



## SAN JOAQUIN MEMORIAL HIGH SCHOOL

### BOARD OF DIRECTORS MEETING MINUTES

September 23, 2020

Virtual Meeting at 5PM

#### BOARD PRESENT

Susie Byers '88, Chair  
Michael Thomason '88, Vice-Chair  
Neil Angelillo '83  
Fr. Robert Borges  
Edward Fanucchi '86  
Frank Hambalek  
Michelle Kusch '87  
Kathryn McDougal  
Anthony Smith '82  
Mona Faulkner, Superintendent (ex-officio)  
Msgr. Robert Wenzinger, Rector (ex-officio)  
Michael C. Burke, Head of School (ex-officio)  
Pete Dalena, Faculty Rep (ex-officio)  
Lucina Myers, Secretary

- I. **Opening Prayer** (5:00 pm)  
Msgr. Wenzinger said opening prayer.
- II. **Call to Order – General Meeting Session** (5:00 pm – 5:05 pm)  
Board member Frank Hambalek moved to approve the August Board minutes;  
Board member Kathryn McDougal seconded this. Motion carried.
- III. **Superintendent's Report** (5:05 pm – 5:20 pm)  
Fresno County has moved into the red this week and must stay there one more week before schools can reopen. For the high schools, this would mean, again, a gradual opening because you can't just have 500 high school kids onto a campus on one day and expect all the safety precautions to be in place. Superintendent Faulkner is hopeful that we might hear something for grades 7-12 opening by October 1. If all goes well, Head of School Mike Burke hopes to be able to open up October 13. It would most likely be a hybrid format because all the students have to be trained on all the protocols, same for administrators, teachers and staff. We have to figure out bussing, lunch lines and breaks. If

we have half the students at a time, it would work much better. It is not about just being able to open up. More importantly, it's being able to stay open. If all students are brought back at one time, and someone is infected, and the school has to close again, that would be much worse than not being open at all. There would be about six weeks of classes before closing at Thanksgiving.

The main thing for the high school students is to have all the activities, sports, drama, student campus ministry, etc., so we can get back in some kind of rhythm. Whether that is two days a week or three days a week, that would be a lot better than where we are right now. To illustrate the importance of precautions, Superintendent Faulkner shared the story of a student testing positive in a school that had been open for one day only. The student contracted it from an outside source but it shut down the grade she was in. Being open is what we want but positivity of test results is part of our reality as well.

All principals have all the protocols to follow, they know exactly what to do and they know whom to call. The public health agencies in the five counties have finally developed relationships with the Catholic schools. They know us on a first-name basis. The principals have been attending their webinars and their ZOOM sessions. Superintendent Faulkner is confident the principals know what to do and that they will act quickly. The goal is to stay open.

The reality is that some of our students or their families have already had COVID and we have to be prepared to deal with that when it shows up on campus. We have to be aware of that.

#### **IV. Finance Report (5:20 pm – 5:40 pm)**

##### **A. YTD Financial Picture**

Earlier in the week he received information regarding the year-to-date picture for the 2020-21 school year budget. He would like some time to process this with Head of School Mike Burke and Board Chair Susie Byers before sharing a summary of it with the Board.

##### **B. VOTE: 2020/21 Budget – NEEDS BOARD APPROVAL**

Tonight's work is to review the proposed budget for 2020-2021. It is a balanced budget. The budget was based on an enrollment of 493 students (475 domestic and 18 international). Enrollment is now at 501, still ahead of the plan. The Freshman Class is at 122. Board member Hambalek anticipates a surplus of \$20,000. The budget includes \$485,000 from special events, such as the annual fund, Diocesan contribution, rental income and other revenue sources; this is not auction money.

Board member Neil Angelillo asked if there are areas of particular concern or warning flags, potential for shortfalls. Head of School Mike Burke addressed this question. There is always concern about the enrollment number. We can regulate expenses but can't regulate the number of declining students because of our current environment. For now we have to assume that our enrollment number is stable. He is more concerned about enrollment for next year. Not being able to bring people on campus and not being able to engage students and parents make it difficult to recruit next year's freshman class. The biggest class now is the senior class. Focus has to be on how to make next year a robust year.

Board member Eddie Fanucchi moved to approve the 2020-2021 budget, with Board member Tony Smith seconding the motion. Motion carried.

V. **Head of School Report** (5:40 pm – 6:10 pm)

A. Back to School/Distance Learning

Academically, school is going relatively well; the rest of the traditional school experience is much more challenging. Students are managing with on-line learning but they miss their friends, they miss the activities (Campus Ministry, Student Council). They miss being part of a high school experience. In August, they were excited just to do something; that excitement is waning and they are looking for a real high school community. We are hoping to create that high school feeling when we open October 13. Our teachers have done well with ZOOM. We have a regular schedule. Academically, we have done as well as we can in this environment. However, we have to remember we are a holistic environment and not just an academic institution.

B. Monthly Reports: Athletics, Campus Ministry, Development, Enrollment, Student Life

Enrollment dropped to 501 over the last eight weeks. The scary part is that we are not getting any phone calls about students coming in. It is very stagnant right now; this was not the case last year at this time. Enrollment plans are outlined in the Admission Report. Once partner schools open, it will help tremendously. In addition to networking with the principals, we are also reaching out all 8<sup>th</sup> grade teachers. The partner school eighth grade enrollment is significantly down. It was at 240 last year; it's 199 now. Across the schools we recruit from, it's a significant drop. That means we will have to register a bigger percentage of students from a smaller number.

On the international program, Mr. Burke signed 5-6 agreements with agents. We are going to be very aggressive in Vietnam.

**VI. Chairperson's Report (6:10 pm – 6:40 pm)**

A. Submission of New Items for New Business

B. Auction Update – Eddie Fanucchi

Board member Eddie Fanucchi gave an update on the planning; the committee is preparing for a successful event.

C. Strategic Planning – Board Prioritization of Preliminary Objectives

Board members were asked to rank the objectives in the Strategic Plan (complete Plan is included at the end of the minutes).

Goal #1, under Mission and Catholic Identity, reads as follows: San Joaquin Memorial High School will deepen understanding of its contemporary mission and enduring impact on young people through their formation in an environment enriched by a vibrant Lasallian Catholic identity and commitment to Christian service. Of the seven objectives, those with the most votes from the Board are 1.1, 1.3 and 1.4.

1.1. is to clarify the school's statement of mission to guide strategic decision-making and achieve more effective market positioning and differentiation.

1.3 is to expand focus of the accreditation goal in the area of Catholic identity to ensure that alignment of the religious studies curriculum to the USCCB Doctrinal Framework also reflects understanding of the school's non-Catholic and International student populations. This is the curriculum for all Catholic high schools in the country. We have been in transition over the last few years. We have had a significant turnover in theology staff so people who were working on this have moved on. We also have not had a Religion Department Head for the last two years. The real question becomes, "Where are we."

1.4 is to identify options to enhance the school's commitment to service and transformative experience received by students through exploration of an integrated four-year service learning curriculum and expansion of formal service outreach events. Board member Neil Angelillo shared the story of how his son, who graduated two years ago, volunteered at the Boys and Girls Club only because he was required to do so. This past Christmas, totally of his own accord, he and a friend spent time at the Boys and Girls Club and had fun with the kids, an example of how a volunteer experience can change people's outlook on life. It's very important to continue to look for more ways to get our students involved in the community.

Goal #2, under Governance and Leadership, states: San Joaquin Memorial High School will assess and adapt its administrative structure so that roles,

responsibilities, policies, and procedures support mission effectiveness and sustainability as well as a strategic vision for the attainment of both enrollment and resource targets. 2.1 and 2.4 were the objectives chosen.

2.1 is to revise and streamline the current administrative structure under a Head of School model in order to provide appropriate attention to both internal and external affairs, reasonable numbers of reporting relationships to key administrative positions, and existence of roles that support the school's contemporary mission and who it serves.

2.4 is to engage in a yearly process, based upon updated role descriptions, of goal setting and formal evaluation for all administrative and staff positions.

Both objectives are critical; the Leadership Team is already working on these.

Goal #3, also under Governance and Leadership, states: San Joaquin Memorial High School will continue to build the talent, expertise, and operations of the Board of Directors through increased training, population of committees, and development of partnerships that support enhanced desirability of Catholic education in Fresno and surrounding communities.

Per Head of School Mike Burke, objective 3.4 is the most critical. The objective is to initiate outreach to school and Board leadership of partner schools for purposes of collaboration to market the value of Catholic education and explore expanded possibilities for program and resource sharing. To a large extent, our partner schools determine our future. The more we can connect with them, including having the school boards work together, the better for our shared long-term future. We also need Board training.

Goal #4, under Academic Excellence, reads: San Joaquin Memorial High School will ensure a high quality academic and student experience through coordination and incorporation of contemporary, data-informed best practices for teaching, learning, student support, and programs of guidance and college counseling.

Both the Leadership Team and the Board selected objectives 4.4 and 4.5. 4.9 should be added, as well.

4.4 is to create a professional development plan for faculty focused on supporting consistent implementation of contemporary instructional methodologies.

4.5 is to design and staff a Learning Support Program that is well known and understood internally by faculty and staff and externally by partner school leaders and prospective students and families.

4.9 is to update the approach and presentation of college planning, search, application, scholarship, and selection practices.

Goal #5, under Operational Vitality, reads: San Joaquin Memorial High School will prepare for and respond to changing markets and market opportunities through the development of data-informed annual and long-range plans for finances, facilities, enrollment management, marketing, communication, and advancement.

The objectives selected are 5.1, 5.9, 5.11 and 5.18.

5.1 is to prepare a long-range financial plan that outlines best, likely, and worst case scenarios.

5.9 is to prepare a comprehensive marketing and communication plan reflective of the school's unique differentiators, supported by compelling stories, and illustrated by key data points that reinforce a tradition of success in holistic Catholic education.

5.11 is to define clearly a sustainable enrollment target for each grade and for the school as a whole.

5.11 needs to be done before anything else. Everything has to be built around how big are we going to be and what type of student are we going to go after. What is our relationship with our partner schools? What is our target number? We can thrive and be great at any number as long as there is a commitment to that number. We can't have a staff for 600 and enroll a student population of only 500. We need to decide what kind of school we want to be. Are we a holistic, Catholic high school that educates students to become well-rounded young adults or are we a Catholic, private prep school? Those are two very different schools. Fresno does not have the market for a private prep school of 600 students. We need to decide what kind of school we will be.

Objective 5.18, also selected, is to identify and develop relationships and messaging strategies designed to enhance non-Catholic partner schools as sources of potential enrollment growth. How do we get into the non-Catholic school market? One of the things that would really help is a robust summer program, which would include academic camps and sports camps for 6th-8th graders from all schools, not just partner schools.

Mr. Burke would like to combine the objectives chosen by both the Leadership Team and the Board into one document to present as the main priorities for year one. At each board meeting, there would be an update on the strategic plan. By next month, the Board will receive a report showing which objectives are being targeted. Staff will be responsible for putting this together; Board will be responsible for making sure it is followed.

**VII. New Business** (6:40 pm – 7:00 pm)

**VIII. Adjourn/Closing Prayer**

**IX.** Fr. Borges said the closing prayer.

**X. Executive Session** (If requested)

**NEXT MEETING:** October 28, 2020