

**OAK KNOLL KINDERHAUS BOARD MINUTES – revised 3-1-06 – Public Minutes  
JANUARY 9, 2006**

Attendance: John Barrone, Peter Dimopoulos, Gwen Hourihan, Dorothy Chambless, Nina Powell, Lisa Vigil Ruelas, Jonna Dennis, Hannah Holland, Alana Steele, Standrea Williams, and Elisabeth Dimopoulos.

**CALL TO ORDER**

**EXECUTIVE DIRECTOR'S REPORT**

Elisabeth asked to wait until later in meeting.

**EMAIL PROTOCOL**

All emails to parents should be reviewed by Elisabeth as Executive Director. Class specific emails (Elementary's is set up) can be set up and will then have a filter of Nina or Lisa before going to the yahoo group. Alana said the website can handle various groups as well.

Email protocol is covered in the Common Sense Guidelines. Board understands the email went out to Toddler class; it was a mistake. Decision not to send a retraction. Whenever we are asking for money or work, the communication must go through the Executive Director.

**ACTION: Elisabeth will review this protocol with staff and the next staff meeting.**

**TEACHER'S CONTRACTS**

**ENROLLMENT / FINANCES EXEC DIR REPORT**

December (short month) 8 tours, 4 enrolled. (Two of those through the [REDACTED]; they are on CCIS.

They become eligible for \$100 tuition discount after off CCIS.)

Aliete has received a great number of inquiries. She did 3 tours just today (1 for Elementary).

We are at 70 students now with \$16,400 in the bank and invoices for \$16,000.

Toddler is full.

Elementary has 9 students.

Primary 1 (Dorothy's) has 18 (plus new student tomorrow). Capacity is 24.

Primary 2 (Maggie's) has 12. Capacity is 20.

Primary 3 (Lisa's) has 17. Capacity is 23.

(Difference in class number capacity is according to square footage of classrooms.)

**Breakeven figure at approximately 5 more students.**

**INCREASING ELEMENTARY AND GROWING FROM WITHIN:** the Parent Educational in January includes Sarah and Elementary; the February Parent Educational is on the Elementary program.

**ACTION: Elementary Open House should be scheduled for either February at Parent Educational or in March.**

**FUNDRAISING/GRANTS**

Amazon link is on website now.

Escrip is coming in (\$75 in November). Standrea staying at Lake and Orange Grove to explain Escrip to parents helped a great deal.

Restaurant nights bring in \$55-80 a month plus Whole Foods & Wild Oats scrip.

Since September four grants have been submitted: we received Pasadena Community Foundation grant; Weingart (audit needed to complete); Payless (Rachel wrote); Starbucks; and the 2 Lisa submitted – GM (denied); Walgreen's (should hear within a month). Pending Grants: Rachel following up with Parsons grant; Tournament of Roses (Elisabeth working with President on how to submit); 2 music (Mocking Bird and Milagro); March 1 for Pasadena Community Foundation's general grant; PUSD/No Child Left Behind (funding for books, computers, teacher enrichment).

**ACTION: Elisabeth to let board know when she's sent a grant out.**

#### TEACHERS

Kay Luback has been hired to replace Maggie Calis in Primary 2 during maternity leave. Looking for replacement for Lisa Sapetto/Primary 3; Lisa here till June.

#### SEARCH FOR EXEC DIRECTOR

**ACTION: Ads for Exec Director: Hannah to do. Also put on website under newly created "Employment Positions" (Alana).**

#### SILENT AUCTION

First meeting Weds, 1/18. Have already procured \$2600.

#### EMERGENCY KITS

**ACTION: Evac kits need a couple more items (Jonna). John to purchase rope for kit. Gwen to purchase tarps for kits at Orange Grove.**

#### NEXT MEETING

Weds, February 1.

**Oak Knoll Kinderhaus Montessori School**  
**Executive Director Job Description**  
As of 1/8/2006

Oak Knoll Kinderhaus is a traditional Montessori school, with its curriculum and classrooms based on the pedagogy of Maria Montessori. First and foremost, the Executive Director is responsible for ensuring that the school continues to adhere to the Montessori pedagogy. The Executive Director is also responsible for the day-to-day operation of the school and for carrying out the policies, procedures and guidelines established by the Board of Directors.

**Job Description**

- Carry out the policies, procedures and guidelines of the Board of Directors.
- Oversee and participate in fundraising activities.
- Oversee all aspects of the school's day-to-day operations.
- Oversee the budget and all financial issues and ensure that the school operates profitably and efficiently.
- Be responsible for increasing enrollment to and maintaining enrollment at full capacity.
- Manage teachers and staff – including, but not limited to, the following:
  1. Monitor and provide feedback to staff with regard to their interaction with clients (i.e., parents) and other staff members;
  2. Hire and fire teachers and staff (with final approval of the Board);
  3. Monitor operation of classrooms and recommend changes where necessary to adhere to Montessori principles and ensure other objectives are being met;
  4. Ensure staff attendance at all requisite In-services and meetings;
  5. Maintain strong staff relations through collaborative leadership, delegating responsibilities when appropriate; and
  6. Communicate effectively and in a timely manner to staff and parent community any necessary information.
- Complete and maintain all appropriate documentation for teacher certification (local, state, federal and Montessori).
- Ensure school meets and maintains federal, state, and city guidelines for educational and/or health and safety standards.
- Actively participate in all required In-services, meetings (including Board meetings) and fundraising activities.
- Develop positive communication and relations with Board of Directors, Community, Clients (Parents & children) and Staff.
- Manage multiple priorities with accuracy
- Perform any and all other duties related to the day-to-day operation of the school.
- Develop and implement service strategies.

**Special Skills Required**

- Strong financial and management skills

**Oak Knoll Kinderhaus Montessori School**

**Executive Director Job Description**

As of 1/8/2006

- **Strong verbal and written communication skills**
- **Strong interpersonal skills**
- **Ability and desire to learn any other skills necessary to meet school objectives**
- **Proficiency with computers**

**Job Qualifications**

- **Meet state of CA licensing requirements for a child care setting**
  1. **Minimum of 12 units in general Early Childhood Education**
  2. **Minimum 3 units Early Childhood Administration (preference is for candidates with 6+ units)**
- **Have at least a Bachelor's degree in education or related field or AMI certification.**
- **Have 3+ years experience as a Montessori teacher (or a Montessori student).**

**Submission Requirements**

- **Resume**
- **List of references**

# Executive Director's Report to the Board of Directors

## January 9, 2006

### **Staff participation in Oak Knoll's future:**

One of the features that AMI accreditation requires is input from the staff on the running of the school. I believe that we need to come up with a means of inviting and encouraging staff participation in the future of the school, particularly since we have such a committed and high-quality staff this year, many of whom have been with us for a number of years. Participation by Montessori-trained and experienced teachers could answer many questions that we as parents simply do not have the training and experience to answer ourselves. I would like to propose that we think about how we can best bring our staff (non-founding staff) into the discussion of the school's direction.

### **Report on enrollment:**

In December, Aliete and I gave eight tours, and enrolled four children. Our enrollment has been steady, but because of regular attrition as well as some staff problems, we are now at the same place we were in September. However, we are having a large number of inquiry calls coming in, so that enrollment prospects over the next several months are bright. We are now preparing for re-enrollment for the 2006-2007 school year. Income projections should include the \$175 re-enrollment fee for returning students; if only 50 students re-enroll, this will be over \$8500 coming in the month of March.

**Marketing/advertisement:** Calls have picked up in January, and the sources of these calls continue to be varied, including word-of-mouth, drive-by, and magazine and website advertising. As everyone knows, the website was revamped in December and has become a tool for the entire community instead of just information for incoming families.

We have the "Planes of Development" educational coming up at the end of January, which we would like to advertise at other Montessori schools, as it will discuss the development of the child through elementary and it can be a potential feeder for the elementary program. If a board member can commit to distributing these leaflets to Aria, Eagle Rock, and perhaps International Montessori, this would be very helpful.

We also need a volunteer to take charge of general Leaflet distribution; this has been a very effective means of recruitment in the past, but it has been inconsistent in execution recently. I think that this is a means of advertising that we need to utilize much more—the original advertising for the school was all by leaflets handed out at Libraries and events like the Musical Circus.

A brief discussion of the Enrollment Incentives was included in the Newsletter this month, but it should be publicized more as we enter the enrollment period for the next school year.

**Auction:** First meeting Jan. 18<sup>th</sup>—Lisa Ruelas and Nina can give more details.

**Fundraising:**

Amazon Associates Link is up on the website—this is a potential source of regular income if we can just get our community members to remember to use it. E-scrip for November was over \$75 ; every month it grows a little. I would like to get a report from Standrea on how many people are now signed up. As I reported in December, these smaller fundraisers, including restaurant night, are becoming a nice source of income every month.

I think we might consider putting out a short leaflet on “helping Oak Knoll” geared to friends and relatives, emphasizing the Amazon Link and E-scrip signups—while the chart that we use is good for parents, people who are not in the community will find it too extensive—I think if we just ask them to do two things to help, we will get more signups and our parents will be more comfortable asking their friends and relatives to help.

**Grants:** Since September, I have submitted four grants, with the following results:

Pasadena Community Foundation: \$1200 plus an invitation to apply for a regular grant

Weingart: Asked for \$10,000. They requested an audited statement, this will hopefully be done this month.

Payless Shoe Source: Asked for \$5,000, request pending.

Starbucks: Asked for \$5,000, request pending.

Lisa R. also applied for 2 grants, one to GM which was denied, the other is still pending.

Rachel Fine did help with the Payless submission, which was very helpful, but she had anticipated being able to help more in December, and was not able to. Therefore, we have the following grants that we are still working on, and want to submit over the next 60 days:

Parsons: Rachel is in contact with the assistant to the Executive Director, so we are discussing exactly how to approach them; this will be a request for \$25,000 for tuition assistance, so we are researching this carefully.

Mockingbird  
Milagro

These are two music-related foundations, and I am in the middle of researching Montessori music so that I can write a proposal geared to their interests.

Tournament of Roses: I am friends with the President of the Foundation. She is helping me to come up with a proposal that will be attractive to the Foundation; we have been turned down by them before, so we want to make sure that our proposal is geared to their current interests.

Pasadena Community Foundation: Submission deadline is Mar. 1<sup>st</sup>; they gave us the emergency grant, and I am now talking to the ED about how to present a regular grant; we have already been turned down twice for this sort of grant from them, so I am researching it carefully.

NOTE: With the exception of Parsons, which would be for tuition assistance, (and which has a minimum 9 months turnaround time), all of these grants are for equipment, and none of them for operating expenses. The Board needs to understand that very few foundations fund operating expenses, so that when we are considering our financial needs over the next period of time, most likely grant money will NOT help out with our cash flow, but it will be a definite improvement in services—ie, office equipment, classroom materials, etc.

I am also meeting with PUSD on Friday about the No Child Left Behind funding. Again, these funds are for teacher enrichment and possibly classroom equipment, so this will not impact our cash flow.

**Teacher's Contracts:** [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**New teachers for summer/2006-07 school year:**  
[REDACTED]  
[REDACTED]

She was very happy with the meetings she has had with the board as well as staff members and is very attracted to the school philosophy.

We should consider her also for the Head of School position, as she has administrative experience as well as a lot of classroom experience; I have discussed this with her and she is thinking about whether she would be willing to go into administration.

Please note that all of the Montessori schools that I know of, including Northwest, has directors who were formerly classroom teachers. This arrangement also gives a lot of

flexibility for substitution; Jan Thorslund regularly substitutes as she finds it's also a great way of evaluating how a class is going.

[REDACTED] (AMS) has not yet given me her resume.

[REDACTED] AMI teacher, has also applied, but would be relocating from Texas; we're trying to set up a meeting with her ASAP.

If [REDACTED] comes back in Fall, we will only have one position to fill at Orange Grove; if she chooses not to return, we will need 2 more primary teachers. As usual, I have received a huge number of foreign applicants, none of which are interesting enough to pursue; if we find one worth working with, I am familiar with the H 1-B visa process and we can cooperate with the candidate's attorney on securing this visa.

Money in Bank: \$16,439

Outstanding invoices: \$16,303

Monthly Income: \$30,682

|                                 | Monthly             | 10 month             | Summer              | Year                 |
|---------------------------------|---------------------|----------------------|---------------------|----------------------|
| Payroll                         | \$ 30,400.00        | \$ 304,000.00        | \$ 32,000.00        | \$ 336,000.00        |
| Workers Comp (7 prints - 6 mo.) | \$ 1,100.00         | \$ 11,000.00         | \$ -                | \$ 11,000.00         |
| Medical/Dental Benefits         | \$ 1,800.00         | \$ 18,000.00         | \$ 3,000.00         | \$ 21,000.00         |
| Property/Liability Insurance    | \$ 480.00           | \$ 4,800.00          | \$ 960.00           | \$ 5,000.00          |
| Rent                            | \$ 4,333.00         | \$ 43,330.00         | \$ 8,666.00         | \$ 51,996.00         |
| Utilities                       | \$ 3,595.00         | \$ 35,950.00         | 10 mo.              | \$ 35,950.00         |
| Telephone                       | \$ 200.00           | \$ 2,000.00          | \$ 400.00           | \$ 5,500.00          |
| IRS back payroll                | \$ 175.00           | \$ 1,750.00          | \$ 350.00           | \$ 2,500.00          |
|                                 | \$ 500.00           | \$ 5,000.00          | \$ 1,000.00         | \$ 6,000.00          |
| Loans                           | \$ 516.00           | \$ 5,160.00          | \$ 1,032.00         | \$ 6,192.00          |
| Supplies                        | \$ 545.00           | \$ 5,450.00          | \$ 1,090.00         | \$ 6,540.00          |
| Annual Fees/Licences            | \$ 275.00           | \$ 3,000.00          | \$ 600.00           | \$ 3,600.00          |
| Advertising                     | \$ 325.00           | \$ 3,250.00          | 10 mo.              | \$ 800.00            |
| Office Supplies                 | \$ 50.00            | \$ 500.00            | 10 mo.              | \$ 3,250.00          |
| Postage & Delivery              | \$ 20.00            | \$ 200.00            | \$ 100.00           | \$ 2,400.00          |
| t-shirts                        | \$ -                | \$ 500.00            | \$ 40.00            | \$ 240.00            |
|                                 |                     |                      |                     | \$ 500.00            |
| <b>TOTAL EXPENSES</b>           | <b>\$ 44,314.00</b> | <b>\$ 443,890.00</b> | <b>\$ 49,238.00</b> | <b>\$ 498,468.00</b> |
| <b>With Contingency @ 5%</b>    | <b>\$ 2,215.70</b>  | <b>\$ 22,194.50</b>  | <b>\$ 2,461.90</b>  | <b>\$ 24,923.40</b>  |
|                                 | <b>\$ 46,529.70</b> | <b>\$ 466,084.50</b> | <b>\$ 51,699.90</b> | <b>\$ 523,391.40</b> |

INCOME

Toddler

Toddler Total

Elementary

ELE TOTAL

Primary 1

Primary 2

Primary 3

Rate

\$ 5,642.00

\$ 3,850.00

\$ 6,240.00

\$ 4,532.00

\$ 10,811.00

\$ 31,075.00

fees and donations - fundraisers will by us another 1/2 - 3/4 month

we have funds for a little less than 3 months

cash in bank 1/9/06

AR - 1/9/06

cash on hand

shortfall per mo

\$ 10,600

\$ 25,000

\$ 35,600

\$ 13,239.00

we have funds for a little less than 3 months

498,468.00

24,923.40

523,391.40