Will the student experience stay the same with that high of an enrollment? A: Shelly - Yes, since gain is across the board. Kindergarten is a bit high, but that could potentially be a good strategy to fight attrition in later years.

CoT: Board Officers for 2019-20

Lindsay Woollerson gave a brief overview of the board officer recruitment and selection process, which was updated this year. CoT started with conversations with the EC and Shelly, discussing possible candidates and their bandwidth. Every name nominated via the survey that went out to trustees or whose name came up via strategic discussions had a conversation with CoT. After those conversations, CoT went back to people on the final slate to confirm they were ok with their partners and still wanted to serve. Those candidates were then asked to leave the room, so the nominations could be discussed and voted upon. After discussion, the CoT nominated the slate for the 2019-20 Officers as follows:

- Carl Schneebeck - Co-Chair
- Jeanette Perez - Co-Chair
- Tina Syer - Co-Vice Chair

- Jen Hamilton - Co-Vice Chair
- Ryan Kluff - Treasurer
- Stephanie Holland - Secretary

Eric Fastiff moved to accept the nomination of this slate of candidates. Lucy Farey-Jones seconded the nomination of the slate. Motion carried unanimously.

Facilities: Master Plan Update

Ted Arleo gave an update on the Master Plan work being done by Jensen Architects. They have completed a majority of the qualitative work (listening sessions, etc) and are really pleased with the feedback. We are on schedule and the process should wrap up by the end of the school year. Ted and the Facilities Committee have a meeting scheduled with Chris Kalos of Jensen to talk about what the deliverables are going to look like and Jensen will attend the May board meeting to get final feedback from the board before finalizing final master plan documents.

Ted also updated the board on the phase 3 work of SJH, which includes the ongoing seismic strengthening and redoing the roof. Facilities has reached out to four general contractors and have unofficially narrowed it down to two: Guzman and Marvin Collins. Both have come back with budgets of \$1.3-\$1.6 million with schedules around 10 weeks. Will have follow up meetings and make a final decision in coming weeks.

Finally, Ted reviewed where we are with the bungalow project. Required documentation for the current Bungalow conditions of approval has been submitted and approved. It was accepted, which is good news because it means we can move forward with our new application for extension. The city knows we are interested in an extension and to date there hasn't been any objections. Ted is hoping for more clarity before the end of the school year.

Mission Statement Update

Vivien Zraick gave an overview of the Mission/Vision/Values refresh process thus far and briefly went over the themes and data in the [Mission Statement Briefing on Community Input](#). In phase one of the project, Gardner Rodriguez has spoken with over 150 members of our community. These interactions include:

- Interviews with 14 people with deep understanding of the school, students, and community, including a founder, an administrator, teachers, an alum, alumni parents, current parents, and a dean of students from Urban High School.
- Listening sessions with: Entire faculty/staff/administration; Shelly's advisory group; Approximately 50-60 parents; and 15 students on the middle school leadership team (SLT)

The next steps include workshops with faculty, parents, and the Board (at the May board meeting). Jane and Joe are concurrently looking at peer school MVV statements in order to give the task force a look at the competitive landscape. The MVV task force plans to recommend new Mission, Vision, and Values statements to the board before the end of the school year.

Advancement: Annual Fund Update

Carl Schneebeck presented goals and changes for next year's Annual Fund.

Goals and targets:

- Fundraising 7% of total revenue (projected 6.7% for FY18-19)
- Fundraising \$2500/student (~\$2110/student FY17-18)
 - 472 students @ 2500 = 1.18M
 - Annual Fund 63% of total FR = \$740k

Annual Fund Goal for 2019-2020 \$750k

Strategies to achieve goal:

- Focus on identifying and engaging leadership donors (70% of AF)
- Test class-specific messaging linking AF to student experiences
 - Pilot in 3 classes (1 per division) crafted by AF co-chairs and teachers
- Use current liaison approach in other classes
- Publicly state & track goals: \$750k & 100% participation
- BOT \$50k match to launch Annual Fund in September

Discussion/questions included:

- Q: David S - What does class-specific messaging mean? A: Carl - Having hyper-specific examples from teachers of things they can do in the classroom that they wouldn't be able to without annual fund. Also trying to embrace discussions about what socio-economic diversity in the classroom brings to CDS.
- There will be 3 families as chairs (MS, LS, ECP)

Review of 2019 Board Goals

Broke into groups to answer:

1. Which goals were achieved
2. Which require more info to determine
3. Which require more attention to be achieved

Discussion ensued, including:

- Teacher retention needing attention. Need to gather more data and explore alternative compensation packages
- Need to know more about diversity and inclusion efforts. Also, define what are our metrics to know we are doing well.
- Improved communication, what perspective is that from? How do we know we've achieved this goal?

Closing Remarks

Chair Carl Schneebeck adjourned the meeting at approximately 5:59 PM.

Respectfully submitted,

Jeanette Perez, Board Secretary

Cheryl Porro, Board Co-Chair OR Carl Schneebeck, Board Co-Chair