

Sugar Bowl Ski Team and Academy (SBSTA) Board of Trustees

Minutes of Meeting Held September 14, 2017

Offices of Pillsbury & Winthrop, San Francisco, California

Trustees Present: Jim Ellis+, Jeff Hamilton+, Jim Kelly*, Kate Krehbiel, Perry Norris, Graeme Plant (Vice Chair)+, Chris Schadlich, Cheryl Schrady, Matt Service (Treasurer), Steve Shray (Chair), Jim Taylor, Sue Tunnell (Secretary), Daron Rahlves+, Dara Potter+

Staff Present: Ryan Aldrich, Todd Martyn-Jones (Director of Finance and Business Operations)*, and Lisa Omar (Director of Outreach)*, Eric Harlow, Martin Benes, John Horsch (Acting Executive Director)

+ By teleconference

** For that portion of the meeting indicated*

Call to Order and Agenda: Chair Shray called the meeting to order at 12:00 PM Pacific Time upon the establishment of a quorum. He confirmed that those participating by teleconference could hear and be heard. He then reviewed the proposed Agenda distributed in advance of the meeting.

The first order of business was approval of the minutes of the Board's meetings held in June 2017, and for minutes that were not previously approved from January 2017. Upon a motion duly made and seconded, the minutes were unanimously approved subject to adding Chris Schadlich as an attendee to the January meeting minutes.

Shray then reviewed action taken at an Executive Committee meeting during summer, which included approval of authorizations for banking and other governance housekeeping. Shray also reviewed that the Executive Committee discussed whether or not there was committee support for the general terms of an offer for a prospective Executive Director.

Finally Shray provided the Chair's update re: the beginning of the school year. Shray applauded the current management team re: the relatively smooth reentry to the school year.

Shray also reported that a SWOT analysis for SBSTA was going to be done by an ad hoc strategic committee being struck.

Head Search Update: Executive Director ("ED") Search (Shray)

Shray proceeded to update the board re: progress with Todd Ormiston, the current candidate for ED. Shray reported that Todd declined at this time because his family is unwilling to relocate to Sugar Bowl. Discussion ensued re: whether or not SBSTA needs to be recruiting for ED position at this time.

Search committee co-heads took the floor to comment on path forward and debrief re: search committee process. Search committee agreed to do post-mortem and reporting back out to the board at a future meeting. Potter asked re: Board communication strategy about regrouping on search process. Discussion ensued. Aldrich relayed that the parent community was surprised by an interim ED being appointed, because it immediately followed conclusion of the Head Search by hiring of Head of School. Shray agreed that communication clarifying the state of Head Search committee work at this time would be forthcoming for the community.

Head's Report (Aldrich)

Aldrich began the report, including a presentation that was sent to trustees in advance of the meeting.

Aldrich updated the board re: new hires. He commented on interest and quality of applications in the process. Horsch discussed athletic side hires. Questions were asked and answered re: historic staff turnover and retention efforts.

Aldrich continued to review his Fall Entry Plan and Head Goals reports provided to trustees prior to the meeting. Aldrich then reviewed admissions & college counseling reports, including inquiries, and relatively high enrollment. Questions and discussion ensued re: enrollment, encouraging boarding school culture vs. day students looking to leave at end of day, including questions about dorm access policy.

Aldrich proceeded to review the academic report from Joanne K. and residential life report from Karen G. Primary pain point is volume of kids per class and number of staff providing certain classes.

Aldrich fielded questions re: new staff "on-boarding".

Executive Director Report (Horsch)

Horsch referred to ED report distributed prior to the meeting. Horsch focused on athlete dining improvements and increasing feeding & fueling athlete students. The report continued on the facilities side to highlight the challenges with the modular classrooms and the aging buildings.

Eric H. reported on the high performance partnership with USSA. Highest value has been interacting with the cohort schools (Burke, GMVS, Stratton) to hear what challenges and achievements they are reporting. New FIS coaches will be mentored re: heading up a team.

Martin B. then reported on the Nordic team activities. Focus this year will be on the facilities at Royal Gorge, creating an aggressive recruiting plan to result in 4-5 kids at the SBA level.

Horsch reported on Freeride camp in NZ. Some challenges with weather/terrain in NZ. SBA enrollment smaller in Freeride this year, but ski team enrollment is robust.

Horsch then mentioned that ski team is piloting a ski team orientation session in the East Bay this year vs. having just one orientation at Sugar Bowl. So far rsvps are tracking 10:1 for Bay Area orientation vs. onsite at Sugar Bowl.

Horsch also noted a brewing issue coming with 55-inch chairlift solo riding rule being contemplated.

Shray ended the report by highlighting that SBA still doesn't have a signed Master Services Agreement or Sport Haus agreement at this time, and that these are important tasks on the ED agenda.

Outreach Report (Omar & Ellis)

Omar kicked off the outreach report with reporting on new website development and the contributions report presented at the Development Committee meeting. Omar proceeded to report on Annual Fund kick off along with percentages of participation by constituents.

Omar and Shray then provided the Hellman Foundation meeting update: Susan Hirsch reached out for 2nd meeting for Hellman Foundation. Sandy Drew has been consulted again as the original capital campaign consultant for SBA. For the Hellman Foundation meeting, Omar reviewed report regarding strategic priorities in development based on historical data of donor base, historical financial aid and current financial aid levels compared to peer benchmarks. Discussion ensued regarding value proposition of SBA to the ski team community. Omar finished with timeline for development committee to come up with strategic plan for development opportunities. Hellman Foundation will support SBSTA's efforts to expand donor base and to taper support from Hellman Foundation.

Questions were posed and answered by board members involved. Discussion centered on capacity for financial aid in the budget and how the board decides on this question.

Finance Committee Report (Martyn-Jones and Service)

Service began by reviewing the committee's work in the past 3 months. Service articulated that one of the finance committee's goals is to increase confidence in the numbers presented to the board. Progress has been made and opportunities to increase performance exist.

Martyn-Jones reviewed historical 2016-2017 numbers with respect to budget vs actual. Financial aid played a role in some of the actual results being under the projections. Martyn-Jones highlighted line items above and under budget. Presentation and discussion ensued re: accounting statements vs management P&L to further clarify financial position.

Shray mentioned that Executive Committee approved capital expenditures during the summer so that the work needed could begin prior to the board meeting. Expenditures included website design, kitchen equipment and computers to be purchased.

Shray pointed out that SBSTA's cash position is relatively strong this year in September based on early ski team registration.

Martyn-Jones spent time on the two drivers of tuition and wages instead of year-to-date expenditures and revenue versus budget. Next board meeting will show year to date vs. budget.

Audit Committee (Schadlich & Martyn-Jones)

Jim Kelly on audit committee now. No discussion ensued.

Governance (Sue Tunnell)

Tunnell reported on current governance issues.

Executive Session:

Aldrich & Horsch answered questions regarding current administrative structure and how it is working.

Shray adjourned the meeting at 3:10 p.m.