

Board Retreat

Jun 12, 2026

MEMBERS PRESENT: ☒ Susan McDonald - President ☒ Sara Archibald - Secretary ☒ Marta Barlow - Treasurer ☒ Christian Swenson ☒ Carrie Schippers ☒ Thesa Callinicos ☒ Alysha Milligan Others Present: Admin: ☒ Carol Ann Gregory Other Faculty: ☐ Other Community Members: Jeff Bisinger	Members Absent with Notice: Members Absent without Notice: Quorum is Met? (3 Officers and 2 Voting Members) ☒ Yes ☐ No
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In Person Location: 2121 N 550 W, Provo, UT 84604

Virtual Access on Zoom

Zoom Link: <https://us02web.zoom.us/j/86486408822?pwd=CYSgK4eneRC92ZEGbZA5SAyggvYkPP.1>

Meeting ID: 864 8640 8822

Passcode: 038148

MINUTES Recorded by: Sara Archibald

Call to Order

The America Verse:

May our feeling penetrate
Into the center of our heart,
And seek, in love, to unite itself
With the human beings seeking the same goal,
With the spirit beings who, bearing grace,
Strengthening us from realms of light
And illuminating our love,
Are gazing down upon
Our earnest, heart-felt striving.

-Rudolf Steiner

Oath Of Office - Informational

Previously established charter schools must implement the oath of office for their governing board members **before those individuals enter upon their duties for any new term of office.** [\[1\]](#)

Because the statutory requirement took effect as part of [Senate Bill 186](#), the timeline for implementing the oath applies to established boards in the following manner: [\[1\]](#)

When Existing Board Members Must Take the Oath

- **Upon Reappointment or Re-election:** Current board members who were already serving when the law took effect do not need to pause mid-term to take the oath. However, they **must** take and subscribe to the oath immediately upon being re-elected or re-appointed to a subsequent term. [\[1, 2\]](#)
- **New Mid-Term Appointments:** If an established board appoints a new member to fill a vacancy mid-term, that new member **must** take the oath before attending meetings or voting in an official capacity. [\[1\]](#)

Best Practices for Board Compliance

While the strict legal trigger is the start of a member's new term, the [Utah State Charter School Board](#) and charter authorizers strongly encourage established boards to implement the policy proactively: [\[1\]](#)

1. **Voluntary Mass Swearing-In:** Many existing schools choose to administer the oath to their entire current board at the start of the next upcoming school year or fiscal cycle to ensure clean recordkeeping.
2. **Immediate Policy Updates:** Established schools should immediately update their board bylaws and onboarding packets to include the mandatory text of the oath. [\[1, 2\]](#)
3. **Establish a Permanent File:** Ensure the school's administrative staff creates a secure, permanent repository for the signed oath forms, as authorizers can audit these records at any time. [\[1\]](#)

The board can recite the oath collectively. Utah law does not require board members to speak the words individually during a mass swearing-in ceremony. [\[1\]](#)

However, your school must ensure strict adherence to individual compliance and recordkeeping requirements. [\[1, 2\]](#)

How to Conduct a Collective Swearing-In

If you proceed with a mass verbal recitation, structure the process around these parameters:

- **The Call to Order:** The Board Chair or administering official explicitly names every individual who is being sworn in for the record.
- **Simultaneous Recitation:** The administering official reads the script phrase-by-phrase, and all participating members state "I," say their own name simultaneously, and repeat the rest of the text in unison. [\[1\]](#)
- **Individual Signatures are Mandatory:** While the spoken ceremony can be shared, **each member must physically sign their own individual oath form.** A single "group" sign-sheet does not satisfy the legal requirement to maintain individual permanent records for the authorizer. [\[1, 2\]](#)

Collective Oath Script for the Board Chair

Board Chair:

"We will now administer the official Oath of Office collectively to the following members of the Azure Fields Charter High School governing board: [\[Read Name 1, Name 2, Name 3...\]](#). [\[1\]](#)

Please all stand, raise your right hands, and recite with me. We will start with 'I,' followed by stating your own name."

(The Board recites the oath in unison)

I [state your own full name] do solemnly swear
that I will support, obey,
and defend the Constitution of the United States
and the Constitution of the State of Utah,
and that I will discharge the duties of my office as
a charter school governing board member with
fidelity.

This is informational for the board and will
be added to the August meeting at the
beginning of the next fiscal year.

Administration Review

Administration Update



- School Readiness to Open
 - **W** Pre-Operational School Progress Evaluation
 - The need to Defer
 - We only had one 9th Grader and five 10th Graders complete registration (6 total); only 6 more initiated registration but never brought in their paperwork to complete registration. (12 total started registration)
 - 2 students notified us that they decided to attend another school after initiating registration.
 - Close to 30 started the application process.
 - Multiple Setbacks:
 - Difficulty finding a building location
 - Delay in publishing building location and limited access to the building
 - Loss of feeder grades
 - Missed Marketing opportunities with Jr High Schools in Utah County (HS previews are in early fall)
 - Multiple Successes:
 - Growing awareness of our program
 - Feeder school partnerships
 - Articulation agreement with Wasatch
 - Building Relationship with Treeside
 - Continuing to strengthen relationship with MSA
 - Billboards
 - ¼ of our enrollments listed Billboard as method of finding us
 - At least 1 strong faculty member and several community partnerships resulted
 - Growing awareness of AFCHS

- Readiness to Open Checklist is over 98% completed and will only need to be reviewed and updated next Spring (suggested on the February/March/April agendas)
- State Accounts are set up and in use or ready to launch when applicable
 - Aspire is Live
 - CACTUS is pending certification to open
 - Utah Grants is set up with all personnel required to process and manage state grants
 - Entity information is updated with State Agencies
 - Google Workspace is organized and secured by IT
 - School server and staff computers are set up and secured by IT
 - All school personnel have completed background checks
 - Core teaching staff and minimal support staff have accepted offers and are supportive of the process; they have been informed that deferral is the most likely path forward and that their jobs are guaranteed for our opening year 2027; they will be offered opportunities to remain involved with our community throughout the year with training and community events (invite them to serve on the board in the next year to build community relationships and provide ownership in the process).
- An alternative location is being considered which will lower rent and include utilities. Consider a 3-year lease to keep costs low and incentivise needed upgrades to make the space work as a school
 - There is space available to expand until we can secure another location.
- Opportunity to set a clear community engagement schedule for the entire school year

- Summer Markets and City Celebrations to continue to spread the word
- Attending JR High HS preview nights to connect with 8-9th grade families
- Seasonal Festivals to keep our community engaged and gather additional interest
- Monthly zoom training for faculty and Waldorf Community/partner schools
- Regular virtual informational meetings
- Social media campaigns
 - Creating content like informational videos to post on website and social media
- Clear procedures for tracking family interest
 - Earlier enrollment efforts for applications/lottery/registration
 - Clear, often, consistent communication about deadlines and opportunities
- Opportunity to add 7&8 grades when we open in 2027
 - SCSB members are investigating the legality of considering this change as a charter amendment prior to program implementation
 - We are not asking for more students, only changing where they sit, so there is no fiscal/budgetary impact
 - Provides a larger enrollment target and increases chances to hit break-even enrollment
 - Meets a need in the Waldorf community in Utah
 - The Board Chair has requested that we collect letters of support, families to attend the meeting next Thursday the 18th @ 9am in Sandy or on Zoom to provide public comment showing support for adding these grades next year, and

prepare a list of students in those grades ready to enroll.

- Only add 1 class of each 7&8 grade (max 2 classes per grade) 25 students each class
 - 50-100 spots available
- Only have 2 classes each of 9 &10 grades of 25 students each
 - 100 students
- Max enrollment next year is 200 (still officially approved for 350 in year 1 of implementation)
- PR is good to tell our community that we have been approved for 7&8 grades, the compromise is that we will take an additional year to set up and implement the program, opening Fall 2027. (message should not be shared until SCSB approval/potential USBE approval next week)
 - Personal phone call from Carol to the families register in Aspire to discuss options and quarry interest in still trying to graduate with AFCHS (11th grade class exception) before communicating to the general community
 - Focus on the 2026 9th grade families to make sure they enroll as 10 graders in 2027
 - Suggest courses to take in 9th grade to help them be on track to graduate with us

Administration Goals for School Year 2026 - 2027

- Paying contracts

- Edilo (\$6,000/year renews 8/31/26)
- Schola (\$32,000 [\$30,400 if paid in full] renews 9/30/26)
- Computers for staff & IT support (\$49/computer/month x 4= \$196/month starting 8/1/26 \$1,960 for 10 months Aug 26-June 27)
- Venue Office Space (\$225/month for 1 open office & locker, considering 2 open office accounts for team to share?)
- Decreasing the team and providing minimal compensation
 - Carol: Director
 - Veronica: Dean of Pedagogy
 - Tonya: Dean of Students
 - Jacob: Office Support (systems/website management, enrollment, marketing, grants, data/reporting, etc.)
- Continued teacher workshop training over Zoom
- Teacher and Student communication
- Marketing Restructuring
- Timeline improvement
 - Lunches program deadline is November for the 2027 school year
 - October Highschool preview nights at JrHighs in Utah County
- Policy Overview
 - Data Security Plan & Policies

Jeff Biesinger

- Cash flow will be tricky
- We need to looking for a favorable lease
- Set up out employees on an 8-1 contract
- Working with vendors on equipment purchases
- Focus on low cost or free marketing

Board 2026-2027 Planning

- Board Meeting Dates
 - Should the board move the regular meeting to the first Tuesday of the Month@ 7 pm ~~with the exception of January 2027~~
 - Aug 4
 - September 1
 - October 6
 - November 3
 - December 1
 - January 19
 - February 2
 - March 2
 - April 6
 - May 4
 - June 22 (9am-4pm)
 - Should the time for the Board Meeting remain 7:00 p.m.
- Board Training Topics
 - Should the board continue with the Charter School Board University Book by the National Charter School Institute?
 - Any other recommendations?
- Steiner Study

Vote to approve the recommendation for the first tuesday at 7pm called by: Marta
 Seconded by: Carrie
 Vote Outcome:

- ☒ Susan McDonald
- ☒ Sara Archibald
- ☒ Marta Barlow
- ☒ Christian Swenson
- ☒ Carrie Schippers
- ☒ Thesa Callinicos
- ☒ Alysha Milligan

Vote to approve board training through charter school university called by:
 Seconded by: Christian
 Vote Outcome: Marta

- ☒ Susan McDonald
- ☒ Sara Archibald
- ☒ Marta Barlow

- What topics would we like to cover in our Steiner Study?
- Would we like to read a book for the Steiner Study?
- Would we like to return to the Education of the Child by Rudolf Steiner?
- Would we like to read from "The Uniqueness of Waldorf Education" by Astrid Schmitt-Stegmann
- Would we like to read from "Between Form and Freedom" by Betty Staley or "Tending the Spark" by Betty Staley

- ☒ Christian Swenson
- ☒ Carrie Schippers
- ☒ Thesa Callinicos
- ☐ Alysha Milligan

Vote to approve
between form and
freedom for our steiner
study called by: Sara
Seconded by: Marta
Vote Outcome:

- ☒ Susan McDonald
- ☒ Sara Archibald
- ☒ Marta Barlow
- ☒ Christian Swenson
- ☒ Carrie Schippers
- ☒ Thesa Callinicos
- ☐ Alysha Milligan

Susan McDonald

(10:14-11:30)

Policy Review & Voting

- Annual Policy Review [Link to All Policy](#)
 - Discipline Policy
 - Discussion
 - Updates needed by law
 - Data Security Policy
 - Discussion

Vote to approve
(Discipline Policy) called
by: Carrie
Seconded by: Christian
Vote Outcome:

- ☒ Susan McDonald
- ☒ Sara Archibald
- ☒ Marta Barlow

- - Read by Carol
-
- New Policy to Review
 - Employment Policy
 - Discussion
 - Assurances
 - Discussion
 -
 - Student and Employee Policy Handbook
 - Discussion

- ☒ Christian Swenson
- ☒ Carrie Schippers
- ☒ Thesa Callinicos
- ☐ Alysha Milligan

Vote to approve Data
Security Policy called by:
Seconded by: Marta
Vote Outcome: Carrie

- ☒ Susan McDonald
- ☒ Sara Archibald
- ☒ Marta Barlow
- ☒ Christian Swenson
- ☒ Carrie Schippers
- ☒ Thesa Callinicos
- ☐ Alysha Milligan

Vote to approve (Hiring
and Firing Policy) called
by: Carrie
Seconded by: Marta
Vote Outcome:

- ☒ Susan McDonald
- ☒ Sara Archibald
- ☒ Marta Barlow
- ☒ Christian Swenson
- ☒ Carrie Schippers
- ☒ Thesa Callinicos
- ☐ Alysha Milligan

Vote to approve
(Assurances) called by:
Seconded by:
Vote Outcome:

- ☐ Susan McDonald
- ☐ Sara Archibald
- ☐ Marta Barlow
- ☐ Christian Swenson

	☐ Carrie Schippers ☐ Thesa Callinicos ☐ Alysha Milligan Vote to approve (Handbooks) called by: Christian Seconded by: Carrie Vote Outcome: ☒ Susan McDonald ☒ Sara Archibald ☒ Marta Barlow ☒ Christian Swenson ☒ Carrie Schippers ☒ Thesa Callinicos ☐ Alysha Milligan
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Susan McDonald	(10:30 - 10:45)
Break	
Shall we take a break at 10:30 and return at 10:45	Vote to approve (break) called by: Seconded by: Vote Outcome: ☐ Susan McDonald ☐ Sara Archibald ☐ Marta Barlow ☐ Christian Swenson ☐ Carrie Schippers ☐ Thesa Callinicos

Susan McDonald

(10:45 - 11:45)

Board Review

Board Review

- Board Evaluation

- We approved monthly Pre-Operations Reports by vote on the contract's formal performance measure. Did we treat those votes as real evaluation moments, or did they become rubber stamps?
- Did we verify that purchases and vendor contracts followed our Fiscal Policy thresholds (bids, dual signatures), or did we assume compliance? The procurement procedures themselves still aren't board-approved, why did we let that lag?
- Does the Treasurer's financial oversight role function as designed monthly reports reviewed and signed, reconciliations checked by a non-involved board member?
- Are committees (Finance, Marketing/Outreach, Building) genuinely doing oversight work and reporting back, or existing on paper?
- How are we doing on governance? Are we governing according to our priorities and maintaining boundaries with administration.
- Do we have the right mix of skills at the table particularly in marketing/enrollment, which is where the school failed, and finance, given the year ahead?
- Have all members met attendance expectations (no more than two absences with notice)?

Vote to approve (goals) called by:

Seconded by:

Vote Outcome:

- ☐ Susan McDonald
- ☐ Sara Archibald
- ☐ Marta Barlow
- ☐ Christian Swenson
- ☐ Carrie Schippers
- ☐ Thesa Callinicos
- ☐ Alysha Milligan

- Are we on track for the Waldorf training requirements 50% of members with 20+ hours by opening, 40+ for President, VP, and PR rep? Did the annual Steiner study happen?
- Are our minutes complete enough to survive scrutiny recusals, budget amendments, report approvals all documented?
- What is our theory of why enrollment failed product, awareness, geography, timing and do we as a board actually agree on it?
- What will we do differently in how we govern the deferral year?
- Is each of us individually committed to the time this next year demands? Should anyone rotate off, and do we need to recruit for specific gaps?

Board Goals for School Year 2026 - 2027

- Enrollment recovery
- Hire or New Contract for the Executive Director with evaluation goals.
- Financial plan for the deferral year
- Close the compliance gaps and review policy
- Prepare governance framework for operational year
- Meet your own bylaws obligations
 - Complete the Waldorf training requirements (50% of members at 20+ hours, 40+ for President/VP/PR rep)
 - Hold the annual Steiner study
 - Recruit 1-2 new members with marketing or enrollment expertise
 - Recruit 1-2 new members with financial expertise
- Rebuild authorizer trust and work proactively with them to open in the fall of 2027

Susan McDonald

(11:45 - 12:30)

Lunch

Shall we take a break for Lunch at 11:45 and return at 12:30

Vote to approve (lunch break) called by:

Seconded by:

Vote Outcome:

- ☐ Susan McDonald
- ☐ Sara Archibald
- ☐ Marta Barlow
- ☐ Christian Swenson
- ☐ Carrie Schippers
- ☐ Thesa Callinicos
- ☐ Alysha Milligan

Susan McDonald

(12:30 - 1:30)

Administration Evaluation

Administration Review

- [Administration Contract](#)

Administration Evaluation

Vote to Continue Administration called by: Sara

Seconded by: Thesa

Vote Outcome:

- ☒ Susan McDonald
- ☒ Sara Archibald
- ☒ Marta Barlow

- What do you consider your three strongest accomplishments this contract period?
- What would you do differently if running this pre-operational year again?
- What support did you need from the board that you didn't get?
- If the board extends your engagement through a deferral year, what should the role's scope and compensation look like given the workload and what specifically would you do differently on enrollment, which is the make-or-break item for 2027?
- What measurable commitments would you accept as conditions of an extension (e.g., enrollment pipeline targets by date, additional policies, building procurement)?
- What goals should we set for our administrator for next year?

Administration Goals for School Year 2026 - 2027

- Paying contracts
 - Edilo
 - Schola
 - Computers for IT
 - Venue Space
- Decreasing the team
 - Carol
 - Veronica
 - Tonya
 - Others as needed
- Continued workshop training
- Teacher and Student communication
- Marketing Restructuring
- Timeline improvement
 - Lunches program deadline
 - October Highschool preview
- Policy Overview
 - Data Security Plan & Policies

- ☒ Christian Swenson
- ☒ Carrie Schippers
- ☒ Thesa Callinicos
- ☐ Alysha Milligan

- | | |
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| ○ Grievance Policy | |
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Board review of Budget and we need to review it by the end of the month

We are still working on a procurement policy

Sara to send out board surveys.

Jun 29, 2026 @ 7pm board meeting

Minutes review for may and june on june 29

Susan McDonald	(1:30)
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Adjournment

A healthy social life is found only,
when in the mirror of each soul
the whole community finds its reflection,
and when in the whole community
the virtue of each one is living.

~ Rudolph Steiner ~

Vote to Adjourn called
by: Christian
Seconded by: Sara
Vote Outcome:

- ☒ Susan McDonald
- ☒ Sara Archibald
- ☒ Marta Barlow
- ☒ Christian Swenson
- ☒ Carrie Schippers
- ☒ Thesa Callinicos
- ☐ Alysha Milligan