

Eagle Ridge Academy

Board of Directors 2015

Voter Information Guide

The Eagle Ridge Academy “Voter Information Guide” is designed to acquaint the Eagle Ridge Academy community with the candidates for the Academy’s Board of Directors. The candidates’ responses to a questionnaire are presented below. Also, please plan to attend the Candidate Forum on Monday, April 13th at 6:30 P.M. at Eagle Ridge Academy’s Commons.

As you consider the strategic needs of Eagle Ridge Academy, please keep in mind the following items when voting.

The Overall Function of the Board

Board members have both a legal duty and an ethical obligation to ensure that Eagle Ridge Academy carries out its mission and vision.

Needs of the Board

In order to ensure the continued success of Eagle Ridge Academy, please consider candidates that would fill the following existing needs:

- Commitment to the Academy’s Classical curriculum including the use of Core Knowledge, Saxon math and the Great Books
- Awareness of development, fundraising, and funding sources
- Understanding of real estate and facilities management
- Knowledge of banking and financial issues
- Understanding of legal and government policy
- Background in human resource management
- Understanding of marketing, public affairs, and communications

The Election

You will be voting for four directors. Two of the director seats are designated for Eagle Ridge Academy teachers, and two seats are designated for parents/community members – one of which must be seated by a community member. Voting information, along with unique usernames and passwords, will be emailed to all eligible voting members on April 14th, 2015.

Many thanks in advance for your thoughtful participation in this election!

Sincerely,

Missy Madigan, Election Coordinator
On behalf of the Eagle Ridge Academy Board of Directors

The Candidates

Mr. Zac Holm

Eagle Ridge Academy Teacher



1) Why are you interested in serving on the Board of directors?

I am interested in serving on the board of directors so that I can be more aware of and have a say in what is happening at Eagle Ridge Academy. I am interested in providing a special education viewpoint to the happenings of Eagle Ridge Academy.

2) What personal qualities, experience, and expertise would you bring to board work?

The expertise of behavior management, special education law, and differentiation are some of the qualities I would bring to the board. I am open minded and will actively seek to understand opposing points of view while ensuring my point of view is comprehensible.

3) What aspects of Eagle Ridge Academy do you think are most important to maintain?

The classical education model and high standards for students are the most important thing for Eagle Ridge to maintain. Among that we must think of how we differentiate the high standards to different levels. I would like to clarify to others that high standards is not a one size fits all system.

4) What issues need to be addressed by the board of directors in the next few years?

In the next few years the Board of Directors should develop a special education system that is rooted in the classical education system the school was founded on. This would include accommodations and modifications of classical literature and assessments. This system would be beneficial for students receiving special education services, those on 504's or teacher's looking for interventions to implement on students of concern.

5) How would you evaluate if ERA is delivering its intended mission?

Eagle Ridge Academy is doing a very nice job of holding strong to their mission. The only area that I feel could be strengthened some is the classroom teacher's ability to help students give their best behaviorally. Eagle Ridge has strong teachers. If these teachers are taught behavior techniques that guide students to excellence in behavior the teacher will implement them and behavior can be brought to a level of excellence.

6) How would you weigh the various opinions of parents, students, teachers and the Director in making your board decisions?

It is important to ensure that various opinions are heard on decisions as this will provide insight into areas that may not have been thought through previously. When reviewing opinions a bottom line needs to be addressed to keep the opinions focused on the specific task the decision is designed to impact.

7) In your own words, describe the mission and vision of Eagle Ridge Academy.

Eagle Ridge Academy is rooted in the classical education model. Students are pushed to high levels academically and much is expected from them. Teachers work to develop a love of learning and develop lessons that encourage inquiry.

Mrs. Michelle Mills

Eagle Ridge Academy Teacher



1) Why are you interested in serving on the board of directors?

I have served on the board for the past year and while I have a background in working in a classically designed curriculum, I have the experience that can contribute and guide the direction of the Board of Directors. As part of the lower school, I believe it is important to have a voice in the growth of the school. I would be very interested in assisting the board to continue its mission as grow as a Classical school.

2) What personal qualities, experience, and expertise would you bring to board work?

I bring with me the knowledge of and passion for Classical education. As a participant of the Nova Classical course and an active member of the Eagle Ridge Academy Classical Co-op, I will have a keen eye on making sure that the Academy becomes a master of Classical education. I have the work ethic and organization necessary to fulfill my job with integrity and excellence.

As I am a current member of the Board of Directors, I have been involved in several working groups, Policy and Human Resources. I have gained knowledge and continue to invest in my understanding.

I know that I can commit to the Board of Directors with morning or evening meetings. Having been given the opportunity to work with current curriculum, I am prepared to work with curriculum development and other task forces.

3) What aspects of Eagle Ridge Academy do you think are most important to maintain?

I believe that education is a partnership between the parents and the school. The school, therefore, is assisting them to fulfill their responsibility in the education of future participants of society. Classical education, then, is a life-long process that our students will be able to apply the tools they have learned here to any situation. I believe it is important to honor the mission of the school to instill this vision to all areas of our school community.

As we grow, it is equally important to cultivate the Classical culture that we desire by forming future employees, teachers, students and parents to exemplify this culture. This will take an exerted effort, but it will pay great dividends to accomplish the mission and vision of the school.

4) What issues need to be addressed by the board of directors in the next few years?

With the possibility of our school replicating itself in the very near future, it is important in the event that it proceeds, to bring potential staff members on board with the Classical pedagogy we are trying to emulate in our school. I know from experience that the growth of a school will present itself with many challenges. I also believe that even if this possibility does not proceed, the retention of our current staff is crucial to keeping a lasting reputation of a quality classical organization within our community. The Board will need to look at all possible ways to continue to expand the knowledge and skills our staff.

5) How would you evaluate if ERA is delivering its intended mission?

We demand the best of our students in terms of education and behavior. As a teacher, I am constantly monitoring student work and habits to ensure that they are aware of our mission and mindful of our values and pillars. While we track student growth and progress through assessments and teacher observations, we are able to ensure that the choices we are making allow students to show their best and strive to reach their highest potential. We need to select curriculum that challenges all students, including our best and brightest. Our staff too, should be measured by how we model and transmit the pillars we teach. These are meant to guide our decisions and help us view issues through a Classical lens.

6) How would you weigh the various opinions of parents, students, teachers and the Director in making your board decisions?

All viewpoints need to be considered as well as their intentions. These would be welcomed and encouraged to help keep the mission in focus. I know that each person brings with them a perspective that has particular skills and experiences that potentially could benefit the mission of the Academy. The overall good of all stakeholders would be the goal when making Board decisions.

7) In your own words, describe the mission and vision of Eagle Ridge Academy.

I feel that the mission and vision of Eagle Ridge Academy is to form our students in all aspects of our human nature to be active future members of society and providing them with the knowledge and understanding necessary to apply informed reasoning as they are faced with important decisions. This is a process that requires hard work from all invested members of the school community, administration, teachers, parents, and students alike. Most of all, the mission is to help form the character of these students to be disciplined enough to persevere to envision the reward that what they worked so hard to acquire becomes a reality.

Ms. Ashley Hudak

Eagle Ridge Academy Teacher

1) Why are you interested in serving on the board of directors?

I am interested in serving on the board of directors because I would like to represent and support Eagle Ridge Academy staff members. I want to continue to build my relationship within the Eagle Ridge community and make it a place that both students and staff are proud to be members of. I would also like to be an integral part of Eagle Ridge's expansion and help make the decisions that impact the Academy.



2) What personal qualities, experience, and expertise would you bring to board work?

I feel that I could bring a wealth of experience and insight to the Board. Next year will mark my fourth year as a teacher of the Academy. I also have prior board experience and this would be my second term on the Board. I feel that I am an involved member of the school community and have connections with many of the families. I feel that I can also bring the concerns of my peers/staff to the other members of the Board. Since I have been involved in several of the school's new programs (TEL, Excellence Club, Summer Excellence Club, and the Classical Education Teacher Certificate Program), I feel that I could provide feedback and be a liaison for both families and other Eagle Ridge staff members. I have also taken on leadership roles within the school to continue to support staff (CEU re-licensure committee, LAT leadership assistance team, and several Board sub committees). I also have experience working in other Core

Knowledge charter schools out of state that can bring differing perspectives to issues the Board might oversee. I have also taken on some extra Board training opportunities in the last year and would like to continue on the path of expanding my knowledge in Board functionality within a school.

3) What aspects of Eagle Ridge Academy do you think are most important to maintain?

The staff at Eagle Ridge has helped to implement a CIPHER pillar program which has positively influenced the mission of the school and held students/staff to a high behavior standard. I think it would important moving forward to continue supporting and adding to this program. The new Classical Education Teacher Certificate Program is also going to important to maintain to keep staff members engaged and allow them for advancement. It is important to provide a variety opportunities for professional development to keep staff members involved and updated in the ever changing profession of education. Eagle Ridge Academy has also had great growth in determining the specific role we play in classical education. It is vital to our school that we continue to stay connected with our commitments to giving students a classical and rigorous education. It will also be important in these years of transition to maintain our current staff. The Board needs to work to support our current staff and aid them as much as possible through all of the upcoming changes.

4) What issues need to be addressed by the board of directors in the next few years?

The big issue at hand to be addressed by the Board of Directors is the process of replication. Since our school is growing and continuing to build a strong reputation, it is important to consider all of the options for our school community. The Board of Directors will also need to address the changing needs of our staff and students as well. The Special Education department has also had to grow and adapt to the student population so it is going to be important to keep their needs in mind. The Board of Directors will also have to be sensitive to how replication is going to impact the community and make sure that they are making all decisions based on what is best for the Academy overall.

5) How would you evaluate if ERA is delivering its intended mission?

A large part of evaluation is the overall morale of the staff, students, administration, and parents. It is important that people within a community feel comfortable and can communicate with other members. At this point in time, I think that Eagle Ridge Academy uses a great way to check in with the various groups of interest at our school. Through the use of surveys, the Academy is able to see current feedback. The information provided during these surveys show specific areas for growth and need. I also do think that our overall test scores are able to provide information about academic growth and success.

6) How would you weigh the various opinions of parents, students, teachers and the Director in making your board decisions?

As with making any decision, it will be important for me to take various opinions into consideration. I would ultimately, however, have to use my best morale judgment and take into consideration the school in its entirety. It would not be fair to make biased decisions that really only influence one group within the school community.

7) In your own words, describe the mission and vision of Eagle Ridge Academy.

The mission and vision at Eagle Ridge Academy is to provide a structured and rigorous education for K-12 students. It is our job as a staff to uphold the classical traditions as stated by our school and to educate well rounded citizens by being supportive, caring, and working at the best of our abilities.

Mr. John Schwartz

Eagle Ridge Academy Community Member



1) Why are you interested in serving on the board of directors?

As a student at the academy, I saw the critical importance of the board's leadership role during a sometimes-challenging period of rapid growth and change. I am eager to serve on the board of directors because I have personally benefitted from the classical education that Eagle Ridge provides and I want to help others to have the opportunity to participate in the rigorous educational program I experienced. Since high school, I have been a vocal advocate not only for a classical liberal arts education, but also Eagle Ridge Academy itself. I see this possibility of serving on the board as an opportunity to turn my words into actions and serve the academy and its families by offering my time and unique insights and abilities to the board of directors. This is an opportunity to apply myself in service to a mission in which I deeply believe during an important time in the school's history.

2) What personal qualities, experience, and expertise would you bring to board work?

I have been a student at Eagle Ridge Academy and I can show from my own experiences the value of a classical education at Eagle Ridge and how it prepared me for success in higher education and civic life. I have a firsthand knowledge of classical education at Eagle Ridge and I am ready to share my perspective and my experiences with the board to help them make informed and wise decisions. I believe my relatively recent experiences as a student leader at ERA make me uniquely qualified to speak both to the daily life of students and the ultimate outcomes of their education at Eagle Ridge.

After I graduated from Eagle Ridge, I was successful in numerous activities at St. Olaf College. These experiences have also prepared me to take on the responsibilities of a board member. I participated in St. Olaf's Great Conversation program, where I completed 5 terms of study in a great books program similar to the Humane Letters sequence at Eagle Ridge. I also served in leadership roles for the St. Olaf chapter of the National Classics Honor Society, hall council and Student Government Association (SGA). As President of SGA for the '13-'14 school year, I practiced skills in strategic planning, problem solving, relationship building and intercultural communication that I believe will be a great asset to me as a member of the Eagle Ridge board.

I have also already learned a great deal from my few months of service on the board and I would appreciate the opportunity to take what I have learned and apply it to a full year's worth of service during this exciting and challenging time of growth.

3) What aspects of Eagle Ridge Academy do you think are most important to maintain?

Above all else, Eagle Ridge Academy must maintain its commitment to providing a distinctive, rigorous, classical education. As the academy moves and expands, it will be critical for the Board to set that tone that our success is not measured by the square footage of our building or the number of accolades and awards we receive but by the quality of the education we provide and the impact we make on the intellect and character of our students. I also believe that the history and community of Eagle Ridge are important for providing the right environment where we can advance our mission and that the Board should actively promote that sense of community and shared history as we move into a time of growth and rapid change.

4) What issues need to be addressed by the board of directors in the next few years?

As the academy continues its plans to expand, the Board of Directors must provide leadership and ensure that our community's commitment to a rigorous classical curriculum does not waver, while at the same time making sure that new families, faculty and staff feel welcome. By

collectively and publicly reflecting on the academy's history, mission and vision for the future, the Board can prepare for the many of the challenging but valuable conversations it will have in the future about staffing, budgets, culture, curriculum and policy as Eagle Ridge continues to grow and mature.

5) How would you evaluate if ERA is delivering its intended mission?

While test scores and evaluation forms are certainly important, I believe one of the most important ways we can gauge the success of the Eagle Ridge Academy mission is to watch our students and graduates. Do Eagle Ridge alumni leave the academy with a love of learning or are they disenchanted with education? Are they eager to serve in their communities or do they shirk opportunities to contribute? Do students consider the nature of truth and beauty in their everyday lives? Do they persevere? When I look back on my own experiences at Eagle Ridge, I don't remember my MCA scores and I don't think about my ACT results; I recall the community that challenged me to study diligently, write effectively and speak with conviction on weighty matters. Many schools can produce high tests scores but Eagle Ridge has made the commitment to create not just smarter students, but better people. Only by getting to know our students and watching how they impact the world can we see the formation of their character and the success of our mission.

6) How would you weigh the various opinions of parents, students, teachers and the Director in making your board decisions?

I believe that in any organization, empathy, patience and goodwill are vital. Every member of our community deserves to be heard but nevertheless, I will occasionally disagree with parents, students, teachers, and administration, sometimes even strongly. However, I will also commit to attempt to understand their points of view fairly, not to lose patience when conversations drag on, and to remember that all these groups ultimately have the wellbeing of the school in mind. No matter the issue or the parties involved, I believe this attitude will allow me to successfully navigate and resolve any disagreements that may arise.

7) In your own words, describe the mission and vision of Eagle Ridge Academy.

In my estimation, the mission and vision of Eagle Ridge Academy requires that the school be a place where personal and intellectual development are in the very fabric of everyday life. Eagle Ridge should be a place where excellent teachers and staff help students along in the process of owning their education for themselves. Students at Eagle Ridge should be excited about what they learn and why they learn it. As they progress into the schools of logic and rhetoric, students should be keenly aware of their own responsibility for their education and their personal growth. Eagle Ridge should be a place where students can grapple not only with science, math and language, but also with art and with the foundational texts of Western Civilization in an environment that demands their best efforts and supports them in their journey. The classrooms at Eagle Ridge should buzz with curiosity and wonder.

Eagle Ridge should also be a school where civic engagement and social awareness are a natural element of the educational environment. Eagle Ridge should prepare students to be knowledgeable, thoughtful, and active citizens, not just in the voting booth but also in their everyday lives. Eagle Ridge students, staff and alumni should actively engage with the wider world as a natural expression of their zeal and curiosity in the classroom. Eagle Ridge should foster an environment where high personal and intellectual abilities are put to work in the world. While it was far from perfect, this is often how I experienced Eagle Ridge, and it is that experience that I want to ensure for future generations of students.

Mrs. Ann Watanabe

Eagle Ridge Academy Parent



1) Why are you interested in serving on the board of directors?

As a parent, I believe my responsibility is to ensure my children are receiving the education necessary to be successful and contributing members of society. I embrace this responsibility by doing my best to teach my children the importance of education and by being active in their classrooms and school. Whether through involvement in the PTO, volunteering in the classroom, attending school events, contributing to fundraisers, serving on a Work Group, or by being a member of the Board of Directors that sets the overall direction of the school, these are all equally important to me.

When the opportunity presents itself, I evaluate how I can best serve. Representing Eagle Ridge Academy constituents - the students, faculty, administration, staff, and parents at Eagle Ridge Academy, is one of those ways, I feel, I can perform that service. And it is for this reason that I am interested in serving on the Board of Directors.

Our daughter enrolled in Eagle Ridge Academy as a Kindergartener in 2010, the first year of the K-5th grade program, and our son will start Kindergarten in the fall of 2015. I have a particularly strong and vested interest in the continued success of the Academy, and look forward to seeing that first group of Kindergartners graduate in 2023. Education is definitely part of who I am, as I was raised by two public school teachers. My mother taught junior and senior high English for over 30 years and my father taught high school history for over 35 years. I believe I have a keen understanding of the challenges teachers face and would be extremely honored to be re-elected to the Eagle Ridge Academy Board of Directors.

2) What personal qualities, experience, and expertise would you bring to board work?

I have a number of strengths and personal qualities that I believe would continue to serve the Academy's Board of Directors well. My skills are the ability to partner, to act as an internal consultant, and to provide direction and process improvement feedback. I possess strong communication skills and am able to facilitate, coach, and motivate others. I live by trying to understand all points of view and strive to be open-minded. Personal integrity and a strong ethical compass are of the utmost priority to me. As a founding member of the Playground Committee, I believe strongly in its motto of "Study Hard, Play Hard" and continue to work to raise funds as well as support Eagle Ridge Academy's recess and playground efforts. I was Secretary for the Eagle Ridge Academy PTO during the 2011-2012 school year, and prior to being elected to the Board, I was a member of the Search Work Group in 2011 for the Interim Executive Director position, and subsequently in 2012 for the Executive Director, Upper and Lower School Principals, and Operations Director searches. Presently, I am a member of the Strategic Growth Task Force, the Human Resources and Governance Work Groups, and as Board Chair, am a member of the Board Planning Team.

I believe that my past work experience and background continue to be valuable to the Academy. I have Management Consulting experience and for nearly 13 years held positions of increasing responsibility at Best Buy Co., Inc. My background includes managing data privacy, licensing, safety compliance, and business continuity. I also have experience in project management, business ethics, product compliance, contract/legal negotiations, vendor relations, executive recruitment, and over 10 years in the field of human resources.

3) What aspects of Eagle Ridge Academy do you think are most important to maintain?

In addition to the mission of Eagle Ridge Academy, I believe the most important aspects to maintain and further enhance are the emphasis on classical education and all facets of the Trivium, an academically rigorous program, the focus on traits that lead to a virtuous life – such as personal integrity, perseverance, respect, etc., and a commitment to the quality of the Academy’s teachers and staff.

4) What issues need to be addressed by the board of directors in the next few years?

In the past two years of serving on the Board of Directors, we have addressed a number of major efforts that have continued to strengthen the foundation of the Academy. As a Board, we have endeavored to be less operational and more strategic, putting an emphasis on providing direction for the future of the school. The Board will need to continue to be laser focused on our 10 year strategy, ensuring that growth does not dilute or impact the mission or vision, nor the educational outcomes expected. With this growth comes the need for new physical space. A new site for the Academy is a change that will be challenging, but also incredibly rewarding. Continued efforts to build strong community engagement among all stakeholders within the Academy and setting expectations of what level of involvement is necessary to support the school – whether through volunteering, participating in work groups or committees, offering talents/expertise to the classroom, etc. will be essential.

5) How would you evaluate if ERA is delivering its intended mission?

Two years ago, I answered this question by explaining that determining whether an organization is delivering on its mission or objectives is not always easily accomplished. Normally one turns to metrics and financials as indicators of success. For Eagle Ridge Academy, I would submit it must evaluate, on an on-going and frequent basis, its curriculum and student achievement in relation to its intended objectives. Finding a balance between student achievement, as measured through standardized tests, and achievement that is immeasurable, the kind of outcomes that one cannot assign a score to – is truly challenging. The mission of Eagle Ridge Academy is “to provide our students with a traditional, classical education that demands their best in academic achievement, behavior, and attitude and challenges them to attain their highest potential.” But how do we determine what one’s “highest potential is?” I would submit that we, as a Board, must look at various factors beyond test scores and student achievement, we must look at how our students are carrying out their lives, how they are contributing to society in meaningful ways, we must look at how our faculty and staff are impacting the lives of the students in their classes, and we must constantly recognize and value the contributions of all.

6) How would you weigh the various opinions of parents, students, teachers and the Director in making your board decisions?

In my work and in my personal life, I value the opinion of others greatly and genuinely seek out others to share their perspective. I find deep satisfaction in working hard with others to achieve goals. In this sense, working with teachers, staff, administrators, students, and parents is an ideal opportunity to practice this. I will continue to understand the feelings, the goals, the fears, and the aspirations of all stakeholders. This can be risky, but it can also open doors to so many possibilities. Ultimately, I will always keep in mind that board decisions are for the benefit of the entire school, and that there are times when not everyone will agree with our decisions.

7) In your own words, describe the mission and vision of Eagle Ridge Academy.

I would say the mission of Eagle Ridge Academy is to focus on a classical education that presents the prospect for its students to achieve their greatest potential. In doing so, it envisions a forum where students are immersed in the greatest books, authors, philosophers, scientists, musicians, historians, artists, and mathematicians, where they have the opportunity to be active and responsible citizens, where they are expected to perform to high standards, and to be respectful, honorable, and live with integrity.

Mr. John Alexander

Eagle Ridge Academy Parent



1) Why are you interested in serving on the board of directors?

My children's education is extremely important to me as a parent. I believe it is one of the most important responsibilities we have as parents. My parents took great care in choosing the schools I went to (we moved a lot while I was growing up and they always chose the neighborhoods with the best public schools). As a result of their investment in me through their choice of schools I was able to earn a bachelor's degree in engineering, then a master's degree in business and have a rewarding career in building medical and other types of technology based businesses.

My children are in Kindergarten and 2nd grade at ERA and I view now as the best time to join the board: when I am most active as a parent and interested in every aspect of their education.

The Principal, staff, and my children's teachers have been extremely helpful in addressing the needs my children and that our family has had over the last three years. I can think of no better way to give back than to bring my professional skills and experience and interests as a parent to the school board.

2) What personal qualities, experience, and expertise would you bring to board work?

A. Personal qualities:

Creative problem solving and logical thinking, management of and creation of work-teams, verbal and written communications skills, completing what I start, enthusiasm, frugality, tenacity, perseverance, integrity.

B. Experience and Expertise:

- Developed (structured and negotiated) relationships (deals) which solved problems for businesses on both sides of a business issue: acquisitions, licensing, fundraising, product development.
- Experience on a non-profit board (the Cowles Theatre for Dance and Education for 8 years where we raised \$44 million ~ 75% from private sources)
- Experience on and presenting to for-profit Board on leadership, strategic, financial, growth, and business to business issues.
- Experience growing businesses from conception to critical mass, and raising financing
- Experience building out new facilities – 2 such facilities in 3 years
- Experience leading strategic planning efforts
- Experience in financial strategy, related planning, budgeting, fundraising for startup, venture backed, and Fortune 1000 companies.
- Experience in creating Governance and Audit Committees, training Board members about roles and responsibilities of Board membership.
- Experience managing consultants and advisors.

3) What aspects of Eagle Ridge Academy do you think are most important to maintain?

- a. Quality of education – 1st and foremost (The Classical Model). This is the draw which brought us all together in the first place.
- b. Personal interest and involvement by teachers and student's families in the student's education.

- c. Values taught and reinforced at school and in the homes of students families: The Pillars. The Honor Code at the University I attended (graduate school) was a filter for attracting high-potential students and integral part of forming the people we all became.
- d. The small school feel. This is important especially as the school grows over the next two years with the move to a new and larger site and expansion of the student population.

4) What issues need to be addressed by the board of directors in the next few years?

- Build a quality institution that can handle the growth associated with new facility. Growth can be an opportunity, but growing too fast can hurt the qualities of an institution that attracted us in the first place if not carefully managed.
- Recruitment of teachers and staff of the quality reflected in the current team.
- Over the long term, ERA needs to be able to compete with other top schools in the district to attract not just students, but teachers. Academics, as I said first and foremost, but also extra-curricular activities that parents consider when deciding on schools. These, too, are part of a well-rounded education and education of student able to be successful and fulfilled adults.

5) How would you evaluate if ERA is delivering its intended mission?

- a) **Testing of students** is easy method to gauge ERA against schools in Minnesota, across the nation, and ultimately world-wide. The latter is important given the global economy and the technology enhanced drop of geographic barriers to employment and opportunities.
- b) **College admission success** – acceptance by the colleges our students wish to attend as reflection of the quality of ERA as a school. Capturing how many 1st choices are awarded of our students are granted. How colleges respond to our applicants in general:
 - Are they well prepared for college?
 - Is remedial education needed for the caliber of schools our students aspire to attend?
- c) **Feedback from potential employers:** summer jobs, college internships as well as full-time jobs. Same questions as above.
- d) **Feedback from students** on how well prepared they are for college vs. needed remediate help; placing out of classes (AP credit), etc.
- e) **Survey parents** on how well they believe the school is meeting their expectations on both the quality of education and relative to why they chose ERA in the first place. How do they think it could be better and what specifically should change?
- f) **Values** – how great are the kids; are we proud of them, are they examples of good character, are there issues with their performance, behavior, work ethic that we are proud of or cause us concern.

6) How would you weigh the various opinions of parents, students, teachers and the Director in making your board decisions?

This depends upon the issue being addressed. Most broadly, it depends upon where the expertise in understanding the issue resides and who is affected by the results of the decision.

To become fully informed on the issue, the Board should gather input and advice from those with the relevant expertise (assuming time and resources allow). Alternatives should be developed with the potential effects on those effected evaluated to develop a range of choices to help understand the relative benefits. This may include those being effected (as I said this depends upon the issue and a little hard to explain in the abstract).

Based upon this, the Board should develop a recommendation or series of recommendations which should be review with those involved, pre-sold to build support, and presented to all in making the decision so the process and rational are understood.

7) In your own words, describe the mission and vision of Eagle Ridge Academy.

ERA offers a classic college preparatory education with emphasis upon educational fundamentals. Work ethic as well as classic American values are taught, stressed and reinforced as part of the educational process.

Mr. David Hornor

Eagle Ridge Academy Parent



1) Why are you interested in serving on the board of directors?

I have an interest in joining the Eagle Ridge Academy Board of Directors. I have a desire to see our children become well educated and equipped to enter society. As a parent, I want to do my part in helping our school to grow successfully as my three children and their fellow students enjoy a quality education. I have a desire to serve the school by providing guidance, assistance, leadership, and other engagements necessary.

2) What personal qualities, experience, and expertise would you bring to board work?

As a professional planner, operations modeler, and team leader, I have over 22 years of operations and planning experience. I currently work for UnitedHealth Group as a Senior Director of Workforce Planning and Vendor Management. I have experience working together to achieve collaborative solutions.

3) What aspects of Eagle Ridge Academy do you think are most important to maintain?

First and foremost, I value the focus on developing student character through the pillars and engagement of the faculty. Additionally, I greatly appreciate the stable structure, routine, and discipline that are in place at Eagle Ridge. I have experienced very strong teacher to student engagement and parent accountability.

4) What issues need to be addressed by the board of directors in the next few years?

As long as proper planning is in place for this year and the following, the Board of Directors needs to focus on the future (three to five years). They need to ensure sound structures are in place to continue building on the solid foundation for which the school is anchored (Mission & Vision). The school needs appropriate funding and growth. The faculty should have good employment and engagement satisfaction. The school should attract and retain top talent. The parents need active involvement in their children's education and should feel a sense of community through the school. The students also need strong engagement and should have a good sense of satisfaction from their schooling experience. There needs to be an appropriate balance between the school's objectives and with life outside of school. The board needs to be thoughtful of growing pains.

5) How would you evaluate if ERA is delivering its intended mission?

Eagle Ridge has tightened its practices and focus, on the mission and vision, over the past year or two. Parent and teacher education and awareness of the classical approach helped. I appreciate the continued commitment and focus.

6) How would you weigh the various opinions of parents, students, teachers and the Director in making your board decisions?

There needs to be a balanced approach. The key is to align to guiding principles and objectives. These principles and objectives, at the root, are likely why students/parents are at Eagle Ridge. The closer that the decisions are to the objectives, the stakeholders will be aligned. Direction and communication plans need to have a solid link to the overarching objectives. The Board also needs to contemplate the impacts of decisions from each stakeholder's perspective.

7) In your own words, describe the mission and vision of Eagle Ridge Academy.

Eagle Ridge Academy exists to produce each up and coming generation with a strong well prepared foundation for their future educational aspirations and, more broadly, for their lives. It achieves this by educating through classical methods, as well as developing student character and personal accountability.

Ms. Joyce Yaari

Eagle Ridge Academy Community Member



1) Why are you interested in serving on the board of directors?

I am interested in serving on the Eagle Ridge Academy's Board of Directors because I would like to serve and give back to the broader community as well as for personal and professional growth and development.

2) What personal qualities, experience, and expertise would you bring to board work?

As an immigrant from Taiwan, I learned at an early age the importance of education, excellence, respect, and integrity.

My experiences include:

- **Cargill Women's Council (CWC) Elected President and Member (2010-2013):**
 - Created a new organizational structure based on Cargill's business resource groups' strategy;
 - Worked with Cargill's Corporate Leader/Executive Sponsor on the strategy and accomplishments;
 - Managed CWC's budget - leveraged Council members' talent/experience as much as possible;
 - Influenced and partnered with CWC's local chapters;
 - Kept volunteers/members engaged in achieving the strategic goals;
 - Created and promoted on professional education and development series;
 - Focused on mentorship to help women reach their full potential; and
 - Operationalized a well-run business resource group for other Cargill business resources groups to model.
- **Cargill Animal Nutrition Twin Cities Community Service Leader (2007-2008)**
 - Worked with Cargill's Public Affairs to look for supported organizations in the Twin Cities;
 - Created a Community Service Calendar with various volunteer opportunities;
 - Managed an annual budget;
 - Looked for opportunities to provide additional donations that tied to Cargill's Mission; and
 - Received leaderships' support and participation in the activities.
- **Cargill's Global IT Organization:**

- Managed multiple groups of global IT professionals ranging from entry-level employees/contractors to supervisors;
- Hired and developed employees who moved on to become respected subject-matter experts to managers within Global IT;
- Served on extended leadership team in the trading business unit in providing strategy, service offerings, as well as cost allocation to the business units and functions we served;
- Managed as a Program Manager for our North America Data Center consolidation and move for our trading business units without incurring any unplanned downtime;
- Worked with multiple business units' IT leaders to provide a service catalog of Technology Governance Risk and Controls services;
- Led the governance/change control meetings for the Cargill Animal Nutrition to ensure changes were well tested and communicated prior to implementation;
- Improved, documented, trained, and executed IT service management processes to Global IT team members. Achieved Change Success target for the first time in Cargill IT's history.
- Performed IT process audits;
- Governing/approving IT service management process, data, and technology enhancements/changes; and
- Ensuring our IT managed service providers are meeting their contractual targets, and creating service-improvement plans as needed.

My expertise includes:

- Taking a complex problem and breaking it down to simple solution steps;
- Identifying root cause(s) to problems and involve the appropriate subject-matter experts to help solve the problems;
- Reviewing and analyzing data and creating action plans for the IT teams; and
- Identifying potential risks, and creating steps to manage to those risks.

3) What aspects of Eagle Ridge Academy do you think are most important to maintain?

I believe it is important to maintain/improve Eagle Ridge Academy's Leadership, Teaching staff, and Student retention rate. This provides stability to the Academy, as the school continues its expansion goals.

4) What issues need to be addressed by the board of directors in the next few years?

For the next few years, the Board of Directors will need to address the growing student-size, construction/space allocation of the new space, keep/add relevant school activities, and hire additional teaching staff.

5) How would you evaluate if ERA is delivering its intended mission?

Two ways I feel indicate Eagle Ridge Academy's delivering on its intended mission are the engagement/achievements of the current students as well as the graduates' accomplishments in universities and in their careers.

6) How would you weigh the various opinions of parents, students, teachers and the Director in making your board decisions?

I believe in taking the time to listen and seek to understand various opinions/feedback to drive out additional information before making Board decisions. Ultimately, the Board of Directors is to serve in the best interest of the school, teaching staff, and their students.

7) In your own words, describe the mission and vision of Eagle Ridge Academy.

Eagle Ridge Academy's classical education is to provide the environment that fosters life-long learning, respect for others, and attains students' highest potential. They will continue their future college and life careers with integrity, social responsibility, and appreciation for the United States of America.