

The School Committee is given the charge by the Yearly Meeting to govern Scattergood. This working committee is currently composed of twelve people from Yearly Meeting, two representatives from Iowa Yearly Meeting, one from Illinois Yearly Meeting, one from Northern Yearly Meeting, and one co-opted member. Its responsibilities include only three items: the employment of the Head of School, establishing policy, and maintaining fiduciary health of the School. All within the committee and within the Yearly Meeting are called to be ambassadors of the school, as we share its ownership and the responsibilities that lie there within.

The School Committee appreciates the dynamic and visionary energy that Christine brings as Head of School; and we encourage her to take her passion for the School into the wider community, which she continues to do in the West Branch community, Yearly Meeting, other organizations in the broader Quaker world and other connections, and in international venues. This is a shift from when Heads of Scattergood stayed primarily on campus, but establishing these other relationships is crucial for fundraising and enrollment in this era.

Through dedicated work by past School Committees, the policies that govern the School are thorough and healthy. Changes that are implemented are means to stay current with trends or to anticipate social and academic requirements to be faced by each new group of students. Our subcommittees are involved with staff to address these pending needs as a community of shared intent. We strive to keep Scattergood a vanguard of progressive college preparatory education and to find means to share and model Friends values that students will take with them to their adult lives.

Historically we have heard, or even lived, the stories of Scattergood being on the brink of financial doom. Is this part of our expected culture for the School?

The School Committee hired Christine with the expressed wish that she improves low salaries for staff and addresses failing facilities, both to be done within this historical struggling budget. The School's staff is an amazing group of dedicated and creative adults who believe in the power of education and empathy. Yet another part of the culture of the school sometimes shared has been that employment here has been seen as mission work or something comparable to the Peace Corps. This attitude may be applicable to some staff, but this is an era when many college graduates firstly are concerned they can get employment, and then ideally want to work in something they believe in but also be fairly paid for their efforts, reasonable goals. Older staff are hoping to establish a means for retirement. Being able to provide competitive salaries would ensure a longer tenured staff that comes with more training and with intent to stay. This would only add to the stability of the school.

While a current goal of the School Committee is for a capital campaign, this does not protect the school from its failing facilities. Each year money is budgeted for capital improvements, but each year recently the Head of School is faced with unexpected

expenses: a leaky roof, asbestos, dying boilers, water purification, flooding, sewage issues. Existing on a tight budget and having the facilities crumble around you only makes the financial situation more dire. We do not have the resources available to recoup our financial stability if these problems continue. Add those issues to academic facilities and classroom resources that are out of date or absent, and the challenge becomes more evident. Do parents want to send their child to a school with those conditions?

In an era when families are reluctant to send their children away for schooling, Scattergood shares enrollment issues with other boarding schools, as well. Another trend we've been told about is how this generation of adults will unlikely attain the financial security of our parents. Of the School's 1.3 million dollar budget, ideally about half will come from tuition. The Yearly Meeting contributes \$54,000, and almost one-fourth of the budget comes from other donations. A couple issues arise from this distribution. If that much tuition must be collected, how do we maintain the historic and intentional low tuition cost, especially when enrollment has not been near capacity for some time? The practice of blind enrollment no longer works for the School, and applicants have been turned away because of their families not being able to meet required minimum payments. Is Yearly Meeting comfortable with this situation? We recognize that the Yearly Meeting is stretched to meet its contribution, and we appreciate the donation that is a bit over 4% of our budget. If the remainder is to come from outside contributions, but the upcoming generation will likely not be able to match their parents' abilities to make donations to non-profits, how will Scattergood survive? Because of the size of the budget, a \$1000 contribution, for example, to Scattergood is more significant than if the same amount is offered to a larger organization. We need more contributions.

You have heard the report on our budget deficit this year. In addition to that deficit, however, we have spent our \$75,000 line of credit this summer and do not see a way to pay it back with our already stretched budget for the current fiscal year. Our facilities issues and fears have been shared. Average salaries and housing conditions for staff are shameful. Enrollment remains below capacity in spite of much professional and inventive effort. Our Head invests tirelessly at establishing and nourishing relationships that we hope result in a stronger and more diverse donor pool and student population.

The school the Yearly Meeting established through its commitment to its faith nearly 125 years ago to educate its youth remains a unique and outstanding opportunity for its youth, and dare I say its staff and its School Committee. The heart of the school, that is its educational experiences and life style teachings remain abounding and sound, as evidenced by the remarkable schools and experiences our graduates move onto in their adult years. However, the school is not the same school of years past out of deference to cultural changes. Few Yearly Meeting families send their teens; few have generational ties to the school. Our Monthly Meeting demographics have changed so that many attenders have not visited the school.

In order to anticipate and plan for the upcoming years, the School Committee would like for the Monthly Meetings to discuss the following query:

*Historically, Scattergood Friends School has been a primary faith mission of the Yearly Meeting and the primary beneficiary of our budgeted funds. What relationship shall the Yearly Meeting have with the school in the future? What charge does the Yearly Meeting give to the School Committee for the school?*

Having used these queries to prepare, we ask the Yearly Meeting to schedule time to share the input from those Monthly Meeting discussions next year. The School Committee will use this guidance in making decisions about the school's future.

For the School Committee,

Debbie Galusha, clerk