
Management Report

March 14, 2015

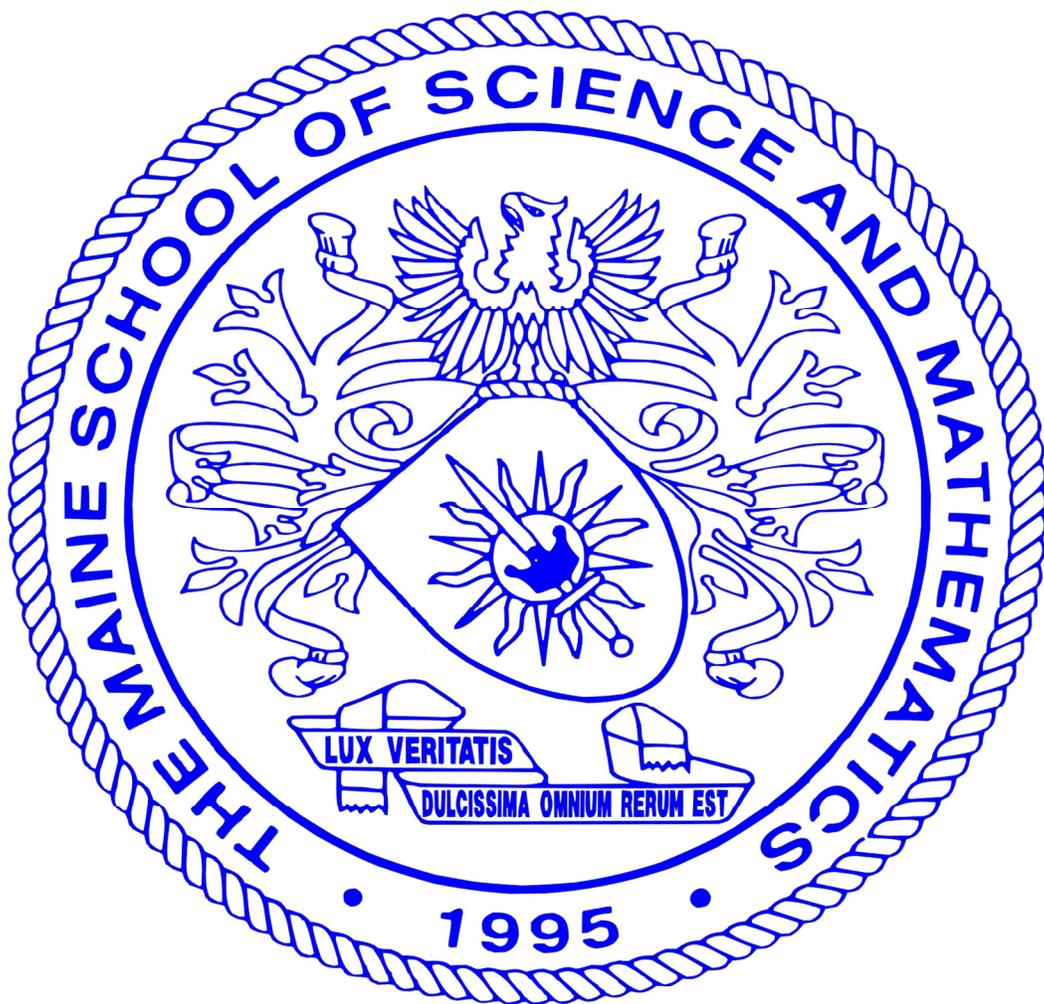


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Alan D. Whittemore **Dean of Enrollment Management**

Office of Admission

We have again achieved the goal of attaining a wait-list at the Maine School of Science and Mathematics. A more thorough examination of the fall 2015 incoming class follows below. Looking ahead, we have decided to have more, but smaller in number, open house events. Specifically, we plan on having one every month beginning this fall and reserve two more dates for the spring on an as needed basis. This will alleviate the pressure on Danielle and faculty in finding classroom space for our visitors to observe our classes.

In an effort to meet the needs of all parties affected, i.e., visitors, faculty and current students, we are working with the Academic Dean in creating an Open House schedule. With advance notice, our teachers will now be able to incorporate these dates into their study plans so we may better accommodate all who wish to see us in action.

January Open House

Following the ‘mega’ November ‘14 Open House, we decided to limit the number of January guests and add an April date to the Open House schedule in the event it was needed. We limited our advertising outreach and relied solely on our mailing list to invite interested students to campus.

We welcomed 24 to campus (28 last January)* of whom 15 were male/9 female (20/8)*. Four (3)* of the boys were rising 11th graders, 4 (8)* were rising 10th grade and 7 (9)* were rising 9th; for the females, 1(0)* rising junior, 4 (1)* were considering 10th grade and 3 (7)* for the 9th grade.

State of Admission

After reviewing 45 Early Notification Applications in December, we accepted 18 of whom 16 in turn accepted our offer. Another five of the six students previously deferred from last year have since committed to matriculating in the fall creating a total of 21 (25)* enrollees at the end of the Early Notification timeline.

Following the February 1st, 2015 deadline, the Admission Review Committee (ARC) reconvened to review a total of 66 (55)* files for a grand total of 91 (80)* completed applications reviewed. We were able to offer acceptances to 28 (9)* females and 29 (0)* males. We then accepted but had to place 2 males and 2 females on the waitlist and we deferred 3 rising 9th grade students to enter next fall.

Our acceptance rate remains consistent at 60 percent. Our reply date is March 13th at which time we will first check the status of the waitlist and then commence rolling admission for any vacancies as they become apparent.

Significant news this year is that we continue to narrow MSSM’s gender ratio. It is anticipated that the school will open with at least 156 students, of whom 83 will be male and 73 female. This is keeping the Manor all male. Currently, we are at an overall ratio of 3:2 but the current senior class is highly skewed towards the male gender; 32 males to 13 females graduating.

Also, we are experiencing interest from American students beyond the borders of Maine as well as students from abroad.

*(the numbers in parenthesis represent last year's numbers)

Michael G. Lambert **Chief Operating Officer**

Facilities

Improvements to the north end of the Manor are progressing and are on schedule to be completed by move in day in August. The work is being performed by our own personnel. We replaced the hot water tank at the manor to alleviate problems with the amount of hot water available. The old tank was found defective. We did not have to enlarge the system.

We have been replacing the 20th year old zone valves at the Veterans' Dorm. Several diaphragms in the valves had failed and were causing temperature control issues. Valves were repaired when parts were available or replaced. We have also started to replace the old casement windows with new single hung windows. Hopefully, if the budget allows we will continue our carpet replacement program in the spring.

Finance

Our financial picture is good. In spite of low temperatures and snow, we have been able to control our energy expenses. A good bonus was the reduction of the oil prices (unfortunately this was partly offset by electricity rates).

I was truly hoping to have a budget by now. One major issue is growth – with growth our expenditures increase which requires an offset in revenues. As you know, we have asked the Legislature for an increase to allow us to hire additional staff. I don't expect to know what the final number until much later this year. Unfortunately, we cannot finalize the budget without the appropriations.

A recommendation to the Board is that we maintain our current room and board rate of \$8,450. We have looked at re-allocating some costs which more appropriately belong in the GPA account to that account. I'm confident that we will be able to hold the line.

The finance committee continues to work on a compensation plan that is equitable.

Finally, I have officially notified Luke that it is my intent to retire in June 2017. This will give us adequate time for succession planning and professional development with a goal of potentially eliminating the COO position.

3 Academic Dean

Nancy C. Richardson, PhD Academic Dean

It's almost March—where has this school year gone? So far I'm surviving my first Maine winter quite well, although I now know very well what it means to “hit the slopes” as I have literally spent lots of time learning how to get up from a fall during my cross-country ski lessons. Add to that the number of times I've tumbled over while trail blazing on my snow shoes and you might understand why I wish I could rewrite the laws of gravity, especially as mud season approaches. All in all though, I've really enjoyed being outdoors this winter and I know that my dog has loved it as well—nothing beats the sight of snowy terrain as far as the eye can see and there's nothing better to bark at than a few dreaded “snowmobile monsters.” Not sure what Rosie will think if one of those “monsters” ends up living permanently in our home, but I guess we'll cross that bridge when we come to it.

The second half of the school year started off on a strong note for me as I got to see our students and faculty in a different light during J-Term, which included a wide range of diverse and engaging courses such as *Debate Madness*, *Organic Chemistry*, and *The Hunger Games: Power, Youth and Authority*. Although I wish I could have taken every class that was offered, I was able to visit everyone several times and not only started making a quilt but also landed a role in one of the films the students produced for the course *Science Fiction in Cinema*. At the end of each day it was also a real treat to read the journal entries of those students, who were on internship, especially the reflections of one student who spent two weeks in Germany and insisted that German was WAY harder to learn than Chinese. For someone who has travelled and lived abroad in both Germany and China, I found this to be a very surprising statement!

The regular spring semester also got off to a good start and I was excited to host a planned Penguin Day on February 9th that allowed the students to take a well-needed break while our faculty worked on program review out at the Nordic Heritage Center. It was great to have all of us working together as a team in such a nice location and I know many of us took advantage of the location to get in some winter sports time, including a daring climb on my part to the top of a huge snowdrift. (Note to self: remember that you will also have to climb DOWN next time). I do feel that we made good progress on the review that day and am hopeful that we can at least have a preliminary report from the Math and Science Departments by the end of the school year. Immediately following Penguin Day, I travelled down to the University of Maine in Orono to attend a career fair and see if we could find potential candidates for some of the anticipated openings that we have for next year. Within the first two hours of the fair I met several alums from both MSSM and our Summer Camp and talked to a number of parents who were interested in having their children apply to MSSM. Although the venue may not have been the best location for our hiring purposes, as most of the potential employees were very young and had limited teaching experience, I still felt that it was a positive experience that showed how much our school is recognized and respected across the state. I also feel that I may have planted a few seeds for some future teachers who might be interested in working more closely with us in the years to come by encouraging them to start out by working at our summer camp.

After the career fair, I was able to return to campus just in time for Parent's Weekend and our J-Term exhibition. Although concerns about an impending storm caused us to cancel the events scheduled for Saturday, I was nevertheless still very pleased to see all the parents who joined us here for one very full Friday in Limestone. I especially enjoyed answering questions about the academic direction of the school and was glad to have the chance to sit in on a Parents Association meeting. In the coming years, I would

like to partner more closely with the PA, particularly as our school continues to grow and face new challenges that come with a larger student body. In fact, Ms. Barrie Brusila and I are already planning to team up so that she can meet and work with the new MSSM parents when I travel downstate at the end of March and the beginning of May to administer placement exams. Many thanks to Jason Judd for generously allowing us to use Maine Central Institute (MCI) as a testing site; I hope that the change in venue from Limestone to Pittsfield will make things a little easier on our new families and allow them more access to our “seasoned parents” as they make the transition to MSSM. Speaking of parents and MSSM, I would be remiss in my report of our J-Term exhibition if I didn’t also mention that it was also a real bonus to end the event with the performance of the play “Proof” that was overseen by Mr. Lee Rose. Having a parent dedicate so much of his own time to our students was greatly appreciated by our community. Through conversations I am having with other MSSM parents, I am hopeful that we can consider partnering with other professionals in the area to augment our J-Term offerings in years to come.

Reflecting on some of the concerns I raised in my last report, I have to say that even in the midst of so much positive news I still remain deeply concerned about the faculty here. As I have been working with Luke to complete the new MOU with UMPI, I have noted time and time again just how impressive and dedicated our faculty is, not only on paper, but also in the classroom. The very fact that our students can start earning significant amounts of college credit for so many of our courses demonstrates just how strong and dynamic our curriculum is. Nevertheless, faculty morale continues to be a concern for me, especially now as we are in the peak hiring season. As I start the classroom observation process for all faculty, one of my goals is to touch base with individuals and see if I can get to the root of the discontent. One big piece of feedback I have already received is that there needs to be better communication between the administration and the faculty. I am working very hard on my end to be more transparent and seek ways to codify processes and clarify why decisions have been made.

In terms of my own professional development, I have registered for the Maine School Law workshop that will take place at the end of July and continue to work closely with the Maine Principals Association. Following the recommendation of Dr. Randy von Smith, I just finished reading M. Night Shyamalan’s book *I Got Schooled: The Unlikely Story of How a Moonlighting Movie Maker Learned the Five Keys to Closing America’s Education Gap* and am planning to share my findings about school management with the rest of the administrative team. One of my own personal goals is to make myself more visible to the student body and I have already planned to attend several student events, including an upcoming casino night in the dorm. A few students have approached me about sponsoring a martial arts club, which I think would give me a great opportunity to share my love of TaeKwonDo and Ninjitsu with the community. Just recently I was invited to meet with a representative from Aroostook Aspirations and am looking into ways we might consider working with this group to enhance the experiences of our students and introduce them to employment and educational opportunities that may exist for them right here in the County. Larry Berz, Deb McGann and I are also currently working on a trip to Missouri, my old stomping grounds, to view the total solar eclipse in 2017. At this stage, we have secured a place for our students to stay at the Missouri Academy of Science, Mathematics and Computing and are now working on the logistics of transporting a group of students to the heart of the Midwest.

4 Residential Life

Matthew Grillo

Dean of Students/Director of Residential Life

I am pleased with the current state of the MSSM ResLife program. Both residential staff and students seem to be in a relatively healthy state, both mentally and physically. Collaboration between MSSM's RI's, Director of Health Services, and AMHC staff continues to be a contributing factor in the overall well-being of our student body. The Assistant Residential Life Director and Assistant to the Dean of Students continue to keep us organized and help keep operations flowing smoothly.

Students have been doing an excellent job of keeping themselves organized and healthy as well. Student Senate, Residential Assistants, Student Activities Board, and most recently the Spirit Week organizers have all worked hard to make sure that MSSM is a place conducive to their academic and non-academic needs.

Residential staff have dramatically increased the amount of communication between the school and families in multiple areas. Parents who have a child that has been excused from classes due to illness now hear from the staff at least twice a day to give updates on their child's current condition. RI's are communicating directly to parents in regards to minor school violations and parents are receiving multiple emails a week from us regarding school activities, trips, and updates. Parents and guardians have been vocal with their appreciation of this increased communication.

I now have multiple lunch meetings each week with a variety of student organizations including Student Senate representatives, Residential Assistants, and a committee interested in having more animal interaction/exposure in the dormitories. These meetings, along with moving my office and Ms. Sarah Stackhouse (Assistant to the Dean of Students) to the dormitory, have allowed us both to be more connected to the student body. Ms. Stackhouse also spends her time as the Prom Committee Adviser and coaches MSSM's Envirothon Team (1st Place in 2014 Northern Maine Regional Competition) for the last four years.

Challenges in the program include the continual task of keeping student/RI relations strong. The nature of these relationships always keeps this issue at the top of my radar. I say with confidence that the current state of these relationships is good. Staff involvement in student activities, establishing procedures that promote calm and patient action, and ensuring follow up conversations after disciplinary issues is key to keeping these relationships strong.

Other issues include ensuring that we properly measure and accommodate for the increased workload on staff as the student body increases. This is not only for RI's but for our nursing and office staff as well. Our abilities to provide activities and transportation should not be negatively affected by our growth. Currently, we are very close to this happening.

Stating this, I am still happy with how things are going within the program. I will continue to listen to and work with the staff and students of MSSM to make our program shine.

Brian Sullivan, PhD, Science Instructor

Faculty

As usual there are many exciting things happening among our faculty, but there are also more challenges than usual.

Mike McCartney, Sarah Goletz, and Jessica Bartlett are excited to be starting a faculty/student book club at the end of March. They were overwhelmed and encouraged by the amount of interest in the club, both among students and a number of faculty (from all departments). The group is in the process of selecting its first novel.

Mike McCartney is having a mural painted in his classroom. The mural is being painted by Megan Goodell ('15) with assistance from Laura Blackstone ('15), and will feature scenes and characters from several of the works that McCartney teaches. He and a group of students also recently performed *The Empire Striketh Back*, a retelling of the story of the second Star Wars film in Shakespearean-style verse.

Deb Eustis-Grandy is working on two projects during her semester at JAX. One is to develop a useful protocol for preparation of frozen tissue sections. This is important for her lab because they do a lot of immunohistochemistry analyses, and some of the antibodies they use are not compatible with formalin-preserved tissues. As a result they need to use frozen tissue, but it still needs to be recognizable as kidney tissue. The second project involves analyzing nephron structure in black bear kidneys collected at different times after the bears have emerged from hibernation. The goal is to see if there are structural changes that accompany bear's resumption of kidney function after several months of no urine production. Unlike humans, hibernating bears can tolerate seasonal loss of kidney function with no ill effects.

Randy Von Smith reports that the Maine State Middle School Science Fair is being organized by 10 students at MSSM with the oversight of three faculty members. The event will be held at MSSM on April 11, 2015. Dr. Smith also won a place in the Foldscope competition. This is a microscope that is folded from a single sheet of paper and was designed for doing malaria screening in developing countries. The Foldscope team is interested in how this inexpensive (less than \$5.00) microscope can be used in classrooms. He is working with Ms. McGann and students on this project.

I am excited to be teaching quantum mechanics for the second time at MSSM. Students are doing great work in the class so far. I have also been working on incorporating more Arduino and breadboard circuit prototyping in my labs this semester. I have been finding ways to duplicate much of the functionality of an oscilloscope without having to spend \$10,000 to outfit the lab with four to six traditional scopes. In playing with Arduino, I've also been bitten by the robotics bug, and hope to be more involved with student robotics pursuits next year. Recently, I won a STEM Integration grant from the Maine Science Teachers' Association for work done in collaboration with Dr. Greg Hamlin, and Dr. Clint Givens. Our work, funded by this grant, seeks to better unify instruction in mathematics, science, and computer science.

MSSM recently placed third in the Maine regional science bowl. This was also the strongest season on record for MSSM teams at VEX robotics competitions. The designs created by our teams were imitated many many other teams throughout this competition season. All of our teams have done well this year, and one of them is going to the VEX World Championship this spring. I cannot formulate better words

myself in praise of Dr. Greg Hamlin than have been articulated by parent Eliza Adams, so I will include them as a quotation here:

“The success of the MSSM VEX Robotics would not exist without the support and leadership of the coach, Dr. Greg Hamlin. He has been a model coach, making certain the students have 100% responsibility for their learning, and providing the fertile ground for success to thrive. Expanding the inventory of VEX materials, enough to field three successful teams this year, was also instrumental in developing the culture of robotic enthusiasm.”

Nearly all of the faculty have communicated concerns about the continued, and still-continuing decay of faculty morale at the school. There has been a continued lack of timely and clear communication from our school's administration. Related to this the school seems to be becoming admissions-driven rather than being driven by its academic excellence. Our upcoming week with Japanese visitors bring this into sharp focus: we have ten students and presumably some number of adults (?) arriving in two weeks, and as I write this the only real direction we have received has been from the Dean of Residential Life, Matt Grillo. Faculty have no idea what is expected of us as classroom teachers during this visit. I have asked my students what is going on with the visit, as they often seem to be given important details before faculty. But the students seemed to be in the dark as well. It is not necessary to say that our academic program comes first, or that our admissions needs come first, these areas of concern should not be at odds, but admissions strategies are not articulated clearly or in a timely manner to the faculty.

In addition to poor communication, another grave concern among faculty is that we seem to be continuing to move towards growth for the sake of finances, and we haven't heard anything about a Plan B. We are looking at opening in the fall with a record number of students - now with an emphasis on admitting freshmen, and we have no plan if the state does not reimburse us in the amount that Luke is hoping we will receive. We are also at the point where we need new textbooks, new lab supplies, and possibly even new classroom furnishings in several disciplines. If we fall into a budget shortfall, those might be the first things to go, as they are costly--and faculty have in the past been phoned during budget sessions to ask if they really need the textbooks that they budgeted for.

We continue to build castles on sand with no concern for toward building or maintaining solid foundations--academic, programmatic, or structural. With the relative silence around the arrival of a large number of freshmen next year (we have still only been informed by a single email in which that fact was fairly deeply buried), there will not be an appropriate program to meet their needs. We have enough classes in English, but without money, we will have few, if any, social science offerings, and our foreign language program doesn't have the capacity to accept an influx of students without expansion. Our science department has never been structured around a four year program, and the proper order to move towards having one would be to design a freshman program year in advance it with educational goals in mind, not to throw a four year program together during the last few months of an academic year, when we aren't even sure we will have the staff to teach all of the classes.

Our current spate of growth has been undertaken in such a way that at a time when we need to hire several new staff to keep up with demands, we also have a record number of faculty (at least six) with open job searches. We have recently demonstrated that at MSSM it is rather difficult to attract and retain even two quality faculty in a given year. If we are looking to hire five to eight in a single year, the results could be disastrous for the school.

Our present faculty have been increasingly cohesive in recent years as an academic peer group--helping each other, and learning from each other a great deal. This culture of collaboration is a vitally important one to cultivate and maintain, especially at a residential school. We are lucky to have that culture now, but it could evaporate extremely rapidly as the result of administrative practices that have made this school a more and more frustrating place to work. This will likely, very likely lead to increased rates of turnover.

Those playing devil's advocate against this criticism of turnover will point out that high faculty turnover has been a historical norm at MSSM, and that the school has survived it. Well, that doesn't strike me as a solid counter argument in favor of estranging effective and otherwise loyal teachers. High faculty turnover is generally not good for the students. Students benefit from having the same faculty from year to year. This is because relationships built over more time are often stronger. Students know what to expect from teachers who have been around. Long term faculty can write more reflective recommendation letters. The school also benefits from retention because well conducted job searches are time consuming and expensive for the school to conduct.

MSSM seems to accept faculty wanting to leave as being a normal thing. That might be understandable if the motivations were mostly geographical, but they don't seem to be lately.

Until the past three days, the administration is doing strikingly little to ask why faculty are frustrated or to do anything to address those frustrations. Doing so might help with retention. Hopefully asking those questions will not only be done in the context of exit interviews.

6**Student Senate**

**Grier Ostermann, President
Student Senate**

The snow is still falling, but with rising temperatures and less than 90 calendar days until Graduation, students seem enthused about the weeks to come. Senate just hosted its 4th annual Spirit Week with great success. The week included dress up days such as mismatch or decades day, and night time events were physically or mentally stimulating. We also hosted a pep rally that included a student vs. staff basketball game, a half time performance from our strings ensemble, and other competitive competitions. It seems that both student and staff morale are up after this week. Part of Spirit Week was a survey sent out on behalf of Senate, of which we got nearly 100 responders.

In my last management report I discussed the line between what Senate should supply and what the school should buy. Since, we have given Mr. Grillo a list of improvements to the dorm that we want. He's talked about putting these purchases into the res-life budget for next year. We've also worked with other parties to improve the dorms such as Marian Reagan helping us get new chairs for the dorm kitchen, and the Board's own Sylena Lowry, discussing the taste of the water in the dorms. At this time last year a big issue for Senate was trying to get the school to have a walk in counselor, which we now have, and I think she has been a great improvement to the school.

Other Senate endeavors continue to be successes with more pancake nights and more outlets for getting student voices heard. In February we had our annual photo auction and now we are preparing for other fundraisers such as a grill night, t-shirts, and LAN party.

This year many students have been dissatisfied with the internet and the lack of communication about issues causing the internet issues.

J-term this year was a success, with classes including World Building and Quilting, and internships throughout the country. Students also kept busy this winter with high attendance in basketball, skiing, and the Empire Striketh Back. The Science Bowl teams competed and the B team ranked third in the state at their competition a few weekends ago. The VEX robotics team qualified for the world competition and will be attending in April. The Chess team has also been competing throughout the state.

Lisa Smith, President & CEO

Foundation

Compliance Updates:

W9 forms were collected from all independent contractors who worked for the MSSM Foundation in the 2014 fiscal year. 1099 forms were completed, sent to the independent contractors, and submitted electronically to the federal government.

A renewal application for the Foundation's crime protection policy for mercantile entities was submitted January, 2015.

Bookkeeping & Finance:

In December 2014, Chad Bartley (CPA) volunteered to review the setup of Quickbooks (the Foundation's bookkeeping software) and help Nahar Little (the Foundation's bookkeeper) with the program. With continued delays in receiving financial statements, Lisa Smith met with the David King (treasurer) and Art Thompson (chair) who agreed that it was in the Foundation's best interest to seek a new bookkeeper with more experience. All of the bookkeeping records have been transferred to Anne Perreault, an experienced bookkeeper, in Caribou, at this time, as the executive committee reassesses the current pay for the bookkeeping position (currently \$158/month) and conducts an official search for a new bookkeeper.

Nominating & Governance Committee Updates:

The nominating committee has nominated Frank McElwain, the former superintendent of RSU39, to serve on the Foundation board. The nominating committee seeks nominations from the board of directors and board of trustees for additional Foundation board members. Board members are voted upon at the annual meeting each September.

The nominating and governance committee is also reviewing the bylaws (last revised in 2012) to make recommendations regarding future revisions and amendments.

Fundraising Committee Updates:

- **Greenhouse:** Kate Reilly was hired as a consultant for 20 hours to help with fundraising for the greenhouse project. She contacted all board members as well as looked into a number of grant opportunities this February. At this time, the Foundation has raised \$96,104.39 towards the greenhouse. In addition, there is \$12,200 in pledges towards the greenhouse. This is a total of **\$108,304.40** towards the greenhouse project which has an expected cost of \$148,400 to complete. We received a \$15,000 anonymous donation through the Maine Community Foundation to help us towards our goal. Additionally, Don & Linda Zillman have made a generous pledge of \$7500 in matching funds. The alumni association hopes to match some of these funds. The parents' association is also actively seeking support to complete this project. Luke and Art have been meeting weekly with residents from Aroostook County at the school to promote the greenhouse. In addition, a grant application was submitted to Johnny Selected Seeds (\$12,000 request) and they recently wrote to let us know they will be donating

\$500 towards the greenhouse project as well as seeds. We also have a grant in at Emera (\$50,000 request) for the greenhouse. In addition, we have a grant request in at Texas Instruments for \$1500.

- **Makerspace:** We have received \$836.54 worth of in-kind donations towards the greenhouse this year. There's a grant request in to MCF (Aroostook Betterment Fund) for \$6000 towards the laser cutter for the Makerspace. A laser cutter costs approximately \$12,000. We are also looking to use the interest generated from the Duncan Innes Memorial Fund (~\$2500) this year towards the Makerspace. This is a fund maintained for the MSSM Foundation by the Maine Community Foundation. Duncan Innes was a computer science instructor at MSSM: this fund is specifically to support improvement to the computer science program.
- **Overall Donations:** For the July 1, 2014-July 1, 2015 fiscal year, we currently have **\$123,441.18** in received and pledged donations as of Feb. 21, 2015. In comparison, for the July 1, 2013-July 1, 2015 fiscal year, we had **\$68,142.45** in received and pledged donations as of February 21, 2014. Keep in mind, that we did receive an anonymous donation of \$40,000 towards the Educators' Camp in this (2014-2015) fiscal year.
- **Spring Annual Appeal:** It is the goal to have the spring annual appeal ready for mailing by April 1, 2015. The spring annual appeal will focus on the greenhouse project.
- **Educators' Camp:** Bangor Savings has donated **\$2500** towards the 2015 Educators' Camp. Luke Shorty and Mike Lambert have been meeting with the commissioner and legislation to increase funding for the school that might cover the cost of this annual professional development program. However, funding decisions are not generally determined until June. The cost of the Educators' Camp was approx. **\$65,000** last year.

Grant Committee Updates:

The following grants have been approved and allocated by the Foundations' grant committee in the new fiscal year:

Description	Fund	Amount
Dorm Furniture	Restricted	\$1200
Quest Scholarship	Restricted	\$880
Ski Coach & Ski Wax	Unrestricted	\$995
Vex Robotics Travel Fund	Unrestricted	\$1300
Scripts for school-wide play/dramatic reading	Program Enhancement	\$190
Food for Medieval Feast	Program Enhancement	\$500
Transportation for Common Ground Fair	Program Enhancement	\$1060
Residential Life Fund for Monthly Wing Events	Program Enhancement	\$1500
Student room & board scholarships	Student Assistance	\$11,800
YMCA Youth in Government student assistance	Student Assistance	\$155
Funds to create high quality lab equipment	Technology	\$603
Money for yearbook cameras	Technology	\$200
Funds for teacher to attend National Association of Biology Teachers conference	Professional Development	\$1475

Funds for teacher to attend Davis Planetarium conference	Professional Development	\$358
	TOTAL:	\$22216

The Grant Committee will be reviewing the following grant requests at their monthly meeting on March 10th:

- \$650 (program enhancement) for transportation costs for a Science Bowl competition
- \$900 (program enhancement) for an astronomy field trip at the Challenger Learning Center
- \$800 (unrestricted) middle school science fair (food & ribbons)
- \$7834.20 (unrestricted) world's VEX Robotics competition in Louisville (fees, airfare and hotel)

Remaining Budgeted Funds:

MSSM Foundation Grants	Budgeted	Remaining
Unrestricted*	\$6,210	\$3,915
Program Enhancement	\$4,000	\$750
Student Assistance	\$20,000	\$8,045
Technology	\$1,000	\$197.00
Professional Development	\$2,500	\$685
Advertising	\$0	\$750
Summer Camp Scholarships	\$7,500	\$7,500
Public Relations and Outreach	\$242	\$242
Total MSSM Foundation Grants	\$41,452	\$22,084

Executive Committee Update:

- **Existing and Upcoming Board Vacancies:**
The MSSM Foundation board currently has a vacancy for the vice chair position. In addition, Art Thompson hopes to step down from the chair position this September but remain active on the board in other ways. The executive committee is working on developing a transition plan for the Foundation's leadership.
- **CEO/President Search:**
Lisa Smith let Art Thompson and the executive committee know that she plans to step down from her role as the president/CEO at the end of her contract May 31, 2015. She indicated that she did not feel she could do justice to the CEO/President position with her time demands for also running the MSSM's summer programs. She advocated that the Foundation board work with MSSM to establish a full time, experienced director of advancement position (as the school has offered in the past) who would be intricately involved in MSSM as well as staff the Foundation as the CEO/President. Jerry Pieh, Luke Shorty, and Art Thompson are meeting to develop the potential job description for this position. The executive committee hopes to create a search committee to fill this position with an experienced and appropriate candidate.
- **Finance Committee:**
The executive committee seeks to add a finance committee that could oversee the review of quarterly financial statements, appropriate tax forms, and the Foundation budget.

Board of Visitors Working Group Update:

The annual board of visitors meeting was held Feb. 20th at Thomas College. Kerri Seitz, Dora Mills, Kris Doody, Wick Johnson, and Laurie LaChance were able to attend. In addition, Mike Edgecomb, David Haines, Elizabeth Reuthe, and Rick Hobbs represented the Foundation and School boards. Lillian Costello, a senior at MSSM, was gracious in giving up a day of her February break to share her experiences at MSSM with the board of visitors. Many great ideas were generated from the board of visitors. For example, Laurie LaChance suggested that MSSM bring its students to places throughout the state of Maine with STEM jobs & careers, to show them the opportunities that exist here (much like the Leadership Maine bus tours). Rick Hobbs and Dora Mills suggested conducting a survey to better understand the types of internships MSSM students are seeking, as they would be happy to share this with people they know who could potentially intern students. The visitors in attendance suggested hosting the 2016 annual board of visitors meeting in April.

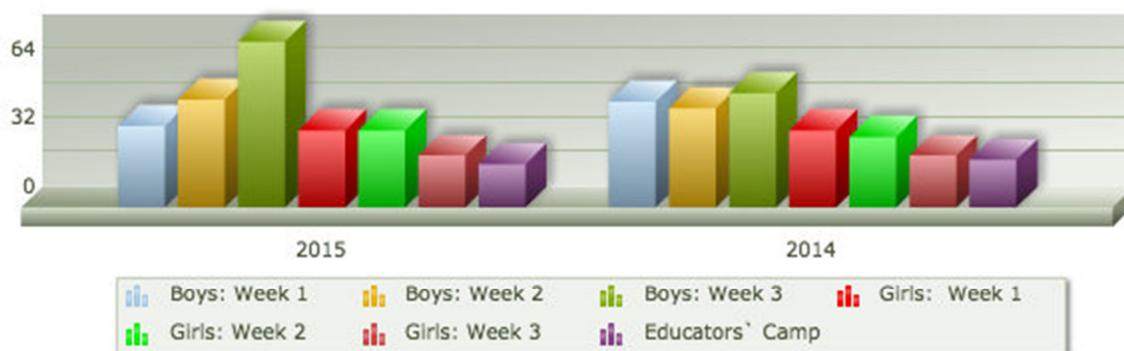
8 Summer Camp

Lisa Smith, Director

Summer Camp

Enrollment:

As of March 8th, 2015, enrollment is at **278** campers. In comparison, at this same date last year, camp enrollment was 260 campers. We currently have **33** additional campers in our queue which we are waiting on deposits from.



Building Relationships with Maine Schools:

In addition to the enrolled campers and the campers in our queue, we are currently **holding 30 spots** for campers from various schools. Maine schools that are making agreements with MSSM Summer Camp include: Waterville Junior High School (a community member donates two full scholarships each year), Vassalboro Community School (Elizabeth Reuthe donates two full scholarships each year), Beatrice Rafferty School (Beatrice Rafferty qualifies for grants through the Bureau of Indian Education), Indian Township School (the school district pays remaining balances after financial aid is applied), and MSAD27 in Aroostook County (the school has qualified for a gifted and talented grant).

Snow days/Dates for 2016:

Unfortunately, the school year for many middle schools downstate has been extended into boys' week 1 due to snow days. This was an issue last year as well. MSSM Summer Camp is proposing to move camp 1 week forward for future years. The first week of camp would start on June 26th in 2016.

Impact of Camp on School Recruitment:

As of 3/2/15 the MSSM business office has received twenty-one "Intent to Enroll" & "\$150 R&B Deposits" from new students for the 15/16 school year. Twelve (**57%**) of the students have previously attended MSSM Summer Camp.

Educators' Camp:

The educators' camp enrollment is roughly the same as last year at this time. This program costs approximately \$65,000 to run each year. Bangor Savings has donated \$2500 towards the 2015 event. MSSM hopes to receive additional financial support from the state of Maine to help pay for this outreach program that serves teachers from across the state. The Educators' Camp has accepted its presenters and keynote speaker for this upcoming year.

Camp Advertising:

Nearly 15,000 camp brochures and 5,000 camp posters were sent to schools and public libraries across Maine this winter. Word-of-mouth, teacher recommendations, and brochures continue to be our most successful advertising strategy. MSSM Summer Camp will appear in Camp Guides throughout the state of Maine starting this March. In addition, we are working with Townsquare Media to conduct a statewide radio ad campaign as well as bolster our online presence.

Sponsorship Request:

The MSSM Summer Camp has sent out sponsorship requests to nearly 300 businesses for the 2015 summer camp. MSSM received a \$3000 grant from Time Warner Cable to provide scholarships to girls attending camp this summer. Time Warner Cable is being bought out by Comcast this year, so this recurring grant may not be available in future years.

Summer Camp Endowment:

In order to ensure that all campers, regardless of financial need can attend the MSSM Summer Camps, the camp needs to raise approximately \$15,000 in additional scholarship funds each year. In an effort to provide a sustainable fund to meet this goal, the summer programs hopes to create an endowment through the Foundation this year. The plan is to continue to invest \$5000-\$10,000 each subsequent year (revenue permitting). The annual interest generated from this endowment (4%) would be used to provide scholarships to campers each year. Establishing this endowment fund was approved by the MSSM Foundation board at the December (2014) meeting and is waiting to be approved by the MSSM school board at the March meeting (2015).

A Need:

Julie Myers of Portland Schools and Linda Carvell, a volunteer in Portland, have helped several refugee families and families seeking asylum from war torn countries apply for camp over the last few years. In the past, these generous individuals have paid deposit fees and other fees for the campers they are helping. New refugee families and those seeking asylum often have little to no funds to pay for camp and travel. In addition, to financial difficulties, there is often a language barrier that makes it hard for these families to access the great opportunity that our camp can provide. An idea to help with this situation is to work with middle schools in Portland and Lewiston to secure a certain number of scholarships each year. These scholarships could be promoted by guidance counselors at those schools who could also help families navigate the application process.

Parents' Association

Barrie Brusila, President **MSSM Parents' Association**

On January 29-31, several parents traveled to MSSM to help with the Cookie Caper. Parent Diane Ray organized this ambitious project, which involved making over 200 dozen cookies, including about 9 different types of cookies. The kitchen staff graciously and helpfully shared their kitchen with us. The cooking club spent several hours baking on Friday night, and many students helped decorate and package the cookies on Saturday. Each student was invited to help themselves to a dozen cookies. Plates of cookies were delivered to each faculty and staff person over the next few days. These sweet tokens of appreciation from parents were happily enjoyed by MSSM community members.

Parent Lee Rose spent the two weeks of J-Term at MSSM, directing a group of students to produce the play "Proof" which they presented on February 13 at Parents' Weekend. The play was excellent. The students and director Rose led a lively discussion with the audience after the play.

We had our semi-annual meeting on February 13. Officers elected for the 2015-16 school year include: Jody Rose, Vice-President; Marian Reagan, Treasurer; Sheila Nichols, Secretary; Maya Howard, PA representative to the MSSM Foundation; and Barrie Brusila, President.

The parent mentor program is moving forward. Current parents will host new parents at the upcoming new student placement testing days on March 28 and May 2 at Maine Central Institute in Pittsfield. We also hope to have a current parent at the next Open House on April 12. Plans are underway for a summer picnic for new and returning students and families.

Based on the success of our first series of regional parent meetings last November, we are scheduling another round of about 5 meetings on March 29 and May 3.

Luke C. Shorty

Executive Director

As we enter into the Spring equinox, the days are getting longer (hopefully warmer) and we focus our attention on new life and growth. I would like to take the majority of my report this quarter to talk to you about two very important issues facing MSSM at this time. One is the growth of the school and the other is the faculty morale at MSSM. First I would like to clarify the question of “Why is MSSM growing?” and “What is the push behind MSSM’s growth?” One major reason for this push is the fiscal realities that faced the school both in State appropriations and our ability to generate enough revenue to sustain the residential program at MSSM. I will talk about both of these categories in detail:

On Growth:

1. State appropriations.

For the last four years (except for a small increase of \$50,000 dollars in Fiscal Year 2013) MSSM has been flat funded and was fortunate enough to have a healthy carry-forward. As Mike Lambert has mentioned to the board over the last couple of years, this carry-forward is being diminished from increases in cost of operation and inflation. As this carry-forward diminished it was clear that in order to improve our programming and upkeep our facilities MSSM would need to seek further appropriations from the State of Maine. One weakness in going to ask for this increase was our low enrollment that had stagnated around 104 (year-end average) students since 2004. It became a priority of the Board and the school to increase this number to position MSSM for a successful appeal for more funding. Achieving this goal combined with our successful ranking nationally and our recent agreement for substantial dual credit has placed us in this position. Finally as an update, I met with the joint committee on Appropriations and Financial Affairs and the joint committee on Education and Cultural Affairs in Augusta on Monday, March 9th during their public hearing on K-12 education. My testimony was well received; I am optimistic that the success we’ve seen over the last four years has been heard in Augusta, and that we have support for our mission from both sides of the aisle.

2. Residential revenue.

Since becoming the Executive Director in 2010, the board has annually requested that we try to find a way to either lower or hold the cost of Room and Board. Unfortunately, I have not been able to come through on that request. Part of this reason is that when making a zero based budget we list all the expenses that Residential Life needs to operate successfully and divide by the number of students we anticipate will be enrolled at MSSM. This number is our recommended Room and Board fee. If the number seems high, we ask Residential Life to revisit their budget and make the necessary cuts to lower the cost of Room and Board to a level that I feel comfortable presenting to the Trustees. Unfortunately, MSSM historically has started the year below the number of students we budget for. This puts strain on the budget as a whole (due to fixed costs of utilities, salaries, etc.). In order to prevent a large increase in the room and board fee and make sure we could cover the expenses and make sure we offered a quality residential life program we need to increase the revenue generated for Residential Life. Due to the hard work done by the Admissions office and the Admission review committee, this year we started at 149 students which was the budgeted number of students for the year. Unfortunately this did not give us a buffer for attrition and in order to do that for next year, the Admission target has been set for 156 and the budget number fixed at 149. My hopes is that this will finally set MSSM on stable

financial footing when it comes to fiscal soundness in operating both the Residential and Academics side of MSSM.

On Faculty Morale:

As can be seen in Dr. Sullivan's management report, faculty morale continues to be an issue. The faculty of MSSM are a critical piece of what we do, they have some of the most contact hours with our students and families, and guide the students to reach their potential in subjects they are passionate about. We have been fortunate to have two years of no faculty turnover and I look forward to working hard to continue this trend and to not slide back to the time when turnover was common place. Recently, I have started meeting with individual faculty members to talk with them one on one and help solidify actionable steps that the administration can be taken to resolve this issue. In my early findings there seems to appear to be some early themes emerging in my discussions. These themes are the feeling of being valued and of being kept up to speed on happenings of the school. The compensation committee continues to work on the big and important task of employee compensation, including developing a content agnostic, yet flexible policy for our faculty. Communication is a skill that has "perpetually been an institutional issue" according to one conversation I have had with a faculty member. This does not excuse MSSM for poorly communicating on an internal level and as I continue to listen to the faculty I will be listening for actionable steps to be taken. One step I started last week was the implementation of a weekly memo or update from me regarding several things that are happening at MSSM. My hope is that this written communication paired with the walking tours I do to visit with faculty and students will be a first step at taking care of this critical and important issue.