

Heritage Christian School Board Meeting Minutes – Open
March 12, 2019 Meeting

The meeting started at 6:30 pm. Kari Miller led the devotional and opened in prayer.

Attendance:

Board Members: Josh Nimmo Kari Miller Kristi Rotzoll

Natasha Miller Unyime Ituk (joined at 7:10) Sarah Norpel Gale Boldt

Absent: Richard Barclift

Teachers/Staff: Joy Bartholomew joined from 6:30-7:05

Minutes of the 02/14/2019, open session were reviewed.

Motion was made by Gale Boldt to approve the 02/14/2019 meeting open minutes as amended.

Seconded by Josh Nimmo

No further discussion

Vote 6-0 to approve

Abstain: Kristi Rotzoll

Minutes of the 02/28/2019, executive session were reviewed.

Motion was made by Gale Boldt to approve the 02/28/2019 meeting executive minutes.

Seconded by Josh Nimmo

No further discussion

Vote 6-0 to approve

Abstain:

Head of School Report

A discussion was held on 2019-2020 kindergarten options (creating a full time teacher position versus co-teacher), refilling restricted education funds, possibility of changing morning start times. (See below.)

Motion was made by Kristi Rotzoll to open a second class of kindergarten for the 2019-2020 school year. (The Board is choosing to override policy 382.1 at this time and move forward with the 2nd section of K for 2019-20.)

Seconded by Josh Nimmo

No further discussion

Vote 5-0 to approve

Abstain: Sarah Norpel

Motion was made by Kristi Rotzoll to move \$10,500 from the 2017 Annual Fund towards the Restricted Professional Development fund.

Seconded by Josh Nimmo

No further discussion

Vote 7-0 to approve

Abstain:

Motion was made by Kari Miller to approve Policy 422.3.1 faculty and staff paid leave policy. (See below.) Vote was carried out by email on 03/15/2019.

Seconded by Sarah Norpel

No further discussion

Vote 7-0 to approve

Abstain:

Faculty and Staff Paid Leave Policy

Heritage Christian School will provide paid leave for the **Head of School** based on the following:

- Sick Leave – 10 personal sick days per school year (maximum accumulation of 50 days).
- Family Illness – 5 days of family illness per year, taken from the sick leave balance, to be used to care for a sick or injured immediate family member.
- Bereavement – 5 days for funeral of an immediate family member. One day per year of unrestricted paid leave for funerals (i.e. non-family members, close friends, etc.)
- Maternity Leave – 6 weeks paid maternity leave for the birth or adoption of a child in the immediate family.
- Vacation – 14 days vacation per school year (assuming year-round contract)
- Professional - 2 professional days per school year

**Please refer to the Employment Contract for additional details and stipulations.*

Heritage Christian School will provide paid leave for **full-time Directors** based on the following:

- Sick Leave – 10 personal sick days per school year (maximum accumulation of 50 days).
- Family Illness – 5 days of family illness per year, taken from the sick leave balance, to be used to care for a sick or injured immediate family member.
- Bereavement – 5 days for funeral of an immediate family member. One day per year of unrestricted paid leave for funerals (i.e. non-family members, close friends, etc.)
- Maternity Leave – 6 weeks paid maternity leave for the birth or adoption of a child in the immediate family.
- Vacation – 14 days vacation per school year (assuming year-round contract)
- Professional - 2 professional days per school year

**Please refer to the Employment Contract for additional details and stipulations.*

Heritage Christian School will provide paid leave for **full-time Administrative support staff** based on the following:

- Sick Leave – 10 personal sick days per school year (maximum accumulation of 50 days).
- Family Illness – 5 days of family illness per year, taken from the sick leave balance, to be used to care for a sick or injured immediate family member.
- Bereavement – 5 days for funeral of an immediate family member. One day per year of unrestricted paid leave for funerals (i.e. non-family members, close friends, etc.)
- Maternity Leave – 6 weeks paid maternity leave for the birth or adoption of a child in the immediate family.
- Vacation – 10 days vacation per school year
- Professional - 2 professional days per school year

**Please refer to the Employment Contract for additional details and stipulations.*

Heritage Christian School will provide paid leave for **full-time Faculty** based on the following:

- Sick Leave – 10 personal sick days per school year (maximum accumulation of 50 days).
- Family Illness – 5 days of family illness per year, taken from the sick leave balance, to be used to care for a sick or injured immediate family member.
- Bereavement – 5 days for funeral of an immediate family member. One day per year of unrestricted paid leave for funerals (i.e. non-family members, close friends, etc.)
- Maternity Leave – 6 weeks paid maternity leave for the birth or adoption of a child in the immediate family.
- Personal – 3 days personal leave per school year.
- Professional - 2 professional days per school year

**Please refer to the Employment Contract for additional details and stipulations.*

Heritage Christian School will provide paid leave for **part-time Faculty and Administrative support staff** based on the following:

- 20-39 hours worked
 - Sick Leave – 6 personal sick days per school year (maximum accumulation of 50 days)
 - Family Illness – 3 days of family illness per year, taken from the sick leave balance, to be used to care for a sick or injured immediate family member.
 - Bereavement – 3 days for funeral of an immediate family member. One day per year of unrestricted paid leave for funerals (i.e. non-family members, close friends, etc.)
 - Maternity Leave – 6 weeks paid maternity leave for the birth or adoption of a child in the immediate family.
 - Personal – 2 days personal leave per school year
 - Professional – 2 professional days per school year

10-19 hours worked

- Sick Leave – 4 personal sick days per school year (maximum accumulation of 50 days)
- Family Illness – 2 days of family illness per year, taken from the sick leave balance, to be used to care for a sick or injured immediate family member.
- Bereavement – 2 days for funeral of an immediate family member. One day per year of unrestricted paid leave for funerals (i.e. non-family members, close friends, etc.)
- Maternity Leave – 6 weeks paid maternity leave for the birth or adoption of a child in the immediate family.
- Personal – 2 days personal leave per school year

2-9 hours worked

- Sick Leave – 2 days personal sick time per school year (maximum accumulation of 50 days)
- Personal – 1 day personal leave per school year

**Please refer to the Employment Contract for additional details and stipulations.*

Heritage Christian School will provide paid leave for **part-time Faculty support staff** based on the following:

- 20-39 hours worked
 - Sick Leave – 6 personal sick days per school year (maximum accumulation of 50 days)
 - Family Illness – 3 days of family illness per year, taken from the sick leave balance, to be used to care for a sick or injured immediate family member.
 - Bereavement – 3 days for funeral of an immediate family member. One day per year of unrestricted paid leave for funerals (i.e. non-family members, close friends, etc.)
 - Personal – 2 days personal leave per school year

- Professional – 2 professional days per school year
- 10-19 hours worked
- Sick Leave – 4 personal sick days per school year (maximum accumulation of 50 days)
 - Family Illness – 2 days of family illness per year, taken from the sick leave balance, to be used to care for a sick or injured immediate family member.
 - Bereavement – 2 days for funeral of an immediate family member. One day per year of unrestricted paid leave for funerals (i.e. non-family members, close friends, etc.)
 - Personal – 2 days personal leave per school year

**Please refer to the Employment Contract for additional details and stipulations.*

Financial Update

Motion was made by Gale Boldt to approve the December financials as submitted.

Seconded by Kari Miller

No further discussion

Vote 7-0 to approve

Abstain:

Motion was made by Kari Miller to approve the January financials as submitted.

Seconded by Gale Boldt

No further discussion

Vote 7-0 to approve

Abstain:

Motion was made by Kristi Rotzoll to approve the proposed marketing discounts (\$40 application fee contingent on tour of the school, \$250 per student enrolled referral credit).

Seconded by Gale Boldt

No further discussion

Vote 7-0 to approve

Abstain:

Motion was made by Gale Boldt to raise teacher salaries in accordance with 71.5% of ICCSD salary scale.

Seconded by Josh Nimmo

No further discussion

Vote 7-0 to approve

Fundraising Update

Gale led a discussion on current fundraising endeavors. (See below.)

Marketing Update

Josh Nimmo led a discussion on upcoming marketing goals: Current progress with Maudience marketing, review of recent EFE event, ideas for ongoing marketing/website for the coming year.

Minutes respectfully submitted,

-Sarah Norpel

Head of School Report

March 2019

Open Session

2019/2020 Enrollment: Enrollment/Reenrollment for 2019/20 compared to the last two years.

19/20	18/19	17/18
PK3 - 4	PK3 – 7	PK3 – 7
PK5 - 13	PK5 – 20	PK5 – 20
K - 20	K – 14	K – 20
1 - 12	1 – 16	1 – 14
2 - 14	2 – 12	2 – 24
3 - 12	3 – 15	3 – 17
4 - 14	4 – 16	4 – 19
5 - 16	5 – 17	5 – 14
6 - 15	6 – 13	6 – 18
7 - 10	7 – 15	7 – 17
8 - 14	8 – 11	8 – 17
Total:144		

Two Additional Points:

1. There are several students on the waiting list.
 - a. Kindergarten – (5) – There are other families who have toured and expressed interest and others yet to tour. The likely number for students on a waiting list in kindergarten is 10.
 - b. There is one family with four children who are on the waiting list only because the students have not tested yet.
 - c. Both PK classes are lagging behind previous years enrollment when compared year over year.
2. Kindergarten enrollment resolutions:
 - a. Expand the classroom capacity to 22 or 23 and hire an instructional aide (someone capable of assisting in instruction – similar to a co-teacher). In order for this to make financial sense, the role would need to be part-time. That is a large class for one teacher to manage and teach (larger than recommended for quality education).

- b. Open a second section of Kindergarten – This is a higher risk situation. Technically, the intent of the policy for opening a second section has not been met with PK enrollment where it is. The following would be required for opening a second section:
- i. Outfit a classroom
 - ii. Identify and hire a teacher
 - iii. Focus effort on building PK enrollment and/or
 - iv. Focus effort on increasing PK retention and/or
 - v. Focus effort on recruiting K enrollment and/or
- Additionally, the school traditionally experiences some attrition of students each year. In order to maintain two sections, the school would need to experience success in enrollment growth in lower elementary.

Faculty/Staff:

Hiring:

1. Contacted all graduates from Dordt and Northwestern with majors that align with our needs. Those contacts produced one qualified candidate for PE/Athletic Director. All others declined candidacy.
2. Currently interviewing candidates for PE/AD. Three have completed the application packets. One interview has been conducted. Two are scheduled for the week of March 11.
3. Mrs. Tresa Munson has been rehired to resume the role vacated by Sue Leeland (PK-4th Music Appreciation)
4. Continuing seeking applicants for MS Language and Science.

Inclement Weather Cancellation Update:

Immediately following (and since) the announcement about extending the school day, some parents have voiced concern about the traffic on Front Street (in the morning) and how it significantly lengthens the commute for those driving north on Front. Traffic does not seem to be as problematic for those driving north/south on Dubuque or those driving south on Front. The only immediate resolution is to change the schedule again. **While this would typically not be a board decision, does the Board want to change the start time in response to this?**

Regarding 2019/2020: The change to the start (8:15am) and end times (3:15pm) of the school day should not impact Heritage families (continued traffic difficulties). Currently, the neighboring schools start at 7:55am. **If the ICCSD changes their start times for the 2019/2020 school year, the current traffic problem for those driving north on Front Street may reoccur.**

Operation GOOD Service Project:

The City of North Liberty has been contacted and they have agreed to provide work for our students to support Operation GOOD.

Restricted Continuing Education Policy

The policy that governs the use of Restricted Continuing Education funds has been reviewed by an attorney and emailed to the Board of Directors (February 28). The Head of School and/or Board of Directors needs to fill in the blanks and address the questions asked in the “comments” by the attorney. Revisions (and rationale) should be communicated to employees. Two teachers are considering starting post graduate degrees (summer or fall). Upon completion, this will be an administrative policy that governs the use of Board approved funds (see below).

Restricted Continuing Education Funds:

During the 2018 calendar year, two teachers have received reimbursements to cover the cost of a post-graduate degree. **To sustain the Restricted Continuing Education Fund, it is recommended that the Board of Directors allocate \$10,500 from 2018 AF revenue to bring that restricted line back to \$29k.** While the ability to growth this fund is not feasible right now, it is an initiative in the CSIP that is aligned with the school’s goal to attract and retain the best teachers. This fund is sustained only through a vote from the Board of Directors (allocating Annual Fund dollars). It is not funded through general operations.

Facility:

Prybil Heating and Air is obtaining the parts to repair the York rooftop unit that controls climate in the gymnasium. There is no confirmation on when the actual work will be completed. Running on one stage, the unit has been able to maintain an average temperature of 62 degrees which has been manageable for the way that space is used.

Outgoing Tasks:

1. Rework the Employment page on the school’s website to better “sell” this community as the place to live and Heritage as the place to work.
2. Organize Spring Work Day – currently set for Saturday, April 13
3. Faculty/Staff Evaluations
4. Faculty/Staff Contracts

HCS Marketing Update – Board Meeting 3/10/19

General

EFE is complete, digital ads have transitioned to Open & Pre-K Enrollment ads only.

Attached you will find a Google Analytics report that represents the reach/contacts we have achieved since the kick-off of our marketing campaigns with Maudience. The beginning of the report shows improvements compared to traffic in the same period last year.

Average Position: The average place ads show in a results list when displayed based on keyword search.

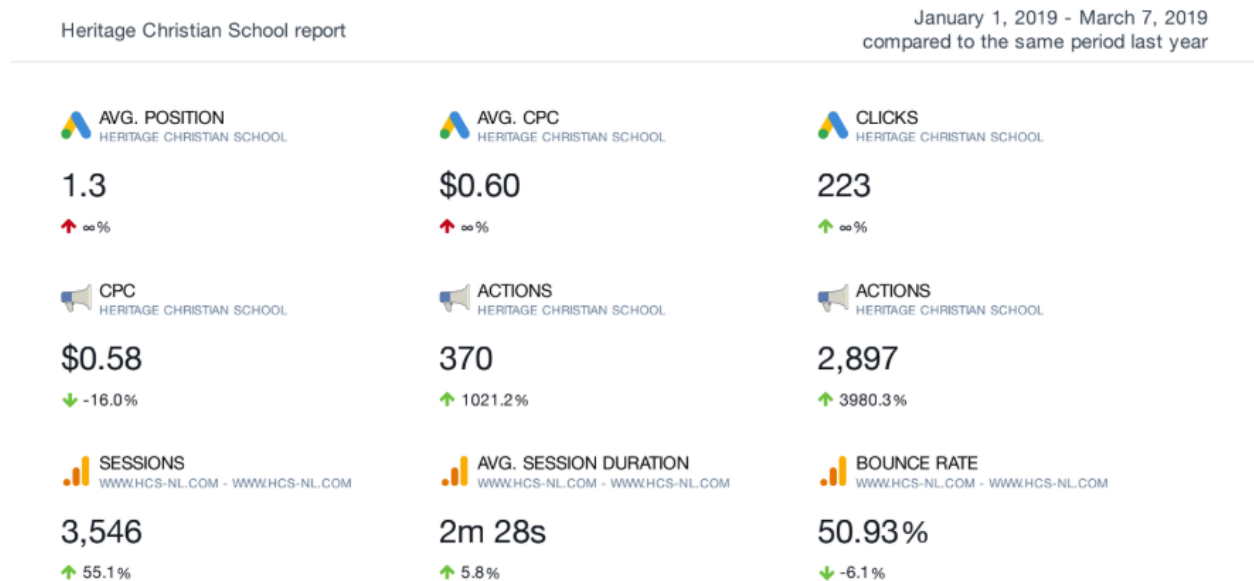
Comments: We are averaging the top spot for applicable keyword searches and is likely a contributing factor to our increased website traffic to various pages.

Average CPC: The average Cost per Click is what we pay for each time someone clicks on our Google Ad vs. impressions where they only see it.

Bounce Rate: The number of people who visit only one page of your website and then leave (either clicking back to the results page or closing the browser). A high bounce rate often indicates that your pages are not relevant to what your visitors are looking for. If you have a high bounce rate you may need to develop better targeted ads, landing pages, and perhaps create better content to engage visitors to explore your website.

Actions: Specific events that occur as an interaction by a user with a page

Sessions: Individual visits by a user



 **CAMPAIGN PERFORMANCE**
HERITAGE CHRISTIAN SCHOOL

Campaign	Clicks	Impr.	Reach	Frequency	CTR	CPC	Cost	Total actions
Open Enrollment	387	37,863	8,487	4.46	1.02%	\$0.52	\$200.04	2,038
EFE	253	63,105	10,479	6.02	0.4%	\$0.59	\$150.00	189
Pre-K Open Enrollment	146	9,299	2,176	4.27	1.57%	\$0.73	\$107.02	670
	786	110,267	19,263	5.72	0.71%	\$0.58	\$457.06	2,897

Below you can see that the age range reflects what we saw in our market research last year and this info should continue to be considered in ad designs.

 **AGE PERFORMANCE**
HERITAGE CHRISTIAN SCHOOL

Age	Clicks	Impr.	Reach	Frequency	CTR	CPC	Cost	Total actions
25-34	301	29,894	6,838	4.37	1.01%	\$0.53	\$158.86	1,295
35-44	301	30,056	5,459	5.51	1%	\$0.55	\$166.19	1,353
65+	77	22,642	2,851	7.94	0.34%	\$0.75	\$57.71	61
45-54	67	11,184	1,752	6.38	0.6%	\$0.57	\$38.20	146
55-64	35	15,050	2,091	7.2	0.23%	\$0.78	\$27.43	31
18-24	5	1,441	272	5.3	0.35%	\$1.73	\$8.67	11
	786	110,267	19,263	5.72	0.71%	\$0.58	\$457.06	2,897

Major takeaway from ad performance is that the top ad significantly outperformed others. This will give us a baseline to work from for tailoring our ads to our high traffic audience.

Ad	Campaign	Ad group		Clicks	Impr.	CTR	Avg. CPC	Cost	Avg. position
North Liberty Christian School Heritage Christian School hcs-nl.com Molding tomorrow's leaders with a strong academic foundation and a servant leader mindset. See how we can make a difference for your child! Schedule a tour today.	General Awareness	Faith-Based Education	✓	202	968	20.87%	\$0.53	\$107.43	1.2

Jan 1, 2019 - Mar 7, 2019 Jan 1, 2018 - Mar 7, 2018

Page path	New users	Users	% new sessions	Sessions	Bounce rate	Avg. session duration	Pages / session
/	849	1,099	43.9%	1,934	38.73%	2m 59s	1.41
	501	700	28.23%	1,775	50.99%	2m 32s	1.26
	↑ 69.5%	↑ 57.0%	↑ 55.5%	↑ 9.0%	↓ -24.0%	↑ 18.0%	↑ 12.3%
/admissions/application/	127	191	79.38%	160	76.25%	1m 38s	1.77
	0	21	0%	0	0%	0s	0
	↑ ∞%	↑ 809.5%	↑ ∞%	↑ ∞%	↑ ∞%	↑ ∞%	↑ ∞%
/admissions/	97	179	52.72%	184	28.26%	2m 37s	1.63
	12	47	26.67%	45	46.67%	2m 3s	2.18
	↑ 708.3%	↑ 280.9%	↑ 97.7%	↑ 308.9%	↓ -39.4%	↑ 27.6%	↓ -25.4%
/2019-efe/	77	161	45.56%	169	80.47%	2m 10s	1.79

The summary numbers for the pages show gains in traffic across the board. See column labels in the image above.

1,805	5,492	50.9%	3,546	50.93%	2m 28s	2.77
788	2,916	34.46%	2,287	54.26%	2m 20s	2.41
↑ 129.1%	↑ 88.3%	↑ 47.7%	↑ 55.1%	↓ -6.1%	↑ 5.8%	↑ 15.0%

Open Items:

Website Refresh -- Review with Maudience: 3/13 3pm (I had to reschedule 2nd time due to EFE/work sched)

- Maudience has completed transferring content to new site, ready for our input/approval
- Should still be able to launch in March depending on scope of changes.

Active Ads – Pre-K, Open Enrollment

Google AdWords:

- Running through March

Facebook Advertising:

- Running through March

Spotify:

- Running through March

Life 101.9:

- Running through March

Direct Email/Mailer:

- Need to finalize information to include and pricing
- Mailing list was quoted minus printing, Email is unknown att

Completed Items:

- Marketing Content for 3 Campaigns – Pre-K Enrollment, EFE, Open Enrollment
- EFE Marketing Campaign & Deliverables

Budget

- On pace as projected
- Have discussed funding moving forward into next year, would like to keep digital ads active, but we do have flexibility to adjust some of our projected expenses and we were already conservative, not planning to spend the full \$20k allocated
- If the budget allows, I would like to see us get hardware/software to take care of future stills/video in-house, plan to discuss

Whiteboard / For Discussion

- Lead Nurturing / Workflow Review (Need to schedule this)
- Monthly Open Lunch Initiative (On for next Maudience work session, green lighted)
 - Intimate Open House Concept
 - Targeted Marketing Opp – Digital, Print, Signage...
 - Current family invitation sharing
- HCS Social Project – Like to get green light consensus to work with Tammy on this project
 - Curriculum Integration
 - Community Involvement
 - Content Creation/Calendar
 - Heritage Mic'd
- Heritage Direct Sharing Content
- Teacher/Staff Bios & Prospective Teacher Page – Need to discuss asking for more info to personalize staff on site
- HCS Business Spotlight
- HCS Blog?
 - Traffic Increase
 - Future Ad Revenue
- Hyvee School Spirit Section
- Heritage Gear E-Commerce – Sizing and avail seems to be limited, need to have regular ordering pushes and ideally e-commerce option for individual ordering
- School Hardware/Software/Staffing/Training
- Website text to video migration

Fundraising Report

Date: 03/12/2019

Chairperson: Gale Boldt

Committee Members:

- Gale Boldt
- Faculty/Staff: Mike Annis

Recent Activities:

- **EFE – took place March 1, 2019**
 - **Revenue met Budget Goal**
 - **EFE Sponsor \$ - 31,300**
 - **EFE Ticket Sales \$3,750**
 - **EFE Donations \$27,400**
 - **EFE Book Sales \$160.00**
 - **EFE Silent Auction \$8,490**
 - **Total Revenue \$71,100.24 with expenses of \$12,571.94**
 - **NET PROFIT from EFE = \$58,528.30**
 - **Chairperson: Lisa Turnbough**
 - **Subcommittee members**
 - Sponsorship: Sara Sunblad**
 - Tickets: Lisa Turnbough**
 - Marketing: Josh Nimmo**
 - Food: Stephanie Coons**
 - Decorating: Angie Maddux**
 - Set—up/Tear down: Troy Norpel**
 - Entertainment: Lisa Turnbough**
 - Hospitality Chair: Sean McIntyre**
 - Silent Auction: Angie Maddux**
- **Operation G.O.O.D. – May 10**
 - **Nichole Early will assist with in school excitement and prizes for classes**
 - **Transportation Coordinator: Gale Boldt**
 - **Weekly \$ counter: In need of filling**