

Minutes of Fall Green Pastures Quarterly Meeting

September 19, 2009

Friends School in Detroit

Clerk, Shirley Bechill [Pine River]
Assistant Clerk, Dianne Guenin-Lelle [Albion WG]
Recording Clerk, Stephanie Charlot [Red Cedar]
Treasurer, Debs Roush [Ann Arbor]

Present:

Ann Arbor - 8
Birmingham - 9
Detroit - 8
Grand Rapids - 1
Kalamazoo -2
Pine River - 4
Red Cedar - 3
Albion worship group -1

Visitors – 7 from FSD

Meeting began at 9:30 am with a period of worship, then moved into worship with attention to business following a welcome by Clerk Shirley Bechill.

GPQM 9/09-1

Clerk announced our intention to give attention Friends School in Detroit for the morning session.

William Kohler, clerk of the board of Friends School in Detroit thanked the former clerk of the board Geoff Brieger for his past service and introduced other members of the board and visitors present: Mary Roberts, Rochelle Lento [and son Louis], Barbara Harris, Phyllis Lee, and Christine Rousch.

GPQM 9/09-2

Bill Kohler presented his annual report to GPQM. The report was read aloud and is attached to these minutes.

A report dated June 28, 2009 was referred to on several occasions by Bill for details. That report is also attached.

GPQM 9/09-3

Clerk, Shirley Bechill asked for approval of the nominations for the Board of Friends School in Detroit:

Terms through 2012;

- Current trustees nominated for their third 3 year terms: William Kohler [Birmingham MM], Howard Matthew, and Rochelle Lento

- Current trustee nominated for a second 3 year term: Helen Fox [Ann Arbor MM]

- Interim appointee nominated for a new 3 year term (her first): Barbara Harrison [Birmingham MM]

Meeting approved the nominations with much gratitude

GPQM 9/09-4

Rochelle Lento, member of FSD board and parent of 3 children who are current or former students at FSD spoke of her family's experience with the school, and efforts being made by parents to help the school. A Parent advisory council has been established and is dedicated to functioning as ambassadors with the other parents of the school. Another group of parents has been meeting to plan fundraising activities, including a walk-a-thon on Oct. 31. Parents are concerned about the long-term viability of the school. Parents have advocated having a Head of School rather than simply a governing committee.

Louis Lento Magidson, son of Rochelle Lento, and 6th grader at Friends School in Detroit spoke to us about his experience at the school. FSD feels like home to him which he expressed with some emotion. The middle schoolers know the state of the school and want to save their school.

GPQM 9/09-5

The Clerk expressed appreciation for these heartfelt personal testimonies then welcomed discussion from the floor .

Hope was expressed that parent groups reflect the diversity of the school. Rochelle stated that the parent advisory council is very racially integrated. She is not aware of other parent's income levels, so the economic make-up of the parent groups are unknown, but all parents involved are strongly committed.

There is representation from every grade in the parent groups. Bill Kohler stated that the school probably has fewer lower income families than in the past. A financially stronger school would allow for more assistance to low income families.

A question arose about elimination of TIAA CREF contributions. Bill Kohler stated that staff and faculty will be repaid the funds withheld although not invested. Going forward, the board has decided for the present to eliminate withholding and investing in retirement plans for faculty and staff. This is a regrettable financial necessity.

Questions arose about FSD budget -- confusion about some of the numbers. Bill explained adjustments made to reflect changed circumstances. Bill and Rochelle fielded other general questions about the budget.

As economic issues threaten to erode the short-term diversity of the school, Bill stated that they are looking into recruitment among communities who have been historically underrepresented at the school.

Bob Glass's efforts to save the school in the past were recalled and Friends encouraged revisiting those efforts.

Bill Kohler was asked to touch upon any discussion amongst the FSD board about the possibility of laying the school down. The Board is strongly committed to operating in the 09/10 school year because that had been promised. The Board feels that if they could stay open this year, they could also move forward on a long-term plan for the school.

The clerk addressed the history of GPQM's support of FSD. Historically, we have been asked in the past whether our vision for FSD and reason for its being are strong enough to persist in the face of financial difficulty. Every time, new energy and resources have been found. FSD is unique among schools and among Quaker schools. Others Friends added to the historical picture of FSD.

A suggestion was made for an Ad Hoc Visioning Committee within GPQM to help identify a process for discerning our leading for any future long term purpose and goals for FSD. Discussion and suggestions arose regarding networking with alumni and/or alumni parents.

A means for Friends to propose concrete ideas, offer relevant skill sets, etc. is needed. FSD board is working on such a procedure. In the mean time, contact Bill Kohler at kohler@butzel.com.

Discussion arose about the problem of declining enrollment at the school. Several reasons for declining enrollment include primarily economics and parental concern about school management and/or faculty. New recruiting plans are being developed as a result of consultations with other private school educators.

Interim Executive Director is being sought. A candidate is being interviewed on September 21. The identity of the candidate is withheld at this time for confidentiality reasons.

Friends requested that individuals and Monthly Meetings be encouraged to participate in assisting FSD in whatever ways they can, as way opens. **FSD was asked to share suggestions with GPQM Monthly Meetings soon.**

Phyllis Lee, Development Director of FSD spoke about the walk-a-thon on 10/31. Friends can walk, hand out candy, or sponsor a child to walk. To participate in any of these ways, contact plee@friendsschool.org. In addition, information on the walk will be sent to Monthly Meetings.

GPQM 9/09-6

The clerk asked for the sense of the Meeting: GPQM is committed to help Friends School in Detroit continue through this year, working toward a long term vision for any possible future.

APPROVED

GPQM 9/09-7

ANNOUNCEMENTS:

1. From Mike Kelly: Friends are welcome to join with Friends School's Celebration of International Day of Peace on Monday September 21 in Detroit. Other groups joining FSD students are: Woodward Academy, Detroit Waldorf School, Chrysler School and several nearby churches.

2. Jeff Cooper, LEYM Bulletin Editor, brought packets for GPQM monthly meetings with copies of Lake Erie Yearly Meeting fall bulletin. He asked that someone from each monthly meeting please pick up a packet.

Morning session ended with worship

LUNCH BREAK

Afternoon session commenced with worship, moving into worship with attention to business.

GPQM 9/09-8

Friends **APPROVED** minutes from morning session.

Friends **APPROVED** the clerk and recording clerk crafting a minute of appreciation to FSD: **GPQM deeply appreciates and respects the educational, spiritual and community work done at Friends School in Detroit and their upholding Quaker values. We hold the board, faculty, staff and students in the Light during this difficult time.**

GPQM 9/09-9

Penny Ryder presented a report on AFSC activities within the Quarter and nationally. 10 people in the AFSC Great Lakes Region were laid off, including all support staff for all programs. One of the two Ann Arbor AFSC Office programs, Inclusive Justice, will be cut at the

end of December when their funding from National AFSC will cease. Phil Volk and other Ann Arbor Friends are attempting to set up a non-profit organization to carry on the work of the **Inclusive Justice Program**. The second Ann Arbor based program is **Criminal Justice** which Penny Ryder has supervised for many years. This program will continue but National AFSC funding is being cut by 50% as are all other national programs. This is the only program in the nation that has retained two staff; Penny and her assistant Natalie Holbroke. Penny is retiring in March and it is not clear whether she will be replaced at that time. Ann Arbor Friends are working to raise funds for both programs and are concerned to continue the Criminal Justice Internships. Estimated funds needed: \$12,000 for Inclusive Justice and \$10,000 for Internships. There may be another non-profit organization created to help fund the Criminal Justice program because due to a new national policy, all donations received by these programs in Ann Arbor have to be sent directly to the National AFSC office. **Volunteers** are needed to take up the administrative work for the Criminal Justice Program that was done by Lisa, the former administrative assistant. (Lisa was laid off due to budget cuts, but has found employment elsewhere.)

Penny reported that the Inclusive Justice Program is having a "Together in Faith" retreat Oct 15 - 17 in Clarkson for LGBTQ volunteers and their allies. The retreat agenda will look at legislative issues in Michigan relating to LGBTQ issues and training for lobbying, communication and spiritual development. For information go to:
<http://www.faithactionnetwork.org/TIFBasics.html>

Criminal Justice is working on segregation (solitary confinement) issues. Prisons in the UP are implementing a step-down program to get prisoners out of segregation. Student training in this program is underway now. There are still 2 interns who will leave as of Sept. 30.

Health care and mental health for prisoners are also being worked on. The Criminal Justice program advocated for new contractor for health care management and a new state contractor has been hired, so that is a victory. This program has been operating for several years and now is starting to see many fruits. Hope is that a new Governor's administration will continue on the same path.

GPQM 9/09-10

Penny fielded questions and comments. Concern was raised that after Penny retires, she may not be replaced. Natalie, the remaining staff person, may not be able (or care to) carry on the work of the AFSC Criminal Justice program on her own.

GPQM 9/09-11

GPQM minutes our concern for the future staffing of the AFSC Criminal Justice Program. We strongly advocate that AFSC fill Penny Ryder's position after her retirement, while also retaining the position now filled by Natalie Holbroke.

Minute was approved.

The clerk requested Penny to write a memo to all the monthly meetings regarding the issues she reported on today with suggestions of how and what Friends can do with “in-kind” gifts and service such as postage stamps and paper for the letters sent out for prisoners.

GPQM 9/09-12

GPQM minutes our deep appreciation for Penny Ryder's extraordinary dedication and service to the AFSC Criminal Justice Program and wishes her a joyful retirement.

Minute was approved.

GPQM 9/09-13

At mid-winter gathering, Meeting wishes to make a formal expression of appreciation for Penny Ryder, possibly with a memento of some kind. Margaret Kanost [Birmingham] will coordinate this effort.

GPQM 9/09-14

Treasurer Debs Roush [AA] presented the **proposed 09-10 budget**, which is attached.

A request was made to report separately the \$343 as designated for the youth fund that is presently included in the checking account total. The treasurer will make the correction.

A question was raised about the \$500 line item for adult program. Discussion ensued about whether the amount was warranted or could be better allocated elsewhere. **Friends AGREED** for the line item to be changed to \$300 for this year only, with the remaining \$200 to be transferred to the FSD line item returning it to \$2,500. The Finance Committee will look into historical use of adult program funds for future reference.

Suggestion was made to take some or all of the \$8,050 allocated to AFSC and give it to the devolved Inclusive Justice Program and the Criminal Justice Program. Significant discussion ensued regarding the amount we might give to the Ann Arbor programs and the considerations involved in changing the funding to AFSC. Friends were uncomfortable making large changes to the amount given to AFSC without further consultation with Monthly Meetings.

A Friend serving on the Michigan Friends Center Program Committee offered to coordinate the GPQM Spring program around spiritual discernment related to how GPQM Friends are led to disperse the AFSC funds.

GPQM 9/09-15

Meeting approved the budget with the above noted change in the adult program/FSD line items, and with the exception of the AFSC line item, which is approved provisionally until the next meeting for business.

Meeting minutes that the question of the AFSC line item concerns the recipient. The *amount* of \$8,050 is approved for allocation among AFSC, and/or either or both of the Ann Arbor based programs. (Inclusive Justice and the Criminal Justice Internship Program.)

Minute was approved.

GPQM 9/09-16

Meeting approved a resolution to move the GPQM checking account from Bank of America to Comerica with the same signatures. Comerica is a statewide bank, allowing more people to take on treasurer duties in the future and charges NO FEES.

GPQM 9/09-17

Nominating committee:

The clerk reported in the absence of the new Nominating Committee clerk:

Margaret Nielsen of Red Cedar Friends is the new clerk of the Nominating Committee.

Cassie Cammann is a new member of the nominating committee. One more member is needed for this committee. [NOTE: Linda Mills agreed to continue one more year.]

The names and terms of the complete slate were read by the clerk:

NOMINATING COMMITTEE CHART

Position	2007	2008	2009	2010	2011	2012
Clerk (1 yr)	Laura Ford (K)	Shirley Bechill (PR)	Shirley Bechill (PR)	Dianne (A) Guenin-Lelle	-----	-----
Ast. Clerk (1 yr)	Don (PR) Nagler	0	Dianne (A) Guenin-Lelle	-----	-----	-----
Recording Clerk 1 yr	Tyler(D) Hampton	Tyler (D) Hampton	Stephanie (RC) Charlot	-----	-----	-----
Treasurer (3 yr renw)	Joe (K) Mills	Debs (AA) Roush	Debs (AA) Roush	Debs (AA) Roush	-----	-----
Finance (3; 3 yr) stagger	Betty (GR) Ford Joe (K) Mills (K)	Joe (K) Mills Marg (B) Kanost -----	*Joe (K) Mills Marg (B) Kanost -----	Joe (K) Mills -----	-----	-----
Nomin. 3; 3yr	Linda (K) Mills	Linda (K) Mills	Linda(K) Mills			

staggerdNancy(PR)	Nancy (PR)	Cassie (AA)	--?-----	-----	-----
Nagler	Nagler	Cammann			
-----	-----	*Marg Nielsen (RC)	Marg Nielsen(RC)	Marg Nielsen (RC)	----?-----
----?-----	----?-----				
Trustees	Marg (D)	Marg (D)	Marg (D)		
3; 3 yr	Walden	Walden	Walden	-----	-----
renewable					
	Susan (AA)	Susan (AA)	Susan (AA)		
	Hartman	Hartman	Hartman	-----	-----
	Verne (PR)	Verne (PR)	Verne (PR)		
	Bechill	Bechill	Bechill	-----	-----
Resident	Jeff (AA)	Jeff (AA)	Jeff (AA)		
Agent	Cooper	Cooper	Cooper	-----	-----
Youth	Fall		Dt/Birm	Kalamaxoo	Red Cedar
program					
Coordination	Spring	Ann Arbor	GR / Hol	Pine River	

* indicates clerk of the committee

MONTHLY MEETINGS: Ann Arbor (AA); Albion (A); Birmingham (B); Detroit (D);
Grand Rapids (GR); Holland (Hol); Kalamazoo (K); Pine River (PR); Red Cedar (RC)

Meeting approved the slate as presented with thanks.

The clerk passed out booklets for every committee member and office with all the job descriptions and responsibilities for each position.

Meeting expressed appreciation to those Friends from Detroit and Birmingham meetings who facilitated the Children's Program with the three young Friends who attended.

Meeting closed with worshipful silence and adjourned at 4:30 pm.

Respectfully, Shirley Bechill, Clerk

Stephanie Charlot, Recording Clerk

NOTE: GPQM MID WINTER GATHERING needs a meeting to host. PLEASE contact the clerk if your meeting is open to inviting Friends on a Saturday of their choosing, usually in late January or early February.

GPQM Revised Budget 09-10
7-1-2009 through 6-30-2010

	08-09 Actual	08-09 Budget	Proposed 09-10 Budget	Difference
Revenue				
Assessments	13,057.00	13,125.00	13,125.00	0.00
Interest	53.84	175.00	25.00	-150.00
TOTAL Revenue	13,110.84	13,300.00	13,150.00	-150.00

Disbursements					Revised
Administration	76.00	80.00	80.00	0.00	
Adult Program	150.00	500.00	500.00	0.00	[-200]
AFSC	8,050.00	8,050.00	8,050.00	0.00	[?]
FCNL	350.00	350.00	350.00	0.00	
Friends Lake Community	870.00	870.00	870.00	0.00	
Friends School in Detroit					
McCree Program Ad	250.00	250.00	250.00	0.00	
Friends School in Detroit	2,250.00	2,250.00	2,050.00	-200.00	[+200]
Institute for Global Education	200.00	200.00	200.00	0.00	
Michigan Friends Center	550.00	550.00	600.00	+50.00	
<u>Youth Program</u>	<u>0.00</u>	<u>200.00</u>	<u>200.00</u>	<u>0.00</u>	
TOTAL Disbursements	12,746.00	13,300.00	13,150.00	-150.00	
Net	364.84	0.00	0.00	-100.00	

Distributions from Reserves

3-14-2009	Friends School in Detroit	Loan	\$2,500.00
5-29-2009	Friends School in Detroit	Gift	\$5,000.00
6-10-2009	Quaker Earth Care Witness	Gift	\$ 50.00

GPQM Account Balances As of 6/30/2009

Account	6/30/2008 Balance	6/30/2009 Balance
Bank Accounts		
CD Suffering	\$7,157.00	\$0.00
CD Youth	343.00	0.00*
GPQM Checking	1,989.27	1,975.61
Total Bank Accounts	\$9,489.27	\$1,975.61

*Note: Youth Fund of \$343 is now included in the GPQM Checking Acct.



To: Green Pastures Quarterly Meeting

From: William J. Kohler
Clerk of the Board of Trustees
The Friends School in Detroit

Date: September 19, 2009

Re: Annual Report about the Friends School in Detroit

Dear Friends:

Please see the attached report to Lake Erie Year Meeting, Green Pastures Quarterly Meeting and Ann Arbor Friends Meeting. That report was prepared on June 28, 2009, in response to requests from those meetings for information about the status of the school and the board of trustees' future plans for it. It includes information as of that date about the school's financial condition, its new management team, faculty morale, and the work of trustees

This Annual Report about the Friends School in Detroit is submitted to Green Pastures Quarterly Meeting on the occasion of its September 29, 2009, meeting for worship with attention to business. It incorporates the report of June 28, 2009, and updates it in consistent format.

Financial Information

The school's financial condition has moved from precarious, as of the beginning of this calendar year, to "worse than anticipated" but "probably manageable" as of this writing. This improvement is due to careful cash management, implementation of a critically necessary restructuring plan and adherence to the cost aspects of the attached carefully crafted and conservative budget.

That budget conservatively assumed enrollment of 125 students. Unfortunately, enrollment for this school year will probably be between 110 and 115 students, resulting in the unanticipated deficit described below under "Cash Flow".

Debt and Replenishment Obligations

The school's debt and replenishment obligations remain approximately the same as on June 28, 2009, because all available cash flow has been, by necessity and by plan, allocated to cover general operating expenses. It is improbable that the school will be able to address its debt and replenishment obligations during the current fiscal year.

Cash

The school's cash position was at about \$47,000 on September 16, 2009, after meeting payroll obligations of \$34,000 and after paying \$19,000 for only critical needs. \$17,000 of the school's cash on hand is reserved for professional training for faculty, as it is the remaining portion of a restricted grant from the McGregor Foundation for that purpose.

Cash Flow

Despite serious concerns that cash flow would not be strong enough to meet payroll over the summer, it was. Outsourcing of the tuition invoicing function to a well-known tuition management service called TADS was the primary reason for this welcome development.

However, the attached cash flow report, based on enrollment of 110 students, indicates a cash shortfall of about \$96,000 for the fiscal year, assuming \$50,000 in contributions from individuals and net proceeds of \$10,000 from the annual Wade McCree Scholarship Fund Dinner. The school's deficit will, of course, be even worse in the event of unforeseen expenses, and they are likely.

If unaddressed, this cash shortfall will hit with full force in March of next year. It will immediately result in an inability to meet payroll and to pay for critical needs, and the operation of the school will inevitably and suddenly cease.

Financial Policies and Practices

Administration of the school's business office continues to be inadequate. The business office will be subjected to a redesign over the next few months, and that redesign will be facilitated by the resignation of the business office manager, submitted on September 19, 2009 and to be effective in the near future.

Recent problems within the business office have included:

- Failure to notice, and notify the board of, a supplier's lawsuit for failure to make copier lease payments, resulting in a default judgment against the school;
- Failure to notice, and notify the board of, suspension of health care coverage by the school's provider;
- Failure to maintain the school's bookkeeping; and
- Continuation of the practice of withholding TIAA CREF contributions, while not making those contributions, in contravention of the announced instructions of the board last spring.

Management Team

With the exception of several business office functions, the basic responsibilities of the management team have been fulfilled, though the management team has been forced to work inordinately long hours to accomplish that. The board of trustees is grateful for their hard work. In consideration of the unfair burden placed upon them it has authorized engagement of at least one part time assistant for clerical work.

The personnel committee of the board of trustees has prepared a draft job description for each member of the management team, based in part on Quaker values and on information provided by the National Association of Independent School. That draft is attached.

The management team will receive team building training over the next several weeks, thanks to a member of Ann Arbor Friends Meeting, who will provide that training.

Faculty

The school's faculty is nervous about the future of the school, in light of the school's financial circumstances. They are to be credited with extraordinary loyalty to the school despite diminishing benefits and many other problems that have made them innocent victims of the school's circumstances, even as they have continued to be the backbone of the level of academic excellence provided by the school.

To ensure the airing and resolution of issues of concern to the faculty, and to involve them in some decisions made by the board of trustees, a Faculty Advisory Council has been established, and its first meeting was two weeks ago.

Board of Trustees

The trustees of the school are:

Nadia Ahmed, CPA, parent
Ellen Barnes, statistician, Quaker
Rhonda Ferguson, executive, alumnus
Helen Fox, academic, Quaker
Barbara Harrison, academic, Quaker
William Kohler, lawyer, Quaker
Rochelle Lento, lawyer, parent

Howard Matthew, academic, parent
Wade McCree, judge, parent
A.T. Miller, academic, Quaker
Joseph Mills, lawyer, Quaker
Juli Poll, retired FSD, Quaker attender
Christine Rusch, playwright, Quaker

At this meeting for worship with attention to business, the following trustees will be nominated for new three year terms: Helen Fox, Howard Matthew, Rochelle Lento, and William Kohler. Helen fox is finishing her first term and the others are finishing their second term. In addition, Barbara Harrison, who has been an interim appointee, will be nominated for her first term as trustee.

The board of trustees has met on a monthly basis, its committees have met with at least that frequency, and their work directing the school through such difficult times has been

intensive and, frequently, emotionally draining. Under normal circumstances, the work of the board would be limited to consideration of policy and strategy; instead, for many months, trustees have been deeply involved in direct management of the school with respect to commercial, financial, legal, and operational matters, including its restructuring.

Trustees and the management team have made many heart-wrenching decisions in their effort to ensure the school's survival. Trustees seem to have been in unity throughout all of those decisions; no decisions have been delayed for lack of a sense of the meeting, and no trustees have chosen to stand aside as decisions have been made. They have proceeded with deep love for the school, and with astounding dedication of time, energy, ideas and, for many, personal financial resources.

A majority of trustees are Quakers, and the board proceeds with its meetings in Quakerly style, but the board, like many Quakers involved in life and livelihoods outside of our Quaker community, has needed to involve itself in enterprise management in a manner that does not always seem as Quakerly as any Quaker would wish. For example, the board has been forced to require, as a strict policy of the school, that the children of parents in arrears with respect to tuition be removed from the school until tuition payments are current. This is a business policy, for the greater good of the school, and it smacks of commercialism when considered in the context of Quakers' dedication to compassion, education and the realization of individual potential. Yet, no other approach would represent responsible management of the school.

On September 10, 2009, most members of the board of trustees, the clerk of Green Pastures Quarterly Meeting Shirley Bechill, her husband and former trustee Verne, and the management team gathered for an emergency meeting to consider its response to the anticipated serious cash shortfall described above, as well as various operational issues that threaten to hamper the school's functioning.

After a significant period of worshipful silence, and trepidation consideration of the school's circumstances, the sense of the meeting was that every effort should be made to keep the school open throughout the school year and that a massive effort would be required, but should nonetheless be made, to ensure its sustainability for years to come.

Individual trustees and members of the management team assumed responsibility for specific short term imperatives, as follows:

- Re-design and re-staffing of the business office to improve its function – Nadia Ahmed.
- Improvement of communication with faculty about the condition of the school, the board's decisions and other developments as they occur – William Kohler and Mary Roberts.
- Provision of health care coverage for faculty and staff and related communications: Nadia Ahmed and Elissa Firestone.
- Recruitment of Spanish and Chinese teachers: Juli Poll and Elissa Firestone.

- Elimination of TIAA CREF contributions and related communication: A.T. Miller, Nadia Ahmed and Elissa Firestone.
- Improvement of facilities and attention to safety: Rochelle Lento and Howard Matthew
- Reinvention of the school's marketing image and related messaging: William Kohler, Wade McCree and Mary Roberts.
- Strengthening of management team and consideration of leadership issues: William Kohler and Helen Fox
- Creation of a team to become the "face of the school" within its communities: William Kohler, Wade McCree and Helen Fox.

Another meeting of the same group will be held on September 21, 2009, to consider fundraising imperatives and the issue of low enrollment. To survive through this school year, the school must raise at least \$156,000 as quickly as possible. A detailed action plan, steadfast implementation of it, and the energetic and timely support of parents, trustees, the Quaker community and many others will be necessary to raise critically necessary funds.

We are therefore calling on the larger Quaker community to provide extraordinary support to the Friends School in Detroit as its survival is orchestrated and its future sustainability is assured.

Quakers love discourse, and a hearty dialogue will be both necessary and desirable in months to come. However, it would be particularly helpful if Quakers who are moved to support the school are moved to action; ideas and emotional support will be important, but nothing will be as important as financial contributions, Quaker spearheaded fundraising efforts, participation in other fundraising efforts, enrollment drives and other significant actions of short term, genuine benefit. In that spirit, we pose the following queries:

- Does the larger Quaker community understand the significance of the Friends School in Detroit, its fragile nature and the immense magnitude of effort that will be required to see it into a healthy future?
- How are we moved, individually and as a community, to respond to the school's needs?

In closing, I offer the following quote of progressive educator Bell Hooks: "*Education [is] the practice of freedom. . . . [It] connects the will to know to the will to become. Learning is a place where paradise can be created.*"

Yours in the Light,

/S/

William J. Kohler
Clerk of the Board of Trustees
Friends School in Detroit



To: Green Pastures Quarterly Meeting

From: William J. Kohler
Clerk of the Board of Trustees
The Friends School in Detroit

Date: September 19, 2009

Re: Addendum to Annual Report about the Friends School in Detroit

The board of trustees is considering the retention of an interim executive director who is a specialist in the revitalization of non-profit institutions. The schools management team and several trustees perceive a critical need for immediate on-premises leadership and management, as well as support with respect to the board's effort to ensure the future enduring sustainability of the school.

The candidate is Quaker, previously involved in Friends schools in Philadelphia and well-connected within the regional community of foundations.

The board of trustees will meet with the candidate on Monday evening as a full board. The board would need to determine how to fund compensation for the candidate's services, which would be provided for at least several months.

If the board decides to retain the candidate, Friends are encouraged to consider contributions toward the candidate's compensation.



June 28, 2009

Lake Erie Yearly Meeting
Green Pastures Quarterly Meeting
Ann Arbor Friends Meeting

Dear Friends:

I am writing in response to the Ann Arbor Friends Meeting's request for information about the status and future plans for the Friends School in Detroit. I understand that Green Pastures Quarterly Meeting and Lake Erie Yearly Meeting have a similar interest in such information. I am grateful for your interest, and this opportunity to provide information about the school, in consideration of the school's need for ongoing support from the Quaker community.

By way of introduction, as of the board of trustees' meeting of June 24, 2009, I have been asked to serve as clerk of the board of trustees, succeeding Geoff Brieger. I have been a trustee of the school for several years, and I am a member and former clerk of Birmingham Friends Meeting. My partner Chuck Kelly and I are establishing the Sandusky Allowed Meeting in the care of the Cleveland Friends Meeting; we spend many of our weekends in Sandusky, Ohio, and Chuck is a member of Cleveland Friends Meeting.

At the board of trustees' meeting of June 24, 2009, trustees paused to hold Dwight Wilson in the Light as he makes a profoundly difficult transition, and among ourselves we thanked him for his many contributions to the school. In addition, some trustees have been in touch with Dwight to offer their personal support.

We also paused to thank Geoff Brieger for his seven years of service as clerk of the board of trustees, and we acknowledged that the difficult circumstances confronting the school should not obscure our gratitude for his tremendous work in support of the school.

Background

Over the past several months, the board of trustees undertook difficult deliberations necessary to ensure the survival of the school. A cash liquidity crisis had been precipitated by low enrollment and high tuition receivables which resulted, among other things, from denigration of the local economy and the business office's failure to

consistently and properly invoice parents for tuition. With the school's \$150,000 equity line of credit fully utilized and vendors, including providers of critical utilities, owed more about \$150,000, the school had no financial flexibility and was fortunate to make payroll with, primarily, tuition payments for each pay period through the end of June, 2009, which is the end of the school's 2009 fiscal year.

Of the board of trustees' deliberations came an inevitable short-term restructuring and management plan, the hallmarks of which are:

- preservation of the school's academic curriculum;
- a commitment to improved business management; and
- austerity.

Strict adherence to and faithful implementation of this plan will be necessary to hold the line for the next school year while we hope the local economy improves such that we can, in subsequent years, consider more ambitious plans while making progress toward reducing our significant debt and replenishment obligations.

Financial Information

After many weeks of analysis, the school's business manager is in the process of finalizing a budget for the 2009 fiscal year. I will share this budget with you when it is available. I will also share our 2009 fiscal year financial statements when they are available

Below is some basic financial information that reflects the school's struggle for financial viability.

Debt and Replenishment Obligations

The school's debt and replenishment obligations include:

- A mortgage of \$400,000 with the recent inclusion of \$150,000 previously owed under an equity line of credit;
- About \$175,000 owed to vendors;
- About \$100,000 in replenishment obligations comprised of:
 - funds that were donated for specific purposes but diverted to general operating expenses, and
 - funds that were withheld from teachers' paychecks for TIAA-CREF contributions but not so contributed
- a presently unknown amount to reimburse teachers and staff for out-of-pocket medical expenses that they incurred for a period of time when the school's business office allowed health insurance coverage to lapse.

Cash

The school's cash position was at about \$55,000 after funding payroll on June 24, 2009. Of this amount, \$17,000 was donated for specific purposes and will not be used for general operating expenses.

Cash Flow

We anticipate adequate cash flow to meet payroll and to pay for benefits and critical utilities during the 2009/2010 school year. This assessment is based primarily on anticipated enrollment of 120 students or higher and the unfortunate elimination of four positions. Two of the positions were eliminated as a result of the grouping of the school's 2nd and 3rd grade classes and 4th and 5th grade classes.

However, because weak tuition revenue during July and August may impede our ability to completely fulfill payroll obligations during those months, the faculty has been advised that, to the extent the school is not able to make payroll, their sacrifice will be considered an outstanding obligation of the school to be satisfied as soon as funds are available. Similarly, the faculty and staff have been advised that the replenishment of out-of-pocket medical expenses and fulfillment of TIAA-CREF contributions will also be one of the school's highest priorities to be accomplished as soon as funds are available.

During 2009 fiscal year, to the extent that cash exceeds the above-referenced needs, it will be cautiously applied to the school's debt obligations and remaining replenishment obligations, starting with vendor obligations.

Financial Policies and Practices

In consideration of past issues, several financial policies and practices have been strengthened, including the following:

- The tuition invoicing function has been outsourced to a well-known tuition management service called TADS;
- The school's management team, identified below, has been instructed by the board of trustees to ensure strict compliance with donors' intent as to use of funds; and
- The board has requested that the management team ensure implementation of the school's established policy of removing children of delinquent parents from the school until tuition is paid in full.

Management Team

Central to the school's restructuring plan is the establishment of a management team comprised of our admissions and retentions director, business manager and dean of faculty, who are Mary Roberts, Arlena Triplette and Elissa Firestone, respectively. We are and will be relying on them to optimize the results associated with the critical functions of their offices and to effectively coordinate with one another on overlapping

issues to arrive at collective decisions that are in the best interests of the school. In addition, we will be relying on them to maintain a Quakerly sensibility within the school and to foster a healthy culture that reflects our mission.

The board of trustees has not yet determined its process for evaluating the members of the management team against the above expectations, but that issue has been raised, and will be dealt with by, the personnel committee of the board of trustees.

A preliminary characterization of the critical functions of the management team's offices is set forth below. At the meeting of the board of trustees on June 24, 2009, the board agreed that these critical functions should be additionally considered and, if need be, adjusted by trustees and the management team.

The board of trustees is asking the management team to focus on their critical functions and ensure the best results imaginable, as doing so is critical to the financial viability of the school and the school's credibility as a functional institution.

Critical Functions of Management Team

Business Office

- Invoice and collect tuition (TADS)
- Pay bills
- Manage payroll
- Manage benefits
- Manage accounting

Admissions and Retention

- Manage promotional efforts
- Manage application process
- Manage communications
- Parent advisory council
- Tuition in arrears policy

Dean of Faculty

- Employment determinations
- Manage curriculum substance and quality
- Security
- Faculty evaluations
- Testing

With school closed for the summer months, we can be hopeful that the management team will have an opportunity to focus on their responsibilities in an environment of relative calm after a period of anxiousness among the school's stakeholders, in particular parents and teachers. In response to the anxieties of parents and teachers, the management team has, within the past two weeks, held several meetings of the faculty, the parents of newly combined classes and other parents to address concerns and boost confidence in our

future plans. Trustees attended each of those meetings and apologized on behalf of the board for the circumstances of the school.

In addition, the management team has developed plans to establish a parent advisory council and a faculty council, in each case to raise constituents' issues and explore means for providing additional support to the school

A small number of parents have inquired whether the management team will manage certain roles of a head of school, in particular the roles of spokesperson, ombudsperson, role model, disciplinarian and spiritual guide. The board has heard this issue but not yet determined that the management team and other personnel within the school cannot fulfill these roles; in addition, the board has discussed the notion that a hierarchical organizational structure involving a head of school may not reflect Quakerly practice and could lead to certain organizational dynamics and expectations that are dysfunctional.

The sense of the board of trustees is that we must grant the management team the autonomy they deserve and facilitate their development both as a cohesive team operating in accordance with Quakerly principles and as a unified leadership front with credibility among faculty, staff, parents, students, trustees and the Quaker community.

The management team will be guided by the clerk of the board, and asked to fulfill their roles, in the spirit of Robert K. Greenleaf's principles and practices of "Servant Leadership", which have been described as follows:

(Servant) leadership begins with a true motivation to serve others. Rather than controlling or wielding power, the servant-leader works to build a solid foundation or shared goals by (1) listening deeply to understand the needs and concerns of others; (2) working thoughtfully to help build a creative consensus; and (3) honoring the paradox of polarized parties and working to create 'third right answers' that rise above the compromise of 'we/they' negotiations. The focus of Servant Leadership is on sharing information, building a common vision, self-management, high levels of interdependence, learning from mistakes, encouraging creative input from every team member, and questioning present assumptions and mental models. --Ann McGee-Cooper and Duane Trammell

Faculty

In the midst of our deliberations over the past several months, it has become increasingly obvious to many trustees that the school's faculty has been and must continue to be central to the school's success as an excellent educational institution. One proof of their excellence is the college preparatory schools that have accepted graduates of the school's 8th grade class: University Liggett, Cranbrook, Cass Tech, Detroit Country Day, Mercy High, University of Detroit Jesuit, The International Academy, Roeper, Detroit Renaissance and Friends School in Ohio.

Yet, our teachers have been understandably discouraged by the impact upon them of the financial instability of the school. Their salaries were frozen last year and, as mentioned,

for a period of months during the past school year, the school withheld monies from paychecks for TIAA-CREF contributions that were not made and failed to pay premiums on health insurance such that teachers were saddled with out-of-pocket health care expenses.

Given the vital role of the faculty and their legitimate grievances, the board and the management team must work hard to regain their confidence in the future of the school and ensure their satisfaction with the leadership, management, policies and practices that affect them.

Board of Trustees

The board of trustees is comprised of 13 trustees, of which seven are Quakers and four are parents of students in the school:

Nadia Ahmed, CPA, parent
Ellen Barnes, statistician, Quaker
Rhonda Ferguson, business executive
Helen Fox, academic, Quaker
Barbara Harrison, academic, Quaker
William Kohler, lawyer, Quaker
Rochelle Lento, lawyer, parent
Howard Matthew, academic, parent
Wade McCree, judge, parent
A.T. Miller, academic, Quaker
Joseph Mills, lawyer, Quaker
Juli Poll, retired Friends School Teacher, Quaker (attending)
Christine Rusch, playwright, Quaker

Consistent with trustees' dedication to the school, the board and committees of the board have met and conferenced by phone on innumerable occasions over the past several months, though there has been little joy in our work as we have grappled with extraordinarily difficult issues. Though their work produced a restructuring and management plan, the board of trustees must now focus on implementation of that plan and listen carefully to the issues and concerns of the management team, faculty, parents and students.

As mentioned, the management team will be guided by the clerk of the board of trustees, but it will report to the board. Soon, the management team will begin a formal process of reporting to the board, though it will take some time for us to determine the structure of their reports. In addition, the board of trustees has resumed the faculty clerk's participation in board meetings, and that will continue indefinitely. Over the past several months of sensitive deliberations, it was impossible to include the faculty clerk in meetings of the board of trustees.

Given the need to listen to and understand the issues and concerns of the school's stakeholders, trustees were encouraged at the last board meeting to spend more time at

the school and with teachers and parents. Trustees will be involved in the previously mentioned parent and faculty advisory councils.

A retreat of the board of trustees and the management team will take place before the beginning of school. In Quakerly style, we will ask: do we understand the school's mission, is it adequate for our time, and do we help breathe life into it? We will also discuss the National Association of Independent School's Principles of Good Practice for the Board of Trustees, attached, to determine whether we are fulfilling those principles. We will also reconfigure the committee structure of the board of trustees to better reflect the circumstances and objectives of the school. Finally, we will discuss the functionality and Quakerly-ness, as a holistic grouping of groups, of the new management team, the board of trustees, the newly configured committees of the board, the new parent advisory council, the new faculty advisory council, and our constituent Quaker meetings.

* * *

I would be happy to meet with representative of your meetings to further discuss the circumstances and plans relating to the school.

As I said in remarks at a recent meeting of the board or trustees, "...we must persevere and we must prevail; and to do this we must be realistic about our condition and act with special diligence and dedication".

Our condition is challenging, but we can gain some confidence in the notion that, although the most challenging of circumstances do not seem to be rife with opportunity, individual opportunity through social change has frequently come of the harshest of circumstances. As exemplified by the school, Quakers, in their way, have historically placed themselves in the midst of those circumstances, nurtured change and honored individual opportunity in consideration of "that of God in every person".

Yours in the Light,

/S/

William J. Kohler
Clerk of the Board of Trustees
Friends School in Detroit

Board of Trustees

Revised and approved by the NAIS board in 2003.

The board is the guardian of the school's mission. It is the board's responsibility to ensure that the mission is relevant and vital to the community it serves and to monitor the success of the school in fulfilling its mission.

The following Principles of Good Practice are set forth to provide a common perspective on the responsibilities of independent school boards. The board and the head work in partnership in fulfilling these principles.

1. The board adopts a clear statement of the school's mission, vision, and strategic goals and establishes policies and plans consistent with this statement.
2. The board reviews and maintains appropriate bylaws that conform to legal requirements, including duties of loyalty, obedience, and care.
3. The board assures that the school and the board operate in compliance with applicable laws and regulations, minimizing exposure to legal action. The board creates a conflict of interest policy that is reviewed with, and signed by, individual trustees annually.
4. The board accepts accountability for both the financial stability and the financial future of the institution, engaging in strategic financial planning, assuming primary responsibility for the preservation of capital assets and endowments, overseeing operating budgets, and participating actively in fund raising.
5. The board selects, supports, nurtures, evaluates, and sets appropriate compensation for the head of school.
6. The board recognizes that its primary work and focus are long-range and strategic.
7. The board undertakes formal strategic planning on a periodic basis, sets annual goals related to the plan, and conducts annual written evaluations for the school, the head of school, and the board itself.
8. The board keeps full and accurate records of its meetings, committees, and policies and communicates its decisions widely, while keeping its deliberations confidential.
9. Board composition reflects the strategic expertise, resources, and perspectives (past, present, future) needed to achieve the mission and strategic objectives of the school.
10. The board works to ensure all its members are actively involved in the work of the board and its committees.
11. As leader of the school community, the board engages proactively with the head of school in cultivating and maintaining good relations with school constituents as well as the broader community and exhibits best practices relevant to equity and justice.
12. The board is committed to a program of professional development that includes annual new trustee orientation, ongoing trustee education and evaluation, and board leadership succession planning.

The NAIS Principles of Good Practice for member schools define high standards and ethical behavior in key areas of school operations to guide schools in becoming the best education communities they can be. Accordingly, membership in NAIS is contingent upon agreement to abide by "the spirit" of the PGPs. Principles are precepts grounded in an ethic and ethos of "doing the right thing." Practices are common activities.

2009/2010 Budget

125 PROJECTED ENROLLMENT

INCOME	Annual	Monthly	Comments
Tuition Revenue (K-8)	\$ 936,400	\$ 78,033	See Enrollment Breakdown
Pre-K Program	\$ 158,400	\$ 13,200	See Enrollment Breakdown
Less Financial Aid	\$ (82,000)	\$ (6,833)	
Less Staff Remission	\$ (68,707)	\$ (5,726)	See Staff Remissions
Less Bad Debts	\$ (60,000)	\$ (5,000)	
Less Discounts	\$ (13,000)	\$ (1,083)	
Rental Income	\$ 7,620	\$ 635	
BASC	\$ 45,000	\$ 3,750	
McGregor Fund Grant	\$ 58,500	\$ 4,875	
Grants & Bequests	\$ 73,836	\$ 6,153	See Grants & Bequests
Annual Fund Contributions	\$ 50,000	\$ 4,167	
Total Income	Annual	Monthly	
	\$ 1,106,049	\$ 92,171	
EXPENSES			
Payroll & Taxes	Annual	Monthly	
Administration	\$ 175,166	\$ 14,597	See Payroll
BASC	\$ 50,587	\$ 4,216	See Payroll
Pre-K Program	\$ 96,427	\$ 8,036	See Payroll
Instructional	\$ 457,739	\$ 38,145	See Payroll
Operating	Annual	Monthly	
Advertising	\$ -		
Dues and subscriptions	\$ 4,500	\$ 375	
Employee Benefits/Health	\$ 75,000	\$ 6,250	
Commercial Insurance	\$ 24,000	\$ 2,000	
Office supplies	\$ 6,500	\$ 542	
Faculty supplies	\$ 16,600	\$ 1,383	
Bldg./Maintenance supplies	\$ 9,100	\$ 758	
Maintenance and repairs	\$ 11,000	\$ 917	
Trash Removal	\$ 1,200	\$ 100	
Postage	\$ 3,500	\$ 292	
Mortgage	\$ 36,000	\$ 3,000	
Landscape	\$ 5,300	\$ 442	
Pest Control	\$ 1,200	\$ 100	
Telephone	\$ 3,500	\$ 292	
Internet	\$ 1,500	\$ 125	
Utilities: Electricity	\$ 30,000	\$ 2,500	
Utilities: Gas	\$ 21,000	\$ 1,750	
Water & Sewage	\$ 25,000	\$ 2,083	
Other - Misc	\$ 20,000	\$ 1,667	Staff expense, benefits & misc vendors
Total Expenses	Annual	Monthly	
	\$ 1,074,819	\$ 89,568	
NET INCOME	Annual	Monthly	
	\$ 31,230	\$ 2,603	

**Friends School in Detroit
2009/2010 Estimated Cash Flow**

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	110 Enrollment Budget	115 Enrollment Budget
Income															
Current Tuition (1)	65,100	86,528	99,000	62,645	51,889	73,401	68,465	61,530	45,627	17,708	16,620	20,835	669,348	733,243	780,843
Projected Tuition (2)	-	-	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	60,000	-	-
BASC	-	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	40,000	40,000
Rental Income	635	635	635	635	635	635	635	635	635	635	635	635	7,620	7,620	7,620
Contributions	-	-	-	-	-	20,000	10,000	-	-	20,000	-	-	50,000	50,000	50,000
MacGregor Fund	58,500	-	-	-	-	-	-	-	-	-	-	-	58,500	58,500	58,500
Grants	-	-	2,959	-	-	21,459	25,000	-	2,959	-	-	21,459	73,836	73,836	73,836
Wade McCre	-	-	-	-	-	-	-	-	-	-	5,000	5,000	10,000	10,000	10,000
Total Income	124,235	87,163	112,594	73,280	62,524	125,495	114,100	72,165	59,221	48,343	32,255	57,929	969,304	873,199	1,020,799
Expenses															
Payroll	65,218	65,218	65,218	65,218	65,218	65,218	65,218	65,218	65,218	65,218	65,218	65,218	782,616	782,616	782,616
Health Ins (3)	8,500	-	-	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	67,000	75,000	75,000
Mortgage	-	-	2,054	2,054	2,054	2,054	2,054	2,054	2,054	2,054	2,054	2,054	20,540	24,648	24,648
Commercial Ins. (4)	15,000	-	-	-	-	-	2,500	2,500	2,500	2,500	2,500	2,500	30,000	30,000	30,000
Dues & Subs. (5)	-	-	-	-	-	-	-	-	-	-	-	-	-	4,500	4,500
Phone/Internet	450	450	450	450	450	450	450	450	450	450	450	450	5,400	5,000	5,000
Faculty Supplies (6)	-	-	7,500	-	-	7,500	-	2,600	-	-	-	-	17,600	17,600	17,600
Gas/Electric (7)	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	54,000	51,000	51,000
Water (7)	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	24,996	25,000	25,000
Trash Removal	100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,200	1,200
Pest Control	100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,200	1,200
Security	-	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	25,000	25,000
Building/Main Supplies	800	800	800	800	800	800	800	800	800	800	800	800	9,600	9,100	9,100
Maintenance & Repairs	-	-	-	-	-	-	-	-	-	-	-	-	-	11,000	11,000
Postage/Office Supplies	850	850	850	850	850	850	850	850	850	850	850	850	10,200	10,000	10,000
Landscape	450	450	450	450	450	450	450	450	450	450	450	450	5,400	5,300	5,300
Other - Misc (8)	-	-	8,000	1,500	1,500	1,500	1,500	1,500	1,500	1,000	1,000	1,000	20,000	20,000	20,000
Total Expenses	98,051	74,551	94,105	86,605	86,605	94,105	89,105	91,705	89,105	88,605	88,605	88,605	1,069,752	1,058,158	1,038,158
Net Income/(Loss)	26,184	12,612	18,489	(13,325)	(24,081)	31,390	24,995	(19,540)	(29,884)	(40,262)	(56,350)	(30,676)	(100,448)	(124,959)	(77,359)

- (1) Tuition based on current 96 students set-up in TADs
- (2) Projected tuition based on 9 students that need to set-up in TADs
- (3) Health insurance premiums will be reduced due to lesser number of employees electing coverage
- (4) Commercial insurance premium was pre-paid to renewal date of January 2010
- (5) Elect not to pay any dues (i.e. AIMS)
- (6) Unsure of the timing of these expenses
- (7) Payment plan in place for reduced monthly payments
- (8) Payments to creditors threatening lawsuits (i.e. Ervin Leasing, Allied, etc.)

Critical Functions of Management Staff

All Staff

1. Promote the mission, standards, policies, and academic excellence of the school.
2. Maintain and foster high ethical standards, integrity, and respect for colleagues, alums, parents, and students in the conduct of the school's business
3. Promote the school and its values to the wider community
4. Respect and maintain confidentiality and rights to privacy of both individuals and institutional records
5. Work together to take collaborative, dynamic, shared responsibility for the day-to-day operations and overall mission of the school

Business Manager

1. Manage the school's resources in a prudent manner by establishing and maintaining appropriate financial controls and procedures
2. Invoice and collect tuition (TADS) according to policies established by the Board
3. In consultation with the Board, prioritize and pay bills, and negotiate with creditors if necessary
4. Manage payroll and benefits
5. Ensure that the school's payroll and benefits policies are clearly articulated, consistently applied, and conform to legal requirements
6. Manage accounting
7. Provide regular financial reports to the board and other management staff
8. Work strategically with other management staff and the Board to ensure the development and implementation of appropriate financial policies for the long-term management of the school

Admissions, Retention, Human Resources, and School Culture

1. Take ultimate responsibility for communicating and upholding principles of Quaker practice to all professional staff and volunteers (including parents, alums, faculty, and board members) who represent the institution in promotion, recruitment, admission, and retention activities
2. Create and distribute promotional materials to the wider community
3. Recruit and select students from varied ethnic and financial backgrounds
4. Ensure that the school adheres to local, state, and federal laws and regulations in its policies and procedures for student recruitment and enrollment, particularly in the area of nondiscrimination
5. Manage the application process
6. Ensure that parents understand and comply with the tuition in arrears policy
7. In consultation with the Dean of Faculty, remove students from school if tuition is not paid.

8. Ensure that the school respects the confidentiality of students, families, and documents in the admission process
9. Ensure a fair, consistent, and equitable assessment of each family's ability to contribute toward educational expenses
10. Offer financial aid within the context of both short- and long-range financial aid budget and policy goals
11. Safeguard the confidentiality of financial aid applications, records, and decisions
12. Dialogue regularly with parents in order to hear their concerns and when possible, meet their needs
13. Manage school-parent communications, including both private conversations and a regular newsletter and up-to-date website for all current and prospective parents
14. Convene the Parent advisory council and Parent Organization, and ensure good communication between parent groups and the Board
15. Convene and guide the Student Leadership Council
16. Convene and guide a weekly gathering of students to promote Quaker values and practices

Dean of Faculty

1. With Board oversight, hire faculty and staff in accordance with NAIS best practices for hiring, which include:
 - a. Ensure there is a written procedure governing the school's hiring process
 - b. Create a complete job description for each available position
 - c. Follow laws that govern hiring practices
 - d. Perform appropriate background and reference checks, including a reference call to the applicant's most recent employer
 - e. When making an offer to a candidate, provide all relevant information including compensation, job expectations, and working conditions
2. Seek a diversity of cultural, national and ethnic backgrounds in the recruitment of teachers and administrators
3. Organize orientation and support for new faculty
4. With input from the Board, up-date and distribute the faculty handbook yearly
5. In conjunction with faculty, create clear, written evaluation guidelines and procedures that respect their professionalism, and carry out evaluations of faculty on a regular basis.
6. Ensure that teachers are informed, in writing, of both praise and criticism of their work and that useful support and assistance are available to each teacher to improve the quality of teaching
7. Plan, carry out, and evaluate training of faculty as necessary
8. Fire faculty when necessary according to established personnel procedures
9. Convene and support the faculty advisory council
10. Lead faculty members in upholding Quaker values and respond immediately when behavior occurs that is harmful to children or to the school community

11. Manage curriculum substance and quality in accordance with Quaker values and with input, where appropriate, from teachers, parents, the Board, and the Quaker community
12. Ensure that the school values every child, recognizing and teaching to varied learning styles, abilities, and life experiences
13. Ensure an anti-bias environment by assessing the school culture, listening carefully to students, parents, and staff concerns, and addressing issues of equity and justice in pedagogy, assessment, curriculum, programs, admissions, and hiring
14. Ensure that the school uses inclusive, anti-bias language in its written and oral communication
15. Determine and carry out testing of students in accordance with the school's mission and philosophy
16. Bear ultimate responsibility for disciplinary procedures, which are humane, nonviolent, and mindful of the inherent dignity in every student.
17. Manage before and after-care program
18. Manage maintenance staff
19. Ensure that appropriate safety and security procedures for the school are understood and carried out, and that high quality security services are provided
20. Manage accreditation

Development Officer

1. In conjunction with other management staff, establish a development plan to guide fund-raising efforts that strive for financial sustainability
2. In conjunction with the parent advisory board, volunteers, and other management staff, plan, coordinate, and carry out fund-raising activities
 - a. Support the development of grants, such as the Community Foundation and McGregor Foundation, for budget line items
 - b. Manage donor data-base, making sure it is up-to-date and functional
 - c. Manage annual fund, including solicitations and thank-you letters
 - d. In conjunction with volunteers and the Board, plan and carry out the McCree Dinner fundraiser or comparable event
 - e. Manage endowment campaign
 - f. Manage restricted donations
 - g. Support parent fundraising efforts with guidance and information
3. Ensure that the school accepts only gifts that support its mission, character, integrity, and independence
4. In conjunction with the business office and other management staff, ensure that all gifts are used in ways that honor the donor's intent
5. Ensure privacy and all confidential information regarding donations
6. Ensure that the school complies with all provisions of the US Tax Code that affect charitable giving
7. In conjunction with the business manager, ensure that the school adheres to accepted standards of management and reporting of gift revenues and fund-raising expenditures.

QUESTIONS:

Who meets and greets students and parents daily?

Who coordinates volunteers, if any? Who clearly articulates their roles and responsibilities?

Who is responsible for maintenance of the physical plant?

Who is the “face of the school” and what does that imply?

Who networks with other schools, school leaders, and the community?

Who handles discipline, and how?