
Management Report

October 1, 2016

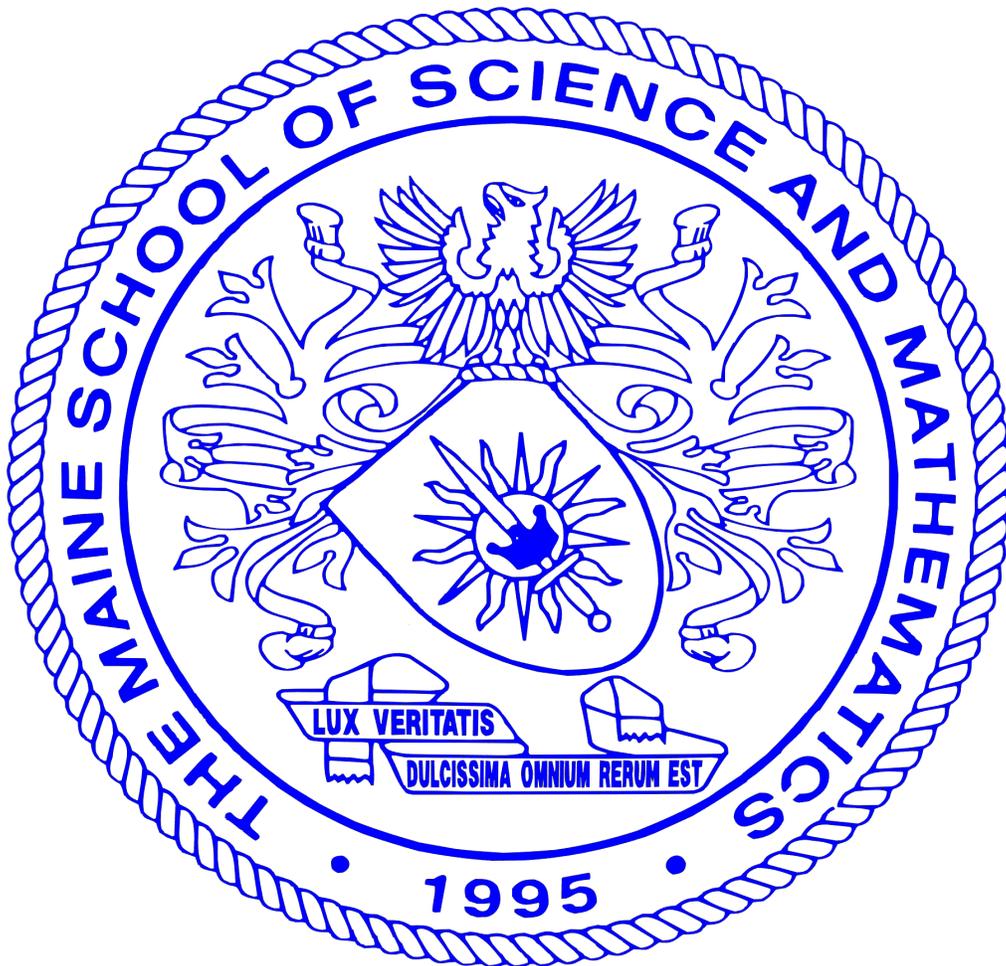


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Section

1

Admission

Alan D. Whittemore

Dean of Enrollment Management

School Year	Newly Enrolled	Re-enrolled	Total Enrollment
2016-2017	58	95	153
2015-2016	61	93	154
2014-2015	52	96	148
2013-2014	69	64	133
2012-2013	45	67	112

School Year	Student Distribution by Grade	Male	Female	Total
2016-2017	Seniors	21	14	35
	Juniors	21	28	49
	Sophomores	22	18	40
	Freshmen	14	15	29
	Gender Distribution		78	75
2015-2016	Seniors	28	22	50
	Juniors	21	15	36
	Sophomores	18	23	41
	Freshmen	14	13	27
	Gender Distribution		81	73
2014-2015	Seniors	33	14	47
	Juniors	28	24	52
	Sophomores	21	12	33
	Freshmen	6	10	16
	Gender Distribution		88	60
2013-2014	Seniors	14	6	20
	Juniors	32	15	47
	Sophomores	28	19	46
	Freshmen	12	8	20
	Gender Distribution		86	47

Acceptance Rate:

In 2016, we received 90 completed applications (in 2015 we received 94 and in 2014 we received 96 applications). We accepted 66 equating to a 73% acceptance rate (in 2015 it was 74% and in 2014 it was 63%). We held four open houses in the fall of 2015 and one open house in April 2016.

Attrition:

The rate of attrition rose slightly from last year's 8 percent to 9.1 percent. The past five years reflect a consistent rate (7-9%) with the only exception 3 years ago of 13%.

Enrollment Goal for 2017:

The goal for the Admission Office is to continue to strive for healthy but sustainable growth at a rate of 5% per year until capacity is achieved, which is currently determined to be 168 based on beds available. With a graduating class of only 34, we anticipate approaching capacity this year.

Important Dates:

February 1, 2017 is the application deadline and the date, February 1st, is not expected to change in the immediate future. We will notify all applicants by March 5, 2017.

The Open House program continues to be a one day affair, either a Friday or a Monday in each month of the fall semester (9.23; 10.10; 11.11 & 12.9); two more dates in the spring are also reserved on the calendar (3.10 & 4.7).

Admission Strategy:

We are airing at least 5 different television commercials on the TEGNA state-wide television and website network along with digital targeting methods to ensure the student/family who would benefit most from the MSSM experience is made aware of us. In addition, radio advertising via TownSquare Media is providing coverage in strategic portions of the state. In particular, we are not represented as much as we would like to be in Washington, Penobscot, Hancock, & Piscataquis counties.

High schools not visited in the past two years will continue to have top priority along with scheduled appointments with middle schools and feeder schools. Visits to all County schools have already occurred and there are many new faces in the counseling offices as well as many longtime friends of MSSM.

Website:

The launch of the newly renovated website is anticipated to occur by mid-September. The current site was limping into its 5th year and technology had dated it to the point of becoming obsolete. The biggest change from 2012 to today is the fact that 55 percent visiting our website do so from a handheld device. The problem was our website didn't display properly as it was designed for computer screens. There are many other changes and it is our goal to create a site that encourages repeat traffic beyond the MSSM community. We are following Residential Life's lead by offering a student written blog from the perspective of life at MSSM outside the dormitory.

Section

2 Dean of Faculty

Deborah McGann

Dean of Faculty

With the first three weeks of school behind us, we are falling into the rhythm of another school year. As in my May report, I will continue to use Performance Expectations for Dean of Faculty as a framework for my report.

Academic Support: Foster a safe, conducive learning environment for all MSSM students.

Last year we instituted a faculty position with teaching load release time so that we could have one person who would focus on facilitating academic support and overseeing the advising program with our team of new instructors. Mrs. Jessica Bartlett filled this role last year. However, over the summer we regretfully accepted her resignation from MSSM as she moved onto a new career at Northern Maine Community College. After an internal search, Mr. Mike McCartney was selected to fill this role. Along with his three-quarter teaching load in the humanities department, he is serving as Academic Support Facilitator. A second portion of Mrs. Bartlett's non-teaching load was to oversee advising. I have assumed those responsibilities which are much lighter this year. With only three new instructors, we have reverted to our previous model of advising where each new instructor is paired with a returning instructor for advising mentoring.

Academic Programming: Assume responsibility for all aspects of MSSM's academic programming including scheduling and delivery, of all courses and related services and events on campus.

With the conclusion of the spring semester, Mr. Shorty was pleased to bestow honors to ninety-three (93) MSSM students. There were eighty (80) Renaissance Scholars, students who had a B or higher in all of their classes. There were thirteen (13) Polymath Scholars, students who had all A's in their classes.

There were two (2) letters of probation and two (2) letters of dismissal. An appeal was granted on one dismissal.

This summer I concluded my professional development opportunities with the Educational Leadership Maine Program. In our final retreat we met with Rep. Brian Hubbell, Rep. Paul Stearns, and Tom DiTomasso. LTC US Army Ret. We also visited DoveTail Bats, a small company in Maine making their mark in professional baseball. The entire experience helped grow my leadership skills and expand my toolbox. I am grateful for having had the opportunity and look forward to making further connections with the business and individuals I met.

At the home front, we began the MSSM school year with workshops and orientations for [Staff](#) and [Students](#). On the academic side we held three days of staff workshops. With the arrival of students, faculty participated in orientation activities culminating in an all school brunch and activity outing at Trafton Lake over the weekend. The [Schedule of Classes](#) with enrollments is provided with your board materials. In addition to work assignment and fitness, in which all students participate, we have nine hundred and fifty eight (958) class enrollments in sixty-one (61) different courses. We have one student who will be taking AP French through the State provided AP4ALL.

We have also been preparing for J-Term classes. The faculty has tentatively planned three trips: Japan, a cultural exchange, and The Bahamas and the Jackson Laboratory, which are both research focused. We have a number of students who have expressed an interest in a J-Term internship and we are working with the Parents Advisory Committee to expand the list of identified possibilities. The list of [J-Term Courses](#) is included with your board materials.

Our timeline for UMPI course registration has been extended as we await review of some additional courses. Meanwhile there is a list of currently approved courses in the community handbook. We expect to have this finalized in time for our [Parents' Weekend](#) in October.

Academic Staff Oversight: Assume all responsibility of facilitating/managing MSSM's faculty and academic staff to ensure the quality and rigor of MSSM's curriculum.

Prior to the May board meeting we had received a contract from founding faculty member Mr. Mark Tasker to return to MSSM to teach US History. Shortly thereafter, we hired Ms. Tracy Meyer, who served as a long-term substitute during Mr. Dougan's absence last spring, to teach two sections of chemistry and Ms. Hyosun (Sunny) Hong to teach our Spanish courses.

This summer I worked with Mr. Matt Grillo to update the Parent/Student Handbook. In reflection that its users include staff and families as well, we have renamed it the Community Handbook. Faculty has direction to use it, the 2016-2017 Faculty Handbook, and the 2016-2017 Advising Handbook to guide them. All these handbooks are available upon request.

Another role filled by Mrs. Bartlett was that of Humanities Department Chair. Mr. Jason Desneiges (French Instructor) has been serving as interim chair. In keeping with Mr. Shorty's vision of rotating positions we are interviewing for what will be a four-year appointment.

A priority for me this year is in the area of staff evaluations. I am grateful for the work of faculty member Mrs. Cindy Berube who worked with me this summer to map out a yearly schedule of classroom observations and faculty assessment. She also helped develop a faculty portfolio system which we believe will help facilitate faculty development discussions. Her work was, in part, an assignment for a professional development graduate course and we appreciate how she was able to serve MSSM while meeting some of her course requirements.

We have reserved five faculty meeting hours to work in Committees. Each full-time faculty member will be asked to serve on either the Admission Review Committee or one of the committees listed below. Faculty members of these committees are charged with managing one of the committee tasks.

Communications - Review & develop descriptions and procedures for collecting, organizing, and disseminating information

Community Life - Review and develop practices, procedures and policies to safeguard the best practices of our community

Curriculum & Academic Standards - Review, evaluate, and make recommendations to faculty on proposals for modifying academic policies, procedures, programs, and courses

Review of Program, Facilities, & Staff - Develop tools and procedures for gathering data and feedback from students, faculty, and parents as a means to provide reviews.

Safety and Facilities - Review Facilities, Plans, and Procedures with an eye toward maintaining a safe and effective learning and working environment

Community Rapport: Develop a healthy rapport with the MSSM community and facilitate open and regular planning and communications regarding academic life.

I continue to strive to enhance communication by meeting weekly with representatives of Student Senate, Faculty, Department Chairs, Mr. Grillo (Dean Students, Director of Residential Life), and the Administrative Team. I am also trying to follow Mr. Grillo's fine example of weekly community emails when school is in session.

Section

3 Residential Life

Matthew Grillo

Dean of Students/Director of Residential Life

The MSSM Residential Life Department has started the year fully staffed. We have seven Residential Instructors (RIs), one Assistant Residential Director, a Director of Health Services, and an Assistant to the Dean of Students. We have increased the walk-in clinic hours from 17.5 hours, to 20 hours each week. We have increase the LCSW hours from 20, to 22 hours per week. Both these positions are contracted with Aroostook Mental Health Center (AMHC). We also have one part time RI, who works 16 hours each weekend.

Only one RI is new to MSSM this year. Returning residential staff who reside in the dorms have over 20 years of experience at MSSM.

Activities and events for students have commenced. Hiking, miniature golf, varsity sport *fan vans*, weekly Mall Trips, and Houlton Farms ice cream trips are a few of the ways we provide students with off campus opportunities. Our weekly, *Tea Night*, movie nights, board game events, open swim sessions, tie-dying, themed weekends, and game show events are examples of our on campus events.

As fall approaches we anticipate our annual trip to the local corn maze, a hot apple cider event, pumpkin carving, and a return of the MSSM Haunted House!

One exciting student contribution this fall has been the addition of a “Hero Box” in the dorm. Students are invited to place the name of a community member and an explanation of how this person is their “hero”. Examples to date have included Dr. Rhodes’ courage in creating challenging tests, Ms. Jortberg’s kindness, and multiple “shout-outs” to students helping students!

With student and staff contributions like those listed above, I am confident in the year ahead.

Section

4

Faculty

Debbie Eustis-Grandy, PhD

Faculty – Science Instructor

Summer break seems shorter every year, and now a new school year has begun. In mid-August we welcomed a diverse new group of students, and two new faculty members into our community. The students have settled in well, and are enjoying their new classes. New Spanish instructor Hyosun (Sunny) Hong comes to us from Bates College in Lewiston. History instructor Mark Tasker isn't exactly new to MSSM, as he was one of its founding faculty members back in 1995. Mark comes back to us after 13 years as Social Sciences Department Chair at John Bapst High School in Bangor. Also joining us part-time and teaching two sections of Chemistry is Tracy Meyer, who filled in during Dave Dougan's medical leave last spring. Hendrik Lenferink has moved into a full-time Physics position, while Sarah Bernard is now teaching Physical Science and a Chemistry elective (Organic Chemistry in the fall, and Biochemistry in the spring).

Some Highlights:

- Sarah Ruddy has a publication forthcoming in the peer reviewed critical literary theory journal *Criticism*. The piece is titled "Imagine This as Lyric Poetry" and it is a review of a collection of essays on the poet Jack Spicer. The issue will be released on September 15th;
- Mike McCartney was named a Semi-Finalist for Maine State Teacher of the Year, but unfortunately did not progress further in the competition. In June Mike took a group of students on a tour of Ireland and Scotland, including a cruise on Loch Ness in search of the legendary monster (reports differ on what they actually saw). It was an incredible experience and he is very much looking forward to his trip this coming summer to Ireland, Scotland, and England. In his 'spare time', Mike has also begun an Ed.D. Program in *Transformative Leadership* at the University of New England. It's an exciting opportunity and he is very much enjoying the process so far;
- Deb Eustis-Grandy spent a fun 2+ weeks in Scotland in June and logged nearly 100 miles of hiking, as well as a few days exploring the beautiful city of Edinburgh. June and July also saw another busy parade and competition season with the Southern Victoria Pipe Band. With the help of two work assignment students, Deb is gradually getting the Thompson Greenhouse set up and ready for hydroponics, traditional planting, and student projects;
- Hendrik Lenferink will be presenting at the 2016 NCSSS conference in Boston this November;
- Larry Berz reports that on August 27th, a small team of students and faculty gathered around the grounds of the school "Maker Space" to view the rare and remarkable planetary appulse of Venus and Jupiter. The group (including ED Luke Shorty & family, Mark Tasker, and a strong representation of students, binoculars, and telescopes) successfully observed the incremental separation between these two wonder worlds of the solar system as they descended towards the western horizon. They ended their session with spectacular low and medium powered observations of planet Saturn, surely earning its title of "Lord of the Rings." Using an Orion SteadyPix EZ Smartphone Telescope Photo Adapter, and additional standard camera adapters, students have also brilliantly and boldly imaged the First Quarter moon with remarkable resolution. Manifold lunar features with imposing craters and mighty mountains came under student skills as they learned the art and craft of adjusting camera light levels and working within the confines of digital demands.

Some Concerns:

- Some faculty still report problems with administration-faculty communication. Many of us continue to receive information from our students before we hear anything through official channels. Concerns have also been raised by some regarding lack of administrative support for what faculty are doing in their classes, when conflicts have arisen between faculty and a student and/or student's parents;
- There continues to be on-going facilities/maintenance issues that have been around through multiple Administrations that still remain unresolved despite lots of discussion. Some of these are now having an impact on what labs are able to be done in Science classes;
- Warm weather during the first three weeks of school has resulted in more than the usual number of days with stiflingly hot second floor classrooms. Classroom temperatures above 80 °F (even early in the morning) for many days in a row have made for a less than ideal learning environment. Classrooms do have fans, but since the windows can't be open overnight to cool things off, rooms remain rather warm. Not sure of the best solution – but just an FYI for the future.

Section

5 Student Senate

Scott Gilley, President Student Senate

Hello! My name is Scott Gilley. It's an honor to have been elected president of MSSM's Student Senate for the 2016-2017 academic year. I look forward to representing our Student Senate and student body on the Board of Trustees. The air is cooling off and the dorms are coming to life with the voices of scores of eager MSSMers!

The start of the year marks a new adventure for many MSSM students, with new classes, new students, and new interests. There has been a strong turnout at Student Senate's general assemblies, with students, faculty, administrators, and residential life staff attending as members of the public. We had a successful election, with over ninety percent voter turnout and six students running for each of the five available seats. Student Senate has been having productive meetings so far, with new constitutional amendments being ratified, new committees being formed, and projects being planned.

Student Senate intends to give back to the student community at the start of this year, with planned financial support for multiple gifts to the student body that are classified under *Project Home* (Senate's initiative to continue making the dormitories more home-like for the student body). We also plan to continue our "fun-raisers" (fundraisers that aim to break even rather than to mainly create profit) for the student body to help raise morale. Direct input at meetings and our suggestion box continue to be loosely guiding resources for student comments and suggestions, supplemented by last year's Dream BIG survey.

One of Student Senate's goals this year is to disseminate information on mental health care and mental health issues in general to the student body. We are thankful for the help and time that the Board of Trustees and the MSSM administration have pledged to the mental health program in the past, and hope that we can help that trend continue this year, through cross-communication and discussion.

In addition, students continue to struggle to find time in their schedules to balance their academic and sports commitments. Student Senate strives to help continue the administration and Board's past good work on athletic programs and make sure that the student body is able to balance their time between curricular and extracurricular activities.

The year is just starting, and between the improved communication between different groups at the school, the drive to better the school that so many students show, and the excitement on the faces of all, I feel that the 2016-2017 academic year is off to a productive and energetic start!

Section

6

MSSM PA

Tom Gilley, President

MSSM Parents' Association

The outgoing MSSM PA Executive Committee met with the incoming Executive Committee over the summer to share information about past successes and ongoing projects. The opportunity to collaborate meant we can maintain continuity. The passion and hard work of the outgoing EC is reflected in every good thing I see happening each day in the MSSM community. .

In July the new EC met in order to plan for the year ahead and start to develop our own vision for the PA. Our vision for the PA includes continued increases in the area of parent involvement, communication across the entire community and strategic future oriented thinking and planning to help support the MSSM in the years to come. I know that we will have both successful and difficult times, but while we may not always agree I have faith that parents, students, faculty, administration and staff will ultimately join to create a positive and healthy school experience.

Events and Programs

Several programs previously implemented by the PA continue to flourish and bring positive results in the MSSM community as well as some new ideas and projects.

-The Parent Mentor program matches returning parents with incoming parents for the purpose of support and information as the family transitions to the MSSM lifestyle. More than 10 new parent mentees participated in the program supported by an enthusiastic 14 returning parents working as mentors.

-A wonderful summer picnic for new students was held at the Greene Recreation Park on July 16th, organized by Jennifer Simmons, an alumni parent. New and returning students participated in activities to help build confidence and community, while new parents were able to have a conversation with Matt Grillo, Deb McGann and several returning parents.

-The PA hosted a welcome table both move-in days with the MSSM Foundation. It was a smooth move-in process this year and the experience of meeting so many parents and students was phenomenal.

-Advisory Groups that include MSSM parents continue to be utilized in the areas of Sports, Residential Life and Academics.

-The Clynk returnables program in conjunction with the MSSM Foundation is still a popular way to give back to the school. Bags are made available at PA functions and via mail as needed.

-Regional Meetings offer parents in their respective part of the state a chance to meet in person to enjoy good food, share experiences and get to know one another. Meetings are being organized for September and October. Luke Shorty and Erich Hunter are eager to attend if they are available and in the area.

-One of the new ideas and events include a surprise appearance of "goodies" for the students on September 3rd which included fresh fruits, cookies, ice cream, a badminton set and some hula hoops. The PA agreed that a little fun from home was in order as the students transitioned into their new year. The project was heartily supported by all the parents as well as Residential Staff (Thanks Elizabeth Pelkey) and has inspired a repeat of this fun event in the coming weeks; nature of fun TBD.

-The MSSM Foundation has asked the MSSM PA to partner on securing a Lowe's Toolbox for Education grant. One potential project on the list is the reengineering of the steps between the dorms and the main building. The goal is to include parents, students and even faculty in this project as it could offer some real world experience for students.

-The PA website www.mssmpa.org is being revamped by our volunteer parent webmaster Jillian Werb. It is the goal to create a dynamic site with photos and current content that reflects the energy and the spirit of the MSSM community and how the PA provides support for the school's future growth.

-Our Facebook PA group is a positive and active community for both new and returning parents. The current roll call is 214 members, which includes some alumni parents. We are lucky to have the technology at hand which can help us come together over hundreds or thousands of miles in an instant. I am proud of the positive and supportive voices I find each day in this online community. Whether a question of where to get good Chinese food or how to handle missing your child who is now 500 miles away, the responses are sensitive, caring and upbeat. In the extreme political climate of today it heartens me that we have such great parents to model for our students.

Policy

-I have been discussing the current Emergency Management Plan for the school with Luke Shorty, Barrie Brusila and Jerry O'Keefe. The plan, which covers both Limestone Community School and the MSSM, is well thought out and thorough. I have been assured that a copy of the public portion of the EMP will be made available in the near future to parents and students. The issue at hand is the implementation of practice drills for the plan in order to test its efficacy, allow for revision and assure that stakeholders are familiar with procedures. This is a sensitive and important topic that I will monitor throughout the year.

-The PA bylaws have been under discussion for some time and revisions have been considered in the past. At the October meeting the EC will be proposing changes in the current bylaws for a vote. While the proposed changes are not sweeping by any means, they represent a forward looking stance for the PA and its growth in the years to come. The changes will be posted publicly for PA members to review prior to the vote.

In conclusion I am inspired by the dedication and passion of all our parents to support their children in the quest to fulfill the dream that is their future. I am humbled by the idea of representing such an incredibly diverse and talented group. The current state of the PA is strong and looking forward the PA's future is bright and full of promise. The executive committee of the PA will strive to build our community and strengthen the foundation of the PA to honor those parents and students that have come before as well as those in the future.

“True belonging is born of relationships not only to one another but to a place of shared responsibilities and benefits. We love not so much what we have acquired as what we have made and whom we have made it with.”

—Robert Finch

Section

7

Foundation

Erich Hunter, CEO/President

Foundation

Bookkeeping & Finance Updates

Anne Perreault, MSSM Foundation Bookkeeper, has closed out the 2015-2016 books and will be presenting a report to the Foundation during the October 1 meeting. She is coordinating with Tim Poitras of Chester Kearney CPAs to compile our Form 990 and Financial Review during the fall. These documents will be available for review during the 4th quarter of the year and the Form 990 will be filed with the IRS well before deadline this year.

The MSSM Foundation has filed all necessary annual reports with the Maine Secretary of States office for continued operation.

Foundation Financial Reports are still under development at the time of this written Management Report. Reports will be available at the October 1 meeting.

Nominating & Governance Committee Updates

The Fall meeting of the MSSM Foundation Board of Directors is our Annual Meeting. During this meeting, we will confirm new board members, renew returning board members, select board officers, confirm committee assignments, and conduct other critical board governance functions.

Board Member Elections: The following MSSM Foundation Directors have terms that expire and must be renewed at our 2016-2017 annual meeting;

- A. Doug Baston
- B. Jerry Pieh
- C. Mary Thron
- D. Donald Zillman

The following candidates have been reviewed and recommended by the Governance and Nomination Committee for membership on the MSSM Foundation Board of Directors with terms starting in Fall of 2016 and expiring at the annual meeting of the Foundation in 2019.

- A. Elizabeth Havu
- B. Clark Copeland (MSSM '98)

Board Officer Selection: Due to illness, Jerry Pieh has stepped down from the position of MSSM Foundation Chair. Doug Baston, as Vice Chair, has stepped up to Chair of the Foundation Board and will serve out the remainder of Jerry's term (2015 – 2017). This leaves an opening in the position of Vice Chair. During our annual meeting, the Foundation will review candidates for the position and select a new Vice Chair to serve the remainder of the term vacated by Doug (2015 – 2017).

Committee Assignments: Doug Baston has reviewed the current committee assignments for each Board Director and has elected to maintain the existing committee structure. Committee Chairs will be as follows:

- A. **Governance and Nomination:** David Haines
- B. **Finance:** Art Thompson
- C. **Fundraising:** Stuart Whitman
- D. **Grants:** Doug Baston

David Haines has worked over the summer on documents to codify our nomination process for new board members and will be presenting a finished draft for review at our annual meeting.

In addition, David and the Governance and Nomination committee have reviewed the Foundation Bylaws and will be presenting numerous amendments to clarify operations.

Fundraising Committee Updates

The Fundraising Committee has been working throughout the summer to expand existing relations with funders and develop new revenue sources to help support our programming. As committee members have identified specific areas to focus their efforts, we have seen a number of subcommittees form to target specific populations of supporters, to include alumni, corporations, major donors, and lapsed donors.

The Michael P. Fabio Exploration Fund: Michael Fabio, an alumnus from the Class of 1998, passed away unexpectedly in July. Working closely with his parents, Luke and Erich have developed *The Michael P. Fabio Exploration Fund*.

In Mike's memory, The Michael P. Fabio Exploration Fund will provide grants to students of the MSSM community for the pursuit of knowledge through hands-on and project based learning, that help fuel students' passions and curiosities.

During our annual meeting, the MSSM Foundation will officially vote to open this endowed fund at the Maine Community Foundation.

2016-2017 Giving Review: During the first quarter of 2016-2017, fundraising has seen an uptick in the percentage of non-restricted gifts from a three-year average of 69.7% to 80.0%. This can be attributed to an increase in non-restricted alumni gifts over the first quarter, a direct result of the Alumni Donation Challenge. This parallels a trend in which we have seen unrestricted giving growing over the past several years, from \$35,976 in 2014-2015 to \$53,056 in 2015-2016.

Alumni Donation Challenge: During the summer, a new alumnus giving campaign was implemented to encourage first time giving and recurrent giving within the alumni population. Led by Jeremy Shute and Luke Shorty, alumni are encouraged to give through the Foundation Perpetual Giving Machine (our PayPal donation portal on the MSSM website). Those donors will have the first dollar of their donation matched by funds from a matching pool of up to \$22,000 pledged by their fellow alumni. At the time of this report, 52 alumni have signed up for perpetual gifts and will help raise over \$7,000 in individual and matched gifts.

Jeremy, Erich, and Amanda Brinkman-Parker are now coordinating outreach to each graduating class of alumni to help increase awareness of this fundraising drive and help increase support.

Major Donor Outreach: During September, a small subcommittee will work on our major donor outreach strategy, will refine our message, prepare, and begin outreach to our top 50 donors. It is our intent to meet in person or by phone with each of these supporters, determine the best way to foster continued giving, and develop a long-term plan to continue to build relationships with each of them.

Fall Appeal: The Fall appeal will be sent out in mid-October (tentatively the October 14th) to all donors who have contributed in previous years but not within the previous 6 months. Erich will be working with Liz Havu and Danielle Deschaine to develop targeted solicitation letters for different constituent populations, to include alumni, current parents, past parents, friends of the school, and corporate supporters.

Specific areas of focus for near-term fundraising include the increased need for Student Assistance support and acquisition of a new fume hood for the chemistry lab.

NCSSS Fundraising “Huddle-Up” at NCSSM: During August, Erich attended a three-day training seminar at the North Carolina School of Science and Mathematics. The focus of the event was on fundraising and learning from other NCSSS school’s examples, to help grow our fundraising efforts. Highlights include increased alumni outreach and relationship building and new models for possible corporate partnerships. Erich will be presenting a more thorough report to the MSSM Foundation during their annual meeting in October.

Grant Committee Updates

The following grants have been approved and allocated by the Foundations’ grant committee this fiscal year (2016-2017):

Description	Fund	Amount
012016 – Physics Equipment	Technology	\$1,000
022016 – Sponsorship of the STEM Summit at Colby College	Public Relations and Outreach	\$500
032016 - Purchase <i>Swivel</i> video conference equipment	Program Enhancement	\$900
042016 - Support ‘90s Themed Weekend	Program Enhancement	\$100
052016 - Support MSSM Alumni Video History	Alumni Association	\$200
062016 - Nordic Ski Team Uniforms	Program Enhancement	\$960
Student Scholarships + Room and Board Assistance	Student Assistance	\$12,500
Summer Camp Scholarships	Summer Camp	\$4,625
Alumni Association Allocation to 20-Year Reunion	Alumni Association	\$1,000
Parent’s Association Annual Budget	Parent’s Association	\$3,000
	TOTAL	\$24,785

Remaining Budgeted Funds:

MSSM Foundation Grants	Budgeted	Expenses	Remaining
Restricted (Greenhouse)	\$10,000	\$0	\$10,000
Unrestricted (Alumni, Parents Association)	\$5,000	\$4,200	\$800
Program Enhancement	\$3,000	\$1,960	\$1,040
Student Assistance	\$15,000	\$12,500	\$2,500
Technology	\$1,000	\$1,000	\$0
Professional Development	\$5,000	\$0	\$5,000
Public Relations and Outreach	\$500	\$500	\$0
Summer Camp Scholarships	\$7,500	\$4,625	\$2,875
Total MSSM Foundation Grants	\$47,000	\$24,785	\$22,215

Parent’s Association Report (see page 13)

Lil Costello - President

MSSM Alumni Association

Alumni Association Report

Since my last report, the Alumni Association has been up to a lot. I'm proud to say that thanks to the hard work of Holly Harps Hunter ('98), we were able to con over 200 alumni into coming back to Limestone to have a weekend of epic proportions. Held on the MSSM campus, alumni who attended engaged in a plethora of activities ranging from bonfires to Boffer, and visiting the old Loring dorms to seeing a planetarium show at the Francis Malcolm Science Center. We were also able to reconnect with old instructors one afternoon at lunch, and most importantly, meet our fellow alumni and make them feel old (or young, as the case may be).

Alumni Newsletter: One such consequence of the reunion was the first ever edition of the Alumni Association newsletter, "[AfterMath](#)", written and edited by our very own Gretchen Pineo ('97). The intent for the newsletter's future is to publish it biannually such that it becomes the first of many projects designed to connect the alumni to each other and to the MSSM community at large.

Alumni Videos: Speaking of interesting, alumni-pioneered projects, Ryan Shephard ('98) is spearheading a video project by alumni, for alumni (and other interested parties). Essentially, he aims to collect videos of willing alumni speaking about their experiences in their careers, and how MSSM helped to get them there.

Needless to say, we've got a bright future ahead of us with plenty more project ideas and possible plans. If ever you'd like to know more or if you have any ideas, please feel to contact me at: costello1@mssm.org. I'd be happy to work with you.

Finally, I'd like to officially announce the Alumni Association Mission Statement, which I believe will serve to guide us far into the future.

The Mission of the MSSM Alumni Association is to connect alumni to each other and to the MSSM community.

Section

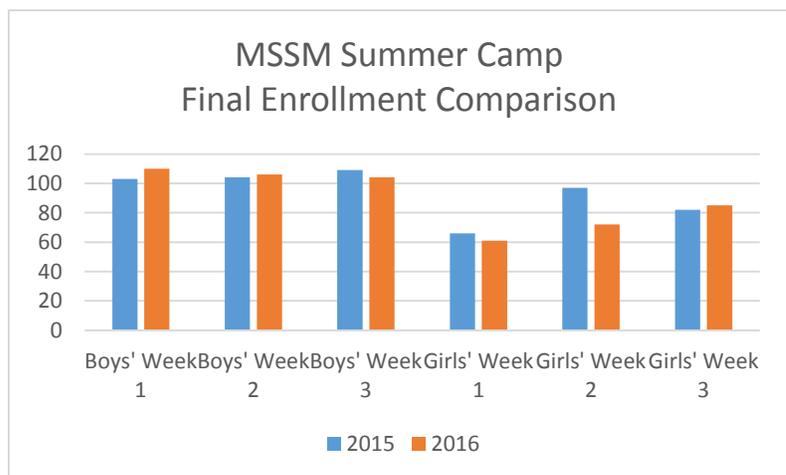
8 Summer Program

Marie Beckum
Summer Programs Director

Camp Growth:

Year	Boys	Girls	Educators
2012	204	193	79
2013	289	192	91
2014	299	249	71
2015	316	245	62
2016	320	218	38

The bar graph breaks down the attendees for our students' camp from week to week. Our 2015 numbers are shown in blue and our 2016 numbers in red. It is clear to see that the Girls Week 1, Ages 10-12 is the weak point in our enrollment numbers.



Camp Demographics:

Boys	Girls
6% - Day Campers	5% - Day Campers
12% - Two Week Campers	13% - Two Week Campers
9% - Aroostook County Residents	9% - Aroostook County Residents

With the exception of the Boys Day Campers, these demographics are all improvements compared with our 2016 season. Moving forward, we will continue to strengthen ties to bring more students from Aroostook County as well as other impoverished counties such as Washington and Piscataquis.

Reaching Students with Financial Need:

Scholarship	Total Amount
Foundation Scholarships	\$4,625
Financial Aid Scholarships	\$21,800

Our financial aid scholarships continue to be a significant benefit for families who qualify according to the Free/Reduced Lunch Guidelines. It continues to be apparent that an additional need exists to assist families of the working middle class that do not qualify for our financial aid.

Indirect Benefits:

This year the kids' summer camps provided 51 seasonal jobs. We provided leadership opportunities and jobs for 13 MSSM current students and alumni.

Our summer camp program plays an important role as the MSSM community continues to grow its student population. We provide a positive, intriguing academic-based experience for potential MSSM students. In addition, we gain recognition for our programming, which helps to bolster and brand the MSSM name throughout the state.

Bus Transportation:

This was the third year charging for bus services--\$25.00 each way. The bus fees collected from camp families offset the total cost of hiring the bus through MSAD #1 to go downstate each weekend. This continues to be an integral part of attracting so many campers from Southern Maine.

Next steps & goals:

We fell short of our goal for girls' enrollment this season. We will continue to integrate new marketing techniques to encourage more girls to attend camp. In addition, a possible sponsorship campaign has been discussed to allow organizations to sponsor 5 or more campers at a discounted rate to promote STEM education among girls. Our biggest advertising is by word of mouth from previous campers, thus it is critically important that we get the girls' numbers closer to that of the boys. Our boys' camp numbers continued to increase this season with a sizeable waitlist, but we need to ensure we maintain those enrollment numbers. Another advertising strategy that we will be implementing is working closely with Admissions and College Counseling for us as a cohesive team to spread the word about all the opportunities at MSSM at our respective events. In anticipation of MSSM Summer Camp's 20th anniversary in 2017, we will be seeking new and exciting courses, as well as classic favorites. Strategy

The Future of STEM Educators' Camp

The STEM Educators' Camp saw decline in enrollment again this year. We did ask all presenters and participants in attendance to complete a survey specifically focused on the viability of STEM Educators' Camp in the future. With these survey results in mind, my recommendation is to not hold STEM Educators' Camp in Summer 2017. This will allow us adequate time to reassess and plan for an improvement version in 2018. Many of the comments on the surveys were regarding awareness of our event. To that end, it could be advantageous to organize a few 1 day workshop events as a means of advertisement and awareness for future years of our week-long STEM Educators' Camp.

Section

9 College Counseling

Erica Jortberg College Counseling

The college application cycle begins again with the thirty-four members of the class of 2017. Much of the work to be done was begun last school year, in junior seminar and the group is excited and nervous as deadlines approach. Students will be working in Senior Seminar for the next several weeks and 1:1 meetings will take place to ensure that everyone is on the right track in the application process. Several students plan to apply via the early action path, though at this point, there is no significant data to report.

National Merit Scholars

Eight seniors have progressed as semi-finalists in the National Merit Scholarship program, based on PSAT scores from October 2015. From here, the students will complete the online process and learn of their standing in the spring.

Testing

ACT

On September 10, MSSM provided the ACT to students from Presque Isle, Caribou, Houlton and Monticello as well as our MSSM students. We will be an open test center for the December 2016 administration as well. In the past two years, in an effort to save money, the ACT has dramatically reduced the amount of administrations for which we are open.

SAT

The October SAT is always a busy administration and this year is no exception. On October 1, MSSM will provide the SAT and SAT Subject tests to MSSM and surrounding area students. We will also serve as a testing center for the November, December, January, March and May administrations.

PSAT

On Wednesday, October 19, all junior students at MSSM will take the PSAT. For juniors, this is the qualifying exam to be eligible for the National Merit Scholarship Program. Interested freshman and sophomore students may also take the test if they are interested.

Michael G. Lambert
Chief Operating OfficerTrafton

We had a good summer for doing maintenance on the Trafton properties. Several doors (along with rotten frames) were replaced, two houses were cleaned and minor repairs made for a new faculty member/tenant to move in. We had an outbreak of wasps in these two houses but I think we've resolved the issue. Two of our oldest furnaces were replaced with new "condensing" propane furnaces which have higher efficiency. The old furnaces had given many years of reliable service but were getting "tired". We also replaced a kerosene monitor heater with a gas-operated unit.

For those of you who believe, the wasp nests were near the ground so there should be little snow fall this year, unfortunately, the wasp nest at my home in Chester was 10' off the ground!

Manor

Although we have always considered the Manor as a temporary housing solution, we have had a couple of instances where roof repairs were required. L. Adams, D. Martin and crew have been able to do the repairs so far with minimal use of contractors which is a tremendous cost savings. However, the Manor is still only a short term solution.

Veterans' Dorm

It is nothing short of a miracle what the custodial staff at the Veterans' Gym/Dorm was able to accomplish considering the amount of time they had to do it in. The timing for the seven weeks of summer programs fell such that there were only about 2 ½ weeks before summer camp and one week after summer camp to get any cleaning and maintenance done. In spite of that, we were able to bid adieu to the last of the carpeting in the halls and we now have tile throughout the facility except the nurse's office. This makes it a lot easier to keep clean. We also replaced several windows, maintaining our window improvement program.

The air make up unit that brings fresh air into the building and pre-heats it had not been adequately maintained and was functioning improperly over the years. With considerable effort, we were able to completely overhaul the unit's fans and compressors to return it to full service. This should greatly improve dorm air quality this winter.

We have completed our annual audits of our heating systems. The boilers were inspected; pumps repaired, etc. and new licenses should be received shortly for the upcoming heating season. The elevator was also re-licensed this year.

After last year's furniture replacement, we found very little damage – apparently the students appreciated our efforts.

School Building

As I write this, we have recently completed a wall-to-wall safety inspection of our facilities and we have much work to do. Luke will undoubtedly address this with you in his report. The inspection included the school building and both of the dormitories (Veterans' Memorial Gym & the Manor).

Finance

I just received the revised June and the July financials and although we are slightly in the red, the year-end adjustments have not been posted at this point.

In essence, we have gotten to a point where we need very little, i.e., our school is well funded and we have what we need. Now that we have gotten our budget model close to where we need to be, the Finance Committee, Luke and I will be discussing the future progression of our budgets. Hopefully I'll be in a place to report on this in December.

With the closure of the books at the end of June, the next major item on the calendar is to complete our annual audit. We expect this process to start on Monday, September 19 [although I recently saw our CPA in Presque Isle and wouldn't be surprised if there is a week's postponement].

Human Resources

We bid farewell to Nadia Thompson in August after 6 years as MSSM's receptionist/administrative assistant. Her husband, Matt, was transferred from TAMC to Mercy Hospital in Portland which is under the Eastern Maine Healthcare System (EMHS). They now make their home in the Winthrop area. Nadia found employment at Bates College immediately upon her leaving MSSM. We extend them all our best.

We are also pleased to welcome Tracy Moore as MSSM's newly hired receptionist/administrative assistant. Tracy began her employment on Monday, September 12. Stop in to the reception area and introduce yourself. She has been happily married to an engineer for 17 years {so she claims} and is the mother of four boys. They make their home on the Murphy Road in Fort Fairfield. Tracy comes to us from TAMC and with 25 years' experience under her belt, MSSM will reap the rewards of her many skills and talents. Welcome Tracy!

We welcome new faculty members to our ranks:

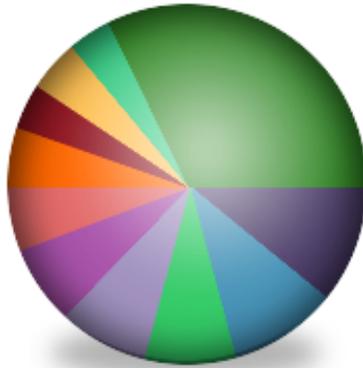
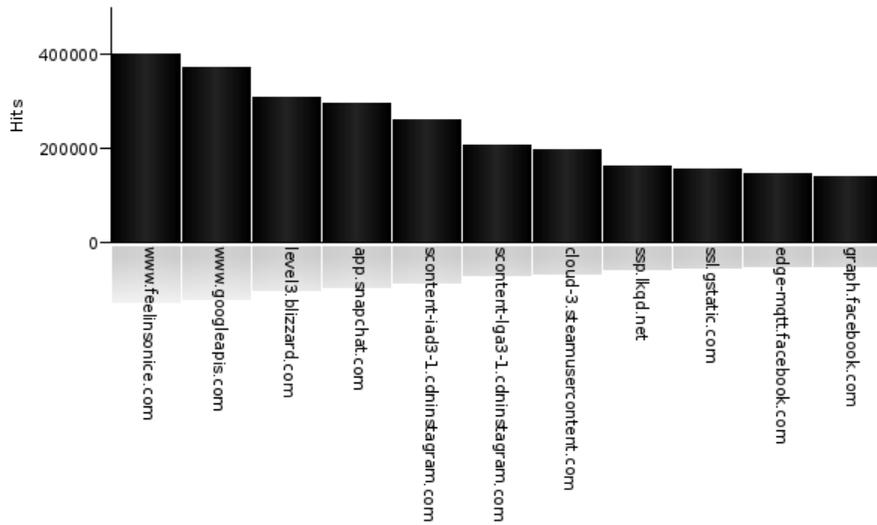
- Mark Tasker, US History/Social Studies Instructor {some of you may remember Mark as he is one of the founding faculty members at MSSM}.
- Tracy Meyer has joined MSSM's science department, specifically Chemistry. Tracy worked part time last school year and we are fortunate to have her on board on a more full time basis.
- Hyosun 'Sunny' Hong joined our World Languages department as she replaces Senior Torruellas as our Spanish Instructor. She is a recent graduate from Bates College with a degree in Spanish and a minor in Mathematics. She is fluent in English, Spanish as well as Korean – her native language.
- Ryan McDonald and Jonathan McEndarfer join the ranks of the Residential Life staff. Ryan is a native Texan but joins us from Georgia with a wealth of experience in private and international schools. – Jonathan McEndarfer has worked for MSSM in its summer camp programs as a counselor for the past 4 years. He will now work at MSSM as a part time RI covering the Manor RI desk on weekends.

To bring you up to date on our existing personnel:

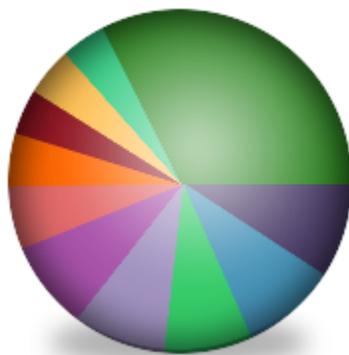
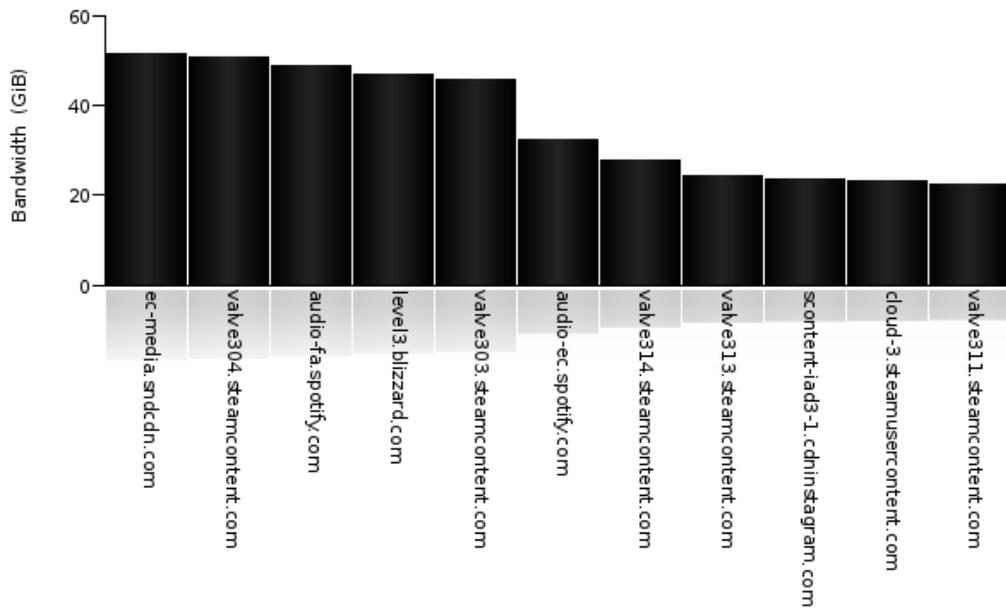
- Deb McGann has signed on for another 'hitch' as Dean of Faculty.
- Mike McCartney has taken over the academic support facilitator duties and
- Hendrik Lenferink has officially joined the MSSM faculty as a full time Physics Instructor. He had contracted with us for one year this past school year.

It has been a fun-filled but busy summer in the HR office but we are very happy with the results.

Smoothwall:



	Domain	Hits
1	www.feelinsonice.com	400648
2	www.googleapis.com	371736
3	level3.blizzard.com	307206
4	app.snapchat.com	295066
5	scontent-iad3-1.cdninstagram.com	259245
6	scontent-lga3-1.cdninstagram.com	204894
7	cloud-3.steamusercontent.com	195870
8	ssp.lkqd.net	160266
9	ssl.gstatic.com	155367
10	edge-mqtt.facebook.com	146316
11	graph.facebook.com	138853
12	www.sentrypc.net	137433
13	www.google.com	135207
14	clients4.google.com	126578
15	elb.nvi.amz.nimbus.bitdefender.net	112147
16		110835
17	valve304.steamcontent.com	108614
18	img.ifcdn.com	104998
19	t.lkqd.net	104221
20	valve303.steamcontent.com	101960



Domain	Bandwidth (GiB)
1 ec-media.sndcdn.com	51.29
2 valve304.steamcontent.com	50.55
3 audio-fa.spotify.com	48.64
4 level3.blizzard.com	46.63
5 valve303.steamcontent.com	45.73
6 audio-ec.spotify.com	32.34
7 valve314.steamcontent.com	27.74
8 valve313.steamcontent.com	24.43
9 scontent-iad3-1.cdninstagram.com	23.36
10 cloud-3.steamusercontent.com	23.15
11 valve311.steamcontent.com	22.52
12 valve312.steamcontent.com	22.38
13 valve309.steamcontent.com	21.14
14 valve306.steamcontent.com	20.84
15 valve310.steamcontent.com	19.67
16 valve307.steamcontent.com	19.32
17 scontent-lga3-1.cdninstagram.com	18.87
18 valve808.steamcontent.com	13.67
19 valve302.steamcontent.com	10.62
20 valve802.steamcontent.com	10.40

Luke C. Shorty **Executive Director**

The MSSM Strategic Planning Process is three months in and I think you will be excited with what you see at this October meeting. In May, Erica Jortberg and I, gathered the MSSM Faculty, Residential Life Staff, and Administration and went through a group process to codify and preserve our values as a school, determine what bright spots and gaps we had as a community, and our vision for the future. We have been working with Elizabeth Reuthe (an MSSM Foundation member) and a steering committee consisting of our board's leadership (Jason and Kate), a faculty representative (Deb EG), an administrative representative (Deb McGann), and a member of the Foundation and long-term Limestone MSSM supporter (Art Thompson). Through this process we have codified our values and identified five goals and nine strategies along with benchmarks to identify our progress to meeting our goals.

On Friday, September 16, I met with the Faculty, Residential Instructors, and Administration to go over the current internal draft. There was a lot of very good feedback from the group that will help tighten and clarify the strategies, values, and benchmarks in the draft you will be reading. I am excited to receive the board's feedback on the direction of the strategic plan and to get it out to important stakeholder groups such as the MSSM Foundation board, parents, students, and the Board of Visitors.

In short the vision of the strategic plan can be summed up as:

Our goal is to ensure MSSM's four-year program continues to excel and that our impact on the state grows while keeping our community strong.

We will do these things through:

- **new and improved facilities**
- **expanded programming**
- **creating a culture that is innovative, creative, and exciting for students, staff, alumni, and the State**
- **smart growth**
- **developing a stronger network among MSSM, alumni, and external organizations**
- **increased outreach**

I look forward to your feedback and our discussion at our meeting on this strategic plan.

I have provided for you at this board meeting the "Gold Versions" of MSSM's Residential Life and Summer Camp Emergency Response Plans (ERP). Work is being done to align the two programs ERPs. We will also be providing you with a "Red Version" of these plans in person in October so you can see the non-public details of evacuations if an emergency situation ever required us to do so due to a terrorist attack or active shooter situation. I ask and hope that you will accept these plans at this October meeting.

Also, as you are now aware we were visited by the Department of Labor's Code Enforcement Officers. They did a wonderful job in working with the administrative team and helping educate us to make sure that we were aware of areas we can improve to make sure our workforce is safe and well trained. The

administrative team immediately set to work on improving our plans, training, and facilities (the three areas that needed improvement). I will be providing you a physical copy of the DoL's report and the steps we have and will continue to take to make sure we are in compliance. One of my goals for MSSM is to become a candidate for the DoL's [SHAPE](#) program (a realistic goal according to our Code Enforcement Officer).

In working with the Governor's Office to fill the current seats for our Board members whose terms have expired, I have been informed that they will not move to fill these seats until January when the Legislature convenes. This gives us some time and we are still accepting names for seats where the Board Member is a scientist, engineer, or mathematician who also works in industry or business.

Approved by the Board of Trustees – Saturday, October 1, 2016