



Hawthorn Board of Directors Meeting  
Monday, November 12, 2018  
1901 N. Kingshighway Blvd., St. Louis, MO 63113

**Board Members Present:** Edes Gilbert, Jessica Portis, Mary Stillman, Nikki Doughty, Angell Farley, Sara Goellner, Kathryn Love (Chair)

**Hawthorn Staff Present:** Raquel Evans, Dr. Sheri Miller

**Guests:** Paul Greenwood, Vicki May, Lori Sommer

The meeting was called to order at 8:04 a.m.

The motion to approve the consent agenda was made, seconded and followed by unanimous approval. The board discussed the need for the board to subscribe to a screen sharing platform for board meetings.

The Finance Committee reported that revenue is behind budget because enrollment is lower than projections. Per student funding has increased which has helped alleviate some budgeting pressure. The Foundation will be making up the shortfalls through fundraising. Expenses are in line with budget, but the Finance Committee and administrative staff will continue to monitor expenses.

Paul Greenwood of Ed Ops reviewed key performance indicators and led a discussion around the sustainability of the financial model; lower enrollment than projected and higher expenses result in fundraising goals that need to be realigned. How best to scale Hawthorn for financial sustainability was modeled with different enrollment numbers pitted against fixed costs.

A discussion of enrollment followed. The board recognizes the need to grapple with enrollment projections from a variety of vantage points: programmatic, space allocation, transportation challenges, course offerings, etc. The staffing model in the future must also reflect enrollment. Student:teacher ratio and master scheduling are also integral to this discussion. Transportation was identified as a factor in enrollment numbers. Student retention is also a factor, particularly as students transition from middle to high school.

The board discussed the need to increase efforts to outreach in the community to build Hawthorn's brand. Increased press coverage would also be a positive. Improving our understanding of why families/students choose and do not choose Hawthorn would also be informative.

The board will form several ad hoc task forces to explore: transportation, community outreach, public relations.

In addition, all board members understand the need for raising funds and a future meeting to address this was requested.

The People and Culture Committee reported that an exit interview template had been created.

The Executive Director reported that strategic planning with the Opportunity Trust is well underway. The team has identified six priorities and is working to develop key initiatives attached to each of the priorities. Consultants are on site to support 1) math/science curriculum and instruction, 2) humanities curriculum and instruction, and 3) culture and climate. A new space on the third floor has been designated for teacher coaching, professional development and common planning. Dr. Miller is working to organize site visits to other schools for our faculty to see a variety of other programs in action.

A motion to delegate to the Finance Committee the authority to review and approve the audited financial statements was made and seconded and unanimously approved.

The meeting was adjourned at 9:55 a.m.



Hawthorn Board of Directors Meeting

Consent Agenda

(Applicable documentation distributed to the Board)

1. Approval of the October 2018 Minutes of the prior meetings of the Board of Directors
  2. Approval of Check Ledgers
-