



Endeavor Board of Directors: March 22, 2010

Call to Order:

DJ Hill

The regular meeting of the Endeavor Board of Directors was called to order at 7 pm on March 22, 2010 by DJ Hill in Endeavor's multi-purpose room.

Present:

DJ Hill, Larry Woolard, Christian Nechyba, Margaret Holder (arrived at 7:05 pm), Steve McAdams, Christi Whiteside, Andy Kristianson

Absent:

Lisa Springle (DJ Hill explained that Lisa Springle had an important personal reason for not attending this meeting.)

Approval of Minutes:

Christian Nechyba

The minutes from the February board meeting were unanimously approved.

Meeting Overview:

DJ Hill

DJ Hill stated that, at this meeting, the board would move through a discussion on the size and composition of the school when it moves into its permanent facility, and would later move to a closed session to discuss several personnel issues.

Open Board Position

Andy Kristianson

Andy Kristianson stated that at the conclusion of the prior board meeting, Joey House resigned his board position, creating a second opening within two months. The board had, in the prior month, just completed a number of interviews of excellent candidates. The board re-opened the nominating period for the new open position until March 10, and one additional applicant was interviewed. There was also one candidate who was considered from the prior set of interviews during the previous month. The two candidates for the open board position were Helen Harris and Liz Broadway. Liz Broadway is a certified public accountant with very good accounting experience. Helen Harris was already introduced at the last board meeting. Andy Kristianson proceeded to call for a vote on the open board

position. Helen Harris received six votes from Larry Woolard, Andy Kristianson, DJ Hill, Steve McAdams, Christian Nechyba, and Christi Whiteside. Margaret Holder and Lisa Springle were not present for this vote. DJ Hill congratulated Helen Harris on her election to the board and invited her to join the board at this meeting. He also stated that Liz Broadway was a tax adviser and a CPA with a subspecialty in real estate/development, and that he believed that she would be a very strong addition to the Endeavor Foundation if she were willing to serve in this role.

PAWS Update

Karin Reed

Karin Reed provided an update from PAWS. She stated that the nominating committee had presented its slate of candidates for PAWS officer positions for next year. Candidates were as follows: President – Kim Bennett; President-Elect – Kris Stauffer; Treasurer – Gina Williams, Cindy Pleasant, Liz Broadway; Secretary – Sarah Salas, Michelle Boggis; VP of Fundraising - Tina Lanier; VP of Programs and Services - Daniela Perez, Misha Cashion; VP of Volunteers and Communications - Linda Diemer The PAWS general membership approved a spending plan, which will consist of \$18,000 carryover and \$5000 seed money for the athletics program. Of the remaining funds for this year, 75% would be allocated to meet the school's immediate needs, and 25% would be reserved as a legacy gift to the school. A number of PAWS purchases were arriving at the school, including vacuum cleaners and elmos. Teacher appreciation week was last week, and Christi Whiteside commented that it was phenomenal. Karin Reed also announced that the PAWS board would meet this week at the Falls River Clubhouse. DJ Hill asked Steve Santana to meet with Kim Bennett, since the PAWS president also serves as a foundation member.

Treasurer's report

Larry Woolard

Larry Woolard provided a Treasurer's report. The school's Bank of America account balance was \$202,321.84. The First Citizen's account balance was \$760,484.83. He stated that the balance was carrying high, as it had last year. The finance committee will look into moving additional money into a CD. The school was still on target for meeting its future building outlay of \$119,000 for this year. There was a projected surplus of \$39,000 at the end of the school year. Margaret Holder added that May would be a safer bet for providing an update on budget planning, as we would have a better sense of next year's budget by then.

Foundation Update

Steve Santana

Steve Santana stated that the Foundation currently needed two outstanding items from the board: the size of the school in its permanent facility, and the percentage of student revenue that will be allocated to a mortgage payment. He stated that the Foundation had begun the process for architect selection, and was getting more details about the financials of the building. Scott Mathers provided an update on the Capital Campaign. He stated that they had worked for a month and had accomplished a lot, generating many really good ideas and gathering information. They had also had several conference calls with Capital Development. He stated that the school had a lot of the necessary resources, and that the

Foundation would not need to spend money on many of these resources. The plan would be to use Capital Development's expertise to help supplement the needs of the campaign. The Foundation was gathering names for the quiet phase of the capital campaign. The big push on this would occur after trackout. He added that only six families would be new to Endeavor next year, so there wouldn't be a lot of reintroducing needed after the campaign starts. He stated that they were working on brochures, utilizing media, etc.

Consent Votes:

**DJ Hill
Andy Kristianson**

Andy Kristianson stated that external board members had discussed reimbursement of school personnel for the use of personal cell phones for school business, particularly as it pertains to the Director (Steve McAdams) and the Athletic Director (Josh Burt). He moved that the school initially reimburse \$25 per month to the school director and the athletic director, reserving the right to increase this amount if needed. Margaret Holder stated that a copy of cell phone bills should be sufficient for documentation. The motion was unanimously approved, with abstentions from Steve McAdams and Christi Whiteside. Eileen Underkoffler asked when the start date would be for this reimbursement. DJ Hill replied that this would start with the April phone billing cycle.

DJ Hill stated that, two board meetings ago, a proposal was made to provide \$5000 in seed money to the Pride athletics program. As the program seeks to increase its fundraising revenue, this would help insure that the program had enough coverage moving into next year. The goal would then be for the athletics program to move to a self-sustaining posture for next year. Half of this proposed \$5000 seed money would be provided on August 1, 2010, and half on January 1, 2011. The only contingency would be a good fundraising effort from the athletics program. Margaret Holder asked if this would be a gift and not a loan. DJ Hill stated that it would be a gift, and that PAWS had already matched this amount. Lori Tolson stated that the Pride was considering a big fundraising event next winter. DJ Hill stated that the board wouldn't have a position on the type of fundraising done. He stated that he would create specific language for this proposal for consideration by the board.

School Expansion Discussion

**DJ Hill
Steve McAdams**

DJ Hill stated that the question of what Endeavor would look like in its permanent facility was one of the biggest questions facing the board and the Foundation. The Board had struggled through the high school question last quarter, and now needed to address what the K-8 school would look like. He asked that, between today's discussion and the upcoming retreat, he would like to see a consensus on this question in the next week or two.

Steve McAdams stated that, after a great deal of discussion, the administration would propose four classes at each K-8 grade level in its permanent facility. This would mean 36 classes of about 18 students per class, or about 648 students in K-8. He stated that the administration had weighed heavily the idea of introducing "new blood" at different grade

levels, but had to weigh this against the disadvantages of bringing in new students at later grades. He stated that he believed that new students might have a hard time adjusting at later grade levels, partially based on the experience of the current school year. He also stated that it would be much simpler to try to hire at middle school 4 teachers per grade who have one degree in one area. Six classes per middle school grade did not seem financially viable. Other staff for the K-8 school would include 4 fine arts teachers, 4-5 EC teachers, 6-7 teacher assistants, 3-4 administrators, 3-4 office staff, a part-time guidance counselor, and a full-time custodian.

Christi Whiteside added that the hardest part of this conversation was how to maintain a small familial school environment but also continue to offer as much in terms of curriculum as the school wanted to offer. She also stated that if we are moving toward a high school, which we have committed to, increasing the K-8 school size would make the transition to high school smoother. For middle schoolers, fine arts would become an elective. Margaret Holder asked what a typical middle school day looked like. Christi Whiteside stated that currently 7th/8th grade is a 5-teacher team, and will be 6-teacher team next year; there would be an "A" day alternating with a "B" day, with each student encountering 3 teachers per day. This year, she added, 6th grade is a 3-person team consisting of one middle school teacher dually certified in language and social studies, and 2 teachers certified for K-6 in all subject areas. Middle school teachers were usually certified in one subject area. Field trips are difficult for a 5-person team at the 7th/8th grade level.

Maija McAdams added that a middle school fine arts team would make the school too big, but that the administration didn't want to cut fine arts completely at some grade levels. Christi Whiteside stated that composition and literature are different course areas, and that the state is moving toward writing in all content areas. She stated that with staff development, it would be easy to have a separate writing block that is subject-based (i.e., in each teacher's area of licensure). She added that one negative about this would be that for next year, Spanish would be a core subject, but that Spanish would become an elective in the permanent building. DJ Hill stated that the baseline assumption for the high school would be 6 classes across each grade. Tamara Santana corrected that 125 per high school grade more accurately number reflected the recommendations of the high school committee. Margaret Holder stated that 18 students per class (rather than 16) would substantially boost revenue. Steve McAdams stated that in a bigger building, 18 students per class would fit better. Helen Harris asked if there was any advantage to keeping the 16 per class at K-5. Christie Whiteside stated that second grade currently gets new students, but that many of these students entered with an educational deficit greater than expected, and that therefore adding students in later grades presented a challenge. Andy Kristianson asked if this deficit was also being noted among siblings of students who entered the first year. Christi Whiteside stated that it was. Margaret Holder stated that she had noted this with her own children. Christian Nechyba stated that new students would still need to be integrated at each grade level to compensate for attrition (when students transferred out of Endeavor). DJ Hill stated that 6 grades per class would feel like a much bigger school, and would require a much larger facility. Christi Whiteside added that 6-wide grades would also

be problem for grade-level field trips because most overnight facilities couldn't hold that many students.

DJ Hill asked Andrea Blakeman if, as a faculty member in the audience, she had any comments about the plan. Andrea Blakeman stated that the proposed size of the K-8 school sounded good to her. She added that in the previous school in which she had taught, there were 31 students per class in fourth grade, so a class size of 18 sounded very good. Steve McAdams stated that there would be one teaching assistant for each kindergarten class, two TAs for four classes in first grade, and perhaps one TA for four classes in second grade. DJ Hill asked Eileen Underkoffler her opinion about hiring a part-time school nurse. Eileen Underkoffler stated that it would need to be the right person to be helpful, and that there would need to be more space to accommodate a school nurse. Christian Nechyba offered to work on re-energizing our volunteer pool to fill school nursing duties in the short term, and stated that he would want to review the needs and the cost-effectiveness of hiring a nurse prior to committing to a part-time school nurse in a permanent facility. He agreed that providing additional physical space to triage a sick or injured child and store medical supplies was needed in a permanent facility. Margaret Holder asked if the permanent school facility might benefit from a finance director, perhaps increasing office staff to 4-5. She also asked if it was possible to prepare students for high school with four classes per grade in middle school. Maija McAdams stated that this was what Magellan does. Tamara Santana asked what it would take to make Spanish a part of every middle school student's curriculum. Maija McAdams stated that the school would have to go to 5 classes per grade in middle school. The idea of part-time elective teachers should also be considered.

Tamara Santana asked whether preschool should be reintroduced in the permanent facility. Christi Whiteside responded that this would make a child care elective for older students possible. Steve Santana added that a preschool could make some money if it was run as a business, and would be a nice perk for staff members. Steve McAdams responded that there might be a negative reaction from preschoolers and their families who didn't get into the school through the lottery. Margaret Holder stated that there would be tax issues to reintroducing a preschool. Maija McAdams stated that from a space perspective it was a benefit for staff to have a room that was empty half a day. Steve Santana asked about having the foundation run a preschool. DJ Hill responded that, practically, preschool would still need to be directed by the school administration. Eileen Underkoffler stated that she was not sure if reintroducing a preschool would be worth the effort. Steve Santana asked if it could potentially generate enough revenue to benefit the school as a whole. DJ Hill stated that he hoped the architect would plan for expansion capabilities.

Stakeholder's Meeting Update

DJ Hill

DJ Hill stated that the focus of the stakeholder's meeting had been how the school could systematically encourage a higher level of volunteer participation. There was a general consensus that the school was much better off with more volunteerism. He asked if we had recognized volunteers properly, and stated his belief that we needed to take a comprehensive look at this issue. Christian Nechyba stated that how one asks is an

important issue, citing as an example his recent request for volunteers to help with school vision screens. He stated that he had received over 30 offers to help, and was only able to utilize a quarter of these volunteers. He stated that he believed volunteer leaders needed to be trained on how to ask for volunteers, how to target their requests, and how to follow up in a specific and targeted manner to draw in more volunteers. He continued that he believed it was the job of the board to do a better job publicizing its expectations of volunteerism and also provide some guidance on priorities for volunteer orientation. Karin Reed also emphasized the need for greater volunteer orientation. DJ Hill suggested that this was a good topic for a breakout session at the retreat. Christi Whiteside volunteered to write an "Update from the Board" column for the *Paw Print* on volunteerism.

Retreat Agenda

DJ Hill

DJ Hill stated that the upcoming board retreat would begin with a closed session to discuss personnel matters. The second portion would be open to the public and represent a forward look at the risks and opportunities for the school in the short and long term. Margaret Holder asked if we were going to take a renewed look at our charter at the retreat. DJ Hill stated that the retreat facilitator had a copy of the charter as well as results of past board, parent, and staff surveys. There would also be an open forum at the retreat for other public comments.

Adjournment

DJ Hill

DJ Hill adjourned the meeting at 8:38 pm.