

**VICTORY VILLAGE DAY CARE CENTER, INC.
BOARD OF DIRECTORS MEETING MINUTES**

MARCH 19, 2015, 6:00 P.M.

UNIVERSITY CHILD CARE CENTER, MULTIPURPOSE ROOM

Present: Sheera Adar, Susan Brown, Joanna Carey Cleveland, Mattias Jonsson, Dorrie Lassiter, Dan Lehman, Jeri Baucum McKinney, Matt Smith, Jeanne Wakefield, Rachel Wilfert

Absent: Sarah Blackmon, Ashley Nicklis, Becca Varley

Minutes: Joanna Carey Cleveland

1. Welcome

Rachel called the meeting to order at 6:17 p.m. She welcomed everyone and gave a special welcome to Dorrie who returned to Board service following her maternity leave.

Due to Michelle Curl's resignation, Joanna volunteered to take minutes.

2. Recognition of and Time for Guests (Teacher Time and Parent Time)

No comments or speakers for Teacher Time or Parent Time.

3. Officer Reports

a. Approval of February Minutes

The Board unanimously approved the minutes of the February 19, 2015 meeting with the following changes:

- Under "Committee Reports/Expansion Work Group": remove the names and state instead that "the Board Member/University Representative reported that she had an opportunity to meet with **representatives from the Women's Center at the University**".
- Under "Committee Reports/Document Review Work Group": correct the spelling of Joanna's name (from "Joanne" to "Joanna").

b. Chair's Report

1) Board membership update

Rachel confirmed that Michelle resigned from the Board for personal reasons. As a result, UNC Hospitals will need to appoint a new Board member. Additionally, we will need someone to serve as Secretary for the remainder of the Board year (until the

September meeting). The primary responsibilities of the Secretary are (1) to keep accurate minutes of the Board meetings, and (2) serve as a member of the Executive Committee and act on behalf of the Board between Board meetings when necessary. Therefore, prompt and regular attendance at Board meetings is a critical skill. Please contact Rachel if interested.

1. Friday Center parking update

Rachel updated the Board on the ongoing effort to improve parking accessibility for our staff. The Friday Center administration had previously indicated to Jeanne that they did not object to the Center using the parking spaces in the second row close to the Center (behind the row reserved for parent drop-off/pick-up). However, follow-up discussions with a representative from the UNC Department of Public Safety indicated that DPS was unwilling to support informal use of the spaces by Center staff due to enforcement challenges and that re-zoning them would involve additional costs for the Center that do not seem feasible within our current budget and financial resources. We may need to resume negotiations on a sidewalk to better connect the current staff parking lot with the Center. Additional concerns were raised in the meeting with DPS about pedestrian safety and maintenance costs for our drop-off/pick-up parking spaces under the current arrangement with DPS. Ashley is aware of the concern raised.

2) Winter Weather Closings – Follow-up

In light of last month's discussion about closings, Rachel provided a follow up on the Winter Weather Closings (see handout from meeting entitled "Adverse Weather – Continuity of Operations Planning"). One option is to develop some potential back-up options to support families when the Center is closed/delayed (e.g., a list of in-town Center staff who could be available to provide childcare), though this would need more thought and discussion of the risks and benefits of such an approach.

The Board then discussed improving and updating adverse weather communications. As an example, we think it could be helpful to reinforce the importance the Center places on maintaining staff-to-child ratios during adverse weather events. As part of the discussion last month, the Board heard some parent frustration that another Center close by was open during the time we closed for winter weather. Since then, Jeanne talked with two other Program Directors about their protocols and learned that those programs do not necessarily maintain the required staffing ratios in winter/adverse weather situations because they believe the licensing consultant will not visit on those days. The Board heard from Jeanne that we have an enhanced ratio as part of our license (1 staff member for every 3 children), but when there is adverse weather we could maintain the regular ratio (1 staff member for every 4 children) and not violate our licensing requirements. Board members agreed that making sure parent communications are clear and consistent and explain the decision-making process all will help alleviate most parent frustrations.

The Board discussed issues related to building and grounds. There has been follow-up with DPS/Parking Services and with University Communications about using the Friday Center as the staging area and the effects on the Center. The Board also supported allocating funds in next year's budget to cover the costs of snow/ice removal if needed.

The Board encouraged Jeanne to think "big sky" about items that would help us stay open more often and offer suggestions to the University and UNCHCS for consideration.

c. Treasurer's Report

Current budget information and a summary was provided to the Board. We continue to be on track to meet our overall budgetary goals this fiscal year.

We expect to present a draft budget for review at the April Board meeting. We again expect to use a 99% enrollment rate as part of our premises, which requires careful management of the waitlist by the Center administration. We also expect there may need to be a slight tuition increase for all age groups to address additional Reserves payments and other costs (see discussion of winter weather grounds issues, above). Jeanne also noted that our preschool rates are demonstrably below market rate.

Board members noted that it could be helpful to share with parents clear information about how tuition revenues are spent. For example, noting that 80 cents of every dollar go to staff salaries.

4. Other Business

a. New Business

3) Director's Report

Board members reviewed the items in her "Director's Report" handout.

Jeanne highlighted the information related to our State Employees' Combined Campaign (SECC) participation: we received pledges totaling nearly \$5000. To bolster pledges next year, the Board supported building an alumni database and also considering hosting a "Family Fundraising Reunion" in the summer/fall to keep alumni families connected to the Center. Board members also suggested that Jeanne may want to send to parents the chart in her report comparing our winter weather closings to the University's.

Jeanne noted that our wait list is over 200. Currently there are 210 children on the waitlist (including 88 infant applicants).

4) Wait List Priority Policies

Jeanne separately raised the issue of Wait List priority. Under our current rules, UNC Hospitals families receive enrollment priority until the overall Center enrollment is 50% UNC Hospitals and 50% University. This approach reflects the equal commitment that UNC Hospitals and the University have made to support the Center. Jeanne noted that

this approach means that there could be University families who are on the waitlist for years and get immediately bumped by a UNC Hospitals family.

She offered two suggestions for consideration:

- (1) After being on the waitlist for 12-18 months (to be determined), a University family would receive the same priority as a UNC Hospitals family – meaning that family would not move down the waitlist when a new UNC Hospitals applied for enrollment;
- (2) Looking at each age group separately rather than looking at the Center as a whole, so that there would be no priority in age groups where there already exists a 50%-50% enrollment.

The Board did not decide to change the priority determination at the meeting, and instead suggested that any proposal to change the priority be included in the Annual Plan for consideration by UNC Hospitals and the University. The contract among the Center, UNC Hospitals, and the University is due to be renewed this summer (See Section 4.02 of the contract for renewal notice provisions), so this is a good time for this discussion.

5. Committee Reports

a. Document Review Work Group

Joanna noted the recommended changes in the Bylaws and encouraged Board members to review and submit any final suggestions as soon as possible. We will ask our outside counsel to also review our recommended changes prior to the Board voting to amend.

b. Building and Grounds Committee

No report.

c. Fundraising Committee

Sheera raised the idea of initiating a closed Facebook group for parents, staff, and alums to better share information about the Center. If we decide to do this, we would need group administrators – maybe Jeanne and one parent/staff member – who would approve new members and maybe approve posts. There would also need to be some ground rules about appropriate content (e.g., use of pictures, no personal advertising). Board members supported this idea and affirmed the importance of being clear about the purpose/use/scope of the group.

Sheera also noted that our regular Facebook page could be more active. Board members agreed.

d. Personnel Committee

Dorrie noted that in April we expect to begin soliciting feedback about the Center and administration from teachers and families, and that personnel evaluations will be in May-June.

The Board approved a motion to go into Closed Session at 7:50 p.m. to discuss personnel matters.
(CLOSED SESSION MINUTES SEPARATELY PROVIDED.)

6. Adjournment

The Board returned to Open Session at 8:20 p.m. There being no other business, the Board meeting was adjourned at 8:21 p.m. The next Board meeting will be on April 16, 2015 at 6:00 p.m. in the Multipurpose Room at the Center.