
Management Report

September 6, 2014

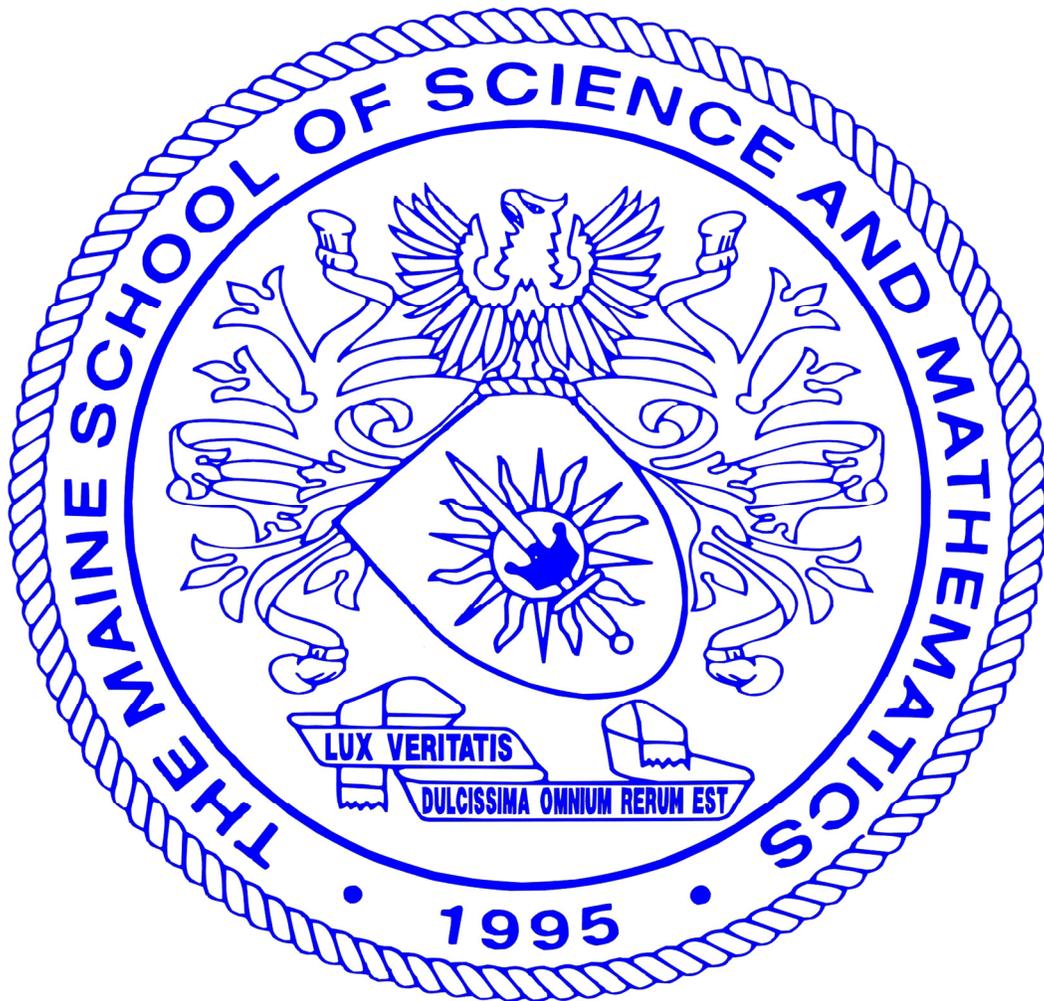


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Alan D. Whittemore Dean of Enrollment Management

Office of Admission

School Year	Newly Enrolled	Re-Enrolling	Total Enrollment
2014-2015	52	97	149
2013-2014	69	64	133
2012-2013	45	67	112

School Year	Student Distribution by Grade	Male	Female	Total
2014-2015	Seniors	34	14	48
	Juniors	27	25	52
	Sophomores	20	13	33
	Freshmen	6	10	16
	Gender Distribution	87	62	149
2013-2014	Seniors	14	6	20
	Juniors	32	15	47
	Sophomores	28	19	46
	Freshmen	12	8	20
	Gender Distribution	86	47	133
2012-2013	Seniors			37
	Juniors			21
	Sophomores			31
	Freshmen			23
	Gender Distribution	66	46	112

Acceptance Rate:

We received 96 completed applications (last year: 110 & and prior year: 83). We accepted 60 equating to a 62.5 acceptance rate (last year: 73 and prior year: 69). It is important to note the number of applications was affected by the complete shutdown of marketing due to space availability (the Manor was only a thought at the time of the February deadline).

Attrition:

We experienced a bump in the rate of attrition this past year, 12.7% compared to 9% last year, 7.4% and 7% previously. Although this is an increase, it is not cause for alarm as the national average for boarding schools hovers around the 9-10 percent* mark. Of the 16 students departing MSSM, 3 were for academic reasons, another 3 were counseled out due to academic issues and 3 indicated health reasons, 2 were behavior related and the remaining 5 decided to return home citing a variety of reasons.

As part of the role of managing enrollment, I will be overseeing a forum which will encourage and permit the student body to share their perspective of life at MSSM. This idea was born when conducting an exit interview this past summer with a parent. She mentioned comments her child would make during visits home that we, as an institution should hear. The concern was fear of retribution if the student shared personal insightful tales so it was considered better to remain silent than to share. It is anticipated this forum will occur this coming fall semester following the first grading report.

Enrollment Goal for 2015:

The past few years have seen significant growth. The goal for the admission office is to continue healthy sustainable growth.

Important Dates:

We have selected November 28th as the early notification deadline and February 1st, 2015 for the application deadline. To support these dates, November 9/10 and January 18/19 are the primary Open House dates.

Admission Strategy:

There is a recruitment trip planned to Kazakhstan in early September. This is an effort sponsored by the Maine International Trade Center and only 4 schools/universities are attending.

We will be airing at least 3 different television commercials on the Gannett state-wide television and website network.

Visits to high schools not visited in the past two years will have top priority along with an introductory visit with selected middle schools.

We have recently implemented our new admission software called *SchoolAdmin* and Danielle is already savvy in navigating this new tool.

*National Association of Independent Schools 2013 Facts at a Glance:
<http://www.nais.org/Articles/Documents/NAISFactsAtAGlance201213.pdf>

Michael G. Lambert **Chief Operating Officer**

Financials

Fiscal year 2014 appears to have closed with black ink on the balance sheet overall. The 1000 account appears to be about \$180,000 to the good whereas we have overrun of about \$120,000 in residential life for a net of about \$60,000. The detailed financial report is in your package. These numbers are subject to change when our audit is completed. The audit this year will be conducted in the month of September to assist us in complying with state mandate that they receive the audit report on October 31. This is very difficult to do as the books typically don't close until early September.

We are currently working on developing a biennium budget. We will have this biennium budget completed and submitted to the department of education by October 1 in draft form. The ultimate goal will be to convince the legislature to increase our funding to match our 50% growth in enrollment over the last four years as well as to fund new programs in the future.

Residence Facilities

It is well known by now that Larry Adams and his staff only had three weeks of available time this summer for maintaining the dorm. With seven weeks of summer programs it is very difficult indeed to get this accomplished, but his staff did an exemplary job of scheduling the work in such a way to get everything done in a short time. On top of this we closed on the Manor property in May and gave us plenty of things to do to get that building ready for students to move into this year. It was a tight schedule and as I write this report not everything is quite yet complete but within a week, it should be.

Transportation

With 149 students this year we have had to schedule a fourth bus for breaks and vacations to transport our students down state. The schedule has been developed and communicated to the parents but may require additional tweaking after we have developed a little experience with it. In addition with a growing enrollment we are looking to replace one of our six passenger vans with a 12 passenger van. We are working with the folks at Central Fleet Management which is part of the State of Maine's General Services Department. This will give us the state's fleet pricing for the new van.

Human Resources

MSSM welcomes a group of new employees this year:

Dr. Nancy Richardson, Academic Dean

Dr. Sarah Bernard, Mathematics, Physics and Anatomy & Physiology

Dr. Randy Smith, Biology, Part Time RI

Ms. Jessica Vaudreuil, ELL/Composition Instructor

Ms. Elizabeth Pelkey, Assistant Residential Director

Mr. Benjamin Pinette, Public Relations Assistant

Mr. David Martin, Part Time Maintenance

Mr. Jay Beaulieu, RI

Ms. Mariah Havens, RI

Dr. Richardson is a long-awaited Academic Dean. Dr. Bernard, an alumna of the school, will teach mathematics and physics as well as anatomy and physiology. Dr. Smith will teach two of our biology courses. Drs. Bernard and Smith are filling in for Dr. Eustis-Grandy who is on sabbatical this year. In addition, Dr. Smith will serve as a part-time RI at the Manor. Mr. David Martin will assist our facilities

team with the maintenance of the second dormitory. Ms. Pelkey replaces Cindy Trapnell who left us in August. Mr. Beaulieu will be the RI at the second dormitory and Ms. Havens at the dorm. Mr. Pinette will help us maintain our presence in the press.

With our largest group of foreign students, Ms. Vaudreuil will provide English language learning services to those students as well as relieving the work load in our English composition classes caused by our higher enrollment.

In addition to the above list, Ms. Nahar Little is a temporary employee filling in for Nadia Thompson who is away on maternity leave.

Summer Camp

Summer camp had another stellar year. Please see Lisa Smith's report for the details.

School Food Program

FLIK was the successful bidder this year for our food program. FLIK has been with us for the previous five-year cycle. We bid the food contract every five years and the terms are for one year with four renewals. 100% of their staff is returning this year.

Out of necessity, I've kept this report relatively short but it has been a very, very busy summer for all of the MSSM staff. If I have neglected anything, please feel free to contact me so that I may supply you with the information you need.

3 Academic Dean

Nancy C. Richardson, PhD **Academic Dean**

It's hard to believe that I've been in Maine for over two months now. How time does fly! Since this is my first report as MSSM's new Academic Dean, I thought I'd start off by telling you a little bit about myself. As was mentioned in May's management report, I do indeed come from St Louis, Missouri, where I spent the last seven years working as both an administrator and an instructor at a private high school. I'm not sure if you'll ever make a Red Sox fan out of me, but nevertheless my dog Rosie and I have enjoyed getting to know Aroostook County very much and we are always up for a new adventure. I'm especially excited to become part of MSSM's dynamic and unique learning environment and hope I will serve the community well during this school year.

Despite having had to live without furniture for several weeks after my arrival in July, I'm happy to report that I've been able to hit the ground running and have spent many hours working with our Executive Director Mr. Shorty and our Dean of Students Mr. Grillo to wrap up the editing of our student handbook. Mr. Grillo and I also met several times before the beginning of the school year to collaborate on the First Year Seminar Class (formerly known as Study Skills) that we are team teaching. In response to student feedback we have restructured the course and added some new units on life skills to the curriculum. Matt and I are both eager to see how those changes will be received by this year's incoming class and remain open to future adaptations as the course progresses. I was also pleased to assist in the final stages of hiring during my first weeks here at MSSM and am happy to welcome the following new faculty to our community:

Dr. Sarah Bernard, MSSM Class of 2003, who will teach Math, Physics and Anatomy and Physiology while Dr. EG is on sabbatical.

Ms. Jessica Vaudreuil, our new ELL/Composition teacher, who has just recently returned to the United States after teaching abroad in South Korea. She will play a crucial role in our efforts to increase our international student enrollment.

And

Dr. Randy von Smith, a retired scientist from the Jackson Laboratory and parent of an MSSM alum, who will teach Biology and Topics in Biology while Dr. EG is on sabbatical.

This year my main focus will be to continue to develop relationships with other administrators, many of whom I met during the NCSSS conference that I attended with Luke in South Carolina (two days after the arrival of my furniture no less!). I will also oversee and facilitate the self-study of both our science and mathematics departments and design and implement a system for faculty evaluation. Luke and I are additionally working to update and expand the faculty handbook, which has not seen a revision since 2007. Many thanks are due to all of my new colleagues and mentors here who have done a phenomenal job at making me feel welcome and who continue to offer invaluable insight and feedback during my transition.

4 Residential Life

Matthew Grillo

Dean of Students/Director of Residential Life

Growth at MSSM has arrived.

Four years ago (my first year employed by MSSM) we began with roughly 112 students, four new Residential Instructors, one new Assistant to the Dean of Students, one new Dean of Students/Director of Residential Life and one returning Director of Health Services.

The 2014-2015 school year has begun with 149 students; 133 male and female students reside in the original dormitory and 16 boys reside in the newly acquired dormitory. We have four returning Residential Instructors, two new Residential Instructors, one new Assistant Director of Residential Life, a returning Director of Health Services and one returning Assistant to the Dean of Students. This is the beginning of my fourth year as Dean of Students/Director of Residential Life.

We are navigating the obstacles of growth as they present themselves. Shuttles to and from the new dormitory, dealing with the increase in paperwork and finding time for adequate staff training are slowly coming together. Bringing Residential Staff to campus earlier in the summer for training will most likely be a reality in the future.

With the number of residential life staff we currently have, ensuring the two dormitories are staffed at all times is creating challenges with our ability to offer students off campus activities and trips. These trips are important for students to remain engaged in society and not find themselves living an isolated life at school. This is directly related to the mental health of the community. I believe in fostering the growth of well-rounded human beings. I hope in the future to have more residential staff to ensure this is possible.

Feedback I have received from returning and new students indicates that they are satisfied with the facilities in the new dormitory. This is encouraging to hear. One issue that is becoming a top priority on our five-year plan is to refurbish and maintain the dorm facilities. This is not a reflection on the administration and staff who maintain these facilities but on the money available to keep them maintained at an appropriate level. I invite board members to walk through the dormitories this weekend so that they may see firsthand the condition of dorm furnishing and windows.

I do feel positive about what is to come for MSSM. I hope MSSM's future will be one that is built upon a strong foundation with a clear identity in order to be able to offer Maine's students a truly exceptional experience.

Brian Sullivan, PhD

Science Instructor Faculty

Although the MSSM faculty had a break from our usual classes during the summer, the months of June through August have certainly been occupied by a wide variety of teaching related activities.

Mike McCartney reports that he dedicated much of his summer to catching up on professional reading, including Tolkien's new translation of *Beowulf*, a series of Korean folktales sent to him by Taeok Kim ('14), and an historical overview of Medieval Outlaws by Maurice Keene (for part of a new unit in Early British Literature). While travelling around with napping son, he also spent a great deal of time on iTunes University listening to philosophy lectures, particularly ones on Ethics, so that he can add thought experiment labs to his Utopian Literature course. He also did a bit of reading geared towards developing and researching his J-Term for this coming year, "J.R.R. Tolkien and the Art and Craft of World-Building", including Carpenter's landmark biography of Tolkien and a book called *Wonderbook: The Illustrated Guide to Creating Imaginative Fiction*. In early July, the McCartneys travelled to visit family in Pennsylvania, and to Virginia to visit former MSSM employee Evan Donovan and his fiancée. While there, McCartney toured the University of Virginia and Thomas Jefferson's home at Monticello. The rest of his time was spent playing with my son, volunteering at the Robert A. Frost Library in Limestone, and discussing educational philosophy with Brian Sullivan.

Speaking of the library, several MSSM faculty, including Clint Givens, Brian Sullivan, Mike McCartney, and Luke Shorty read stories and participated in activities at the weekly summer reading program in the Frost Library under the direction of its librarian, Jessica Givens. The Frost library may be an excellent venue for community service and student study, in particular now that we have MSSM facilities on both sides of the Library building.

Also in Limestone this summer, many of our faculty participated in the STEM educators' week, including Mr. Berz, Ms. McGann, Dr. Eustis-Grandy, and Mr. Melega, who can't say enough positive things about the great time he had working on integration of technology in the classroom.

Mr. Berz taught all seven weeks of MSSM summer camps, including the STEM educators' week. He will also attend a professional development conference at Baltimore's Davis Science Center in early September hosted by the Middle Atlantic Planetarium Society (MAPS). Additionally Mr. Berz is working to make MSSM Astronomy to a formal lab course in the future.

Ms. McGann received a Distinguished Achievement Award in recognition of participation and contribution as a Fellow in the 2012-2014 Maine Governors' Academy for STEM Education Leadership. Her participation amounts to 104 hours over two years. She is serving as Science Department Chair this academic year and developing a new introductory course "Science Research Methods". Using the "Independent Studies in Computational Biology (ISCB)" as a model, the focus will be on developing and answering research questions. Assessments will focus primarily on the eight practices of science and engineering identified in the Next Generation Science Standards as essential for all students:

- Asking questions (for science) and defining problems (for engineering)
- Developing and using models
- Planning and carrying out investigations
- Analyzing and interpreting data

- Using mathematics and computational thinking
- Constructing explanations (for science) and designing solutions (for engineering)
- Engaging in argument from evidence
- Obtaining, evaluating, and communicating information

This summer Dr. Eustis-Grandy participated in a 3-day workshop at Schoodic Education and Research Center on the NOAA-funded Snowpack Project that MSSM participated in last year, and attended a workshop on flipped classroom instruction during the MSSM STEM Educators week. She also performed in several musical events as a member of the Southern Victoria Pipe Band, including the Limestone 4th of July parade and the New Brunswick Highland Games.

As the size of our student body is expanding this year, so too is our faculty increasing in number. Joining us this year we have Dr. Sarah E. Bernard (MSSM '03) teaching Anatomy, Physics, and Math. Ms. Jessica Vaudreuil will be teaching composition and English for English language learners. She and her family join us after eight years living in South Korea, where she taught previously. Dr. Randy Von Smith will be teaching Biological Processes, and Biologic Topics. Dr. Smith is excited to be invited to teach on site at MSSM. His background started in Chemistry with a B.S. from Penn State University. He did his graduate work in Analytical Chemistry at the SUNY Buffalo and then managed and directed environmental laboratories while doing contract work for the EPA, DOD, and private industry. Since the year 2000 he has worked at the Jackson Laboratory doing research for the Heart, Lung, Blood, and Sleep disorder center. While working with computational biology with the Center for Genome Dynamics he helped Dr. Gary Churchill design and run the Independent Studies in Computational Biology distance learning course; with MSSM as the first school they worked with. His son went to MSSM 12 years ago, so understands the transformational culture of the school and is very happy to have the opportunity to work in our community.

Brian Sullivan took his first year off from MSSM summer camps since joining the community in order to spend more time with his family, including his new daughter, Ilana, who was born during finals last spring. Over the summer Dr. Sullivan also worked to develop new labs based around student-assembled and student-authored probeware--data collection hardware and software centered on the Arduino microcontroller and the Python programming language. He hopes to replicate MSSM physics lab activities, which have traditionally used proprietary hardware, but now using free and open-source tools so that these kinds of experiments will be more affordable and feasible for all high schools across the state. He is also excited at the growth of interest and participation in our new Computational Physics and Quantum Mechanics courses, now in their second year.

Dr. Sullivan is honored to have been selected by his peers to serve as the faculty representative to the MSSM Board of Trustees for a second year. This period of growth is an exciting time to be working at one of the best high schools in our country. However, growth has not occurred without some growing pains. Growing pains are to be expected, but as we move forward it will be important to understand and ameliorate them when possible in the interest of optimal growth.

While the number of faculty and administrators at the school has grown somewhat to keep pace with the increased student population, compensation did not increase this year, even as class sizes and workloads have increased for many members of the school staff. This does have an effect on faculty morale. While the faculty are optimistic at the start of this year--a year which offers great promise in the academic programs at the school--we certainly hope that the Legislature will find a way to fund the school properly as we continue to grow, as we continue to serve more students both on and off our campus, and as we continue to innovate and improve our already excellent academic program.

The fall is always an exciting time, and one can see the excitement on our faculty's faces now that we have students back on campus. The palpable excitement that surrounds the return of our old students and the arrival of our new students is part of what makes MSSM such a great place. At the same time, the faculty community itself has flourished in recent years, in part owing to the shared experience of many

faculty having young families, and living very near each other right now. The faculty housing on Trafton Avenue has been an incredible boon for the school in recent years. As we move forward as a school, we should consider ways to maintain the strength and cohesion of our faculty community in light of the fact that nearly a dozen faculty and staff children will be approaching school age over the next four years.

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Student Senate

Grier Ostermann, President Student Senate

Hello! I, and probably every other member of the student body, am excited to be in Limestone right now. The temperature is reasonable, the night skies are clear, and our friends are near. Returning students are adjusting quite well back into the busy school life after summer and even though there have only been a few days of school so far, the new students seem well equipped for the rigor of MSSM.

The new RIs and ARD are also fitting into our dorm environment nicely and bringing new perspectives and ideas for the residential part of the school. Students living in the manor are having some problems, but the complications seem to be addressed quickly and I have a feeling the problems will continue to smooth out as the fall continues.

The Executive committee for Student Senate met on August 27 to get the new Senate rolling. Last year we had many resolutions addressing problems we saw and changes we wanted to make. Some of these resolutions have already been addressed and a few are still being debated on amongst the faculty. Most Senate committees made task lists for the fall so that we could hit the ground running and Academic committee was even able to confer with Dr. Richardson over the summer about some of the resolutions.

Senate has a few big plans for this year and the following years. The biggest one is our Fire Pit Beautification plan, which is a plan to revitalize the fire pit area in order to make it a place to go to regardless of there being a fire. Another project we have is attempting to make our cafeteria environmentally friendly by composting. We were able to conduct a trial period in the spring and that went well. We hope to start it again soon.

For the fall, we need to elect five more students to the Senate. Dances, pancake nights and even spirit week are already being worked on and it looks like 2014/15 will be a great year for the Student Senate and the school as a whole!

Lisa Smith, President & CEO

MSSM Foundation

The MSSM Foundation and Board of Trustees have been working jointly to develop a Board of Visitors. The MSSM Board of Visitors will be asked to help advance MSSM's mission and vision by encouraging public support for the institution, with Visitors lending their support to the school's statewide and residential education missions. At this time we have commitments from the following individuals: Laurie LaChance, Dana Humphrey, Dora Anne Mills, John Rohman, John Rowe, Meredith Jones, Keri Seitz, Dana Connors, Wick Johnson, Susan Corbett, Kris Doody. The joint committee is currently working on putting together introductory materials for the BOV and arranging its first meeting for this upcoming year.

- This year has been full of changes for the MSSM Board. With Kate Reilly deLutio's leave in November, the board has sought to fill its president/CEO position. Lisa Smith was hired to fill this role in June 2014. Frank Goade, the Foundation's bookkeeper, retired from the bookkeeper position after many years with the Foundation. And, the administrative assistant to the Foundation has left on maternity leave. We welcome Nahar Little who will be filling this position this fall.
- The MSSM Foundation received over \$116,866 in contributions and grants during the 2013-2014 fiscal year.
- The MSSM Foundation Board of Directors met on May 24, 2014. At that meeting, the board adopted a 2014-15 budget that includes about \$41,000 in grants to the school from foundation donations and another \$97,000 in grants from other sources.
- Donations from individuals and corporations provided 46 scholarships to summer campers this summer. In addition, Time Warner Cable has provided a \$3000 grant for scholarships for girls attending in 2015. Seventy-one teachers attended the STEM Collaborative Educators' Camp, which was possible through an anonymous donation (sent through the Maine Community Foundation) and sponsorships from Unum, Bangor Savings Bank, and the Maine Space Grant Consortium. Science Source continued to support the program with an equipment donation.
- MSSM's enrollment has increased significantly this fall and the business office has received a high number of requests for room and board assistance from students who did not qualify for traditional financial aid. Thus far, the MSSM Foundation has contributed \$11,800 toward meeting those needs. These funds have come from donations restricted to student assistance.
- The MSSM Foundation raised \$10,900 in funds to support the development of a Makerspace, an engineering lab and "space for creative tinkering and design." Greg Hamlin has utilized these funds to outfit the space with needed equipment and technology. Many donations in equipment were also made towards this project.
- The MSSM Foundation has committed to raising the funds to complete a 20' by 55' greenhouse devoted to student-directed research in hydroponics. The full cost of the greenhouse is estimated to be \$148,400. The Foundation has currently raised \$66,455 in funds towards the Greenhouse and has pledged another \$20,000 in matching funds. We are actively seeking sponsorships and grants to cover the additional cost.

- The fall appeal letter will focus on the greenhouse. Several students have volunteered to help with the appeal by telling about what these new facilities will mean for their academic and career aspirations.
- The foundation has engaged accountant Chad Bartley of Presque Isle to conduct the annual financial review and to prepare the 2014 tax forms. Those should be available by September 1, 2014.
- The MSSM Foundation awarded several grants through the grant application process for 2013-2014:

Date	Amount	Category	Purpose
7/20/2013	10,500	Student Assistance	Financial assistance for three MSSM students
10/21/2013	500	Other	Donation towards the STEM summit
10/21/2013	300	Other	Supporting an alumni reunion
10/22/2013	1000	Student Assistance	Helping a student attend the Cape Eleuthera J-term program
10/29/2013	150	Student Assistance	Helping a student attend a Youth in Government conference
11/9/2013	400	Program Enhancement	Helping the English department host the Castlebay Players during the Medieval Feast
12/5/2014	287.95	Technology	Providing technology for the MSSM Spanish class
1/9/2014	1100	Venture	Taking students to a nationally recognized conference in Bangor, Maine, the TEDx Youth @JBMHS Conference
2/3/2014	300	Student activities	Helping students attend the Maine State Vex Robotics Competition
3/7/2014	275	Alumni Association	Supporting an alumni reunion
5/18/2014	1135	Professional Development	Providing assistance for a teacher to attend a course on teaching AP Composition & Literature
5/18/2014	2100	Student Assistance	Providing assistance for a student to represent Maine at the Susan Polgar Girl's Invitational Chess Tournament and the National Girls' Invitational Chess Tournament
6/26/2014	626	Program Enhancement	Providing assistant for the Envirothon Team to attend the state competition in Augusta.
6/26/3014	500	Professional Development	Providing assistance for a staff member to attend the National Consortium of Specialized Secondary schools of math and science administrators retreat

Lisa Smith

Summer Camp Director

MSSM Summer Programs**Camp Growth:**

Year	Boys	Girls	Educators
2010	147	72	0
2011	191	136	0
2012	204	193	79
2013	289	192	91
2014	299	249	71

High-Quality Experience Continues:

Based on 2014 survey results, 90% of camp families ranked their overall experience with camp as above average or excellent and 99% of camp families indicated they would recommend camp to others. 100% of Educators' Camp participants ranked their overall experience with camp as above average or excellent, and 100% indicated they would recommend the program to others.

Reaching Students with Financial Need:**2014**

Scholarship	Number	Amount
Foundation Scholarships	46	\$13,424
Financial Aid Scholarships	105	\$31,800

Utilization of a financial aid program developed in 2012 continues to encourage campers with financial need to apply to camp. The summer camp has also been awarded a \$3000 grant from Time Warner Cable to be utilized as scholarships for girls in 2015.

Creating Jobs and Leadership Opportunities in Limestone:

This year the kids and educators' summer camps provided 76 seasonal jobs. We were able to hire 12 instructors for the kids' camp and 21 presenters for the Educators' Camp. We were also able to provide three MSSM year-round residential staff roles during camp as assistant director, aquatics director, and blogger/photographer. We were able to provide leadership opportunities and jobs for 30 MSSM current students, MSSM alumni, and/or former MSSM campers.

Indirect Benefits:

This fall the MSSM will start with 149 students; enrollment numbers that the MSSM has not seen in over a decade. This is in part to the hard work of the administrative team but also helped by the increasing number of students the summer camps have been attracting to the MSSM campus for the past 3 years.

New Database and Online Application System:

The summer camp program adopted a new cloud-based database and online application system this year. All of the old camp forms were recreated in Camp Minder for families to complete. Extensive updates were made to the camp website for integration of the new database. The new database has allowed us to keep electronic documents of all camper forms. It will also expedite the process for returning camp families in future years. Thanks to the database we were able to easily determine which campers hadn't turned in specific forms, which allowed us to contact those families and ensure they were turned in before camp started. Ultimately, the database made camp a much more efficient and organized program. This had profound effects on the ability of individuals within the program to do their job well. For example, the director was able to provide the camp nurse with a variety of reports before she started each week—including dietary restrictions, allergies, physical conditions, mental health concerns, medications, etc.

Business & Finances:

Within the "Camp Minder" online application system, families were able to use credit cards to make payments. Thanks to this new feature, we have no outstanding balances, 100% of campers have paid their bills.

Buses:

This year was our first year charging for bus services--\$25.00 each way. This seemed to be a reasonable cost, and helped to ensure that families committed to the stops and times they signed up for. The bus fees collected from camp families offset the total cost of hiring the bus through MSAD #1 to go downstate each weekend.

Maintenance of Dorms & Academic Building:

Despite a packed schedule for maintenance staff with getting the new dormitory ready, the dorm and academic building were cleaner than ever for the start of the new school year. RSU 39 staff did a great job with cleaning the academic building in the week before camp and the week after camp.

Next steps & goals:

Our next steps for the kids' camps include promoting the girls' camp so that we will have 6 full weeks of camp. Every year, we continue to find new ways to inspire and build confidence in the STEM fields. This requires actively seeking new and exciting courses, as well as finding unique afternoon/evening activities. Our financial report has not yet come in for the kids' camp, but we are hopeful for a profit. In 2013, we had discussed putting profits from camp into an endowment at the Maine Community Foundation for future camp scholarships.

The Educators' Camp saw a decline in enrollment this year. We predict that this was due to the nominal (\$100) fee required to attend camp. While the fee doesn't seem like much, it can represent a headache for teachers who have to go through the process of requesting reimbursement and certification approval for the program. Our anonymous donation declined (from \$60,000 to \$40,000), and we struggled to find additional private funding to support the program. There is concern for the financial sustainability of this program. Despite the lower attendance this year, the teachers that did attend the event seemed more appreciative and inspired than ever by the program. We also had four MSSM staff attend the program. We will be reviewing this program to determine its sustainability and creative ideas for funding and marketing. Discussion has been in the works about potentially making this a biennial program.

Parents' Association

Barrie Brusila, President

MSSM Parents' Association

Approximately a dozen parent volunteers helped decorate and serve at the prom on May 10. On May 16, the MSSM PA sponsored a teacher/staff appreciation day. Betsy Kobayashi and Mary Kay Moreau organized a meal for the teachers/staff, and Betsy compiled thank-you cards with notes from parents to individual teachers.

Regarding the service projects mentioned in Brent Anderson's March 2014 report, the bike racks were completed and installed by the Keith-Hardy family. They were reimbursed for materials, but provided the labor. We're grateful to the family! The curtain project (for both dorm rooms and common space) is underway. Diane Ray is in charge, and will have materials available at parents' weekend in October. The landscaping project is on hold at the moment; Dr. Eustis-Grandy (who was the faculty liaison for the project) is on sabbatical.

There was no summer get-together for new students. Based on discussions at the PA meetings on August 22 and 23, we will have such a meeting in the summer of 2015.

The MSSM PA web site has been updated, and a closed Facebook group for parents was set up on August 24. We think that this will be a more effective way for parents to communicate, instead of the listserv which has been used in the past. We'll continue to work with staff to use MSSM's parent email list for official communications.

Parents have been invited to participate in the upcoming MSSM community service project of painting the Manor (new dorm) next month. Other ideas that we are beginning to work on include: upgrading dorm furniture, holding regional meetings to encourage parent participation, establishing some sort of mentoring program for parents of new and prospective students. We are looking for parent representatives to the Board of Trustees advancement and program committees. Barrie Brusila will be the PA representative to the Board of Trustees and Foundation.

Having an effective and efficient PA is a challenge due to the wide geographic spread of parents throughout the state., however, in the MSSM spirit, we will "be bold" in the face of challenge.

Luke C. Shorty
Executive Director

Summer is coming to a close and we are fast approaching fall. I would like to report another successful summer camp program with six weeks successfully completed, serving more female campers this year than we ever have in past years. Our educators' week was successful, though we did have lower numbers attending than usual. We are investigating the myriad of reasons behind the lower attendance and hope to find a way to attract as many educators as possible to this amazing professional development opportunity. Another great summer accomplishment I would like to acknowledge is the hard work put in by Larry Adams and his crew to ensure that both dormitory buildings were ready for move-in day with fewer weeks than usual to maintain these buildings. My hat is off as well to the RSU 39 custodial staff for being able to work around the jam-packed summer schedule to make sure all the classrooms were waxed and ready for the first day of school.

We currently find ourselves, as an institution, halfway through our five year strategic plan and in a good position to achieve most, if not all of our goals laid out in the plan we developed in 2011-2012. I have attached a brief synopsis and update on the progression of these goals.

MSSM's academic year is opening with 149 students, the largest number of students in over a decade and as can be seen in Mr. Whittemore's report, we have a functioning enrollment management plan that will ensure that we do not see spikes and valleys in enrollment like we have in the past. We have successfully opened a new dormitory building to meet this demand and, as with any new adventure, we continue to work and improve the operation of the building as things are brought to our attention. With the increase in students, we have added many new exciting folks to our team and you can read all about them in the reports provided by Dr. Richardson (MSSM's Academic Dean and newest administrative team member), Dr. Sullivan, and Mr. Grillo. With this team in place to help steer us through this period of growth I am confident that we will be able to meet all the challenges and opportunities put before us this year.

Last, but not least is the issue of appropriately funding MSSM in a manner that will allow us to meet our mission as stated in statute. Earlier this month, Mr. Lambert and myself went down to Augusta to speak with Ms. Suzan Beaudoin of the Department of Education and informed her of the growth MSSM has experienced and new programs we have developed while being flat-funded for several years and our need for increased funding. She felt that many of our needs could be addressed during this budget cycle and would appreciate a draft of our budget by October 1st. Needless to say we have already started the process and we are confident that we will be able to give them the needed draft by the deadline.

It is such an exciting time to be part of the MSSM team, either as a member of the MSSM Board of Trustees, a director of the MSSM Foundation, a staff member, faculty member, parent, student, or alumni and I am so very glad and proud to be part of this team.