



RUDOLF  
STEINER  
SCHOOL

OF ANN ARBOR



State of the School  
January, 2024

RUDOLF STEINER SCHOOL  
OF ANN ARBOR

# Overview of the State of the School

- **Curriculum Updates and Changes**

- Middle School Support – Hiring of Trina Lacey as fourth Middle School Teacher
- Ongoing Diversity, Equity and Inclusion work – Festivals, Curriculum, and Culture
- Southeast Michigan Stewardship Coalition – Expansion of our involvement
- Ecological Education – College commitment, expansion of LS Outdoor Education
- Return of full Choral Education program to Lower School
- Challenge of High School Movement Program

- **AWSNA and ISACS Accreditation Update**

- AWSNA Site Visit will be March 10 – 12, 2024
- We've completed our Self-Study and are currently doing final edits
- This is a lot of practical work, documentation and policy related, that really benefits the school

# Overview of the State of the School

- **Staffing and Board Updates**
  - New Faculty and Staff 2023 -24
    - LS Class Teachers: Annie MacDougald, Siera Brown, David Edwards, Megan Rotko
    - Choral Music – Alana O’Donnell
    - Student Support Specialist – Janice Stewart
    - EC Administrative Coordinator – Maegan Pierson
    - Finance Office Changes
    - Operations Manager – Brian Vroom
  - Development Office Changes
    - Development Director – Jane Ford
  - Administrative Changes
    - Admissions Director – Brooke Pickrell
    - Currently going through a Communications Director transition
  - Board of Trustees
    - Board Chair – Knut Hill
    - Board Vice Chair – Elizabeth Head
    - Board Treasurer – Adrian Madland
    - Board Secretary – Cindy Schoen

# Overview of the State of the School

- **School Activities and Groups**

- Sports Seasons – fully back to pre-covid offerings, working still to rebuild teams
- Winter Festival – full, wonderful celebration in December and looking forward to an even richer one next year
- Committees – We are always looking for interested community members for:
  - Finance Committee
  - Personnel Committee
  - Development Committee
  - Diversity, Equity and Inclusion Committee
- Parent Council
  - We want to thank Sylvia Gardner for her years of service and leadership
  - Dana Sutton-Myers will be leading for the balance of the school year
  - Screenagers

# Current School Financials – 2023-24



# Budget School Revenue 2023-24

Income Source	Amount	Comments
Tuition Revenue	\$ 6,903,890	317 Students, 66 EC, 177 Grades, 74 HS
Tuition Assistance	(\$ 1,207,460)	
Tuition Grants	(\$ 452,106)	
Tuition Remission	<u>(\$ 656,000)</u>	Full-Time Faculty: 90% oldest child, 100% younger
<b>Net Tuition</b>	<b>\$ 4,588,324</b>	
Annual Fund	\$ 225,000	Donations for Tuition Assistance and Faculty Dev.
Fees, Camp, etc.	<u>\$ 153,800</u>	Camp, Aftercare, Sports Fees
<b>Total Revenue</b>	<b>\$ 4,967,124</b>	

# Budgeted School Expenses 2023-24

Expense	Amount	Comments
Instructional	\$ 2,926,414	Approximately 87% is salaries and benefits
Administrative	\$ 1,200,968	
Building & Grounds	\$ 555,925	Approx \$130,000 annually in bond interest
Other	\$ 258,111	
<b>Total Expenses</b>	<b>\$4,941,418</b>	

## Other School Resources 2023-24

Source	Amount	Type	Comments
Capital Campaign	\$ 625,000	Restricted	For bond balloon (2024); in savings acct
Endowments	\$ 310,000	Partially restricted	Conservatively invested

In addition to the above, the school also has reserves for capital improvement, as well as contingencies – these amounts are currently being planned for in connection with the bond refinancing, including information from a recent capital reserve study.

Several major capital improvement projects to be scheduled in the near future – primarily roofs, heating/cooling, and windows.



# Other Important Finance Updates

## **Currently working on the necessary refinancing of our two campuses**

- \$4,500,000 was original amount financed in November 2018
- Our debt service is \$307,000 annually
- \$3,470,000 will be due when it balloons in October 2024
- We have \$625,000 in reserves committed to paying down the debt when we refinance
- So, we will need to refinance a maximum of \$2,845,000 (\$3,470,000 - \$625,000)
- This is excellent progress against our debt over the past six years
- We are currently looking at ways to reduce the amount we will need to refinance

# Looking Ahead to the 2024-25 School Year Financials

# Looking Ahead to 2024-25 – Enrollment

	2021-22 (actual)	2022-23 (actual)	2023-24 (budgeted)	2023-24 (actual)	2024-25 (projected)
Early Childhood	66	70	66	64	66
Grades	177	170	177	176	177
High School	80	75	74	75	74
	<b>323</b>	<b>315</b>	<b>317</b>	<b>315</b>	<b>317</b>

# Budgeting for the 2024-25 School Year

Area of Anticipated Change	Amount	Comments
Tuition Increase	\$ 215,000	Assuming flat enrollment
Increase in Salaries – FT and PT	\$ 150,000	Includes 1 new and two replacement positions
Increase in Benefits/Workers Comp	\$ 20,000	
Increase in Supplies/materials	\$ 20,000	
Increase in Contractor Costs	<u>\$ 25,000</u>	
Total Increase in Expenses	\$ 215,000	

# Tuition for the 2024-25 School Year

With consistent enrollment, the return to more normal levels of inflation, and the ending of the additional costs of the recent COVID-19 pandemic years, RSSAA is happy to return to our goal of tuition increases between three and five percent annually.

Last Wednesday the Board of Trustees met and approved the Finance Committee's recommendation for a 3% tuition increase for the 2024-25 school year. This will allow us to:

- Meet the increased costs of all supplies, utilities, contractors and curriculum materials.
- Fund salary increases of a minimum of \$1,000 for all returning fulltime faculty and staff, and \$.50 an hour for all returning part-time employees.
- Ensure that there is a budget for additional tuition assistance to support families who cannot manage the tuition increase.
- Enter the 2024-25 School Year with what is projected to be a balanced budget.

# Tuition for the 2024-25 School Year

The increase in each area will be:

Early Childhood	\$18,300	\$500	\$18,800
Grades 1 – 5	\$21,960	\$640	\$22,600
Grades 6 – 8	\$21,960	\$640	\$22,600
High School	\$26,710	\$800	\$27,510

We want to assure families who currently receive tuition assistance, or will need some to help with this increase, that we are committed to all of our current families and will be working together to ensure that everyone is able to continue to be part of this community of children, parents, teachers and staff.



# Faculty Salaries: Focus for Budget Planning

The challenge of balancing the need for sustainable tuition costs for families, and the need for supportive and appropriate salaries for our faculty and staff is the biggest challenge the school faces.

In the past three years we have made significant progress in improving our employee salaries for both full and part-time employees

- Part-time administrative and assistant salaries have all been significantly raised since 2020.
- Starting salary for all full-time faculty and staff has been raised by \$6,000 since 2018.
- In the 2023-24 School year we were able to give all returning faculty and staff three times our standard increase – with fulltime faculty and staff receiving a \$3000 increase, and parttime faculty and staff receiving \$1.50 an hour.
- This December we were able to give all school employees a bonus of up to \$1500, depending on their hours spent working each week.

However, salaries are still lower than is needed for sustainable careers, and the Board Personnel and Finance Committees are both working on this as a priority this year.

# Invitation to a Conversation with the Board Executive Committee

We hope that this video presentation, with the supporting finances attached to the Parent Square Post has given you a good sense of the "state of our school."

However, we know that some of you will have ideas, questions, concerns and thoughts you want to share. We invite you to a Zoom conversation with the Board Executive Committee.

**When:** February 7, at 5:30 pm on Zoom (see link in Parent Square Post)

**What:** Meeting with Board Exec to have conversation about the State of the School

**Who:** Board Executive Committee

- Knut Hill, Board Chair
- Elizabeth Head, Board Vice Chair
- Adrian Madland, Board Treasurer
- Cindy Schoen, Board Secretary
- Sian Owen-Cruise, School Administrator
- Gary Banks, College Chair



Thank You!

