



SAN DIEGO JEWISH ACADEMY

BOARD OF TRUSTEES MEETING

Thursday, August 27, 2015

SAN DIEGO JEWISH ACADEMY
BOARD OF TRUSTEES MEETING

THURSDAY, AUGUST 27, 2015

11:30 AM – 1:00 PM

AGENDA

AGENDA ITEM	APPROVAL REQUIRED RESOLUTION # <i>(see next page)</i>	START TIME/ MINUTES	DISCUSSION LEADER(S)
1 D'var Torah		11:30 / 5	Rabbi Yael
2 Welcome New Board Members		11:35 / 5	Theresa
3 Consent Agenda Approval of BOT Meeting Minutes HOS Retirement Plan Contributions	1, 2	11:40 / 3	Theresa
4 Introduction of New BOT Communication Protocols		11:43 / 2	Skip
5 Head of School Report "The Institutes at SDJA" Proposal	3	11:45 / 45	Chaim
6 Board President Report HOS Annual Goals 2015-16	4	12:30 / 30	Theresa
7 Adjournment		1:00 PM	Theresa

**FOR THE MINUTES OF THE MEETING OF
THE BOARD OF TRUSTEES OF
SAN DIEGO JEWISH ACADEMY**

August 27, 2015

DRAFT RESOLUTIONS

CONSENT AGENDA

1. Approval of BOT Meeting Minutes

RESOLVED, the minutes of the regular meeting of the BOT on June 9, 2015 are hereby approved and the Secretary of the School is directed to insert a copy of such minutes into the School's minute book.

2. HOS Retirement Plan Contribution

WHEREAS, the 457(f) retirement plan benefit for the Head of School accrues on a pro rata basis throughout the year;

RESOLVED, SDJA's annual contribution to the Head of School's 457(f) plan shall be made in equal monthly installments effective September 2015.

HOS REPORT

3. The Institutes at SDJA Proposal

RESOLVED, the BOT hereby authorizes and directs the Head of School to proceed with planning efforts to establish a STEM Advanced Research Institute, a Center for Creative Writing and the Arts, and an Advanced Institute for Judaic Studies, as presented and discussed at this meeting.

BOARD PRESIDENT REPORT

4. HOS Annual Goals 2015-16

RESOLVED, the SDJA Head of School Annual Goals for 2015-16, as presented and discussed at this meeting, are hereby approved.

**MINUTES OF THE MEETING OF
THE BOARD OF TRUSTEES OF
THE SAN DIEGO JEWISH ACADEMY**

June 9, 2015

A regular meeting of the Board of Trustees ~~of the Board of Trustees~~ (BOT) of the San Diego Jewish Academy (SDJA) was held at SDJA's central administrative offices on June 9, 2015 at 7:00 p.m.

Members Present

Theresa Dupuis (Chair), Michel Cohen, Jeff Deverett, Ira Feinswog, Dan Feldman, Heidi Gantwerk, Ben Handler, Chaim Heller, Judy Lienthal, Ingram Losner, Michelle Lyons, Rabbi Yael Ridberg, Laura Roselinsky, Leslie Fastlicht Russo, Russell Silberstein, Beni Surpin, Caryn Viterbi

Members Absent

Brenda Bielas, Jessica Effress, Julian Josephson

Also Present

Skip Carpowich, Kelley King, Mike Quigley, Sara Yupcavage

INTRODUCTION AND WELCOME

Theresa welcomed everyone to the meeting, including new members Michel Cohen and Caryn Viterbi.

CONSENT AGENDA

Upon motion duly made and seconded, the following resolution was unanimously adopted:

RESOLVED, the minutes of the regular meeting of the BOT on May 21, 2015 are hereby approved and the Secretary of the School is directed to insert a copy of such minutes into the School's minute book.

ADMISSIONS REPORT

Chaim distributed and reviewed a report containing updated attrition data, recruitment funnel data, and enrollment data for the 2015-16 academic year, with comparative data from one year ago. Enrollment numbers are trending up slightly in the Lower School, and pacing similarly to the year before ~~en~~[in](#) the Preschool and Upper School.

SDJA is participating in the Partnership for Excellence in Jewish Education (PEJE) *Atidenu* program, a premier recruitment and retention program aimed at solidifying enrollment growth. Chaim and Heidi updated the BOT on the goals and progress under the *Atidenu* program, including identification of three niche markets for SDJA, and development of a marketing program for each of these markets.

FINANCE COMMITTEE REPORT

Skip updated the BOT on the Debt Elimination Campaign. He reported that SDJA's bond debt has been cut in half over the past 18 months, from \$8.5 million to \$4.175 million at present. Based on the pledge collection and payoff plan, the debt will be eliminated by December 2018.

Skip discussed SDJA's annual budget process, and reviewed the School's updated 2015-16 operating budget in comparison to 2015-14 budgeted and projected amounts. K-12 enrollment in 2015-16 is projected at 467 students, slightly under 2014-15 enrollment. Operating revenues and expenses in the preliminary 2015-16 budget are relatively flat in comparison to 2014-15 amounts.

Once enrollment is solidified in August, the Finance Committee will recommend a final 2015-16 operating budget for approval at the annual BOT Retreat.

KITCHEN OPERATION/BUSINESS DEVELOPMENT

Chaim proposed that SDJA's Kitchen operation go under Orthodox Rabbinic supervision as this could lead to new business opportunities and additional auxiliary revenue for the School, and as it would allow SDJA students to eat at the school. He reviewed the current Kashrut supervision and costs, and the changes in supervision and costs under the proposed new arrangement.

After discussion on how the proposed changes could best be communicated to the School community, the following resolution (motion by Caryn, seconded by Yael) was unanimously adopted:

RESOLVED, the proposed changes in Kitchen operations presented and discussed at this meeting, including new Kashrut supervision and costs, are hereby approved.

ADVANCEMENT REPORT

Chaim reported on the results of SDJA's annual and directed giving campaigns, including levels of family and employee participation. He discussed plans for the School's 36th year anniversary, including year-long events, and tentative single event dates. He also updated the BOT on progress being made through the PEJE Governance and Fundraising Academy.

HEAD OF SCHOOL REPORT

Chaim commented that School updates will be communicated more frequently in 2015-16.

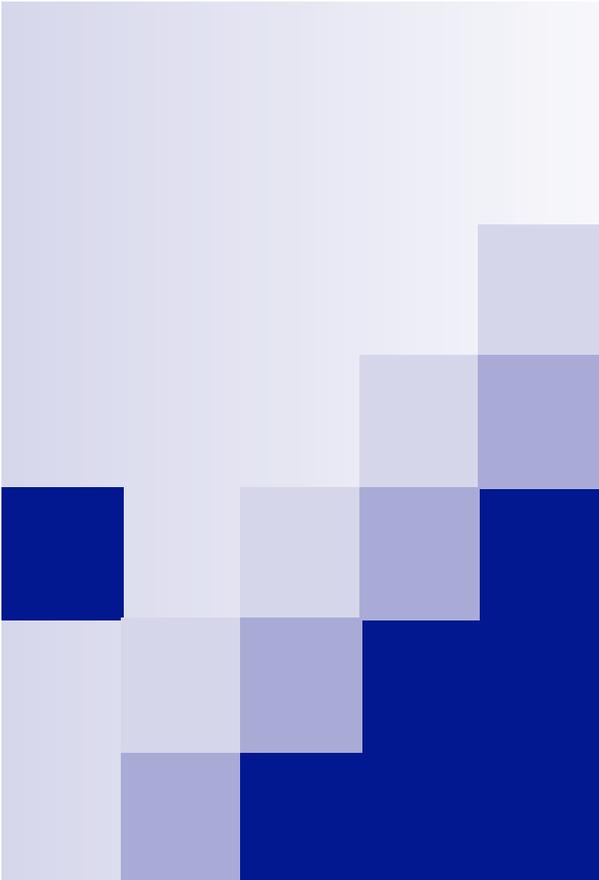
EXECUTIVE SESSION

After the regular Board meeting, without management present, the Board met in executive session to discuss renewal of Chaim's contract as Head of School. After discussion, the Board voted to extend the contract for an additional year as per the terms of the contract.

ADJOURNMENT

There being no further business to come before the Board, the regular meeting was adjourned at approximately 9:00 p.m.

Ira Feinswog
Secretary



San Diego Jewish Academy

“The Institutes at SDJA”
a proposal for establishing areas of
concentration within the school beginning
Fall 2016



Introduction

■ San Diego Jewish Academy

Our Mission

A pluralistic nursery – 12th grade school serving the San Diego Jewish community, our mission is to further academic excellence, social responsibility and active Jewish living.

Who We Are

- **600 students from N-12**
- **ACT Scores in top 8% nationwide**
- **100% of our graduates accepted into 4 year colleges/universities**
- **Top 2.2% nationally in college acceptances**
- **One of nations largest high school AIPAC chapters**
- **Advanced, honors, and/or AP classes for majority of students**



Project Summary

- SDJA needs to distinguish itself in the marketplace of Jewish families that can afford tuition
- Our current market analysis (Littman, 2013) indicates a need for improving academic perception inside and out
- Our niche marketing analysis (PEJE, 2015) indicates untapped reservoirs of mission appropriate students within current populations
- Increasingly parents/students are drawn to specializations within K-12 as seen by rapid growth of charter schools in greater SD

We can respond to those niche markets:

- SDJA will develop three “institutes” within the school that can specialize, attract faculty, grants and most importantly students with specific interests. Similar to a “major”, students will graduate with a “concentration” in one of the areas if they choose.
- All institutes will “raise the bar” in their areas and be open to all students at SDJA.



Three Institutes

1. STEM Advanced Research Institute
2. The Center for Creative Writing and the Arts
3. Advanced Institute for Judaic Studies

Rationale:

- This is a “blue ocean strategy” to provide non-existent programming for middle and high school students in SD.
- By attracting new students over time to SDJA, the programs will become financially self-sustaining.
- In an age of increased specificity and specialization, SDJA provides opportunities for “value-added” education for the Jewish community



Institute One – Advanced STEM Research

- Free standing STEM Center
- New science laboratories – serving 6-12
- Lecture hall for scientific presentations for larger community
- Institutional relationship with bio-med org in Torrey Mesa
- Engineering courses with UC approval
- Research opportunities for students at SDJA labs under supervision of research trained faculty
- Public-private partnership that has our Center as a hub for the larger Jewish and Carmel Valley community



Next Steps

- Develop Master Plan for Project – in process, completion by 02/16
- Obtain Approval from UC – in process, completion by 06/16
- Feasibility Study – 07/16
- Formal Institutional Connection – 9/16
- Funding and Building – 6/17



Project Leadership

- Skip Carpowich
- Dr. Jane Willoughby



Institute Two : Writing and the Arts

- Enrich creative writing emphasis through
 - Curriculum
 - Resident Authors and Poets
 - Drama department
 - Additional course offerings in writing and creative process
 - Add keyboarding in 1st grade, other musical instrumental programs in 1-8
 - Theatre program



Next Steps

- Develop Creative Writing Program – 6/16
- Develop Artist/Author in Residence – 7/16
- Add musical emphasis in GMLS, MUS – 9/16
- Build SDJA drama program in GMLS, middle school – 8/17
- Feasibility study for Theatre – 9/16
- Build Theatre – 9/18



Project Leadership

- Chaim Heller
- Mike Quigley
- Sara Hansen



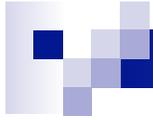
Institute Three – Advanced Institute for Judaic Studies

- Add high level (& more traditional) Judaics classes and programming throughout the school
 - Study material in Hebrew in classrooms
 - Rosh Chodesh group for girls
 - TedTalks on Jewish Topics for website and internal video usage
 - Limmud conference for Jewish students in San Diego, integrating other schools
 - Hartman Institute classes for high school students and adults
- Have skilled teachers crossover between AIJS and regular classrooms, thereby raising the bar for all.
- Promote program and school to Chabad and Soille 8th graders



Next Steps

- Develop plan to integrate with Jewish Visioning Project and JS rewriting - in process
- Secure seed funding (\$1.2M)
- Identify and designate director of AIJS – in process
- Develop curriculum
- Plan and create promotional campaign



Project Leadership

- Chaim Heller
- Outside Director
- Rabbi Rock



Key Benefits

- SDJA students will have opportunities for “majoring” in areas that go beyond what is offered in other schools.
- A variety of high-level opportunities will bring benefits to students, parents and the wider community.
- The “school within a school” model will bring higher level faculty to SDJA and reframe the way a pluralistic school is branded.
- An increase in high school engagement is a necessary step towards higher enrollment.
- Increased enrollment would provide a healthier social mix for our current students as well as expand offerings and availability



What We Need to Move Forward

- Board approval of the concept will authorize us to develop plans for each institute
- The funding opportunity for the Judaic initiative is time sensitive.
- STEM planning is moving forward with receipt of a \$300,000 grant and is in planning stages.
- Creative writing can be handled entirely within the SDJA current staffing and would require release or stipended time for development.



SDJA HOS Annual Goals 2015-2016

August 20, 2015

1. Enrollment

- a. Hire and support our new Admissions Director
- b. Increase enrollment in GMLS over 14-15
- c. Lower attrition by 30% over 14-15

2. Improve student/parent experience at the school

- a. Improve faculty culture as measured by attrition, and responses to faculty survey
- b. work with principals to address social divides in the school through programming and school wide
- c. Increase HOS visibility at school events - measured by board and parent perception

3. Implementation of the Faculty Evaluation Plan throughout the school

- a. All faculty will have a performance evaluation by end of 15-16

4. Implementation of a strategic financial plan that addresses long-term sustainability

- a. Presentation of financial sustainability model to board in 9/15 and them implementation of recommendation

5. Cultivate/steward relationships with our 25 top donors with multiple personal touches and connections.

6. Communicate regularly with trustees to better leverage their skills and strengths as ambassadors for the school

- a. Regular, predictable communication with all trustees about school life and culture
- b. Monthly HOS Report to the board to arrive in advance of board meetings
- c. Implement regular "dashboard" reporting to the board about progress of strategic plan

7. In partnership with the Board of Trustees and Advancement, lead the planning for new initiatives arising from the Strategic Plan including capital needs.

- a. Develop, champion and nurture the Three Institutes proposal
- b. Lead in fundraising efforts as necessary