

The Classical Academy  
975 Stout Road  
Colorado Springs, CO 80921

Board of Directors Working Session  
November 18, 2006

- I. Chairman Chris Leland called the open session to order at 8:10 a.m.
- II. Pledge of Allegiance/Roll Call.
  - A. Chris Leland led those present in the Pledge of Allegiance.
  - B. Roll Call. The following Directors were present: Chris Leland, Lisa Ruth, Matt Carpenter, Chris Bender, Clark Miller, and Steve Tomberlin. Director absent: Lisa Sutton. Also present: Mark Hyatt, President.
- III. Life Cycle Issues
  - A. Organizational Life Cycle. Chris Leland opened the meeting by reminding those present that the purpose of the working session is not day-to-day business, but to touch on some of the overarching, far-reaching issues. He introduced Peter Hilt's presentation by sharing examples from the book, "Death by Meeting" by Patrick Lencioni. Peter Hilt then presented an overview of the Organizational Life Cycle, to give the Board a sense of where TCA is in this life cycle process, and increase everyone's understanding of why people react the way they do to decisions we're making. He offered his assessment that TCA overall is in the Growth Phase, although some of our component parts are in the Stability Phase and others are in the Opening Phase—this makes our challenges more unique. Further, our Board is currently operating as a Governing Board. In order to reach and to remain in our prime cycle (vs. stagnation/decline), we need to find new ways of understanding and recreating ourselves as an organization. During the discussion, Steve Tomberlin advocated that we need to hold fast to the principals of our philosophy, even if we choose to vary its implementation. Chris Leland asked that the Board consider two additional concepts: 1) The concept of constructive discontent—if it ain't broke, break it, and 2) The concept of team composition—we need to have a variety of personalities/roles on our team in order to progress. Chris Leland proposed two action items as a result of the discussion. The first was to systemize a way to routinely assess our progress through the Organizational Life Cycle. The second item was to consider educating the TCA community on where we are in the life cycle, and that the decisions we're making are a natural part of the process. Steve Tomberlin recommended that the Board gain a deeper understanding of the life cycle process and where we are in it, before we attempt to educate the TCA community. Chris Leland concurred, suggesting that the Dream Team meetings will provide a better understanding.

*Chris Leland called for a break at 9:20 a.m. The meeting reconvened at 9:39 a.m.*

- IV. Planning Issues
  - A. Strategic/Long-range Plan Update. The Board agreed to conduct some strategic planning at the next offsite. To prepare, they will review the current strategic plan, Jim Woody and Doug Hering will present the 7-year financial projection, and Mark Hyatt will prepare a proposal for partnering with the

district on bond issues. Mark Hyatt suggested that part of the environmental scan should include likely decisions by the new state government officials (following the recent election). Kevin Collins recommended we evaluate growth and sustainment funding for what we want our facilities to look like in the next decade.

- B. Goals of and Challenges for Secondary Education. The Board and Lead Team discussed three upcoming goals/challenges.
1. School size. Mark Hyatt suggested the Board continue the school size issue discussed at the last meeting, and perhaps reach some closure. The Board has made very deliberate decisions on our school size, in order to stay aligned with our philosophy, and achieve some of our financial goals. But every decision comes with a cost, such as facilities, time (staff and student), etc. Steve Tomberlin shared some of the initial discussions when the founders determined TCA should include a high school. Chris Leland posited whether we need to send a communiqué to the families regarding school size. Peter Hilts recommended the Board publish a resolution, providing a clear statement to the community of the Board's position on school size. The Board discussed some community perceptions, as well as potential fiscal, philosophical, and ethical implications involved in establishing a population target. A robust discussion polarized on two central themes: 1) Establishing a target based on our mission and philosophy (rather than an activities classification) that optimizes our resources; and 2) The myriad cultural, confidence, and retention benefits that accrue from competing with well-matched opponents. The Board opted to pursue drafting a resolution, and appointed an ad hoc subcommittee of Steve Tomberlin (lead), Mark Hyatt, Matt Carpenter, and Lisa Sutton. The committee will draft a proposed Board resolution on school size, and present a first read at the December meeting.
  2. College Prep Environment. Peter Hilts highlighted the need to come to a consensus on what our core value of "college prep environment" looks like. He urged that we need to communicate that we're trying to give students the best preparation to soar in college, not necessarily the most memorable high school experience.
  3. Curriculum Review Cycle. Leesa Waliszewski alerted the Board that the majority of our history and English teachers are new, which is affecting our curriculum review cycle. While they have a great depth in their subject content and passion for their specialty, this doesn't directly translate to fluency with TCA's philosophy and core values. We may need to build in some "stagnation" into this segment of our organization, to ensure long-term stability in our curriculum.

*Chris Leland called for a break at 11:37 a.m. The meeting reconvened at 11:55 a.m.*

- V. "Table Talk" Lunch. Four general topics were discussed at the working lunch.
- A. Board Code of Conduct. Steve Tomberlin opened the discussion by recommending the members Board exemplify the level of commitment and sacrifice expected from TCA parents, and that these requirements or expectations be articulated in the code of conduct. Lisa Ruth will make a presentation at the December meeting for a first read.
  - B. Titan Trust Contributions. The Board then discussed various options for increasing contributions to the Titan Trust. Some of the suggestions included hand-written notes from members of the Board,

hire of a full-time Director of Development, and eliciting help from parents who have professional expertise in fundraising.

- C. Activities Program Forecast. Chris Leland asked if the administrative staff might need some direction/parameters on how to communicate the future of our sports program. The Board asked that at the December meeting, the Lead Team provide an update on what TCA can realistically expect in its Activities Program over the next 5 – 10 years.
- D. Additional Items. Matt Carpenter inquired about the 10-year stable reserves; this will be reported under one of the President’s Objectives. Lisa Ruth asked that the purpose of Board meetings be clarified, advocating that the meetings should be a time to grapple with business issues, vs. a free-flow discussion with audience members. The Board agreed that audience members could continue to bring business issues before the Board, but that free-flow audience discussions should be reserved for forums such as Town Hall meetings.

VI. Business Items

- A. Letter of Understanding, and Continued Education of Our TCA Audiences. Steve Tomberlin proposed an annual written instrument of expectations for new and existing parents. Parents would sign to acknowledge the expectations. He and Mark Hyatt presented several ideas and asked for inputs from the Board, in the hope it can be included with the Registrar’s acceptance letters. He will present a first read in December, for a decision at the January meeting.

VII. Executive Session

VIII. Adjournment

*Moved by Chris Leland, seconded by Steve Tomberlin, to adjourn at 1:18 p.m. Roll Call. Approved by unanimous vote.*

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Chris Leland  
Chairman

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Matt Carpenter  
Secretary