



**Vacaville Christian Schools
Board Meeting
March 15, 2016 / 6:00 pm**

Board of Directors:	
Ron Myska ~ Chairman *(3 rd , 5/2017)	Amy Kennedy ~ Member at Large *(1 st , 5/2016) Absent
Scott Jacobs ~ Vice-Chairman *(2 nd , 3/2016) Absent	Christopher Lambert ~ Member at Large *(1 st , 9/2016)
Ted Spinardi ~ Treasurer *(2 nd , 7/2017)	Mark Lillis ~ Member at Large *(1 st , 5/2016)
Donna Martian ~ Secretary *(2 nd , 4/2016)	Bejan Pazdel ~ Member at Large *(3 rd , 5/2017)
Michael Alexander ~ Member at Large *(1 st , 6/2016)	Sheilah Tucker ~ Member at Large *(3 rd , 1/2018)
Anthony Grafals ~ Member at Large *(1 st , 4/2018)**	Paul Harrell ~ Head of School
	*(current term, end of current term)

1. Opening Prayer

Meeting called to order with prayer at 6:00 p.m.

2. Devotion

Chris Lambert presented tonight's devotion, "What I Feel or Think about Me versus What Scripture Says about Me".

Chris reviewed two lists. One listed 34 feelings/thoughts that we can have of ourselves; thoughts that come from Satan (I am unworthy, I am alone, I feel like a failure, I have no confidence, etc.). The coinciding list showed 34 points of what scripture says about us (I am accepted, I am never alone, I am perfect to Christ, etc.), with correlating verses. Review these, memorize these scriptures and claim who you are in the Lord.

3. Open Floor

No guests were present.

4. Safety Initiative presentation

Angelia Manuel and George Allen presented our Safety and Security plan. Points discussed included:

- Training
- Relationships
- Implementation
- Future Ideas

The Board had a time of question and answer with Mrs. Manuel and Mr. Allen.

George Allen and Angelia Manuel left the meeting at 6:55 p.m

5. Committee Reports

a. Advancement

Sheilah Tucker reported that staff will meet with the Sunrise Center representative to discuss securing the location for the 2017 Crab Feed. The cost is estimated to be \$14,000 + a \$3,000 refundable deposit. The Board discussed the benefits of having the Crab Feed at this venue. Based on the results of the meeting and the terms agreed upon, Sheilah Tucker will send out an e-mail on behalf of the Advancement Committee requesting an e-vote.

b. Marketing

Amy Kennedy provided the minutes for the Marketing Committee meeting held on March 8, 2016 earlier this week via e-mail for review (see attachment #1).

Paul Harrell reported we are continuing to track monthly impressions, etc.

Chris Lambert provided a newly created Enrollment Review graph for the Board's review and information. This report allows the Board to review enrollment trends in a different format from our existing Enrollment/Retention reports and will give us one of many tools to measure the success of our current marketing campaign.

Paul Harrell reported that staff is viewing a documentary of the Hobby Lobby court decision. Paul will send out the link to all members of the Board if possible.

c. Board Development

i. Board Attendance Calendar

Chris Lambert reminded the Board that a link to the Board Calendar was sent to all members by Debbie Huntley. Please check this calendar often for upcoming events.

ii. Committee Charters

No report.

iii. Discussion items

Chris Lambert presented the refined process that will take place when conducting a vote for subsequent Board terms. The term renewal votes will be conducted via paper ballots (no change to existing practices). Questions may be asked of the member similar to an interview. Prior to the ballot vote, the member presented for renewal will leave the meeting to allow for candid discussion. The vote will take place near the end of the meeting to accommodate the member leaving. This process will allow the Board to evaluate the member as well as the member evaluating their commitment to the Board.

The Board discussed the plan to support the incoming Board Chairman when that time comes.

The Board discussed Board terms – anniversary date versus school year. It was agreed that the existing anniversary date method will eventually help alleviate multiple vacancies at one time.

Chris Lambert requested a list of all active duty military families enrolled at VCS to assist him in searching for a promising Board candidate. Paul Harrell will provide the requested information.

Anthony Grafals clarified the need for an annual meeting of the membership. VCS is a membership organization according to our Articles of Incorporation. The members of the organization are the members of the Board of Directors. This meeting will be conducted annually in June as a formality to be in compliance with our Articles of Incorporation.

7. Calendared Items

a. Approval of Subsequent Terms – Scott Jacobs

Scott Jacobs was presented by ballot for approval of his third subsequent term, April 2016 to March 2019.

Subsequent third term of April 2016 to March 2019 approved unanimously.

5. Committee Reports continued:

d. Finance

Bejan Pazdel reviewed the summary of the March 8, 2016 Finance Committee (see attachment #2)

The Board discussed potential preschool situations within the community. It was agreed VCS will continue to cultivate relationships with our local churches.

The Board discussed the deferred salary increase/discretionary bonus structure.

The Board discussed the financials of the 2016 Crab Feed and the benefits of having it at the newly opened Sunrise Event Center.

e. Executive Committee

Ron Myska reported the committee met on March 1, 2016. The committee continued discussion of the Strategic Plan process, updates on staffing issues, the procedure for approval of subsequent terms for Board members and the marketing presentation by Beckie Manley at our February 23, 2016 Board meeting.

Ron Myska reiterated how important the role as a Board member is to this school and that each of us must make a commitment and be engaged and involved.

The Board discussed internal marketing/communication ideas.

Sheilah Tucker requested clarification of the status of the Head of School Evaluation and if a formal document should be placed in the Head of School's personnel file for documentation. It was agreed that the Board is fully aware of the status of the ongoing evaluation and the need to complete the Strategic Plan prior to conducting a formal written evaluation. No further documentation was deemed necessary, considering the minutes of the Board meetings, as well as the Executive Committee minutes, provide documentation of the discussions taking place.

Donna Martian will e-mail a copy of the recently completed summary of Head of School Development Opportunities created in January 2016 to Sheilah Tucker.

Anthony Grafals left the meeting at 8:40 p.m.

It was agreed the Board Development Committee will review Policy 400.1, Item 8, Head of School Hiring & Relationship, to ensure the Board is in compliance. Any recommended changes will be presented to the Board for final approval. Donna Martian will provide a copy of the referenced policy to all Board Development Committee members.

i. Strategic Plan Task Force

Ron Myska reported the task force continues to work on the Strategic Plan and is on track.

f. Head of School

Paul Harrell reviewed the Head of School Summary Report provided to all Board members.
(Attachment #3)

6. New Business

a. No new business.

8. Update and Discussion

Chris Lambert recognized the great job the leadership team is doing on the SWOT (Strengths, Weaknesses, Opportunities, Threats) report in connection to the Strategic Plan process.

9. Action Items

- Provide the link to the Hobby Lobby legal decision documentary – Paul Harrell
- Send copy of revised Enrollment Review spread sheet to Paul Harrell– Chris Lambert
- Ensure term votes are conducted at the end of a Board meeting – Donna Martian
- Provide list of active duty military at VCS to Chris Lambert – Paul Harrell
- Ensure Annual Membership Meeting is scheduled in June – Donna Martian
- Provide copy of Head of School Development Opportunities document created in January 2016 to Sheilah Tucker – Donna Martian
- Provide copy of Policy 400.1, Item 8 for review to all Board Development Committee members – Donna Martian

10. Prayer and Adjournment

Meeting adjourned at 8:50 p.m.

**Next Board Meeting ~April 19, 2016 ~ Devotion by Amy Kennedy
Location: College Resource Room 202**

Attachment #1

Marketing Committee Meeting
March 8, 2016

Agenda/Meeting Notes: Enrollment, Media Report, Marketing Plan 3rd Qtr.

Present: Faith Shipley, Paul Harrell, Michael Alexander, Scott Jacobs & Amy Kennedy

I. Enrollment

A. Re-Enrollment Up 10% from last year at this time 73% returning to date compared to 63% returning to date last year.

B. Improved over all department retention to date:

1. EE up 8% from last year
2. Elem up 12 % from last year
3. MS up 15% from last year
4. HS up 3% from last year
5. Indicates an overall positive feel from parents about their investments this year, to stay for next year.

C. Withdraws have dropped significantly this fiscal year:

1. Down 57% from last year. First year of declining withdrawals in the school year, in the last 9 years.

D. New Student Enrollment

1. Enrollment Opened on February 22nd for New Students

2. We are seeing more activity for parents wanting to enroll now and be placed on a wait list, for Early Education.

a. VCS was awarded the Best of Solano Award for Best Child Care Center by the Vacaville Reporter, in October 2015.

b. By publicizing on campus and online, utilizing this community recognition and iconic award, we have generated more inquiries and interest in our Early Education program.

1. Result: Turning applications into customer now instead of later. Meaning parents are enrolling earlier: deciding to enroll this school year, instead of next year and enrolling in preschool instead of waiting for KR/Kindergarten to begin their child's education.

3. Enrollment for 2016-2017 is trending in a positive direction.

a. To date we are up 5 New Student apps from last year, at 208. Previous year totaled 203.

b. 2014-2015 school year shifted in a positive direction for growth by increasing New Students apps by 26, (177 New Students in 2013/2014 to 203 New Students in 2014/2015)

d. Challenge with ending the school year with students above budget is staffing.

1. EE department is actively interviewing qualified candidates to fill staffing needs to convert waitlist students into enrolled students

4. 2016-2017 Enrollment Projection

a. Inquiries, tour appointments and retention hint to a growth for the 2016-2017 school year. It is possible that if New Student enrollment is over 200 students and Returning students continue to trend as they did last year, we could possibly see a high enrollment of 950 and a low enrollment of 900.

b. Re-Enrollment increase by 10% from 2014-2015 to 2015-2016, up from 82% to 92%.

II. Digital Media Report

A. Consistent Campaign from Feb 2015 to December 2015

B. Continued above industry conversion rates

C. Continued increase in website and Facebook traffic.

D. Feb to Dec impressions (eyes that see us) 3.6 million

1. Each month averages over 500 new visits to the Admissions Page and over 700 new views to our Facebook page.

III. Marketing Plan 3rd Quarter

A. Marketing Plan

1. **Strategy:** Maintain increasing enrollment and retention trends by continuing to create positive brand awareness of VCS. This will be achieved by utilizing a combination of online media, cable TV and Outdoor Display (billboard)

to efficiently and effectively reach moms of school aged children leading up to and during prime enrollment months.

a. Digital media provides awareness, tracking, flexibility of timing and spend and targeting which minimizes waste.

b. Marketing Approach

1. Online Display ads: ads appearing as people search the internet

2. Pre-Roll Video: 15 – 30 second ad that appear before an online news story, YouTube video, etc., targeted to specific zip codes.

a. Brenden Theater is a local market for pre-roll ads.

b. pre-roll ads will be from our TV footage currently being used.

3. Facebook Ads: target women 25-54 years in specific zip codes during peak enrollment season

4. Cable TV: this allows for a more narrowly-targeted TV message both from a psychographics and geographical standpoint than most broadcast buys.

a. Research tells us that Solano County is 62.4% higher in cable penetration than the national cable penetration level of 56.9%.

b. Total Cable TV subscribers in Solano County 54, 590 out of 87,480 homes with TVs.

c. Focus on Channels that best reach our target audience: Food Network, ABC Family, Nickelodeon, HGTV, etc.

d. Buy runs during weeks that fall within key enrollment periods:

March-May and Oct-Dec.

5. Outdoor: Static and Digital Billboards: allow for large-scale messaging with extensive reach when placed in higher-traffic areas.

a. Place outdoor units in high-traffic areas during enrollment months, typically April to December months.

b. locations are determined on availability and budget. Target locations are areas that our target group travel through the most, (i.e.: 680/80E exchange coming back from the Napa Valley in the Summer or outside of Vacaville towards I-80E in the spring as people travel to Tahoe.)

6. Radio-Local stations: radio has flexibility in scheduling runs and our local market is above average in terms of meeting our target group of women 24-54 years.

7. Local print publications: this creates brand reinforcement and a strong sense of community ties: Vacaville Magazine, Vacaville & Fairfield Chamber of Commerce publications.

a. March/April Issue of Vacaville Magazine to feature VCS on backcover, EE 5K Ad and 40th Anniversary article.

8. Community Events: Any opportunity that VCS can have a booth or sponsorship opportunity within the community.

a. Chamber Mixers

b. VCMS Meetings

c. Church events

d. Community Outreach-Opportunity House, Leaven, Store House, etc.

e. Vacaville Events: Merriment On Main & Fiesta Days Parade

9. Look for new avenues to engage with the community internal and external.

B. 3rd Quarter Calendar

Attachment #2

Finance Committee 3-8-16

- Financials- Current Cash Position \$2.259 Million , All covenants met
- We are experiencing some delays in reports from Smart Tuition due to Key Person on maternity leave.
- There has been a challenge in going back on enrollment start #'s beyond '12/'13, due to nature of how numbers were gathered. Currently trying to assimilate a more correct picture.
- Current #'s for the 2016 Crab Feed (not closed out) **Income- 71K; Net- 34K**. Comparative 2015: **Income- 71K; Net- 46K**.
- Upgrades to IT/Electrical/Infrastructure- Current estimate 3 Phase work totaling approx. \$250K+ (Plumbing may not be in estimate) Much of the actual realization to end user will not come to Phase 3. Looking into how project can be more cost effectively managed.
- Administration preliminarily looking at setting '16/'17 budget at 890-900 students.
- Committee asked for Administration to inquire about Father's House Zoning Permit, following recent announcement of their Preschool opening.
- Discussions took place about making what it would take to make Administration and Teachers salaries whole from cuts experienced several years ago. **Admin.- 3%; Teachers- 2%** which totals approx. **\$40K**.

Attachment #3

Head of School Board Report
March 15, 2016

Here are the talking points for the upcoming Board Meeting outside of Committee Meetings:

- Athletics
 - Search for football coach continues
 - Spring sports continues with strong performances by the Track Team
- Staffing
 - Judy Stockton has returned to work
- Plant updates
 - Continued work on infrastructure proposal
- Other
 - March 9th Middle School Science Expo, April 25th is the Middle School Red Carpet Gala
 - Middle School Science Fair successfully completed