

**Woodlands School
Board of Trustees Meeting**

**Minutes
November 13, 2014**

<p>Attending:</p>	<p>Officers: Chair – Loretta Cephus – Y Vice Chair – Sue Bay - Y Treasurer – Catherine Wittig - N Secretary – Matt O’Neill - N Ex-Officio – Maureen Sullivan, Principal – Woodlands East - Y Patty Rogers, Principal, Woodlands - Y</p> <p>Trustees: Acevedo, Rafael – N Coby-Beaver, Jacqueline - Y Caruso, Carolyn – Y Griffin, Dennis - Y Hartwig-Rahmani, Brenda – N Newell, Dr. Markeda - Y Richardson, Peter - Y Schultz, Jason - Y Sheka, Lynn – Y</p> <p>Guests: none</p>
<p>1. Website Update</p>	<p>Lynn Sheka reported that she and Jacquie Coby-Beaver have been meeting with the website developer to discuss Woodlands School Inc.’s new website: timeline and architecture. It’s expected that the website will be completed by mid-January. Jacquie and Lynn will work closely with the developer to provide content. Maureen Sullivan and Patty Rogers will provide input. The website will respond to mobile devices. The main page will be Woodlands Inc., with links to Bluemound, East. etc.</p>
<p>2. National School of Character Award</p>	<p>Last week, Loretta Cephus, Maureen, and Patty went to Washington D.C. to receive the National School of Character Award on behalf of Woodlands. They learned much about character while there. The energy was inspirational. Maureen and Patty spoke in a breakout session on the Woodlands model. They posted the video on Facebook and will show it in ensemble on Monday morning. There has been much publicity about this award already. There will be a press conference at 8:30 a.m. on Tuesday, 11/18 in the media center at the</p>

	Bluemound campus for both Capital West and Woodlands. (Both schools won the award.)
<p>3. Governance Committee – Employee Handbook</p>	<p>Sue Bay (committee chair), Markeda Newell, Brenda Hartwig-Rahmani, and Loretta (ex officio), members of the Governance Committee, will review the newly revised employee handbook by January for projected rollout in February.</p>
<p>4. Organizational Structure</p>	<p>With Maureen’s impending retirement at end of the 2015-16 school year, the Board needs to consider the future organizational structure of Woodlands School, Inc.’s administration. When the Board originally developed the plan to open Woodlands East, it planned on two principals (one for each school) and one executive director. But the reality now is that we are paying \$6-7K per month on a \$400,000 loan that we didn’t plan for. That’s a salary. So, the board needs to consider alternative administrative structures.</p> <p>See attached handout for details on the following organizational structure ideas:</p> <ul style="list-style-type: none"> • Model 1: same as current structure; no change to budget <ul style="list-style-type: none"> ○ Current cost for principal/executive director, principal, and business manager = \$200,000-\$300,000 (not including benefits) ○ Questions to consider: will new principal or principal/executive director come from within organization or outside? Should it be someone with a doctorate? • Model 2: adds bookkeeper. Business manager would be part time and do general financials. Bookkeeper would be full time. This model would add approximately \$13,500 or more to the budget. • Model 3: adds Executive Director/Business Manager (joint role), a bookkeeper, and a development director. This model would add approximately \$334,000. • Model 4: adds Executive Director/Development Director (joint role) <ul style="list-style-type: none"> ○ This was the original plan.

- This model would add approximately \$96,000.

Thoughts discussed generally by Board:

The Board has considered class size extensively in the past, and has decided on a maximum class size of 24 students per homeroom, which provides a 12-1 student/teacher ratio (with teacher and TA in each room). Of course, class size impacts the budget and how resources are allocated. Maureen stated that if money weren't an issue, the ideal class size would be 20 students.

We also need to account for the fact that we will need to begin paying more for the Woodlands East building in the future.

We need to consider the difficulty of full time employees serving both campuses (splitting the time between the two schools). It is difficult to manage coverage at both schools (e.g., to make decisions about when to serve which school, what to bring, where to base, etc.).

An executive director is necessary because someone must have final say to avoid competition between principals, etc.

We need to define the role of the Executive Director: Does the Executive Director need an education background (like a superintendent) or not necessarily an education background, but instead experience in organizational leadership, fund development, nonprofit management, business expertise, etc. We also need a visionary. Patti suggested that Maureen provide a detailed, real "job description" that details her roles as Executive Director and Principal.

The consensus was that we can't stay status quo long term because Executive Director position will get more and more difficult as East grows.

It's difficult to predict how successful the fundraising initiatives of the new Fund Development Committee will be. That Committee, together with the Board, is still laying the groundwork (developing the website, a marketing plan, database of potential donors, etc.) that will contribute to fundraising into the future. Therefore, it's too early to project fundraising goals for next year (when Maureen will retire). It may take 5 years (or less) to begin seeing the results of these fundraising efforts.

Peter Richardson suggested that we set short-term fundraising targets

	<p>(financial goals). Money is so tight right now that it might help to figure out how much we will need in 2-3 years to be able to hire an Executive Director in a role that's separate from the Principal.</p> <p>Because we all agree that ultimately, we will transition to a single Executive Director and 2 principals. And we all also agree that we won't likely be able to afford that solution for at least several years, the immediate question is how do we begin to transition to a new administrator next year. One thought: We could transition by bringing on a Dean of Faculty next year. The salary for that position would be lower, then that individual could become a Principal in 2016-17.</p> <p>Loretta suggested the following plan: by summer, decide on new position for next year and begin the hiring process, begin strategic plan, and continue to work on fund development plan.</p>
<p>5. Adjourn</p>	<p>Motion to adjourn by Peter, second by Sue, motion passed unanimously.</p>

Prepared by: Susan Bay

Organizational Structure Ideas:

One

Principal
(Bluemound)

Principal/Executive Director
(State Street)

Business Manager
(1, serving both campuses)

Student Services Managers
(2, 1 per campus)

Operations Managers
(2, 1 per campus)

Budget Change:
None

Two

Principal/Executive Director
(Bluemound)

Principal
(State Street)

Business Manager
(Part-time, serving both campuses)

Bookkeeper
(1 fulltime, serving both campuses)

Student Services Managers
(2, 1 per campus)

Operations Managers
(2, 1 per campus)

Budget Change:
Reduces BM but slight increase by adding bookkeeper

Three

Ex. Dr./Business Manager

Principal Principal
(Bluemound) (State)

Bookkeeper

(1 fulltime, serving both campuses)

Student Services Managers Operations Managers Dev. Director
(2, 1 per campus) (2, 1 per campus) (part-time, serving both
campuses)

Budget Change:

Increase ED but less due to dual role, increase by adding bookkeeper

Four

Ex. Dr./Dev. Director

Principal Principal Business Manager
(Bluemound) (State) (1 fulltime, serving both campuses)

Student Services Managers Operations Managers
(2, 1 per campus) (2, 1 per campus)

Budget Change:

Increase of 2nd principal's salary