

# Bloomington Montessori School Board of Directors Meeting Minutes

March 21, 2023, 6:00 pm, Online via Zoom

## Board Members Present

- Allison O'Boyle
- Bridget Stromberg
- Rob Danzman
- Hilary Kanyi
- Tracey Warren

## Staff Members Present

- Quinn McAvoy
- Jess Davis

## Preliminaries

Allison O'Boyle – President

## Welcome

- Announcements
  - Please participate in the fruit fundraiser
  - Soliciting volunteers to get auction items for the April parent event
  - Community service event is on Monday. Keeping the pods by scheduled volunteer work.

## Approval of Minutes from November 2022 Board Meeting

- Hillary motioned to approve the minutes and Russ seconded the motion. The minutes were approved unanimously.

## Executive Committee Report

Allisson O'Boyle – President

## Committee Business

- Strategic plan focus area review.

## PEOP and COVID management

- Staff and UE cases - no clusters
- The Centers for Disease Control has changed their reporting of county and state level statistics, including case and death updates, to a weekly basis. The current community risk level is low as of February 9, 2023.
- The federal government has announced an intent to allow its public emergency declaration regarding COVID-19 to lapse on May 11, 2023. This change will have implications for funding for

COVID-related products and services. It is unknown if the CDC will change any recommendations or monitoring practices at that time. The Executive Committee will discuss potential impact of these changes on our budget and PEOP at our March meeting.

### Other Committee Business

- Bullying policy - no new updates
- Security camera research update
  - Quinn has met with a third company and is waiting for an estimate.
- Side work liability question: no new updates at this time.
- The committee provided support to Jess as needed in February on two individual family situations. Both situations have resolved.

### Operations

- Please see Quinn's operations report.

## Executive Committee Strategic Planning

**Committee Chair:** Allison O'Boyle

### Focus Areas as defined by your committee:

1. Policies & Forms Alignment (staying responsive, attending to document clarity and consistency across documents)
2. Strategic Plan Oversight (annual evaluation of entire plan)
3. Oversight of Operations-Organization (closer oversight of operations projects)
4. Oversight of Values Alignment (closer oversight of values alignment projects)
5. Executive Committee Procedures & Practices (work within committee to ensure smooth transitions and consistent practices)

**Sorting by focus area and using your ideal solutions, define several goals for each focus area (feel free to re-format to fit your committee's needs). The next step is to determine projects that will help your committee to meet its goals. It is entirely possible that one goal may require several projects, and it is possible that one project may help to address several goals.**

### Focus area: Strategic plan oversight (general, operations-organization, values alignment)

**Goal:** Provide annual review

**Project:** Develop framework for mid-year and annual reports on strategic plan progress (Y1/start summer 2023)

**Project:** Develop a mid-year strategic planning check-in to support work for all standing committees and all strategic plan areas (to include operations-organization and values alignment (Y1/start summer 2023)

**Project:** Conduct, report, and release annual review for strategic plan (Y1-3, conducted annually with supporting paperwork)

**Goal:** System to maintain strategic plan progress

**Project:** Adjust RACI assignments for each area to reflect committee members carrying out/managing projects (change from current plan) (ASAP)

**Goal:** Build values mindfulness and alignment guidelines into the work of each standing committee

**Project:** Develop a values alignment page for each committee folder that includes the mission/vision/values of the organization, values listed for alignment in the strategic plan, questions and suggestions to guide planning (Y1/start summer 2023)

### **Focus area: Policies and Forms Alignment**

**Goal:** Clarity and consistency within policy handbooks

**Project:** Conduct tandem handbooks review to ensure that all four handbooks (general policies, staff handbook, parent handbook, board handbook) are accurate and contain consistent wording (Y2)

**Project:** Develop process to ensure future updates are made across all handbooks (Y2)

**Goal:** Clarity and full alignment of policy with forms and parent communication

**Project:** Review parent forms and edit as needed to reference policy clearly and accurately

**Project;** Review processes around parent permission/information to ensure compliance with law

**Goal:** Alignment of policies and forms with mission, vision, and values

**Project:** Sustainability project - maximize use of FACTS/Google Forms

**Project:** ABAR project - review and edit forms for inclusive language

**Project:** Montessori lens - review policies and forms to ensure that the Montessori method is centered and referenced

### **Focus area: Executive Committee Procedures & Practices**

**Goal:** Smooth coordination among committees and planning

**Project:** Develop a collaborative community calendar for planning meetings and events

**Goal:** Smooth leadership transition

**Project:** Develop transition documents for all four executive BOD positions (President, Vice-President, Secretary, Treasurer) - work is collaborative with Governance Committee and should be stored/maintained by Governance

**Project:** Develop transition documents for committee chair positions

**Goal:** Consistency in response to the community and decision-making processes

**Project:** Document communication and decision-making practices to prepare for transition

**Project:** Develop “institutional knowledge” document with past 5-7 years of school and decision-making history, to include major events, decision-making process and perspectives, reorganization of leadership structure

**Project:** Collaborate with Governance on introducing more institutional education into nominating and onboarding processes, including encouraging parent forum attendance, with the goal of norming board perspective early

### **Next steps after the March meeting :**

- Enter information into strategic plan

- Identify outcomes/measurable feedback for each goal/project
- RACI analysis for all projects - who is responsible, accountable, consulted, and informed on each project.

## Development Committee Report March 2023

Allison O'Boyle – Committee Chair

### Development Committee Membership and Meetings

- Next meeting: April 11, 2022, 2:00 pm

### Development planning/structural support

- ROI analysis overview- revisions in process to consider groupings by fundraiser type rather than ROI impact, examine which fundraisers have best potential for growth
- Working on formal plan for allocation of development funds
- Strategic planning

### Development Event Planning

- Woolery Mill has been selected as the venue; a contract and deposit have been completed.
- Current projects: DJ (Joanna assisting); menu selection (Allison, with Quinn, Tonya, Ash assisting); Decor (currently backburnered)
- Auction request letter and donation acknowledgment form completed
- Silent auction donation solicitation underway; about 15 donations made, work continuing  
\*\*Know someone? Please ask!!\*\* - April 12 deadline for donations
- Paperwork filed with Indiana Gaming Commission to hold a 50/50 split pot raffle and a BMS credit raffle
- April 21 deadline for sponsors for the fun run

### Annual campaign

- Thank you note packs were delayed and work will begin on those shortly
- Current annual campaign total: \$20,062 received. Sponsorships have been invoiced and, with BOD pledges, are gradually being fulfilled.

### Fundraising Progress

- Fundraising checking account: \$28,873.41
- Fundraising savings account: \$63,731.69
- PayPal: \$1504.62

- YTD totals NOT from the current annual campaign (sustaining from 21-22, unsolicited donations, Amazon Smile, Scrip, Kroger, Charleston Wrap): \$6,261.48

Fruit fundraiser: \$142.50

## Development Committee Strategic Planning

**Committee Chair:** Allison O'Boyle

### Focus Areas as defined by your committee:

1. Building Community Relationships
2. Marketing
3. Internal Organization
4. Scholarships

**Sorting by focus area and using your ideal solutions, define several goals for each focus area (feel free to re-format to fit your committee's needs):**

#### Focus area: Building community relationships

**Goal:** Building alumni relationships

**Project 1:** Consistent newsletter released 3 times annually (Y1)

**Project 2:** Develop "legacy" packet for graduating students at all levels

**Goal:** Building parent understanding of development and relationships (Y2)

**Project 1:** Front-load information about development via start of year email, event calendar (annual gift?)

**Project 2:** Build development further into existing events for more organic information opportunities (e.g. picnics)

**Project 3:** Include development-related questions on the Annual Survey to assess understanding and interest from parents (ASAP - pre Y1)

**Goal:** Consider alumni-specific sponsorship opportunities (Y3)

**Project 1:** Assess possibility of offering newsletter or other sponsorships to alumni-affiliated businesses

#### Focus area: Marketing

**Goal:** Improve branding to provide consistency and communicate BMS culture

**Project 1:** Hire consultant to work on a branding package for BMS (Y1, est budget \$2000-\$4000)

**Goal:** Improve use of website and social media resources

**Project 1:** Develop a blog to be posted via website and promoted via social media. Target audience is external community (Y2, Y3)

**Project 2:** Clean up website (Y1)

**Project 3:** Revise development area of website to feature improved graphics, transparent info about budgeting/funding, current projects, sponsor area (Y2)

**Goal:** Improve marketing materials

**Project 1:** Revise school brochure (Y2)

**Project 2:** Review annual report to be more visually appealing and usable for development asks (Y2)

**Project 3:** Consider a semi-annual school “magazine” for use with asks, alumni population (Y3)

\*\*\* In all these projects, consider the additional value of environmental awareness and conservation efforts, especially paper necessity. We commit to being intentional in our production and distribution of paper materials.

### **Focus area: Internal Organization**

**Goal:** Improve data storage and management

**Project 1:** Recruit an intern to assist in building alumni database and maintaining current development database (Y1)

**Project 2:** Improve photo management via use of a common storage option, development of consistent practice for staff uploading pictures, regular practice for opt-out review and separate storage. Review and if needed, improve policy around photograph storage and usage. (Y1)

**Goal:** Improve workload allocation

**Project 1:** Complete full RACI analysis for upcoming strategic plan, with every member of the Development Committee taking responsibility/accountability for items. Best accomplished by assigning RACI per project (Y1)

**Goal:** Clarify/improve development policy and procedure

**Project 1:** Review and revise current policy as needed (Y2)

**Project 2:** Create a consistent development “framework,” to include an annual development calendar with similar types of events happening at the same time annually and a rubric for each event type. (Y2)

**Goal:** Improve internal collaboration

**Project 1:** Develop common calendar with PAC, administration, lead teachers to avoid ask fatigue

**Project 2:** Define shared projects with administration and PAC using the development framework to recruit volunteers earlier

### **Focus Area: Scholarships**

**Goal:** Increase development -based funding of current scholarships to meet existing costs

**Project 1:** (connected to community engagement): increase awareness of scholarship program within the BMS community through newsletters and social media

**Project 2:** Determine a devoted percentage of Annual Fund dollars that will be used for scholarship funding. Promote this percentage to increase donations.

**Project 3:** Devote an ongoing fundraiser for scholarship funding (Scrip?)

**Goal:** Identify a long-term plan for increasing scholarships at BMS.

**Project 1:** Consult financial advisor on current funds, best funding and investment methods for increasing scholarships (Y1)

**Project 2:** Research other Montessori schools with strong scholarship programs to examine how program is structured (Y2)

**Project 3:** Determine best long-term goal for BMS based on research and financial advice and present for BOD approval (Y3)

- Hillary liked tying niche advertising to the newsletters/magazines, and the blog idea as a way to give people a voice (especially teachers).

## Finance Committee Report

### Financial Review

- The school maintains a strong financial position with over \$1 million in bank accounts and the Live Oak CD. These balances are 13% larger than as of February 2022. Long-term liabilities are only \$586,434. As such, the school has the ability to cover its debts.
- Overall, net income is \$36,456, which is approximately \$5,700 under budget for the month. Regular tuition was less than expected for the month and professional development expenses were about \$2,600 more than budgeted but all other expense amounts were reasonably close to budgeted amounts.
  - Regular tuition was lower than budgeted in February because BMS lost several families since January whose contracts had to be canceled and some had to be reimbursed. We will see similarly low amounts in March, April and May.
  - The February actuals also include \$20,500 of registration fee income for the \$150 deposits that families paid when renewing their contracts for 2023-2024.
    - This will be allocated to their May 2024 tuition. Bridget will follow up on this.
  - The February actuals also show a \$1,350 refund of some summer school tuition for last fiscal year.

### Other Items

- Work continues on the payroll tax refund for the Employee Retention Credit. The work was transferred to another accounting firm on February 8, 2023.
- The 2021-2022 financial statements will be reviewed by Desmond & Ahern. The tax return was completed on January 19, 2023 and e-filed.

- The School's Live Oak and IU CDs are maturing soon. We are proposing to invest the Live Oak CD into a 6-month CD at Live Oak. The current rate is 4.50% APY. The IU CD matures on May 1, 2023. Currently the IUCU CD rates are not competitive. We do not want to reinvest the IU CD funds into another 6-month CD at Live Oak because doing so would put us over the limit for FDIC insurance deposit coverage. We propose identifying another 6-month CD option for the IU CD funds. We are proposing reinvesting these funds into 6-month CDs to maximize interest income at low risk while finalizing our investment plan.
- Rob isn't worried about the small banking institutions having a catastrophic event like other banks recently. He is more worried that we are losing more money by not quickly investing it somewhere with higher rates.
- Bridget explained that it would only be a difference of a few hundred dollars and spreading the money over a few institutions would bring peace of mind. This should only be for a few months.
- Our mortgage rate is 4.0.
- Rob motion to reinvest the proceeds of the Live Oak CD into a 6 month CD at Live Oak Bank, and to reinvest the IU Credit Union CD proceeds (when they come up in May) into a competitive 6 month CD that is not at Live Oak Bank. Janelle seconded this motion. Motion was approved with seven votes.



## Governance Report

Janelle Terkhorn – Vice President

### Governance

- Completed Strategic planning documents
- Continuing to work on edits to the Document and Retention Policy and Acceptable Use documents per recommendations
- Working on an end of year survey
- Clarifications being made in March meeting about board accountability/ assessments conversation
  - This is not a performance review
  - The purpose of these documents being created is to clarify procedure and not intended as an individual evaluation of board members.

### Nominating Committee

- Nominating has completed its vetting of slate candidates Joanna Ausborn and Jennifer Pacella
- The nominating slate is complete and pending approval of the board.

## Governance Committee Strategic Planning

**Committee Chair:** Janelle Terkhorn

**Focus Areas as defined by your committee:**

1. Board roles and responsibilities
2. Board reviews,
3. Nominating and Officer recruitment
4. Board Development and Orientation.

### **Focus area: Board effectiveness**

**Goal:** A regular review and check-in system on board effectiveness and awareness

**Project 1:** create an online mid-year(January) survey and end of year(May) survey to evaluate

progress on strategic goals and committee goals (Y1)

**Project 2:** Repeat our major committee survey and assessment and review (Y1 and Y3)

### **Focus area: Disciplinary expectations for Board members**

**Goal:** A balanced disciplinary process for board members

**Project 1:** Review of current staff disciplinary process to see if it applies fairly to the board and modifications made. (Y1)

**Project 2:** Creation of a board specific document to be available and agreed to at the start of the year by board members.(Y1-2)

**Project 3:** Review of disciplinary documents and process to evaluate effectiveness(Y3)

**Project 4:** Bylaw additions and clarifications on adding and removing members as needed (Y1)

Focus: Orientation and cultural on-boarding

**Goal:** Building practical experiences on the school and classroom into orientation and on-boarding

**Project 1:** Additional review of board orientation on the of school structure and classroom structure(Y1)

**Project 2:** Creation of regular social events including staff and Admin team

**Focus:** Succession planning for Board Officers

**Goal:** Clearly defined workloads and transparency for Officer positions

**Project 1:** Establishing a calendar of Officer requirements and events.

**Project 2:** Discussing Officer positions during orientation

**Project 3:** Creation of a Board Officer specific orientation

- Hilary liked the inclusion of information about the school and history to onboarding. She also spoke to the difficulty of diversifying the Board when your pool is not very diverse and the folks who apply are self-selecting.
  - Janelle commented that historically, the Board leans female and IU faculty and staff.
  - Allison suggested looking at the recruiting documents to focus the message to attract the entrepreneurial parents.
  - Rob advised acting like a headhunter and approaching folks we believe would bring the right skills and/or network.
  - The Board application process that Quinn introduced brought more equity to the process.

## Nominating Committee

### Board Slate Nominees 2023-2024

President: Allison O'boyle

Vice President: Janelle Terkhorn

Treasurer: Bridget Stomberg

Secretary: Christine Lovelace

Members at Large:

Russell Clark

Rob Danzman

Hilary Kanyi

Tracey Warren

Ge Yan

Jennifer Pacella (new)

Joanna Ausborn (new)

Jennifer Pacella is an Associate Professor of Business Law and Ethics at Indiana University's Kelley School of Business. Prior to joining academia, she worked as an attorney for several years in New York City at a large international law firm and clerked for a federal judge. Originally from Buffalo, NY, Jen earned her law degree from the University at Buffalo School of Law and also holds a Masters Degree in political science from the University of North Carolina at Chapel Hill, which involved extensive time studying in Italy. In her academic work, she has published extensively in the area of whistleblowing law, organizational governance, and compliance, and has taught a wide variety of students business law, ethics, and related topics. She is looking forward to applying her experience and belief in Montessori education to serve the BMS community as a board member.

Joanna is an economist on faculty at the O'Neill School of Public and Environmental Affairs at IU. She has experience working and teaching in the nonprofit arts sector, especially in the areas of programming, finance, and fundraising and development. She was once a musical theater actor and still has a love of music that she exercises through her three kids. She is excited to join the BMS board and volunteer on behalf of its community of families.

- [If any current Board Member would like to update their bio, email Tonya and Quinn](#)

## Parent Action Committee Report

Tracey Warren – Reporting/Adriana Fernandez – PAC Chair

- Monthly Zoom Meeting: March 6, 2023 (Note: this is a change to in-person on Montessori campus with virtual options)
  - In-person Attendees: Adriana Fernandez, Tracey Warren; Virtual Attendees: Christine Banister, Patrick Shih, Quinn McAvoy and Jen S? (Full last name). Power point slide deck PAC chair presentation used for meeting agenda.
  - Items discussed:
    - The remaining PAC meetings for 2022/2023 academic year will be in person with virtual option.
    - Location is in the upstairs BMS conference room.
    - There is a time change from early evening to 2:00 p.m.
    - We will see if attendance dictates location and time change
- Schedule of upcoming meetings
  - Monday, April 3
  - Monday, May 1 (We still need an official minute taker for the meetings)

- Volunteer needs for upcoming PAC events
  - Remaining PAC Events are:
    - BMS Meet-Up – April (TBD)
    - *Board/Development Committee Organized Fundraising (PAC support)*
    - Teacher Appreciation – May 1 – 5, 2023
    - Fun Run Spring Fling – May 13, 2023
  
- **School Wide Service Project** – March report of February 2023
  - Both projects were highly successful with participation on a variety of fronts.
  - Meaning projects for Mother Hubbard’s Cupboard and New Hope had in-kind donations, thank you cards, food packs, etc. There were at least 100 food snack bags packed with healthy treats such as veggie straws, pretzels, goldfish, applesauce, etc.
  - Parent volunteers dropped off goods. We are looking forward to the picture and thank you note for our records.
  
- **April Meet & Greet**
  - More casual social activities for April meetings
  - Age ranges, classrooms, etc.
  - Winslow Park and Y Playground afterschool pick-up were highly favored suggestions.
  - Help with communication coordination via PAC
  - When arranging the outings please be mindful of competing, upcoming dates such as Passover, Spring Break, etc. Also, be mindful of school departure times as students from age ranges have different pick-up times.
- **Board Fundraising/Development**
  - What role does PAC play with volunteers? We will wait until we hear more from Board regarding specificities with upcoming April Fundraiser; however, a few immediate needs are with set-up and clean-up from the Woolery Mills, Friday, April 28<sup>th</sup> from 7 – 10 p.m. function.
- **Teacher Appreciation**
  - Cash Donations
  - Luncheon provided by school
  - Daily activities of appreciation
  - Task and Volunteer opportunities
  - Other suggestions were luncheon food truck, Pilates/massage therapy sessions, freezer meals, plants, and school supply wish list
- **Fun Run/Spring Fling**
  - May 14, 2023, 11 a.m. – 2:00 p.m.
  - Theme: Bloom in Bloomington, BMS in Bloom or Deeply Rooted
  - Lower playground
  - Tasks such as food, games, set-up, clean-up, etc. will be forth coming
  - We have a few designated volunteers already assigned
  - Questions were raised at to what we want to offer?

- Ideas include planting stations, sack racing, tug of war, bean bags, sidewalk chalk, spring crowns, photo booth (Liz) and a few other repeats.
- May's Greenhouse will be used as one place to help with sourcing materials
- Lastly, the notion of megaphone versus microphone will be used as speaking volume assistance option

## Parent Action Committee Strategic Planning

**Committee Chair:** Adriana Fernandez and Tracey Warren

**Sorting by focus area and using your ideal solutions, define several goals for each focus area (feel free to re-format to fit your committee's needs):**

### **Focus area: Parent Participation**

**Goal 1:** Increase parent involvement

**Goal 2:** Refine outlet(s) for engagement via volunteering and social outings

**Project 1:** Provide actionable information inclusive of childcare opts.

**Project 2:** Use FACTS as information repository activity & calendar

Sub-Project: Secure a college student intern for 10 hours

**Ideal Solution - Participation:** Parents would express the organized opportunities to be involved at BMS coupled with the involvement being for the children as well as parent socialization/co-mingling.

### **Focus area: Organizational Structure**

**Goal 1:** Provide additional internal PAC organization structure and hierarchy

**Goal 2:** Clearly identify how this committee acts within the BOD & school proper

**Project 1:** Do a landscape assessment of other PAC communities

**Project 2:** Provide PAC leadership with intentional defined onboarding

**Ideal Solution – Organizational structure:** Within the PAC hierarchy a defined structure of expectations for equal distribution of work and high volunteerism would be readily identified.

### **Focus area: PAC mission and vision clarity**

**Goal 1:** Refine PAC's mission

**Goal 2:** Update and project long term vision

**Project 1:** Revisit mission so includes our organization's purpose and plan

**Project 2:** Review and continue to update vision as to reinforce the mission and elevate PAC's larger ideas.

**Ideal Solution – PAC Mission:** PAC's mission and vision are in alignment with the BOD components and serves a conduit for the BMS mission and vision. This should be clearly visible as a safeguard for changing while allowing BMS and its stakeholders to continue to grow horizontally and vertically as a community asset.

- Allison and Quinn commented that they liked the idea of looking at how PAC can support teachers and staff with school activities (such as events held by classrooms) and volunteer needs.
- Tracey asked if it would be feasible to have an intern to help with PAC projects. Quinn said they are in conversation about having an intern from IU intern short term.

## Operations Report

Quinn McAvoy – Head of School – 7:18m

### Enrollment Update 2022-2023

Group	Actual 2022-2023	Classroom Capacities 2022-2023	Budgeted Spots
Half/Full Day	49	54	54
Half-Day Lunch Program	20	20	0
All Day	57	60	60
Lower EL	57	66	57
Upper EL	43	48	45

#### Enrollment:

- Three Lower Elementary students have withdrawn, and one new full-day EC student has started.

#### Staff:

- Mid-year peer evaluations have been completed, and goal check-ins will be scheduled by the end of March.
- Interventionist, After Care, and Office Assistant jobs are posted. Held ten aftercare interviews this month and have two strong candidates. We have interviews coming for OA and Interventionist.
- [Many thanks to Jess for all her work while Quinn was on leave.](#)

#### Curriculum:

- Jess is a mentor teacher to two adult learners, Nick for his Transition to Teaching program, and Sam for his Montessori Training. She meets weekly-biweekly with them and completes observations twice a month.

- Jess is doing some direct student service intervention (exceptional rate of high needs in the school right now).
- Jess is finishing teaching a Writer's Workshop unit for Sycamore and will work with Tessie to transition this to classroom teachers now that we have hired.
- Lower Elementary Chess Camp starts on 3/27.
- Parent forum on Bullying and Social Dynamics scheduled. In-class EC, counseling/lessons program, is in the final stages of designing logistics and will be implemented soon.

#### Student Services:

- MCCSC team meetings for ISPs for students and led in-house accommodation plan team meetings.
- Student and classroom admin observations have been chiefly paused until we return to full office staff on campus.
- Annual review of all student services by classroom completed with Lead Teachers

#### Professional Development:

- Quinn is completing her dissertation on Montessori benchmarks and assessment
- Sam is working on completing his Montessori teacher certification.
- Nick is working on completing his Transition to Teaching program at IU.
- Jess is working on IU master's program: Teaching, Learning, and Curriculum.
- Jess moved the Developing Major Donors class to May to accommodate Quinn's medical leave.
- Jess, Robyn, Eve, and Sam attended the American Montessori Society annual conference in Boston. All reported that there were great sessions, and they are feeling inspired. We focused on parent relationships and student behaviors, both of which have suffered with the pandemic. We plan to do some themed Lead Teacher meetings sharing knowledge and discussing/brainstorming/planning as a group. Additionally, the conference's theme was equity, and there were some great ABAR sessions and keynotes, such as Ibram Kendi.

#### Administrative

- Sending thank you notes and entering annual campaign donations as they are received.
- ABAR committee is developing a Diversity & Inclusion survey.
- CTBS scores came back and were disseminated to teachers and parents. We will have a focus meeting as a Lead Teacher/Admin team to discuss scores, and Jess is meeting and communicating with parents with questions.
- Enrollment is in full swing. We are hosting multiple new student visits each day and sending enrollment contracts. EC and LE enrollment is looking strong for next year.
- Summer camp enrollment happened and is winding down, with a few families still trickling in.
- Re-enrollment of current students completed.
- Submitted documentation to the new accountant for the ERC credit.
- NSLP claims pending for January and February

- EOP
  - Continued to attend Department of Education and Indiana State Department of Health briefings monthly
  - Continued updates
  - Tracking and documenting all illness absences per EOP protocol.
  - COVID Public Health Emergency slated to end in May 2023.

### Community Partnerships

- Continuing discussions with IU Department of Education regarding a Montessori Teacher Education Program.
- Sycamore Land Trust worked with most classrooms for service learning related to native and invasive plant species. SLT planted native seeds in “milk jug terrariums” with EC students and helped elementary students identify and remove invasive species on campus.

### Facilities:

#### COMPLETED:

- Radon mitigation system installed in the annex
- Commons bathroom drywall repair and painting
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#### PENDING:

- Security cameras – awaiting a final quote
- HVAC replacement – awaiting grant funds from the school CoAg grant
- Drinking fountain/water bottle filling station reconfiguration installation – awaiting grant funds from the school CoAg grant

### Communications:

- Bi-monthly Newsletters, emails to the community
- Facebook posts
- Event Flyers
- Website updates
- Parent Informational meetings

### Finances as of 2/28/23:

- |                  |              |
|------------------|--------------|
| • Main checking: | \$274,242.48 |
| • Money market:  | \$182,339.00 |
| • CD-IUCU:       | \$239,590.13 |
| • CD-Live Oak    | \$239,346.59 |
| • Fundraising:   | \$94,109.72  |



- Café Account                      \$6,344.41
  
- Tuition delinquency - \$6,704.50 (Four families: two families are delinquent over 30 days and have entered a payment plan to bring their accounts current, two other families have been notified)
- IUCU Loan balance - \$ 586,434.18

## Operations Strategic Planning

### Focus area: Curricular

#### Goal: Reading

**Project 1:** “Reading Rope” PD for all staff (Y1)

**Project 2:** Formative and generative assessment strategies PD (Y2)

**Project 3:** Formative and generative assessment audit (Y2)

#### Goal: Mathematics

**Project 1:** Stanford YouCubed PD (Y2)

**Project 2:** Address concept gaps, audits, formative and generative implementation, and application. (Y3)

#### Goal: Writing

**Project 1:** Formative and generative assessment. (Y3)

**Project 2:** Audit of formative and generative assessment practice

### Focus area: Organization

#### Goal: Staff

**Project 1:** Exit survey data collection (Y1)

**Project 2:** Benefits and compensation review (Y3)

**Goal:** Enrollment

**Project 1:** Increase student diversity through marketing endeavors; demographics should reflect the Bloomington community. Consistently institute exit surveys as part of the withdrawal process (Y1)

**Project 2:** Investigate and implement extracurriculars for elementary students (Y1/Y2)

**Goal:** Communications

**Project 1:** Consistent social media presence; website review and revisions; respond as needed to parent survey feedback; build a high response rate for surveys, receptive and expressive communication engagement. Evaluate the FACTS app for families. (Y1)

**Project 2:** Parent/Family Engagement, create new opportunities/events to foster community (Y1)

**Goal:** Professional Partnerships

**Project 1:** IU teacher education program exploration (Y1/Y2)

**Project 2:** Begin process for AMS renewal (due 2028) (Y3)

**Goal:** Facilities

**Project 1:** Evaluate annex carpeting, whole school paint touch-up; new furniture for Hickory (Y1)

**Project 2:** Evaluate solutions for flooding in the side yard and lower playground. (Y2)

**Focus area: Value Alignment**

**Goal:** Campus Sustainability

**Project 1:** Evaluate solar possibilities, reintroduce high-quality recycling

systems throughout the school, and evaluate composting options. Native plantings in campus landscaping. (Y1)

**Project 2:** Water and electric conservation campaign for school with family and community engagement programs. (Y2)

**Project 3:** Engage the city to evaluate project partnerships. (Y3)

**Goal:** Nurturing Peaceful, Self-Reliant, Empowered Citizens

**Project 1:** Hire interventionist for struggling students, starting at 15 hours per week, increasing to 20 hours a week the following year. (Y1)  
Reading, math, work habits, and behavioral support.

**Project 2:** Evaluate options to hire a school counselor for group and individual sessions for struggling students. (Y2)

**Goal:** Diversity and Equity

**Project 1:** DEI survey and demographic review baseline (Y1)

**Project 2:** Policy and practice review, multicultural education staff PD (Y2)

**Project 3:** DEI Survey (progress monitoring) summary progress report (Y3)

**Project 4:** An equity audit for policy and curriculum

- AMS has added an equity audit to the requirements for accreditation and is offering a free tool to do the audit.
- Quinn is soliciting teacher feedback for these goals and projects.
- Hilary shared a book title (Collaborative Way), which is about having courageous conversations.
- Allison is open to looking at any samples that AMS has for equity within a strategic plan. Jess said that they do not have a sample and they simply require that the equity audit is listed in the strategic plan.
- Allison seconded her thanks to Jess for the hard work she put in while Quinn was out of the office.

## Closing

Allison O'Boyle – President

- Allison mapped out the next steps for strategic planning.
- No closed session this month.

Meeting Adjourned at 7:54pm

Respectfully submitted by Christine Lovelace, Board Secretary.