

Leelanau Montessori Public School Academy (LMPSA)

February 21, 2024

8527 Government Center Dr. Suttons Bay, MI 49682

1. **Call to Order:** Vice President and Secretary Abbott called the meeting to order at 6:03pm.

2. **Roll Call:** Vice President and Secretary Abbott, Director Kuhn, Director McConnell

Absent: President Bordeaux and Treasurer Lutke

Others: Arden Wilson-Head of School, Nora Goodell- Recording Secretary, Abby Mikolowski – Bay Mills

3. **Additions/Approval of February 21, 2024 Agenda:**

MOVED BY Director Kuhn SECONDED BY Director McConnell TO APPROVE THE February 21, 2024 MEETING AGENDA AS Presented.

YES: ALL NAYS: NONE ABSENT:2 MOTION CARRIED

4. **Public Comment – None**

5. **Revisions/Approval of January 21, 2024 Minutes**

MOVED BY Director Kuhn SECONDED BY Director McConnell TO APPROVE THE January 21, 2024 REGULAR MEETING MINUTES AS PRESENTED.

YES: ALL NAYS: NONE ABSENT: 2 MOTION CARRIED

6. **Head of School Report –** See Written Report. Fire Bureau update; the updated information should be sent to the state in the coming days. There were no red flags in the report. Thank you Greene Construction, Tom, and Bill Fuller for your work on this.

Asking Board support to put in the swings.

Questions/Comments: Vice President and Secretary Abbott asked about the contingency on the grant. HOS Wilson indicated that it was for accessibility and the surfacing will meet this. Director McConnell is all for it. Director Kuhn believes it is good for the body and brain. Vice President and Secretary Abbott supports moving forward with the swings.

Vice President and Secretary Abbott has trouble thinking about how we aren't sustainable if we have been around for so long and continue to operate. HOS Wilson reflected that there are things a sustainable offer that we currently can't, as well as dipping into our fund balance this year.

Old Business

7. **Committees**

a. **Academic Excellence – Written Notes from meeting on February 14th.**

Developed SMART Goal to let us evaluate the whole child rather than just looking at test scores.

- b. **Finance – Written notes from meeting on February 20th.** Treasurer Lutke recommended that our first step is hiring a consultant to help us develop a culture of philanthropy. HOS Wilson indicated that President Bordeaux wondered what the rest of the Board felt would be the most important social goal. President Bordeaux wanted to see a stronger sense of community. There used to be more informal events during the year that made us a tighter knit community. Abbott said finding Board members who have the background in fundraising and money managing. McConnell says it comes back to finding money and space. Step 1 is building the database of alumni. We need to connect more with the entire region. Reauthorization Analysis will be available in March, voted on in April.
- c. **Governance – Written notes from meeting on February 14th.** Sarah Bordeaux and Deb Kuhn expire this year. Deb Kuhn will stay on again. Sarah Lutke is up in 2025, however she would like to find a replacement this year. There are 3 possibilities.
- d. **Grant – Did not meet.**
- e. **Marketing – Written Minutes provided.**

**Motion to approve the January Financials and Committee notes BY DIRECTOR McConnell AND SECONDED BY Director Kuhn
YES: ALL NAYS: NONE ABSENT: 2 MOTION CARRIED**

New Business

- 8. **MOVED by Director Kuhn and SECONDED by Director McConnell to approve Board Policy 5005 Resolution #2-2024**

**ROLL CALL: BORDEAUX- ABSENT, ABBOTT-YES, TREASURER LUTKE - ABSENT, DIRECTOR KUHN - YES, DIRECTOR MCONNELL - YES
YES: ALL NAYS: NONE ABSENT: 2 MOTION CARRIED**

- 9. **Strategic Plan –** Director Kuhn asked about IDI Training. HOS Wilson: We are finishing up and we are training a staff member in June to do this. Board reflected that at the time expansion was not even on the list of goals.
- 10. **Public Comment –** Abby indicated Bay Bills is still discussing how they can support the new Montessori Training. Getting ready for leader training and dinner in Lansing.
- 11. **Board Comment –** HOS Wilson spoke to several areas of the strategic plan and possibly re-examining our committees as an action item.

**MOVED BY Director McConnell SECONDED BY DIRECTOR KUHN TO ADJOURN THE MEETING AT 6:58PM AS PRESENTED.
YES: ALL NAYS: NONE ABSENT: 2 MOTION CARRIED**



Anita Abbott (Mar 21, 2024 13:16 EDT)

Secretary

03/21/2024

Date

Leelanau Montessori Public School Academy (LMPSA)
Wednesday, January 17, 2024
8527 Government Center Dr. Suttons Bay, MI 49682

1. **Call to Order:** President Bordeaux called the meeting to order at 6:00pm.
2. **Roll Call:** President Bordeaux, Vice President Abbott, Director Kuhn, Treasurer Lutke ; President Bordeaux left at 7:12pm
Absent: Director McConnell

Others: Arden Wilson-Head of School, Nora Goodell- Recording Secretary, Jerimiah Johnson, Parent

3. **Additions/Approval of January 17, 2024 Agenda:**

**MOVED BY Vice President Abbott SECONDED BY Treasurer Lutke TO APPROVE THE January 17, 2024 MEETING AGENDA AS PRESENTED
YES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED**

4. **Public Comment – HOS Wilson acknowledged the Board and their commitments, support, wisdom and gifts that they give to our school. It boosts Arden's morale.**
5. **Revisions/Approval of December 21, 2023 Minutes**

**MOVED BY Director Kuhn SECONDED BY Vice President Abbott TO APPROVE THE December 21, 2023 REGULAR MEETING MINUTES AS PRESENTED.
YES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED**

6. **Head of School Report –** Written Report. HOS Wilson wanted to discuss with the Board that the need for a staff breakroom was in the staff survey for the 3rd year in a row. She wants to be sure the Board will support her survey Action Plan before she shares it. Also on HOS Wilson's mind is Parent Playground Meeting, school sustainability and reauthorization.

Questions: Discussion about whether this is part of the Grand Plan or an ongoing strategic plan regarding flexible spaces in the school. President Bordeaux pointed out that without a facility team this is something that all board committees should think about and keep on the agendas as Arden has been handling it herself. Treasurer Lutke suggested that it would be better to hire a professional so there is someone dedicated to the tasks. HOS Wilson would like to DIY the adult bathroom at the school in the meantime.

Old Business

7. **Committees**

- a. **Academic Excellence –** Met on 17th. The notes are in draft form.
Clarification from HOS Wilson on when a child may have an intervention.

Academically, it is 40% or below on the testing. Behaviorally, it is a pattern of atypical behavior.

- b. **Finance** – Written Report and review of Budget Amendment. HOS Wilson reflected that our current Elementary model of Guide and Assistant isn't covered by the state money that we receive from FTE. Assistants don't generally qualify to pay through grants bc they aren't doing targeted interventions. Treasurer Lutke noted that next year there would be a 30k infusion that isn't reflected here. HOS Wilson discussed pre-school pricing for next year, contemplating an increase of \$56-58 per day. She will do some breakdowns in different pricing to see if we can stay to \$56/day.
- c. **Governance** – Written Report. Will meet with Meagan Batdorff regarding reauthorization. HOS Wilson has been continuing work on the lost piece of paper initially licensing the school through the Fire Marshall.
- d. **Grant – \$1000 for the cultural garden from the Leland Garden Club.**
- e. **Marketing** – Written Report. Need to have another person helping Nora and Arden office wise; whether social media, etc. Treasurer Lutke noted that she would like to hire someone with fundraising and development skills for a shorter period of time.

**Motion to approve the January Financials and Committee notes BY Vice President Abbott AND SECONDED BY TRESURER LUTKE
YES: ALL NAYS: NONE ABSENT:1 MOTION CARRIED**

New Business

- 8. **BMCC Planning Document: Reviewed by Board**

Motion to approve the BMCC BY DIRECTOR KUHN AND SECONDED BY TRESURER LUTKE

YES: ALL NAYS: NONE ABSENT:2 MOTION CARRIED

- 9. **Budget Amendment 2023-2024 Resolution #1-2024**

Motion to approve the Budget Amendment 2023-2024 Resolution #1-2024 by Treasurer Lutke and Seconded by Director Kuhn.

ROLL CALL: BORDEAUX-ABSENT, ABBOTT-YES, TREASURER LUTKE -YES, DIRECTOR KUHN – YES, DIRECTOR MCONNELL ABSENT

YES: ALL NAYS: NONE ABSENT: 2 MOTION CARRIED

- 10. **Public Comment** – Discussion about our continued signage needs. Jerimiah can help us during the day with anything.
- 11. **Board Comment** - Treasurer Lutke really wants to get someone professional to garner the funds.

MOVED BY TREASURER LUTKE SECONDED BY DIRECTOR KUHN TO ADJOURN THE MEETING AT 7:26PM AS PRESENTED.

YES: ALL NAYS: NONE ABSENT: 2 MOTION CARRIED

Secretary

Date



HOS Report
February 2024

“If you do not change direction, you may end up where you are heading.” – Lao Tzu

GENERAL

LMPSA hosted a successful Parent and Child Gathering centered around the love of books. We featured cozy corners to cuddle up and read together, enjoyed bookmark and bibliophile crafts and featured our newest collection of anti-bias books.

ENROLLMENT/STAFFING

I am focused on hiring summer staff and program directors as well as drafting staffing plans for next fall based on our enrollment capacity and instructional needs.

We are approaching the end of enrollment and preparing for Open enrollment beginning in early March. We want to retain 100% of our current families, leaving approximately 13 spaces school-wide. We are still maintaining a waiting list for our Toddler classroom.

I want to be clear about our structure and classroom staffing as you create opportunities for expansion and growth to ensure a sustainable school. We have reached capacity with our Montessori model and square footage that is available here. We can only support 127-132 children in total in our setting and space. Our business office has determined in collaboration with me that in order to have a sustainable school model, we will need at least 95 FTE and the tuition-paying portions of the school. We currently have the capacity for a total of 60-68 FTE in the Elementary and typically a total of 14-18 kindergarteners that make up a part of the Primary. Therefore, a capacity for 84 FTE in a banner year. This is far below the sustainable threshold. This is a simple mathematical problem and shows that we would head deeply into a deficit over a couple of years. We need to obtain space for more children! Our Expansion Proposal shows how to begin by expanding Toddler and Primary classrooms. We could consider having at least one more Toddler (12) and one more Primary (12-25). This will lead to a 2nd Lower Elementary two-to-three years following this program expansion. It may lead to a 2nd Upper Elementary. In the future, there also could be an Infant Community to feed a growing toddler and the primary level. We begin from the bottom up and so through attrition, the school grows in a healthy way. The expansion model allows for growth of 12 Toddlers, 15 Primary in Year 1. 12 Toddlers and 25-30 Primary in Year 2. In Year 3, Primary students feed the Lower Elementary and we expand our FTE! With adequate expansion, we can even plan for a Great Start Readiness Readiness program as universal child care programs expand. Within three years, we can have more

tuition-paying people and expand our FTE by at least 8-10 annually from there. We are behind in our timeline and goal to do this so it feels critical for me to communicate this to the Board. The Board and Leadership must act in unison to sustain our school through growth. It will take five years. We are going to be forced to raise tuition more and fundraise our deficits as well as to secure more square footage and students in the meantime. A finance, facility and funding plan is warranted in order to create a viable vision and case for support.

BUDGET/FINANCE

The priorities for the current year are to minimize the deficit and any dip into our fund balance. The ways we are doing this include assigning grant dollars to a staff member's hours/role and freezing spending as much as possible. Our facility and function simply have basic needs to fulfill so a strict freeze is not realistic. The priorities for next year besides becoming ReAuthorized include developing a staffing plan that is realistic and reflective of instructional and institutional needs, consider a fundraising consultant, planning for Campus Enhancements, maintaining PD and Course work funding, pay for Board Training and Lunch Programming while also steadying our Fund Balance. There is likely to be @50K needed to

ACADEMICS/WHOLE CHILD

[The Annual Education Report](#) is shared each year at the Board, School and State levels. This report states the overall label for the school, student testing data, teacher certification rates, as well as shared progress for the School Improvement Plan.

Our NWEA testing is nearly complete and Guides have created an action plan based on their data. The Academic Excellence Committee has developed an annual goal for showing whole child development in a Montessori way. The details are in the meeting minutes and can be discussed during our Committee report.

FACILITY

In our pursuit to take care of what we have, the Board should understand our current facility condition. We need irrigation, grounds maintenance, entry beautification, safety and security improvements, parking lot resurfacing, fence repair and increased building maintenance funding to provide for the heating, cooling, plumbing and electrical upgrades over time. Having a Facility or Asset group at the Board level would be one way to assist the Board/Finance Committee in creating a Building Maintenance plan that is preventative and proactive. It would bring the discipline and direction to a more strategic approach to forecast costs and spending with transparency. This could begin by listing the recommended repairs and enhancements and setting them in priority order. Outlining our facility needs strategically is related to the Board's direction in ensuring a sustainable and successful school.

How do we consider the current reality and move forward toward our desired future?

Do you have any questions for me?



2023-2024 School Annual Education Report (AER) Cover Letter

February 15, 2024

Dear Parents and Community Members:

We are pleased to present you with the Annual Education Report (AER), which provides key information on the 2022-23 educational progress for Leelanau Montessori Public School Academy. The AER addresses the complex reporting information required by federal and state laws. The school's report contains information about student assessment, accountability, and teacher quality. If you have any questions about the AER, please contact Arden Wilson for assistance.

The AER is available for you to review electronically by visiting the following website [AER REPORT FROM MIDATAHUB](#), or you may review a copy in the main office at your child's school.

For the 2023-24 school year, schools were identified based on previous years' performance using definitions and labels as required in the Every Student Succeeds Act (ESSA). A Targeted Support and Improvement (TSI) school is one that had at least one underperforming student subgroup in 2022-23. An Additional Targeted Support (ATS) school is one that had a student subgroup performing at the same level as the lowest 5% of all schools in the state in 2021-22. A Comprehensive Support and Improvement (CSI) school is one whose performance was in the lowest 5% of all schools in the state or had a graduation rate at or below 67% in 2021-22. Some schools are not identified with any of these labels. In these cases, no label is given.

No label was given to Leelanau Montessori Public School Academy.

Leelanau Montessori Public School Academy continues to address our implementation and core instruction using Montessori Principles and the Common Core State Standards. The students show inconsistent and lower scores in the areas of Reading and Mathematics. Teachers are adapting instruction and holding high expectations for growth for all students. School-wide systems include providing extra support for any child scoring below 40% on benchmark assessments and other school-based assessment measures. The key data in the Annual Education Report also notes the teacher certification rates. As many schools in Michigan, our teachers are seeking state certification and professional credentials while working. LMPSA strives to employ successful Montessori Educators who are state-certified.

State law requires that we also report additional information.

1. School Improvement Plan: LMPSA has set three goals using the Michigan Continuous Improvement Platform (MICIP):

- a) Adaptive Leadership
- b) Implementing High Quality Instruction
- c) Developing Consistent Use of Data Systems are our three priority areas.

Adaptive Leadership includes implementing a change management process that is needed to make decisions, provide guidance, and support organization functioning. LMPSA is using strategies such as training leaders, keeping trust and seeking resilience through change.

Our Consistent Use of Data Systems includes implementing a viable, guaranteed curriculum and tracking student progress. To collect, understand, and utilize data effectively helps to make informed decisions when planning, implementing, monitoring and evaluating practice and programming. The school personnel analyze and report to the Board the student and school data three times annually. We follow our adopted district assessment calendar and ensure that staff have access and awareness of the data needed for decision-making. Teachers also meet regularly to problem-solve and plan for instructional shifts.

LMPSA adopts a rigorous standard of high-quality instruction that is implemented by all teaching staff. The staff are supported and supervised in their instructional systems and provided feedback and training to improve. Teachers continually monitor student progress, give feedback and are learning to adjust their instruction to improve outcomes.

2. The Core Curriculum:

The Core Curriculum is found in our office and shared on our website. The curriculum implementation and Montessori Methodology is located in our Parent Handbook on our website.

3. Parent-Teacher Conference Participation Rate:

92% of our families participated in Spring 2023 and 85% in Fall 2023. We strive for 100% participation and make every attempt to contact, call and provide meaningful information and serve as a valuable resource for every parent and family.

Leelanau Montessori is working hard and collaboratively across all tiers of support to offer outstanding educational opportunities for our students. We appreciate the support of our parents and community in implementing these improvements and increasing our achievement scores universally.

Sincerely,

Arden Wilson
Head of School, Leelanau Montessori Public School Academy

February 2024

LMP SA has been focused on Phase II for the Campus Plans for the past two years. We have made significant progress with the help of the Parent Playground Group and Facility Forums. We have been able to create our Campus Grand Plan, install steps at the bus stop and obtain designs for campus projects and estimated costs.

The Parent Playground Group has been focused on five playscape priorities. These are to purchase swings, install log climbers and horizontal bars, develop and maintain infrastructure and storage, and act as stewards in collaboration with the school. This group has spearheaded simple fundraisers and will host Stone Soup again this May.

It is time to purchase swings as part of our Phase II tasks and projects. The proposal to do so is shared below. We spoke to three playground companies and two surface professionals. The estimates have been shared with you in the folder at the table this evening. The costs reflect a discounted installation that is only available in April from a company that will already be in the area working. If we cannot maximize this timeline, then the discount will be obsolete. I am talking with a donor who may help significantly with this purchase. There is a plan for completing the project that Chelsea Hummon is executing.

Swing Purchase, Installation and Certification

Company	Item	Cost
Snider/Burke	Three Bays (6 swings)	5878.00
Grass Mats	Ground Surfacing (shipped)	7654.21
Wooden Border		1440.00
Soil and mulch work		3500.00
Installation and Freight		3125.00
Freight		510.00
	TOTAL	\$21,107.21
	LMP SA	- 6800.00
	GTRF	-2500.00

Amount Due: \$ 11807.21

We request the Board approve up to 21,500 for purchase, preparation and installation of the swings.

Leelanau Montessori

Mission: Leelanau Montessori nurtures the whole child in a prepared environment based on respect, individuality, a love of learning, and freedom with responsibility.



Cooperation, Goodwill, Gratitude, Mindfulness, Respect

Location: AE COMMITTEE MEETING NOTES

Date: February 14, 2024

Time: 9:00 AM

Participants Present: Rebecca Clinton and Arden Wilson

Code: I= Information D= Discussion R= Reflection A= Action

Time	Agenda Item	Discussion Facilitator	Code
9:00	Evaluation Calendar and Board tasks		
	AER		
	NWEA Assessment/ Whole Child Assessment		

Discussion:

1. The Board is welcome to give feedback to HOS as part of their mid-year review.
2. The AER is posted and complete on paper and on website
3. The AE committee has been asking how the school can show growth and progress using whole child development model as we highlight the Montessori Curriculum and Method in addition to the NWEA and MSTEP data. In discussion, AE began to discuss an Annual Goal to:

Show progress in all domains of development using authentic assessment and other measures.

This SMART Goal would involve the Lead Guide to choose 3 artifacts per child that show progress in Social-Emotional, Spiritual, Cognitive and Physical Development. These artifacts can be anecdotal, photographic, or work samples among others.

STEPS:

School systems (leadership) would support Curriculum Development through:

Professional Development

Planning Time to define key lesson for SEL

Supporting staff in creating classroom systems for tracking whole child progress. Consider Portfolio System or a hybrid model to start.

Use Parent Teacher Conference structure to bring family in as a partner and to build awareness of the domains and importance of whole child growth. Lead Guides use record-keeping to reference growth already.

HOS chooses three children school-wide to showcase and highlight at Board Level Presentation.

SMART GOAL

Specific- three artifacts per four domains two times annually.

Measurable- proof is in the process and product both

Achievable- realistic for school improvement goals

Relevant- grounded in Montessori values and Parent Relationships

Timely- Can be done over a year's worth of time and is needed for our professional practice

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ASN	Fiscal Year Description	Balance
	2024 Due to General Fund (Interest)	1.20
8000LM	2024 Leelanau Montessori PSA Student Activity General	3.02
8132LM	2024 Academic - Community Gathering	0.00
8146LM	2024 Activity - Dinner to Go	0.00
8147LM	2024 Activity - Evening of Art	0.00
8148LM	2024 Activity - Scholarships	536.75
8149LM	2024 Activity - LOC	3,322.99
8150LM	2024 Activity - Field Trips	0.00
8151LM	2024 Activity - Swim Lesson	850.00
8152LM	2024 Activity - YearBook	27.49
8201LM	2024 Classroom - Hickory	256.44
8202LM	2024 Classroom - Birch	320.00
8203LM	2024 Classroom - Sprout	(116.19)
8204LM	2024 Classroom - Cedar	170.00
8205LM	2024 Classroom - Sugar Maple	280.00
8206LM	2024 Classroom - Apple	100.00
8451LM	2024 Donations - General	2,565.26
8452LM	2024 Donations - Primary Program Enrichment	0.00
8453LM	2024 Donations - Classroom Supplies	0.00
8550LM	2024 Fundraisers - General	0.00
8551LM	2024 Fundraisers - Farm Raiser	0.00
8552LM	2024 Fundraisers - Wreaths	3,895.62
8553LM	2024 Fundraisers - 5K Run	0.00
8554LM	2024 Fundraisers - School Supply	0.00
8556LM	2024 Fundraisers - Co Op	0.00
8557LM	2024 Fundraisers - Capital Campaign	0.00
8558LM	2024 Fundraisers - Pie Sales	0.00
8559LM	2024 Fundraisers - Health Fair	0.00
	Balance as of January 31, 2024	<u>12,212.58</u>
	Does not include outstanding checks or ACH debits	
	Prior year balances now part of General Fund FB	7,285.89
	Changes in current fiscal year 2024	4,926.69

Leelanau Montessori

Title: Governance

Date: February 14, 2024

Location: LMPSA

Time: 2 pm

Participants: Sarah Bordeaux, Arden Wilson, Meagan Batdorff

Agenda Item	Discussion Facilitator	Notes
BMCC Reauthorization Checklist: <ul style="list-style-type: none">board analysis for reauthorization due. (May10).school presentation at BMCC June 11.		Meagan Batdorf, Arden and Sarah reviewed and discussed and will reconvene March 4th at 1pm.
Revision of Board Policy 5005-Attendance (currently Board policy and Family Handbook have conflicting information; info in Family Handbook is what school is currently following)		Anita has prepared a revised version of Board Attendance policy (5005), removing some specifics regarding timing of school day, which is better handled in the Family Handbook, and adding language directing HOS to establish appropriate administrative procedures.
Board membership		Still looking for potential board members with financial, legal, governance, or fundraising background.

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Cooperation, Goodwill, Gratitude, Mindfulness, Respect

Location: Leelanau Montessori PSA

Date: January 9, 2024

Time: 2pm

Participants Present: McConnell, Bordeaux, Wilson

Code: I= Information D= Discussion R= Reflection A= Action

Time	Agenda Item	Discussion Facilitator	Code
	Strategic Plan		
	Capital Campaign		
	Database		
	Development		

Discussion:

Collaborations of databases amongst school, LMFF, alumni, and influential stakeholder Danu G shared LMFF databases in 2023 with Arden and Nora

Marketing for future growth of school goals:

Development Committee:

Building capital 2026 campaign around the 25th year of Leelanau Montessori
Rocky, Capital Campaign manager possibility? Tom speaking with him this week.
Arden having conversations with two other possible organizers.

Committee agrees the most necessary need of a Development Coordinator (social media, alumni relations, marketing communications and more) on site as we are growing and HOS and Office Manager.

Next meeting:
February 6, 2024 2pm

LEELANAU MONTESSORI PUBLIC SCHOOL ACADEMY

Resolution #02-2024 of the Board of Directors

Adoption of the Resolution to Approve Revisions to the Attendance Policy in the LMPSA Board of Directors Policies

The following resolution was adopted by the Board of Directors (the “Board”) of the Leelanau Montessori Public School Academy (“Academy”) at a regular board meeting held on February 21, 2024.

WHEREAS, the Board has determined, by a majority vote, that the proposed revised Attendance Policy as presented shall become in effect on said date of this resolution and shall become a permanent part of the LMPSA Board of Directors Policy.

BE IT RESOLVED, the resolution to revise the Attendance Policy is adopted.

I hereby certify that the foregoing constitutes a true and complete copy of a resolution adopted by the Board of Directors of Leelanau Montessori Public School Academy at a regular meeting held on February 20, 2024, and that in full compliance with the Open Meetings Act, being Act 267, Public Acts of 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Roll Call: Bordeaux Y N Abs. Abbott Y N Abs.

McConnell Y N Abs. Lutke Y N Abs. Kuhn Y N Abs.

Ayes: _____ Nays: _____

Motion Carried/Failed

Secretary, Board of Directors

Date

MONTESSORI CULTURE

Support and retain staff
Ensure Montessori fidelity
Set high achievement goals

FINANCIAL SUSTAINABILITY

Streamline fund development
Build fund development capacity (foundation and grants)
Stabilize and grow enrollment
Manage facility responsibly

COMMUNITY

Grow capacity in antibias, antiracist and culturally-responsive education

OTHER

Improve Board policies
Earn Charter reauthorization

QUESTIONS

1. Is it a good strategy to build a waiting list when we know we can't accommodate students based on current space limitations?
2. What does achievement mean for our school?

What do you hope the strategic plan will address related to your committee?

Themes:

- *Sustainability: more grant + foundation dollars; improved marketing; academic excellence; become more equitable; charter reauthorization; stabilize enrollment; staff compensation*
- *Facility: building waitlist vs. space constraint reality; paying off building; tenant relationships*
- *Build ABAR Capacity*
- *Fidelity to Montessori*

GOVERNANCE

Improve board policies (3y)

CHARTER REAUTHORIZATION W/ BAY MILLS

(1) learn how Bay Mills approaches this process; investigate the schools BM promotes as success stories; set meetings to find out what is determinative in their decision

GRANTS

BRING IN BIGGER GRANTS

- (1) add two new committee members (experience: facility/grant writing/outdoor ed)
- (3) make a plan for larger foundation grants
- (5) apply

STREAMLINE FUND DEVELOPMENT

- (1) brainstorm how to combine grants/fundraising/organization/comms
- (3) implement + practice
- (5) improve + adapt

LMFFFOUNDATION

FUNDRAISE TOWARD SUSTAINABILITY

increase membership

- (1) gain new members, school community involved in fundraising efforts/school support from families for events, more staff involvement at events
- (3) continued growth in Y1 goals
- (5) Foundation Plan in place with clear, solid goals to integrate new members successfully

ACADEMIC EXCELLENCE

*hope that SP process will help develop some questions around ABAR + CRE toward action steps

*hope that SP will help guide process + success criteria [around?? Resource mgmt?](#) (last red note)

- a) One Year
 - i) CRE/ABAR
 - (1) Complete equity audit and create action steps (using IDI results).
 - (2) A goal for next year is to continue IDI training for new faculty and staff and additional stakeholders from the community and procure regular funding for this.
 - ii) State Requirements
 - (1) Keep getting better at proficiency in everything and maintain a growth mindset. This can be part of our work on MICIP.
 - iii) Montessori
 - (1) Add budget piece for high fidelity Montessori Training.
- b) Three Years

- i) ABAR/CRE
 - (1) Have a sustainable budget for our ABAR training.
 - (a) Including working with outside organizations such as one down state.
 - (b) Montessori ABAR certification and training (\$1400 pp) <https://learn.amshq.org/abar-certificate-program>
 - ii) State Curriculum
 - (1) Continue growth with clear results in MICIP.
 - (2) Have budget lines that include resources to help with this growth (such as additional resources to support children)
 - iii) Montessori
 - (1) All guides are trained fully in Montessori
 - (2) Building a pipeline of people in training
- c) Five Years
- i) ABAR/CRE
 - (1) Who is at the table? Have involvement from internal and external stakeholders.
 - (2) Have systems in place that increase proficiency, remove barriers, and have equitable access,
 - ii) State Requirements
 - (1) Full enrollment
 - (2) Listed as a high-quality school
 - (3) Happy Staff that report a fulfilling work environment
 - iii) Montessori
 - (1) Continue three-year goals

MARKETING

- Set marketed budget 1-2% of annual operating budget to provide benchmark for marketing performance.
- Elevate critical first impression at parent visit: signage, painting, landscaping

ANONYMOUS COMMITTEE?

STABILIZE ENROLLMENT

- (1) discover why families leave; maintain funding; increase FTE 5%
- (3) maintain 90% of enrolled families yearly + add new; develop programs to draw families in (middle school?)
- (4) aim for 125%+ enrollment

CHARTER REAUTHORIZATION

- (1) stay above 10% fund balance; establish strategic plan

- (3) explore reauthorization w/ BMCC + committee, interview re perceptions; publicize w/i BMCC; increase proficiency
- (5) earn reauthorization

MAINTAIN TENANTS

- (1) reach out

STAFF COMPENSATION

- (1) review salary steps at 3y intervals; increase 3K each staff; communicate ways we compensate
- (3) continue to grow and be competitive compared to regional data; respond to staff survey data
- (5) salary steps are competitive and strong

FACILITY

- (1) reevaluate services and relations with tenants (survey?); talk with CBB partners about lease
- (3) keep tenants; pay mortgage

QUESTIONS

1. Is it a good strategy to build a waiting list when we know we can't accommodate students based on current space limitations?

A time you felt connected or impressed:

"When the school moved from Suttons Bay to the new building in Lake Leelanau there was so much LMPSA community involvement. It made me feel proud to see so many people who cared about our school."

"I think the school's relocation to its own cohesive spaces made a big difference to the quality/desirability of the school."

"A three-year-old explaining the difference between an isthmus and a peninsula. Very impressed with that level of language and comprehension at such a young age - rich language and materials." - Deb

"Parent Information Night in the fall where we received a lesson. Appreciated the application of all the subjects toward one lesson. Offers the children critical thinking, a way to connect to the subject. A cool perspective into their daily life. My kids come home and ask such cool questions, and that night gave me insight into why.

Also, my kid's teacher developed a checklist to help him engage, slow down, stay accountable."
-Sarah

“We started in primary in the middle of the pandemic. It was a really challenging year. At our conference, we were able to identify his development using the Montessori principles. Our teacher took the time to create a whole new system of learning writing just for him.

I also experienced so much vulnerability and willingness to learn about DEI among the staff.”

-Kate