
Management Report

October 3, 2015

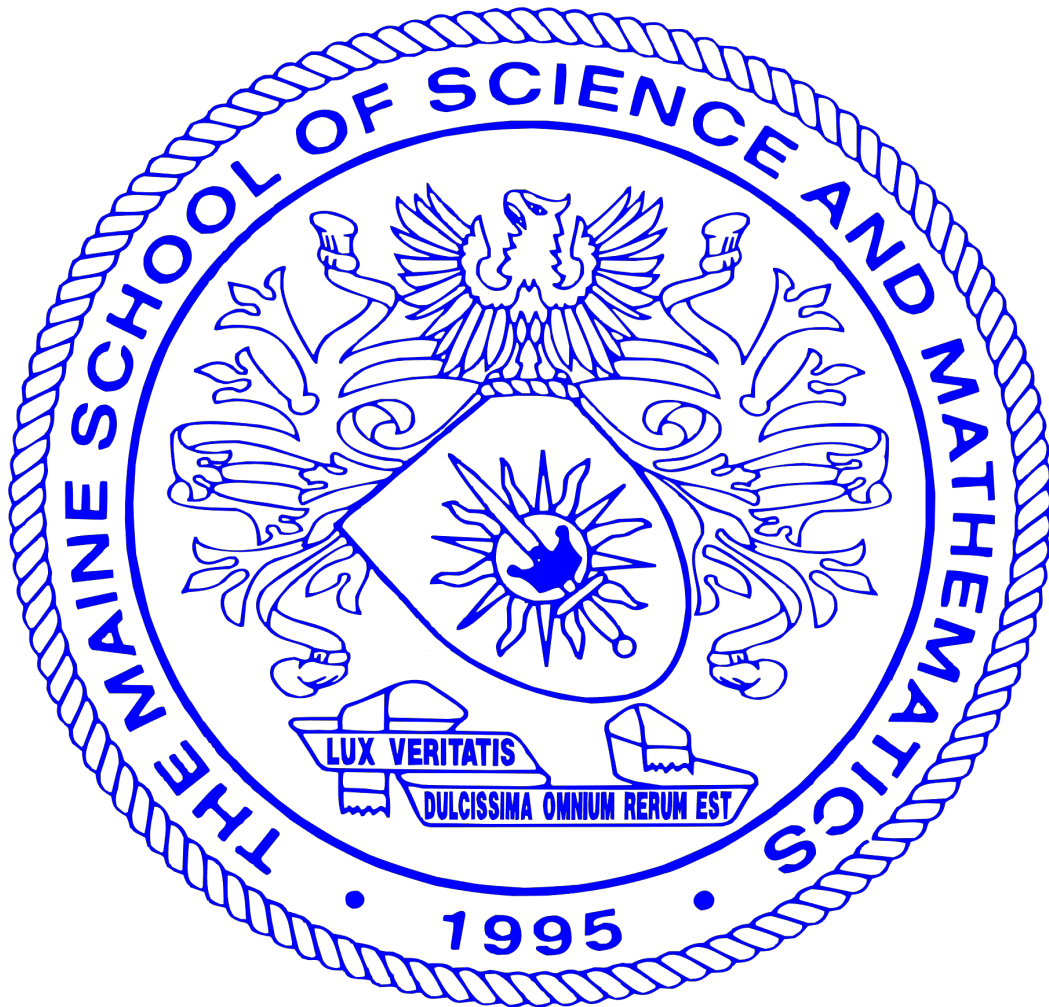


Table of Contents

| | |
|--|-----------|
| Dean of Enrollment Management | 4 |
| Dean of Faculty | 6 |
| Dean of Students/Director of Residential Life | 8 |
| Faculty – Science Instructor | 10 |
| Student Senate | 11 |
| MSSM Parents’ Association | 13 |
| Foundation | 14 |
| Summer Program | 15 |
| College Counseling | 17 |
| Chief Operating Officer | 19 |
| Executive Director | 22 |

Alan D. Whittemore Dean of Enrollment Management

Office of Admission BOT Report Fall 2015

| School Year | Newly Enrolled | Re-Enrolling | Total Enrollment |
|-------------|----------------|--------------|------------------|
| 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 |
|-------------|-------------------------------|------|--------|-------|
| 2015-2016 | Seniors | 28 | 22 | 50 |
| | Juniors | 21 | 15 | 36 |
| | Sophomores | 18 | 23 | 41 |
| | Freshmen | 14 | 13 | 27 |
| | Gender Distribution | 81 | 73 | 154 |
| 2014-2015 | Seniors | 33 | 14 | 47 |
| | Juniors | 28 | 24 | 52 |
| | Sophomores | 21 | 12 | 33 |
| | Freshmen | 6 | 10 | 16 |
| | Gender Distribution | 88 | 60 | 148 |
| 2013-2014 | Seniors | 14 | 6 | 20 |
| | Juniors | 32 | 15 | 47 |
| | Sophomores | 28 | 19 | 46 |
| | Freshmen | 12 | 8 | 20 |
| | Gender Distribution | 86 | 47 | 133 |
| 2012-2013 | Seniors | | | 37 |
| | Juniors | | | 21 |
| | Sophomores | | | 31 |
| | Freshmen | | | 23 |
| | Gender Distribution | 66 | 46 | 112 |

Acceptance Rate:

We received 94 completed applications (last year: 96 and most recent years: 110, 83). We accepted 71 equating to a 74 acceptance rate (last year: 63 and previous years: 73, 69). It is important to once again

note the number of applications was affected by the complete shutdown of marketing following the March BOT meeting which included the act of calling registered April open house guests to discuss not attending if interested in the fall.

Attrition:

The rate of attrition has returned to a lower than national average, 8 percent compared to nearly 13 percent the previous year. This is more in line with 9, 7.4, and 7 % in years previously.

Enrollment Goal for 2016:

The past few years have seen significant growth. The goal for the admission office is to continue healthy sustainable growth at a rate of 5% per year until total capacity, currently 168 is achieved.

Important Dates:

January 15th, 2016 is the application deadline; there is no longer an early decision process due mainly to lack of time between the two dates.

In consideration of the fact our school size now limits classroom space for our visitors during an Open House; we have returned to more dates and capping the number of registrants. In addition, the Open House will now be a one day affair, either on a Friday or a Monday in each month of the fall semester (9.18; 10.12; 11.9 & 12.11). It is anticipated this model will be less intrusive on the faculty and current student body while simultaneously provide a meaningful experience for our prospective students and families.

Admission Strategy:

We will be airing at least 4 different television commercials on the Gannett state-wide television and website network along with newly developed digital targeting methods to ensure the student/family who would benefit most from the MSSM experience is made aware of us.

Visits to high schools not visited in the past two years will continue to have top priority along with scheduled appointment with middle schools.

It is hoped an online ‘School Store’ will materialize in the near future allowing us to more effectively distribute MSSM apparel to all who wish to purchase. This type of ‘branding’ is priceless.

Personnel Change:

Danielle Deschaine’s recent promotion meant the end of her nearly 10 years serving, among many other roles, as the Administrative Assistant to Admissions. She has been gracious and thorough in making a smooth transition for MSSM’s new Office of Admission Administrative Assistant, Mrs. Kathy McCarty. We welcome Kathy to the wonderful world of Admission and we already recognize her many skillsets as she navigates what appears at times to be a labyrinth of data collection in our efforts to create an effective and logical path for prospective families to follow.

2 Dean of Faculty

Deborah McGann

Dean of Faculty

In July, I began my role as Dean of Faculty. Summer priorities included developing performance evaluations for all members of the academic team, recruiting and training a registrar, updating handbooks for students and faculty, developing a web-based index of critical resources for instructors, and planning for the orientation of new students and staff. I am grateful for the assistance of the administrative team and those who support them.

I was fortunate to enroll in the Delta class of the Education Leaders Experience. This year-long program is sponsored by the Maine Development Foundation, the Maine Principal's Association, Educate Maine, and UNUM. The theme of this class is "CHANGE" with a focus on how to prepare students for a rapidly transitioning world. A key goal is to develop connections between educational leaders and businesses and non-profits in the State. The first session was held in July at the Sugarloaf Ski Resort. During the year I will be attending one-day sessions at different locations throughout the State starting with a visit to UMaine (October) and then Mount Desert Island (November).

The week of August 17, we were joined by the full staff for orientation and workshops. That weekend we welcomed 154 students for the official start of the 2015-2016 school year. It has been a pleasure watching our community become reinvigorated with the varied interest and talents of our first year students and the expertise and enthusiasm of our new faculty.

My message to new students was to enable their parents to feel at ease by communicating with them frequently and honestly. I urged new parents to enable their students to be great problem solvers and self-advocates by helping them identify and utilize the resources available to them. To the returning members of our community, I acknowledged the sense of loss of our graduating seniors and the departure of beloved faculty members. I encouraged all to reflect on the qualities and attributes we valued in those individuals and to try, in at least some small part, to contribute similarly to our community in their honor.

Between press releases and other board reports, I know I risk redundancy in describing staff changes in our Academic Program but they are both extensive and important. We have returning full-time staff in different or added capacities, part-time staff who are now full-time, and the addition of many new faces.

Along with her role as Chair of the Humanities Department, Mrs. Jessica Bartlett is serving as Director of Academic Support. She oversees the advisory program, monitors student performance, and works closely with students, parents, faculty, and residential life staff to develop strategies and plans to help students meet their academic goals. Mr. Michael McCartney has joined Mr. Matt Grillo and me teaching the first year seminar class to our sixty-one (61) new students. Our Chief Operating Officer, Mr. Mike Lambert, has teamed together with Dr. Greg

Hamlin to teach AP Physics C. Mr. Andrew Parker is teaching Yearbook. With the full-time hire of Mr. Andrew Sullivan, MSSM has, for the first time, a full-time music instructor. In addition to their regularly scheduled music classes, students have weekly sectional times. Mrs. Sweetser, who has previously served as a long-term English substitute, is sharing her passion and experience teaching U.S. History. I encourage you to visit the MSSM website to learn more about the entirely new faces in the Academic Program. Mrs. Cindy Farley joined us in mid-July as registrar. New full time faculty include: Humanities- Mrs. Cindy Berube, Mr. Jason Desneiges, Mr. Patric Hamilton, Dr. Sarah Ruddy; Mathematics- Mr. Todd Smith and Mrs. Millie Rhodes; Science- Mr. Hendrik Lenferink.

Along with new faces we required new spaces. We transformed the former faculty room into a full time class room and we are utilizing an additional classroom on the second floor. Adjunct faculty share space with full time instructors and we have been holding faculty meetings in one of the classrooms. Faculty has a dedicated space near the office where they can have a private or small group phone conversation. All the classrooms are equipped with video and sound capabilities. Other technology related news is an upgrade to Infinite Campus, our student information system. This upgrade will allow us to automate a process to contact parents, staff, and students via phone or text in emergencies or for general notifications.

Enrollments in fall courses for our one-hundred and fifty three (153) students are presented in a graph include in your board packet. In addition to work assignment and fitness, in which all students participate, we have nine hundred and forty-seven (947) class enrollments in fifty-nine (59) different courses. The State Department of Education is offering online AP courses to students in Maine through the AP-for-all-program. We have two students who will be taking AP World Language classes through this program. Also included is a listing of proposed January Term (J-Term) Courses for 2016 in your Board packet. During J-Term, students will remain on campus for one of our intensive classes; participate in one of our trips, or an internship. The trips include research at The Jackson Laboratory, a return exchange with a school in Japan, or a language and cultural immersion to the Dominican Republic.

Later this month, October 23-24, parents and families will be visiting MSSM for our fall Parent Conferences. On Friday afternoon, there will be sessions for the families of students who will be heading to college next year. Around the dinner hour on Friday, students involved in our music classes will be performing. On both days, the administration will hold an open forum.

MSSM continues to be a place where the rigor of program is balanced by the enthusiasm of our faculty and their genuine concern and interest in the bright and creative students who fill our classrooms.

Matthew Grillo**Dean of Students/Director of Residential Life**

Thank you for reading this Fall 2015 Residential Life Board Report. The 2015-2016 school year is off to a good start. The atmosphere in the dorm is academic in nature and balanced with healthy living habits. Student driven activities (Student Activities Board, clubs, etc.) are blending well with RI offerings. Communication between the students and adults who reside in the dorms is evident and strengthens relationships between them, as it should.

MSSM currently has 4 full time Residential Instructors (3 male and 1 female) and 1 part time Residential Instructor (male). Last year we had 6 full time Residential Instructors (4 males and 2 females) and 1 part time Residential Instructor (male). 3 out of the 4 full time staff are returning. The 1 part time RI is a returning staff member as well. Over the summer we had 3 candidates verbally commit to MSSM, only to withdraw their commitment after contracts had been sent. Staff morale is currently holding, but taking into consideration all aspects of our schedules (activities programming, medical appointments, current vehicle situation, communicating with families, etc.), we are not robust.

As of today MSSM has an open RI position posted externally. By Board Meeting time, there will be a posting for a part-time RI as well. If this position were to be filled, this person would work during the days at the Manor. With the number of staff that ResLife is currently operating with, I predict MSSM's 6000 account to remain balanced throughout the school year. If we were able to find an appropriate candidate for the much needed full time RI position, this may not be the case. I believe an examination of how the number of residential staff MSSM has each year is connected to budgeting and student enrollment is essential. An examination of how other NCSSS schools operate in this regard would likely be useful.

This year I have been given responsibility of MSSM's transportation and food services departments. Within these departments MSSM has contractual relationships with the following outside organizations: RSU 39 (local area bus trips and mall trips), SAD 1 (downstate bus trips for extended weekends), State of Maine Central Fleet (campus sedans, vans, and truck), FLIK (food services), and RSU 39 (food services). I am in contact with all of the aforementioned parties and look forward to continuing the good work Mike Lambert has done before me.

Much of my summer was spent preparing for and organizing MSSM's new dorm room furniture delivery and installation. All students who reside in the main dorm have the following new furniture: twin bed with mattress, desk with chair, double-door wardrobe with bottom drawer, and a bureau. The new twin beds are able to be bunked to save space in the dorm rooms, and we purchased the accompanying safety rails and ladders. The furniture has been received well by the student body. Manor students received the best of the older furniture we had. The new furniture was purchased from Savoy Furniture of Pennsylvania, after going out to bid.

MSSM is operating with a new Director of Health Services this year. Jessica Damboise, a native of northern Maine, has transitioned very well into this position. Her experience as a Public Health Nurse with DHHS and preexisting relationships with many Aroostook County health care agencies has been very useful. The staff and I sincerely thank Louise Hamlin for her two years of service. Louise improved many aspects of MSSM's Health Services Program.

Sarah Stackhouse is MSSM's first Athletics Director. This is also Sarah's fifth year as the Assistant to the Dean of Students. Navigating the MPA and establishing MSSM teams are not small tasks. In the short amount of time Sarah has held this position she has moved the program steadily forward. MSSM has 15 students (plus 11 Limestone students) participating on the cross country team (the first sport that MSSM has ever administered). 23 MSSM students are participating on the LCS administered soccer team.

I will end by sharing my gratitude for the Residential staff. They consistently have between 60-70 hours of contact time with students each week. All of them give time to MSSM in some way on their days off. Supporting them by finding additional staff is one of my top priorities each day.

Debbie Eustis-Grandy, PhD

Faculty – Science Instructor

Twenty years ago, in August, a new educational venture opened its doors – the *Maine School of Science & Mathematics*. Only two faculty members, I and Dave Dougan, are still around to reminisce about the excitement and chaos of that first year. Erich Hunter and Kate DeLutio were here as students on that first day, and Pete Pedersen was a member of the Board. Some things have changed – no more daily two-hour faculty meetings or wondering if there's enough money in the bank to float the next payroll; and some things haven't – we still have great students from throughout Maine who come here and flourish. The start of year twenty has been a bit calmer, but no less exciting. A few highlights:

- We've welcomed 8 new faculty into the community in either permanent or interim positions – 2 in math, 1 in science, and 5 in humanities. In addition, two people who have been with us before, Sarah Bernard (chemistry/physics) and Andrew Sullivan (music), now have full time positions;
- The new humanities faculty are settling in well, with the students expressing much appreciation and excitement over the new courses we've been able to add: French I & II, African American Literature, Creative Writing, International Perspectives, Theater, and expanded opportunities in music, including individual and group lessons. We look forward to continued collaboration and team building as the year progresses. One of our language instructors, Jim Torruellas will be presenting at the NCSSS conference in NYC in November, focused on teaching Spanish at a STEM school. We are also eagerly anticipating the Theatre at Monmouth's presentation of Henry V in October;
- Deb McGann will also be doing a presentation at the NCSSS conference in November entitled *Facilitating Student Internships*;
- Each of our first year faculty have been paired with an advisory of new students. These faculty have been meeting once a week for mentorship/guidance in advising, and we've had positive feedback from the students in regard to their advisory experiences so far;
- Deb Eustis-Grandy is back from her years' sabbatical, enjoying a new group of students, and trying out some 'flipped classroom' techniques. She will be attending the National Association of Biology Teachers annual meeting in Providence, RI, in November;
- All systems are GO for the Spanish department's J-Term to Santo Domingo, Dominican Republic. Jim Torruellas has secured a partnership with the *Pilar Constanzo Polytechnical Institute*, who will be our host school. Anyone interested in more detail should e-mail Jim and he will send you the link to the website;
- MSSM Astronomy continues in high expectations for classroom projects/observations pertaining to the upcoming total lunar eclipse of September 27th/28th, 2015. Students will utilize newly acquired 10 x 50 Orion Ultraview binoculars in laboratory exercises collating data and observations of gas giant planets Uranus and Neptune. The MSSM Astronomy Club has been invigorated by the arrival of first year interest, and ongoing projects in visual and radio telescopes. MSSM Astronomy and MSSM Astronomy Club hope to enhance astrobiologic penetration with scheduled SKYPE discussions of regional/national astronomy/space science research, focusing upon Mars.
- Greg Hamlin will be accompanying students Ben Schade and Justin Hamilton to New Orleans to the Society of Exploration Geophysicist meeting. Attending this meeting was the special award the students received at the Intel International Science and Engineering Fair last spring. They are also having their work published in the October issue of [The Leading Edge](#), the society publication.

5**Student Senate**

TomHenry, President
Student Senate

Greetings! My name is TomHenry Reagan. It is my pleasure to serve as the Student Representative to the Board of Trustees for the 2015-2016 school year. I am extremely honored to have been elected President of the Student Senate by my fellow students, and I hope to represent them well in my position.

As I write this, school has been in session just long enough for students to now be settled in and adjusting to the growth and changes that happen over every summer. In general, we have adapted well to the changes that have occurred, but that is not to say that we are not concerned by them. The increased growth of the school has taken a noticeable toll on the students — to many, it feels like we have just reached that point where not every student knows every other student. For the first time, when we walk around the school, there are always strange faces without names. This is an upsetting change to some, especially seniors who have been around long enough to remember the days when the school had only about one-hundred students, but we all understand that it is a necessary consequence of our continued expansion and growth as a community. Perhaps the most noticeable and jarring changes that students are adapting to is the replacement and addition of faculty members. As mentioned in past reports, all of our returning students are deeply saddened by the departure of some of our most beloved community members, including Dr. Givens, Dr. Sullivan, Mr. Melega, Ms. Wag, Mr. Goletz, Ms. Boulris, Ms. Riley, and Mr. Rossignol. However, we are equally excited to see new faces appearing in the classrooms and in the hallways. It is undoubted that our new faculty will be as wonderful as those that have departed, even though we are still adapting to their presence. Many students are concerned by the fact that there is still an empty RI position in the dormitory and no full time AP Physics professor. Students also express concerns about the changes in course offerings that have taken place as a result of changes in faculty. The student body is largely split over the controversial decision to admit almost thirty freshman students — some believe that accepting so many freshman will punish the students in higher-level classes by shifting faculty attention to lower-level classes, thus violating the mission of the school; others believe that this growth is necessary in order to start the process of expanding our academic program, ultimately benefiting all students. A much more welcome change is the purchase of new dormitory furniture for the so-called “Upper Dorm”, perhaps the greatest quality of which is that any two beds can be bunked, making student living spaces much more comfortable and open. Overall, students are reacting positively to the changes that have taken place, but getting used to them will take some time for everyone.

When the student body goes through changes, so must Student Senate. As President, my most important goal is to get Student Senate back in touch with the average student and make sure that we are representing every voice in our increasingly diverse community. I have restructured our committee-system in an attempt to increase productivity and efficiency within Student Senate. Communications Committee has been disbanded and replaced with a Residential Life Committee

which meets regularly with the Dean of Students and is currently investigating student-organized solutions to common-area cleanliness issues. Our Exploratory Committee now focuses on critically analyzing Student Senate's actions and making sure that we stay on track with our mission statement, as well as using past experiences to advise on current and long-term projects. Our Food and Fun Committee is working on creating laidback and informal Student Senate-sponsored events while continuing with our traditional pancake nights. Our Academic Committee continues to investigate student concerns about academics and academic policies. Our Finances Committee (formerly known as Fundraising Committee) is currently collaborating with Limestone Rotary Club to coordinate fundraising events during the October Parents' Weekend. Spirit Week and Athletics Committee has taken an early start at planning this year's Spirit Week.

One question that we must ask as the student population grows dramatically is: Should Student Senate grow too? Senators are largely divided over the issue — some believe that the senate population should be proportional to the student population; others think it should remain fixed at fifteen, yet others still would rather see the population fixed at a higher number, or made proportional with an upper limit to senate size. It is a debate that we have barely started to get into and that will continue to evolve and develop as the year goes on. As the school continues to grow, Student Senate must constantly re-evaluate itself and make sure that it is representing students to the best of its ability.

The warm afternoon breeze is calling me now as it rushes over the babbling brook just outside my window at Limestone Manor. My classes are done for the day and the geese have come out en masse. It's time to head out and enjoy this beautiful Limestone summer while it lasts. Here's to the beginnings of another wonderful school year!

Barrie Brusila, President

MSSM Parents' Association

A successful summer picnic for new students was held on Saturday July 25 at the Greene School. Jennifer Simmons (a current parent) organized group activities (including a low ropes course) for new students, the student Residential Advisors (RAs), and student mentors. New parents had a long and fruitful discussion with Matt Grillo, Deb McGann, and several “seasoned” parents.

The MSSM PA had a table in the gym at the move-in days, welcoming and connecting with all new and returning parents. Marian Reagan organized the purchase of a banner that was used on these days, and can be used at future events at MSSM or MSSM promotional events.

The MSSM PA Facebook group now has 156 members, and is an active venue for discussions of questions, concerns, and ideas regarding MSSM. Pending adoption of a social media policy for MSSM faculty/staff/admin., the PA has invited all of these people to join our group. This would be a way for them to informally keep in touch with what some parents are talking and thinking about. However, this will not be a venue through which parents communicate with MSSM staff individually.

At the encouragement of the MSSM PA, Matt Grillo is formalizing a Residential Life Advisory Committee. Composed of parents and a few key staff people, this Advisory will be a sounding board for Matt, a source of support and backup for him, and a source of expertise for various projects. He is pleased to have already used this Advisory group’s help for two transportation issues. Re-assessing the recent decision to use GroupRX for student prescriptions is on this Advisory’s agenda.

We are planning for our semi-annual MSSM PA meeting to be held next month during Parents’ Weekend. Following that, we will set up a series of regional parent meetings as we did last year. We are also planning to conduct a survey of parents, asking about their various skills, volunteering, career experience, academic contacts, etc. that may be of use to the school community. Specific projects that parents are working on now include increasing transportation options (a 12-passenger van) and improving MSSM’s band width. Marian Reagan has organized a group of parents to participate in the four MSSM Open Houses to be held by the end of the year.

In sum, I’m pleased to report a noticeable increase in parental involvement and input in the MSSM community.

Section

7

Foundation

Erich Hunter, CEO/President
Foundation

Report not available at time of print.

Section

8 Summer Program

Marie Beckum, Director Summer Program

Camp Growth:

| Year | Boys | Girls | Educators |
|------|------|-------|-----------|
| 2011 | 191 | 136 | n/a |
| 2012 | 204 | 193 | 79 |
| 2013 | 289 | 192 | 91 |
| 2014 | 299 | 249 | 71 |
| 2015 | 316 | 245 | 62 |

Percent Change from 5 years ago:

Boys: +65%

Girls: +80%

Educators: -21%

(Calculated on first year of camp, 2012)

Camp Demographics:

| Boys | Girls | Educators |
|---------------------------------|---------------------------------|---|
| 7% - Day Campers | 4% - Day Campers | 52.5% - Average Percentage of Participants that Do Not Return |
| 11% - Two Week Campers | 12% - Two Week Campers | |
| 8% - Aroostook County Residents | 9% - Aroostook County Residents | |

High-Quality Experience Continues:

Survey results for our kids camps are based on responses collected online from a total of 170 Camp Families. 95% of camp families ranked their overall experience with camp as above average or excellent, and 98% of camp families indicated they would recommend camp to others.

Survey results for our Educators' Camp are based on responses collected online from a total of 35 participants. 100% of Educators' Camp participants ranked their overall experience with camp as above average or excellent, and 98% indicated they would recommend the program to others.

Reaching Students with Financial Need:

| Scholarship | Number | Amount |
|----------------------------|--------|----------|
| Foundation Scholarships | 41 | \$9,945 |
| Financial Aid Scholarships | 166 | \$44,595 |

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

Creating Jobs and Leadership Opportunities in Limestone:

This year the kids and educators' summer camps provided 78 seasonal jobs. We were able to provide leadership opportunities and jobs for 25 MSSM current students and alumni.

Indirect Benefits:

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.

Database and Online Application System:

Our online database and application system, CampMinder, continues to offer us many benefits to running our summer programs efficiently and effectively. These benefits are seen in every aspect of camp from the business/finance side to the healthcare management.

Buses:

This was the second year charging for bus services--\$25.00 each way. Of our 12 travel days, we had 2/3 filled to 90% capacity or higher. The bus fees collected from camp families offset the total cost of hiring the bus through MSAD #1 to go downstate each weekend. More importantly, this service is a big reason we are able to attract so many campers from Southern Maine.

Next steps & goals:

Our girls' camp numbers offer great opportunity to try some new marketing techniques to encourage more girls to attend camp. We aim to increase girls' enrollment by at least 10% for the 2016 season. Our boys' camp numbers are strong, but we need to ensure we maintain those enrollment numbers in 2016. Every year, we continue to find new ways to inspire and build confidence in the STEM fields. This requires actively seeking new and exciting courses, as well as finding unique afternoon/evening activities.

The Educators' Camp saw decline in enrollment again this year. We will be reviewing this program to determine its sustainability and creative ideas for funding and marketing. Discussion has been in the works about potentially making this a biennial program, of shorter duration, or at an alternate location. The current duration of the program (5 full days of classes) offers participants 3.0 CEU's. The requirement for recertification in the State of Maine is the equivalent of 9.0 CEU's over a 5 year time period. Thus, participants attending our program would only need to attend 3 out of the 5 years to gain full recertification and that is barring that they have no other forms of continuing education in those 5 years, which is highly unlikely. Thus, given the current duration, it is probable that educators would only need to attend 2 out of every 5 years to meet the requirement for recertification. With these considerations in mind, my recommendation for Educators' Camp is to further examine the implications of offering the week-long camp biennially, shortening its duration for an annual camp and/or hosting this professional development at other locations throughout the state to encourage more teachers from different geographic areas to attend. As quoted from the Mission of the Educators' Camp, "The ultimate goal of this networking is to bring interconnected STEM curriculum and contemporary and meaningful STEM teaching and learning opportunities to students across Maine." Looking into other viable possibilities for our Educators' Camp will help us to fully embrace this mission statement and maximize the benefit to Maine students.

9 College Counseling

Erica Jortberg College Counseling

Another season of college application has begun as the fifty members of the senior class continue the work that was started in junior seminar last spring. Several students have visited my office with questions pertinent to their individual processes and I expect to see the traffic flow dramatically increase in the coming weeks. I have had an office change which has provided the students direct access to me via the hallway, which I have found to be a positive change thus far. I anticipate that 25-30% of the students will be applying to at least one or two schools via the Early Action or Early Decision deadline of early November. I will begin my letter writing season in the next two weeks, ensuring that each student has a quality comprehensive letter as an MSSM student.

This year, eight students have advanced to the National Merit semi-finalist stage; the largest number per school in the State of Maine

Outreach:

U. Maine Advisory Council: I will continue to serve on the admissions advisory council at The University of Maine, meeting with other counselors from throughout the state. Though this council speaks mainly about admission trends within U. Maine, it is an excellent networking time in which overall admission trends are discussed.

ACT/SAT: MSSM will continue to serve both our students and students from surrounding high schools in our test center. I am expecting my best attended ACT on September 12 and the first SAT of 2015-2016 SAT on October 3. Unfortunately, ACT cut our testing windows significantly this year in an effort to save money. Our SAT center will be available for all administrations except for November. Any students testing in November will be provided transportation to Caribou High School.

College Visitors to MSSM: At this time, I have seven college visits on the calendar and hope to see this number increase in the next two weeks.

College Visits: I plan to attend as many college visits/tours that I am invited to this year to gather information that is beneficial to students. At this point, I have been invited to the Pennsylvania Liberal Arts College Tour, which will provide exposure to six different institutions. I was offered an all-expense paid trip to the University of Texas, however, this was held during parents' weekend; fortunately, a spring trip will be offered as well.

Attached: Matriculation Report for class of 2015

In Board packet: Application Results for class of 2015

(In result column, Unknown = student did not report)

9/2/2015

Maine School of Science & Mathematics

September 2, 2015

College Matriculation

Settings: Start Class Year/Grade: **class of 2015**; End Class Year/Grade: **class of 2015**

Sorting: Students data sorted by **College, Ascending**

| College | College Type | City | State | Country |
|--|-----------------|-----------------|----------|----------------|
| Arizona State University | 4 Yr Public NP | Tempe | AZ | United States |
| Boston College | 4 Yr Private NP | Chestnut Hill | MA | United States |
| Brandeis University | 4 Yr Private NP | Waltham | MA | United States |
| Brown University | 4 Yr Private NP | Providence | RI | United States |
| Brown University | 4 Yr Private NP | Providence | RI | United States |
| Champlain College | 4 Yr Private NP | Burlington | VT | United States |
| Colby College | 4 Yr Private NP | Waterville | ME | United States |
| Colby College | 4 Yr Private NP | Waterville | ME | United States |
| University of Colorado at Boulder | 4 Yr Public NP | Boulder | CO | United States |
| Cornell University | 4 Yr Private NP | Ithaca | NY | United States |
| Drew University | 4 Yr Private NP | Madison | NJ | United States |
| Drexel University | 4 Yr Private NP | Philadelphia | PA | United States |
| Duke University | 4 Yr Private NP | Durham | NC | United States |
| University of Illinois at Urbana-Champaign | 4 Yr Public NP | Urbana | IL | United States |
| International Christian University | 4 Yr Public NP | Tokyo | | Japan |
| University of Maine | 4 Yr Public NP | Orono | ME | United States |
| University of Maine | 4 Yr Public NP | Orono | ME | United States |
| University of Maine | 4 Yr Public NP | Orono | ME | United States |
| University of Maine | 4 Yr Public NP | Orono | ME | United States |
| University of Maine | 4 Yr Public NP | Orono | ME | United States |
| University of Maine | 4 Yr Public NP | Orono | ME | United States |
| University of Maine | 4 Yr Public NP | Orono | ME | United States |
| University of Maine | 4 Yr Public NP | Orono | ME | United States |
| Massachusetts Institute of Technology | 4 Yr Private NP | Cambridge | MA | United States |
| Massachusetts Institute of Technology | 4 Yr Private NP | Cambridge | MA | United States |
| Massachusetts Institute of Technology | 4 Yr Private NP | Cambridge | MA | United States |
| University of Massachusetts, Amherst | 4 Yr Public NP | Amherst | MA | United States |
| McGill University | 4 Yr Public NP | Montreal | PQ | Canada |
| McGill University | 4 Yr Public NP | Montreal | PQ | Canada |
| Moravian College | 4 Yr Private NP | Bethlehem | PA | United States |
| Northwestern University | 4 Yr Private NP | Evanston | IL | United States |
| Pennsylvania State University, University Park | 4 Yr Public NP | University Park | PA | United States |
| Rensselaer Polytechnic Institute | 4 Yr Private NP | Tray | NY | United States |
| Rochester Institute of Technology | 4 Yr Private NP | Rochester | NY | United States |
| University of Southern Maine | 4 Yr Public NP | Gortiam | ME | United States |
| University of St. Andrews | 4 Yr Public NP | | Scotland | United Kingdom |
| Stony Brook University | 4 Yr Public NP | Stony Brook | NY | United States |
| Suffolk University | 4 Yr Private NP | Boston | MA | United States |
| Tufts University | 4 Yr Private NP | Medford | MA | United States |
| Union College | 4 Yr Private NP | Schenectady | NY | United States |
| United States Air Force Academy | 4 Yr Public NP | USAF Academy | CO | United States |
| Wellesley College | 4 Yr Private NP | Wellesley | MA | United States |
| Wells College | 4 Yr Private NP | Aurora | NY | United States |
| Worcester Polytechnic Institute | 4 Yr Private NP | Worcester | MA | United States |

Michael G. Lambert

Chief Operating Officer

1. Human Resources

We wish to welcome to the MSSM family the following:

| | |
|-----------------------------|-------------------------------|
| Ms. Marie Beckum | Summer Programs |
| Dr. Sarah Bernard | Chemistry & Physics |
| Ms. Cynthia A. Berube | English |
| Ms. Jessica Damboise, R.N. | Director of Health Services |
| Mr. Jason Desneiges | French |
| Ms. Cindy Farley | Registrar |
| Mr. Patric Hamilton | English |
| Mr. Rick Larrabee | Residential Life |
| Mr. Hendrik Lenferink | Physical Science & Geophysics |
| Ms. Millie Rhodes | Mathematics |
| Dr. Sarah Ruddy | English |
| Ms. Heidi St. Peter | Bookkeeper |
| Mr. Todd Smith | Mathematics |
| Ms. Pamela J. Snow Sweetser | US History |
| Mr. Andrew Sullivan | Music |

We also have some existing staff members who are assuming new roles:

Larry Berz will assist with the Residential Life program and continue as our Astronomy Instructor.

Danielle Deschaine has transitioned from the Admissions Office and now serves as the executive assistant to MSSM Executive Director Luke Shorty and to the President and CEO of the MSSM Foundation. .

Matt Grillo assumes the responsibility for the Food Service and Transportation functions, which had been in Operations before, in addition to his current duties as Dean of Residence Life.

Mike Lambert will be teaching AP Physics and Engineering in addition to his duties as COO and Treasurer to the Board of Trustees.

Deborah McGann, now serves as the Dean of Faculty. In that capacity, she oversees all aspects of the school's academic program and is responsible for creating a safe and conducive learning environment for all MSSM students.

Sarah Stackhouse will assume the additional duty of Athletic Director, in addition to her continuing role as administrative assistant to residential life and student advisor.

Nadia Thompson was named the school's receptionist and administrative assistant to the Summer Camp Director. She will also serve the Board's Governance Committee as administrative assistant.

We also wish to welcome Dr. Eustis-Grandy now that she's returned from her sabbatical.

2. Facilities

The facilities staff led by Larry Adams delivered on the Herculean task of preparing the dorms after summer camp. The usual cleaning was in addition to the fact that all the furniture in dorm was replaced with new furniture. Each room received new beds, dressers, wardrobes, desks and chairs. We also owe a debt of gratitude to the LCS staff for getting B wing in the Academic building ready for school after summer camp.

This was followed by a lot of work to the Trafton housing which was prepared for new staff to move during the summer.

An addition was also made to our maintenance fleet. A new tractor was purchased with a front end loader and rear mount snow blower. We have been removing snow by hand and our plow truck which is not able to access many places other than the parking lot because of its size. The tractor will allow us the ability to open doorways and walkways quicker during the “snow events” the Farmer’s Almanac is predicting this winter.

The greenhouse’s construction is proceeding and is now “out of the ground”.

3. Information Technology

Our IT guys have had an extraordinarily busy summer as well. After the end of school last year they started to install the wiring and equipment (phones and computer) for all the relocations or personnel which occurred over the summer. In addition they purchased and configured new laptops for all of our new staff members. They have also been very involved with setting up off-site communications for students wanting to take an MSSM course while at their “sending school.”

Move-in day activities including the setting-up of internet access and registering new devices for all the new students as well as some returning students and photographing all students for Infinite Campus.

Attached are a number of reports you requested on IT resource use.

The first report labeled MSSM WAN shows the internet traffic on a daily, weekly, monthly, and yearly basis. We currently purchase 100 million bits/sec. of capacity from Time Warner Cable (TWC). A byte = 8 bits so this converts to about 12.5 million bytes per second shown on the graph.

Attached to those graphs, we have a table which shows the top ten users of bandwidth on the 24-hour period ending at about 11:00 am on 9/11/2015. [Note the numbering scheme for the IP addresses 192.168.2.xxx are IT appliances and 192.168.3.xxx are students].

The second packet shows what was being accessed on YouTube alone. You can see the IP addresses of the sites as well as the domain names. It is important that the number of hits and bandwidth are used together to judge the resource utilization; e.g. some hits use a lot of bandwidth while others use a little bandwidth. Of note, on 8/18 student and gamers had 74,476 hits with a 65 GB bandwidth but on the first day of school, it jumped to 1.9 million hits with 282 GB of bandwidth. By September 1st, it was 4.1 million hits 514.2 GB of bandwidth.

The third packet of data is labeled “Student 8/1/15 to 8/31/15” and “Students 9/1/15 to 9/11/15”. These show the number of hits for August and the first 10 ½ days of September as well as the bandwidth consumption. For the September dates, we had 4,280,000 hits with a bandwidth of 1.8 TB (or 1500 GB).

4. Finance

It would appear that we had a fiscally successful year during the 2015 school year. The unaudited year-end numbers are promising. The audit is scheduled for mid-October with our CPAs with the final audit report scheduled for the Board review at the December meeting.

The start of the new year has gone very well. We have given out about 90% of our budgeted financial aid so far. (We like to keep a small reserve in case some circumstances change during the year.)

We are in the process of completing the lease for the tractor and the dorm furniture. The final leases have to wait the final invoicing for all the purchases before the amortization schedules can be finalized. We will actually (slightly) underspend the amounts approved by the Board. Gorham Leasing (part of Gorham Savings Bank) will be providing the financial services. The first Lease payments are scheduled for December.

We continue to make progress on a compensation model. More work is obviously needed before we roll out the model. The hope, at this point, is that the model is accepted in time for us to properly budget the cost in the 2017 school year.

Luke C. Shorty
Executive Director

I am pleased to report that things have been going very smoothly this year as we have transitioned our academic leadership model and style. The change, at its core, has established a more democratic empowering model with more opportunities for faculty to step into leadership roles and professionally develop themselves as educational leaders. Deb McGann has done a phenomenal job leading the way on how this model will work and has contributed much to the smooth start of the year.

Marie Beckum has smoothly transitioned into the role of Summer Programs Director and is on target for ramping up into the next summer season. Matt and his staff have done a phenomenal job in working a schedule that helps address the challenge of staffing (due to a very small pool of applicants for the RI positions) with an increased number of students in both the dormitories.

I have also restructured the Administrative Teams in the hopes of connecting the work of the Administration to the work of the Board Committees. A team has been created that includes the Dean of Enrollment Management, the Foundation President/CEO, the College Counselor, and the Summer Programs Director. Through their collaboration and hard work they will be able to guide and support the advancement committee in its mission. A second team consists of the Dean of Faculty and the Dean of Students/Director of Residential Life and they work closely to ensure that MSSM's academic and residential program dove-tail nicely together and work in synergy. Through this effort they will continue to help the Program Committee of the board achieve their mission.

Please find included in your packets an organizational chart from last year to this year that helps explain the leadership restructuring and some of the changes that have occurred between 2014-15 and 2015-16. Some clear changes are the switch from an Academic Dean to a Dean of Faculty; we have added a Director of Academic Support (another faculty held position) that works closely with students and faculty on student success in conjunction with our Academic Support Coordinator. We have shifted College Counselor and Summer Programs Director to reporting directly to the Executive Director this year. We have also shuffled and reassigned some of the administrative assistant work. Finally we have added an Athletics Director position and coaches to adjust to the fact that Limestone Community School no longer offers Cross Country and Track & Field.

With these new positions and new restructuring I have been working very close with the Dean of Student and the Dean of Faculty to update and finalize the performance evaluation/job descriptions of each position that reports to them. I will be finalizing these important documents with the remainder of the folks who report directly to me this coming semester. I want to take a moment to thank Jason Judd and Kate deLutio for working closely with me and the Executive Committee on finalizing my very own performance evaluation document, which you will see included in your board packets as well.

Some important work that I see lying before the board this year is to dialogue and help plan out what the school will look like in four to five years. The second dormitory has allowed us to grow to our current size, expand our academic programming, and helped secure our increase in state funding. It is imperative that we start thinking now about what we would like to do at the end of that timeline. Would the board like to build another facility, if so, what size? Would they like to go back to utilizing one dormitory? If so, what should we do with the up-tic in demand that we have been enjoying?

Many of the important milestones laid down by last year's Growth Committee are in the process of being addressed by members of the administrative team and this should help the board with their growth discussions.

To help frame these discussions, I have included a timeline and Admission Plan for the next five years that include the second dormitory. It takes a two-step process to reaching capacity and building a wait list which will help show demand if we wish to continue our growth. This chart is broken up by grade level and shows a stable admissions process, many thanks to Alan Whittemore for getting us on this path.

Another document I have included to help facilitate the discussion is an Attrition Chart that demonstrates (from MSSM's inception) the starting and ending enrollment numbers and charts the percentage of attrition (both academic and non) along with which individuals were in each role during that those years.

Thank you very much for your time and service to MSSM as a Trustee and I would be happy to answer any and all questions that you may have on these documents during the Board Meeting.