



## BOARD OF DIRECTORS MEETING AGENDA

**THURSDAY, FEBRUARY 2, 2023 | 3:30 PM**

Board members will meet in person at 1421 S. Sheridan Rd.

Posted on: Wednesday, February 1 at 3:00 PM

Posted by: Madison Curley, Board Clerk

### PARTICIPANTS

#### Board Members

Cynthia Jasso (Board Chair)  
Dr. Anna Montgomery (Vice Chair)  
Ryan Myers (Treasurer)  
Ivan Godinez-Reyes  
Ben Stewart  
John Gawey  
Omare Jimmerson  
Ana Ponce  
Ashley Chaney

#### THA Executive Leadership Team

Elsie Urueta Pollock (Chief Executive Officer)  
Amanda Yuen (Chief Operations Officer)  
Kate Freudenheim (Chief Academic Officer)

### AGENDA

	Action	Item	Rationale	Lead	Time
1	-	Welcome		Cynthia Jasso, Board Chair	3:30 PM
2	-	Roll Call		Cynthia Jasso, Board Chair	3:31 PM
3	VOTE	Approval of Consent Agenda a) February Special Meeting Agenda	a) The meeting's board agenda ensures proper meeting conduct by outlining all matters to be considered by the public body.	Cynthia Jasso, Board Chair	3:32 PM
4	-	Public Comment on Action Agenda Items	Public comments submitted in accordance to our public comments policy will be read prior to the relevant agenda item.		
5	INFO	Discuss School Culture and Climate at THA Middle School		Cynthia Jasso, Board Chair Elsie Urueta Pollock, CEO	3:35 PM
6	VOTE	Propose executive session to discuss the following items pursuant to O.S. Title 25, Section 307 (B) (1): Discussing the employment matters related to the THA Middle School Principal	Per Oklahoma statute, executive sessions of public bodies are permitted for the purpose of discussing the employment, hiring, appointment, promotion, demotion, disciplining or resignation of any individual salaried public officer or employee.	Cynthia Jasso, Board Chair Elsie Urueta Pollock, CEO	4:35 PM
7	VOTE	Approval of Contract with Arrowhead Consulting	THA will partner with Arrowhead Consulting for the purposes of consulting on change management.	Elsie Urueta Pollock, CEO	4:50 PM
8	-	Adjourn		Cynthia Jasso, Board Chair	5:00 PM



Arrowhead Consulting, LLC

5314 S. Yale, STE 500, Tulsa, Oklahoma 74135

# Tulsa Honor Academy

## Culture Change Management

January 31, 2023



January 31, 2023

Elsie Urueta Pollock  
Tulsa Honor Academy  
209 S. Lakewood Avenue  
Tulsa, OK 74112

Dear Mrs. Pollock:

Allow me to begin by thanking you for the opportunity for Arrowhead Consulting Solutions, LLC (Arrowhead) to respond to this solicitation.

Arrowhead is a management consulting firm based in Oklahoma with resources that combined, have nearly two centuries worth of public and private sector experience. Our mission is to guide companies through the process of strategic change. We support strategic and tactical responses to the challenges and opportunities posed by technological, business, and cultural change.

Arrowhead's role is to act as a trusted advisor to our clients, providing objective and results-oriented analysis, solutions, and implementations. We bring the right people together to challenge established thinking and drive transformation. We collaborate with our clients to build the capabilities to enable organizations to achieve sustainable results. This mission is expressed in our corporate motto:  
***Aimed for Success.***

We look forward to assisting Tulsa Honor Academy in its own successes through the projects that will fall under this solicitation. We are confident that our resources, experience, and skills differentiate us from other consulting firms and are pleased to highlight how we can provide value to your organization in the responses contained in this document.

Should you have any questions, comments, or concerns about our response, please do not hesitate to reach out. We are here to help.

Respectfully submitted,

Kuma Roberts  
Chief Diversity and Inclusion Officer  
Arrowhead Consulting  
918.734.5468 - cell  
918.631.7321 - office  
[www.ArrowheadConsulting.com](http://www.ArrowheadConsulting.com)

## Benefits of Working with Arrowhead Consulting

As full-service consultants and trainers, our services and capabilities span a broad range of strategic, operational, and cultural change competencies. Arrowhead is well prepared to meet the requirements detailed in this RFP and is committed to providing dedicated resources to produce the expected deliverables over the anticipated life of the contract.

### QUALITY ASSURANCE

High-quality deliverables and responsive client service are always our prime delivery goals. To us, a high-quality project is one in which our team seeks to continually understand, anticipate, and exceed the client's expectations. We take pride in providing transformative outcomes to ensure the delivery of strategic solutions.

Our approach to achieving the quality assurance standards we have set for ourselves hinges upon a well-planned and focused expectations discussion. We accomplish this, in part, through the following means:

- Understanding needs and expectations at the beginning of a project
- Building the needs and expectations into the project plan
- Continuously monitoring and improving our approach to service delivery
- Measuring and monitoring our team's performance internally against your expectations and feedback

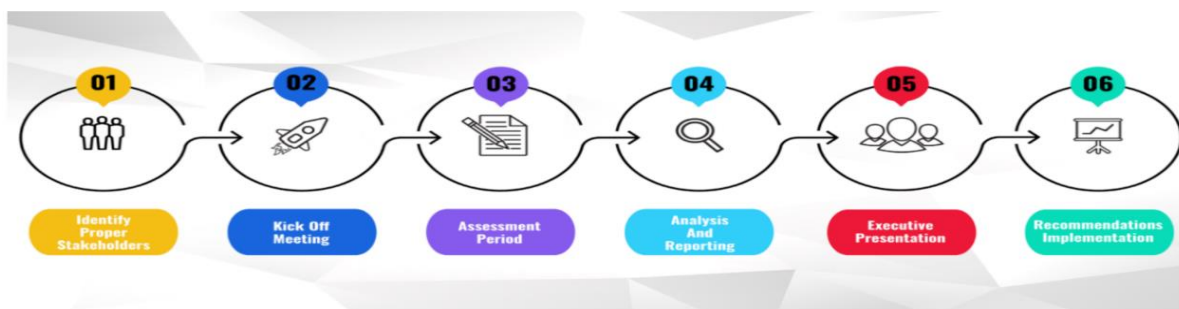
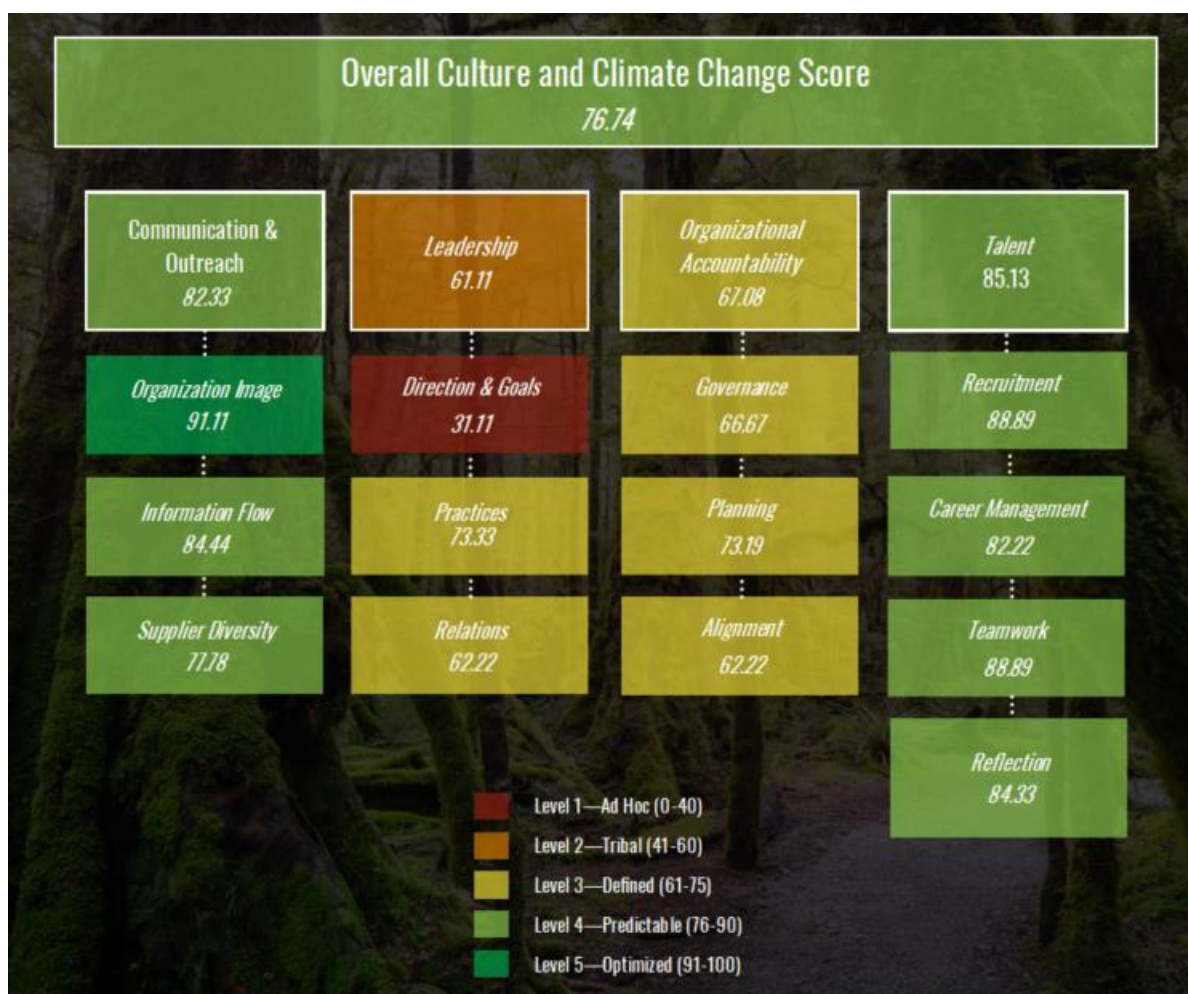
## Project Scope

Tulsa Honor Academy needs a consultant to aid the school in making informed decisions about organizational culture change management efforts as well as increase knowledge and awareness of opportunities to strengthen school climate & culture.

**Goal #1:** Assess Tulsa Honor Academy culture and climate as a precursor to building a strong framework for team development and organizational effectiveness utilizing the best practices of highly effective and equitable organizations.

**Solution:** Conduct a culture/climate focused **Organizational Health Assessment (OHA)** which will result in a heatmap of areas to prioritize next steps. Our OHA will allow for a vast amount of personalized, unbiased data to be captured in a short amount of time with little impact on your staff. Additionally, an OHA...

- a. Creates a common language and a shared vision for success.
- b. Provides a framework for prioritizing actions.
- c. Defines a baseline from which to measure improvement against.



Sample Culture and Climate Change Heat Map and Launch Timeline

## Facilitation

**Goal #2:** Facilitate “crucial conversations” with THA Administration, Teachers, Scholars, and the Board of Directors regarding current school culture/climate challenges with THA Scholar behaviors and responses from Administration.

**Solution:** The Arrowhead consultant serves as a facilitator and thought partner for immediate dialogue opportunities.

## Collaboration/ Implementation

**Goal #3:** Collaboratively work with THA Leadership to recommend changes in meeting & participation methods that reflect principles and needs of stakeholders based on the findings from the Organizational Health Assessment (OHA).

**Solution:** After the assessment, Arrowhead will consult with the persons who have primary oversight and responsibility to ensure that the organization is implementing the school culture and climate recommendations outlined in the OHA Culture & Climate Action Plan. The consultation services assist with implementation including the identification and creation of any solutions to address challenges based on culture changes (e.g., loss of key staff, funding reductions, social/racial justice issues etc.).

We do this by:

- Tracking, evaluating, and reporting on the effectiveness of implemented programs and initiatives and their alignment with key strategic priorities.
- Act as a trusted advisor by providing objective, practical and relevant ideas, insights, and advice.
- Demonstrate commitment to staying on top of the latest trends and best practices in operations, culture, and change management.

**Goal #4:** Support THA Scholar development with the creation of a student-focused culture and climate program.

**Solution:** Arrowhead will create a culture and climate program aligned with THA mission & vision using a “train the trainer” to ensure Scholars have ongoing training and development relating to strong school culture.

## Proposed Timeline

Arrowhead believes that the deliverables of this school culture and climate initiative can be completed between **February 2023 and June 2023** with an optional consulting period running on a retainer from **July 2023 and December 2023**. A listing of the expected milestones is noted below.

February 3<sup>rd</sup>, 2023,  
February-March 2023  
Mid-March 2023

Contract signed  
Conduct Crucial Conversation with remaining sites  
OHA kickoff meeting with THA identified stakeholders  
**Specific OHA activities:**

- OHA Kick-Off (1 week)
- Assessment Period (2-3 weeks)
- OHA analysis (1-2 weeks)
- Creation of heatmaps & Executive Presentation (1-2 weeks)
- Review of findings with THA Leadership/Board (1 week)



May-June 2023

Begin implementing recommendations from Culture and Climate action plan

July– December 2023

**(Optional)** Consulting to support ongoing culture and climate plan implementation, training, and executive coaching.

## Assumptions

- Delays in contract being signed and/or Tulsa Honor Academy in providing information could negatively impact the deliverable dates provided above.
- Training/meetings could be held virtually. Any technology needs to convene virtual meetings or training sessions will be borne by Tulsa Honor Academy.
- The OHA will produce: (a) THA organizational heatmap (b) specific elementary, middle, and high school heatmaps (c) heatmaps for all faculty (d) heatmaps for all administration resources.
- Implementation of the Student Climate/Culture program (Goal #4) is not in scope for this proposal.

## Qualifications/Experience

Kuma Roberts, IOM, Chief Diversity, and Inclusion Officer (CDIO)



In her past role as VP of Diversity, Equity and Inclusion at the Tulsa Regional Chamber, Kuma Roberts was responsible for embedding a diversity, equity and inclusion lens into both policies and practices across every aspect of the organization's management life cycle (recruitment, learning and development, performance management, leadership development, employee engagement and retention). Specific examples are as follows.

- Implementing and managing changes to ensure program and leadership goals are achieved.
- Ensure smooth, efficient program and service delivery that meets the expectations and needs of the Tulsa Regional Chamber's strategic initiatives.
- Create internal and external communications that highlight team, program, and organizational successes; act as primary liaison to internal committees and working groups.
- Develop content for and facilitate Mosaic programs, workshops and sessions that build culture, promote growth and development of core leadership skills, and assist with the successful onboarding of team members.
- Track, evaluate, and report on the effectiveness of implemented programs and initiatives and their alignment with key strategic priorities.
- Act as a trusted advisor by providing objective, practical and relevant ideas, insights and advice to high level/c-suite level board and business leaders.
- Demonstrated commitment to staying on top of the latest trends and best practices in operations, DEIB, culture, and change.

## Experience Working for a Multicultural Team

In my experiences working with clients, I have developed and refined an approach that has served me well in working as part of a multicultural/multiracial team.

I strongly believe in inclusive leadership where, despite perhaps having a varied group of individuals with different experiences and mindsets, every person can enrich the quality of efficiency, services, and products offered within an organization and across a community.

Leading from a place of empowering all participants to embrace the concepts of diversity, equity, and inclusion vs. shaming people into action is just one strategy I use to ensure diverse, equitable, and inclusive outcomes for a project. Another core aspect of my work is working directly with leadership- moving them from basic awareness and understanding of DEIB to integration of the work into policy and practice.

## References

Name	Company	Address	Phone Number	Email(s)
Justin McLaughlin (COO)	Tulsa Regional Chamber	1 W. 3 <sup>rd</sup> St. Suite 1300 Tulsa, OK 74103	(918) 585-1201	<a href="mailto:justinmclaughlin@tulsachamber.com">justinmclaughlin@tulsachamber.com</a>
Betsy Bishop (President)	Vermont Chamber of Commerce	751 Granger Rd. Berlin, VT 05641	(802)-595-5403	<a href="mailto:bbishop@vtchamber.com">bbishop@vtchamber.com</a>
Marvin DeJear (SVP of Talent Development)	Greater Des Moines Partnership	700 Locust St. Ste. 100 Des Moines, IA	(515) 286-4950	<a href="mailto:mdejear@DSMpartnership.com">mdejear@DSMpartnership.com</a>

## Budget

Arrowhead is proposing a fixed cost for all deliverables and activities listed in the scope items of this proposal. Should THA feel that the modification of scope items is necessary, Arrowhead reserves the right to adjust the pricing and/or timeline accordingly.

For the ongoing items after project delivery and training, Tulsa Honor Academy can leverage Arrowhead's expertise through a **6-month retainer**. Once Arrowhead is named the vendor of choice, we will work with THA to determine parameters around the retainer arrangement (e.g., number of people having access, hours of accessibility, primary communication method, expected response time, etc.).



Goal	Description	Qty	Unit Price	Extended Price
#1	Assess Tulsa Honor Academy school culture and climate using an OHA (6 total heatmaps)	1	\$18,000	\$18,000
#2	Facilitate THA culture and climate “Crucial Conversations” at remaining school sites. (Teachers/Admin/Scholars)	2	\$3,000	\$6,000
#3	Post Assessment consult for implementation and action plan	1	\$3,000	\$3,000
#4	Support THA Scholar development with student-focused culture and climate development program	1	\$3,000	\$3,000
OPT	(OPTIONAL) Provide monthly executive coaching/consulting to THA Leadership (July-Dec 2023)	6	\$1,500	\$9,000
	<b>Scoped Items</b>			<b>\$30,000</b>
	<b>Optional Items</b>			<b>\$9,000</b>

- Client is responsible for paying **25% (\$7,500)** of the fixed bid contract amount to reserve resources and begin work.
- **25%** will be invoiced at the conclusion of the Crucial Conversations
- **25%** will be invoiced upon closure of the OHA survey.
- **Final 25%** will be invoiced upon delivery of the Culture & Climate Action Plan
- An optional monthly retainer amount would be invoiced on the 1<sup>st</sup> of each month.

**Terms for all invoices are net 30 days.**

IN WITNESS WHEREOF, the Parties hereto agree to the above terms and have caused this Agreement to be executed in their names by their duly authorized officers.

**Client's Signature** \_\_\_\_\_

Print Name \_\_\_\_\_

Date \_\_\_\_\_

**Service Provider's Signature** \_\_\_\_\_

Print Name: Kuma Roberts

Date 2/1/2023