
Great River School



Minnesota School District #4105 Strategic Plan 2006-2012

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INTRODUCTION

If education is always to be conceived along the same antiquated lines of a mere transmission of knowledge, there is little to be hoped from it in the bettering of man's future. For what is the use of transmitting knowledge if the individual's total development lags behind?

- Maria Montessori

The corollary is what is the use of creating an innovative school, if the school lags behind and can not deliver on its promise? The purpose of this document is to very deliberately plan this school's future. It is our honor to introduce the strategic planning document that is enclosed in the following pages.

This plan is the culmination of 18 months of work. The process began last year with an incredible grassroots effort to identify the goals of the school, staff, board, committees, and community. In the past few months, the board, the school, Dr. Drevlow, the staff, and in particular the 2006-7 Faculty Advisory Committee, has spent countless hours thinking, discussing and debating the future of the school.

We have looked closely at our strengths as well as our vulnerabilities and we have learned from our experiences. As a result, over the next three to five years we will be focusing our efforts on attracting and retaining highly motivated students and staff. In addition a special board committee will begin the process of identifying the ideal site for the school.

The plan also recognizes that if we are to continue to provide innovative and quality education, we must ensure the financial well being of this unique school. This school must be the public school of choice for high achieving students, so it can continue to provide a high quality public education for all students.

We do not need to be able to predict the future to ensure Great River's success. The end we seek is the effective pursuit of Great River's mission. This document ensures that Great River knows where it is going and how it will get there. The plan enables Great River's present and future leaders to make sure the road Great River travels will lead to the goal.

This plan is firmly rooted in our community's values and in our commitment to stay at the forefront of Montessori and public education. This is truly an exciting time and we look forward to sharing it with the Great River Community.

Very truly yours,

Kelly R. Rodieck
President Board of Directors
Great River School

Dr. Aaron Drevlow
Director
Great River School

GREAT RIVER PROFILE AND HISTORY

Great River School began as a concept within the American Montessori community as the continuation of Montessori for the older adolescent. This idea germinated, and Dr. Lawrence Schaffer, founder of Lake Country School located in Minneapolis Minnesota, moved the vision to reality. The goal was to provide a Montessori secondary education within an urban public school. Thus, the duality of the equation;

- **Expanding the Montessori philosophy for the older adolescent and,**
- **Creating an urban public Montessori Junior and Senior high school.**

In 2004, Great River School opened its doors to 85 students, and has since grown to 180 students. Currently there are only 5 other known secondary Montessori models in the United States. There are two others in North America located in Toronto Canada, as well as Cuernavaca Mexico.

Currently Great River School serves students from around the St. Paul, Minneapolis area. The school is located at 1326 Energy Park Drive in St. Paul Minnesota. The campus consists of approximately one acre of land, and a two-story building which houses our diverse educational offerings. Programmatically, Great River School offers an exceptional Junior High environment based off of the Lake Country School model, while the Senior High is pioneering the accepted* application of Montessori within an International Baccalaureate Diploma Program format. Both the Junior and Senior high programs are on the vanguard of Montessori education.

In Great River School's short history, many challenges have been met and conquered to the credit of its dedicated staff, board, students and community. Great River School is on the cutting edge of Montessori in North America, and poised as the school of choice for highly motivated students.

**Accepted by the North American Montessori Teachers Association*

MISSION

Great River School is a Montessori community that prepares the whole student for a life of scholarship, service and success.

VISION

Great River School is a place where college bound students are excited and inspired to learn. Great River School encourages students to ask complex questions and seek new and difficult challenges. Great River School combines academic and social experiences in a culture of civility and trust through peaceful practices. Great River School is a place where students feel safe to express and challenge themselves. Every student at Great River School is a valued member of the community, learning through cross-country travel, experiential learning, teamwork, drama, the arts, and micro-economic ventures while helping students set individual academic goals.

CORE VALUES

Great River School believes in the following:

- Montessori Education
- Community, Interdependence, and Sustainability
- Civility, Grace, and Courtesy
- Diversity
- Growth through Challenge

GOAL

Great River School is the public school of choice for highly motivated students.

Education should no longer be mostly imparting of knowledge, but must take a new path, seeking the release of human potentialities.

-Maria Montessori

STRATEGIC PLAN

To release Great River School's potential and to enable Great River to become the public school of choice for highly motivated students, the school recognizes that it must:

- Stay true to its Montessori foundation;
- Provide an exceptional education that attracts and retains students;
- Grow slowly to achieve stability;
- Provide for more physical space;
- Attract and retain exceptional teachers; and
- Continue to be a financially sound nonprofit corporation.

The founders of Great River School envisioned a place where Montessori education is offered in a public school setting. Montessori prepares students for life and higher learning while exploring education through "hands-on" experiences. Great River School's conceptual structure and design is anchored in nearly 100 years of Montessori practice. Great River School must stay true to its Montessori foundation.

Great River recognizes it must provide an exceptional education that attracts and retains students. Program enhancements including authentic educational trips, International Baccalaureate, college preparation, and portfolio assessment in addition to other contemplated academic program enhancements will enable Great River attract and retain highly motivated students.

Great River has grown from 77 students to 179 students in the space of three school years. Great River acknowledges the challenges that growth creates and resolves to grow from a position of strength. Great River envisions growing to 210 students by 2008-2009 and holding at that number until Great River can methodically and comprehensively plan for additional growth.

In order for Great River to achieve the founders' Montessori vision and be a school that attracts and retains students, Great River must offer theater, athletics, and micro economic ventures. The school's current building and grounds cannot accommodate the school's physical space needs. Great River will establish a special school board task force that will be charged with creating the Great River Foundation. In addition to raising money to benefit the school, the Foundation's mission will be to find the ideal future home for the school by the spring of 2009. The new school building and campus will welcome students in the fall of 2010.

Great River cannot succeed without exceptional teachers. Great River has been fortunate to have a dedicated staff that has created an existing community that is focused and excited to learn. The staff's hard work and perseverance has enabled the school to stabilize and plan for its future. Great River School recognizes that it needs to offer employee benefits that are comparable to other schools of similar size and a healthy fund balance to support, retain and attract exceptional teachers.

Our challenge, as always, is to finance the school's aspirations in a thorough, orderly and comprehensive manner weighing options and tradeoffs. The school must adhere to the sound financial policies, which the school board has established. It is only through the creation of a strong and healthy fund balance that the school can successfully achieve its goals.

The strategies and plans for achieving Great River's goals are contained within these pages. These strategies and plans are simply a blueprint for orderly change. We recognize that the blueprint must be flexible to meet the school's future needs.

STRATEGIC PLAN BOARD APPROVAL

Resolution 07011804
Strategic Plan Approval

Strategic Planning is a dynamic process that continues after the plan has been developed. Goals and strategies for implementing the plan are included as part of this planning document.

The Great River School Board approves the mission, vision, goal, and general strategic plan outlined on pages three and four of the Strategic plan.

The School Director is responsible for implementing the academic and school program parts of the strategic plan with oversight by the Great River School Board.

The Board Committees and School Committees are responsible for implementing their specific portion of the strategic plan with oversight by the Great River School Board.

To implement the plan, the Great River School Board establishes and re-establishes, the following committees and task forces:

Board Committees:

The **Strategic Planning Committee** chaired by the School Board President and the School Director, monitors the school's progress in achieving the Strategic Plan goal. All GRS stakeholders are welcome to participate. The committee reports to the Board quarterly on Strategic planning progress.

The **Finance Committee**, chaired by the School Board Treasurer and with the assistance of the School Director, develops and recommends the annual budget for each year; monitors financial operations and provides regular reports to the Board regarding income/expenses/current financial health; implements and periodically reviews financial controls; and provides financial information to other Board committees, as needed.

Fundraising and Development Committee also known as the Board's External Funding Committee is co chaired by the school's Development Director and a Board Member. The committee is responsible for establishing, implementing, and assessing fundraising goals and strategies for the school. It coordinates the grant writing and fundraising drives and coordinates and supports all the school's development efforts.

Board Foundation Task Force: Comprised of members appointed by the board, this special task force shall form a nonprofit foundation for the benefit of Great River School. This task force shall comply with the near, mid and long terms goals identified in the implementation part of this plan.

School Committees:

The **Buildings and Grounds Committee** is responsible for developing the long-term plan for the school's building and grounds. The committee reviews requirements for code and safety standard compliance, and evaluates, prioritizes, and coordinates maintenance work, ongoing construction, building improvements, and garden planning.

The **School Support Committee** is responsible for facilitating monthly community meetings and is responsible for building and maintaining strong relationships within the urban, charter school and Montessori communities, with elected officials and regulatory agencies. This committee also provides input to the enrollment coordinator in promoting the school to prospective students.

School Transportation Task Force: Comprised of members appointed by the School Director, this special task force shall comply with the near term goal identified in the implementation section of this plan.

Offered by Michael Flood
Seconded by Jim Groess

Adopted this 18th day of January 2007 by unanimous GRS Board vote.

NEAR TERM 2006-2008 SUMMARY GOALS

| Deadline | Program | Finance | Building | Fundraising | School Support | Staff Sustainability |
|--|---|---|--|---|---|---|
| <p style="text-align: center;">Near Term</p> <p>FY 2006-2007 FY 2007-2008</p> | <p>JUNIOR HIGH -06-07 Odyssey = 8 days -07-08 Odyssey = 10 days -Urban Garden/Kitchen</p> <p>SENIOR HIGH -07 PSEO First Group -06-07 IB Implementation -07-08 IB Authorization -06-07 Trip Exp. 8 days -07-08 Trip Exp. 8 days -07-08 100% of IB staff trained through level 1.</p> <p>BOTH JUNIOR/SENIOR -06-08 Prepared environments established. -06-07 Micro Econ. Established. -06-07 Music Full Time -06-07 Art Full Time -06-07 Additional Math -06-07 3 staff to complete NAMTA Summer Orientation Training -07-08 Counselor Full Time -07-08 Additional English Teacher -07-08 Athletics expanded by one additional sport -07-08 90% Staff through NAMTA Montessori Orientation -07-08 One staff member to begin Elementary Montessori Training -07-08 Begin staging for instrumental music program -Structure of Grade Levels: 06-07 = 7/8, 9/10/11/12 07-08 = 7/8, 9/10/11/12 -06-07 Together with Special School Board Committee determine a Transportation plan (bus/vans?) -07-08 Transportation Plan Implemented. -07-08 Staff to give Special School Board Committee designs for new building.</p> | <p>-FY 06-07 = 7% fund balance</p> <p>-FY 06-07 out of Statutory Operating Debt.</p> <p>-FY 06-07 Ensure that finance policy is in place to achieve Minnesota Department of Education School Finance Award</p> <p>-FY 07-08 = 12% fund balance</p> <p>-FY 07-08 Achieve Minnesota Department of Education School Finance Award</p> <p>-FY 06-07 Learn how to operate w/o federal grant.</p> <p>-06-07 Budget based off of 170 students with 170 students in building.</p> <p>-Conservative spending to enable growth of fund balance.</p> <p>-Conservative budgeting process to build in fund balance growth.</p> <p><i>*Please note that the Finance Committee will need to evaluate the fund balance goals annually per the direction of the strategic plan</i></p> | <p>-06-07 Kitchen finished by January 1.</p> <p>06-07 Computer Lab finished.</p> <p>-06-07 Chemistry Lab finished by September.</p> <p>-06-07 Development of urban garden and greenhouse. Greenhouse installed by June 30th.</p> <p>-06-07 Parking lot traffic flow addressed by February 1.</p> <p>-06-07 Walls and construction in AA space. High School Moved.</p> <p>-July 07 New classroom spaces completed in 1st floor JRH commons area with permanent walls.</p> <p>-07-08 Urban garden and greenhouse finished with fence and raised bed gardens.</p> | <p>-06-07 Fundraising Goal of 92k</p> <p>-07-08 Fundraising Goal of 110k</p> <p>-05-07 Establish fundraising "Traditions"</p> <p>-07-08 Successful second annual of the Great Extravaganza.</p> | <p>-07-08 Monthly meetings as input for parents.</p> <p>-07-08 External Communication Focus (Marketing, Gov. Relations, Open House support)</p> | <p>-06-07 School to add a flex benefit plan to existing staff insurance.</p> <p>-06-07 School to investigate increased employee health coverage as well as dental.</p> <p>-07-08 Implement health care and dental plan as investigated during the 06-07 year.</p> |

MID TERM 2008-2010 SUMMARY GOALS

| Deadline | Program | Finance | Building | Fundraising | School Support | Staff Sustainability |
|--|---|--|--|---|---------------------------|---|
| <p>Mid Term</p> <p>FY 2008-2009</p> <p>FY 2009-2010</p> | <p>JUNIOR HIGH -08-09 Odyssey = 11 days -09-10 Odyssey = 12 days -3 year cycle -Music lessons on site -Cont. Dev. of Urban Garden -Cont. Dev. of Bike Shop</p> <p>SENIOR HIGH -08-09 Trip = 11 days -09-10 Trip = 12 days -08-09 First Year of IB -09-10 First IB Graduates -09-10 IB analysis and results -Cont. Dev. of Bio D. Micro E. -Cont. Dev. of other Micro Es.</p> <p>BOTH JUNIOR/SENIOR -08-09 Additional Language</p> <p>-08-09 Addition of instrumental music program</p> <p>-08-09 Addition of full time Science and Social Studies Teacher, part time Instrumental and Language Teacher.</p> <p>-Structure of Grade Levels: 08-09 = 7/8, 9/10, 11/12 09-10 = 7/8, 9/10, 11/12 -08-10</p> <p>- Structure of grade levels is assessed and a proposed move to 7/8/9, 10/11/12 is implemented for the 10-11 school year.</p> <p>-Staff still involved in design of new building.</p> | <p>-FY 08-09 = 15% fund balance</p> <p>-FY 08-09 Achieve Minnesota Department of Education School Finance Award</p> <p>-08-09 To investigate Employee Retirement Matching Programs</p> <p>-FY 09-10 = 17% fund balance.</p> <p>-FY 09-10 Achieve Minnesota Department of Education School Finance Award</p> <p>-08-10 Finance Committee to develop a fund balance policy to address the long term goal of excess 20% fund balance status for school/employees.</p> <p><i>*Please note that the Finance Committee will need to evaluate the fund balance goals annually per the direction of the strategic plan</i></p> | <p>-Continue to support the school's the physical space needs and coordinate with special board task force for the new building needs.</p> | <p>-08-09 Fundraising Goal of 115k</p> <p>-09-10 Fundraising Goal of 120k</p> <p>-08-10 Foundation/ Capital Campaign in full progress.</p> <p>- Expand the annual fund mailing list</p> | <p>-Same as Near Term</p> | <p>-08-09 Employee Dental plan in place if not from prior years.</p> <p>-08-09 Development of 20% fund balance policy for supporting staff compensation or bonus program.</p> <p>-08-09 Continue to increase staff medical and dental coverage.</p> <p>-08-09 Employee Retirement Matching Program is investigated by the Finance Committee.</p> <p>-09-10 Continue to increase staff medical and dental coverage.</p> <p>-09-10 Employee Retirement Matching Program is implemented if possible.</p> |

LONG TERM 2010-2012 SUMMARY GOALS

| Deadline | Program | Finance | Building | Fundraising | School Support | Staff Sustainability |
|---|--|--|--|---|--------------------------|---|
| <p align="center">Long Term FY 2010-2012</p> | <p>JUNIOR HIGH - Odyssey = 12 days -Cont. Dev. of Urban Garden with rev. stream from outside of GRS community -Cont. Dev. of Bike Shop with rev. stream outside of GRS Community</p> <p>SENIOR HIGH -National/international trips -Senior high trips = 12 days -Implement IB analysis -Cont. Dev. of Bio D. Micro E. with rev. stream outside of GRS community + development of off site staging area. -Cont. Dev. of other Micro E.</p> <p>BOTH JUNIOR/SENIOR -Micro economies truly thriving -Integrated cross curricular – -Curriculum within a 3 year looping framework for both JRH and SRH -Theater program and facility on site -Grade Level Structure: 10-11 = 7/8/9, 10/11/12 11-12 = 7/8/9, 10/11/12</p> | <p>-FY 10-11 = 20% fund balance</p> <p>-FY 10-11 Achieve Minnesota Department of Education School Finance Award</p> <p>-FY 11-12 = 20% fund balance</p> <p>-FY 11-12 Achieve Minnesota Department of Education School Finance Award</p> <p>-At a 20% fund balance, the school will hold constant. Excess monies will be spent in the following ways (<u>this is dependant on the fund balance policy as set in 08-10</u>):</p> <p>50% will go to employees through upgrades in health insurance as well as end of the year bonus pay.</p> <p>The remaining 50% will be used to maintain the 20% fund balance, as well as support the programmatic efforts of the school.</p> <p><i>*Please note that the Finance Committee will need to evaluate the fund balance goals annually per the direction of the strategic plan</i></p> | <p>-Continue to support the school's the physical space needs and coordinate with special board task force for the new building needs.</p> | <p>-10-11 Fundraising Goal of 125k</p> <p>-11-12 Fundraising Goal of 130k</p> | <p>-Same as mid term</p> | <p>-10-11 Employee Retirement Matching Program is implemented if not already done.</p> <p>-10-12 At the 20% fund balance goal, implementation of fund balance policy. See finance Long Term goals for further description of concept.</p> <p>11-12 Goal of having universal full coverage for both Medical and Dental for qualifying staff and family members.</p> <p>-10-12 Goal of implementing staff bonus system as defined in fund balance policy.</p> |

BOARD TASK FORCE INTERFACE

Board Task Force: Foundation

| | |
|--|--|
| | |
| Near Term FY 2006-2007 FY 2007-2008 | June 07 begin to work with Director, GRS Staff, and all other School Board Committees in planning new building, partnership development, location search, financial considerations, formation of a 501c3 Corporation and other activities. |
| Mid Term FY 2008-2009 FY 2009-2010 | -08-09 Continue to work with Director, GRS Staff, and all other School Board Committees in deciding on specifics regarding new building or location. Decision to be made on location, financing, design and format of the new site. -09-10 Continue to work with the Director, GRS Staff and all other School Board Committees on the start of construction or remodeling of new site. Ground breaking to take place by December of 2010. |
| Long Term FY 2010-2011 | -2010 New building or site to open on time Fall of 2010. |

Board Task Force: Transportation:

| | |
|--|--|
| | |
| Near Term FY 2006-2007 FY 2007-2008 | -06-07 Development of a transportation plan in conjunction with Director, GRS Staff, and all other School Board Committees for the purpose of assessing transportation needs and viability. -07-08 Begin implementation of the transportation plan as developed during the 06-07 school year. |

STAFFING

| | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 | 2010-2011 | 2011-2012 |
|----------------------|--|--|---|---|---|---|
| Staffing | <p>2 English Teachers 3 Math Teachers 2 Social Teachers 2 Science Teachers 2.2 Spec. Ed. Teach. 1 Art Teacher 1 Music Teacher 1 Language Teacher 3 EA Support 1 Office Manager 1 Dean of Students 1 Director 1 Enrollment/Fund.</p> <p>All Staff = 21.2 Teaching Staff = 11 Tot. Students = 180 Avg. t/s ratio = 16.3</p> | <p>3 English Teachers 3 Math Teachers 2 Social Teachers 2 Science Teachers 2.2 Special Ed. 1 Art Teacher 1 Music Teacher 1 Language Teacher 3 EA Support 1 Office Manager 1 Dean of Students 1 Director 1 Counselor 1 Enrollment/Fund.</p> <p>All Staff = 23.2 Teaching Staff = 12 Tot. Students = 191 Avg. t/s ratio = 15.9</p> | <p>3 English Teachers 3 Math Teachers 3 Social Teachers 3 Science Teachers 2.2 Special Ed. 1 Art Teacher 1.2 Lang. Teacher 1.2 Music Teacher 3 EA Support 1 Office Manager 1 Dean of Students 1 Director 1 Counselor 1 Enrollment/Fund.</p> <p>All Staff = 25.6 Teaching Staff=15.4 Tot. Students = 211 Avg. t/s/w ratio =13.7</p> | <p>3 English Teachers 3 Math Teachers 3 Social Teachers 3 Science Teachers 2.2 Special Ed. 1 Art Teacher 1.2 Music Teacher 1.2 Lang Teacher 3 EA Support 1 Office Manager 1 Dean of Students 1 Director 1 Counselor 1 Enrollment/Fund.</p> <p>All Staff = 25.6 Teaching Staff=15.4 Tot. Students = 212 Avg. t/s/w ratio =13.7</p> | <p>3 English Teachers 3 Math Teachers 3 Social Teachers 3 Science Teachers 2.2 Special Ed. 1 Art Teacher 1.2 Music Teacher 1.2 Language Teac 3 EA Support 1 Office Manager 1 Dean/Counselor 1 Director 1 Enrollment/Fund.</p> <p>All Staff = 24.6 Teaching Staff=15.4 Tot. Students = 212 Avg. t/s/w ratio =13.7</p> | <p>3 English Teachers 3 Math Teachers 3 Social Teachers 3 Science Teachers 2.2 Special Ed. 1 Art Teacher 1.2 Music Teacher 1.2 Lang Teacher 3 EA Support 1 Office Manager 1 Dean/Counselor 1 Director 1 Enrollment/Fund.</p> <p>All Staff = 24.6 Teaching Staff=15.4 Tot. Students = 212 Avg. t/s/w ratio =13.7</p> |
| Configuration | <p>7th / 8th Grade 1 Social 1 English 1 Science 1.5 Math 1 Special Ed Teacher 2 EA</p> <p>9th/10th/11th/12th 1 Social 1.4 English 1.5 Math 1 Science 1.2 Spec. Ed. .8 EA</p> <p>Elective Teachers 1 Art 1 Music 1 Language</p> <p>Administration .8 Director 1 Office Manager 1 Dean of Students 1 Enrollment/Fund</p> | <p>7th / 8th Grade 1 Social 1.5 English 1 Science 1.5 Math 1 Special Ed Teacher 2 EA</p> <p>9th/10th/11th/12th 1 Social 1.5 English 1.5 Math 1 Science 1.2 Spec. Ed. 1 EA</p> <p>Elective Teachers 1 Art 1 Music 1 Language</p> <p>Administration 1 Director 1 Counselor 1 Office Manager 1 Dean of Students 1 Enrollment/Fund</p> | <p>7th / 8th Grade 1 English 1 Math 1 Social 1 Science</p> <p>9th / 10th 1 English 1 Math 1 Social 1 Science</p> <p>11th / 12th 1 English 1 Math 1 Social 1 Science</p> <p>Special Education 2.2 Spe. Ed Teachers 3 EA Support</p> <p>Elective Teachers 1 Art 1 Music 1.2 Music 1.2 Language</p> <p>Administration 1 Director 1 Counselor 1 Office Manager 1 Dean of Students 1 Enrollment/Fund</p> | <p>7th / 8th Grade 1 English 1 Math 1 Social 1 Science</p> <p>9th / 10th 1 English 1 Math 1 Social 1 Science</p> <p>11th / 12th 1 English 1 Math 1 Social 1 Science</p> <p>Special Education 2.2 Spe. Ed Teachers 3 EA Support</p> <p>Elective Teachers 1 Art 1.2 Music 1.2 Language</p> <p>Administration 1 Director 1 Counselor 1 Office Manager 1 Dean of Students 1 Enrollment/Fund</p> | <p><i>7th / 8th / 9th</i> 1.5 English 1.5 Math 1.5 Social 1.5 Science</p> <p><i>10th / 11th / 12th</i> 1.5 English 1.5 Math 1.5 Social 1.5 Science</p> <p>Special Education 2.2 Spe. Ed Teachers 3 EA Support</p> <p>Elective Teachers 1 Art 1.2 Music 1.2 Language</p> <p>Administration 1 Director 1 Office Manager 1 Dean/Counselor 1 Enrollment/Fund</p> | <p><i>7th / 8th / 9th</i> 1.5 English 1.5 Math 1.5 Social 1.5 Science</p> <p><i>10th / 11th / 12th</i> 1.5 English 1.5 Math 1.5 Social 1.5 Science</p> <p>Special Education 2.2 Spe. Ed Teachers 3 EA Support</p> <p>Elective Teachers 1 Art 1.2 Music 1.2 Language</p> <p>Administration 1 Director 1 Office Manager 1 Dean/Counselor 1 Enrollment/Fund</p> |

ACCOUNTABILITY MEASURES

Stanford Achievement Testing 10 (SAT 10) Accountability

| | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 | 2010-2011 | 2011-2012 |
|---------------|---|---|---|---|---|---|
| SAT 10 | Regular education students who have attended GRS for three consecutive years will be at the 70 th National Percentile in 90% of all categories | Regular education students who have attended GRS for three consecutive years will be at the 72 nd National Percentile in 90% of all categories | Regular education students who have attended GRS for three consecutive years will be at the 72 nd National Percentile in 90% of all categories | Regular education students who have attended GRS for three consecutive years will be at the 72 nd National Percentile in 90% of all categories | Regular education students who have attended GRS for three consecutive years will be at the 72 nd National Percentile in 90% of all categories | Regular education students who have attended GRS for three consecutive years will be at the 72 nd National Percentile in 90% of all categories |

Minnesota Comprehensive Assessments (MCA) Accountability

| | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 | 2010-2011 | 2011-2012 |
|------------|---|---|---|---|---|---|
| MCA | 100% of regular education students will pass all MCA tests prior to graduation. | 100% of regular education students will pass all MCA tests prior to graduation. | 100% of regular education students will pass all MCA tests prior to graduation. | 100% of regular education students will pass all MCA tests prior to graduation. | 100% of regular education students will pass all MCA tests prior to graduation. | 100% of regular education students will pass all MCA tests prior to graduation. |

No Child Left Behind (NCLB) Accountability

| | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 | 2010-2011 | 2011-2012 |
|-------------|---|---|---|---|---|---|
| NCLB | GRS will attain Adequate Yearly Progress in all NCLB applicable categories. | GRS will attain Adequate Yearly Progress in all NCLB applicable categories. | GRS will attain Adequate Yearly Progress in all NCLB applicable categories. | GRS will attain Adequate Yearly Progress in all NCLB applicable categories. | GRS will attain Adequate Yearly Progress in all NCLB applicable categories. | GRS will attain Adequate Yearly Progress in all NCLB applicable categories. |

Attendance Accountability

| | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 | 2010-2011 | 2011-2012 |
|-------------------|---|---|---|---|---|---|
| Attendance | -GRS will average 94% average daily attendance. -GRS will average 80% parent participation at Fall and Spring conferences. | -GRS will average 94% average daily attendance. -GRS will average 85% parent participation at Fall and Spring conferences. | -GRS will average 94% average daily attendance. -GRS will average 90% parent participation at Fall and Spring conferences. | -GRS will average 94% average daily attendance. -GRS will average 90% parent participation at Fall and Spring conferences. | -GRS will average 94% average daily attendance. -GRS will average 90% parent participation at Fall and Spring conferences. | -GRS will average 94% average daily attendance. -GRS will average 90% parent participation at Fall and Spring conferences. |

College Preparation Accountability

| | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 | 2010-2011 | 2011-2012 |
|----------------------------|--|--|--|--|--|--|
| College Preparation | <p>-90% of all graduates will attend a post secondary education option as determined by survey data compiled in the fall of 2007.</p> <p>-98% of 10th, 11th and 12th graders will take the MNSCU in the Spring of 2007.</p> <p>-90% of 11th and 12th graders will take either the ACT or SAT by June of 2007.</p> <p>-20% of 12th graders will have 2 post secondary applications submitted by January 15th, 2007</p> | <p>-90% of all graduates will attend a post secondary education option as determined by survey data compiled in the fall of 2008.</p> <p>-98% of 10th, 11th and 12th graders will take the MNSCU in the Spring of 2008.</p> <p>-94% of 11th and 12th graders will take either the ACT or SAT by June of 2008.</p> <p>-40% of 12th graders will have 2 post secondary applications submitted by January 15th, 2008</p> | <p>-91% of all graduates will attend a post secondary education option as determined by survey data compiled in the fall of 2009.</p> <p>-98% of 10th, 11th and 12th graders will take the MNSCU in the Spring of 2009.</p> <p>-95% of 11th and 12th graders will take either the ACT or SAT by June of 2009.</p> <p>-50% of 12th graders will have 2 post secondary applications submitted by January 15th, 2009</p> | <p>-92% of all graduates will attend a post secondary education option as determined by survey data compiled in the fall of 2010.</p> <p>-98% of 10th, 11th and 12th graders will take the MNSCU in the Spring of 2010.</p> <p>-96% of 11th and 12th graders will take either the ACT or SAT by June of 2010.</p> <p>-60% of 12th graders will have 2 post secondary applications submitted by January 15th, 2010</p> | <p>-93% of all graduates will attend a post secondary education option as determined by survey data compiled in the fall of 2011.</p> <p>-98% of 10th, 11th and 12th graders will take the MNSCU in the Spring of 2011.</p> <p>-97% of 11th and 12th graders will take either the ACT or SAT by June of 2011.</p> <p>-70% of 12th graders will have 2 post secondary applications submitted by January 15th, 2011</p> | <p>-94% of all graduates will attend a post secondary education option as determined by survey data compiled in the fall of 2012.</p> <p>-98% of 10th, 11th and 12th graders will take the MNSCU in the Spring of 2012.</p> <p>-98% of 11th and 12th graders will take either the ACT or SAT by June of 2012.</p> <p>-80% of 12th graders will have 2 post secondary applications submitted by January 15th, 2012</p> |

International Baccalaureate Accountability

| | 2006-2007 | 2007-2008 | 2008-2009 | 2009-2010 | 2010-2011 | 2011-2012 |
|------------------------------------|---|---|---|---|---|---|
| International Baccalaureate | <p>-GRS in first year of authorization phase.</p> <p>-GRS to have completed both Application A and B.</p> | <p>-GRS in second year of authorization phase.</p> <p>-GRS to gain authorization to offer IB through successful IB visit in Spring of 2008.</p> | <p>-GRS to offer full IB diploma program.</p> <p>-GRS to have 10% of students in Diploma Program test in one subject area.</p> <p>-75% of students testing in any subject area will score 3 or above.</p> | <p>-GRS to have 2 IB Diploma Graduates.</p> <p>-GRS to have 20% of students in Diploma Program test in one subject area.</p> <p>-75% of students testing in any subject area will score 4 or above.</p> | <p>-GRS to have 3 IB Diploma Graduates.</p> <p>-GRS to have 30% of students in Diploma Program test in one subject area.</p> <p>-80% of students testing in any subject area will score 4 or above.</p> | <p>-GRS to have 4 IB Diploma Graduates.</p> <p>-GRS to have 40% of students in Diploma Program test in one subject area.</p> <p>-90% of students testing in any subject area will score 4 or above.</p> |

GREAT RIVER SCHOOL BOARD/DIRECTOR RESPONSIBILITIES

| Responsibility | Board of Directors | School Director |
|---------------------------------|--|---|
| Legal | Assumes overall fiduciary responsibility for the school's operations including the establishing and monitoring of appropriate financial systems, controls and reporting, | Provides accurate and timely reports to the Board regarding all legal, Financial and operational functions of the school. |
| | Establishes and maintains legal status as a charter school including the review and monitoring of the reporting requirements | |
| | Reviews and approves all contracts, and other financial and business dealings | Negotiates contracts and other business dealings on behalf of the school |
| | Oversees required review and reporting to sponsors and other grant or funding sources | Prepares reports as required or requested by sponsor or other grant sources. |
| | Establishes and adheres to conflict of interest policy | |
| | Conducts its business in compliance with laws and other adopted policies | |
| Finance & Accounting | Reviews, modifies and approves annual budget | Prepares annual budget in tandem with the School Board Finance Committee |
| | Provides required reports to sponsor per contract | Oversees preparation of monthly financial reports. |
| | Reviews and approves selected monthly financial data | Monitors internal financial controls |

Great River School Board/School Director Responsibilities Continued

| Responsibility | Board of Directors | School Director |
|-----------------------------------|---|--|
| Planning | Establishes mission | Assists the Board in establishing mission and maintaining the Montessori vision |
| | Development/Implementation of Board Work Plan | Development/Implementation of School Work Plan |
| | Reviews and approves annual goals and objectives for the Board and School. | Assists the Board with goal setting and strategic planning as requested. |
| Policy | Establishes administrative policies through a formal process of review and approval | Develops and recommends administrative policies or revisions to existing policies. |
| | Submits a report annually to sponsors regarding changes to policies, and compliance with policies | Implements all policy |
| Personnel | Reviews and approves all employment contracts | Negotiates with and hires all staff |
| | Hires, terminates, and carries out annual performance review of the Director | Performs written performance appraisals annually of all staff |
| | Is appraised of all Staff terminations | Hires, disciplines and terminates staff |
| Discipline | Approves discipline policies | Develops and proposes discipline policies Administers disciplinary actions |
| | Approves expulsions | Recommends expulsions |
| Resource & Development | Develops long-range plan for obtaining needed resources | Assists the Board in developing a resource plan |
| | Responsible for fundraising | Assists the Board with fund raising & other resource development |
| | Reviews and approves grant proposals | Develops grants & other efforts to raise funds |

Great River School Board/School Director Responsibilities Continued

| Responsibility | Board of Directors | School Director |
|----------------------------|--|---|
| Accountability | <p>Establishes clear, written expectations of Board members</p> <p>Assures effective participation of Board members</p> <p>Makes Board decisions clear & available to the school & broader community, as well as sponsor</p> | <p>Facilitates training & info exchange for Board members</p> |
| | <p>Identifies potential new board members</p> <p>Defines roles and responsibilities of Board & Head of School in decision-making</p> | <p>Helps identify potential new Board members</p> <p>Assumes and executes the roles and responsibilities as defined by the Board.</p> |
| Community Relations | <p>Promotes the charter school movement to families, general public, serves as representative to public</p> <p>Meets periodically with sponsor</p> | <p>Promotes the charter school movement.</p> <p>Acts as liaison with sponsor</p> |

BOARD WORK PLAN

The Board's focus should always be the financial health of the institution and oversight of the school without micromanaging the day to day details.

| Month | Board Accountability Action Items | Director Accountability Action Items |
|------------------|--|--|
| July | <ul style="list-style-type: none"> -First meeting of the new fiscal year - seat 3-4 new board members -School Board Committee Reports Ongoing -Board reviews and modifies Strategic Plan - Current enrollment in line with budget ? -Attend MDE School Board training (any time in the summer) | <ul style="list-style-type: none"> -Safe and Drug Free Schools Report to MDE by July 1. |
| August | <ul style="list-style-type: none"> -School Board Committee Reports Ongoing -Strategic Plan discussion continues and any changes to the plan are approved. - Annual report process started – report due to MDE and Sponsor 10-1 | <ul style="list-style-type: none"> -Annual Report Process Started -AYP student data verified by Director and reported to School Board -MARRS Reporting Ongoing |
| September | <ul style="list-style-type: none"> -Assessment of viability of current FY Budget by Board -School Board Committee Reports Ongoing -Annual Report Approved/Reviewed by School Board -AYP student data verified by Director and reported to School Board (fall back) - School report card information shared with the board – hopefully before the newspapers report this information. - Board Finance Training (required for Finance Award) | <ul style="list-style-type: none"> -Assessment of viability of current FY Budget -Annual Report Approved/Reviewed by School Board -AYP student data verified by Director and reported to School Board (fall back) -MARRS Reporting Ongoing |
| October | <ul style="list-style-type: none"> -Assessment of viability of current FY Budget by Board -School Board Committee Reports Ongoing -Annual Audit Work begins in the first week of October; Audit due to MDE 12-31 -Annual Report sent to MDE and Sponsor, disseminated to the board; posted on GRS website. | <ul style="list-style-type: none"> -Assessment of viability of current FY Budget -STAR report completed by School and submitted to MDE -Annual Audit Work begins in the first week of October -Annual Report sent to MDE and Sponsor -Athletics Data Report to MDE by October 15th -MARRS Reporting Ongoing |
| November | <ul style="list-style-type: none"> -Board Approves any changes to current FY Budget -School Board Committee Reports Ongoing -Audit approved by School Board (if completed) -AYP/MCA Test Scores Reported and data shared with the board -Every third year – process for renewal of Sponsor contract begun Sponsor site visit | <ul style="list-style-type: none"> -Audit approved by School Board (if completed) -AYP/MCA Test Scores Reported -Compulsory Instruction Data Submission to MDE by November 30th -MARRS Reporting Ongoing |
| December | <ul style="list-style-type: none"> -First Round of Staff Evaluations completed by Director -Board reviews and modifies Strategic Plan -Audit approved by School Board (fall back) – Audit must be filed by 12-31 -Annual Fund is launched - Every third year – self study or other contract renewal exercise | <ul style="list-style-type: none"> -First Round of Staff Evaluations completed by Director - Strategic Plan review – are we on track ? -Annual Fund is launched -MARRS Reporting Ongoing |
| January | <ul style="list-style-type: none"> -School Board Committee Reports Ongoing -begin new budget process – data gathering | <ul style="list-style-type: none"> - Budgeting for next FY begun -MARRS Reporting Ongoing |
| February | <ul style="list-style-type: none"> -Second Round of Staff Evaluations completed by Director -School Board Committee Reports Ongoing -budget process continues School board election process begun – filing period opens. | <ul style="list-style-type: none"> -Second Round of Staff Evaluations completed by Director -MARRS Reporting Ongoing |
| March | <ul style="list-style-type: none"> -Contracts are offered to Staff for following year by Director on March 1 -Board approves Contracts for staff at March Board Meeting -School Board Committee Reports Ongoing -proposed budget presented to the board -Annual meeting for all members; election filing period closes; meet the candidates; All bylaw changes can only be approved at this meeting. Sponsor site visit | <ul style="list-style-type: none"> -Contracts are offered to Staff for following year by Director on March 1 -Board approves Contracts for staff at March Board Meeting -MCA Testing Completed by Students -MARRS Reporting Ongoing - Graduation plans |
| April | <ul style="list-style-type: none"> --School Board/Executive Committee Begins Evaluation of Director - Final budget approved by the Board - budget must be filed at MDE by 6-30 -School Board Committee Reports Ongoing - Board self review -Board MDE Training | <ul style="list-style-type: none"> - School Board/Executive Committee Begins Evaluation of Director -MARRS Reporting Ongoing |
| May | <ul style="list-style-type: none"> - School Board Completes Evaluation of Director - Budget for next FY Approved by Board (fall back) -School Board Committee Reports Ongoing -Board self review completed | <ul style="list-style-type: none"> -10th – 12th grade students to complete MNSCU Testing -MARRS Reporting Ongoing- - School Board Completes Evaluation of Director |
| June | <ul style="list-style-type: none"> - School Board Completes Evaluation of Director (fall back) - Fail safe Approval of next FY Budget by Board -End of the year Staff Evaluations completed by Director -School Board Committee Reports Ongoing - Board Self review completed – fall back | <ul style="list-style-type: none"> -End of the year Staff Evaluations completed by Director -School Board Committee Reports Ongoing -State Transportation Year End Report Due to MDE - MARRS Reporting Ongoing |