

Regular Session – September 27, 2011

I. OPENING

General announcements:

D. Blome welcomed the CAC Community to the first Board Open Session of the current school year.

The meeting was called to order at 6:05 pm.

R/11-9-1 Action on Agenda

Agenda accepted as presented.

II. CONSENT AGENDA:

R/11-9-2

Superintendent's Report

E. Stern reported the following:

Security: Administration is currently working on increasing the number of cameras and will report on the CCTV locations once they are identified. Cameras will be located in new areas not covered by guards. It is recommended to communicate and report on any threat that happens. CAC will work on educating the students on how to be careful and how to act in time of threat, delivery method to be age appropriately.

Business and Operations Director: The position and the job description were posted at the end of July on our website as well as with two international search education providers; Search Associates and International School Services. It was also posted with the American Chamber of Commerce and AUC Career Development Center here in Cairo. Board members M. Smith, C. Evans, and E. Stern are on the Search Committee and may add a staff member and a principal. To-date 112 applications have been received including two internal candidates. A long list of 15 candidates was selected and a short list of five tentative finalists have been selected and are now waiting for Martyn, the Finance Committee Chair's, feedback. We have a diverse group of applicants, with a variety of experience, some with local background, others with US background and some with international school background. Regarding the timeline, we will be arranging interviews around the first and/or second week of October. Once agreed on the short list, we will prepare questions and start the interviews. All short listed candidates will receive information about the salary and benefits before interviewing.

Development Office Update: The Activities Office has been the Student Activities Office (activities as part of the education provided by

CAC) as well as activities provided to the students by other community organisations within CAC as well as outside CAC. Ellen moved the Community aspect of the activities to the Development and Alumni Relations Office. This Office will be coordinating events and the activities they organize. The Development Office will be working closely with the PTO and other community organizations within CAC. The Office will be monitoring all fundraising by CAC by creating a fundraising request form that will go out with the guidelines and procedures to all sponsors of community events and activities. This will help keep track of the timing of fundraising efforts, ensure the cause falls within our guidelines and will enable CAC to acknowledge the generosity of these donors.

R/11-9-3

Student Council Report

D. Lantz, Student Council President, reported the following:

- The Student Council Retreat at the Mena House was a success.
- The Spirit Week is coming up next week. The goal is to encourage school spirit within the school and within the grades, and students being more united.

R/11-9-4

Admissions Report

E. Stern reported that:

- Enrollment is higher than what was projected in the revised planning at the end of last year. As of last week, we have over 1200 students enrolled.
- The nationalities of the student body are as follows: 50% American, 14.5% Egyptian, between 4% and 5% Korean and Canadian and then figures begin to drop.

R/11-9-5

CACTA Committee Report

- A. Rawlings, the CACTA representative to the Board, highlighted that the upcoming hiring season is stressful and faculty would like Administration to consider as much flexibility as possible in this uncertain year with signing the contracts that are due the first Thursday in December. Administration is encouraging individuals on a case-by-case basis to let them know what their needs are.

R/11-9-6

Support Staff Committee Report

A written report has been submitted for this month. E. Stern noted that she met with the support Staff and will continue to meet on regular basis

to review and discuss requests presented. E. Bredin noted that the school must keep this open channel with SS as they are an important part of the school.

R/11-9-7

PTO Report (copy on file)

A. Ferm, the PTO Chair highlighted the following:

- **Thanked E. Stern for attending the PTO meeting and answering all questions.**
- **The PTO will be working this year to align the PTO procedures**
- **The CAC pocket calendar is being printed**
- **The Egyptian Culture Committee (ECC) already has had two events, a kahk baking class and an oriental dance class. Both were a success.**
- **Due to the reduction of play facilities for the ES students, the PTO is making efforts to ensure that play equipment such as jump ropes, hopscotch, hula hoops are available to the children.**
- **The PTO usually dedicates 10% income from all PTO events for charity purposes. Recently disbursed monies went to Dar El Sabeel Orphanage and Red Crescent Children's Hospital.**
- **The PTO Coffee Morning took place on September 8, 2011 and was well attended.**
- **The PTO is very sensitive to the needs expressed by the parent community. One desire was that there needs to be a contact for parents who come to the school in the middle of the term. The PTO has given the Admissions Office contact information for any parent that requests an orientation of the CAC and Maadi area.**
- **The Book Fair is the next event from November 19th till the 22nd.**
- **The CAC Directory will soon be distributed.**

III. BOARD COMMITTEE REPORTS:

R/11-9-8 Facilities Committee Report

J. Hendrix, the Facilities Committee Chair, introduced P. Murphy, the new Project Manager. The Committee met on September 6th and reviewed and discussed the following:

1. **Phase I settlement with Shuttering and the monies spent in this Phase for reconstruction due to non-conformance of Shuttering Fixing of the railing of the ES ramp is still ongoing.**

2. Phase II update. The current completion date is January 28th. Some Change Orders were made during the summer. The Committee is currently looking at different options on how to proceed with the Master Plan (MP) as the Master Plan model includes the flexibility to pause at certain milestones within the plan.
3. Plant Fund projects and progress update.
4. Victory College update. Based on the Facilities Committee recommendation, J. Hendrix moved that the Board authorize the VC Sub-Committee to negotiate signing a 3-year contract at \$100,000 per year with an annual increase of up to 11% per year as a cap. Elizabeth Bredin seconded. Motion carried. (7 for, 2 absent).
5. School buses leasing/operation. Based on the Facilities Committee recommendation, J. Hendrix moved to authorize the administration to continue working with the two leasing companies (copies on file) to seek a solution to the bus licensing/operation and make a recommendation to the Board through the Facilities Committee. M. ElShinnawy seconded. Motion carried (7 for, 2 absent).

R/11-9-9 Finance Committee Report

J. Hendrix, the Finance Committee representative, reported that the Committee met on September 6th. The Committee reviewed and discussed the following:

1. Operational Budget report as of June 30 and August 31, 2011.
2. Plant and Capital Fund balances report.
3. Funds Status.
4. Endorsed the IT network Services contract award.

R/11-9-10 Education Committee Report

E. Bredin, the Education Committee Chair, reported that the Committee met on September 15th. The Committee reviewed and discussed the following:

1. Committee goals and scope of work (examples-homework, communications especially with the parent community, etc.).
2. Pressing issues for discussion, include but are not limited to, contingency planning, Virtual HS, Pre-K program, Kindergarten Screening.

R/11-9-11 Trustee Committee Report

C. Evans, the Trustee Committee Chair, reported that the Committee met on September 18th. The Committee reviewed and discussed the following:

1. The Trustee Committee's roles and responsibilities.
2. Policies to review and consider this year.
3. The need for appointees to the Board, including from the host country.
4. Means of communication with constituents.
5. Drafting a Policy Manual to stand separate from a Procedure Manual.

IV. ACTION ITEMS:

R/11-9-12 Policy 6.102 – Superintendent's Contract

I. Hodder moved that the Board accept Policy 6.102 – Superintendent's Contract as a 2nd reading/vote as amended. C. Evans seconded. Motion carried. (2 absent)

R/11-9-13 Policy 3.50 – Accounting and Reporting

I. Hodder moved that the Board accept Policy 3.50 – Accounting and Reporting as a 2nd reading/vote. Elizabeth Bredin seconded. Motion carried. (2 absent)

V. COMMENTS FROM THE FLOOR

R/11-9-14 Comments

M. Harrison, a CAC parent, mentioned the bus leasing/operation offers and asked if it is still open for other companies to submit offers.

A. Lantz, a CAC parent, raised a concern about the crime in the neighborhood and recent threat that took place to a HS student. Amelia requested that CAC communicate such incidents in a better way.

VI. ADJOURNMENT

R/11-9-15 Adjournment

The meeting was adjourned at 7:45 pm.

CAIRO AMERICAN COLLEGE
Minutes of October 25, 2011
REGULAR Session of the Board of Trustees

Board Members

Don Blome, Chair
Ineke Hodder, Secretary
Chris Evans
Elizabeth Bredin
Maha ElShinnawy
Robin Wilkening
Susan Thomas

Interim Superintendent

Ellen Stern

Regrets:

Martyn Smith, Treasurer
John Hendrix

Executive Assistant to the Board

Iman Bishara

I. OPENING

General announcements:

D. Blome welcomed the CAC Community to the Board Open Session. The meeting was called to order at 6:05 pm.

- **M. Smith has given his proxy vote to D. Blome for tonight's meeting.**
- **J. Hendrix has given his proxy vote to M. ElShinnawy for tonight's meeting.**

R/11-10-1 Action on Agenda

Agenda was amended as follows:

- **MESAC/ISST action item was moved to informational item.**
- **The Facilities report was moved at the beginning of the meeting.**
- **Update on the Superintendent Search.**

Agenda accepted as amended.

R/11-10-2 Facilities Committee Report

M. ElShinnawy, the Facilities Committee representative, reported that the Committee met on October 11th and reviewed and discussed the following:

1. **Phase I:** The arbitration process is complete and we do have a settlement. We do have a retention amount which we are working with and trying to be prudent about how to use it in Phase I. The Committee is working to set priorities regarding fixing the railing of the ramp, the ES playground, and others issues related to the ES.
2. **Phase II:** There are some Change Orders with respect to Phase II one of which is related to lighting. The Facilities Committee tasked the Administration with coming up with utility of this request of changes, cost, time, and location of these changes and the reflection on delaying the move into the new MS. The Committee will convene to discuss these issues further.
3. **Victory College Update:** The Facilities Committee discussed the leasing status. The status remains as is where CAC will use the VC fields until the contract is finalized with the Ministry of Education.
4. **School Buses Leasing/Operation:** Thank you to B. Cameron who suggested that CAC asks the Embassy to license the buses as is done in almost 30 countries. In the meantime, the Committee is considering vehicle leasing and cost offers presented by the three companies to finalize means to get the buses registered.

II. CONSENT AGENDA:

R/11-10-3

Superintendent's Report

E. Stern reported the following:

NESA Conference: Teachers and Administrators attended the NESA Conference last week and had the opportunity to hear interesting speakers. B. Cameron did CAC another favor and has agreed to let Erma Anderson who was part of the team who developed the American Education Reaches Out (AERO) Standards. They developed a set of standards for American International Schools by looking at international standards and American standards. Erma has developed the Math standards. Erma will be coming on the 23rd, 24th, and 25th of January to do professional development particularly with Elementary and Middle School teachers.

Professional Development: Jay McTigue's visit to CAC was a success. We worked on Understanding by Design (UBD) and curriculum frame work.

Business and Operations Director: We received about 125 resumes; some of them are local and some overseas. Out of 15 candidates, 6 candidates were selected including internal and external candidates. We have set up initial interviews, in person or Skype, on Thursday and Friday of this week and will report after that.

Development Office Update: The school is communicating with both the new auditors and consulting on our legal status. It was not clear why CAC cannot transfer money from the US for school use if we have a 501C3 (tax exempt organization in the US). The information currently available is that if we use or bring this money to Egypt, it will be taxed because we are not considered a tax exempt organization. Ellen will report on this in the near future.

R/11-10-4

Student Council Report

D. Lantz, Student Council President, reported that because of the meetings with the Superintendent Candidates, the Student Council did not have time to meet.

- The Student Council is currently working on the Halloween Carnival.
- The Student Council is looking at activities that could be done over weekends to provide young people with fun activities and be safe.

E. Stern noted that the Halloween party scheduled on Friday will be from 3:00 till 6:00 p.m. so students can go home by dark. CAC will send a note to parents before the event warning them to avoid any difficulties that might occur on the streets.

R/11-10-5

Admissions Report

E. Stern reported that:

- The current enrollment 1213 students. We have 8 students on the waiting list, some upcoming withdrawals, and couple of late arrivals.
- Since September, we added four students and five students have withdrawn.
- Due to the heavy work load caused by printing the CAC Directory, the Annual Admissions report to the Board, usually presented in October, will be shared at the November meeting.

R/11-10-6

CACTA Committee Report

- A. Rawlings, the CACTA representative to the Board, commented on Jay McTigue's visit and how successful it was.
- Last year the Board voted to remove the clerical day from the calendar. It was requested that the Board revisit the loss of clerical days and reconsider that decision in next year's calendar.

D. Blome tasked Administration to make a recommendation and present to the Education Committee.

R/11-10-7

Support Staff Committee Report

No written report submitted this month.

R/11-10-8

PTO Report (copy on file)

A. Ferm, the PTO Chair highlighted the following:

- Thanked the administration for publishing the CAC Directory.
- The PTO started a Book Club on Third Culture Kids and is working to have Libby Stephens, a well renowned speaker on the topic, visit CAC on April 18th and 19th.
- The Book Fair has been moved from the end of November to December 4th till the 8th to accommodate school planning issues.
- The PTO lunch took place on October 20th. It was a great opportunity for parents to meet and for PTO to publicize forthcoming events.
- The Egyptian Culture Committee (ECC) organized an arts and crafts workshop for this month. Great opportunities for parents to meet each other and make arts and crafts.
- The PTO International Festival started meeting, and they have country representatives from 30 countries so far.

III. BOARD COMMITTEE REPORTS:

R/11-10-9 Superintendent Search Committee Report

M. ElShinnawy, the Search Committee Chair, reported the following:

- Thanked the Search Committee members, W. Tappe, J. Keevy, R. Tutwiler, A. Ferguson, T. Moniz, M. El Sharkawy for the time and dedication they have demonstrated throughout the process.

- After six months of meetings, many hours of deliberation, and thoughtful discussion, last Tuesday the Committee made a recommendation to the Board.
- Thanked the Board for the time they have allowed the Search Committee to evaluate each of these candidates' equally, thoroughly, and fairly.
- Special thanks for Bill Thomas for collecting the data, analyzing, and reporting it under incredible time pressure.
- Special thanks for the Community for being there and meeting the candidates, attending the forums, and filling up the feedback forms.
- Special thanks for the PTO for escorting the candidates during the interview process, taking them on tours of Maadi, and escorting their wives.
- Thanked Ellen for her help and support throughout this process.
- A very Special thank you to the Board Executive Assistant for the long hours of work.
- The Search Committee met in May with a mandate of finding a long term superintendent effective August 2012 to replace the interim superintendent.
- We received many applications, reviewed all of them in concert with Search Associates and developed a list of 21 candidates worthy of consideration.
- After careful analysis, reference checks, and Skype interviews, the Search Committee decided on the top 3 candidates for the position. We invited all 3 candidates, and they accepted our invitation and were here for at least a two-day visit.
- We collected feedback from all constituent groups, some on line and some on paper. At the end of the two days, the Search Committee convened to discuss each candidate. Finally, last Tuesday the Search Committee met to discuss all 3 candidates and make a recommendation to the board.
- The Search Committee evaluated all information and feedback that was solicited and unsolicited on the 3 candidates and met for 3 hours to evaluate the candidates.
- On Wednesday, October 19th, the Search Committee met with the Board, submitted the recommendation, outlined the rationale for the decision, highlighted all issues that were raised regarding each candidate, and discussed the feedback from various constituents.

- The Board convened in a closed session till 9:00 pm and ended the meeting with a unanimous decision and an action plan.
- The Board is currently in the silent mode as we finalize the process. The Board expects to have information to share with the Community very soon.

R/11-10-10 Finance Committee Report

C. Evan, the Finance Committee representative, reported that the Committee met on October 11th. The Committee reviewed and discussed the following:

1. Approved the 2011-12 Adjusted Operational Budget.
2. Development Office fundraising and ways to provide guidance and set goals.
3. Business Manager's search update.
4. Contingency Plan and possible Finance options.

R/11-10-11 Education Committee Report

E. Bredin, the Education Committee Chair, reported that the Committee met on October 13th. The Committee reviewed and discussed the following:

1. Prioritized the scope of work for 2011-2012.
2. Evening Parent meeting with J. McTigue was very successful, but we had low attendance. Need to think of better ways to advertize for such presentations.
3. Virtual HS program. An effort piloted by J. Basnight where she presented a spreadsheet that included the fee structure and points of comparison for four VHS programs. Joelle and Ellen will present a recommendation on how this will be administered and who pays for it.
4. Contingency Planning in relation to Education. During last year's crisis there was mixed success while trying to support CAC students overseas during evacuation by using Moodle. Ellen has asked that all MS and HS students use Moodle on regular basis. In the event of another evacuation, the school recommends that ES students be enrolled in overseas schools. Ellen will schedule a half day of virtual learning sometime in November as an opportunity to practice for the unfortunate situation that the school will not be able to be in session in our CAC school buildings.
5. US Embassy evacuation policy. The policy is the same and nothing has changed. There is fairly a limited possibility of

evacuation as there are no great expectations regarding the elections taking place on November 28th.

6. **ISST/MESAC.** Last year, the Board voted to stay with ISST based on the administration's recommendation. Early this year, it came clear that CAC can do both ISST and MESAC. The Board will be revisiting this issue. The Education Committee tasked the administration to identify funding and/or other options to alleviate the possible financial burden for parents of paying for double travel for one sport and look at opportunities to off-set the cost of two leagues.

IV. ACTION ITEMS:

R/11-10-12 Approve Adjusted 2011-12 Operations Budget

C. Evans reported that the Finance Committee reviewed and discussed the adjusted Operations Budget for 2011-12 (copy on file). C. Evans moved that the Board approve the adjusted budget as presented by the administration to the Finance Committee. R. Wilkening seconded. Motion carried.

V. COMMENTS FROM THE FLOOR

R/11-10-13 Comments

M. Nelson, a CAC parent and a former Board member, thanked the Board for moving the ISST/MESAC item to an informational item allowing the Community to reflect on it. The process needs to be handled in a cohesive way according to process and policy. She was concerned about the Community not having a chance to share their input. The change did not include student input although the Board supported student-based decisions.

T. Brown, a CAC parent, raised a concern about cancelling the Prime Trips and WWW. What are the triggers that cause the cancellation? He is concerned that it is an overreaction and a little bit of fear from the school's part. We are denying our kids to grow and not allowing them to manage the risk, analyze it, and find ways to minimize it. There is no credible threat that makes us fear.

T. Miller, a CAC parent, noted that it is great to have the CAC Directory back. The Directory has always been done by one person from the PTO except for the past year. Terry asked about the ISST/MESAC and how many trips that means for the students. The Community is concerned about where will the money be coming from or will the parents have pay for it.

C. Wilson, a CAC parent, asked that the Board consider the time out of class in relation to travel for athletics and activities. She is concerned about the lack of instructional time in the classroom. Prior administration beat us over the head about how disruptive it was to take children out on trips and we have been talking about that for the past four years and it seems that no progress has been made. We talked about it in several parent forums where it was clear that a majority of parents did not want that kind of disruption.

M. Amar, a CAC parent, noted two issues related to HS students. One on the issues that is stressing our kids is the newly reinstated semester exams. Semester exams were discussed in 2007-08 and it was agreed to eliminate them. It was then brought back with the previous superintendent where the final decision was based on the teacher's evaluation of whether or not the student needs it or not (optional). Two weeks after the kids were back to school and based on a Facebook survey, semester exams were reinstated. The second issue is the ISST/MESAC issue. She was told that it is cheaper to have kids travel within the Middle East as opposed to traveling to Europe.

R. Toncig, a CAC parent, thanked the Search Committee for bringing in the candidates. Roberto referred back to the issue stated by T. Brown that this is a school that educates citizens of tomorrow. Violence is an issue but much less in Cairo than other places. His kids were robbed four times in Rome and the same can happen everywhere. It is ok to see lots of concern and not to frighten kids. It would be great to minimize the fear aspect of communication and to emphasize the education aspect. Kids are going to live in an uncertain world and should be prepared for that. Instead of being a security agency, we need to be an educational agency.

N. Usher, a CAC parent, noted that several food vendors have been given contracts at CAC and with that Pepsi Cola has now started to appear on campus. Coca Cola has been a very generous financial supporter for CAC throughout the years, for example refurbishing the tennis courts, athletic travel uniforms, support for VC baseball fields, and have had appointed members to the Board of Trustees. She understands that the administration is aware of this issue, but would appreciate the opportunity to tell the Board how important the relationship between Coca Cola and CAC. It is a concern that this becomes a bigger issue.

E. Stern gave brief answers to some of the questions:

- The administration investigates every situation and tries to solicit information to the best of their ability, from as many sources as possible, and to consider our responsibility in terms of safety and security.

- The school will continue to make educational decisions. Decisions about the pros and cons of examinations is an educational issue with the faculty in terms what they think is best for the HS students. We will review it and continue to monitor it.
- Sports and Athletics programs, the school's goal is to offer as many opportunities to as many students as possible in terms of high quality, safe, competition, and opportunities to experience various events. We will continue to try and find local events and take part in international events where they are safe and provide our students with solid opportunities and experiences.
- The school appreciates the Community's thoughts about our donors. The school respects and values them all. We will continue to listen and make judgments and will work with the Board to keep them well informed and hope that it will work out for the benefit of the greatest majority for our students and their education.

VI. ADJOURNMENT

R/11-10-14 Adjournment

The meeting was adjourned at 7:45 pm.