

KOG SPECIAL GENERAL MEETING 7 MAY 2024 – MINUTES

Purpose:	Kambala Old Girls' Union Inc. Special General Meeting (SGM)
Date and Venue:	Tuesday 7 May 2024 – 6.00pm Music Centre Performance Theatre
In the chair was the President, Amanda Kirton and Lucinda Bradshaw took the minutes.	
Attendees:	See Appendix
Apologies:	None
Acknowledgement of Country	Amanda Kirton (AK) opened the meeting at 6.07pm and delivered an acknowledgement of country.
Meeting Opening	<p>AK gave opening remarks, noting that the SGM had been requisitioned by twelve KOG members and that a quorum was present.</p> <p>AK provided an overview of the SGM proceedings and invited Ainslie van Onselen (School Council President) (AO) and Jane Danvers (School Principal) (JD) to speak.</p>
Presentation by Ainslie van Onselen	<p>AO presented the background and context for the Council's decisions regarding boarding:</p> <ul style="list-style-type: none"> • AO explained that she represented the Council, on which she had sat for 6 years. • AO noted that Kambala is a company, and is therefore bound by the Corporations Act 2001 (Cth) and legislation binding charities and not-for-profits. Together, this requires Council members to act in the best interests of Kambala as a whole. • AO explained that the Council has four roles, including setting Kambala's strategy, maintaining its financial health, hiring its principal, and overseeing risk and compliance of the school from a governance perspective. • As guardians of the school, Council members needed to ensure that boarding retains an appeal for future generations, and they therefore made the decision to transition to a bespoke family model and consolidate boarding.

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	<ul style="list-style-type: none"> • AO explained that the decision was based on seven years of data and involved a wide range of considerations, including heritage considerations for Tivoli, the limitations created by Kambala's landlocked position, and the bursaries and subsidies required to support boarding. <p>AO noted that misinformation had been shared regarding the decision, including:</p> <ul style="list-style-type: none"> • That the decision is a step to close boarding – AO explained that the Council could have made the decision to close boarding but deliberately chose not to, and there will be potential to expand boarding in future if the opportunity allows. • That a 50-person boarding house will never work – AO noted that other schools have successfully achieved this model. • That boarding makes money for the school and should therefore be expanded to 100 girls – AO explained that 40% of boarders receive funding from the school, and the boarding program is heavily subsidised by day school parents. • That Kambala hasn't invested in boarding for the last 10 years – AO explained that the school had continuously invested in marketing and upkeep of boarding facilities. • That Kambala hadn't done enough enrolment and marketing activities – AO explained that the school had continued to attend boarding expos and country trips, with 22 regional events held since 2017, and the school had updated its expo banners last year to create a more contemporary offering.
Presentation by Jane Danvers	<p>JD provided additional background regarding the school's decision:</p> <ul style="list-style-type: none"> • The decision required consideration of multiple challenges that Kambala is facing as a school, including the fact that many teachers cannot afford to live close to the school and the school has bad access to public transport; the site is landlocked, preventing future growth; and the

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	<p>school has various other financial demands, including the fact that the science faculty and other facilities haven't been refreshed in years.</p> <ul style="list-style-type: none"> • The decision was made by reference to extensive historical data. • Kambala is committed next year to transforming Fernbank into a high-care, high-quality facility that provides an exceptional boarding opportunity to students. • The school is working with members of boarding families, interior architects and current students to get their input. • The school has already appointed a key staff member for the boarding community who will start in Term 3 and help guide the process of upgrading Fernbank.
Questions from Members	<p>AK invited questions from attendees.</p> <p>Elaine Budd (OG65) introduced herself as a member of the Association. She thanked AO and JD for their remarks and noted that she was upset that, as an Old Girl, she was unaware of these changes and she believes other Old Girls feel the same way.</p> <p>Gabrielle (Briger) Thompson (OG76) (GT) introduced herself as a former President of KOG and noted that she was concerned when she attended the 2024 AGM and AK mentioned that KOG had not been consulted in making the boarding decision. GT is a member of the Association and had been approached by Old Girls asking her to confirm what was happening with boarding, but she hadn't received any information despite her role on the Association. GT noted that neither the Association nor KOG had seen a strategy plan, unlike other decisions she had been involved in through the Association or KOG previously. She thanked AO and JD for attending and shared the view that future similar changes should only occur with consultation of key school bodies.</p> <p>AO acknowledged GT's contributions to the school and explained that the Association was informed of the</p>

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	<p>decision on 15 December 2023, and the Council has made every attempt to keep the Association informed. AO clarified that the Council has led seven years of consultation, starting with a survey of day and boarding parents in 2017. AO further explained that 10 years ago, the school was in a financial deficit; seven years ago, the school experienced reputational challenges. In the last seven years, the school has had surpluses, allowing the school to support boarding, and even with the scaled-back boarding model, boarding will still require financial support in the near-term.</p> <p>AO also clarified that the KPA and KOG were informed of the rationale in the lead-up to the decision, but ultimately it was Council's decision and not their decision to make. AO noted that copies of the school's current strategic plan are available on the website, and the Council is now working on a new strategic plan and town halls will be held regarding the strategy in July and August 2024.</p> <p>GT explained that while the Association learned of the decision on 15 December 2023, other members of the community learned about the decision on 4 December 2023, and there was a lack of detailed information at the 2024 AGM.</p> <p>Coral (Mackenzie) Marshall (OG71) (CM) introduced herself as a former Head Boarder, whose grandchildren are sixth-generation Kambala students, and whose family had long supported and participated in the Council and other school bodies. CM emphasised that boarding is critical to regional students who may have limited educational opportunities, and also contributes to day students' lives.</p> <p>Anna Stranger (OG80) (AS) explained that her family includes three generations of Head Boarders and she was speaking on behalf of her two daughters and other family members. She expressed concern for the lack of understanding driving the decision, and questioned why the boarding offering had been allowed to deteriorate. AS requested that the Council perform a comprehensive</p>
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	<p>review and rescind the decision.</p> <p>JD thanked CM and AS for their comments and confirmed that Kambala is committed to maintaining a thriving boarding house but needs to reposition boarding to strengthen it for the future. JD explained the challenges of maintaining two boarding sites and finding accommodation on site for boarding staff, which limit the level of care boarding can provide to students.</p> <p>AO added that although she was not on the Council in 2017 when the issue first arose, having looked at minutes from 2017, the same issues were a concern at the time, which led the Council to reduce boarding numbers to 75. Since 2017 the Council has continued to invest heavily into boarding.</p> <p>Priscilla Millner (OG95) (PM) shared her experiences as a boarder, noting that there were over 90 boarders in Tivoli when she finished school and there were residential opportunities in Tivoli for boarding staff. In her view, space issues in Tivoli were only created when administrative staff were moved into Tivoli. PM explained that a larger boarding house gave greater confidence and community to boarders and provided cultural benefits to the wider school.</p> <p>Pat Chiene (OG87) (PC) introduced herself as a second-generation Old Girl whose daughter is a boarder. She noted that interaction with boarders is an important part of the school experience for all students and asked what would happen if demand for boarding exceeded the 50 available places.</p> <p>JD agreed that the connection between boarding and the broader school is vital and explained that the decision to limit boarding to 50 places was driven by the number of supported places the school is able to afford, since Kambala's boarding endowment is less significant than schools that support larger boarding houses.</p> <p>Tibby Shannon (OG18) explained that if the boarding</p>
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	<p>cohort was reduced to five students per year, most rural families wouldn't want to send their daughters to board at Kambala due to the small cohort size.</p> <p>JD clarified that a 50-person boarding house would mean at least eight boarders per year. If there are waitlists for boarding, then the school would consider their options.</p> <p>PC asked whether international students would be prioritised when selecting boarding students.</p> <p>AO explained that under the proposed model, all scholarships (outside the indigenous program) will go to regional families, consistent with current arrangements. AO also noted that debt relief had been given to boarding families due to drought, and regional boarding positions were subsidised.</p> <p>Isabelle Ridley (OG16) asked whether scholarships would be tracked to ensure they are being given to more isolated regional students.</p> <p>JD reiterated that the school is committed to the long-term success of boarding. She noted that the school is looking at homestay options for international students.</p> <p>Sophie Broadley (OG16) asked whether there would be a quota for the mix of boarders between regional, international, indigenous and other groups. JD clarified that there will be no quota.</p> <p>Annabel Brooker (OG23) introduced herself as a former boarder and sixth-generation Old Girl. She explained that she had 16 boarders in her year, which was a critical part of her positive boarding experience, and that the large dormitory environment of Tivoli was positive for students.</p> <p>JD explained that other boarding environments had proven successful, including the smaller "family"-style boarding model. The school will be committed to ensuring there will be a deep sense of belonging among</p>
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	<p>boarding students.</p> <p>Ava Simpson (OG23) introduced herself as a former day girl and explained that boarders are integral to creating diversity in each year group. She asked whether there will be a reputational impact from the reduction of boarding numbers.</p> <p>AO responded that boarders will remain vital to the culture of the school. AO noted that the school's culture would not be damaged if the school community provide their support for the boarding changes.</p> <p>Jac Lloyd (OG99) shared her experiences with a son at Tudor House, noting that the Tudor House principal was looking for Sydney boarding schools for female high school students. JD confirmed that she had been speaking to the Tudor House principal.</p> <p>Elsie Buchanan (OG02) (EB) introduced herself as a former boarder and explained that for country families, this decision will remove Kambala as a viable option for boarding. EB shared her views regarding the decline of boarding at Kambala compared to other schools with better resources. EB explained that the decision appeared to be a deliberate strategy to move away from boarding. AO mistook EB for another Old Girl with whom she had communicated separately, and after the mistake was clarified and AO apologised, AO confirmed that this was not a deliberate decision to move away from boarding, reiterating that the school remains highly committed to boarding.</p> <p>Katrina Brooker (OG93) (KB) introduced herself as the KPA's boarding representative and noted that the KPA was not informed about the decision. KB shared her view that the decline in the number of boarding students was due to the failure of boarding management. KB noted that she and other parents had shared their views about the decline in boarding standards with the Council for the past seven years. She expressed dismay that current boarding parents were still waiting on operational details</p>
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	<p>regarding how boarding will function in 2025, and requested greater transparency about these operational details and the plan going forward. AO responded that the school will be starting in-depth consultations with current students and parents regarding the future plan.</p> <p>Elizabeth (Hampshire) Burnett (OG86) (EB) introduced herself as a former boarder and the parent of two former boarders. She thanked KOG for calling the SGM and expressed her disappointment with the lack of consultation with the school community. In 2015, Council President Sally Herman stated that the Council was fully committed to boarding and wanted boarding numbers to remain above 100. However, numbers later dropped to 75, and now sit below 50, representing a 50% decline in 10 years. EB noted that the proportion of regional boarders had dropped with no regional boarders currently in year 10. EB explained that boarding is still highly successful at other schools, but had been allowed to languish at Kambala, noting that the current year 7 cohort had dropped from seven to three students. EB requested that KOG work with all stakeholders to request a review of the decision.</p> <p>JD noted that boarding would not be capped at 50 students; instead, Fernbank would accommodate 50 students in 2025, and the school would explore its options from there depending on demand. JD confirmed that the school would present plans for the changes to Fernbank to boarding parents at the end of the term.</p>
Voting	<p>AK read the three resolutions proposed by the requisitioners:</p> <p><i>Ordinary Resolution #1: That there be a general declaration by the members present at the SGM that the members oppose the decision.</i></p> <p><i>Ordinary Resolution #2: That members support rescission of the decision and request KOG represent that position to Council.</i></p>

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Ordinary Resolution #3: That the KOG use all available measures to request the support of the Kambala Parents Association and the Kambala Association to jointly engage with Kambala Council and the Executive in a consultative and comprehensive review of the current and future strategic direction for boarding at Kambala which involves representation from all key stakeholders within the Kambala community.

AK explained:

- Voting would be conducted in person by a show of hands and by electronic ballot via Humanitix for those attending online.
- Each resolution was an Ordinary Resolution and would pass by a majority vote.
- Online voting would open at 7.56pm and would remain open for 10 minutes, at which point votes would be counted.

Online voting was conducted via the Humanitix platform, but due to limitations with the platform, voting was cut off at 8.00pm. Online voters were asked to also leave their votes in the Zoom chat log, and their votes would then be cross-referenced with the votes provided via Humanitix.

Votes for each resolution were counted as follows:

Ordinary Resolution #1

For: 139

Against: 24

Ordinary Resolution #2

For: 144

Against: 21

Ordinary Resolution #3

For: 145

Against: 15

AK confirmed that all three resolutions were carried.

It was also noted that 607 people signed a petition

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	opposing the school's boarding strategy.
Close of Meeting	There being no other business, AK closed the meeting at 8.25pm.

Signed as a true and correct record:

President / Vice President:

Date:



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APPENDIX – SGM ATTENDEES

Attendees (in person)

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Renee Souster	2002
Jennifer (Mackenzie) Kerr	1966
Sophie Broadley	2016
Paula (Avramadis) Maurici	1992
Jessica Ledger	2021
Bella Pursehouse	2021
Amanda Kirton (Pres.)	1988
Donna Kelly-Smith	1978
Row Curlewis	1988
Jess Lasky (VP)	2015
Bec Grut (Treas.)	2013
Lucy Bradshaw (Sectry.)	2007
Samantha Gooch	2003
Cath Scott	1990
Tamara Lang	2001
Kate Worboys	2023
Patricia Chiena	1987
Coral (Mackenzie) Marshall	1971
Jen Hampshire	1995
Claudia Cusack	2016
Isabelle Ridley	2016
Bec Guilfoyle	1993
Ebony Apps	2021
Amber Cerny	1990
Jac Lloyd	1999
Meredith Oliver	2010
Anna Stranger	1980
Giselle Gerber	1993
Vicki Kekatos	1986
Lucinda Blue	2010
Elizabeth (Hampshire) Burnett	1986
Annie Macken	1983
Gabrielle (Briger) Thompson	1976
Elaine Budd	1965
Kate Fletcher	1991
Janie (Kerr) Johnston	1991
Priscilla Millner	1995
Julie Reid	1977
Prue Weaver	1976
Elektra Kalantzis	2023
Jayde Novak	2023
Eve Gibson	2023
Elsie Buchanan	2002
Penny (Kerr) Galligan	1990
Sarah (Brown) Cable	1996
Sophia Zadelis	1986

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Robyn Tod	1981
Sienna Haigh	2023
Ava Simpson	2023
Amelia Andrews	2023
Charlie Reed	2023
Annabel Brooker	2023
Isabella O'Brien	2023
Katrina (Kerr) Brooker	1993
Marney (Bull) O'Brien	1995
Felicity Armstrong	1995
Tina Clarke	1987
Pat Chiene	1987
Jane Danvers	Kambala Principal - Guest
Ainslie Van Onselen	President Kambala Council - Guest
Rebecca Hambour	Kambala Head of Marketing, Communications & Engagement - Guest

Attendees (online)

First Name	Last Name	Maiden Name	Cohort
Edwina	Dorney	Croudace	OG96
Jill	Baldwin	Mattiske	OG93
Linda	Mackellar	McDonald	OG96
Cassandra	Macfarlan	P	OG86
Meg	White	NA	OG18
Niki	Lockley	NA	OG18
Anna	Gill	Hicks	OG97
Claudia	Williams	NA	OG23
Lucy	Stranger	NA	OG10
Ellie	Simpson	NA	OG23
Lulu	Joye	NA	OG23
Lily	McCowan	NA	OG23
Holly	O'Neill	Gay	OG02
Sarah	Stranger	NA	OG09
Tina	Pursehouse	NA	NA
Bella	Stratton	NA	OG18
Simone	Berryman	Shepherd	OG84
Emily	Scarlis	NA	OG19
Lydia	Munro	NA	OG18
Stacey	Small	NA	OG86
Bianca	Pengilley	NA	OG96
Julie	Armstrong	Jones	OG77
Suzanne	Williams	Bunce	OG87
Meg	Stratton	NA	OG23
Robyn	Ludowici	Brunskill	OG74
Arabella	Miranda	NA	OG18

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Isabelle	Herring	NA	OG18
Amelia	Purseglove	NA	OG19
Sophie	Purseglove	NA	OG23
Emily	Hawthorne	NA	OG18
Jacqueline	Clark	NA	OG86
Fiona	Macdonald	NA	OG94
Sophie	Parkhurst	NA	OG20
Emma	McDonald	Farley	OG96
Arabella	Armstrong	NA	OG10
Alex	Lewis	NA	OG78
Neve	O'Neil	NA	OG23
Skye	Waddingham	Croudace	OG93
Sam	Cusack	Nuthall	OG83
Karen	Coe	Martin	OG88
Maia	Cusack	NA	OG13
Isabella	Stratton	NA	OG18
Lydia	Munro	NA	OG18
Emily	Tapper	NA	OG18
Neve	O'Neil	NA	OG23
Nicola	Cowlshaw	NA	OG88
Meg	Stratton	NA	OG24
Victoria	Conde	Ho	OG02
Bianca	Pengilley	NA	OG96
Olivia	Falkiner	NA	OG10
Carmen	Leung	NA	OG93