



CEDAR INTERNATIONAL SCHOOL BOARD OF TRUSTEES MEETING
held 1 June 2016 at 6:00pm
at the Cedar Atrium (Open Session) and Library Annex (Closed Session)

Mission Statement

The mission of Cedar International School, a non-profit private school, is to provide all students we serve the opportunity to achieve their academic best with an international curriculum within a culturally diverse environment; to encourage leadership, character, and creativity; to foster a culture of international mindedness and community service; and to nurture inquiring minds and caring personalities in all students.

AGENDA – Open Session

1. Welcome and introduction of Board Members by Board Chair
2. Discussion on fees
3. Discussion on land
4. Q&A

AGENDA – Closed Session

1. Committee discussion/assignments for 2016-17
2. Overview of summer projects by Director
3. Discussion in preparation for appraisal of Director
4. AOB

ATTENDANCE

Present: Mark Forte (MF), Chair; Richard Georges (RG), Vice Chair; Grant Green (GG), Treasurer; Walter Reich (WR), Assistant Treasurer; Scott Crawford (SC), School Director; Emma Baker (EB); Michael Adamson (MA); Julia Dawson (JD).

Apologies: Arabella di Iorio (AI), Secretary; Barbara O’Neal (BO); Gareth Thomas (GT).

MINUTES OF OPEN SESSION

The Chair welcomed the approximately 20 parents and staff attending the meeting and introduced the Board members present, and also offered apologies for those not present.

Parents and Teachers Q&A

Fees

The Chair opened the floor for questions about the raise in tuition. Lisa Bridson rose to express her confusion regarding the manner in which NHI affected the school fees. GG responded that the raise is not completely to defer NHI costs and restated the Board’s commitment to keeping costs as low as possible. At the same time, private health insurance costs to the school were much lower than NHI. From January until now the school has absorbed that cost while evaluating the new system. Conclusions were made that NHI is an adequate system and the school can no longer carry both NHI and private health solutions.

Mrs Bridson articulated a belief that this was not well communicated and that the school needs to explain those cost implications better to parents. SC emphasized that this was a one-time

adjustment and not a trend while pointing out the controlled manner in which tuition increases have been handled in recent years. GG assured the audience that the school has been looking at fee increases over a period of time and especially noted the work of the Development Office in helping to keep fees low.

The Chair reiterated the school's inability to absorb the extra cost. He pointed to the Development Office's charge to diversify the school's sources of revenue, which will work towards easing the reliance on tuition. SC then stressed the value of scholarships and financial aid in bringing in revenue for what would otherwise be empty seats.

SC was asked by Chris Ghiorse about assessment of whether cost cutting opportunities have been investigated. GG spoke about the new Financial Committee's subcommittee that is charged with improving cost and energy efficiency.

The Chair mentioned the Board actively considering piloting a boarding programme and other revenue generating initiatives. He communicated to all present that strategic thinking is required to combat the attrition of enrolment.

Development Office and Branding Initiative

Marian Cazabon-Blok asked about the performance of the new Development Office as well as how its results were being measured. The Chair responded that the school is better positioned to attract interest from broader sources of givers. For example, 5 full scholarships that were recently pledged by an anonymous donor for BVI students in perpetuity. This is seen as evidence that having an experienced Development Officer provides tangible results.

GG mentioned that the office is more professional. This means that more people than ever are engaged in conversations about giving to Cedar. The branding campaign has also greatly improved the school's position in these conversations. SC spoke about the definite indicators of success from the rebranding – specifically an improvement in community perception and engagement.

The question of who the Development Office was targeting was then posed from the floor. The Chair replied that the primary goal is to ensure that the school is getting what it can from the BVI market. While the Development Officer is reaching out internationally, the school is also engaging in local collaborative efforts like the relationship with St. George's Secondary.

Other comments and points of discussion revolved around the donor wall's displacement of student work and how that may be remedied; which Board official holds responsibility for parent engagement; and turnout at the meeting.

Future Projects

Fiona Harris rose to ask if the school had any upcoming major financial projects. The Chair spoke about the proposed development of the canteen service as a revenue generating initiative. SC spoke to the declining stability of the lunch service and the undesirability of the received vendor proposals. The Chair also noted efforts underway to acquire the land adjacent to the recently purchased parcel.

The Open Session was closed at 7:47.

SUMMARY OF DISCUSSION AND MOTIONS APPROVED BY THE BOARD IN CLOSED SESSION

1. The Chair reconvened the Board Meeting at 7:54 in the Library Annex.
2. Consideration of request for 6-month hiatus for Board Secretary.
Due to schedule conflicts, AI had requested a six-month leave of duty from Board matters. The Board granted such leave, to begin in September, and she will remain a member of the Board of Trustees.

3. Approval of Minutes for March 23, 2016.
The Chair noted that minutes for the March 23, 2016 meeting were not available but would be circulated via email shortly after the meeting for approval. This has since been done and the minutes have been approved.
4. Committee Appointments for 2016-17
The Chair announced the following committees with the stated membership and respective charges:
 - Expense Efficiency** – GG, WR, MA, and Valentin Josipovic (Operations Manager)
Charged to explore sustainability and cost reduction.
 - Boarding** – RG, JD, MF
Charged to explore the feasibility of implementing a Boarding Programme.
 - Night School** – EB, GT
Charged with exploring the possibilities of monetizing school facilities during closed hours.
 - Land Footprint** – GG, MF, BO, WR, MA
Charged with strategic planning of land development of the school campus.
5. Endorsement of Summer Projects.
The Finance Committee has investigated the viability of a canteen service and has decided that it appears viable and sustainable. Space in the specially outfitted trailer can be used to sell uniforms and other merchandise. Other projects include an expansion of the music room to include instrument storage, the relocation of the PE container, and the outfitting of an office for the Clubs Coordinator.
6. Discussion of Director's Appraisal.
SC was excused while the Board discussed points regarding his annual appraisal, to be carried out by the Chair and RG at a later date.
7. Adjournment of meeting
The Chair drew the meeting to a close at 8:45pm.