

Scattergood Friends School  
Head of School Report  
July 2014

Quaker faith and practice is hard to maintain if it is not actively shared. The same goes for our Scattergood community, and that often means getting out of any kind of comfort zone and actively appealing to others to join the conversation, join worship, join the community.

Anywhere we go, we can provide a spirited and engaging testimony about Scattergood. This spring, I hit the road meeting prospective and current donors, parents and students in Colorado, Minneapolis, Wisconsin and Northern Yearly Meeting, and the Wallace Foundation and Education Without Borders in Des Moines. Getting people to our amazing campus is undeniably important and so we were happy to host the Wallace Foundation, West Liberty Rotary and then the West Liberty and West Branch Superintendents as well as their Food Director on our campus and Farm!

Participating in the Nobel Peace Prize Forum and with the Tibetan Student Association in Minneapolis was a good example of how a conversation can lead to many potential outcomes. I was very lucky to garner a ticket to a private audience with H.H the Dalai Lama and as I was seated next to the North American Tibetan Representative, I was able to speak glowingly about Scattergood. Well, he passed on the information to the Tibetan Minister of Finance whose son is now in the process of applying for 11<sup>th</sup> grade. We hope this may be the first of many more students to come from Tibet's refugees in India

Maybe the highlight of the spring was my visit to Ames Meeting, where I enjoyed lively conversation with A.M and Deborah, and lunched with meeting members. I journeyed there after canoeing a week on the river in the Ozarks with our students and **Mike Severino**, and the quiet car ride and the centering of the meeting was energizing.

Now we gather to reflect on a very full and challenging year at Scattergood, and poise ourselves for the year and years to come. The road we embark on has never been an easy one, but the 125 years of Scattergood proves that our Quaker community is one where a lively faith, education and life may be nurtured and cultivated. May we continue to answer the needs of today based on the fortitude and perseverance, and yes, rebellious spirit, of our earliest founders,

### **Faculty**

We are pleased to announce that **Irving Treadway** returns to Scattergood in the Kitchen for 2014-2015. **Dana Foster** returns to Scattergood from her sabbatical in a part-time capacity at the farm, in preparation for Baby Foster this fall! We are thrilled for Dana and anticipate her return to Scattergood as Livestock Manager, spring of 2015. **Ben Bowman** has since increased his hours on the farm this summer as **Dana Foster** has decreased hers. Ben's mechanical acumen is appreciated by the Marks of Farm and Facilities.

We are sad to say that the school was unable to obtain the coveted H1B1 visa for **Emma Condori-Mamani**. Emma greeted **Sam Taylor** and the Bolivia trip students in Bolivia, co-leading the May term trip as planned. We anticipate her participation in IYM(C) this year and continue to count her as Scattergood family even as she looks for a position within the Friends communities across the States. The search for our 2014-2015 Spanish teacher narrows as we hope to complete this process in the next week or so.

We thank **Mark Edwards** for his three years of passionate teaching of Physics and Chemistry, as well as his sound directions and creative work with Scattergood's technology resources. We

bid him farewell as he joins an independent school in Racine, Wisconsin for the upcoming school year. **Dave Reeve** is assuming the Chemistry class instruction, and we are considering outsourcing technology even as we look to fill the IT and Physics gaps. We are still deliberating with an internal teacher for the Physics position and expect clarity shortly.

Summer programming with day-long Art Camps resulted in affordable, unique and excellent art camps with campers returning for several weeks and superb feedback from parents and students. **Helen Lindhorst, Shumpei Yamaki, Amy Weber and Catherine From (Summer Program Director)** made this first year a success and we look forward to beginning planning for Art Camps 2015 this fall.

With the 2013-2014 enrollment of 41 students and anticipated low but increasing enrollment of 44 students as of fall 2014-2015, we have taken the last 8 months to deliberately restructure our staffing needs. **Jane Edwards** will teach ELL, 9th grade Seminar and Humanities in a full-time capacity. **Mark Quee** will assume a year long course (10<sup>th</sup> grade Seminar) and continue teaching Quakerism 1 and an additional Humanities class. We determined that the Social Studies department and Humanities Departments could share staff and course offerings. Two long term Humanities teachers (**Hans Niehus** and **Sam Taylor**) will now be teaching quarter long social science courses alongside **Kevin McCrea**. **Stephanie Sheikholeslami** will continue her delicious work and leadership in the kitchen, and also assume the Girl's Dorm Sponsor position that was vacated by the capable **Nicole Wolf-Camplin** (who posts on Facebook her enjoyment of the beach scene in North Carolina).

**Margie Figgins** has been very supportive in her role as development associate since the departure of our Development Director. We thank Margie for her assuming additional hours with development database and development duties since April 1. Her continual steady hand in the office keeps everything manageable and well documented and her training day spent with **Jody Caldwell**, our new Director of Communications and Giving, was very much appreciated! We look forward to her continuing work as development associate in the upcoming 2014-2015 school year.

## **Development**

Jody's arrival has been much anticipated, and since her July 1 start date, she has been working especially closely with **Alicia Streeter**, Director of Admissions. Jody is in major research and information mode, currently assuming responsibility for social media messaging and soon taking on the upcoming electronic mailing. Web management and research right-sized and RenWeb-aligned development databases are also on her current roster of major duties. Jody jumped right in to the Reunion happenings on her 2nd weekend visit to Scattergood and we are happy that she and her family are excited about living within the Scattergood community!

Administrative staff members helped me immensely as I worked to close the Annual Fund gap this spring. In order to close the gap we needed to at least triple our normal giving amount. While we achieved that goal and raised just under \$100,000 between April 1, 2014 and June 30<sup>th</sup>, we raised \$275,694 of the 2013-2014 goal of \$290,000. Please see the attached tables for specific examples of how we maintained most giving areas, and grew a key donor giving area of \$1,000 - \$2,499.99. We continue to be challenged in growing the largest areas of giving of \$50,000-100,000, but we continue to function from Henry Freeman's notion that our school's longevity and fiscal health within the development office emphasizes increasing donor numbers and donor giving across the board. The new Gwen Shupe scholarship Fund established will continue to grow this summer and we were pleased to award a student the first monies from that fund.

Some good financial news to share comes from Iowa Independent School Tuition Organization, Inc. (IISTO) where Scattergood, Maharishi, Bergman Academy and Iowa Mennonite are members. Scattergood will be awarded \$2700.00 to apply retroactively for financial aid for an Iowa resident for 2013-2014. We will have at least \$3000.00 for 2014-2015 financial aid for a student who hails from Iowa.

The current practice is to protect each school's donated allocation from IISTO donors until around December 1, and then if funds aren't received, other schools can race to the finish on a first come, first served basis until all funds are raised. The following proposal was circulated:

*After December 1, donation amounts over each school's allocation would be shared by all schools. Instead of having a hard date followed by a race, all donors can just keep giving until we are sold out. This option avoids penalizing schools that may not be able to raise the money but still have need. Donors get the same tax benefit either way, and if they want to support a specific school they can give directly any time. Example: Bergman Academy reaches its allocation before the other schools. On December 1, any BA donation will be split equally by all 4 schools.*

I am now sitting on the Board and the organization has appointed me as Secretary for a term of three years. I think this fund does not detract from our current development activities but merely widens our reach to others who wish to support independent school scholarship but do not know about Scattergood.

#### **Conclusion:**

We have spent this school year planning and coordinating program and operation needs with (instead of merely reacting to):

- a sizeable tuition deficit of \$57,000.00,
- a struggling development office and straggling funding goal,
- a workman's comp. bid that was nearly three times higher than anticipated, when the budget was passed March 2013,
- And a health insurance line that was \$20,000 higher than budgeted.
- Increased salary offerings for our three administrative staff hired in late spring of last year also ramped up our salary line item; these pivotal positions are now salaried comparably with these same positions at other independent schools, when taken in to account with our other housing, medical and retirement benefits.

Building next year's student population and tuition income as well as adjusting to this year's deficits posed challenges for us this year, and will continue to do so during the 2014-2015 school year, and possibly beyond All of our efforts are needed to grow our admissions, which can be done most successfully as we grow our capacity to offer an outstanding Quaker college preparatory education unlike any other. Our students, staff, and finally our educational "home" (facilities) play central roles in shaping our future journey as a school, and so we invest in all three of these areas now in order to nurture and cultivate the Scattergood of the future. In the meantime:

- We are streamlining staffing, increasing internal training and professional development for all teaching staff so that we can continue offering the personalized educational experience that Scattergood values and is known for.
- **Cindy Liveries'** role as Administrative Assistant has successfully expanded to include more Registrar duties, this allowing the Academic Dean to provide more supports and resources for the teaching staff.

- We are also allocating more staffing hours to outreach and marketing with Admissions, Development, and Head of School working in tandem as the main revenue funders for the school. With the second year of three major administrators (Admissions, Assistant Head and Academic Dean) the Head of School can continue to grow and expand her role outside of campus.
- The strengths of the school are numerous and the physical challenges can be extremely daunting. Delayed maintenance and a woefully small annual capital budget make it extremely difficult for the physical plant to be maintained, much less improved. All hands are on deck in providing the sweat equity and ingenuity needed to deliver a campus and a program that students and parents of the 21<sup>st</sup> century wish to enroll in.

Our school runs its numbers so closely that there is not much of a margin for the unpredictable or less desirable results. The careful planning of what that means for '13-14, '14-'15 and beyond must guide us as we align program operations for now and the near future.

Respectfully Submitted,

Christine Ashley,  
Head of School