



This bulletin is our first installment of a regular series of updates to our school community about the Mark Day School Board of Trustees. We wanted to take a moment to share an overview of the board and give an update on the work the board does on the committee level. Most importantly, we wanted to share our goals for this school year.

Board Composition

The board consists of 24 members, nominated and elected by its membership. No member represents any particular constituency, but rather the institution as a whole. The board is largely made up of parent members who are elected to serve based on their commitment to the school and the expertise they bring to the board. Trustees generally serve two three-year terms, and the board also includes a faculty trustee and an alumni trustee. We often include at least one outside member who comes from an educational background as well.

The criteria for selecting new trustees include strategic expertise (e.g., management, finance, marketing, leadership, real estate, law), diversity in perspectives and background, and time to serve. These criteria enable the board to be truly effective in furthering the work of the board, the strategic plan, and the school's mission.

The board has only one employee, the head of school, to whom it delegates all day-to-day operational school management. Trustees do not engage in personnel/staff/student matters or issues related to curriculum and program.

The board performs its substantive work almost exclusively at the committee level. We currently have four standing committees and one ad hoc committee:

- **Advisory** - Chaired by board president Shalu Saluja, the Advisory Committee provides counsel for the head of school and board president as needed and performs the head of school's evaluation.
- **Development and Finance** - Co-chaired by Terry Powers and board treasurer JT Herman, this committee, along with the administration, develops the operating budget that is formally ratified by the entire board. The committee also works with the administration and board on long-term issues of financial strength and sustainability, including partnering with the Development Office on the True Blue Annual Fund.
- **Governance** - Chaired by Phil Gutierrez, this committee is responsible for all trustee issues, including nomination and election of new trustees, review of the bylaws, education of trustees, and board self-evaluation. Folded into the Governance Committee are the Audit Subcommittee, chaired by Sam Parker, and the Diversity and Inclusivity Subcommittee, chaired by Nicole Stanton.

For the past several years, the board has worked with [VISIONS, Inc.](#) to build our capacity as leaders of diversity and inclusivity. We spent half of our annual board retreat in October doing a workshop in which we examined and discussed crucial diversity and inclusivity issues and opportunities that will continue to benefit the entire Mark Day School community.

- **Site** - Chaired by Tom Levine, the Site Committee works to ensure site permanence and plans for campus advancements. This committee is largely responsible for the success of our campus transformation project and keeps in constant contact with city officials, construction firms, and neighbors.

- **ad hoc Campaign Steering Committee** - Co-chaired by Terry Powers and Shalu Saluja, this committee is leading the campaign for our campus transformation fundraising, *We Create*, including the "Fund For The Future" endowment growth.

Our ongoing and primary focus as a board is to continue to advance the priorities outlined in the school's [Strategic Plan](#). As you may recall when it was unveiled in October of 2014, the plan provides a roadmap for our school for the next several years.

Specifically:

- **Capital Campaign:** The board, in partnership with Joe Harvey, Wendy Levine, and the Development Office, continues to lead the efforts to raise the funds necessary for the campus transformation. As part of the school's long-term financial health, the campaign committee is also focusing on raising funds for Mark Day School's endowment. Built on our culture of philanthropy, our campaign ensures excellence and inclusivity.
- **Campus Transformation Project:** Completing construction on the Learning Commons, Creativity Lab, and Amphitheater and Quad is at the center of the board's work. Safety continues to be paramount during the construction period, and the school will keep all families informed throughout the process. We hope that our entire community has enjoyed watching the new facility take shape this fall.
- **Annual Budget Process:** The board has already begun to focus on details for next year's budget. The budgeting process always involves an iterative series of steps in which we examine a number of variables to fund the school's vital programs, compensate teachers, and set tuition levels. Mark Day School has a long record of financial excellence brought about by careful consideration of every item in our budget.
- **Implementation of Indexed Tuition:** In concert with the Business Office and the Admission Office, the board will implement Indexed Tuition this year. Last year, Joe Harvey and members of the board's Indexed Tuition Task Force communicated the intent of this program at coffees and in letters to the community. We fundamentally believe in the importance of access to a Mark Day School education. This school year, families will pay between \$75 to \$29,603 in tuition, and all families will be on the Index.

As a board, we consider ourselves incredibly fortunate to partner with Joe Harvey. In his sixth year as our head of school, Joe has made an impact on every member of our community. His leadership, along with his stellar administrative team and faculty, inspires us as trustees to bring our best selves to every board and committee meeting.

Please stay tuned for future editions of *In Step With The Board*. Our goal every year is to be transparent about much of our work in service of our wonderful school. Here is a calendar of upcoming issues of *In Step With The Board*.

December: Governance - Audit and Financial Controls

January: Finance - Budget, Invitation to Finance 101, and Indexed Tuition

February: Development and Capital Campaign

March: Governance - Diversity and Inclusivity Subcommittee

April: Site Committee

May: Governance - Introduction of New Trustees and Farewell to Departing Trustees

June: End of Year Board Reflections

For additional information about the board, please visit the [Board of Trustees section](#) of the school website. If you have any question about the board, please contact Shalu Saluja, Board President, or Phil Gutierrez, Chair of the Governance Committee. We would love to hear your feedback.

We hope that you and your loved ones have a wonderful Thanksgiving.

All the best,

Members of the Board of Trustees

Shalu Saluja, President

David Anderman

Sharina Belani

Trent Boorman '03, Alumnus Trustee

Hent Doorman '09, Alumnus Trustee
Amie Dewane
Alexander Fraser
Louisa Ransom Gloger '92
Phil Gutierrez
Joe Harvey, Head of School
Robert Hee, Vice Chair
JT Herman, Treasurer
Dan Kalafatas, Assistant Treasurer
Andrew Kawahara
Tom Levine
Michelle Mulkey
Deborah Pannell, Faculty Trustee
Sam Parker
Stephanie Parker, PA President
Steve Polsky
Terry Powers
Carl Reichardt
Andrea Salmi, Trustee Emerita
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Nicole Stanton



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