

A Tour of the Independent School Cemetery: Lessons from the Last Century

**Association of Colorado Independent Schools
Governance Workshop
March 13, 2020**

Presented by

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Independent School Consultant*

Defining the Role of the Board of Trustees

Chief responsibilities of the Board at an independent school:

1. Establish, review, update, and safeguard the **mission**
2. Hire, support, evaluate — and, if necessary, terminate the contract of — the **Head of School**
3. Ensure the acquisition and stewardship of **financial resources and facilities** to enable the school to pursue its mission effectively
4. **Plan** strategically for the future of the school

Defining the Role of the Board of Trustees

To fulfill these responsibilities, the Board:

1. Assumes a role of **setting major policies**, delegating the management of operations to the head
2. Establishes a **collaborative relationship with the Head** and confers with her/him to ensure soundness as it sets major policies
3. Systematically **recruits, selects, and orients new members** to bolster its ongoing effectiveness
4. **Organizes itself**, usually through a committee or task force system, to accomplish its work

Defining the Role of the Board of Trustees

To fulfill these responsibilities, the Board:

5. **Communicates** with the school's constituencies regarding the Board's major activities and decisions
6. Takes responsibility for **educating itself** through reading, discussion, participation in the life of the school, and involvement in professional growth opportunities
7. **Evaluates its performance** so that it can appreciate its successes and improve its competence

Oldest ACIS Schools in Colorado: 2020

St. Mary's Academy (1864)

Colorado Academy (1906)

The McClelland School (1906)

Kent Denver School (1922)

Graland Country Day School (1924)

Fountain Valley School (1930)

St. Anne's Episcopal School (1950)

Colorado Rocky Mountain School (1953)

Steamboat Mountain School (1957)

Early Peers of Oldest Independent Schools in Colorado: 1861-1961

Colorado Woman's College, Denver (1888)

Mt. St. Gertrude Academy, Boulder (1892)

Walcott School, Denver (1898)

San Luis Open Air/Ranch School, Colorado Springs (1889)

Colorado Military Academy, Denver (1900)

St. Stephen's School, Colorado Springs (1910)

Froebel House School, Colorado Springs (pre-1919)

Pitts School, Denver (1919)

Randell School, Denver (1920)

Laradon Hall School (1948)

Rampart School, Woodland Park (1961)

Learning From Our Ancestors

Touring the Independent School Cemetery

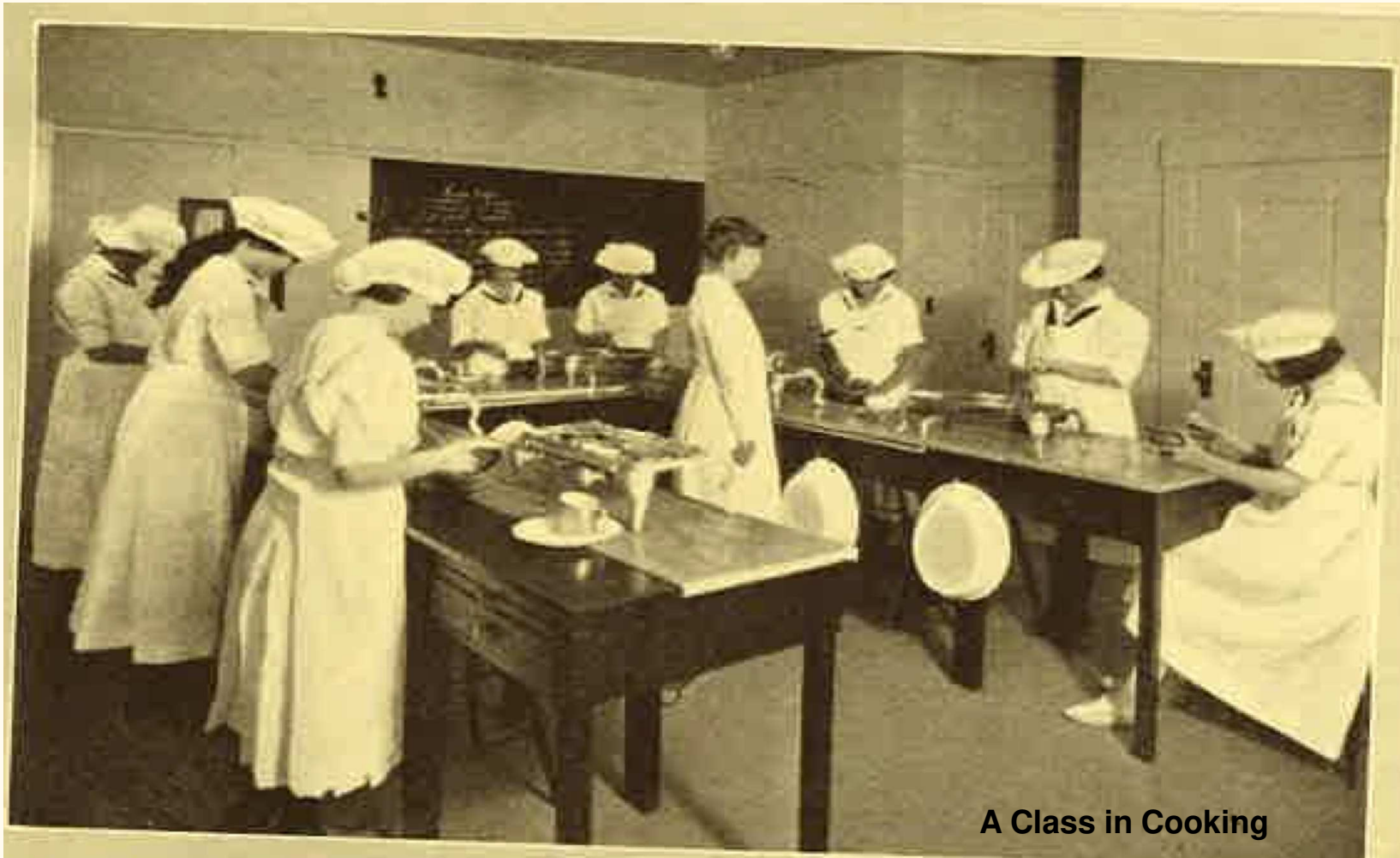
What Went Wrong: The Autopsies

Mission

Life at Miss Ransom and Miss Bridges' School – 1926-27



Life at Castilleja – 1924-25



A Class in Cooking

Life at Westlake



AFTERNOON TEA ON THE TERRACE

Life at San Rafael Military Academy 1937-38



Entrance to Administration Building

Life at San Rafael Military Academy – 1937-38



High-School Rifle Team

Life at San Rafael Military Academy – 1937-38



Grammar-School Rifle Team

Life at San Rafael Military Academy – 1932-33



SAN RAFAEL MILITARY ACADEMY

The *rifles* and *military equipment* are supplied to the Academy by the Government. A small *gallery range* is maintained on the grounds for the perfection of marksmanship and the handling of small arms. This range is used every day under the supervision of a teacher or a responsible cadet officer, who instructs each cadet in the proper methods of handling, sighting, and firing the rifle. Under the auspices of the San Rafael Military Academy Rifle Club, which is affiliated with the National Rifle Association, frequent trips are taken to the Government Range at Fort Barry, where the regulation course for the Caliber .30 rifle is used. Here the cadets who are members of the Rifle Club compete for government medals in marksmanship.

Life at Black-Foxe Military Institute



Individual Physical Corrective Training

Cadet Captain O. Rey Rule (Harvard '03): “Value of Military Training to Young Men”

“After a couple of years of such training, the cadet will obey his superiors without asking questions. And he is the kind of man who is going to succeed in the world. Before a man can command other men, he must learn to obey without murmuring. . . . **And that is the first principle of military training—‘obey your superiors without asking questions.’** If a young man gets only that out of his military training, he has been more than recompensed.”

Brentwood Academy — 1971

SPECIAL ANNOUNCEMENT

The Brentwood Academy wishes to advise
its many friends and patrons and also those parents
who are deeply concerned
over their childrens' education that:

Effective with the new 1971 Fall term
the Academy will inaugurate a new policy as follows:

COMPLETELY NON-MILITARY
No military uniforms, no drill or military formations.
Civilian Dress only to be worn.

An Academic Program equal to
the strongest private schools in the nation.
A strong athletic program as a long time member
of the California Interscholastic Federation.
The Brentwood Academy, which has always been known
for its conservative Americanism and for its loyalty
to God and Country, has contributed much to
the future of our country.

Write or phone:

Brentwood Academy

DIRECTOR OF ADMISSIONS

155 So. Layton Drive • Los Angeles, Calif. 90049

BR 2-5119

GR 2-8017



Sunshine Acres— c.1955

SUNSHINE ACRES,

REV. H. SLEY BOONE, Director.



After fourteen years of pioneering in hitherto untried fields of education, Sunshine Acres has established itself as one of the most unique centers of "free" culture in America. While giving full place to the established objectives of progressive education, it has employed a methodology so unconventional as, in the beginning, to have aroused serious questioning among old line pedagogues. The normal processes and interests of natural growth are utilized as the foundation upon which the cultural, emotional and psychological life is fashioned.

The scholastic courses are so elaborated and integrated as to afford a liberal range of adaptability to pupils of widely varying tastes and capacities. Thus the children in all grades are afforded the opportunity of a suitable choice of study appropriate to their natural bents and proclivities. It is thus possible to keep grade standards up to the highest level, to inculcate the finest qualities of manhood and womanhood, and to afford to each pupil a world-outlook with horizons that transcend any and all national boundaries.

Pupils, both boys and girls, are admitted from three to twelve years of age, occasionally older, and are retained up through their eighteenth year if their record is satisfactory. The rates, \$1250 per year for boarding, \$850 for day, with 25% discount for pupils under 7 yrs. of age, are inclusive of all costs — no "extras". One or two travel trips each year are included.

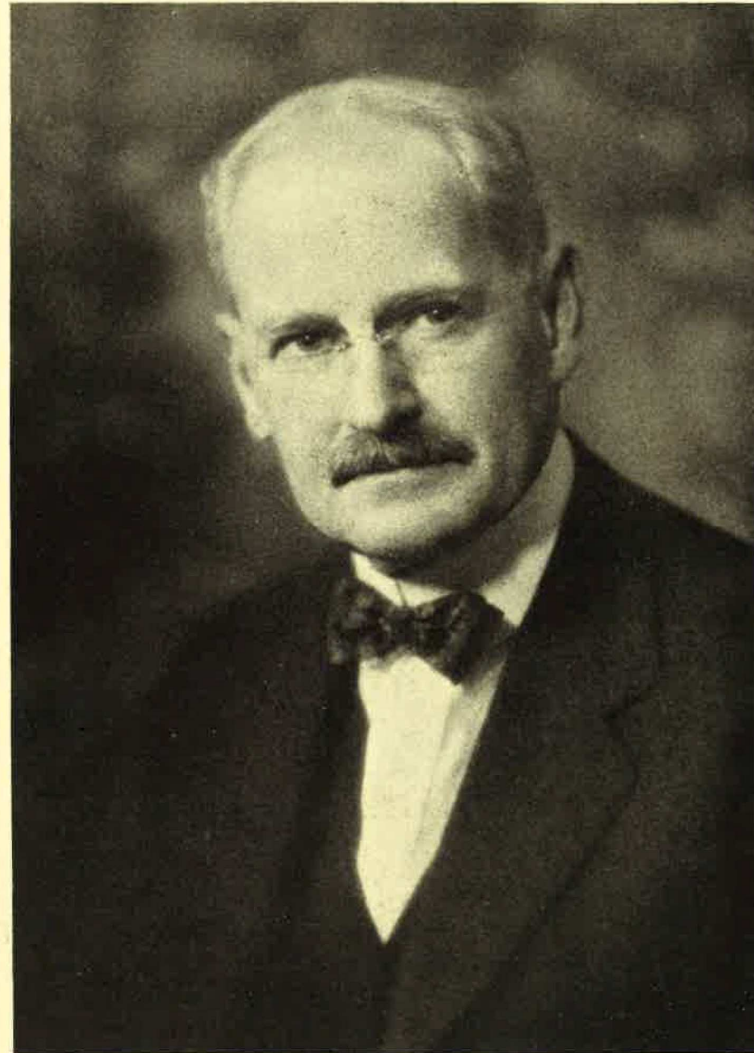
Tennis, boating and other sports are available to all pupils, affording a healthful outdoor life. The School of Horticulture, the Sedgwick Art Institute, the Astronomical Observatory, the Marine Biological Laboratory on Delaware Bay and the post-graduate year in Celestial Navigation, planned for students interested in a maritime or aeronautical future all bespeak the school's progressive character. The campus, bounded for three quarters of a mile by the Great Egg Harbor River, is partly cleared, partly wooded, and with its pine-laden atmosphere, is an ideal setting for a naturist school.

What Went Wrong: The Autopsies

Head

George Potter

Potter School – 1928



Life at Potter School – 1928



Good Luck to Mr. Potter

ON April 27, Mr. Potter announced to the school that he was leaving the field of education. He also stated that the Potter School would continue its existence under its present name, and that he had disposed of his ownership to Mr. Damon, our Senior Master. He has promised us that he will keep a constant eye on the school, and continue the interest that he has shown in his sixteen years with the school.

At this time we desire to wish Mr. Potter the best of luck in any business venture that he may enter. He has been a very successful Headmaster, and should be just as successful in the world of business.

To Mr. Damon we wish a continued success in the carrying on of the school. We feel sure that with the aid of Heber Newsom, who is returning to the school after a three years' absence, and with the help of the other masters, Mr. Damon will have a school that Mr. Potter can continue to look upon with pride.

Life at Potter School – 1928



ALMOST every man who has been engaged for years in Private School Education has in mind a school—a school where he may carry out the ideas gained from his own experience and that of his associates.

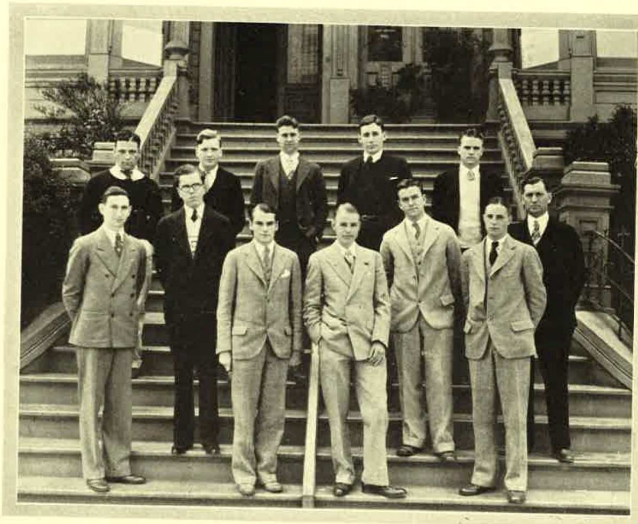
It is, then, with distinct pleasure that I assume the management of the Potter School. It will be my aim to carry on the ideals already established and continue along the lines laid down by Mr. Potter many years ago.

Although it will seem strange not to see them with us in our school life, the interest and advice of Mrs. and Mr. Potter will be of great value to us all. We want them both to feel that they will ever stand *in loco parentium* as far as this school is concerned.

No changes other than those which progressive education demands are contemplated. The Faculty both that of the Lower and Upper School will be practically the same for the coming year. Mention has been made elsewhere of the return to our staff of Mr. Newsom. We are looking to him to bring back the former glories of our Third Squad Teams. Other additions, when necessary will be made to our teaching force.

As to our plans for the future they may be summed up in a very few words: that is to make The Potter School the best school possible in every way. With the co-operation of our patrons, an enthusiastic student body and Faculty we know that this can be done.

—I. R. DAMON.



SENIOR CLASS

Castilleja School, Mary Lockey



Castilleja School, Palo Alto, 1942

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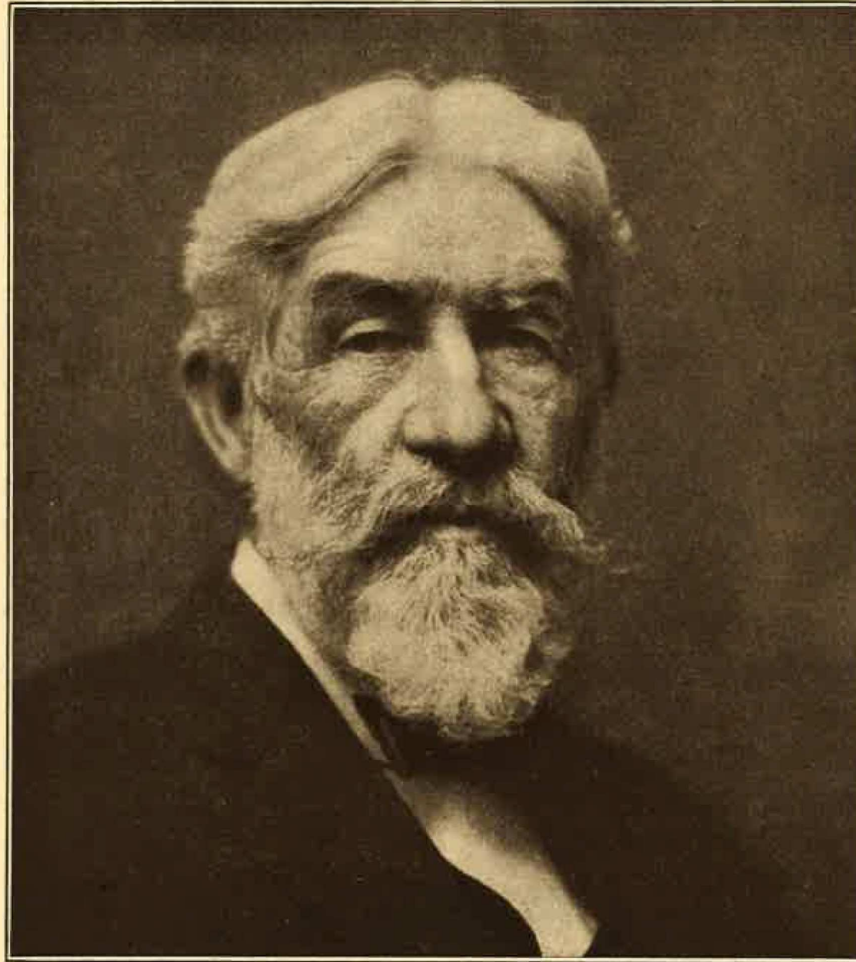
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Belmont School for Boys



WILLIAM T. REID

Life at Belmont School for Boys – 1915-16

BELMONT SCHOOL FOR BOYS, BELMONT, CALIFORNIA



AN EVENING AT THE HEAD MASTER'S HOUSE

St. Joseph's Military Academy



What Went Wrong: The Autopsies

Financial Resources

Life at Montezuma Mountain School For Boys – 1931-32



Life at Montezuma Mountain School For Boys – 1931-32

MONTEZUMA

The word has come to mean more than the title of a half-forgotten Aztec monarch. It denotes more than a school where certain pedagogical theories have been worked out the last sixteen years. It now stands for *a movement for the betterment of educational practice toward the exaltation of good citizenship*. Montezuma Mountain School, near Los Gatos, California, is its nucleus, nursery and business headquarters.

THE SCHOOL-HOME-COMMUNITY

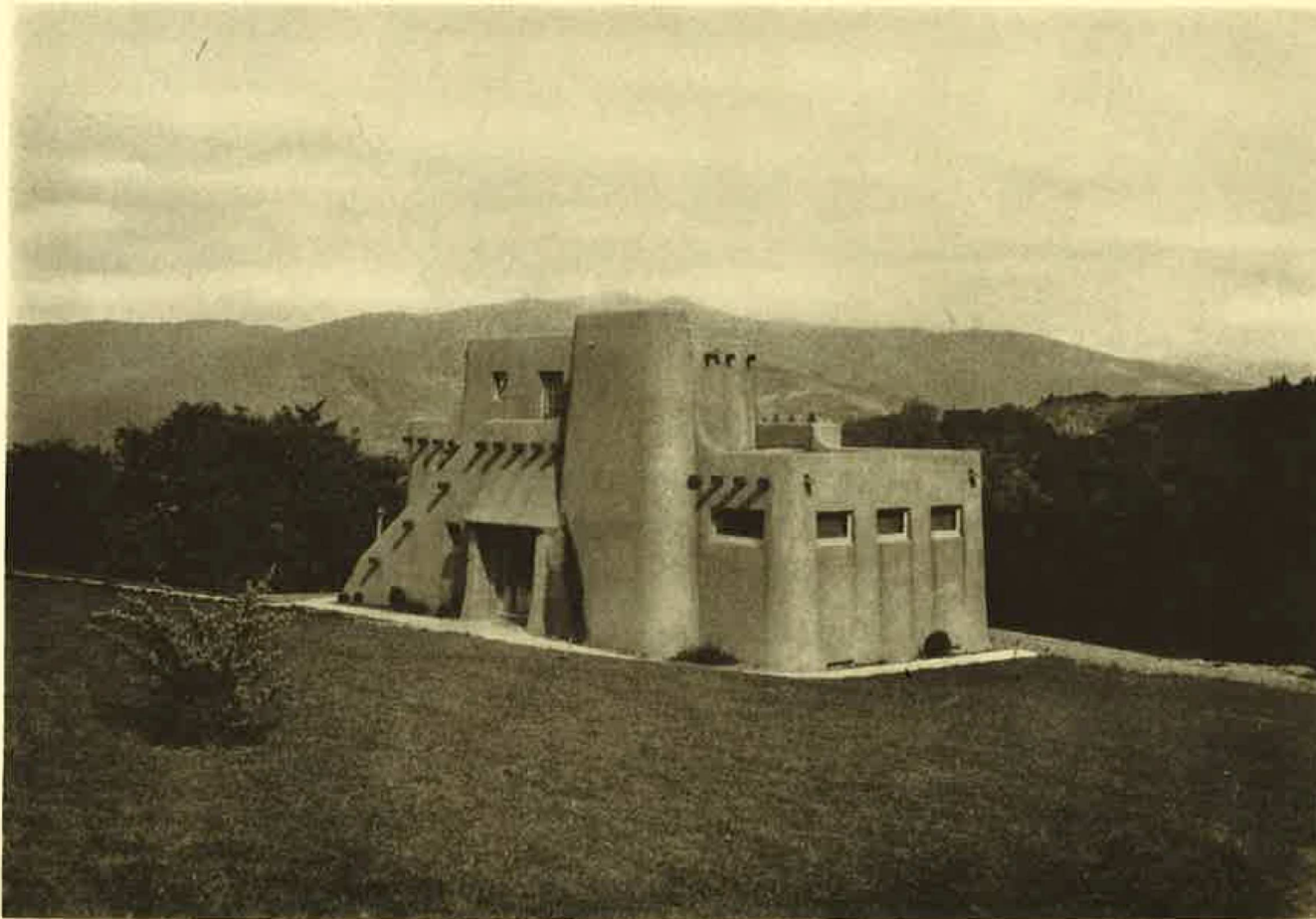
Beginning with a dozen boys and two teachers, Montezuma has grown into a community of about two hundred souls. At first it was only a slightly enlarged family, meeting at meal time around a single table, and it has retained the family spirit in a degree not at first thought possible. Family discipline has expanded into a little democracy, self-governing by mutual consent, self-sufficing in the most important concerns of a social unit. The intimacy and reciprocal respect of the family group have never been seriously interrupted.

Life at Montezuma Mountain Ranch School – 1931-32



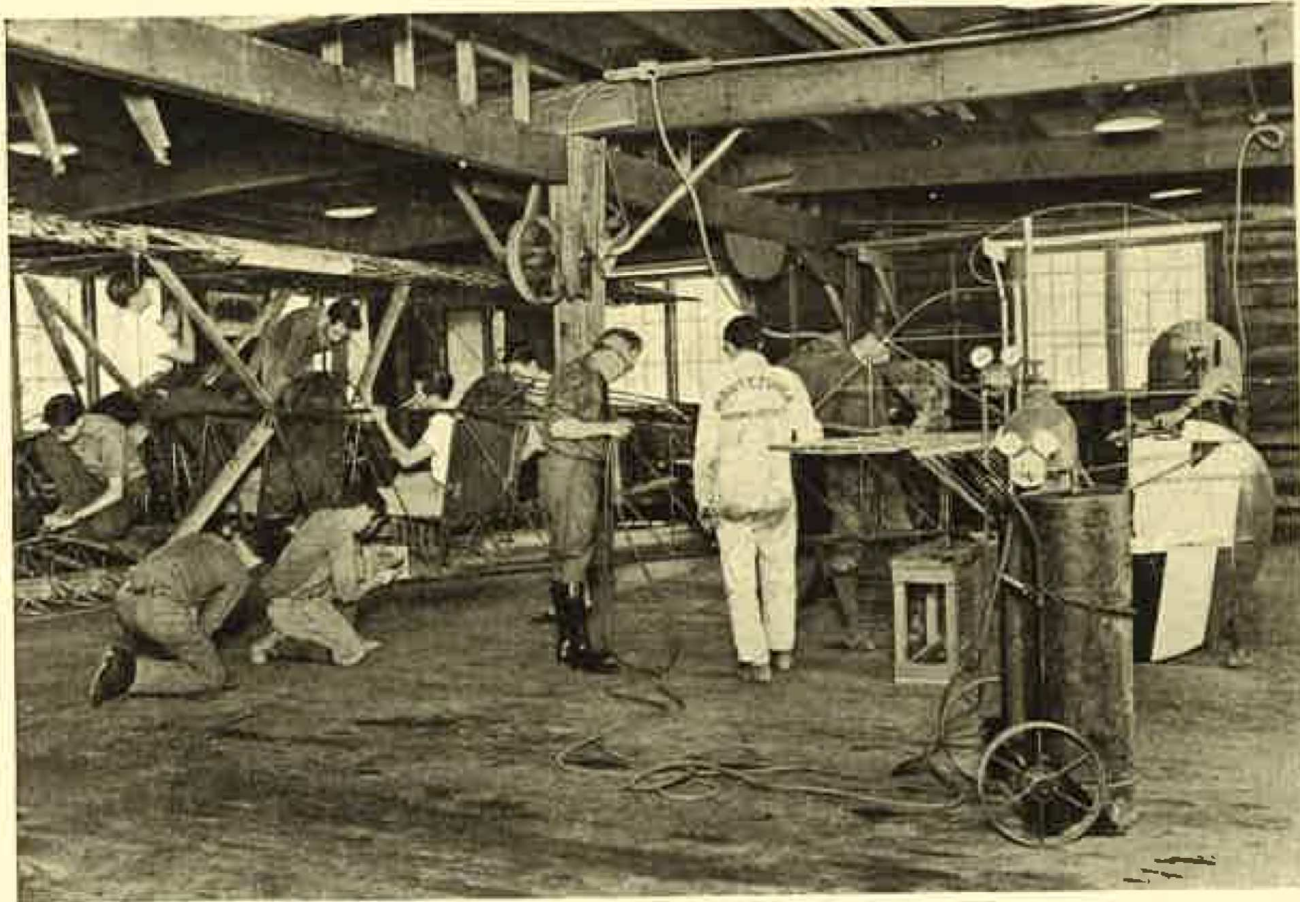
ROOM FOR ONE MORE.
MONTEZUMA MOUNTAIN RANCH SCHOOL,
LOS GATOS, CALIFORNIA.

Life at Montezuma Mountain School For Boys – 1931-32



LIBRARY

Life at Montezuma Mountain School For Boys – 1931-32



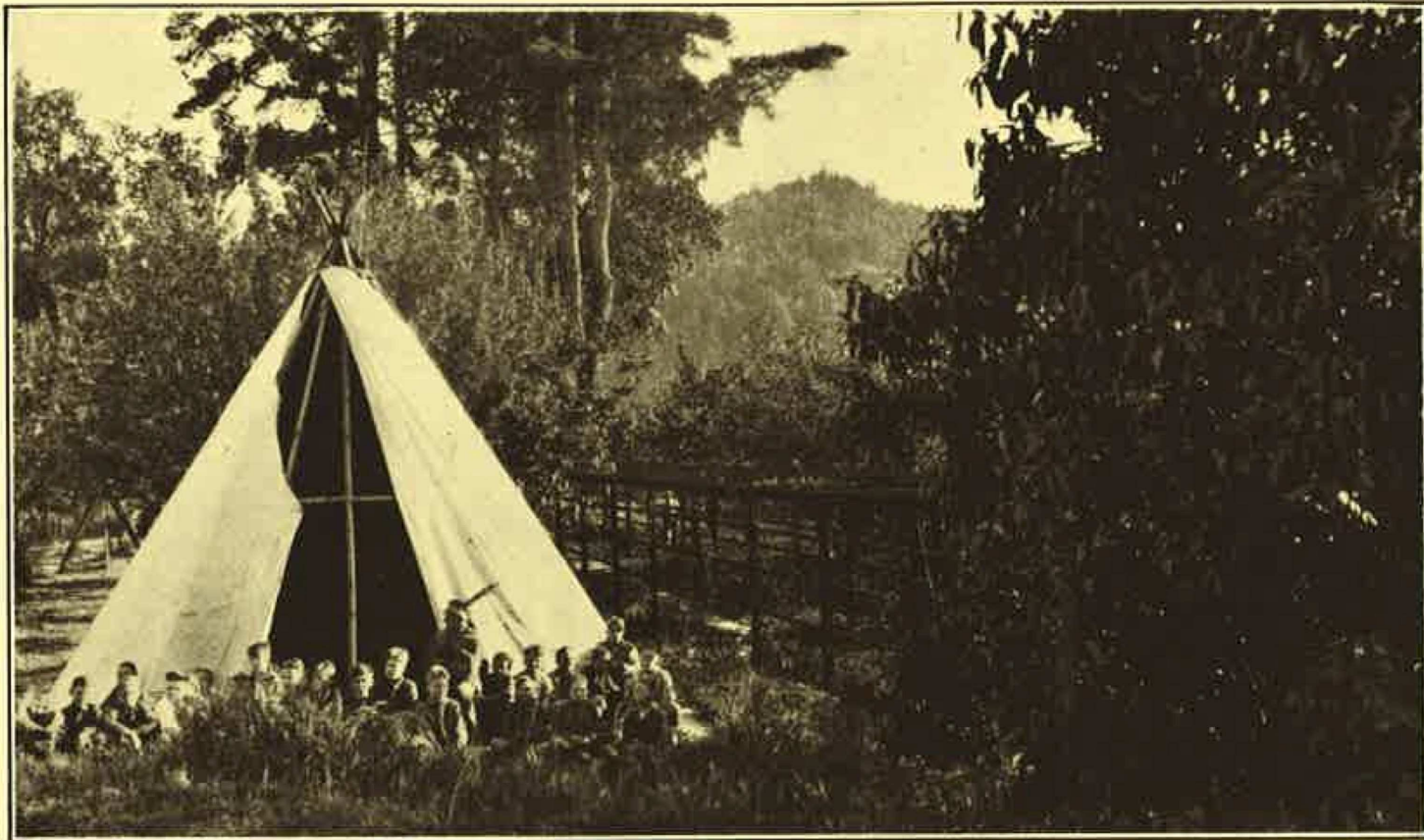
Aviation Shop

Life at Montezuma Mountain School For Boys – 1931-32



PRODUCTIVE LABOR

Life at Montezuma Mountain School For Boys – 1931-32



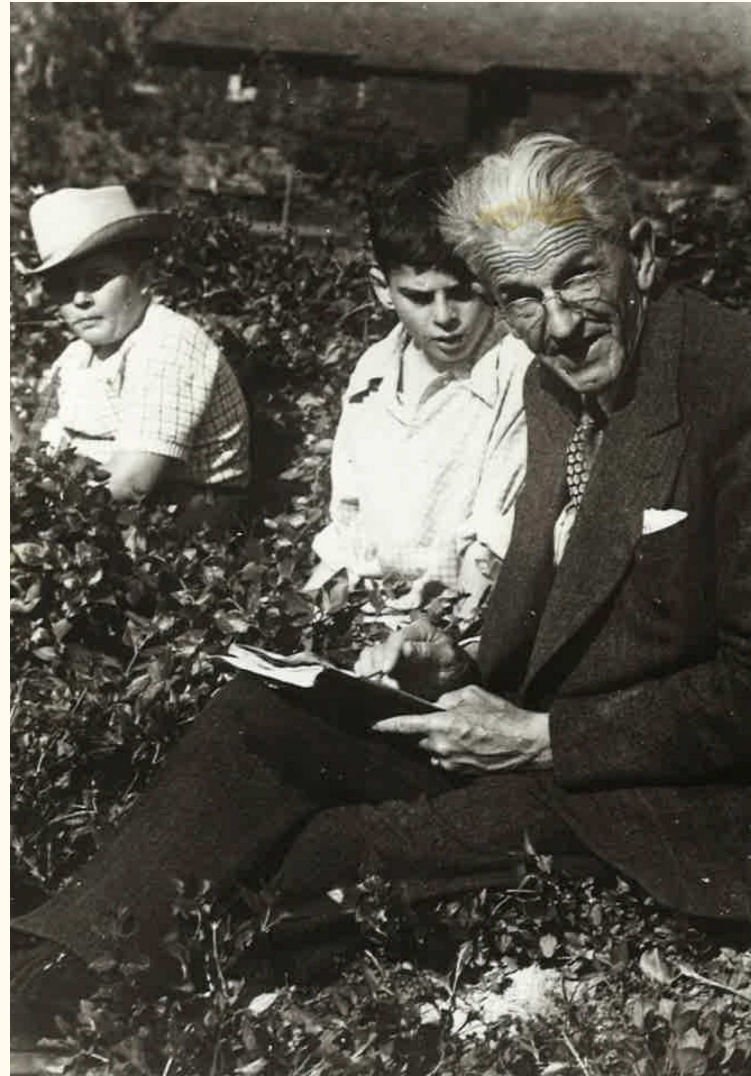
THE CLAN
Lower School Government

Life at Montezuma Mountain School For Boys – 1931-32



Commissioners in Session

Life at Montezuma Mountain Ranch School – 1931-32



Progressive Education — 1956

*Progressive
Education*

IS



REDUCATION

KITTY JONES and ROBERT OLIVIER

Progressive Education — 1956

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What Went Wrong: The Autopsies

Planning

Raja Yoga Academy



Raja Yoga Academy



New York Military Academy

New York Military Academy's Sudden Closing, After 126 Years



New York Military Academy

After struggling financially for years and filing for Chapter 11 bankruptcy protection in March, the private boarding school did not open as promised last Monday. Its 113 acres of land and buildings are scheduled to go on the auction block at the end of this month for a minimum bid of \$9.5 million, with no requirement that the buyer maintain a school there.

New York Military Academy



Independent School Old Age: A Rare Accomplishment

**Ursuline Academy, Santa Rosa
Founded 1880**



Independent School Old Age: No Guarantee of Continued Survival

Ursuline High School to Close

The Press Democrat November 9, 2010

Ursuline High School, a Catholic all-girls school that educated generations of young women in Santa Rosa for 130 years, will close at the end of the school year because of lack of funding.

On Tuesday, the current Ursuline community was left reeling from the news. “It came as a total shock to faculty and staff,” said Jennifer Gray, president of the Ursuline Faculty Organization.

Board members were equally dumbfounded, said trustee Sue Aguirre Fowler of Sebastopol.

Life at Stillwater Cove Ranch School for Boys, 1932 - 1963



The Cook's Cottage



The East & West Rooms



The Science Room & King Room

**Life at Stillwater Cove
Ranch School for Boys, 1932 - 1963**



**Stillwater Cove Ranch School for Boys,
Paul Rudy**



What Went Wrong: The Autopsies

Mission

Head

Financial Resources

Planning

Staying Out of Trouble: Build and Maintain a Strong Board

4 Major Responsibilities of a Board of Trustees:

- Set and safeguard the **mission**
- Select, hire, support, and evaluate the **head**
- Ensure that the school has needed **financial resources**
- **Plan** strategically for the future