



GENEVA SCHOOL OF BOERNE
113 CASCADE CAVERNS ROAD, BOERNE, TX 78015

Minutes of the GSB Board of Trustees Board Retreat
August 23rd/24th, 2018
Marble Falls, Texas

The annual Board Retreat of the Geneva School of Boerne Board of Trustees was held in Marble Falls, Texas and hosted by Mr. Dave Tippit. The meeting was called to order on Friday, August 23rd at 7:40pm by the President. The Secretary was in attendance.

ATTENDEES

Board members Karen Abell, Tonya Christal, Jim Guy Egbert, Carrie Friesenhahn, Jody Goodman, Steve Griffey, Debbie Ledoux, Dave Tippit, Travis Vaught, Kevin Young and Charles Garcia were in attendance.

The following school administrators were in attendance: Brad Ryden, Amy Metzger and Dirk Russell.

DISTRIBUTED ITEMS

Prior to the meeting the following items were emailed to members by Chairman of the Committee on Trustees:

- *2018 GSB Retreat Schedule*
- *GSB Nonprofit Cycle Summary*
- *Board Dates*
- *Strategic Plan Committee Charges*
- *Head of School August Report*
- *Research on Generative Thinking*

During the meeting the following items were distributed

- *Geneva School of Boerne Communications Roadmap*
- *Draft version of the new GSB Brand Manual*
- *GSB ISM Stability Markers Self-Score Comparisons*

Approval of Prior Meeting Minutes – On July 3rd, 2018, Karen Abell moved to approve the prior Board Meeting Minutes (5/17/2018) by the Secretary. Seconded by Jody Goodman. The motion carried by majority.

Marketing Presentation – Carrie Friesenhahn

Carrie provided a comprehensive review of GSB's new [website](#) as well as marketing and branding campaign. She shared videos, handouts and reviewed the proper usage of the new brand standards. She informed the Board of communications as well as the extensive training which had been delivered to several segments of the GSB Community. Additionally, Carrie discussed plans for sustaining the recently completed work for future years.

Generative Thinking – Dave Tippit

Dave led the Board in a discussion about Generative Thinking. The Board agreed to form an ad-hoc committee to investigate the value and integration of generative thinking into the Board's decision-making process.

The meeting adjourned at 10:52pm for the evening and was reconvened by the President the following morning, August 24th, 2018, at 8:30am.

Discussion Items

1. Kevin Young offered the morning prayer and led a devotional on James 4:13-14
2. Steve Griffey provided an intro and overview of the day's agenda
3. Brad Ryden spoke on the GSB Nonprofit Life Cycle and Historical Strategic Planning while reviewing the distributed document
4. Dave Tippit reviewed the Board evaluation
5. Dave Tippit also reviewed the ISM stability Markers Self-Score Comparison document which was distributed

Standard Operating Procedures (SOPs) Housekeeping Items – Steve Griffey

1. Discussion was held about a new Parent Survey. One will be conducted for accreditation next year. Discussion was held about working with ISM to develop a GSB-specific survey to answer questions connected to the school's key priorities. Consideration was given to concerns about overwhelming parents with multiple surveys.
2. A review of 2018-2019 Board Dates was conducted with the following agreements:
 - **September 20th** – Regular Board Meeting; 6pm
 - **November 15th** – Regular Board Meeting; 6pm
 - **December 9th** – Sunday evening social and discussion on Generative Board
 - **January 24th** – Regular Board Meeting; 6pm
 - **March 21st** – Regular Board Meeting; 6pm
 - **May 9th** – Regular Board Meeting; 6pm
 - **June 6th** – GSB Legacy Dinner
 - **June 8th** – GSB Board Training
 - **June 26th** – Possible date for SCL board training pre-conference in Austin, TX
 - **August 22nd-24th** – GSB Board Retreat
3. All Board individuals formally reaffirmed their leadership commitment to GSB
4. Election of Officers
 - a. **A motion was made** by Steve Griffey to nominate Debbie Ledoux for the Board Officer position of **Chaplain**. The motion was seconded by Kevin Young and carried unanimously.

Discussion was held about the formalization of an ad-hoc committee to incorporate Generative Thinking.

A motion was made by Tonya Christal to establish a 1-Year ad hoc Generative Committee charged with exploring and recommending to the Board how a generative approach to governance would be integrated into Geneva's Board structure. The motion was seconded by Travis Vaught and carried unanimously.

Approval of Board Committee Members

A motion was made by Debbie Ledoux to approve the possible following members of the **Generative Committee**: Tonya Christal, Brad Ryden, Amy Metzger, Dirk Russell, Steve Drukker, Bryant Ambelang and Dave Tippit as chairman. The motion was seconded by Jody Goodman and carried by majority.

A motion was made by Jim Guy Egbert for Dave Tippit, Steve Griffey, Debbie Ledoux, Robert Thornton, Paula Wacker, Scott Travis to serve on the **Committee on Trustees** with Travis Vaught as chairman. The motion was seconded by Tonya Christal and carried unanimously.

A motion was made by Carrie Friesenhahn to approve the following members of the **Finance Committee**: Brad Ryden, Charles Garcia, Ingrid Joiner, Tres Doran, Bret Wacker, Brent Smith and Karen Abell as chairwoman. The motion was seconded by Jim Guy Egbert and carried by majority.

A motion was made by Carrie Friesenhahn to approve the following members of the **Master Planning Committee**: Charlie Lunsford, Kevin Jonas, Matt Howard, John Friesenhahn, Travis Roberson, Robert Thornton, Mike Srp, and Brad Ryden with Jim Guy Egbert as chairman. The motion was seconded by Debbie Ledoux and carried unanimously.

A motion was made by Jim Guy Egbert to approve the following members of the **Head Support and Evaluation Committee**: Kevin Young, Steve Griffey, Brad Ryden with Jody Goodman as chairman. The motion was seconded by Karen Abell and carried unanimously.

The Financial Aid Committee discussion was tabled for the September Board meeting.

It was agreed that the concept of a Technology Committee would not be a standing board committee and would be overseen by the Head of School.

A motion was made by Jim Guy Egbert to separate **Marketing and Development** into two committees with Carrie Friesenhahn as chairwoman. The motion was seconded by Kevin Young and carried unanimously.

Member approval for Financial Aid, Marketing, Development Committees were tabled for the September meeting.

The meeting adjourned at 12:15pm for lunch and was reconvened by the President at 12:52pm.

Key Priority Indicators (KPIs) – Steve Griffey

The Board discussed the integration of KPIs as a measurement to be used for measuring quantifiable elements of success for the school. Discussion was held regarding being mindful about the differences between “healthy” success and “mission” success. It was agreed that COT would identify KPIs and provide them to the Marketing/Development Committees to incorporate them into a future parent survey. Key Risk Indicators (KRIs) were also mentioned for consideration.

Land Acquisition – Jim Guy Egbert

1. Jim Guy Egbert provided the Board with an update on the land acquisition
2. Survey work has been completed for 16.797 acres of land plus an easement
3. Due Diligence has identified a dump site on the property
 - a. Phase I – engineering, has been completed but identified a location where debris had been placed on the property
 - b. Phase II – Pape Dawson will perform Phase II after seller removes debris
4. Seller will be responsible to adequately clean the dump site at their costs
5. Finding of dump site is cause to request a 30-day extension to Feasibility period
6. Feasibility period was to end on September 6th, 2018 but extended to October 5th, 2018
7. RVK delivered first round of master planning for comments. Master Planning Committee is reviewing and providing feedback.
8. Buyer deliverables will be required as part of the final acquisition
 - a. Road and fence must be constructed
 - b. Anticipated expense around \$200-\$250k
9. The Master Planning Committee provided approval to the Finance Committee to engage Texas Heritage Bank to conduct the appraisal

Discussion was held about the value of this lot to the Geneva School. The Board discussed the expense and the opportunity. There was a spirit of agreement that this particular lot was of great value to Geneva’s future and that the price was expected to rise in the coming years.

Discussion was held about financing and fundraising alternatives. Charles Garcia will work with Amy Metzger to consider an approach to work with relationships who may be in a position to give appreciated securities. The Board considered the value of working with The FOCUS Group vs conducting an efficient campaign internally.

A motion was made by Travis Vaught to approve engagement with The FOCUS Group, up to an amount of \$120k, to review and provide guidance on fundraising campaigns for the land acquisition. The motion was seconded by Debbie Ledoux and carried unanimously.

Committee Charges

HSEC

Committee Charges Completed

1. Develop philosophy of discipleship versus family and church responsibilities, consistent with Portrait of a Graduate, and identify gaps within Grammar, Logic, and Rhetoric schools.
Define and explain school’s role in student discipleship
2. Review meeting frequency and evaluate possibility a bi-monthly schedule

Committee Charges Removed

1. Review options for salary banding

Committee Charges Remaining

1. Explore the use of an appellate function in the HSEC portfolio
2. Review and approve process for evaluation of HOS
3. Update Head of School contract length and succession plan

A motion was made by Jim Guy Egbert to approve the above listed updates to the HSEC Committee charges. The motion was seconded by Tonya Christal and carried unanimously.

Finance

Committee Charges Completed

1. Determine funding source of sabbaticals for administrators. Clarify current sabbatical policy.
2. Evaluate and implement fee for new families/students
3. Create a strategic financial plan
4. Evaluate the risk management of all GSB accounts and develop a plan to ensure all funds are protected

New Committee Charges

1. Evaluate internal controls for school financial processes and procedures to ensure that proper controls exist to protect the school
2. Evaluate the feasibility of moving our Cash Reserves into an account that can serve as operations endowment
3. Review and revise debt philosophy documents

A motion was made by Charles Garcia to approve the above listed updates to the Finance Committee charges. The motion was seconded by Carrie Friesenhahn and carried unanimously.

Committee on Trustees

Committee Charges Completed

1. Review and update current by-laws
2. Plan for continual engagement of former board members

New Committee Charges

1. Develop a GSB parent survey
2. Review/Update the GSB philosophy statements and board policy manual in conjunction with the appropriate BoT committees

A motion was made by Debbie Ledoux to approve the above listed updates to the Committee on Trustees charges. The motion was seconded by Dave Tippit and carried unanimously.

Master Planning

Committee Charges Removed

1. Begin architectural and master planning for phase 3 of the capital campaign, including, left turn lane from Cascade Caverns

New Committee Charges

1. Complete purchase of land and oversee completion of contractual obligations related to development of the land
2. Complete necessary buyer deliverables
3. Complete the updated master plan

A motion was made by Charles Garcia to approve the above listed updates to the Master Planning Committee charges. The motion was seconded by Travis Vaught and carried unanimously.

Marketing Committee

New Committee Charges

1. Implement internal and external communications update (Complete implementation of internal and external marketing/communications update and establish channels to sustain updates.)
2. Work with GSB HR to establish employer specific training program for brand sustainment. (employee, rather than employer)

A motion was made by Jim Guy Egbert to approve the above listed updates to the Marketing Committee charges. The motion was seconded by Jody Goodman and carried unanimously.

Development Committee

Committee Charges Completed

1. Develop a formal structure for communication and maintenance of relationships with alums and alumni families

Committee Charges Remaining

1. Develop a communication plan for the strategic plan
2. Cultivate a sustainable committee of volunteers to work with Amy on the nuts and bolts of development

New Committee Charges

1. Utilize Development committee to assist in identifying and hiring a GSB Development Professional.

A motion was made by Dave Tippit to approve the above listed updates to the Development Committee charges. The motion was seconded by Debbie Ledoux and carried unanimously.

Capital Campaign Committee

Committee Charges Completed

1. Continue to work the Focus Group plan for communicating the end of phase 2 and need for phase 3

Committee Charges Remaining

1. Determine if/when we launch the capital campaign with The Focus Group
2. Execute campaign to fund purchase of adjacent land and complete necessary improvements

The motion to approve charges for the Capital Campaign Committee was tabled until the September meeting pending reengagement of The Focus Group and finalization of committee members.

Head of School Report – Brad Ryden

1. Reenrollment is at 94%
2. 721 enrolled with admissions closing soon
3. Review of delinquencies with all either addressed or in discussion
4. Update provided on the school's property insurance
5. Update provided on defined contribution plan (sponsored employee retirement plan)
6. Updated provided on school staffing
7. Active shooter training conducted on GSB by local police squads

Discussion was held on the topic of disciplinary actions and the application of consequences.

MEETING CLOSE

The retreat closed with a time of corporate prayer for specific requests along with prayers for the GSB students/families, administration, faculty, staff, community and former students.

The next regular meeting of the GSB Board of Trustees will be held on Thursday, September 20th, 2018 at 6:00pm. The meeting will take place at the Geneva School of Boerne at 113 Cascade Cavern, Boerne, Texas 78015, in Mr. Dirk Russell's classroom in the Rhetoric Building.

The meeting adjourned at 6:18pm, August 24th, 2018.

Charles R. Garcia, Secretary

TO GOD BE THE GLORY