Leelanau Montessori Public School Academy (LMPSA)
Wednesday, June 15, 2022
8527 Government Center Dr. Suttons Bay, MI 49682

1. Call to Order: President Bordeaux called the meeting to order at 6:05 p.m.
2. Roll Call: President Bordeaux, Vice President-Secretary Abbott, Director Kuhn, Director Craig, Treasurer Lutke, Director Korroch
   Absent: Director McConnell
   Others: Arden Wilson- Head of School, Beth Bassett- Recording Secretary, Dani Geraci- LMFF President

3. Additions/Approval of June 15, 2022 Agenda:

   MOVED BY CRAIG SECONDED BY KUHN TO APPROVE THE JUNE 15, 2022 MEETING AGENDA AS PRESENTED.
   AYES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED

4. Public Comment: Head of School Wilson thanked Beth Bassett for her help with e-rate discount for internet for the school and Andy Benoit for his help with technology and handy man skills.

5. Budget Hearing:
   a. Open Public Hearing:

   MOVED BY LUTKE SECONDED BY ABBOTT TO APPROVE OPENING THE BUDGET PUBLIC HEARING AT 6:10 PM AS PRESENTED.
   AYES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED

   b. Budget Hearing: No discussion at this time.
   c. Public Hearing: None
   d. Close Public Hearing:

   MOVED BY KORROCH SECONDED BY KUHN TO APPROVE CLOSINGS THE PUBLIC HEARING AT 6:12 PM AS PRESENTED.
   AYES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED

6. Revisions/Approval of the May 18, 2022 Regular Board Meeting Minutes:

   MOVED BY LUTKE SECONDED BY ABBOTT TO APPROVE THE MAY 18, 2022 REGULAR MEETING MINUTES AS PRESENTED.
   AYES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED
7. Head of School Report: Head of School Wilson reviewed her written submitted report. President Bordeaux questioned if any classroom stood out as far as the test scores were concerned and HOS Wilson commented it was across the board. President Bordeaux thanked HOS Wilson for a great year.

8. Committee Reports:
   a. Academic Excellence: Director Korroch reviewed the written submitted report.
   b. Finance: Treasurer Lutke reviewed the written submitted report. The Board discussed the non-payment of $9000 in preschool tuition and decided that it would be termed as a write off and not scholarship. HOS Wilson commented that Wes from TCAPS said that depending on the monetary amount it is difficult and not worth pursuing collections. Governance will look at policies in regards to non-payment of tuition.
   c. Fundraising: LMFF President Dani Geraci reviewed her written submitted report. Dani commented that the Evening of Art was a success and LMFF has raised over $25,000 this year.
   d. Governance: Vice President-Secretary Abbott reviewed the written submitted report. Vice President-Secretary Abbott commented that there will be a vacancy to fill on the Board in July. Director Korroch asked Director Craig if she had any recommendations for new members and she said she has some people from the strategic plan sessions in mind and will let the Board know.
   e. Grants: President Bordeaux reviewed the written submitted report. No 2% GTB grant was submitted at this time. President Bordeaux thanked Angela Brennan for her hard work.
   f. Marketing: President Bordeaux reviewed the written submitted report.

MOVED BY KORROCH SECONDED BY KUHN TO APPROVE THE JUNE COMMITTEE NOTES AND FINANCIALS AS PRESENTED.
AYES: ALL  NAYS: NONE  ABSENT: 1  MOTION CARRIED

9. Strategic Planning: Director Craig reviewed the draft strategic plan and asked the Board members for input. Each Board member made comments and Director Craig took notes to take back to the committee to review and make appropriate changes for the final document. Board members commented that they felt a strong sense of recognition regarding the plan. Director Korroch commented she would like to see a stronger sense of DE&I throughout the plan and submitted her notes to Director Craig. It was agreed the next step is to finalize the plan and then write the implementation plan. Governance will come up with dates for the retreat and all agreed this would be a good time to review and discuss next steps. HOS Wilson commented that she and the staff will be implementing the plan along with Board oversight.

New Business:

10. Approval of the Final Budget resolution #3-2022:
MOVED BY KORROCH SECONDED BY KUHN TO ADOPT RESOLUTION #3-2022 FINAL BUDGET AMENDMENT WITH 5K ADDED TO THE ADMINISTRATOR’S SALARY AS AMENDED.
ROLL CALL: BORDEAUX-YES, LUTKE-YES, CRAIG-YES, KORROCH-YES, ABBOTT-YES, KUHN-YES
AYES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED

11. Approval of the Original Budget 2023 Resolution #4-2022:

MOVED BY LUTKE SECONDED BY KORROCH TO ADOPT RESOLUTION #4-2022 ORIGINAL BUDGET 2023 WITH 10K ADDED TO THE ADMINISTRATOR’S SALARY AND AN ADDITIONAL $2500 TO CUSTODIAL AS AMENDED.
ROLL CALL: BORDEAUX-YES, LUTKE-YES, CRAIG-YES, KORROCH-YES, ABBOTT-YES, KUHN-YES
AYES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED

12. Board Calendar Discussion: It was agreed to keep the meeting time, date and place the same and the following motion was made:

MOVED BY LUTKE SECONDED BY KUHN TO HOLD THE MONTHLY BOARD OF DIRECTORS MEETING ON THE THIRD WEDNESDAY OF THE MONTH AT 6:00 PM AT THE LEELANAU COUNTY GOVERNMENT CENTER, ADDRESS 8527 GOVERNMENT CENTER DRIVE, SUTTONS BAY, MI 49682 AS PRESENTED.
AYES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED

13. Public Comment: HOS Wilson thanked Director Craig for her work on the strategic plan. Beth Bassett thanked Director Craig, the Board and Cathy Wurm.

14. Board Comment: President Bordeaux thanked Bay Mills, Director Craig, and Cathy Wurm. Treasurer Lutke agreed with all the thank you’s.

15. Adjournment:

MOVED BY CRAIG SECONDED BY LUTKE TO ADJOURN AT 8:12 P.M.
AYES: ALL NAYS: NONE ABSENT: 1 MOTION CARRIED

____________________________________  ____________________________
Secretary                                      Date

LMPSA Minutes
6-15-22
3 of 3
HOS report June 2022

_The more you celebrate your life, the more in life there is to celebrate._ - Oprah Winfrey

**GENERAL**
We concluded a wonderful school year, with ups and downs and rhythms and rituals. We are together and celebrating the closure of the year. Tasks are taking priority and outlooks for the next year are on our minds. We sent our four Sixth Year students off to area public schools after a sweet celebration.

**ENROLLMENT/STAFFING**
There are currently 130 children enrolled in the school. This is an increase of 22 students from our current school year. We would like to add at least 4 more students to help cushion our circumstances. The staffing letter was sent last month to communicate roles and introduce new staff members to the community. We have hired Carrie Mosqueda, Hope Rahn and Kirsten Bakken. All of these people will seamlessly transition to the culture of the school and add unique gifts to the array of talents that already exist within the school. We are attracting great people to the profession. Our summer program staff is also well equipped to lead the 55 children who will attend this year. Assuming that we collect all the tuition for the summer program, this program will be quite profitable.

**BUDGET/FINANCE**
We must maintain 74 FTE and our projected tuition of $250K to balance our 22-23 budget. We would like to remove a wall in Lower Elementary for 6K in August to allow for a more open and spacious classroom. Staff compensation has been warmly received and the Board should be proud that they have chosen to prioritize pay and benefits. It really makes a difference and our current approaches and acknowledgements are effective.

We are working with LMFF to determine how much funding will flow into our 22-23 budget to support the needs of the school. Our goal continues to be a collective 60K raised annually between all the funding sources. We likely will begin a capital campaign in the coming year to plan for expansions of programs and facilities.

**ACADEMICS/WHOLE CHILD**
I have shared the growth breakdown for NWEA this year here. There continues to be a ways to go in our collective abilities to support more visible and vibrant grade level proficiency. The coaching and consultant folks are joining forces to implement more teacher training around standards. After two years supporting staff simply to lead in a Montessori classroom with the challenges of a pandemic, we now can focus more deeply on the integrity of lessons and
learning routines. The staff are very aware and engaged in the work of improved instruction and outcomes. This remains our one big challenge and we will use all our ideas to address it. Teachers talking with each other, teachers using more CCSS aligned tools and routines, Head of School working with other Montessori schools and Bay Mills, as well as adapting my approach with teacher expectations on a daily basis. Our systems to track, monitor and mitigate tardies and absences will be part of the plan as well. I do know that the teachers absolutely have the support they need to address the student learning and optimal outcomes as seen in our staffing plan. I expect they will grow and gain great strides in the coming year.

FACILITY
We will paint the portables and parts of the school this month. Fencing and facility mapping are afoot. Maintenance and small projects are priorities as well. We are hosting the Early Childhood Parenting Communities StreetFair with our building partners on July 16th so want our grounds to glow and look gorgeous. Getting ready for the summer program also is providing priorities to beautify our compelling campus.

Do you have any questions for me?
Leelanau Montessori Public School Academy (LMPSA)
Board of Directors Memo

From: Anita Abbott, Board Secretary

To: Bay Mills Community College Charter Office (BMCCCO)

Date: May 18, 2022

Re: BMCC Process for Board Member Reappointment

This memo concerns the board member reappointment process for one pending vacancy that will occur after the member’s term of office expires. The LMPSA Board followed the reappointment process outlined in the BMCC document entitled Public School Academy Board Member Reappointment Process. Specifically, the LMPSA Board did the following:

- Reviewed the list of expiring terms of office for the LMPSA Board of Directors and identified that Sarah Lutke’s would expire.
- Advertised the board position in 3 local sources (Leelanau Enterprise, school Facebook page, and weekly newsletter).
- The board received a reappointment application (with resume) from Sarah Lutke using the required BMCC form.
- On May 18, 2022 the LMPSA board met and discussed the reappointment of Ms. Lutke, and voted to nominate her to BMCC for approval.
- The Board nominated Ms. Lutke for reappointment to the LMPSA Board of Directors based on her valuable contributions to the board in the past, serving as Treasurer of the board. She has consistently demonstrated good stewardship of the LMPSA operating funds. She ensured an appropriate fund balance was maintained, while looking for creative ways to increase staff salaries.
- The nominated member signed Form BMR-02 Consent and Certification.
- All relevant documents have been or will be submitted to Epicenter.
Academic Excellence
June 2022
Agenda

Attendees: Derenda, Deb, Kate

Notetaker: Kate

Summary: We discussed the equity audit and made a list of questions about the process and the school’s goals with the audit. Derenda and Deb are going to help facilitate the audit and hope to learn more soon. As the meeting was predominantly questions and brainstorming ideas, the notes for this meeting are in the form of a short letter and a list of questions and suggestions.

Questions:

What is the goal or focus of the equity audit? (And who decides this?) (Academic Excellence can help clarify this, especially in reference to the strategic plan. We are concerned with the lack of reflection of DEI/ABAR in the drafted strategic plan (as sent June 8.) Will the audit focus on one area or strategy right now?

Have you selected a tool?

Following the IDI, were there any customized learning objectives for the school or were they individualized? Were the participants asked to evaluate their experience?

Who has taken the ABAR training at LMPSA?

What role does Arden see Derenda and Deb playing in terms of facilitating conversation for the equity audit?

What is our actual diversity? Who are the children now who need support now?

Suggestions:

At the stage of creating a plan and implementing it, it would be helpful to get outside support.

Consider working on one small facet of growth in equity and inclusion and simultaneously we could fundraise specifically for the equity audit for 2023 so that we can hire an outside facilitator.
Resources for Education:
Connie Laufersky, HOS before Royce. **Might be a good person to come do a presentation.** (Connie lives in Texas, Dena lives in Leelanau County)
Dena AuCoin, PhD in Montessori Education

**Arden's Proposed Schedule**
September 13- connect, reflect and define
(Tess lands us in embodiment exercise)
September 24 (Saturday am during our Staff Retreat)-AE interact with tool
October 11-AE- interact with tool
November 8-Lucy leads- interact with tool
December 13- Action Plan developed -AE
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

Finance
Location: LMPSA
Date: June 14, 2022
Time: 0845
Participants Present:

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Present: Google meet:
Beth Bassett, Sarah Lutke, and Sarah Bordeaux

2021-22 Final Budget Amendment
Back pay admin $5000
Scholarship additional $9000 need
Wes will adjust $14,000, likely to come out of fund balance
Misunderstanding amongst HR, Wes, and Finance team
2022-23 Original Budget:
Adjusting HOS pay to 75,000 for school year
Sarah Lutke will communicate with Axios and Wes (TCAPS) to adjust HOS salary, upon Board approval.

Discussions to continue concerning wall removal and porch as we devise plan with facility task group

Custodial services will need to be adjusted 22,000 to 24,500

Some staff went over PTO in the amount of 3200 and will be paid back to school. Finance requesting Governance to review PTO policies.

Bordeaux requested an update on staff tuition discount, Committee will discuss further at July meeting with Arden.

Finance Committee requesting Governance Committee to review policies concerning past due tuition.

Lease questions:
What are the options for the health department?
Years of lease?
Increase in rent?
Comparables?
Gradual increase in rent?
Resurvey space

Arden is formulating staff acknowledgments and will update at the July meeting.
Lutke suggested investigating gas cards for staff, and if it is feasible to support as a school.

Next meeting July 12th, 0845 at LMPSA
LMFF Meeting 6/8/2022 8:30 am on Zoom
Present: Rebekah Hall, Sarah Bordeaux and Danu Geraci

Evening of Art Debrief. We made $10,300 before expenses. We will be meeting with Rebekah in
July to settle up everything. Love the beautiful Venue. People’s response to online auction
platform was very positive. Auctria was a success. For the Future, maybe February or early
March before spring break. Who is our audience and how do we reach them? Is it just our
school families, or the general public? Bringing in a known musician could reach more public
but the few thousand dollars of cost is not necessarily worth it. Would we do a murder mystery
event at the VI in the future and reach the public?

Financials: Rebekah and Dani will do taxes after July 1st and go over the rest of the financials
so they are up to date. Rebekah has been keeping things organized.

Thank you notes. Dani was going to give a list for everyone to work on but has been working on
them the last few days and most are done. She is working on a few more and will reach out if
she needs help.

VAS 5k Sponsorship Letter. Dani will tweak and we should plan a time to gather and address
envelopes and send out these letters this summer.

Fundraising t-shirts. Dani will look into fundraising options t-shirts. Maybe using the online
platform bonfire.com. People can have shirts shipped directly and different styles are available
and we could potentially offer it more often or ongoing as a fundraiser. Dani will present finds in
July.

Arden would like annual protocols and reports such as how much money LMFF will keep in
accounts and how much we will give to LMPSA. We will determine how much money to give a
check to school in July. Also, consider a pamphlet to send with families at the beginning of the
school year for volunteering for LMFF.

Recruiting: Ongoing with us reaching out to the names that Arden share and continuing to
approach community members we think might enjoy being involved in fundraising for LMFF.
**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*

Governance  
Location: LMPSA  
Date: June 8, 2022  
Time: 1400  
Participants Present:

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

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Goals for next meeting:
Arden stated all BMCC compliances are complete for June  
Sarah Bordeaux completed Board agenda for June  
Arden is establishing staff recognition and gifts per year  
Next meeting July 13, 2022 2pm

Future Agenda Items:
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.

Join Zoom Meeting https://zoom.us/j/99239966269?pwd=WWRob08yRWIsVjFrZ1hoRU11aWh3OT09
Meeting ID: 992 3996 6269
Passcode: 3B2053

Grant committee folder (Google Drive) - Meeting notes, grant applications, archives
Grants spreadsheet
Grant committee notes

June 9, 2022 at 🕒
Attendees:
Location: Virtual - Zoom
Purpose: Monthly Grant Committee meeting

Agenda

- Grant status updates:
  - FOR CONSIDERATION/UPCOMING/IN DEVELOPMENT:
    - Paint supplies for school and people to donate their time via community service programs - Angela, check on grants, Ace's TC
      - Chemical bank community hours, people and bodies to paint (summer 2022 needed) - Sarah/Angela - follow-up, forward to Arden idea of including community hours in school enrollment packet/back to school paperwork
    - Federal grant opportunity Sarah mentioned in email on 6/7/22
      - Sarah follow up on federal aid grant opportunity (available for schools with military/tribal members as part of the community)
    - Federal aid grant, $28 million, military and tribal families
    - Crowdfunding, Growing Communities Together | Patronicity (missed this)
    - GTB spring (deadline May 31) (for following school year), operational, see if Arden wants to go for curriculum or pass this year
      - Go for it, on board agenda for next week (keep vague, staff support, curriculum)
      - Did this occur? Not at this time
    - North Ed Farm to School organization (they've helped install gardens in Leland/Northport schools)
      - Keep researching, check with Tory on a good contact for this - Sarah
    - Mockingbird re-submit (same request for instruments/teacher training) $10,000
      - Starting June 15th, Check with Arden on where grant materials reside and if any changes might want to be made prior to re-submittal - Angela
SUBMITTED: Pending/Submitted grants:
- Competitive School Safety Grant Program (CSSGP) from Michigan State Police - (March 24 deadline) - Arden submitted, did not get funding due to missing information
- OutClass Outdoor Classroom contest, submitted (contest winner will be notified on May 23rd, 2022), Sarah ask at board meeting
- Raymond Pryke, updated the language, share with Arden and Beth, Sarah, Dani for input, submitted for $20,000, Angela follow up with Dani get final copy for grants folder and confirm submission

AWARDED: Grants awarded since previous meeting
- None

Action Items:
- Paint supplies for school - Angela check on grants, Ace’s TC, Lowe’s, etc.
- Chemical bank community hours, people and bodies to paint (summer 2022 needed) - Sarah/Angela - follow-up; Forward to Arden idea of including community hours in school enrollment packet/back to school paperwork
- Sarah get more info on federal aid grant opportunity (available for schools with military/tribal members as part of the community)
- Look into North Ed Farm to School organization (they’ve helped install gardens in Leland/Northport schools) - Keep researching, check with Tory on a good contact for this - Sarah
- Crowdfunding, Growing Communities Together | Patronicity (missed this) - All (dig into this opportunity)
- Mockingbird re-submit (same request for instruments/teacher training) $10,000 - Check with Arden on where grant materials reside and if any changes might want to be made prior to re-submittal - Angela
- OutClass Outdoor Classroom contest, submitted (contest winner will be notified on May 23rd, 2022), Sarah ask at board meeting if heard anything?
- Raymond Pryke - Angela follow up with Dani get final copy for grants folder and confirm submission
- Research new grant opportunities ONGOING

Future Agenda Items:

Notes:
- Reminder: Fall 2% GTB (outdoor education/safety) - Reminder - 2% Grant report due in the fall 2022
- Grant committee continue to meet over the summer, date tentative July/August
**Leelanau Montessori**

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**Cooperation, Goodwill, Gratitude, Mindfulness, Respect**

Meeting:
Location: LMPSA
Date: June 7, 2022
Time: 1400
Participants Present:

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**Action Steps:**
No budgets not in hand to review
Sarah will send to Enterprise Dance of Cosmos pics and reach out to Arden about acknowledging Cathy Wurm's retirement in Enterprise and/or our senior graduates
Working towards establishing 2022-23 budget for marketing; Videos, website maintenance, signage/wayfinding and social media
Requesting Grant Committee to support locating grants to help paint and/or supplying painters for help touch up school
Next meeting July 12, 2022 1400 Leelanau Montessori
Dear LMPSA Board and Strategic Plan Steering Committee,

I am enthusiastic about where we landed in the first draft of our strategic plan. This is the culmination of a six-month process that included two retreats, a community scan, and many work groups. It's been fired by imagination and honesty.

A strategic plan should respond to where we are by defining where we want to go. We set a goal to provide a bold, actionable plan that can drive our work forward with spirit over the next five years.

Keep your pencil close as you read the plan. Jot down the emotions it elicits and the questions you have. Please note especially what more/else you need to see from this plan to give your approval.

Please consider the plan in the context of our committee’s guiding principles: • Is it strategic?

Is it compelling and aspirational?
Is it clear and adaptable enough to guide us in a complex changing landscape?

• Is it true to us?

Does it respond to the dynamics of the current moment?
Will it help us meet our most pressing needs?
Are we thoughtfully leveraging our strengths?

• Is it equity-minded?

Will it inspire greater consciousness and accountability to opportunities and gaps across all community identities?

I look forward to learning how our first draft lands with you.

Onward!

Tori Craig
Leelanau Montessori Public School Academy
2022 Strategic Plan

_Do everything in service of optimal child development grounded in Montessori theory, practice, and pedagogy._

-1- Support successful Montessori educators.

-2- Tend a compelling environment.

-3- Foster a generative community.

-4- Ensure organizational sustainability.

Support successful Montessori educators.

_Amid increased staff turnover in recent years, adult skill development is in a building phase. Specialized training and years of experience are required to excel in application of the Montessori method, which decenters the teacher to bring out in the child attributes like independence, responsibility, and love of learning. Nurturing and retaining high-quality Montessori educators will improve student outcomes and enrollment, while promoting aspects of positive work culture like healthy dialogue and collegial mentorship._

Attract, nurture, and retain staff dedicated to co-creating an exemplary public Montessori school.

- Foster the culture, reputation, and network that will attract the right people to the profession.

- Support adult development in a community that values continuous learning and healthy relationships.

- Retain talented teachers by responding to their passions and purpose.
• Strengthen and diversify our compensation package by maximizing resources in our network.

Cultivate and expand the implementation of Montessori practice.

• Increase our collective ability to adapt to the complex nature of our work and seek new understandings of the child and self.

• Promote peace, equity, and global citizenship across the planes of development.

• Seek and be sought as partners in optimal human development.

• Measure, boost, and articulate child development and student achievement to meet and exceed state standards.

Tend a compelling environment.

In Montessori, the environment is key - it provides the child with the means for development. We have transformed our facility into a functional and vibrant Montessori school in just three years. More vision, effort, and resources are needed to maximize and beautify the space to meet our needs.

Build an integrated and well-resourced campus in service of optimal child development.

• Create cohesion in the physical environment centering on nature, order, beauty, Universal Access, and optimal child development.

• Balance practical facilities and safety needs with spiritual needs for beauty and wonder.

• Encourage a community work ethic to improve our school environment.

Embrace and maximize the development of the outdoor learning environment.
Foster a generative community.

Our school has a long history of fostering deep and enduring relationships among families. Many families shared that this connection to each other and the Montessori method is what keeps them coming back. We will continue to gather over enrichment and volunteer opportunities. Families are seeking improved communication from our staff about the school and their children. Clear communication builds supportive relationships between families and educators and reinforces learning.

Include, inform, and inspire families.

- Provide timely and transparent communication about our school and individual child development.
- Offer enrichment opportunities that are accessible to every family.
- Develop a family body that partners with our school and embraces a Montessori approach.
- Modify policies and practices to improve outcomes across the spectrum of identities and cultures represented in our school community.

Ensure organizational sustainability.

Gaps in funding prevent us from reaching our strategic goals. Enrolling more children and growing our fund balance will unlock growth and improvement in many areas. State revenue sources do not cover the cost of implementing Montessori with fidelity. Increasing our financial stability with help us realize our mission and vision as an exemplary Montessori school, while operating in a responsive and resilient manner.

Provide Montessori education to more children.
• Reduce barriers to entry, growing our enrollment in the Montessori way - from the bottom up.

• Grow the cultural humility and competency of staff to serve every child.

• Build our reputation and credibility as a hub of whole child development and exemplary public education for children of all learning styles.

• Increase family retention by building relationships at every opportunity among all pillars of our school (students, staff, board, families).

**Increase financial stability in order to anticipate needs and adapt to uncertainty.**

• Grow our fund balance to 25%.
• Create systems that allow us to strategically build fund development capacity.

• Cultivate board membership in support of sustainability and strategic priorities.