**SMCS Board of Trustees’ Meeting**

Wednesday, April 17th, 2019 - 6:30 p.m.

**Present**: Kristen Bergstrom, Nancy Braatz, Helen Englebert, Kathleen Healy-Osland, Phil Kerwin, Mary Krueger, Kim Massey, Steve Pable, Brian Rosiejka, Fr. Larry Seidl, Paul Seveska, Ron Steffens and Lori Vegso.

Guests: Patrick Batey, Kelly Beisenstein-Weiss, Sydney Gagne, Natalie Ripley, Mary Madeo, Jennifer Miller, Bob Mittelstaedt, Patti Purcell and Anne Marie Werner.

**Absent/Excused:** Fr. Dennis Bergsbaken, Patrick Breen, Dan Engelhard, Terry Jack, Dustin McClone and Father Paul Paider

Meeting Began at 6:35 p.m.

**Opening Prayer:** Ms. Healy-Osland led the group in opening prayer.

**Marketing Presentation:** Ms. Vegso spoke first giving background on the work of the Task Force and introducing the marketing plan. Ms. Werner talked about branding. They can and should be more than words on a piece of paper. She discussed how a brand can be used and what a rich tool it can be. It represents who you are. It should serve as a guide to decision making as well as marketing. It can and should be used by the Board, the staff, the students, the entire system. It can stand as our guiding principles, values and beliefs. It can guide internal communications. Everyone on the staff needs to know the brand and implement it. Mr. Pable asked if a brand is meant to replace a mission statement. It can in part. A brand tends to be outward facing (focusing on customers) while a mission statement may be in part more inward facing (at least partially focusing on the company and the people who comprise it). The two slides Ms. Werner shared are attached to these minutes.

Ms. Purcell spoke next. She is the founder of Writing by Design. Her background is in marketing with the Kimberly-Clark Corporation. She guided us through the process of forming a marketing plan. A marketing plan is not a static document. It should be reviewed and updated every year. Plan starts with a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats). Ms. Purcell called our attention to the rise of the “Nones,” people who, when asked, pick no religious affiliation. The percentage of people who choose this description is the highest in the history of monitoring. Ms. Purcell talked about potential marketing goals but emphasized that the goals depend on information such as enrollment and finances, Goals need to sync with financial and other information to determine marketing targets. The Board needs to set direction. How much of the marketing budget should be targetted on preschool? How much on high school?

A brief discussion of potential marketing targets ensued. The need to outreach to the Menasha Spanish-speaking community was mentioned again. Should we offer summer ESL? There are meaningful steps to take outside of offering a Spanish mass. Ability to offer a Spanish mass controlled by Diocese. The financial information may dictate targets. Once targets determined, marketing will do strategy.

The question was asked what does marketing need from the Board? Prayerful and thoughtful consideration and then be prepared to approve or not approve the proposed brand. Mr. Seveska says that there need to be brand monitoring and asked who owns the marketing plan? Mr. Kerwin said any plan must be within our ability to implement with resources dedicated towards it. Mr. Pable says tag line needs to be something that is at least partially unique to us. Mr. Mittelstaedt asked how you tie strategy and tactics back to brand. Ms. Purcell answered that brand is consistent but message may emphasize different aspects for different audiences. Board, Administration and Faculty are your value people. Mr. Rosiejka asked Ms. Vegso if soliciting input from all or if non response is approval. Marketing presentation materials will be distributed to the Board electronically after the meeting and included with these notes.

Ms. Miller, Ms. Purcell, and Ms. Werner left after marketing presentation.

**Open Forum:**

**Consent Agenda:** Two items. Updated Committee Dashboard and Updated Strategic Plan Dashboard. Motion to approve by Mr. Pable. Motion seconded by Ms. Braatz. Motion passed unanimously.

**President’s Report:** Thank you notes from Board to Annual Fund Donors were circulated for Board members to complete. Enrollment Scorecard reviewed. Ms. Englebert stated that never can be certain but feels like goal will be reached. We are currently short of goal. Ms. Englebert reviewed the scorecard. Pointed out there is a lot of activity. Ms. Beisenstein-Weiss said lots of activity at early childhood. Ms. Bergstrom said the numbers at St. Gabriel Elementary seem to show a fair loss. Is there a concern at St. Gabriel about decreasing enrollment? 11 students decrease with a current 24 in childhood versus 40 a year ago. Discussion followed about the 11 students leaving. 2 left due to child needs. 1 going to Holy Spirit. 4 not going to Kindergarten. Cost was issue. Distance travelled also an issue. Can we get parents at St. Gabriel to help build enrollment? Low play lab numbers discussed as an example. St. Gabriel tends to be a commuter school. Harder to build community. More kids are busing there. Out of 24 in preschool, 15 for 4k and 9 preschool. 8 of current 4k not staying for a variety of reasons but most reviews have been positive but other factors are causing departure. There is a review being done of all three elementary schools. All three schools need facelift at early childhood. Trying to get and retain teachers is tough. Good ones want full time and we lose them as they move to kindergarten positions elsewhere. St. Gabriel has had smaller class sizes over last 5 years. This may be a long term effect of Neenah offering free pre-K.

Ms. Beisenstein-Weiss left after the President’s Report discussion of enrollment.

Ms. Englebert presented her written report to the Board. Ms. Healy asked about football coach. 47 applicants. After screening, 10 seemed viable. 5 identified for interviews. Interview panel includes Mr. Jack, high school principal Ms. Fouts, Athletic Director Mr. Bates, Volleyball coach Mr. Moritz. One applicant is from out of state so will have to adjust how to interview. Based on panel recommendation, Ms. Englebert will meet and then if candidate has teaching certificate and there is an opening System will examine opportunities. The building principal would then get involved if they have not been already. It will take 2 weeks to wrap up panel interviews and move to next step. Do we have work outs for high school players? Ms. Healy-Osland frustrated that process has taken so long. Feels that there should have been more urgency, especially given how we got here. There is some confusion over when the applications closed as Ms. Healy-Osland believes that it was in early February while Ms. Englebert’s records show that applications were accepted until early March.

Struggling with Annual Fund Donations. More donors but less amounts. Personal outreach to past donors starting this week. There may be second donations from previous donors. There is not an active committee supporting this. The person in charge of the committee wants to meet with Jeanie Lee about looking at fundraisers as a whole. The annual fund has not met its goals in 5 years. Is this an area where the board should get more involved/active? Is this a Development Committee matter? The System just does a mail ask at this point. Ms. Massey offered to help. Maybe be committee chair for this area next year.

Mr. Seveska asked what progress has been made to fill $175000 budget shortfall. He believes this is a problem. Mr. Pable asked about Aquinas programs goals. Board was told that 8 students is the minimum, 12 good number, 18 maximum.

**Governance Summary:** Mr. Seveska gave an update on the search for future Board Members.

**Old Business:**

**Update on Foundation:**  There was no update on the Foundation at this time.

**Recap of Corporate Board of Directors Meeting**: Todd Blahnik from Diocese talked about school safety, special education, increased pay, easing parish burdens, new tuition model out of Manitowoc testing this year. Ms. Englebert presented. Presentation will be emailed to the Board of Trustees. Preliminary minutes will hopefully be circulated. They have some data available about dot matrix of where students are located. Where people live and what school they are going to. Jeanne Lee led finance. Mr. Blahnik complimentary of us. System is proactive in addressing Diocesan concerns. Approved budget that had goal number in it with challenge and stretch enrollment goal. They had read materials and had good questions Mr. Pable to ask if we can get some form of minutes.

**New Business:**

Ms. Healy-Osland led discussion of need to keep track of initiatives needing Board approval so as to not overload any one meeting.

Ms. Bergstrom circulating Task Force updates.

**Executive Session:** Mr. Seveska moved to enter executive session. Seconded by Mr. Kerwin. Motion unanimously approved. Meeting entered executive session at 8:25 p.m.

Mr. Seveska motioned to leave executive session at 8:40 p.m. Motion seconded by Ms. Braatz. Executive session ended at 8:41 p.m.

**End of Meeting:** Mr. Seveska motioned to adjourn meeting. Motion seconded by Ms. Massey. Motion unanimously approved. Meeting Adjourned at 8:45 p.m.

Closing Prayer by Mr. Pable.

**Next Meeting:** May 20th, 2019 at 6:15 p.m.

Respectfully submitted,

Phillip Kerwin