

**Alexandria Country Day School  
Minutes of the Board of Trustees  
August 24, 2020**

A meeting of the Board of Trustees of Alexandria Country Day School was held on August 24, 2020, upon notice duly given, at RoyOMartin.

**Members Present (16):** Kai Brown, Martha Crenshaw, George Fine, Kristi Ferguson, Jeni Gilchrist, Dustin Matthews, Betsy Mayes, Morgan McDaniel, Natalie Monroe, Francesca Randell, Jamie Shelton, Brad Smith, Ben St. Romain, Bill Wallace, Wesley Watkins, Christian Wold

**Staff Members Present (1):** Bill Bridges

Board Chair Natalie Monroe called the meeting to order at 8:00 AM.

All present members were asked to sign a nondisclosure agreement before information was released. Natalie Monroe presented information to the Board of Trustees about a potential merger with University Academy, another private school in Alexandria, housed on the Louisiana State University at Alexandria campus.

University Academy is:

- Located on the edge of LSUA's campus in a building that they lease from the school; UA pays a fee to LSUA per student (\$700/student/semester)
- Started in 2014 as 9-12
- A couple of years ago, added 7-8
- Current enrollment is 197
  - 13 in 7<sup>th</sup>
  - 21 in 8<sup>th</sup>
  - 34 in 9<sup>th</sup>
  - 34 in 10<sup>th</sup>
  - 51 in 11<sup>th</sup>
  - 42 in 12<sup>th</sup>
- Draw majority of students from Rapides, Avoyelles, Evangeline parishes; a handful from Allen, LaSalle, Grant and St. Landry
- They have dual enrollment classes like many high schools; the difference is that the students get to take the classes on LSUA campus with actual LSUA college professors (and with other college students)
- On a personal note, my oldest son attends UA so I have a unique perspective and will be happy to answer any questions from a parent perspective
- Most students graduate with an associates degree
- One student (ACDS alum) is on track to graduate next year with a bachelor's degree
- They do have sports (all except football)
- Take a look at their website ([uacnla.com](http://uacnla.com))

The following timeline of the process to date was presented:

- Heather Poole, who is one of the founders and board members at UA, approached Bill in January and requested a meeting
- Head Support met with Heather Poole in Feb
  - She said that the UA board was looking to merge with another school and wanted to approach us first because the schools seem very similarly aligned and compatible
  - She gave us enough information (said school is financially sound; knew there was talk in the past about ACDS starting a high school) to be intrigued with the idea so we agreed to meet at a later date with her and Marc Kelley (CEO & Superintendent of the Board)
  - COVID hit so the meeting was delayed until this summer
  - Bill and I met with Marc and Heather, signed NDA's (which I will need each of you to sign before you leave) and received financial information from Marc (which did confirm that the school is operating in the black and has little debt)
  - Marc also explained how the board was structured
    - Currently 5 board members but 2 were resigning
    - 5 board members [Heather, Jonas Gauthier (Board President), Doug Selman (works out of town a lot)], Mark Harlan (wants to rotate off) & Marc)
    - Marc does a lot of operational work and not strategic work
    - The HOS is not invited to board meetings
    - In fact, up until last week, the HOS had no idea these conversations were taking place
    - Marc and Jonas are ready and willing to step down should this merger take place; Heather would like to join the ACDS board (makes a lot of sense given her history with both schools and her relationship with Chancellor Correll)
  - Last week, we brought Angela and Ben in on a meeting to start talking more in depth about finances
  - At that point, Marc told Ms. Loyd and she and Bill met last week
  - Bill and I talked last week and agreed this was the best time to inform all of you

Natalie reminded Trustees that confidentiality is of utmost importance as we continue to move along in this process. The intent of this meeting is to give Trustees the opportunity to think about it and ask questions; this will be the biggest strategic decision that we as a board make. In September, we plan to present UA financials and I will call for a vote (must have 2/3 vote to pass); if the motion does pass, then we will need to vote on Heather Poole joining our board. The goal would be to make a formal announcement in late December/early January in time for re-enrollment if the Board chooses to move forward.

Bill Bridges presented the following information:

- Our Roles
  - First and foremost, this is a Board decision.
  - You must decide what is in the best interest of Country Day and what aligns with the vision and mission of the school.

- I will provide my analysis for decision making, but this is not an operations decision, although it will impact operations.
- This is a significant strategic decision that will have ramifications after we are all gone.
- Possible Advantages
  - Creates a full school model—PreK3-12
  - Parents no longer need to consider 2 schools
  - Grace is the only other school that provides this
  - UA is seemingly self-sufficient and profitable
  - More Financial digging needs to take place to verify
  - Possible increase in new 7<sup>th</sup> and 8<sup>th</sup> grade students
  - Possible retention of 7<sup>th</sup> and 8<sup>th</sup> grade students
  - Broader Fundraising base
    - Most donors have a stronger connection with their HS
  - Consolidation could provide increased efficiencies
    - Possibly reduce 7<sup>th</sup> and 8<sup>th</sup> teacher needs
    - Potential increased gate receipts for HS games played on ACDS campus
  - UA has buses that could be used to:
    - Tap new enrollment markets (Pineville)
    - Provide an intercampus shuttle
    - Fieldtrips
- Possible Disadvantages
  - Consolidation will cause pain to both organizations
    - Colors, mascot, handbook, traditions, etc.
  - Consolidation will cause cultural change
    - We will need to transfer the Country Day culture to another campus, a new set of EEs, and new families.
    - HS brings new problems and potential topics of conversation: drinking, drugs, sex, etc.
  - Need a long-term deal with LSUA
  - Must control the narrative
    - Nothing wrong with either institution
- UA Statistics
 

**Yearly Enrollment**

  - 2014-15 – 174      \$345K; 35 graduates
  - 2015-16 – 189      \$1.5 million; 42 grads; 2 Legislative Scholarships
  - 2016-17 – 198      \$1.1 million; 48 grads; 3 Associate Degrees; Chancellor Award
  - 2017-18 – 200      \$1.7 million; 64 grads; 8 Associate Degrees; Chancellor Award
  - 2018-19 – 216      \$2.5 million; 50 grads; 6 Associate Degrees; Chancellor Award
  - 2019-20 – 221      \$1.1 million; 42 grads; 7 Associate Degrees; Legislative Scholarship
  - 2020-21 – 196

**Enrollment by Parish 2020-21**

- Rapides 124
  - Allen 3
  - Avoyelles 34
  - Evangeline 29
  - Grant 4
  - LaSalle 1
  - St. Landry 1
- UA Cost Effectiveness
    - **What Does It Mean to be a University Academy Lion?**
      - **8<sup>th</sup> Grade** – have the opportunity to earn 5 High School credits
      - **Freshmen & Sophomores** – our Freshman are the only students in Central LA who are able to take college level courses and receive actual college credits. They are taught by college professors, not High School teachers.
      - **Juniors & Seniors** – able to take up to 18 hrs per semester. Seniors have the opportunity to graduate with 60+ hours and an Associate Degree.
    - **What Makes UA so economical?**
      - \$5,960 tuition (current)
      - LSUA – \$6,928 per year
      - ULM – \$9,410 per year
      - NSU – \$8,748 per year
      - ULL – \$10,370 per year
      - Louisiana Tech – \$10,785 per 3 quarters
      - LSU – \$11,906 per year
      - Louisiana College – \$17,500 per year

**Alexandria Country Day School  
Minutes of the Board of Trustees  
September 22, 2020**

A meeting of the Board of Trustees of Alexandria Country Day School was held on September 22, 2002, upon notice duly given, at RoyOMartin.

**Members Present (16):** Kai Brown, Martha Crenshaw, George Fine, Kristi Ferguson, Dustin Matthews, Betsy Mayes, Morgan McDaniel, Natalie Monroe, Francesca Randell, Jamie Shelton, Brad Smith, Ben St. Romain, Jarred Tarver, Bill Wallace, Wesley Watkins, Christian Wold

**Staff Members Present (3):** Bill Bridges, Angela Guillory, Dana Lyles

**Other Attendees (1):** Zach McLendon

**Proxy (1):** Jeni Gilchrist to Ben St. Romain

Board Chair Natalie Monroe announced a quorum and called the meeting to order at 7:50 AM.

Kristi Ferguson, Audit Committee Chair, introduced Zach McLendon, the auditor from Payne, Moore, and Herrington. Board members were given the full audit report. Mr. McLendon highlighted the following areas:

- There are three new accounting standards that have no material effect on our audit, but are being adhered to by the school.
- There are no material misstatements and no disagreement with the management.
- Financial Statements are materially correct.
- The school's cash account is up due to the PPP loan, insurance, and the assumption of Parent Club accounts. Some funds from Parent Club are in a restricted account for the annual Washington DC trips).
- The school has a healthy balance sheet.
- If the PPP loan is not forgiven, as anticipated, that will become a liability rather than a contribution

When asked what could be better with our audit, Mr. McLendon shared that he felt the school was on a "good course." There have been no major dips in tuition over the past few years- getting rid of long-term debt would be the only significant improvement. He commended Angela and Bill on their work, citing that there are substantial improvements in the state of the audit since Angela has been in the position. Kristi also commended Angela for her work.

Natalie Monroe presented the need to renew the Ad Hoc Committee for Bingo. Bingo, annually, helps support the budget with \$20,000-30,000. Brad Smith chairs this committee. Wesley Watkins motioned to approve the resolution; Bill Wallace seconded the motion. All were in favor, passing the motion.

Natalie Monroe reviewed the Head of School's goals for the year from the Head Support Committee. This year's goals are:

- Manage the COVID crisis.
- Manage all operational aspects of the potential merger/acquisition of University Academy, including:
  - Creating communications, marketing, and branding,
  - Evaluating and developing continuity in policies, procedures, academics, and culture, and
  - Seeking opportunities to leverage the PreK3-12 model.
- Improve consistency and equity in faculty salaries,
  - Beginning with developing salary banding.
- Develop a plan to move toward continuous enrollment.

Ben St. Romain, Finance Committee Chair, presented the proposed budget for the 2020-2021 school year. Ben explained that there is still potential for new students, increasing tuition in the budget. He gave a general explanation of fees, and noted that Athletics has been removed from Student Programs to better monitor profits and losses after taking a large loss in softball last year. Kristi Ferguson asked in the Financial Aid column included the Parent Club contribution. Angela Guillory, Head of Business, explained that those funds are considered contributions, like other donations to the CD Family Relief Fund, and are noted elsewhere. Ben noted that fundraising last year was exceptional. Investment revenue includes funds taken from the investment account each year according to the Investment Policy. There was \$90,000 in a cash reserve from previous years, and \$28,000 will be moved into the cash reserve this year. He noted Required Services as another source of revenue. The increase in salaries is due to taxes being included in the salaries budget and teacher raises, which haven't happened in some time. He noted that Student Programs includes subscriptions and textbooks. Ben explained that the Finance Committee has decided to pay off the debt for the gym loan. The annual debt service was around \$87,000. The influx of funds from the PPP, Parent Club savings balance, and insurance funds have allowed the school to do this. The absence of debt is good for the school, especially moving into a potential merger. This would also allow the school to secure a line of credit if needed. The school submitted the PPP paperwork on September 1. Jamie Shelton motioned to approve the budget; Dustin Matthews seconded the motion. All voted in favor.

Kai Brown reported that the Country Day Fund began on Monday, September 21. This year's goal is \$80,000. She informed the board of the Monster Dash Halloween 5K on October 31 at England Airpark, noting the planned activities and the current sponsorships (\$5,500) and registrations (\$1,000). She reminded Trustees that this is open to the entire community and asked for everyone to encourage sponsors and participants.

Bill Bridges, Head of School, informed the Board that current enrollment is 370, but two more will be added soon. At this point there have been no confirmed cases of COVID-19 on campus, though we have had some quarantines. The Louisiana Department of Health and the Louisiana Department of Education have created an online reporting system for confirmed COVID cases. Jamie Shelton and Central Management has provided an e-

mist machine for cleaning and sanitation on campus. The school's new combined newsletter was sent out, further streamlining communications. The school lost seven school days and lunch services due to Hurricane Laura. The calendar already had four built in days, but we are going to make up four days to allow for an additional day for emergency purposes and five lunch services. The school incurred less than \$10,000 in damages from the storm. Other facilities expenses have been air conditioning repair. Our 5<sup>th</sup> grade 1:1 program is going well; the school has identified the need for more access points and is addressing that currently. The Annual Fund goal is ambitious but needs to become the cornerstone of giving at the school. This year's focus is the creation of a Maker Space to be used by students in PreK3-8<sup>th</sup> grade. This would consist of reoutfitting Carol Smith's lab and creating a new curriculum.

No Old Business was brought for discussion.

As New Business, Natalie reminded Trustees about tomorrow's meeting with Stephanie Lemoine from Knight Masden regarding the financial portion of the potential University Academy merger before next week's vote. The vote next week will occur on Tuesday, September 29, 2020 at 8:00 AM at RoyOMartin. If this is approved, the Committee on Trustees will present Heather Poole as a potential trustee.

A motion to adjourn was made by Ben St. Romain at 9:10 AM; and seconded by Wesley Watkins. All approved.

**Alexandria Country Day School  
Minutes of the Board of Trustees  
Special Meeting  
September 29, 2020**

A meeting of the Board of Trustees of Alexandria Country Day School was held on September 29, 2002, upon notice duly given, at RoyOMartin.

**Members Present (14):** Kai Brown, Martha Crenshaw, George Fine, Kristi Ferguson, Betsy Mayes, Morgan McDaniel, Natalie Monroe, Francesca Randell, Jamie Shelton, Brad Smith, Ben St. Romain, Jarred Tarver, Bill Wallace, Wesley Watkins

**Staff Members Present (2):** Bill Bridges, Dana Lyles

**Proxy (3):** Jeni Gilchrist to Ben St. Romain, Dustin Matthews to Bill Wallace, Christian Wold to Martha Crenshaw

Board Chair Natalie Monroe announced a quorum and called the meeting to order at 8:03 AM.

Natalie Monroe began the meeting by outlining the format of the meeting, that she would share some information from the Head Support Meeting, Bill Bridges would present some information, and then Bill Wallace will officially make the motion.

Natalie shared the official statement from the Committee on Trustees:

**MISSION**

Country Day's Mission is to provide a challenging learning culture where all students can become creative, innovative, future leaders.

**VISION**

To be the premier independent school of Louisiana, which offers educational excellence to inspire lifelong success for every child.

For over 50 years, Country Day has refused to be static or accept mediocrity. The school was founded in 1969 by parents that wanted educational excellence. After two years, they changed the name and moved to the current location in Alexandria. Originally housed in one building, Country Day expanded over time, and now we have six buildings, a gymnasium, tennis courts, lab space, and more. The Board recognized the value of fully embracing an independent school model, joined ISAS, hired an experienced interim Head to help the school fully realize its role as an independent school, and purposely sought out a new Head with independent school leadership experience. All of these decisions had inherent risks, unknown outcomes, and financial costs, but Country Day's Board has always pursued a vision of being the premier



independent school of Louisiana. That vision, however, is not limited or restricted. The vision does not say we seek to be the premier PreK3-8 school in Louisiana.

Country Day has spent 50 years providing an unparalleled education in Central Louisiana. Our students have gone on to attend colleges across the country and achieved great success in life and business. They are creative. They are innovative. They are leaders in their communities and ours. Country Day is more than a school—we are an integral part of Central Louisiana and essential to the future of Alexandria. As our hospitals and corporations expand to reach a growing population, exemplary schools are a necessity in the recruitment of the top talent. Families are hesitant to move to a community where their children will not have access to an outstanding education. Currently, we are filling that role for families through middle school, but our community lacks a high school that delivers the same exceptional academic program, robust arts and STEM programs, leadership opportunities, and sense of community.

We know that our graduates become leaders in their high schools. We know that they are outstanding academic performers. We know they are athletes, debate champions, actors, and innovators. We know that their foundation and character were forged at Country Day, but our current model, PreK3-8, necessitates that we end our relationship early, never allowing us to fully complete and realize our vision for each student. Merging with University Academy will extend the Country Day experience and will provide a singular opportunity to fully realize our mission.

The current motion is asking you to decide whether the UA merger, which will extend the Country Day experience through high school, is in alignment with our mission and vision. We have an opportunity to take a bold step, as Board members have done consistently for the last 51 years. We have an opportunity, and perhaps responsibility, to create a PreK3-12 school that our community and our children deserve.

Bill Bridges shared that during Sunday's meeting he was asked how he would vote at a board member. His vote would be a "yes." UA is a high school that is self-sufficient, and holds assets. He shared that he cannot envision that Country Day will ever be in a place to open a high school without this opportunity. UA has weathered the COVID crisis well, considering that college campuses have been a hot spot for COVID, not seeing a substantial drop in enrollment. Bill reminded the board that disagreement on a board is healthy, and that votes should be considered as a board member and not a parent. He spoke on the eventuality of moving forward, speaking of negotiating a good contract, the potential for marketing, leveraging LSUA's faculty, and aligning curriculum.

Bill also showed a map of where Country Day and UA students live in relation to the schools.

Bill Wallace made the following motion:

The Head Support Committee moves to advance UA merger negotiations and empower Head of School Bill Bridges, along with his chosen representatives, to negotiate in good faith the best available lease agreement with LSUA.

George Fine seconded the motion.

Jamie Shelton asked for clarity on the motion, ensuring that there would be a second vote after the negotiation with UA. Bill Wallace responded that this vote is about the overall desire to move forward. The dependence on the philosophy of LSUA, and the potential partnership, is the next step. He emphasized that there is no need to move forward with negotiations if the Board isn't committed.

Kristi Ferguson asked what the plan was for completing the work necessary for the merger and continue the necessary work at the PreK-8 campus. Bill responded with his plan to work on curricular alignment at Country Day, creating a position that will focus on this and naturally allowing the ability to begin looking at curriculum at UA to facilitate alignment more quickly.

Brad Smith asked if there was a way out if the high school model doesn't work. Bill responded that a plan would have to be made to stop accepting new students if that happened.

Bill Wallace underscored that the reasonable termination clause is an area of the agreement with LSUA that would need work.

Jamie Shelton agreed and underscored the importance of terms, and clarified, in finality, that this is a vote to allow Bill Bridges and his team to negotiate with LSUA, and the board would vote again on those terms.

The following trustees voted in favor of the motion: Kai Brown, Martha Crenshaw, George Fine, Dustin Matthews (by proxy), Betsy Mayes, Morgan McDaniel, Natalie Monroe, Francesca Randell, Jamie Shelton, Brad Smith, Jarred Tarver, Bill Wallace, Wesley Watkins, and Christian Wold (by proxy).

The following trustees were not in favor of the motion: Kristi Ferguson, Jeni Gilchrist (by proxy), and Ben St. Romain.

The motion passed.

Natalie readdressed that the next step was for the team to begin negotiations with LSUA, and that confidentiality is still crucial.

The meeting was adjourned at 8:49 AM.

**Alexandria Country Day School  
Minutes of the Board of Trustees  
October 27, 2020**

A meeting of the Board of Trustees of Alexandria Country Day School was held on October 27, 2020, upon notice duly given, at RoyOMartin.

**Members Present (13):** Kai Brown, George Fine, Kristi Ferguson, Jeni Gilchrist, Dustin Matthews, Betsy Mayes, Morgan McDaniel, Natalie Monroe, Francesca Randell, Jamie Shelton, Brad Smith, Ben St. Romain, Bill Wallace

**Staff Members Present (2):** Bill Bridges, Dana Lyles

**Proxy (4):** Martha Crenshaw to Betsy Mayes, Jarred Tarver to Brad Smith, Wesley Watkins to Natalie Monroe, Christian Wold to Brad Smith

Board Chair Natalie Monroe announced a quorum and called the meeting to order at 7:55 AM.

Natalie Monroe presented the minutes from the past three meetings for approval. For the August 24 Special Meeting, Ben St. Romain motioned for approval, Jamie Shelton seconded the motion, and all approved. For the September 22 Meeting, Jamie Shelton motioned for approval, Brad Smith seconded the motion, and all approved. For the September 29 Special Meeting, Jamie Shelton motioned for approval, Brad Smith seconded the motion, and all approved.

Natalie Monroe told Trustees that the sub-committee that was handling the contract with LSUA, including her, Bill Bridges, Bill Wallace, George Fine, and Ben St. Romain, had negotiated the terms of the contract that Trustees were given, and George Fine was going to address some specifics of the contract.

George Fine informed Trustees that after reviewing the cooperative endeavor between University Academy and LSUA, he found it so be an unacceptable contract with provisions that did not protect the school. Upon meeting with LSUA, the sub-committee found that LSUA did not have a particular affinity towards the current terms, had never had to enforce the terms, and was excited to partner with Country Day. George review the main points that Country Day worked into the contract:

- The contract is for ten years, meeting but not exceeding the maximum allowed by the LSU system and also providing security for Country Day.
- The old language suggested that LSUA could have control over several aspects of the school, including curriculum. The new contract has removed all such language. LSUA would remain in control of classroom content in Dual Enrollment courses, as they are the providers of that coursework and faculty.
- Both parties agreed to the fees in the terms. Bill Bridges informed trustees that there is a graduated fee structure that is based on an average enrollment and meeting a total over the ten-year period. There is no minimum enrollment or fee for the contract.

- The contract contains a guaranteed use term, ensuring that Country Day cannot be displaced, has use of Oakland Hall, and sufficient parking for faculty and students.
- The contract allows us second priority for the use of facilities, including athletic fields, auditoriums, etc.
- Tech support for cooperatively approved hardware and software will also be provided.

George closed with his final impressions, citing that he was pleased with the terms of the contract, that LSUA envisions a closer relationship with Country Day than they have had with University Academy. Country Day will also be able to negotiate more services with the school as the relationship progresses. Kristi Ferguson asked about maintenance. George informed trustees that facility maintenance was included in the contract pricing. George clarified the process upon Board approval, noting that there shouldn't be any material changes to the contract. Submission of the contract to the LSU Board of Supervisors would occur on November 4, 2020, and be made public ten days later. The meeting for the formal vote will occur on December 4, 2020. Any further negotiations would occur before the vote. George reiterated that the terms of this contract do not obligate Country Day to anything- continued high school offerings, occupancy at LSUA. Country Day will be in control of the situation, and there is no financial risk once UA signs over their assets. Dustin Matthews asked about payment to LSUA in terms of cash flow; Bill Bridges explained that UA's current registration and upfront fees would cover the first semester payment to LSUA. Jamie Shelton asked about the termination clause; George responded that any grievance would result in Country Day having 60 days to remedy this issue before termination. There is no penalty or expectation if Country Day terminates the agreement.

Jamie Shelton asked on which campus the Head of School would reside. Bill shared that he would visit the UA campus, but would maintain an office at Country Day. Jamie reiterated the need to ensure excellence at the PreK-8 campus.

Ben St. Romain began discussion of the tuition difference between Country Day and University Academy. Bill Bridges responded that the inclusion of tuition insurance would raise their tuition slightly, and that the school would study UA retention rates to determine if the high school student could be self-insured. Ultimately, the high school tuition will increase, but that the existing UA families may be grandfathered into tuition rates. Natalie expressed that there will be a lot of meetings to communicate with parents. Bill Wallace added that UA began this discussion, and it was once forged in mutual strength. Brad noted that fee structures should be transparent so that current families understand that their tuition is not "funding the high school."

Jeni Gilchrist asked about the Bill's contract, and Natalie said it would be renegotiated. Bill assured Kristi that he felt a great deal of this work would be complete within three years. He noted some work that would be happening immediately, including working on handbooks, etc.

Jamie asked about the official merger date, which would be December 18, 2020. Kristi noted that our communication between making this public and February (re-enrollment) would need to be strong.

George Fine presented the motion for the Board to accept the merger with UA contingent on the following:

- An executed contract between UA and ACDS wherein ACDS acquires all assets and control, with no conditions;
- and execution of a state-approved contract between ACDS and LSUA in accordance with the specified terms outlined in the draft contract.

Bill Wallace seconded the motion; all voted in favor, passing the motion unanimously.

Natalie reiterated that this could be the largest strategic decision the Country Day Board of Trustees ever makes. She thanked everyone for their commitment to the process, and members of the sub-committee for their work.

Natalie next brought the topic of the name for the high school that would be used for promotion. Bill showed some potential seals that incorporate the tree and the name. Bill Wallace motioned for the name of use to be Country Day University Academy or Alexandria Country Day University Academy, depending on circumstances. Dustin Matthews seconded the motion; all approved.

Ben St. Romain, Finance Committee Chair, presented the budget vs. actuals for the current year. He noted that the Professional Services line item was close to the final budget early in the year because of up-front insurance costs, but everything is on track. The school has been notified that former Head of School, Katie Smith left 15% of her cash estate to the school, and we do not know what amount that will be. Kristi Ferguson asked about PPP forgiveness, and Ben expects that soon. There should be a revenue boost when mid-year tuitions are paid.

Kai Brown reported that the Country Day Fund is at 68% family participation and \$59,638. This year's goal is \$80,000. She informed the board of the Monster Dash Halloween 5K on October 31 at England Airpark, noting the planned activities and the current sponsorships and registrations. The Development Committee hopes that the first Casino Night will be held on March 12, 2021.

Bill Bridges, Head of School, informed the Board that current enrollment is 370. At this point there have been two confirmed cases of COVID-19 on campus, and we are learning more about contact tracing. The EMist system donated by Jamie Shelton and Central Management has been extremely beneficial. This year, the school has given out around \$30,000 in financial aid. Our diversity numbers are down slightly, from 23.59% to 23.31%, with the largest loss being in the area of Asian students, though this could be attributed to a new Middle Eastern sub-category.

No Old Business was brought for discussion.

No New Business was brought for discussion.

A motion to adjourn was made by Bill Wallace at 9:17 AM; and seconded by Jamie Shelton. All approved.

**Alexandria Country Day School  
Minutes of the Board of Trustees  
November 17, 2020**

A meeting of the Board of Trustees of Alexandria Country Day School was held on November 17, 2020, upon notice duly given, at RoyOMartin.

**Members Present (13):** Kai Brown, Martha Crenshaw, George Fine, Kristi Ferguson, Jeni Gilchrist, Betsy Mayes, Morgan McDaniel, Natalie Monroe, Francesca Randell, Jamie Shelton, Ben St. Romain, Jarred Tarver, Bill Wallace

**Staff Members Present (2):** Bill Bridges, Dana Lyles

**Proxy (2):** Betsy Mayes to Marth Crenshaw, Ben St. Romain to Bill Wallace

Board Chair Natalie Monroe announced a quorum and called the meeting to order at 7:52 AM.

Natalie Monroe presented the minutes from the October meeting for approval. Jamie Shelton motioned for approval, Jeni Gilchrist seconded the motion, and all approved.

Jeni Gilchrist made a motion to approve Heather Poole, current UA Trustee, as a potential trustee, effective January 2021. Bill Wallace seconded the motion. All were in favor.

Bill Wallace presented information from Ben St. Romain and the Finance Committee. The school is currently in good standing- the PPP loan has been forgiven and the school currently has no debt. No figure has been received from the Katie Smith estate, but we have received \$60,000 from the Martin Foundation Grant. There is another potential \$25,000 grant and a potential Maker Space donor. There is investment potential in the market.

Bill Bridges, Head of School, spoke about Abby Blocker, Head of Advancement, leaving her position. Her last day will be December 4, 2020, but she is committed to helping us through the transition process, including finding an excellent replacement. Abby has done a phenomenal job, raising \$75,199 for the annual fund and getting family participation to 89% (60% in 2019-2020), which is greater the ISAS and NAIS averages of around 63%. He is currently working for the job description to fill the position.

There have been Town Halls meetings for UA and Country Day families regarding the merger. There will be an upcoming meeting with UA 7<sup>th</sup> grade families to discuss next year. Deron Thaxton at LSUA is excited about the merger and reports that LSUA has a press conference scheduled for December 10 regarding the partnership.

One issue currently being addressed is the \$815 gap in tuition between the two schools. It will probably take five-six years to close the gap. One fee that is part of Country Day tuition that UA doesn't have is tuition insurance. Christian Wold asked about

extracurricular fees, which are separate fees for sports at both schools. Kristi Ferguson asked about the current UA marketing plan, which is currently mostly word of mouth.

Another issue that is being addressed in the site codes for the schools. Heather Poole is a potential source of assistance with this matter. Christian asked about zoning and feeder schools, which would be addressed with the site code matter.

Bill also mentioned the upcoming meeting with Doug Ashe and Amy Wallace regarding a Maker Space expansion. This should provide information on costs so we can report information to a cost to the potential donor. Bill showed a short video on Maker Spaces to show everyone the potential space.

No Old Business was brought for discussion.

No New Business was brought for discussion.

A motion to adjourn and enter Executive Session was made by Natalie Monroe at 8:38 AM; and seconded by Bill Wallace. All approved.



Alexandria Country Day School  
Minutes of Executive Session  
November 17, 2020

Members present: Natalie Monroe, Kai Brown, Frankie Randall, Jarred Tarver, Jamie Shelton, Kristi Ferguson, Bill Wallace, Jenifer Gilchrist, George Fine, Wesley Watkins, Martha Crenshaw

- Natalie asked for a motion to enter into executive session
  - Jamie made the motion
  - Wesley seconded
  - Natalie called the meeting to order
- Natalie reviewed Bill's HOS goals for the 2020-21 year
  - Manage the COVID crisis
  - Manage all operational aspects of UA merger
    - Create communications, marketing and branding
    - Evaluate and develop continuity in policies, procedures, academics and culture
    - Seek opportunities to leverage PreK3-12 model
    - Provide tuition models to bridge ACDS and UA tuition gap
  - Improve consistency and equity in faculty salaries
    - Start developing salary banding
    - Incorporate UA faculty into salary data
  - Develop a plan to move toward continuous enrollment
    - Research schools implementing CE model
    - Provide research to board for consideration
  - Bill Wallace suggested that we add a goal about grooming a replacement for Bill one day.
- Natalie discussed Bill's contract renewal that Head Support will negotiate with him this spring.
  - Bill W. suggested we consider other benefits like leasing him a car in addition to a salary increase.
  - Kristi asked how long we anticipate Bill will stay here. Natalie said that it is hard to tell but that he is willing to renegotiate his contract for 3 more years and wants to see this merger through.
  - Natalie said that she will keep the board apprised of the terms of Bill's contract once Head Support meets to start renegotiations.

**Alexandria Country Day School  
Minutes of the Board of Trustees  
January 26, 2021**

A meeting of the Board of Trustees of Alexandria Country Day School was held on January 26, 2021, upon notice duly given, at RoyOMartin.

**Members Present (13):** Kai Brown, Martha Crenshaw, Kristi Ferguson, Jeni Gilchrist, Dustin Matthews, Betsy Mayes, Morgan McDaniel, Natalie Monroe, Heather Poole, Francesca Randell, Jamie Shelton, Ben St. Romain, Bill Wallace

**Staff Members Present (2):** Bill Bridges, Dana Lyles

**Proxy (1):** Brad Smith to Kristi Ferguson

Board Chair Natalie Monroe announced a quorum and called the meeting to order at 7:51 AM.

Natalie Monroe presented the minutes from the November meeting for approval. Ben St. Romain motioned for approval, Jamie Shelton seconded the motion, and all approved.

Ben St. Romain presented information from the Finance Committee, including the current Budget vs. Actuals and the current enrollment. The school's fundraising target is easily attainable at \$100,000. The school received \$60,000 from the RoyOMartin grant, and \$28,000 was transferred to the school's reserve account in November, which now contains \$180,000. The UA van note at Evangeline Bank has been moved to a CD secured loan. The current investment account is \$1.2 million. The school is transitioning back to Quickbooks from FINACS because of the difficulties in use and creating balance sheets. Through this year, the UA expenses will be on a single line item, but will look different next year. Kristi Ferguson questioned whether improving the drainage in the parking lot was in the budget this year. Bill Bridges informed her of work being done the Rapides Parish Police Jury that will potentially address that issue.

Bill Bridges, Head of School, spoke about tuition increases for the 2021-2022. Both campuses will have a \$100 increase. This is approximately \$0.60 per day. Bill spoke of the psychology behind this decision- in a year of hardship and change, we need to be accommodating and this is a tolerable increase. It's also a way to get both communities accustomed to gradual increases. In year three, the incoming ninth grade will move to the main campus tuition model. There is currently and \$815 gap between the tuitions. Kristi Ferguson asked if consideration was given to not increasing tuition at the legacy school. Bill noted that this would create a \$36,000 revenue loss, and the school needs that revenue. Ben St. Romain said that could be considered in the future. Bill reiterated that the main campus tuition will roll forward in three years rather than closing the gap to grandfather current UA families in. Heather Poole noted that the lower price point will incentivize our families to continue to UA in the early years. Wesley Watkins pointed out that we need to be mindful of our strategic vision, which included a 3.5%

tuition increase each year. Jamie Shelton echoed that, noting that small gradual increases are preferable to large increases. Bill Wallace reminded everyone that is this a one-year decision to minimize disruption, help UA parents, foster the good will of our families, and that the board will revisit tuition next year. Heather Poole noted that the lower tuition at UA is a draw to students from out of our region as it is significantly cheaper than Opelousas Catholic and LaSalle. She also noted that we can gradually move away from vouchers, but they are a nice social move on the part of the school. Ben motioned to approve tuition for the 2021-2022 school year; Dustin Matthews seconded the motion, and all were in favor.

Bill Bridges also informed the board that 7<sup>th</sup> and 8<sup>th</sup> grade English teacher, Alecia Smith, has resigned. Dana Lyles will be teaching her English classes and Kristy Zachary will be teaching her history class until a replacement is found. Bill also informed the board that there is currently a Kindergarten student who is being placed in virtual learning for the remainder of the year and will not be continuing at our school the following year. He has special needs that we are unable to meet on our campus. The family is being offered support to find a school to better meet his needs. He also outlined the general re-enrollment timeline, stating that all families will receive an email about tuition increases, there will be a town hall meeting on Thursday, January 28, and contracts will be sent on Friday, January 29 or Monday, February 1. The schools are currently planning a shadow day for 8<sup>th</sup> grade students to visit the UA campus for February 5. Bill Wallace asked if the school would continue to have a high school night event, and Bill said that our shadow day will replace that experience. Dustin Matthews asked for a COVID update. Bill mentioned that, like the entire region, there was a spike in cases, but all transitions have been smooth. Martha Crenshaw asked about the balanced calendar that is proposed for public schools. Bill explained that specific calendar has a number of shortcomings- the inconsistent gaps for breaks are academically detrimental and the semesters do not align with DE or AP needs.

No Old Business was brought for discussion.

As New Business, Heather Poole asked about rebranding UA. Bill said this will begin happening next year, but consideration will be given to students who have already purchased any UA attire.

A motion to adjourn was made by Natalie Monroe at 8:24 AM; and seconded by Jamie Shelton. All approved.

**Alexandria Country Day School  
Minutes of the Board of Trustees  
February 23, 2021**

A meeting of the Board of Trustees of Alexandria Country Day School was held on February 23, 2021, upon notice duly given, at RoyOMartin.

**Members Present (14):** Kai Brown, Kristi Ferguson, George Fine, Jeni Gilchrist, Dustin Matthews, Betsy Mayes, Natalie Monroe, Heather Poole, Francesca Randell, Jamie Shelton, Brad Smith, Ben St. Romain, Bill Wallace, Wesley Watkins

**Staff Members Present (2):** Bill Bridges, Dana Lyles

**Proxy (1):** Martha Crenshaw to Betsy Mayes

Board Chair Natalie Monroe announced a quorum and called the meeting to order at 7:51 AM.

Natalie Monroe presented the minutes from the January meeting for approval. Dustin Matthews motioned for approval, Ben St. Romain seconded the motion, and all approved.

Ben St. Romain presented information from the Finance Committee, including the current Budget vs. Actuals. Ben mentioned that there is approximately \$1 million in various checking accounts. There is currently a reserve account with \$175,000 that the Finance Committee would like to build to \$250,000. Bingo currently has \$82,000, and that account can function with around \$20,000 for operating expenses. There is also a payroll account that Angela moves money to each month for payroll. She often moved slightly more than needed and that account now has a balance of \$11,000, and would be safe with a balance of around \$5,000. The Finance Committee plans to move \$65,000 from the bingo account and \$6,000 from the payroll account to bring the balance of the reserve account to the \$250,000 goal.

Bill Bridges, Head of School, told the board that Anna Van Mol has replaced Abby Blocker as the Director of Advancement. She is currently working on Casino Night planning and stepping into the other roles that Abby filled. The school was also notified that there needed to be designees on campus who are trained regarding asbestos, so that training took place for Bill Bridges, Angela Guillory, and Kristy Zachary. The main building on campus does have asbestos in ceiling tiles and floor tiles in the custodial closet. There is no health risk because these are all non-friable. We will need to include a statement in our handbook about this.

Bill and DeEtte Loyd went to the Executive Committee of the LHSAA regarding eligibility for students moving from 8<sup>th</sup> to 9<sup>th</sup> grade next year. There is still no response, though one was expected within 48 hours of the meeting on Thursday, February 11. Bill doesn't believe they will approve this initial request because we are still currently operating under two site codes, and that will not change until June, when BESE meets

to approve our request. He believes that once that happens, our request should be approved because of their guidelines. If it is still denied, we may have to sue LHSAA. Wesley Watkins asked in there were any outside sources that could delay this process, and there should not be any if everyone follows their guidelines.

Bill Bridges and Bill Wallace are meeting with a potential donor for the Maker Space after the Board of Trustees meeting to discuss a \$250,000 donation that would allow Carol Smith's current room to be renovated. When that is secure there is also potential for matching funds that could increase the scope of the project. The school also received \$60,000 from the ROM grant for the project. Ben St. Romain asked how much of the Annual Fund dollars would be spent, and the hope is that will be minimal with the assistance of donors. As work commences, there is increased potential for donations.

Currently on the main campus, only 81 students have not re-enrolled, and 19 of those are current 8<sup>th</sup> grade students, many of whom already made choices about high schools. Siblings will be accepted next, and new applicants will accepted beginning in March. Jeni Gilchrist asked about financial aid applicants. Bill explained that we wait until students have enrolled, applied for financial aid, and everyone is looked at around mid-March to decide on allocations.

The school is likely changing to a new Student Information System. Teachers are attending a Zoom on the FACTS system this week. Angela is making a transition to Quickbooks at this time. There is an upcoming UA Preview Night on March 8. Kim Roberts is appearing on Good Day Cenla today, and Lauren Davis will appear in the coming weeks. Dr. Rowan at LSUA has been a wonderful partner as we are making changes and improvements to the scheduling at UA. More information on all of these subjects will be available at the next meeting.

No Old Business was brought for discussion.

As New Business, Natalie reminded everyone that the March 23 meeting will be followed by an Executive session to discuss Bill's goals and contract.

A motion to adjourn was made by Jamie Shelton at 8:16 AM; and seconded by Wesley Watkins. All approved.

**Alexandria Country Day School  
Minutes of the Board of Trustees  
March 23, 2021**

A meeting of the Board of Trustees of Alexandria Country Day School was held on March 23, 2021, upon notice duly given, at RoyOMartin.

**Members Present (13):** Kai Brown, Martha Crenshaw, Kristi Ferguson, George Fine, Dustin Matthews, Betsy Mayes, Natalie Monroe, Heather Poole, Francesca Randell, Jamie Shelton, Ben St. Romain, Bill Wallace, Wesley Watkins

**Staff Members Present (2):** Bill Bridges, Dana Lyles

**Proxy (2):** Jeni Gilchrist to Ben St. Romain, Brad Smith to Natalie Monroe

Board Chair Natalie Monroe announced a quorum and called the meeting to order at 7:47 AM.

Natalie Monroe presented the minutes from the February meeting for approval. Dustin Matthews motioned for approval, Bill Wallace seconded the motion, and all approved.

On behalf of the Committee on Trustees, Natalie Monroe reminded Trustees that everyone needs to think of potential members. She is resigning after this year and there are more trustees who will have terms expiring over the next two years. The COT specifically has talked about parents who may have students on both campuses or only at the high school campus. Nomination forms will be reviewed at the April meeting; forms are available on the Board Portal.

Ben St. Romain presented information from the Finance Committee, including the current Budget vs. Actuals. The school continues to operate at a surplus, and facilities specifically, is under the budgeted \$250,000 at \$175,000. Betsy will be preparing a preliminary budget for both campuses. He mentioned that an area where we may need to spend funds for food service equipment. Heather Poole asked if lunch had always been outsourced, and it has because of the lack of kitchen equipment. Bill Bridges is addressing this issue in his report. The school is moving to the Quickbooks system to improve reporting. There is currently very little debt and approximately \$1.4 million in deposit accounts. The reserve fund, which Bill Bridges mention will need to become the PPRSM fund before reaccreditation, has approximately \$250,000 currently.

Bill Bridges, Head of School, reported that the main campus enrollment is at 328, which is ahead of previous years. Of the 39 not reenrolled, 17 are rising 9<sup>th</sup> graders. There are currently 46 open applications. The UA campus enrollment is concerning, but there is no historical data about when the bulk of their enrollment occurs. Their current enrollment is 197 and 131 have reenrolled; they are graduating 42 students, so there is a need to bring in more students. There are 11 open applications. We will be alternating our billboard image to target that campus, and there is potential for there to be a second preview night. Heather Poole asked about the 7<sup>th</sup> grade class; those students will

continue 8<sup>th</sup> grade on the UA campus and new 7<sup>th</sup> graders would attend the main campus which may mean there are less new 7<sup>th</sup> grade students. Bill mentioned that Kim is heading up admissions on both campuses, but DeEtte and Lauren will still be giving tours. Heather suggested that more people should be involved in admissions and that current UA staff should not be eliminated from the recruiting and admissions process. Bill clarified that everyone is a recruiter, but Kim handles the business end of the admissions process. He also noted that much of DeEtte's feedback from a faculty survey was that she does not embrace the merger. Heather mentioned that Marc Kelly's feedback is that the UA faculty are concerned about their roles as a result of the merger. Bill responded that they have been tasked with calling the families of their students, but they are not as efficient or not completing the task because the feedback that Kim is receiving is that no one from the UA campus has contacted them.

Bill shared that the school has secured \$250,000 from an anonymous donor to redesign and renovate Carol Smith's space as a Maker Space. There are also funds from the ROM grant and the Annual Fund to help with this project. The first step is to finalized plans with the architect and the space could be ready by September or October. Ben asked if next year's Annual Fund would be focused on Maker Space, and Bill said that next year we would need to focus on something that would benefit both campuses. Ben asked if the money from Katie Smith's was ever received, and Natalie said she would check into it.

Bill also spoke about the potential need to invest in commercial kitchen equipment. Funds for this will not be a focus for the Annual Fund because it is not a universally appealing project. We have sufficient space, and the quality of our food will always be limited because of the need to transport from another kitchen. It is also less cost effective. Sage and Flick are both providers that require an on-site kitchen. Sage requires all students to participate in the lunch plan; Flick does not. Chartwell's, who also provide service at LSUA, said that we can expect the plan to increase from \$5 to \$7 because of transport. They also said that it would cost about \$300,000 to equip the kitchen. Jamie Shelton said he thought that cost could be significantly less- around \$80,000. Bill Wallace mentioned that this year, student lunches are transported twice because they are packaged again and brought to classrooms. He also said the aspirational mission of our school should propel us to find better options for our students. Bill Bridges is reaching out to Trinity about Flick. Jamie and Bill will talk further about the prices of equipment. Ben asked if there was potential to hire our own staff to run a kitchen, and Bill responded that it is more cost effective to partner with a larger company who can provide more options. The potential for acquiring used equipment, potentially from a City of Alexandria Incubator, was discussed.

In regard to branding, Bill informed the Board that the need to become a singular brand an entity has arrived sooner than anticipated, with the need to make decisions about letter jackets, diplomas, and class rings. There will need to be new signage as well, and we need to be known as Country Day regardless of the campus. Heather spoke about the LSU lab school being referred to as U High and that the lower school has a separate identity. She is not opposed to it remaining UA since they see themselves as UA and having an identity already. Natalie underscored that the intent was to become one

school- Country Day. Bill Wallace noted that the longer we have two identities, it will slow down brand recognition.

No Old Business was brought for discussion.

As New Business, Jamie asked for details of graduation. Both ceremonies will be at LC's Guinn Auditorium on May 17. There will be early release, and the 8<sup>th</sup> grade ceremony will be at 2:30 and the UA ceremony will be that evening. Each student will receive 10 tickets to allow social distancing.

A motion to adjourn the regular meeting and enter executive session was made by Bill Wallace at 8:34 AM; and seconded by Ben St. Romain. All approved.



Alexandria Country Day School  
Minutes of Executive Session  
March 23, 2021

Members present: Natalie Monroe, Kai Brown, Frankie Randall, Jamie Shelton, Kristi Ferguson, Bill Wallace, George Fine, Wesley Watkins, Martha Crenshaw, Heather Poole, Dustin Matthews, Betsy Mayes, Ben St. Romain

- Natalie asked for a motion to enter into executive session
  - Jamie made the motion
  - Wesley seconded
  - Natalie called the meeting to order
- Natalie reviewed Bill's HOS goals for the 2020-21 year
  - Manage the COVID crisis
  - Manage all operational aspects of UA merger
    - Create communications, marketing and branding
    - Evaluate and develop continuity in policies, procedures, academics and culture
    - Seek opportunities to leverage PreK3-12 model
    - Provide tuition models to bridge ACDS and UA tuition gap
  - Improve consistency and equity in faculty salaries
    - Start developing salary banding
    - Incorporate UA faculty into salary data
  - Develop a plan to move toward continuous enrollment
    - Research schools implementing CE model
    - Provide research to board for consideration
- Natalie discussed metrics around Bill's goals for the year and what he has achieved thus far (document attached)
  - Suggested a \$10,000 bonus
  - Kristi suggested that because of the work he has done during the hurricane, pandemic, etc. that his bonus should be higher, around \$12,000
  - Ben suggested that we give him a \$10,000 bonus plus a new Macbook, which costs around \$2000
- Bill W. discussed HOS contract renewal details
  - 5-year contract
  - Salary range of \$145,000 to \$155,000
    - Kristi suggested that we offer him at least \$150,000
    - Natalie explained that we are presenting a range to the board so that the Head Support Committee will have some negotiating power
  - \$500/month allowance for phone and car
  - Non-compete clause
  - Consulting clause stating that the board needs to approve any outside consulting work that Bill chooses to do
- Natalie stated that once the Head Support Committee meets with Bill, she will give the board an update
- Natalie asked for a motion to adjourn
  - Jamie made the motion

- Dustin seconded

**Alexandria Country Day School  
Minutes of the Board of Trustees  
April 27, 2021**

A meeting of the Board of Trustees of Alexandria Country Day School was held on April 27, 2021, upon notice duly given, at RoyOMartin.

**Members Present (13):** Kai Brown, Martha Crenshaw, Kristi Ferguson, George Fine, Jeni Gilchrist, Dustin Matthews, Morgan McDaniel, Natalie Monroe, Heather Poole, Francesca Randell, Jamie Shelton, Brad Smith, Ben St. Romain, Bill Wallace, Wesley Watkins

**Staff Members Present (2):** Bill Bridges, Dana Lyles

**Proxy (2):** Betsy Mayes to Dustin Matthews

Board Chair Natalie Monroe announced a quorum and called the meeting to order at 7:50 AM.

Natalie Monroe presented the minutes from the March meeting for approval. Dustin Matthews motioned for approval, Heather Poole seconded the motion, and all approved.

Jeni Gilchrist, Chair of the Committee on Trustees, announced that two current trustees up for the renewal for a third term, Bill Wallace and Ben St. Romain. The motion was made to approve a third term by Jeni Gilchrist, seconded by Jamie Shelton, and all approved. Jeni next made a motion to approve the slate of officers for the next term, with Bill Wallace as president, Kai Brown as Vice President, and Betsy Mayes as the Secretary/Treasurer. Ben St. Romain seconded the motion, and all approved. In discussing potential trustees, Heather Poole mentioned that we need to see representation from UA parents and increase the diversity on the Board. Jeni reminded Trustees that we also must consider the skill set of all potential trustees. Natalie reminded everyone that four Trustees will be rolling off in the coming year, so replacements are important.

Ben St. Romain presented information from the Finance Committee, including the current Budget vs. Actuals. The school continues to operate at a surplus, and he believes that there will be a surplus at the end of the year. The Finance Committee is waiting on presentation of the 2021-2022 budget until the retreat in August because of some uncertainty with information regarding the UA budget and spending. Heather Poole told Trustees that they should not hesitate to ask any budget related questions of the UA staff. Bill Bridges informed her that they are unable to answer specific questions because of their accounting system, and that they were even unable to guarantee that all tuition was collected. Ben said there would be a great deal of work over the summer with the budgets. He is pleased with the balance sheets. Kristi Ferguson asked when the expenses from the two campuses would be integrated, and Ben answered that it would be another year. Bill Bridges gave the sharing of some expenses like graduation, and a potential bus route as one of the factors contributing to waiting to integrate. Ben said that next year

will be a learning period, and Bill echoed that the upcoming year will bring more forensic accounting and tightening of financial control. Natalie Monroe shared that the school will be receiving between \$30-50k from the Katie Smith estate, to be spent in the Katie Smith Media Center. She also reminded Trustees about Cenla Giving Day, and the 4:1 donor match.

Bill Bridges, Head of School, first spoke about the ISAS merger submission which includes a difficult 5-year projection, and the potential of the visiting committee who may wish to speak with Trustees. He then reported that the main campus enrollment is at 368 with 35 outstanding applications, which is ahead of previous years. The University campus is at 142, with 16 outstanding applications, which is below their current 197. Ten students are moving from Country Day to UA, which is a record number. Financial Aid application are at 23 for the main campus, and 13 on the university campus; that budget may need to increase. Ben asked about the percentage of aid given to students, and Bill said it is based on numerous factors, including their ability to afford tuition and the school's budget.

Bill shared the current donations to Cenla Giving Day are at \$57,640.

Bill updated Trustees that the first quote for commercial kitchen equipment is \$69k. Jamie Shelton noted that the approval from the Fire Marshal for the hood can take time. Jeni asked about other bids per the financial policies, and Bill said that he was beginning that process. This could potentially open up other vendors for lunch services.

Bill noted that there was a final raffle happening at UA for the Beta Club trip, and that these types of fund raisers shouldn't happen moving forward. Kristi asked about the traditional 8<sup>th</sup> Grade trip. Natalie informed her that it would be cancelled for the Class of 2020. Martha noted that the current class went to a camp instead, and had a great trip.

Bill reminded Trustees of the upcoming graduation ceremonies. He announced that Faye Hebert will be retiring at the end of the year, and there will be a reception for her on May 16.

The school is still working on site code issues, but working to ensure that changing codes will not affect our ability to accept EANS funding, which has been approved. He also shared that sports on the high school campus may be added based on interest.

No Old Business was brought for discussion.

As New Business, Heather Poole shared that Hafsa Mansoor, the UA Student Council President, had reached out to her regarding the change of colors and mascot at UA. She inquired about presenting to the Board. Natalie said that the colors and mascot were a non-negotiable part of the merger. Heather shared her belief that if someone wants to present to the board that they should be able to, as the Board represents the families at the school. Bill shared that Ms. Loyd has used students as pawns to push this issue, including a public petition, turmoil amongst parents, which was brought to the school's Facebook page. The proper procedure for anyone with an issue would be to go to the

school's leader and then Ms. Loyd should have arranged for a personal meeting with Bill. Any operational issue should be handled at the school level, and is not part of the Board's purpose.

Natalie reminded Trustees of the party at her home, and the next meeting in three weeks.

A motion to adjourn the meeting was made by Natalie Monroe at 8:38 AM; and seconded by Ben St. Romain. All approved.

**Alexandria Country Day School  
Minutes of the Board of Trustees  
May 18, 2021**

A meeting of the Board of Trustees of Alexandria Country Day School was held on May 18, 2021, upon notice duly given, at RoyOMartin.

**Members Present (15):** Kai Brown, Kristi Ferguson, George Fine, Jeni Gilchrist, Dustin Matthews, Betsy Mayes, Natalie Monroe, Francesca Randell, Jamie Shelton, Brad Smith, Ben St. Romain, Jared Tarver, Bill Wallace, Wesley Watkins, Christian Wold

**Staff Members Present (2):** Bill Bridges, Dana Lyles

**Proxy (1):** Martha Crenshaw to Kristi Ferguson

Board Chair Natalie Monroe announced a quorum and called the meeting to order at 7:51 AM.

Natalie Monroe presented the minutes from the April meeting for approval. Bill Wallace motioned for approval, Dustin Matthews seconded the motion, and all approved.

Jeni Gilchrist, Chair of the Committee on Trustees, motioned for the addition of Lauren Laborde as a trustee. Lauren is an attorney at Cleco with two daughters at Country Day. Her husband, David is a CPA at Red River Bank. Their children were previously at OLPS, and they moved one daughter during the last school year and the other this year. They are extremely pleased at Country Day. Jeni anticipates that Lauren will be an active and engaged member of the board. Dustin Matthews seconded the motion, and all approved.

Ben St. Romain presented information from the Finance Committee, including the current Budget vs. Actuals. The school will end the fiscal year at a surplus due to savings in the payroll and facilities area. A few key people on the leadership team will receive a stipend due to their added workload. Ben thanked the Board for their patience with the Finance Committee as they have navigated through many obstacles. Natalie thanked Ben for his years of service. Bill Wallace noted that this has been a dynamic time in the financial history of the school and thanked Ben for all he and the Finance Committee have done.

Kristi Ferguson asked about the outcome of Cenla Giving Day. Bill Bridges said that the school hasn't received final numbers, but we were the top earner, received the match, and the total should be around \$325,000.

Bill Bridges, Head of School, informed the Board that he needed to share extremely confidential information. DeEtte Loyd, the current Head of Upper School (former UA Director), will be terminated for cause on Wednesday, May 19. She is the single largest threat to the school. Information has been unfolding over the past months, but it was

important to students that their year be as uninterrupted as possible, and that graduation take place as usual. The first incident that was brought to Bill was three days before the merger. Ryan Smith, the PE teacher, placed or allowed a student with autism to go into a closet alone. The family will likely file suit. He was terminated, but it has been reported that numerous faculty members told Mrs. Loyd about his lack of student supervision. The day of the merger, another employee and coach, Nick Gonzague, was arrested for an inappropriate relationship with a minor student. Again, it has been reported that both faculty and parents expressed their concerns about his behavior and relationships with students. She was dishonest with Angela, telling her that their SRO performed background checks on employees, when no background checks had ever been completed. She has been insubordinate numerous times, including the petition discussed at the last meeting, encouraging parents to post negative comments on Facebook, and not working, as requested, on helping the re-enrollment process. She seems to be falsifying hours on the school's Required Services. On the 2019-20 forms, she cited that she spent 2313.5 hours on State of Louisiana Required Services--6.34 hours a day/365 days a year. The LHSAA has fined the school \$2,500 plus expenses for the committee's travel (around \$3,000 total) for several things, including "lack of administrative control." She has hired numerous unqualified teachers, including an un-degreed teacher and out-of-field teachers.

At 11:45 AM on Wednesday, May 19, Bill Bridges, Angela, Bill Wallace, and Natalie Monroe will be terminating her employment. There will be fallout from this event. We have to continue to express that everyone on our team has to be committed to our vision and mission. An email will be sent to families on both campuses. LSUA is involved in the coordination of this because of email and computer logins. Deron Thaxton at LSUA, upon being informed, expressed many concerns about her leadership, citing her poor relationship with the school.

Wesley Watkins asked if there was a long-term management plan or if their school would choose an interim. Bill responded that he believed the school was in a good place with leadership. Ben St. Romain asked about social media access. Anna VanMol is taking everyone else off of all social media accounts. Bill also shared that we were also coordinating the removal of her accounts from the student information system, JPAMS. We will also employ the LSUA campus police and potentially the school SRO to ensure she leaves peacefully. Bill Wallace expressed that the situation is disappointing, but that Bill Bridges gave her every opportunity to work with the school, but she chose to undermine the success of the campus. Bill Bridges mentioned that after he spoke with her about the petition, she finally began to work on re-enrollment tasks that she had not been completing. Jamie Shelton echoed that this was unfortunate, but the school will be better in the long run. Bill Bridges agreed, stating that the worst part is that this narrative will fire hers, that the school was taken over by Country Day. He also shared his belief that the school, without this intervention and the merger, would have been shut down due to lawsuits and LHSAA issues. Ben asked if Craig Whittington, the current Dean of Students and Director of Athletics, would follow her. Bill expressed that he was unsure. He plans to speak with Lauren Davis (the counselor) and Lindsay Magallon (the administrative assistant) first. He will share with Lindsay that Mrs. Loyd requested her emails from LSUA IT because she didn't trust her. Kristi asked what will be happening

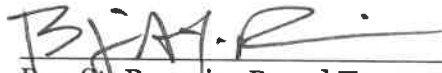
over the summer. Bill shared that it will include creating a master schedule and aligning curriculum. Natalie asked about uniforms; Bill responded that he anticipates they will continue in some form for at least a year. The issue that uniforms address could most likely be solved by proper supervision.

As Old Business, Bill Wallace encouraged Trustees to attend future graduation as it is gratifying to see the celebration of the students and a reminder of the Board's mission and purpose. Bill Bridges said it also a wonderful time to recognize the Board for their work and commitment.

As New Business, Natalie shared that she was grateful for the honor and pleasure of serving on the Board and as President. Her time and tasks were made easy through the support of the Trustees and Bill Bridges. She thanked everyone for their support and presented Bill Wallace with a gavel for his presidency. Bill Wallace thanked Natalie for her work with Dancing with the Stars, two head searches, navigating a pandemic, merging two schools. He noted that her tireless dedication has made the school a better place. Frankie Randall and Bill Bridges both presented Natalie with gifts to commemorate her service, a signed board photograph and custom book ends.

A motion to adjourn the meeting was made by Natalie Monroe at 8:35 AM; and seconded by Bill Wallace, with his new gavel.

Approved:



Ben St. Romain, Board Treasurer/Secretary