

Sandra E. Lerner Jewish Community Day School  
Board of Directors Meeting  
December 13, 2016

Present: Richard Goldberg, David Goldman, Jeremy Browner, Maia Szulik, Eric Stultz, Norah Goldman, Allison Oakes, Kathryn Wolf, Sue Egnoto, Lauren Gindes, Jonathan Dayan, Norma Gindes, Hollis Gauss, Tal Wittle, Andrew Janiak, Grace Marion, Tali Wechsler  
Absent: Jonathan Blitz, Sally Brown

6:35 Meeting starts

D'var Torah - Hollis

**1. Consent agenda – Hollis**

Approved

**2. HOS Report – Allison**

- VIP day was a success.
- Art show was a success
- Yom Hashoah programming is planned
- HVAC -- building is warm and dry!

**3. Development Report – Hollis (and in Dropbox)**

- Development update was presented in writing and summarized to the board

**4. Finance report and tuition setting – Sue and Eric**

Finance report:

- Finance dashboard was presented. We are forecasting a profit of \$17k for this fiscal year
- Feedback from board was positive about the finance dashboard

Tuition:

- Sue presented the initial projections for budget income and expenses for 2017-18
- This included several scenarios for tuition increases that varied between 3-4%
- These scenarios included different enrollment estimates and different tuition increases
- Allison was highly confident in the estimates for preschool enrollment and less confident in the estimates for elementary enrollment.
- There was a discussion about flexible tuition and other budget issues, while reminding the board that we are not setting the budget now, and the expenses can change once the enrollment figures and projected income is more certain

Norah made a motion to increase tuition by 3%  
Jonathan Dyan seconded

Vote:

Yes: 15

No: 0

Abstentions: 0

Flexible tuition:

- Sue presented information about how flexible tuition works
- Sue and Eric will take this year to further evaluate the flexible tuition system and its impact on families
- They will gather and analyze data on items such as: how much tuition we offer vs. need; how many families do not enroll because we don't offer enough aid
- Train backup person who has access to TADS
- Contact international schools to understand how they deal with applicants applying from outside their country who do not have documentation such as tax forms and bank statements

Two recommendations:

For elementary school: change flexible tuition maximum from \$4k to a percentage of the total tuition.

For preschool: maximum award will be

- 1PM departure: \$3.5K,
- 3PM departure: \$4.5K
- 6PM departure: \$5.5K

Vote:

Yes: 15

No: 0

Abstentions: 0

5. Looking forward – Hollis

- In the spring semester, the board will likely participate in the following:
  - Begin a strategic planning process (the board will not facilitate this, but will be asked to participate at certain points) to be led by an expert TBD and a committee composed of different parents and community members and faculty/staff
  - Begin a conversation about the admissions policy in the elementary school. Having learned from our experience with changing the preschool admissions policy, we know that any discussion about elementary will need to include a parent listening component so parents have an opportunity to voice their

questions and concerns. This discussion may or may not be a part of the larger strategic planning process.

- Make a decision about a new contract for Allison. Allison is currently contracted through June 30, 2018. Best practice in independent schools is to make contract decisions one year ahead of time, so all parties will have time to make alternate plans if we do not decide to continue together. A subcommittee of the board will be tasked with making a recommendation about whether to offer Allison a new contract to begin July 1, 2018, and what the terms of the new contract should be. This subcommittee will work with the Head Evaluation Committee and Allison, and will figure out a way to solicit feedback and input from parents as part of the process. Our target is to finalize a decision before the end of the school year, but it would be optimal to do it in April or May.