

MINUTES OF BOARD MEETING

Meeting date	Thursday October 23 rd , 2025 (17.30-20.00)
Participants from the Board	Niclas Kvernørød, Vibe Noordeloos, Lone Eibye Mikkelsen, Vibeke Tyrre Pedersen, Lukas Esterle, Sonny Hansen, Marie Kongskov, Morten Holck Jørgensen, Nicole Mendelsohn, Laurent Prat and Michael Winther
Other Participants	Patrick Difford, Nicola Woodvine, Charlotte Jessen and Robert McCluskey
Regrets	

Minutes	<ol style="list-style-type: none">1. Attendance and approval of agenda and minutes: Attendance was taken. The agenda for today's meeting was approved. Minutes were taken by Charlotte.2. Report from Head of School by Robert: Over the past month, the PTA successfully organized Halloween and the Winter Fair and introduced new community-building activities such as a weekly parent yoga class. The school hosted several major events, including the Book Fair, Diwali celebrations, the PYP6 Fashion Show, and Winter Performances across kindergarten and the wider school. Three-way conferences were held for PYP and MYP students, strengthening collaboration between students, parents, and teachers. MYP students completed their Personal Project presentations, marking an important academic milestone in their final year. The Anti-Bullying Week, led by the Head of Wellbeing and centred on the theme "Power for Good" was held in week 46. Older students participated in targeted workshops with motivational speaker Hardeep Dhandjal to address behaviour, bullying, sexism, and racism. These initiatives were well received and reinforced the school's commitment to positive behaviour and student wellbeing. The school hosted a professional "job-alike" day for Arts teachers from Danish IB schools, organized by the new PYP Coordinator. A municipal inspection concluded that the learning environment generally supports children's wellbeing and learning, while highlighting the need to better translate shared intentions into consistent practice. The school also joined the City of Aarhus "Hello Aarhus" initiative to improve international collaboration, visibility, and access to networking and funding opportunities. The strategic portfolio plan was briefly discussed.3. Reducing the length of the school day (decision) by Robert The plan was presented and approved in principle. This is not a cost saving measure but a proposal aimed at improving the well-being of students and staff. Leadership needs to work out the details and communicate the plan to both teachers and parents well ahead of the new school year. The revised proposal will be presented to the board at the meeting in February.
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4. Financial update by Charlotte:

In Admissions we are seeing a few students leaving and coming in over the new year. A status was given of the current finances. The consequences of the lower number of students than budgeted are still the main contributing factor to the negative forecast. Leadership will still focus on minimizing costs.

The roughly 2 million expected deficit for the 2026 budget stems mainly from an increase in teaching salaries. The high increase is in part due to fixed salary increases and in part approved added staff in 2025 (Coordinators and AKT teacher). The budget was approved based on the 5-year budget, which shows an increasing result and by 2028 a positive result, even based on very conservative student numbers. The cashflow will be supported by the refinancing in October 2026 of the school's loan. The leadership and board strongly believe that the finances are still solid and that the increase in students will come – only a bit slower than initially expected. The school will make contingency plans for even lower student numbers, and the board will follow the development very closely during 2026. The fee structure was approved.

5. Approval of Strategy 2031

- Discussion of the new long-term strategy and key focus 2026

A new strategy house was presented and approved with a few smaller details to be adjusted (Niclas and Robert will see to that).

6. Any other business

None

The meeting adjourned at 20.30

Niclas Kvernrød

Vibe Noordeloos

Lone Eibye Mikkelsen

Michael Winther

Lukas Esterle

Nicole Mendelsohn

Morten Holck Jørgensen

Laurent Prat

Vibeke Tyrre Pedersen

Sonny Hansen

Marie Kongskov

Robert McCluskey