

**Faithful Shepherd Catholic School and Tri-Parish Center
Board of Directors Meeting
January Approved Minutes
Date: January 5, 2016**

Board Members Present:

St. John Neumann	St. Thomas Becket	Church of St. Peter	Other Attendees
Fr. Doug Ebert	Fr. Tim Wozniak	Fr. Steven Hoffman	Mike Randall
Molly Ryan	Tom Durand	Tom Kraus	Terese Shimshock
Dick Engler	Tom Levandowski	Jen Silgen	Maria Brandel, Recording Secretary

Description	Discussion	Action By
Invocation	The meeting began at 7:06 PM.	Fr. Ebert
Adoption of Agenda	<p>Motion: Tom Levandowski made a motion to approve the January 2016 Agenda with the following adjustments:</p> <ul style="list-style-type: none"> • Add BOD in-service scheduling to Unfinished Business. • Remove Dick Engler from Finance Committee reports. <p>The motion was unanimously approved.</p> <p>Tom Kraus requested an update at the Feb. BOD meeting on the Positive Culture Committee (Faculty) work/assessment of bullying issues.</p>	Levandowski
Approval of Minutes	<p>Motion: Tom Levandowski made a motion to approve the December 2015 Minutes with the following changes:</p> <ul style="list-style-type: none"> • Page 1, Adoption of Agenda: "...from 20 minutes to 5 minutes to reflect that this topic was discussed extensively during Executive session". • Page 3, Grievance Procedure Update: "...Terese Shimshock met with staff..." • Page 3, Preschool Recommendation: "...One advantage of an early learning center is to broaden the offerings of our school. One of the benefits of that is to provide a feeder system to FSCS." • Page 3, Preschool Recommendation Key Points, Bullet Point #6: "...the 5 Catholic schools using LADC will benefit from a "Center of Excellence" approach through LADC, emphasizing unique needs/objectives of Catholic pre-K programs." • Page 4, Endowment Adv. Committee, Bullet point #1: "...looking for ways to keep..." • Page 5, Facilities, Bullet point #2: "Building Security will be budgeted with other funds". • Page 5, Facilities: Update given by Randall/Shimshock. 	Levandowski

	The motion was unanimously approved.	
	Administration's Report	
Administration's Report	<p>Enrollment Update:</p> <ul style="list-style-type: none"> • Shawnessy Schwartz returned on Jan. 4th as Enrollment Marketing Coordinator. • To date, 30 tours have been given. This is the same as last year at this time. • To date, there are 21 siblings eligible for 2016-17 kindergarten (up from 17 last year). • To date, there have been 22 open house attendees. <p>Annual Fund Update:</p> <ul style="list-style-type: none"> • \$46,075 in pledges so far, includes the \$25,000 match. <p>Fundraising Update:</p> <ul style="list-style-type: none"> • Gala – January 30 <ul style="list-style-type: none"> ○ Plans looking good so far ○ Exploring alumni tables ○ Goal is to keep marketing it better to wider base <p>Bremer Bank Update:</p> <ul style="list-style-type: none"> • 3 proposals were shared with Finance committee • One meeting next week <p>Pursuit Academy Update:</p> <ul style="list-style-type: none"> • TShimshock took feedback from last month's BOD meeting and brought it to Jenny Swartout and John Amann. So far: <ul style="list-style-type: none"> ○ Jenny Swartout sent out parent communication at the end of last trimester. <ul style="list-style-type: none"> ▪ Goals achieved during 1st tri ▪ 2nd tri goals and tasks ▪ Shared the I Cans ○ MRyan said she talked with Robin Corbo, who is interested in helping market Pursuit Academy more. ○ TShimshock said that CSCOE also expressed interest in helping market Pursuit Academy. <p>FSCS Discovery Center Update</p> <ul style="list-style-type: none"> • Email went out to current FSCS families – they get 1st chance to register this week. Registration opening to public next week. • Janet will be in charge of doing tours for Discovery Center, and Terese Shimshock will be well-equipped to answer Discovery Center questions while doing FSCS tours. • Room C-2 will be ready by Catholic Schools Week to show set up, etc. • Free concert and dinner – Teddy Bear Band, January 26th. 	<p>Randall</p> <p>Randall</p> <p>Randall</p> <p>Randall</p> <p>Shimshock</p> <p>Shimshock/Randall</p>

	<ul style="list-style-type: none"> Put on by LADC. LADC purchase a list of 2000 emails to use for marketing, mailing out a postcard. 2 registrants so far. Contract update – Business structure has been agreed to, but still need to sign the contract. Janet is to get that to FSCS in January. Mainly Full Day, but had to offer half day and wrap around options. Terese Shimshock to work with Janet at LADC to revise the pre-school brochure to change around some wording, titles, etc. 	
	New Business	
3-year budget	<ul style="list-style-type: none"> 2016-2017 tuition budgeted based on 410 students. Tuition= 2% increase <ul style="list-style-type: none"> Non-parishioner: \$7672 Parishioner: \$5754 FSCS received a \$50,000 grant from CSCOE to market Kgn and increase enrollment. These funds will be used to lower kindergarten tuition. 2016-17 Kindergarten tuition will be the same for both Non-Parishioners and Parishioners: \$4750. Tom Levandowski made motion that the Board approve the 2016-2017 tentative budget, approved by the Finance Committee and presented and recommended by the School Administration, which assumes an enrollment of 410 students for the 2016-17 school year, includes a 2% increase in the parishioner and non-parishioner tuition rates for the 2016-17 school year for grades 1-8, and establishes a Kindergarten tuition of \$4750 for the 2016-17 school year without regard to parishioner status. <p>The motion was unanimously approved.</p>	Randall
Short-term Admissions Plan	<ul style="list-style-type: none"> Mike Randall listed ideas and objectives to increase enrollment and retention; these initiatives are attached. 	Randall
	Unfinished Business	
Technology Plan	<ul style="list-style-type: none"> Terese Shimshock and Mike Randall distributed Executive Summary of the Technology Plan. Board members will look over in order to take action at February BOD meeting. 	Randall/Shimshock

Board In-service	<ul style="list-style-type: none"> After last month's meeting, Tom Kraus emailed a Doodle Poll to BOD members to check availability for Jan and Feb. Board members trying to find a common date for all. Given scheduling difficulty, will most likely look at a late Spring or early Summer date. 	Kraus
Reports of Committees		
Marketing	Written report attached.	Durand
Development	<p>Written report attached.</p> <ul style="list-style-type: none"> Development Committee wants to review all events to determine overall effectiveness and success, and how they can help and be involved more. Would like to have people from the event committees to be on the Development Committee. 	Silgen
Finance	Written report attached.	Kraus/Engler
Personnel	Personnel did not meet this month.	Levandowski
Facilities	<p>Written report attached.</p> <p>2-3 months for Security proposal. Maybe by March/April meeting. Due diligence will be made to show progress/intent.</p>	Fr. Ebert
Executive Session	Executive Session took place from 6:00-7:00PM.	Board
Closing Prayer	The meeting ended at 9:17PM.	Kraus

Next Board Meeting: February 2nd at 6:00PM – Executive Session Dinner. 7:00PM Regularly Scheduled Meeting @ FSCS.

Enrollment Marketing Initiatives

1) Background

For the past 5 years, Faithful Shepherd has experienced declining enrollment:

2010/11 – 557

2011/12 – 548

2012/13 – 512

2013/14 – 498

2014/15 – 466

2015/16 – 413

In order to address this issue, we need to look at both our marketing efforts and our academic product. While it will take some time to reverse this trend, following are some areas we will begin addressing immediately.

2) Marketing Efforts

a. Tuition

- i. Our tuition is at the high end of all Catholic elementary schools. We should try to slow our tuition increases until our enrollment stabilizes. We need to look at lowering the difference between “parishioner and non-parishioner tuition” as well as considering offering the “parishioner” tuition rate to members of other Catholic parishes in the area. We also need to consider offering a “multi-child” discount like most other Catholic elementary schools. We initially considered doing some of these for the 2016-17 school year. However, I’m suggesting we wait until the 2017-18 school year so we have more time to study what incentives will have the greatest impact and we will have a better understanding of our financial picture should we decide to refinance our mortgage.

b. Incentives

- i. We have received a \$50,000 grant from the Catholic Schools Center of Excellence (CSCOE) allowing us to reduce Kindergarten tuition by \$1,000 and giving us \$5,000 to use in marketing efforts. Recommend that we offer one tuition rate for Kindergarten of \$4,750. We are working with the Marketing Committee to develop a marketing plan to promote this new program.
- ii. Offering a \$250 referral fee to anyone referring a new family to FSCS. Marketing committee is also helping to devise ways to promote this effort.

c. Promotion

- i. We are updating our website to create a new “homepage” that will be focused entirely on marketing and driving prospective parents to the site while also enhancing their experience with our school. If well received, we will look at redoing our entire website.
- ii. Working with CSCOE on a “Facebook Ad Pilot Program” to promote our Open House on February 4. CSCOE will be purchasing ads on Facebook to promote the Open House and drive traffic to our website.

- iii. Increased marketing budget to allow for more direct marketing efforts. Will work with Shawnessy and the Marketing Committee to determine the most effective efforts to pursue.
 - iv. Whenever possible, do joint marketing efforts with our preschool as this should also be a help to recruiting potential Kindergarten students.
 - v. Looking into adding a “summer camp” for the Pursuit Academy as a way to attract prospective students and promote the program.
 - vi. Would like to look at offering a Vacation Bible School on site this summer that would include kids from all three parishes and be done in partnership with our preschool who currently offers a similar “Summer W.O.W Camps.”
- d. Retention
- i. This is an important component to maintaining our enrollment and Terese and I are working on a Retention Program that we will present to the Board in April (CSCOE is having a seminar March 4 on Retention and we plan to attend.)
- e. Parishes
- i. We met with the three parish priests to discuss ways to improve our enrollment efforts within the three supporting parishes. Below is a summary of the key points discussed in those meetings:
 1. Obtain baptismal records from each parish so that we can send a congratulatory note from one of our students and begin building a database of prospective students.
 2. Increase efforts of promoting FSCS in the two parish preschool programs. Include offering an incentive to each preschool to try and increase the number of students referred to us from their programs.
 3. Have priests meet with parishioners who have kids at FSCS and encouraging them to reach out to other parishioners with school age children. Priests will also meet with new parishioners to start a conversation early with them about FSCS, especially during Baptism classes.
 4. Our enrollment coordinator will send reminders to the priests when they should send out a personal note to prospective families about upcoming events, i.e. Open House.
 5. Continue efforts to increase the FSCS presence in the parishes through Donut Sundays, bulletin and pulpit announcements, petitions, etc. FSCS will also have a slide in both the SJN and STB’s video board in their gatherings spaces that will be rotated periodically.
 6. Include materials about FSCS in baptism packets and new parishioner registration materials.
 7. Asked the priests for help in reaching out to surrounding Catholic parishes in an attempt to increase our presence in those parishes.

3) Improving our product

In addition to the above efforts to increase enrollment, it is critical that we look at our academic product and make sure we are offering something that people consider value added. The areas we will be focusing in initially include:

- Science, Technology, Engineering and Math (STEM). Our science committee is looking into the different avenues that STEM programs can take, including teacher professional development, student programs, curriculum and other resources to create a plan that would be a good fit for FSCS. We are looking at applying for a STEM grant through the Minnesota Independent School Forum (MISF). MISF has partnered with UST to offer a free engineering class to teachers and we are hopeful that some of our teachers will pursue this opportunity. Additionally, our new preschool has STEM certified teachers and plan weekly lessons that focus on STEM.
- Enrichment and Learning Specialist. We believe this is a program that sets FSCS apart and we want to both grow the program and do a better job of marketing the program to prospective as well as current parents. We will be meeting with both the Enrichment team and Jackie Dimmen, our Learning Specialist, to discuss ways to do both.
- Repurposing of the library space. The library is a great space and it is currently being underutilized. When prospective families tour the school most often what they see is a very big, empty space with books. My hope is that we can turn it into some type of an interactive learning/media center that becomes a focal point of our school and our recruiting efforts. I have asked Sarah and Nate to begin looking into ways to repurpose that space, along with our current computer lab. My hope is that we have a plan to present to the board yet this school year.

FSCS Marketing Committee Monday, December 21, 2015 - 6:00 pm

Notes Agenda

1. Administration Updates
 - a. Prospective Family Night program was a great success. The program was well executed. A total of 10 families attended and follow-ups have been sent.
 - i. Two attendees mentioned they received the postcard that was mailed to parishioners with school age children and to specific zip codes within a purchased list; They were also parishioners of one of the affiliate parishes.
 - b. Next Event: February 4 Open House 8:30-10:30 AM
 - i. The Catholic Schools Center of Excellence (CSCOE) invited FSCS to participate in a Facebook ad pilot program to help promote the February Open House. The ads will appear on the school's Facebook page at least 2 weeks prior to the event. Assets will be provided to CSCOE. FSCS will create a unique landing page to track response to the Facebook ads. If successful, there may be additional opportunities for FSCS to run ads.
 - ii. **Action item:** determine budget needs for an email/print campaign
 - c. Kindergarten Rate
 - i. FSCS has been awarded a \$50,000 grant from CSCOE to help with enrollment by offering a \$1000 discount from the tuition for new Kindergarten families. All incoming 2016-2017 Kindergarten families will pay the same parishioner tuition rate. In other words, both parish families and non-parishioner families will pay the same rate. The grant includes \$5,000 to be used for marketing the program.
 - ii. **Action item:** In early January, a small group from the Marketing Committee (Jen Neuman, Jen Roth, Gabriela Bonadonna, and Mike) will meet to determine how to best promote the program.
 - Campaign brief will be written and follow-up assignments decided at that meeting.
2. Photo List for Theresa – a photographer who is a member of our parent community has agreed to take photos of FSCS campus life for use in our marketing efforts. A list of photos has been given to her that includes shots in a diversity of settings and to have a few shot options that are representative of diversity of the student body.
 - a. **Action item:** Mike to email and set-up meeting with Theresa.
3. Marketing Website: New site will be ready for launch in early January. During the January meeting, the small group of the Marketing Committee will discuss how to best communicate the intent of the new site to existing families.
4. Marketing Plan: Gabriela and Jen to finalize the Marketing Plan. The marketing budget for 2016-17 is approximately \$10K

Faithful Shepherd
Development Committee
December 14, 2015 Meeting Summary

Attendees:

Mike Randall
Tom Cierzan
Chris French
Jim Burns
Joe Raasch
Andrew Claude

Meeting Minutes

- Minutes from our previous meeting were formally approved by the committee.

Annual Fund Update

- Initial mailing is out. Goal is for the Annual Fund Committee members to complete their initial phone calls by December 18.
- Most of the feedback received has been positive.
- Biggest concern expressed has been the timing. Too close to the Gala.
- We will have the members of the Annual Fund Committee join us at the January meeting.

FSCS Fundraising Review

- Committee reviewed a proposed process for completing this project and provided feedback.
- Project leaders for each event are:
 - SeptemberFest – Mike Randall and Andrew Claude
 - Gala – Jim Burns and Chris French
 - Ecothon – TBD
 - Annual Fund – Tom Cierzan and Joe Raasch
- Ultimate purpose for this is to determine how the Development Committee and other FSCS committees can provide more assistance with our fundraising events.
- Timelines will be finalized at the January meeting.

Finance Committee - Report to Board

December 16, 2015 Finance Committee Meeting

Present: Mike Nesdahl, Aida Schaefer, Mike Randall, Kelly Larson, Christina Burke, Amy Spencer, Tom Kraus

Absent: Bret Barrington, Brad Newman

- 1. Approval of November Minutes:** Meeting minutes were approved with the edits submitted by Aida.
- 2. Review of Monthly Financials:** Financials were reviewed and discussed. A request was made to adjust large timing variances in the budget to align more closely with actuals. Christina and Kelly will make these adjustments for the December financials. Christina will provide a balance sheet for December's financials to reflect HSA account balance.
- 3. Bremer Bank Loan:** Mike Randall has been exploring the possibility of refinancing the loan that FSCS currently holds with Bremer Bank. The primary purpose of refinancing would be to reduce the amount of the monthly debt service payments by extending the term of the loan from its current 20 year maturity. This would make more cash available in the budget for other important purposes (e.g. marketing). A second goal is to lock into a fixed interest rate. (The current loan has a variable rate.) Three banks (Sunrise, Premier, and Infinia) have responded with some favorable terms, though none offer a fixed rate. Mike Randall and Aida Schaefer will further explore and compare terms to discuss with the Finance Committee. It was further suggested that if we pursue refinancing that we consider increasing the size of the loan to cover the cost of needed capital improvements. This opportunity will also be explored.
- 4. 3-Year Budget Review/Tuition Options:** The Finance Committee considered/discussed various tuition funding options.
- 5. 2014-2015 Audit:** The Finance Committee has requested that the auditors present 2014-2015 financials at the next finance committee meeting on January 28th 6:30 pm.

JANUARY 2016 FACILITIES COMMITTEE REPORT TO FSCS BOARD

Compiled and edited from November meeting minutes with current updates.

1. Air Conditioning Status:

Both chiller compressors are running without issue and pipe insulation will be completed during the winter months. Final cost for the chiller was \$48,658. One additional item to this will be insulating the pipes, which should bring the total to approximately \$50,000.

2. Interim and Long Term Lighting Issues:

-50-60% of the outdoor lights were switched out during SeptemberFest when the boom truck was onsite. This bought some time as plans are solidified for the outdoor lighting. Necessary work replacing the lights and/or ballast in the entryway was completed over the winter break.

-Dakota Electric depleted their grant funds for 2015, so, rather than having FSCS take on another loan, we are hoping for potential financial assistance from Dakota Electric in 2016 to fund cost-effective new technology.

3. Security:

Three security proposals have been received that are all similar in scope with a lot of options. Mike Randall has formed a committee to review the proposals and to narrow the scope.

4. Parking Lot/Playground Area:

-Steve Olson received a parking lot proposal to repair/mill problem areas for \$7,350, accomplish small crack filling for \$2,520, and seal coat for \$8,750 [total=\$18,570]. Steve also had another company out who will provide a bid in the spring. Neither company expressed concern about waiting until spring for the repairs.

-Group discussed the need for seal coating. Team will reevaluate the scope of repairs when the snow melts anticipating that the repair work will need to be completed during the spring and/or summer.

-There is consideration of removal of the speed bump at the back entry to save money and prevent additional damage. This will be reevaluated in the spring and feedback is sought.

7. Roof Status:

There are no immediate leaks. School has had 7-10 minor leaks repaired by Horizon Roofing since the preceding repair work completed last winter. Horizon recently reviewed the roof and said it is in good shape and will make recommendations for annual service work. Centimark, the previous roofing company, is completing warranty work on the newer white roof as weather permits.

8. Window Leak Repair:

Upon consultation with a window company, Steve will be using a product to caulk around the large windows on the roof (caulk has deteriorated after 15+ years with some leaking).

9. Boiler Status:

Boiler annual maintenance was performed. System is in good repair and running well.
The new MX computer system is running well.

10. Internal Committee Administration Issues:

- Brad Neuman sent out the finance committee's spreadsheet to chart our planned capital expenses. Steve Olson and Jason Skagen will continue to update with actual numbers to provide Brad with current data for Finance Committee meetings. Routine review of this sheet will occur at future facility committee meetings.
- Due to turnover in accounting, the indirect review has not been completed. Brad and Mike will be working with Christina Burke (or new accounting person) to determine accountability for facilities.

I thank Jason Skagen for his thorough notes and attention to detail as he chairs the FSCS Facility Committee.

Respectfully submitted to the FSCS Board of Directors' January 5, 2016 Meeting.

Fr. Doug Ebert