

LA CRESCENT MONTESSORI & STEM SCHOOL

2023-24 WORLD'S BEST WORKFORCE & ANNUAL REPORT

PUBLIC CHARTER SCHOOL DISTRICT # 4054



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School Information

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GRADES SERVED: Pre-Kindergarten through 12th Grade

YEAR OPENED: 1999

MISSION AND VISION

The vision of La Crescent Montessori & STEM School is to develop self-assured, life-long learners who are compassionate, globally minded, and empowered to positively impact the world.

The mission of La Crescent Montessori & STEM School is to prepare outstanding Montessori environments with integrated STEM education and rigorous academics, which foster independence, self-assurance, collaboration, and connections to the global community and provide experiences that promote curiosity, inquiry and engagement. LMSS's approach is guided by the principles of AMS Montessori education.

AUTHORIZER INFORMATION

LMSS began its partnership with the Audubon Center of the North Woods (ANCW, now Osprey Wilds) in 2009. The 2023-2024 school year was the first year in a five year contract (FY24-FY28).

The authorizing mission of Osprey Wilds is to ensure quality academic and environmental literacy outcomes for Minnesota students through effective charter school authorizing.

The authorizing vision of Osprey Wilds is to authorize a portfolio of high performing charter schools that instill a connection and commitment to the environment in their school communities, while working towards a healthy planet where all people live in balance with the Earth.

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Implementation of Primary and Additional Statutory Purposes



LMSS has two statutory purposes, as defined in our contract with Osprey Wilds. The first and primary purpose is to improve pupil learning and student achievement. LMSS has established and implemented programs and plans that consider every aspect of a student's learning experience. These include, but are not limited to: curriculum review; multi-tiered system of support; establishing culture of learning; building family and community relationships; and building a supportive and sustainable administrative and educational staff. The Annual Report and WBWF plan details the plans and the success of their implementation. The Educational Effectiveness section (page 34) includes a list of instructional tools.

The second statutory purpose is to encourage the use of different and innovative teaching methods. Montessori education, in itself, is an innovative practice. The Montessori philosophy is to "follow the child" using a hands-on approach to learning. Montessori differentiates instruction to meet the specific needs of each child. As a result, children are able to excel at their own pace. The Montessori curriculum provides students with a strong base of knowledge upon which they continue to build and apply in their everyday lives. Montessori works to educate the whole child by helping children understand their place in the world and what they can do to ensure the world is a peaceful and prosperous place. Additional innovative teaching practices the school utilizes to improve pupil learning and student achievement include STEM education, social/emotional learning (SEL), and Service Learning. Detailed information on these innovative practices can be found in the Innovative Practices and Implementation section, beginning on page 12.

Student Enrollment & Demographics

STUDENT ENROLLMENT

LMSS uses enrollment data to indicate both program growth and fiscal stability. Tracking enrollment trends allows us to better predict financial figures (expenditures, income, etc.) and expand programs accordingly. In 2023-24, we saw an increase of overall enrollment by approximately 3 students. It is expected that LMSS will maintain enrollment for the 2024-25 school year.

Number of Students Enrolled (Oct. 1)	2021-22	2022-23	2023-24
Kindergarten	5	3	6
1st Grade	8	8	4
2nd Grade	6	9	7

3rd Grade	2	7	12
4th Grade	10	3	11
5th Grade	5	10	3
6th Grade	9	8	10
7th Grade	9	10	6
8th Grade	11	10	9
9th Grade	9	7	7
10th Grade	8	7	9
11th Grade	2	7	5
12th Grade	3	2	5
Total	87	91	94
Total ADM (Average Daily Membership) for year	95.4	99.06	97.19

STUDENT DEMOGRAPHICS

LMSS is located in the southeastern corner of Minnesota, in Houston County. Our enrollment demographic specific to race is on par with Houston County. LMSS serves a higher percentage of special education students (28.7%) as compared to the local resident district (ISD300), as well as the state, both at 18.9 and 18.5% respectively.

Demographic Trends	2021-22	2022-23	2023-24
Total Enrollment	87	91	94
Special Education	19	22	27
English Learners	0	0	0
Free/Reduced Priced Lunch	22	34	34
Black, not of Hispanic Origin	3	1	0
Hispanic/Latino	2	0	2
Asian/Pacific Islander	1	0	0
White, not of Hispanic Origin	81	90	92

Student Attendance, Attrition & Mobility

STUDENT ATTENDANCE

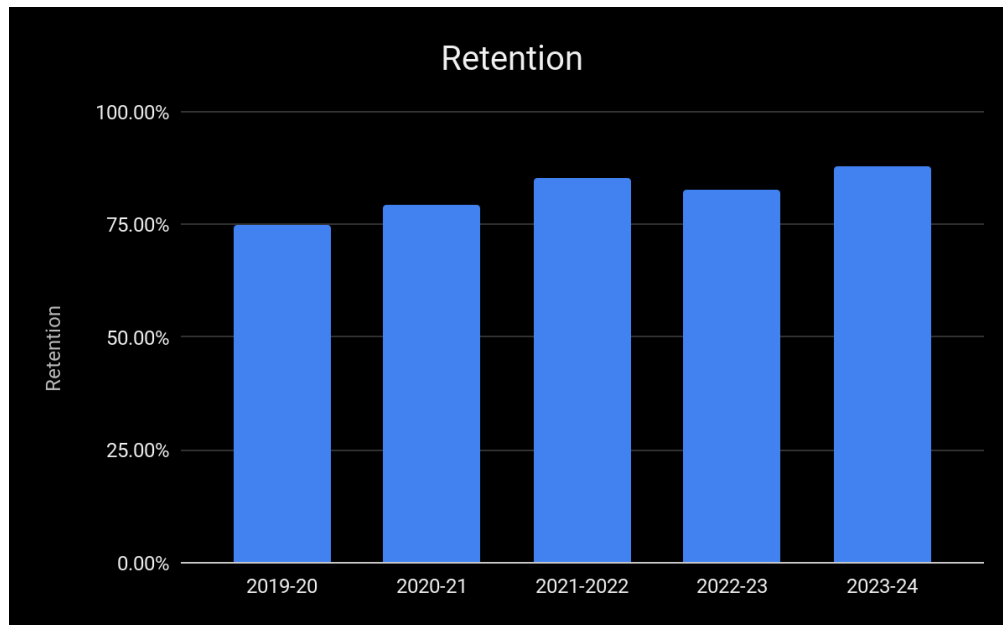
	2021-22	2022-23	2023-24
Overall Student Attendance Rate	98.5%	94.3%	93.2%

LMSS continues to meet the attendance goal by students attending school at high rates. School staff work diligently to ensure students and families know and understand the importance of regular attendance at school. Staff stresses the importance of attendance with each family during an annual review of the school's handbook with each family.

STUDENT RETENTION

Student retention measures the percentage of students that remain enrolled with LMSS from October 1 of the previous school year to October 1 of the current school year. LMSS has a steady retention rate, averaging between 75-85%. The retention rate for FY24 is higher than average. Having a solid retention rate increases a student's ability to improve academically, increase graduation standings and reduce stress and anxiety from transferring schools.

Percentage of students who were continuously enrolled between October 1 of the 2022-23 school year and October 1 of the 2023-24 school year.	87.8%
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Percentage of students who continued enrollment in the school from Spring 2023 to October 1, 2023.	87.1%
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STUDENT MOBILITY

The mobility index measures the rate of students transferring in and out of a school during the school year. Since the 2019-20 school year, LMSS has had a fairly low mobility rate, helped by the limited number of students transferring out of the school during the school year.

	Summer Transfers In	Number of students on	Mid-year Transfers In	Mid-year Transfers	Total Mid-year	Mobility Index (as a
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		Oct. 1		Out	Transfers	percent)
2020-21	14	87	7	0	7	8.4%
2021-22	14	87	5	1	6	6.9%
2022-23	16	91	6	1	7	7.7%
2023-24	13	94	1	2	3	3.2%

Percentage of students who were enrolled for 95% or more of the 2023-24 school year.	96.8%
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During the 2023-2024 school year, 96.8% of students were enrolled 95% of the time or more. This rate directly correlates to the mobility rate discussed above. Many students transferred into our program before the first day of school. LMSS had two students unenroll this year during the school year. One moved out of state, and one began their homeschool journey. Based on survey results and anecdotal evidence families and students felt supported and communicated with, making it easy to work together for the good of every student.

Educational Approach & Curriculum

We pursue the mission of LMSS through a distinctive Montessori approach that embodies individualized instruction, mixed-age groupings, an international curriculum, a prepared environment, and Montessori teaching materials. This Montessori Method of education is based on the principle that education is to be an aid to life, and that it should go far beyond the simple acquisition of factual knowledge in various areas. Montessori schools help children develop a positive attitude, self-efficacy, and curiosity toward learning.

The following are the basic tenets of the school’s curriculum:



- Individualized instruction and respect for each child’s interests and style of learning
- Extensive use of Montessori materials designed to help develop concentration, coordination, and independence, as well as to give concrete experiences of academic concepts
- A classroom community founded on respect for self, others and the environment that allows the child to develop their social sense and awareness of others in a natural and unhurried way
- Opportunities to ask questions, to seek many answers, and to work on projects of particular interest to the child
- An orderly and peaceful educational environment in which the child develops enthusiasm, self-motivation, concentration and the joy of

learning

- Integrated studies in science, technology, engineering, and mathematics as well as upper level computer science coursework

All LMSS educators embrace an individualized approach to learning. Whereas a traditional model of education views a student as an empty vessel with which to fill with information,

Montessori philosophy dictates the teacher's responsibility is to ignite a child's passion for learning, like the kindling of a flame. All students possess an innate desire to learn. Therefore, by focusing on their interests, needs, and experiences, LMSS can provide students with a well-rounded education and empower student-driven learning experiences.

The academic program at LMSS is based upon specific grade level outcomes and is aligned with Minnesota Academic Standards to increase student achievement and best predict student success. Additionally, to help students progress seamlessly from one learning level to the next, LMSS educators peer-review curriculum and scope and sequence. Classes are mixed-age, giving students the opportunity to emulate older students, learn from peers, and mentor younger students. These opportunities illuminate student roles as leaders, stewards, and role models.

Each student's educational journey is a partnership between the child and the educator. Educators are specially trained to recognize avoidant behavior and indecision, and empower students to explore their interests and improve upon areas in need of development.

To meet the mission of LMSS, staffing is an integral part of ensuring student success. In each of the three lower classrooms (Children's House, E1 and E2), there must be one Montessori certified, state licensed teacher. Additionally, classroom aides are hired and assigned to classrooms with 18 or more students, allowing teachers to spend the time required to provide the individualized approach to learning. Children's House is assigned aides based on the state law of 10-1 student/teacher ratio due to the preschool program that is included. In the Adolescent Program, four teaching positions are filled for the core roles of Science, Social Science, English-Language Arts and Mathematics. There are two special education teachers who provide specialized education to students who qualify, and numerous special education paraprofessionals that are provided based on student needs and placed in the rooms that best suit the students they serve. Additional student support staff include an interventionist and a counselor.

Parallel to the mission of Osprey Wilds, LMSS emphasizes a connection and relationship between learners and the natural world. To foster student growth as environmental stewards, LMSS has integrated environmental experiences and education in all classrooms.



Children's House (Age 36 months- grade kindergarten)

Montessori is a method of education known to be academically rigorous. Children as young as three-years old are often able to perform sophisticated mathematical skills such as four-digit addition, subtraction, multiplication or division and basic operations with fractions. Dr. Montessori believed that up until approximately six-years-old, children are in a developmental stage where they possess an "Absorbent Mind." During this time, children can gather and store an innumerable amount of information to be applied to both known and new concepts. Because of this, the curriculum in the Children's House is very rich. Math, language, culture, reading, geography, and science are introduced and explored. Sensorial exercises, social graces, self-care, and care of the environment are also vital components of the Children's House program. Preschool and Kindergarten students continue

their CH experience with an increased emphasis on personal development. STEM education is integrated into the environment through the spiral curriculum.

Elementary

The physical and psychological characteristics of the child begin to change as they enter the elementary years. At this age, children have an intellectual power unsurpassed at any other and are natural explorers of the world around them. They bring to their work two important tools: powerful reasoning minds and the ability to imagine. These intellectual tools, combined with a natural urge to collaborate with peers, opens a field of exploration so vast that it is possible to explore and integrate virtually any concept or system into a comprehensive whole. Dr. Montessori called this organization of the universe the Cosmic Education.



In these learning environments, children delve deeply into the process of researching, classifying and ordering phases of history, botany, geology, geometry, language, and mathematics. Subject areas are integrated throughout the curriculum rather than being presented as separate disciplines. Educators use stories, pictures, charts, and timelines to enrich the children's understanding and spark their interest in learning.

Elementary I (Grades 1-3)

The E1 Montessori environment is a stimulating, multi-age environment with learning materials that invite exploration and inquiry. It is a place where students learn to confront challenges confidently and discover their place in the world.

Most presentations of lessons to E1 students happen in small groups of 3-10 students, depending on the activity, which allows the teacher to personalize, adapt, and check for understanding. This age brings a new social motivation for learning that aids itself to small group lessons and student collaboration. During the remainder of the work period, students independently choose materials to explore and master, growing their autonomy and fostering their investment in learning.



Dr. Montessori observed, "The elementary child has reached a new level of development. Before, he was interested in things: working with his hands, learning their names. Now he is interested mainly in the how and why... the problem of cause and effect." Therefore, the task of an E1 educator is to provide the child with the resources and knowledge to discover the interconnectedness of the universe. E1 children begin to realize that the world is a vast and remarkable place. They are prepared to study continents, cultures, scientific concepts, and literature. The world becomes their classroom. The lower elementary curriculum guides students through identifying, classifying, and researching many exciting concepts in each selected field of study. Practical life, math, geometry, language, geography, history, zoology, and botany are all represented in the classroom, with materials that lead the child to the abstraction of the

fundamental concepts in each area.

Elementary II (Grades 4-6)

As E1 students transition into the E2 classroom, they show noticeable variances in their development. During the upper elementary years, students become capable of complex thoughts as they move into abstract reasoning. They learn to weigh options, examine contradictory evidence, tolerate differences of opinion, and make connections between areas of learning as well as learning and personal experience. They enjoy working in groups, but also need to work individually. Communication becomes vital as the importance of peers increases. Getting to know others and making themselves understood are high priorities for the E2 student. E2 educators help students develop a respect for differences, resistance to peer pressure, and the ability to stand up for what they believe.



Some highlights of the E2 program include the following:

- Outings: Outings typically include walking trips to La Crescent local businesses, Eagle Bluff Learning Center, plays and performances, and volunteering in the community.
- Community experts: Experts are brought into the classroom to help engage students in topics such as mind/body connections, renewable energy, entrepreneurship, traveling, self care, and much more.



• Classroom jobs: Students take on roles such as chef, tour guide, or horticulturist. This helps them find their place in the cosmos they study.

- Culture Days: Once a year, E2 participates in History Day. Fourth graders research and present on American Indians. Fifth graders explore ancient Civilizations. Sixth graders give presentations on their culminating geography project - Imaginary Island.

Adolescent Program (Grades 7-12)

The school's Adolescent Program (AP) addresses the needs of the adolescent students in an environment created specifically for seventh through twelfth-grade students. Students and educators work together to promote a community atmosphere of learning. AP strives to foster creativity, resilience, and action through a rigorous, innovative curriculum. Through a series of highly engaging courses, AP offers students the opportunity to participate in practical life experiences and high-level courses to achieve their learning goals.

The curriculum is based on state standards and focuses on developing world citizens and

cultivating life/work skills. These skills are acquired and refined through the application of language, mathematics, science, and cultural studies to specific projects, experiences, enterprises, and involvement in the community. Preparation for student growth as contributing members of society is woven into all aspects of the program.

The AP program also allows students to pursue research areas of interest and to extend their learning beyond the classroom through independent study, extended field trips, outreach, student-run businesses, and community internships. Parents, educators, and students work together to guide the self-actualization of the student. Our students continue to participate in Co-Curricular Activity partnership with the resident district.

The format of the 2023-24 school year began with a three-week community building Pedagogy of Place course followed by alternating 4-6 week Regular Sessions and 1-2 week Interim Sessions. These are explained below. The year concluded with some students engaging in a 30-hour individualized internship in a variety of local workplaces. The remainder of the students participated in a career exploration course and toured local workplaces and colleges while researching the career of their choice.

- Pedagogy of Place is a three week immersive course specifically designed to explore the place and space in which the students live. During the first three weeks of school, AP offers students a customized curriculum that focuses on a theme or part of their community. This “slow start” provides time for orientation and to thoroughly understand the workload and expectations in AP. Each of the primary subjects is tailored and integrated into the study of a specific culture of their community to elicit an understanding of their culture as well as their place in the world. The 2023-24 Pedagogy of Place focused on the founders of La Crosse and La Crescent. This was followed by their annual camping trip, where students spent 3 days at Eagle Bluff Environmental Learning Center, participating in team building activities, nature hikes, and rock-climbing, classes, and archery with trained professionals.

- Regular Sessions focus around the core academic disciplines: mathematics, language, science, and history. On Mondays, Tuesdays, Thursdays and Fridays students have two hour blocks of each of the core classes twice a week with creative expression, physical education, and student governance occurring on Wednesdays. In the afternoon on Wednesdays, AP students take health courses, work with their teachers on projects, and participate in large group activities such as simulations, volunteer work, and seminars.



- Interim Sessions are shorter periods of time (an average of two weeks compared to the five weeks of regular sessions) that allow students to explore an elective topic in depth. Each AP teacher chooses a course to teach, ensuring we meet the requirements of art, physical education, and STEM. Students sign up for the course of their choice and dive deep into one topic. Some of the interims offered include: International Cuisine, Anatomy of a Teenage Movie, Social Psychology, Greek Mythology and Theater, Yearbook, and Independent Studies.

English Learner Program: At this time, LMSS does not have any English Language Learners. However, the school is prepared to implement an English Learner Program should that change. The school will offer an educational program to meet the needs of students who are English Language Learners in grades K-12, as described in our English Learner Plan. The program will address two areas: language acquisition and cultural adjustment. In the area of language acquisition, the goal is to provide students with the opportunity to develop communication skills in speaking, listening, reading, and writing, thereby enabling the students to be successful within the general education classroom. The program will assist English Learners through their cultural adjustment by helping them develop an understanding of American culture. At the same time, the students will be encouraged to share their cultural backgrounds and realize the importance of their role in a multicultural society.

Remediation/Acceleration: Montessori teachers are trained to differentiate instruction for students to meet the child's needs. Through observation and assessments, teachers gather information on all students. Based on multiple factors, students are identified as potentially needing additional support or accelerated instruction. Montessori classrooms are prepared with the ability to adjust to students needs, so initial interventions are able to be provided right in the classroom. LMSS uses the Child Find process to provide remediation or acceleration as the next step to classroom interventions. LMSS currently does not qualify for additional funding for interventions through the Title 1 grant, however, we understand the importance of the program, so LMSS has created an internal interventionist position and program out of the general fund to better support our students. Fastbridge is used to provide progress monitoring for students in remediation services. Data gathered during interventions could result in a referral for a special education evaluation as well.

Special Education: LMSS employs two educators licensed to provide special education and related services for students who are determined to be eligible through a comprehensive evaluation. Parents and students are directly involved with school and appropriate outside agency staff in the development of the special education program and the student's Individual Education Plan (IEP) for school-age children. Students are eligible for special education services until the IEP Team agrees to terminate services. Students remain with their general education peers in the least restrictive environment (LRE) to the extent the IEP Team determines is appropriate.

Additionally, LMSS contracts with Designs for Learning for a Special Education Director and School Psychologist. Other services are available for purchase as well, should student special education needs dictate. Designs for Learning also provides support to the school to maintain compliance with all state and federal laws.

LMSS regularly holds Child Find meetings to identify students in need of additional assistance and develop interventions. By providing additional support, the school hopes to reduce the number of students who are referred for a special education evaluation.

PSEO: LMSS allows students to participate in lessons and enroll in classes at higher grade levels, including post-secondary courses via the post-secondary enrollment options (PSEO) program. Each participating college and university sets its own requirements for admission into

PSEO or courses and programs. PSEO is encouraged as a tool to connect Upper AP students to their postsecondary community. Some PSEO programs offer certificates upon completion that can boost student skills and resumes.

Graduation Requirements: LMSS high school graduation requirements have been formalized and abide by MDE requirements. Due to our unique schedule, students at LMSS graduate with diverse elective courses and extra credits in math, science, and English/language arts.

A graduation ceremony celebrates that a student has accomplished all of the requirements set forth by the state of Minnesota and by LMSS. The ceremony for the graduating class of 2023 was held off-site. Though the ceremony was small, the pride and support was immeasurable.

In Montessori schools, celebration is not just saved for graduations and birthdays. Celebrations are developmentally important for students to build ideas of community, safety, and pride. One way LMSS supports this philosophy is by holding an annual Bridging Ceremony. This special ceremony occurs at the end of the school year and acknowledges students moving up in each grade level and highlights students who are moving from one classroom to the next. This can be an especially exciting time for students because it signifies that they are ready for added responsibility and privileges. Families were excited to return to the in person celebration.



Staffing: To fulfill its mission, the school employs Montessori certified educators to lead its multi-age learning environments. In addition to a Minnesota teaching license, LMSS requires educators to obtain Montessori certification. Montessori training equips educators to prepare Montessori environments and experiences that foster the characteristics in our mission statement. Additionally, all educators are expected and encouraged to regularly attend Montessori professional development opportunities.

To help all students reach their full potential, educators participate in monthly Professional Learning Community (PLC) and Child Find meetings to discuss how to best support students experiencing difficulties in learning.

Assistants in the classroom are placed based on enrollment. During the 2022-23 school year, each classroom had an assistant, additionally some of the classrooms had special education paraprofessionals as determined by IEP's. The Montessori assistant plays a significant role in the overall success of the Montessori environment by providing support to the educator and children. As the Montessori educator presents most lessons to individual children or small groups, the assistant is responsible for maintaining peace and order in the Montessori classroom. The assistant nurtures and models a love of learning. They redirect student behavior and help resolve conflicts between children. Knowledge and understanding of the Montessori philosophy and methodology are vital, and LMSS offers training opportunities to individuals in this role. Special education paraprofessionals support student needs as determined by the IEP team. The school's administration provides support to educators, assistants, and paraprofessionals.

Calendar and Schedule: The 2023-2024 school calendar had 167 instructional days. School

hours are 8:00-3:00 on Monday, Tuesday, Thursday and Friday. School releases at 2:15 each Wednesday.

Innovative Practices & Implementation

La Crescent Montessori & STEM School understands that innovation must embed itself in every foundation of development and design, from curriculum to outreach and beyond, to provide an equitable world-class education.

- **Montessori:** The most innovative idea in the history of education is over a hundred years old. Dr. Montessori created a unique educational approach based on the developmental needs of children. She purported that children are natural learners, full of inborn curiosity. She recognized that everyone learns differently. Dr. Montessori believed that the best learning occurs when students meet their individual needs and that schools should foster internal success instead of external judgment. She advocated that educators must tailor education to each child's abilities and interests to observe and examine progress and offer personalized feedback. The materials and methods used in the Montessori classroom were developed through scientific inquiry to find the most engaging tools for learning. As a result of Dr. Montessori's work so many years ago, LMSS is able to offer a Montessori education, which remains highly innovative, to the students in southeastern Minnesota.
- **Career Readiness:** Montessori schools are intended to prepare students for the world they are about to enter as young adults. At LMSS, career readiness is promoted through a rigorous job shadow program. 7th-11th graders exchange 1 week of classes in May for 30 hours of a self-selected internship. Mentors at the job shadow site assess the students. Students practice self-reflection through daily journal entries and a self-evaluation. When they return, they spend the last week of school researching their "career choice" for an all school presentation.
- **Spiraled Environmental Education:** Students at LMSS build a love of and comfort with nature through scaffolding outdoor experiences. In Children's House, nature is contained to the classroom and local parks where they explore animals and plants. Then, in E1, students visit a state park three times a year to appreciate all the seasons of the school year. This park rotates on a 3-year cycle to provide a variety of experiences. E2 begins to practice being away from home with a 3 day trip to Eagle Bluff. And, finally, the adolescent program participates in a 5 day camping trip each fall. Over time, students feel confident in natural experiences which make them more likely to spend time in nature as adults.
- **Teacher Autonomy and Support:** Teachers are a part of almost all decisions that are made at LMSS. Administration hosts committees comprised of teachers and parents that tackle pr/marketing, pedagogy/curriculum, educator effectiveness, finance, and governance. LMSS also hosts a teacher-led school board. Due to the size of LMSS relative to our school board, 33% of eligible teachers hold positions on our board. The autonomy of teachers is supported with time and resources. Teachers are provided with \$1500 in classroom funds, \$350 in self-selected professional development money, and \$1000-\$10,000 for field trips depending on the classroom needs. Administration is also awarded a pool of professional development and material funds to support teachers if extra needs arise.
- **Marketing and Enrollment:** Research shows that students who attend an authentic

Montessori preschool program like LMSS show more significant academic, developmental, and social gains than students in conventional or Montessori-supplemented programs. LMSS developed a policy to waive a portion of tuition for preschool in exchange for volunteer hours to expand family ability to attend LMSS. The school's investment in our community provides students from all backgrounds the ability to benefit from a Montessori education. Additionally, by tying the reduced tuition to parental volunteer time, it increases family involvement within the school, which has been shown to increase student achievement.

- **Holistic Learning Environment:** A holistic learning environment is one that includes direct instruction in subjects such as practical life, grace and courtesy, conflict resolution, care of self, and development of personality. Each of these types of lessons/work changes in response to the developmental needs of the child. The core features listed below, however, spiral through the curriculum and are a part of every classroom.
 - Peace Area for conflict resolution, relaxation, or a creative break
 - Daily time outdoors (even for adolescent students) to soak up fresh air and natural spaces
 - Experts are invited in to promote healthy relationships between students, their community, and other adults
 - Care of Environment where students take ownership over their school and practice practical life skills in authentic ways by maintaining basic cleaning, cooking, laundry, and record keeping needs
 - Classroom Governance Meetings are held daily for elementary classes and weekly for secondary students to facilitate care of others. Care of others includes problem solving, classroom decision making, gratitude, community, and reflection
 - Care of Self is supported through daily access to (even for our teens) snacks , creative experiences, practical life skills (see Care of Environment), and toiletries
 - Choice and Inquiry to support engagement of the prefrontal cortex
 - Our Whole Lives (OWL) provides opt-in comprehensive sex and relationship health courses for students grades 7-12 which includes a half-day training for parents on the content and principles of OWL
- **STEM:** In support of recent trends in science, technology, engineering, and mathematics (STEM) education, STEM is integrated into all subjects. The core tenets of STEM, including education, inquiry, creativity, collaboration, and problem solving, are integrated into pedagogy and knowledge of science, technology, engineering, and math are developed through curriculum that includes simple machines, computer science, coding, zoology, and video game design.
- **Community:** Together, all the above components build an incredibly large sense of community for such a small school. The term "LMSS family" is often used when students, parents, and educators refer to those involved in the school. Children feel safe and supported by those around them, and independence flourishes as their basic needs are met, and they are able to work to their fullest potential. Educators communicate with parents through a variety of means allowing them to be actively involved in their child's education. The school has an "open-door policy," and LMSS families know that school staff is always willing to answer questions, discuss concerns, and celebrate accomplishments.

Challenges:

Key challenges from 2023-2024

- Staffing
 - The 2023-24 school year started off with the Adolescent Program understaffed. Though there were interested people in the open positions, they were not immediately licensed. The Head of School, in an effort to ensure quality education for all students, returned to the classroom to teach, while fulfilling administrative duties. All staff worked together to help make this short term solution as successful as possible.
 - The Head of School notified the board of her decision to remain in the classroom as a teacher in March and resigned her position as HOS effective June 30, 2024. The board immediately began the process of selecting a new HOS. A candidate was offered the position in May.
 - Substitute employment is another challenge at LMSS. Extra support is essential to ensure students are supported when teacher staff is ill and to make sure teachers can take time to attend professional development.
- Space
 - LMSS is exploring options to utilize green space nearby the school. Much of the Montessori, STEM and environmental education curriculum used at LMSS requires outdoor spaces for farming, engaging in nature, and conducting experiments.
- Strategic Plan
 - Due to the staffing structure, the administrative team was unable to focus on the strategic plan. There will be a concerted effort to refocus on the plan with updated timelines in the coming school year.

Academic Performance: Goals & Benchmarks

Progress On Osprey Wilds Contractual Academic Goals & WBWF Alignment

Below are the contractual goals agreed upon between Osprey Wilds and LMSS. These attendance and academic goals include Mission related (Montessori focused outcomes), reading proficiency and growth, math proficiency and growth, science proficiency, post secondary readiness and attendance. Included below are the results of these goals for the individual school years, as well as the aggregate (combined) total. In addition to the results, each goal will indicate if it is a World’s Best Workforce goal, and which area it addresses. Goals reported on are the goals agreed upon between the Osprey Wilds Charter Division Board and the Board of La Crescent Montessori & STEM School for the contract term FY24-FY28. The goals include data gathered during FY23-FY27.

Indicator 1: Mission Related Outcomes

WBWF Goal Areas Addressed by this Goal: *College and Career Readiness*

School Goal: *Over the period of the contract, students at La Crescent Montessori & STEM School (LMSS) will demonstrate progress towards individual development as measured by Montessori based skill set assessments.*

Performance	Measure 1.1: From FY23 to FY27, the aggregate percentage of	Aggregate
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Ratings	<i>students completing a learning level (grades K, 3 and 6) who demonstrate independence and cultural awareness and enrolled a minimum of two years by earning a passing score of 80.0% on the Independence Skills Inventory will be at least 80.0%.</i>	Results
Exceeds Target	<i>The aggregate percentage is at least 90.0%</i>	100.0%
Meets Target	<i>The aggregate percentage is at least 80.0%</i>	
Approaches Target	<i>The aggregate percentage is at least 70.0%</i>	
Does Not Meet Target	<i>The school did not meet the criteria for any of the ratings above.</i>	
Performance Ratings	<i>Measure 1.2: From FY23 to FY27, the aggregate percentage of students in the Adolescent Program (grades 7-12) who demonstrate skills related to entering the workforce will be at least 80% as measured by a score of 80% on annual internship assessments or service learning assessments following their 30-hour internship or service learning experience.</i>	Aggregate Results
Exceeds Target	<i>The aggregate percentage is at least 90.0%</i>	
Meets Target	<i>The aggregate percentage is at least 80.0%</i>	
Approaches Target	<i>The aggregate percentage is at least 70.0%</i>	77.9%
Does Not Meet Target	<i>The school did not meet the criteria for any of the ratings above.</i>	

Indicator 1 Trend Data Breakdown						
	FY23	FY24	FY25	FY26	FY27	Aggregate
Measure 1.1	100%	100%				100%
Measure 1.2	78.1%	77.8%				77.9%

LMSS has two mission-related goals. The first goal is related to primary-age students. This goal has been consistently met throughout the contract cycle. The second goal relates to the secondary students and their 30-hour internship. The Internship program is a very important aspect of the Montessori adolescent program. If a student chose to not participate in the Internship, they were provided with an alternative assignment. It is impossible to recreate the valuable lessons that happen in an internship, or the passion that is ignited within the student. This became quite evident when the results of the in-house assignments were assessed. It was these assessments that negatively impacted the aggregate result.

Indicator 2: English Language Learners

At this time, LMSS does not have a goal to address English Language Learners (ELL) as the school does not have any ELL students enrolled.

Indicator 3: Reading Growth

WBWF Goal Areas Addressed by this Goal: *Reading Well by Third Grade and Career and College Readiness.*

School Goal: Over the period of the contract, students at LMSS will demonstrate growth in reading as measured by state accountability tests and nationally normed assessments.		
Performance Ratings	Measure 3.1: In aggregate, from FY23 to FY27, the overall percentage of students whose achievement level on the statewide assessments for reading (as measured by North Star Academic Progress) improved on statewide assessments is equal to or greater than the state.	Aggregate Results
Exceeds Target	The school achieves an overall percentage greater than 10 percentage points over that of the state.	
Meets Target	The school achieves an overall percentage equal to or greater than that of the state.	
Approaches Target	The school achieves an overall percentage that is within 10 percentage points of the state.	14.7%
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 3.2: In aggregate, from FY23 to FY27, the overall percentage of students whose achievement level decreased or stayed "does not meet standards" on statewide assessments for reading (as measured by North Star Academic Progress) is equal to or less than the state.	Aggregate Results
Exceeds Target	The school achieves an overall percentage at least 10 percentage points less than that of the state.	
Meets Target	The school achieves an overall percentage less than or equal to that of the state.	36.0%
Approaches Target	The school achieves an overall percentage that is no more than 10 percentage points greater than that of the state.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 3.3: From FY23 to FY27, the aggregate percentage of students in grades K-1 taking the FastBridge assessment who are "Low Risk" on the spring assessment OR from baseline to spring move from "High Risk" to "Some Risk" will be at least 60%.	Aggregate Results
Exceeds Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 70 percent.	
Meets Target	The aggregate percentage of students categorized as "Low Risk" or	

	moving from "High Risk" to "Some Risk" is at least 60 percent	
Approaches Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 50 percent.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	40.0%
Performance Ratings	Measure 3.4: From FY23 to FY27 the aggregate percentage of students in grades K-6 who scored below 50% on the Albanesi Grade Achievement Pretest in the fall and improved their score by at least 30 percentage points on the Albanesi Grade Achievement Pretest in the spring of the same year will be at least 75%.	Aggregate Results
Exceeds Target	The aggregate percentage is at least 90.0%	
Meets Target	The aggregate percentage is at least 75.0%	
Approaches Target	The aggregate percentage is at least 60.0%	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	57.1%
Performance Ratings	Measure 3.5: From FY23 to FY27, the aggregate percentage of students in grades 2-8 taking the FastBridge assessment who are "Low Risk" on the spring assessment OR from baseline to spring move from "High Risk" to "Some Risk" will be at least 60%.	Aggregate Results
Exceeds Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 70 percent.	
Meets Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 60 percent.	63.2%
Approaches Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 50 percent.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 3.6: From FY23 to FY27, the aggregate percentage of students in grades 9-12 that do not meet standards on the Study Island language arts pretest in September who grow to meet standards as measured by the spring Study Island language arts posttest will be at least 50%.	Aggregate Results
Exceeds Target	The aggregate percentage is at least 60.0%.	
Meets Target	The aggregate percentage is at least 50.0%.	53.1%
Approaches	The aggregate percentage is at least 40.0%.	

Target		
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	

Indicator 3 Trend Data Breakdown							
		FY23	FY24	FY25	FY26	FY27	Aggregate
Measure 3.1	LMSS	15.8%	13.5%				14.7%
	State	18.0%	19.1%				18.6%
Measure 3.2	LMSS	34.2%	37.8%				36.0%
	State	40.0%	39.0%				39.5%
Measure 3.3	LMSS	36.4%	44.4%				40.0%
Measure 3.4	LMSS	46.2%	63.6%				57.1%
Measure 3.5	LMSS		63.2%				63.2%
Measure 3.6	LMSS	53.8%	52.6%				53.1%

This goal encompasses assessments such as Fastbridge Early Reading, Albanesi Grade Achievement tests and the North Star Academic Progress (MCA results). When looking at data from multiple years, for each individual assessment, it becomes apparent that though there is work to be done, there is also success to be celebrated. Student growth as determined by the state assessment is not currently meeting our goals. However, when looking at the Fastbridge and Albanesi assessments, continued growth is reflected in the results. The Study Island assessment results are difficult to determine at this time given the minimal change in percentage in relation to the cell size. Additional results will be helpful in determining the trajectory of growth. The three areas that we are currently not meeting the target are growth goals on the Fastbridge, Albanesi and MCA assessments. Our plan is to create a committee to find a path forward for improving student achievement on these type of assessments.

Indicator 4: Math Growth

WBWF Goal Areas Addressed by this Goal: Career and College Ready.

School Goal: Over the period of the contract, students at LMSS will demonstrate growth in math as measured by state accountability tests and nationally normed assessments.		
Performance Ratings	Measure 4.1: In aggregate, from FY23 to FY27, the overall percentage of students whose achievement level on the statewide assessments for math (as measured by North Star Academic Progress) improved on statewide assessments is equal to or greater than the state.	Aggregate Results
Exceeds Target	The school achieves an overall percentage greater than 10	

	percentage points over that of the state.	
Meets Target	The school achieves an overall percentage equal to or greater than that of the state.	16.0%
Approaches Target	The school achieves an overall percentage that is within 10 percentage points of the state.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 4.2: In aggregate, from FY23 to FY27, the overall percentage of students whose achievement level decreased or stayed "does not meet standards" on statewide assessments for math (as measured by North Star Academic Progress) is equal to or less than the state.	Aggregate Results
Exceeds Target	The school achieves an overall percentage at least 10 percentage points less than that of the state.	
Meets Target	The school achieves an overall percentage equal to or greater than that of the state.	
Approaches Target	The school achieves an overall percentage that is within 10 percentage points of the state.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	62.7%
Performance Ratings	Measure 4.3: From FY23 to FY27, the aggregate percentage of students in grades K-6 who scored below 50% on the Albanesi Grade Achievement Pretest in the fall and improved their score by at least 30 percentage points on the Albanesi Grade Achievement Pretest in the spring of the same year will be at least 75%.	Aggregate Results
Exceeds Target	The aggregate percentage is at least 90.0%	
Meets Target	The aggregate percentage is at least 75.0%	
Approaches Target	The aggregate percentage is at least 60.0%	69.9%
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 4.4: From FY23 to FY27, the aggregate percentage of students in grades K-1 taking the FastBridge assessment who are "Low Risk" on the spring assessment OR from baseline to spring move from "High Risk" to "Some Risk" will be at least 60%.	Aggregate Results
Exceeds Target	The aggregate percentage of students categorized as "Low Risk" or	

	moving from "High Risk" to "Some Risk" is at least 70 percent.	
Meets Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 60 percent.	
Approaches Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 50 percent.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	44.4%
Performance Ratings	Measure 4.5: From FY23 to FY27, the aggregate percentage of students in grades 2-8 taking the FastBridge assessment who are "Low Risk" on the spring assessment OR from baseline to spring move from "High Risk" to "Some Risk" will be at least 60%.	Aggregate Results
Exceeds Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 70 percent.	
Meets Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 60 percent.	
Approaches Target	The aggregate percentage of students categorized as "Low Risk" or moving from "High Risk" to "Some Risk" is at least 50 percent.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	47.4%
Performance Ratings	Measure 4.6: From FY23 to FY27, the aggregate percentage of students in grades 9-12 that do not meet standards on the Study Island math pretest in September who grow to meet standards as measured by the spring Study Island math posttest will be at least 50%.	Aggregate Results
Exceeds Target	The aggregate percentage is at least 60.0%.	
Meets Target	The aggregate percentage is at least 50.0%.	
Approaches Target	The aggregate percentage is at least 40.0%	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	28.6%

Indicator 4 Trend Data Breakdown							
		FY23	FY24	FY25	FY26	FY27	Aggregate
Measure 4.1	LMSS	23.7%	8.1%				16.0%

	State	14.8%	14.2%				14.5%
Measure 4.2	LMSS	57.9%	67.6%				62.7%
	State	43.6%	43.6%				43.6%
Measure 4.3	LMSS	65.7%	73.7%				69.9%
Measure 4.4	LMSS		44.4%				44.4%
Measure 4.5	LMSS		47.4%				47.4%
Measure 4.6	LMSS	16.7%	37.5%				28.6%

The fourth goal focuses on Math growth. LMSS began this past contract with objectively low math scores. Assessments used for this goal include Albanesi Grade Achievement tests, Study Island, Fastbridge, and the North Star Progress (MCA tests). Math continues to be an area for needed growth at LMSS. There have been successes over the course of the contract, but not consistent in any grade level or assessment. In an effort to better serve students, math growth has become a focus of intention for LMSS staff. Staff development and training are utilized to further enable staff to implement strategies that will help students succeed. The areas that we are currently not meeting the target are growth goals on the Fastbridge, Albanesi, MCA, and Study Island assessments. Our plan is to create a committee to find a path forward for improving student achievement on these type of assessments.

Indicator 5: Reading Proficiency

WBWF Goal Areas Addressed by this Goal: *Reading Well by Third Grade, Achievement Gap Closure and College and Career Ready.*

School Goal: Over the period of the contract, students at LMSS will demonstrate proficiency in reading as measured by state accountability tests.		
Performance Ratings	Measure 5.1: From FY23 to FY27, the school's aggregate proficiency index score for third grade will be equal to or increase from the baseline proficiency index score (FY22 baseline score – 50.0) OR be equal to or greater than that of the state for the same grade (grade 3).	Aggregate Results
Exceeds Target	The aggregate proficiency index score is at least 10.0 points above the baseline score OR at least 10.0 points above the state's score.	
Meets Target	The aggregate proficiency index score is equal to or above the baseline score OR equal to or greater than the state's score.	
Approaches Target	The aggregate proficiency index score is within 10.0 points of the baseline score OR within 10.0 points of the state's score.	47.6%
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 5.2: From FY23 to FY27, the school's aggregate proficiency index score will be equal to or increase from the	Aggregate Results

	baseline proficiency index score (FY22 baseline score – 64.5) OR be equal to or greater than that of the state for the same grades (3-8, 10).	
Exceeds Target	<i>The aggregate proficiency index score is at least 10.0 points above the baseline score OR at least 10.0 points above the state's score.</i>	
Meets Target	<i>The aggregate proficiency index score is equal to or above the baseline score OR equal to or greater than the state's score.</i>	60.5%
Approaches Target	<i>The aggregate proficiency index score is within 10.0 points of the baseline score OR within 10.0 points of the state's score.</i>	
Does Not Meet Target	<i>The school did not meet the criteria for any of the ratings above.</i>	
Performance Ratings	Measure 5.3: From FY23 to FY27, the school's aggregate proficiency index score will be equal to or greater than that of the local district (ISD 300 – La Crescent-Hokah) for the same grades (3-8, 10).	Aggregate Results
Exceeds Target	<i>The aggregate proficiency index score is at least 10.0 points above the district's score.</i>	
Meets Target	<i>The aggregate proficiency index score is equal to or greater than the district's score.</i>	60.5%
Approaches Target	<i>The aggregate proficiency index score is within 10.0 points of the district's score.</i>	
Does Not Meet Target	<i>The school did not meet the criteria for any of the ratings above.</i>	
Performance Ratings	Measure 5.4: From FY23 to FY27, the school's aggregate proficiency index score for the FRP student group will be equal to or greater than that of the local district (ISD 300 – La Crescent – Hokah) for the same grades (3-8, 10) and student group.	Aggregate Results
Exceeds Target	<i>The aggregate proficiency index score is at least 10.0 points above the district's score.</i>	53.8%
Meets Target	<i>The aggregate proficiency index score is equal to or greater than the district's score.</i>	
Approaches Target	<i>The aggregate proficiency index score is within 10.0 points of the district's score.</i>	
Does Not Meet Target	<i>The school did not meet the criteria for any of the ratings above.</i>	
Performance Ratings	Measure 5.5: From FY23 to FY27, the school's aggregate proficiency index score for the SpEd student group will be equal to or greater than that of the local district (ISD 300 – La Crescent-Hokah) for the same student group and the same	Aggregate Results

	grades (3-8, 10).	
Exceeds Target	<i>The aggregate proficiency index score is at least 10.0 points above the district's score.</i>	
Meets Target	<i>The aggregate proficiency index score is equal to or greater than the district's score.</i>	
Approaches Target	<i>The aggregate proficiency index score is within 10.0 points of the district's score.</i>	25.8%
Does Not Meet Target	<i>The school did not meet the criteria for any of the ratings above.</i>	
Performance Ratings	Measure 5.6: From FY23 to FY27, the aggregate percentage of the school's Kindergarten students who demonstrate grade level proficiency in the spring as measured by the Albanesi assessment will be 75%.	Aggregate Results
Exceeds Target	<i>The aggregate percentage is at least 90%.</i>	
Meets Target	<i>The aggregate percentage is at least 75%.</i>	77.8%
Approaches Target	<i>The aggregate percentage is at least 60%.</i>	
Does Not Meet Target	<i>The school did not meet the criteria for any of the ratings above.</i>	
Performance Ratings	Measure 5.7: From FY23 to FY27, the aggregate percentage of the school's 1-6 grade students who demonstrate grade level proficiency in the spring as measured by the Albanesi assessment will be 75%.	Aggregate Results
Exceeds Target	<i>The aggregate percentage is at least 90%.</i>	
Meets Target	<i>The aggregate percentage is at least 75%.</i>	
Approaches Target	<i>The aggregate percentage is at least 60%.</i>	67.0%
Does Not Meet Target	<i>The school did not meet the criteria for any of the ratings above.</i>	

Indicator 5 Trend Data Breakdown

		FY23	FY24	FY25	FY26	FY27	Aggregate
Measure 5.1	LMSS	78.6%	32.1%				47.6%
	State	56.0%	54.6%				55.3%
Measure 5.2	LMSS	68.5%	53.3%				60.5%
	State	60.8%	60.1%				60.4%
Measure 5.3	LMSS	68.5%	53.3%				60.5%
	ISD300	58.2%	60.4%				59.3%
Measure 5.4	LMSS	61.8%	47.7%				53.8%
	ISD300	39.9%	39.7%				39.8%
Measure 5.5	LMSS	32.4%	18.8%				25.8%
	ISD300	30.9%	26.5%				28.7%
Measure 5.6	LMSS	100.0%	66.7%				77.8%
Measure 5.7	LMSS	63.0%	71.1%				67.0%

Reading proficiency is the fifth goal focus. The statewide MCA test is the assessment used for most measurements of this goal, and the LMSS rates are compared in various forms against the statewide average and the local La Crescent-Hokah district (ISD 300). While the state has remained fairly steady in the proficiency rate, LMSS went from being above the state rate to below. Last year LMSS's proficiency rate dropped substantially. Ultimately, this is something that we are monitoring and will continue to make a priority. The same is true when LMSS is compared to the La Crescent-Hokah district but the rate below is less substantial than compared to the state. Reading proficiency is also compared using the Free & Reduced student counts, as well as special education student counts. When comparing free and reduced student counts to the local district, LMSS has higher proficiency rates. This seems to indicate that LMSS is able to provide students, regardless of economic background, with the tools needed to become proficient in reading. Special education comparisons are reversed, however, and the gap is growing. The drop in overall proficiency is something we are monitoring and making an effort to combat. The final assessment for this goal is the Albanesi test for Kindergarteners and also Grades 1-6. This assessment has shown the proficiency rate drop for Kindergarteners but it has increased for grades 1-6. We will be organizing a committee to address our school's performance on the MCA's and find a way forward for improving student achievement.

Indicator 6: Math Proficiency

WBWF Goal Areas Addressed by this Goal: Achievement Gap Closure and Career and College Ready.

School Goal: Over the period of the contract, students at LMSS will demonstrate proficiency in math as measured by state accountability tests.

Performance Ratings	Measure 6.1: From FY23 to FY27, the school's aggregate proficiency index score will be equal to or increase from the baseline proficiency index score (FY22 – 22.0) OR be equal to or greater than that of the state for the same grades (3-8, 11).	Aggregate Results
Exceeds Target	The aggregate proficiency index score is at least 10.0 points above the baseline score OR at least 10.0 points above the state's score.	35.8%
Meets Target	The aggregate proficiency index score is equal to or above the baseline score OR equal to or greater than the state's score.	
Approaches Target	The aggregate proficiency index score is within 10.0 points of the baseline score OR within 10.0 points of the state's score.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 6.2: From FY23 to FY27, the school's aggregate proficiency index score will be equal to or greater than that of the local district (ISD 300 – La Crescent-Hokah) for the same grades (3-8, 11).	Aggregate Results
Exceeds Target	The aggregate proficiency index score is at least 10.0 points above the district's score.	
Meets Target	The aggregate proficiency index score is equal to or greater than the district's score	
Approaches Target	The aggregate proficiency index score is within 10.0 points of the district's score.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	35.8%
Performance Ratings	Measure 6.3: From FY23 to FY27, the school's aggregate proficiency index score for the FRP subgroup will be equal to or greater than that of the local district (ISD 300 – La Crescent-Hokah) for the same subgroup and the same grades (3-8, 11).	Aggregate Results
Exceeds Target	The aggregate proficiency index score is at least 10.0 points above the district's score.	
Meets Target	The aggregate proficiency index score is equal to or greater than the district's score	35.7%
Approaches Target	The aggregate proficiency index score is within 10.0 points of the district's score.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 6.4: From FY23 to FY27, the school's aggregate proficiency index score for the SpEd subgroup will be equal to or	Aggregate Results

	greater than that of the local district (ISD 300 – La Crescent-Hokah) for the same subgroup and the same grades (3-8, 11).	
Exceeds Target	The aggregate proficiency index score is at least 10.0 points above the district's score.	
Meets Target	The aggregate proficiency index score is equal to or greater than the district's score.	
Approaches Target	The aggregate proficiency index score is within 10.0 points of the district's score.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	10.9%
Performance Ratings	Measure 6.5: From FFY23 to FY27, the aggregate percentage of the school's Kindergarten students who demonstrate grade level proficiency in the spring as measured by the Albanesi assessment will be 75%.	Aggregate Results
Exceeds Target	The aggregate percentage is at least 90.0%.	
Meets Target	The aggregate percentage is at least 75.0%.	88.9%
Approaches Target	The aggregate percentage is at least 60.0%.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 6.6: From FY23 to FY27, the aggregate percentage of the school's 1-6 grade students who demonstrate grade level proficiency in the spring as measured by the Albanesi assessment will be 75%.	Aggregate Results
Exceeds Target	The aggregate percentage is at least 90.0%.	
Meets Target	The aggregate percentage is at least 75.0%.	
Approaches Target	The aggregate percentage is at least 60.0%.	62.9%
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	

Indicator 6 Trend Data Breakdown							
		FY23	FY24	FY25	FY26	FY27	Aggregate

Measure 6.1	LMSS	37.7%	33.9%				35.8%
	State	57.4%	56.8%				57.1%
Measure 6.2	LMSS	37.7%	33.9%				35.8%
	ISD300	49.5%	50.7%				50.1%
Measure 6.3	LMSS	31.3%	39.5%				35.7%
	ISD300	34.0%	34.8%				34.4%
Measure 6.4	LMSS	12.5%	9.4%				10.9%
	ISD300	29.6%	28.0%				28.8%
Measure 6.5	LMSS	100.0%	83.3%				88.9%
Measure 6.6	LMSS	63.0%	62.7%				62.9%

The results from the Math proficiency (the sixth focus) goals reinforce the need for continued work and focus in order to increase student achievement. Similarly to the reading proficiency goal, most of the assessments are focused on the MCA statewide test. Over the short period of time of the contract, LMSS students have declined in their math proficiency. There is a significant gap between LMSS students compared to the state average and the local district. The gap is less evident when comparing the free and reduced student counts, but becomes apparent again with special education student counts. The kindergarten and grades 1-6 assessment (Albanesi) show that the kindergarten proficiency went down this year and the grades 1-6 proficiency rate has stayed steady. Kindergarten proficiency is still high while grades 1-6 has room for growth. We are organizing a committee to meet and determine what avenues we should take to help improve student achievement on the MCAs.

Indicator 7: Science Proficiency (and Growth)

WBWF Goal Areas Addressed by this Goal: *Achievement Gap Closure and College and Career Ready.*

School Goal: <i>Over the period of the contract, students at LMSS will demonstrate proficiency in science as measured by state accountability tests and curriculum-based measures.</i>		
Performance Ratings	Measure 7.1: <i>From FY23 to FY27, the school's aggregate proficiency index score will be equal to or increase from the baseline proficiency index score (FY22 – 50.0) OR be equal to or greater than that of the state for the same grades (5, 8, HS).</i>	Aggregate Results
Exceeds Target	<i>The aggregate proficiency index score is at least 10.0 points above the baseline score OR at least 10.0 points above the state's score.</i>	
Meets Target	<i>The aggregate proficiency index score is equal to or above the baseline score OR equal to or greater than the state's score.</i>	51.5%
Approaches Target	<i>The aggregate proficiency index score is within 10.0 points of the baseline score OR within 10.0 points of the state's score.</i>	

Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 7.2: From FY23 to FY27, the school's aggregate proficiency index score will be equal to or greater than that of the local district (ISD 300 – La Crescent-Hokah) for the same grades (5, 8, HS).	Aggregate Results
Exceeds Target	The aggregate proficiency index score is at least 10.0 points above the district's score.	
Meets Target	The aggregate proficiency index score is equal to or greater than the district's score.	51.5%
Approaches Target	The aggregate proficiency index score is within 10.0 points of the district's score.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 7.3: From FY23 to FY27, the school's aggregate proficiency index score for the FRP subgroup will be equal to or greater than that of the local district (ISD 300 – La Crescent-Hokah) for the same subgroup and the same grades (5, 8, HS).	Aggregate Results
Exceeds Target	The aggregate proficiency index score is at least 10.0 points above the district's score.	57.1%
Meets Target	The aggregate proficiency index score is equal to or greater than the district's score.	
Approaches Target	The aggregate proficiency index score is within 10.0 points of the district's score.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	

Indicator 7 Trend Data Breakdown							
		FY23	FY24	FY25	FY26	FY27	Aggregate
Measure 7.1	LMSS	55.0%	46.2%				51.5%
	State	52.8%	52.8%				52.8%
Measure 7.2	LMSS	55.0%	46.2%				51.5%
	ISD300	47.0%	54.1%				50.4%

Measure 7.3	LMSS	50.0%	66.7%				57.1%
	ISD300	34.5%	36.4%				35.4%

The seventh goal focus is on science proficiency. Similarly to the reading and math proficiency goals, the assessments are focused on the MCA statewide test. LMSS began the contract year performing slightly higher than the state and local district. In year two of the contract, proficiency declined but LMSS is still higher than the state but is now below the local district. Once again, rates for students in the free and reduced counts are doing much better than compared to the local district.

Indicator 8: Proficiency or Growth in Other Curricular Areas or Educational Programs

WBWF Goal Areas Addressed by this Goal: *Ready for Kindergarten.*

School Goal: *Over the period of the contract, prekindergarten students at LMSS will demonstrate readiness for kindergarten as measured by school conducted Montessori based assessments.*

Performance Ratings	Measure 8.1: From FY23 to FY27, the aggregate percentage of prekindergarten students who demonstrate readiness for kindergarten defined as achieving 80% proficiency on the Albanesi assessment for 4- year olds will be at least 80%.	Aggregate Results
Exceeds Target	The aggregate percentage is at least 90%.	
Meets Target	The aggregate percentage is at least 80%	89.5%
Approaches Target	The aggregate percentage is at least 70%	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	

Indicator 8 Trend Data Breakdown							
		FY23	FY24	FY25	FY26	FY27	Aggregate
Measure 8.1	LMSS	100.0%	83.3%				89.5%

Goal area number eight is focused on kindergarten readiness. This is important data to gather as LMSS has a robust preschool program that directly feeds into the kindergarten program. The assessment used to measure kindergarten readiness is the Grade Achievement tests in math and reading. Students completing the pre-k 4 program have a readiness score of 89.5% as measured by this assessment.

Indicator 9: Post-Secondary Readiness

WBWF Goal Areas Addressed by this Goal: Career and College Readiness

School Goal: Over the period of the contract, students at LMSS will demonstrate readiness for postsecondary success.		
Performance Ratings	Measure 9.1: From FY23 to FY27, the aggregate percentage of graduating students enrolled for at least two years who complete a graduation portfolio at passing level as measured by school established rubrics will be at least 80%. The portfolio will include: journal reflections about their school journey on their path to graduation and college readiness, resume, cover letter, career exploration, job application, job shadow, mock or actual job interview, and job shadowing experience.	Aggregate Results
Exceeds Target	The aggregate percentage is at least 90.0%.	100%
Meets Target	The aggregate percentage is at least 80.0%.	
Approaches Target	The aggregate percentage is at least 70.0%.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 9.2: From FY23 to FY27, the aggregate percentage of graduating students enrolled for at least two years who have taken action on their post-secondary plan (i.e. enrolled in a post-secondary education option, joined the military, etc.) will be at least 80%.	Aggregate Results
Exceeds Target	The aggregate percentage is at least 90.0%.	
Meets Target	The aggregate percentage is at least 80.0%.	83.3%
Approaches Target	The aggregate percentage is at least 70.0%.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	
Performance Ratings	Measure 9.3: From FY23 to FY27, at least 90% of students planning to attend college will take the ACCUPLACER, ACT, SAT, or ASVAB. Of those students, the aggregate percentage of students who earn a score of college or career ready will be at least 65%.*	Aggregate Results
Exceeds Target	The aggregate percentage is at least 80.0%.	100%
Meets Target	The aggregate percentage is at least 65.0%.	
Approaches Target	The aggregate percentage is at least 50.0%.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	

Performance Ratings	Measure 9.4: From FY23 to FY27, the school's aggregate 4-year graduation rate will be equal to or greater than the state rate.	Aggregate Results
Exceeds Target	The school's aggregate graduation rate is at least 5.0 percentage points above the state rate.	100%
Meets Target	The school's aggregate graduation rate is equal to or greater than the state rate.	
Approaches Target	The school's aggregate graduation rate is within 5.0 percentage points of the state rate.	
Does Not Meet Target	The school did not meet the criteria for any of the ratings above.	

Indicator 9 Trend Data Breakdown							
		<i>FY23</i>	<i>FY24</i>	<i>FY25</i>	<i>FY26</i>	<i>FY27</i>	<i>Aggregate</i>
<i>Measure 9.1</i>	<i>LMSS</i>	<i>100.0%</i>	<i>100.0%</i>				<i>100.0%</i>
<i>Measure 9.2</i>	<i>LMSS</i>	<i>100.0%</i>	<i>80.0%</i>				<i>83.3%</i>
<i>Measure 9.3</i>	<i>LMSS</i>	<i>100.0%</i>	<i>100.0%</i>				<i>100.0%</i>
<i>Measure 9.4</i>	<i>LMSS</i>	<i>100.0%</i>	<i>100.0%</i>				<i>100.0%</i>
	<i>State</i>	<i>83.3%</i>					<i>83.3%</i>

Post-secondary readiness is the ninth goal. This goal focuses on the completion of a graduation portfolio, acceptance into a college or the military, completion of a placement test (Accuplacer, ACT, SAT, or ASVAB), a score on the placement test, and graduation rate. LMSS students traditionally perform well on these various assessments. We feel comfortable that we are equipping our students with the tools necessary to pursue their career aspirations when they leave our school.

Indicator 10: Attendance

Goal: Over the period of the contract, students at LMSS will attend the school at high rates.

School Goal: Over the period of the contract, students at LMSS will attend the school at high rates.		
Performance Ratings	Measure 10.1: From FY23 to FY27, the average of the school's annual consistent attendance rates is equal to or greater than the state's.	Aggregate Results
Exceeds Target	The average of the school's consistent attendance rates is greater than the state by 10.0 points.	89.7%

Meets Target	<i>The average of the school's consistent attendance rates is equal to or greater than the state.</i>	
Approaches Target	<i>The average of the school's consistent attendance rates is within 10.0 points of the state.</i>	
Does Not Meet Target	<i>The school did not meet the criteria for any of the ratings above.</i>	

		FY23	FY24	FY25	FY26	FY27	Average
Measure 10.1	LMSS	89.7%					89.7%
	State	74.5%					74.5%

The final focus is on attendance. Studies show that attendance is directly correlated with higher academic success. Students at LMSS attend school more consistently and at a higher rate than their counterparts statewide.

Indicator A: Federal and State Accountability – World’s Best Workforce

3rd grade reading scores: Reading scores over the period of the contract thus far have gone from substantially above the states proficiency index score to substantially below in the period of one year. Some explanation for this could be an increase in class size where the numbers were possibly skewed the year prior. We have an academic interventionist that is pulling students for Tier 3 interventions in hopes of closing this gap and reversing the negative trend.

8th grade reading scores: Much like their third grade counterparts, eighth grade students saw a decrease in reading proficiency from year one to year two of our current contract. Combating reading difficulties in adolescence looks very different from interventions at the 3rd grade level. At the 8th grade level, we move away from the foundational building blocks of reading. Instead we focus on comprehension and tools to support readers as they transition into young-adulthood. Students practice comprehension through graphic organizers, Socratic seminars, study skills, and note-taking. Teachers continue to utilize leveled reading materials and audio books to ensure students can access the curriculum while they work on their reading.

Teacher equity: The ‘district’ of LMSS is located in one building, with seven core educators and two special education teachers. No two educators overlap core subjects. If there comes a time when LMSS expands and requires multiple educators to teach the same core subject, or core Montessori level, a procedure is in place to ensure that students are provided an equitable opportunity to highly qualified educators. If an educator is put on a Teacher Improvement Plan (TIP), student room assignments will be rotated so they do not have a teacher on a TIP for two

or more years in a row.

Achievement Gap Data: LMSS has two subgroups of students: students qualifying for free/reduced lunch (FRP) and special education (SpEd.) Though the FRP subgroup has reduced their gains this year in reading proficiency compared to last year, the subgroup continues to have a proficiency rating equal to or above the overall proficiency rating of the local district (ISD 300) rate. Based on this data, the achievement gap remains similar to last year compared to the non FRP group for students at LMSS in Reading. The subgroup in math has surpassed the non-FRP group closing the achievement gap. The FRP subgroup also has a higher proficiency rating than the local district (ISD 300). Additional student support will continued be made available in the form of interventionist programming.

The second subgroup, students receiving special education services, continues to make progress on internal math and reading assessments. However, that progress has not translated into the statewide proficiency assessments yet. The proficiency rating has dropped in both math and reading. In both reading and math, this subgroup has lower rates of proficiency compared to the local school district and the statewide rate. There is more work to be done in order to close the achievement gap for our SpEd subgroup and the school will work to identify processes and strategies to best support special education students and the staff that work with them.

Graduation Rates: Over the first two years of the current five-year contract, LMSS has had 6 students on track to graduate. Of those students, 100% have graduated. This is higher than the statewide rate of 83.4%. LMSS will continue to help students graduate on time.

ADDITIONAL ACADEMIC DATA

Growth rates are another way to look at student success. Internal assessments were resumed in the 2020-21 school year, and data shows that LMSS was growing in math and staying steady in reading but both metrics have dropped within the last year. Since statewide assessments returned in FY22, it can be determined that the growth rate for LMSS is not as high as the statewide rate. It is the intention of LMSS to increase student growth through a 'whole-child' approach, including supporting each child's social and emotional well-being, as well as their educational goals.

Educational Effectiveness: Assessment & Evaluation

La Crescent Montessori & STEM School has many practices in place to integrate high-quality instruction, rigorous curriculum, instructional technology, and a collaborative professional culture that supports teacher quality, performance, and effectiveness.

The school has a process for assessing and evaluating each student's progress toward meeting state and local academic standards. Students in kindergarten through sixth grade take a Montessori-based skill assessment in the fall and again in the spring to show progress through the Montessori curriculum. LMSS also administers Fastbridge assessments three times per year (K-8) to identify individual reading and math achievement levels and prescribe instructional strategies to assist students in attaining a rate of improvement equal to or greater than the

national average. Data from these assessments are used to place students into interventions. Students in interventions are progress monitored to evaluate growth. In addition, where available, LMSS utilizes MN State Assessments (MCA) in math, reading, and science to report student progress towards meeting MN state standards. Each semester, student academic progress is evaluated and the results are shared with parents via a formal progress report.

Data from assessments is disaggregated by the student group in order to assess the school's educational effectiveness in relation to each group. Following assessments, educators are responsible for inputting student assessment data into a spreadsheet. The Director of Operations compiles the data and separates it into student groups. The disaggregated data is shared with educators during data review or PLC meetings.

In addition to the work of the pedagogy committee, LMSS educators work together on a continuous-cycle to review school-wide curriculum and the fidelity of implementation, which is particularly important to avoid misalignment between learning levels. These meetings include a review of the curriculum to identify gaps in the progression of the Montessori curriculum. Educators identify strengths and weaknesses in curriculum and instruction to ensure career and college readiness leading to the world's best workforce within. Curriculum and instruction are also reviewed and evaluated for alignment with state standards and effectiveness in relation to best practices and student outcomes. If needed, strategies for improving instruction, curriculum, and student achievement are identified and implemented. Educators are expected to monitor student progress and adjust instruction as needed to facilitate student learning.

Community members and families actively participate in decision making and changes in our district. Collaboration provides opportunities to ensure we validate, affirm, embrace, and integrate cultural and community strengths.

Educators are active participants in Child Find meetings. These meetings focus on the identification of struggling learners, data-driven interventions, review of intervention data and possibly determining the need for a referral for a special education evaluation.

Additionally, the school's system for educator evaluation requires educators to participate in peer review by observing other learning environments and offering feedback. Educators also evaluate instructional and other administrative leaders.

The elements below are connected to a continuous improvement process that reviews, supports, and/or evaluates the effectiveness of curriculum and instruction.

- Curriculum review cycle
- Curriculum alignment to state/ national standards
- Curriculum implementation
- Teacher evaluation system that targets effective instruction and growth
- Peer Review
- School climate initiatives
- Culture of continuous improvement: PLCs, Educator Evaluation and Peer Review
- Tiered interventions

Teacher Equity Data:

As stated previously, the school is small and without multiple educators for the same core subject Montessori level. Should that change, the school will develop a process to examine the equitable distribution of educators using data and ensure that low-income and minority students are not taught at higher rates than other children by inexperienced, ineffective, or out-of-field educators.

	Total	Licensed Educators	3+ Years of Experience	Working in Areas of Licensure	Advanced Degrees	Montessori Certification	Racially/Ethnically Diverse
Teachers	8.5	8.5 / 8.5 100%	5.5 / 8.5 55%	8.5 / 8.5 100%	.5 / 8.5 11%	3 / 8.5 33.3%	0/10
Admin Staff	1.5	0.5/1.5 33%	1.5/1.5 100%	N/A	0.5/1.5 33%	0.5/1.5 33%	

Student & Parent Satisfaction

LMSS utilizes electronic surveys to gather information on parent and student satisfaction. Our results showed that LMSS is a happy place. 100% of parents who completed the survey feel LMSS is a welcoming, respectful and safe place for their children. 100% of respondents also said they are comfortable recommending LMSS. Parents know they can come to the school if they have concerns and they will be dealt with fairly. Knowledge of the Mission/Vision has increased to 87% for parents. 95.6% of students reported feeling safe and welcome at LMSS. Only 47.1% of students report knowing the mission of LMSS.



Environmental Education

The mission of LMSS' authorizer, Osprey Wilds Environmental Learning Center, is to instill a connection and commitment to the environment in people of all communities through experiential learning. Osprey Wilds defines environmental education as the implementation of values and strategies that foster learning and create environmentally literate citizens who engage in creating healthy outcomes for individuals, communities, and the Earth. The overarching goal of environmental education is an environmentally literate citizenry. The test of environmental literacy is the capacity of an individual to work individually



and collectively toward sustaining a healthy natural environment. This requires sufficient awareness, knowledge, skills, and attitudes in order to create a healthy planet where all people live in balance with the Earth.

There are five areas that indicate if LMSS students (and staff) are growing in their environmental literacy. They are:

1. Curriculum and School Culture
2. Exposure to Natural Environments
3. Promotion of Environmental Stewardship
4. Mission or Community Related
5. Financial and Operational Commitment

At LMSS, environmental education is woven into the curriculum at each learning environment. Place-based learning is used as much as possible to instill a sense of wonder and knowledge of the student's surroundings. Classrooms utilize a hands-on approach and differentiated lessons in order to include all students. Biology and Zoology lessons are provided to Pre-K-6 students, with living organisms in the way of plants and class pets to reinforce learning and add a deeper level of appreciation.



All students connect to the natural environment throughout the school year. Students take many trips for the purpose of observing, researching, analyzing and drawing conclusions from the environment around them. Traditions such as the E1 State Park Cycle, E2 Eagle Bluff Trip, and the AP Fall Camping trip continued and new trips to the Genoa Fish Hatchery, Houston Owl Center, and Wabasha Eagle Center joined our community.

Promoting and participating in environmental stewardship has become an integrated part of day-to-day life at LMSS. Students continue to learn and actively participate in the school-wide recycling and composting programs. The E1 classroom planted a tea garden in the back and a vegetable garden in the front. This is a gift that will keep giving. We can't wait to see how the tea is made!

Our budget for the 2023-24 school included significant funding for field trips. LMSS will continue to budget for equitable access to our natural environment and out of building experiences through financial support. Some trips we typically take include visits to Whitewater State Park, Brice Prairie Wildlife Refuge, Eagle Bluff Environmental Learning Center, Wyalusing State Park, and Beaver Creek State Park.

Through the use of assessments, hands-on lessons, and excursions, LMSS students have grown in their environmental literacy. Students are able to work individually and within groups to increase the sustainability of their environment. They are excited to reduce their impact on the world and to positively impact the world around them. They understand the benefit of being good stewards of the Earth and the impact it has on future generations.

Governance & Management

Includes Annual Board Training & Administrator

BOARD OF DIRECTORS

The LMSS Board has the responsibility to provide ultimate oversight of LMSS’ staff and programs through close monitoring and evaluation. With the help of the Head of School and the Director of Operations, the board assures that all reports and data are submitted to the appropriate stakeholders, and that all laws and statutes are followed. Policies are created and implemented as needed or required. Financial oversight and budget approval is a key component of the boards’ responsibility. The board also determines the direction in which the school will go by creating and supporting the school’s mission and vision. The LMSS board does not contract with a charter management organization (CMO, or an educational management organization (EMO).

Per our bylaws, the LMSS Board of Directors is made up of five members: three educators, one parent and one community member. The Governance Committee recruits new board members. Committee members solicit interested candidates, as well as approach individuals that the committee feels have characteristics that would be beneficial to the board. The committee requests resumes from interested candidates. During the recruitment phase, each candidate receives a board binder. This binder contains essential documents that a candidate would need to know and understand if voted on to the board. Documents in the binder include: Annual Report, Financial Audit, Authorizer Contract, Goal Data (and Results), By-Laws, Articles of Incorporation, contact information for current board members, and the four major laws that apply to charter schools in Minnesota (Charter Law, Nonprofit Law, Open Meeting Law, and Data Privacy Law.) The Governance Committee reviews the resumes and then provides the final resumes to the voting stakeholders. Elections were held online in an effort to increase family participation. Elections were held in May over the course of five days.

LMSS Board of Directors (2023-2024)

Member Name	Board Position	Affiliation	Date Elected	Date Seated	Term End Date	Email Address
Katie Kabat	Member	Teacher	08/24/2023	08/24/2023	6/30/2024	Katie.kabat@lacscentmontessori.com
Luke Wahl Squared	Treasurer	Teacher	5/13/2022	7/21/2022	6/30/2024	LWahl@lacscentmontessori.com
Melissa Johnson	Chair	Teacher	5/19/2023	07/27/2023	6/30/2025	Melissa@lacscentmontessori.com
Jeff Newman	Secretary	Parent	5/13/2022	7/21/2022	6/30/2024	Jeff@lacscentmontessori.com
Dean Chady	Vice Chair	Community	5/13/2022	7/21/2022	6/30/2024	Dean@lacscentmontessori.com

		Member				
Hannah McDonah-Anderson	Member	Teacher	5/19/2023	7/27/2023	6/30/2025	Hannah@lacsrescentmontessori.com

Board Training and Development

Board training is an effective tool that ensures the board maintains a basic knowledge of the statutory requirements of education. It is vital for all members of the board, as leaders of an educational institute, to embrace continued education through development. All board members are required to begin the initial training within six months and complete it within one year of being seated as a member of the board. Additional board development is provided throughout the year. Topics range from understanding funding formulas to updates on legislation, to current insurance coverage (and anything in between).

Initial Training

The following table depicts when each board member took the initial training required by statute.

Initial Training

Board Member Name	Original Date Seated	Board's Role & Responsibilities	Employment Policies & Practices	Financial Management
Melissa Johnson	01/19/2017	04/29/2016 Eugene Piccolo	05/11/2015 Eugene Piccolo	01/22/2011 Eugene Piccolo
Jeff Newman	07/01/2021	08/03/2021 Osprey Wild	06/23/2021 Eugene Piccolo	8/03/2021 Osprey Wild
Luke Wahl Squared	07/01/2022	8/2/2022 Osprey Wilds	8/2/2022 Osprey Wilds	8/2/2022 Osprey Wilds
Dean Chady	7/1/2022	8/2/2022 Osprey Wilds	8/2/2022 Osprey Wilds	9/13/2022 Osprey Wilds
Katie Kabat	01/25/2023	02/7/2023 Osprey Wilds	2/7/2023 Osprey Wilds	02/07/2023 Osprey Wilds

Annual Training – FY24

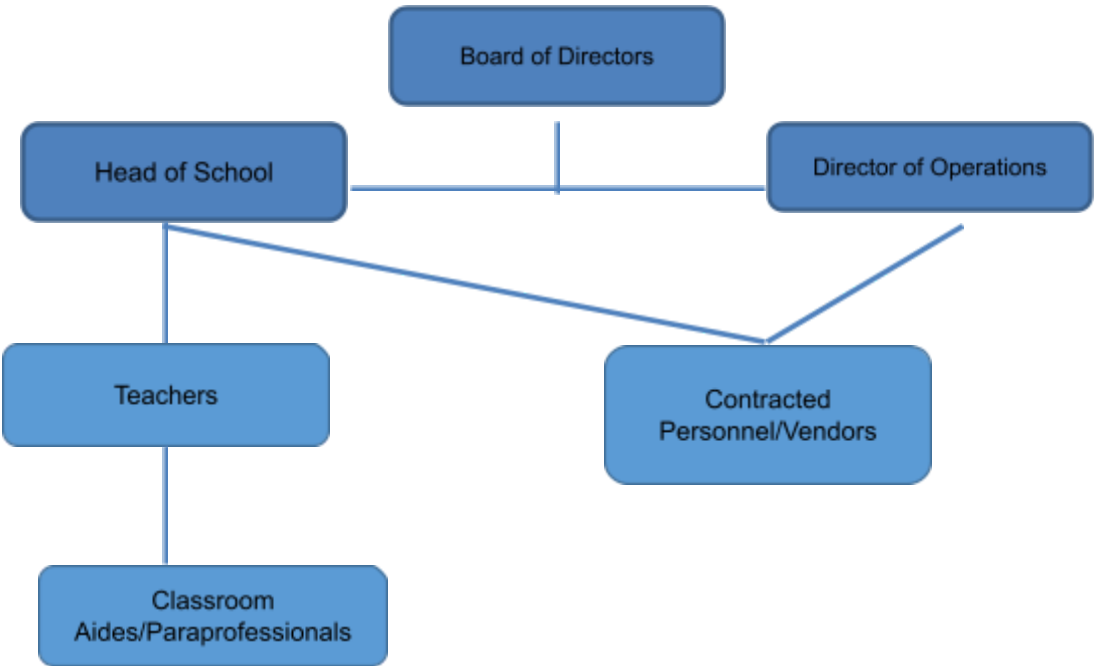
	Melissa Johnson	Jeff Newman	Luke Wahl Squared	Dean Chady	Katie Kabat
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Board Self Evaluation: Kate Garfin August 24, 2023	Yes	Yes	Yes	Yes	Yes
Whistleblower Law: MACS September 27, 2023	Yes	Yes	Yes	Yes	Yes
Public Comment at Board Meetings: Osprey Sounding Board September 27, 2023	Yes	Yes	Yes	N/A	Yes
Minnesota Report Card: Tammy Stremcha October 25, 2023	N/A	Yes	Yes	Yes	Yes
Employment Law (Personnel Records): Tammy Stremcha October 25, 2023	N/A	Yes	Yes	Yes	Yes
Board Election Process: Kate Garfin November 30, 2023	Yes	N/A	Yes	Yes	Yes
MN School Fee Law: Tammy Stremcha/MACS November 30, 2023	Yes	N/A	Yes	Yes	Yes
Exhibit S: Outstanding Obligations to Osprey): Tammy Stremcha November 30, 2023	Yes	N/A	Yes	Yes	Yes
Review of Bylaws: Tammy Stremcha January 25, 2024	Yes	Yes	Yes	Yes	Yes
Open Meeting Law: Reasons Sounding Board-Osprey January 25, 2024	Yes	Yes	Yes	Yes	Yes
Open Meeting Law: Requirements Sounding Board-Osprey January 25, 2024	Yes	Yes	Yes	Yes	Yes
Parent Leaves: Tammy Stremcha January 25, 2024	Yes	Yes	Yes	Yes	Yes
Montessori Research & Resources: Kate Garfin February 24, 2024	Yes	Yes	Yes	Yes	Yes
Open Meeting Law: Procedures: Sounding Board-Osprey February 29, 2024	Yes	Yes	Yes	Yes	Yes
Open Meeting Law: Holding: Sounding Board-Osprey February 29, 2024	Yes	Yes	Yes	Yes	Yes
Board Recruitment/Election Process: Tammy Stremcha March 28, 2024	Yes	Yes	Yes	Yes	Yes

Minnesota School Fee Law: Tammy Stremcha March 28, 2024	Yes	Yes	Yes	Yes	Yes
New Law Primer: MACS June 27, 2024	Yes	Yes	No	Yes	Yes

MANAGEMENT

During the 2023-24 school year, LMSS continued the management structure that was implemented during the 2017-18 school year. The Head of School has administrative responsibilities including curriculum, staff and student duties. The organizational chart below shows the structure of our staff.



Kate Garfin, Head of School

Head of School duties include, but are not limited to: coordinating staff observations; planning/implementing in-services; coordinating PLC meetings; attending IEP meetings as the district representative; coordinating meetings for parent/teacher concerns; coordinating substitutes in emergency situations; relaying staff needs to appropriate committees; sharing SIP data with Osprey Wilds, following up on SIP implementation and progress monitoring; acting as a point person for reports; managing, supervising and supporting academic and support personnel needs, coordinate internal and external communications as the primary representative of LMSS, and ensure compliance with all state and federal regulations.

Kate started her teaching career here at LMSS in 2016. She is licensed in 5-12th grade social studies and received her Adolescent Program diploma from American Montessori Internationale in 2019. During her work in the classroom she was part of the team that rebuilt the AP structure. Kate also spent three years on the school board at LMSS prior to her position as Head of

School beginning in 2020. Kate’s professional development plan follows state statute requirements, and is reviewed by the Board of Directors annually (see attachments on page 53). Kate completed her graduate degree in June of 2022 with a Master’s degree in school leadership. Kate’s latest evaluation was completed by the Board of Directors in May of 2024. Kate will not have a professional development plan for the 2024-25 school year as she will return to teaching.

Tammy Stremcha, Director of Operations

The duties of the Director of Operations (DO) include the responsibilities for payroll submission, preparation and maintenance of all financial records, and reporting of said financial records to various stakeholders. In addition to being responsible for monitoring and ensuring fiscal responsibility of public funds, the DO is responsible for the oversight and maintenance of general office needs, MDE reporting, JMC maintenance, EDRS reporting, maintenance of physical/electronic student files, school website, sending report cards, coordinate testing materials, Aurie, safety coordinator, and vendor coordinator.

Tammy Stremcha has over fifteen years of accounting and administrative experience, with over ten years specifically in the education sector. She has a degree in accounting and has participated in additional training to better suit herself to the education industry. Tammy’s professional development plan is reviewed annually by the board of directors (see attachments on page 52). Tammy’s latest evaluation was completed by the Board of Directors in May of 2024. Her 2024-25 professional development plan will be created with input from the board in the fall of 2024, and will reflect the latest requirements of state statutes.

Staffing

Due to limited benefits and our rural location, finding highly qualified staff can be very difficult. For teaching positions, LMSS continues to work toward strong teacher retention after educators have completed their Montessori training. The following table lists the licensed teaching staff LMSS employed during the 2023-24 school year. As mentioned previously, the Head of School returned to the classroom to ensure quality education during the staffing shortage. Administrative roles shifted to allow the Head of School time to focus on the classroom. Teachers increased their capacity for responding to discipline to help support the split time as well.

2023-24 Licensed Teaching Staff

Name	File #	License and Assignment (subject/grades)	2024-25 Status*	Comments
Melissa Johnson	437246	Pre-Primary & Elementary Education	R	Expires 6/30/2024
Angela Rundhaugen	1001189	Early Childhood & Elementary Education	R	Expires 6/30/2027

Katie Kabat	514390	Elementary Education	R	Expires 6/30/2024
Brandon Furuta	1030066	Social Studies 5-12	NR	Expires 6/06/2024
Alex Auby	1020379	Academic Behavioral Strategist	R	Expires 6/30/2024
Luke Wahl Squared	496892	Mathematics 5-12	R	Expires 6/30/2028
Bella Anderson	1029799	Life Science	R	Expires 6/30/2024
Kate Garfin	492472	Social Studies/ELA	R	Expires 6/01/2024
Tyanne Perry	513864	Academic Behavioral Strategist	R	Expires 6/30/2024

* R = Returning, NR = Not Returning



2023-24 Teacher Professional Development Activities:

We are excited to note our continued commitment to supporting Montessori Training by increasing our Montessori training reimbursement amount. As training programs increase their rates, LMSS works to match those increases. Montessori trained teachers have greater ability to find success at LMSS and better support our students.

Below is a list of professional development opportunities utilized by the LMSS staff.

- Training in bloodborne pathogens, bullying and harassment, data privacy, teacher ethics, and mandated reporting
- Curriculum and Pedagogy meetings covering child find, data collection and analysis, and current assessments
- All staff attended the Montessori Conference at UW-La Crosse
- Two teachers began, continued, or completed Montessori certification
- Several educators were trained in the use and interpretation of Fastbridge assessments
- 1 teacher and 1 admin attended the Environmental Education Conference at Osprey Wilds
- 1 teacher and 1 admin attended the River Institute in Duluth, MN with the Jeffer's foundation

- In-service dates were utilized to deep dive into assessments, de-escalation techniques, and discussions of equity

Teacher Retention

Three teachers did not return for 2023-24, all from the Adolescent Program. Having a 25% retention rate in this program was a significant reason for the Head of School to return to this program in order to ensure a quality experience for the students.

Percentage of Licensed educators from 2023-24 not returning in 2024-25 (non-returning educators/total educators from 2023-24 X 100)	89.9%
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2023-24 Non-Licensed Staff

Name	Assignment	2024-25 Status*	Comments
Tammy Stremcha	Director of Operations	R	
Gaia Rougeux	Interventionist	NR	
Jordan Wolters	Special Ed Para	NR	
Dorothy Kinsella	Classroom Aide	R	
AJ Olson	Special Ed Para	R	
Heather Minkel	Classroom Aide	R	
Ben Glass	Facility/Maintenance	R	
Brittany Rau	Classroom Aide	R	
Mikayla Scheck	Special Ed Para	R	
Courtney Cameron	Special Ed Para	NR	
LaKiah McCallson	Classroom Aide	R	
Christie Lauer	Special Ed Para	R	
Maddie Nedlose-Blackcoon	Special Ed Para	NR	

* R = Returning, NR = Not Returning

2023-24 Licensed, Non-Teaching Staff

Name	License and Assignment (subject/grades)	2024-25 Status	Comments
Mindy Johnson	Counselor	R	Expires 6/30/2026

Operational Performance



LMSS is housed in a beautifully renovated building at 1116 South Oak Street in the small town of La Crescent, Minnesota. Our leased building previously served as the local roller-skating rink. As somewhat of a local, historical venue, we feel fortunate to have been able to salvage the original hardwood floor and curved beam ceilings. After an extensive renovation, which included plumbing, electrical, networking, HVAC, and room construction, the school is confident that the space is conducive to outstanding Montessori environments. At this time, the school has made no plans for relocation. As noted in the Finance section, LMSS leases the building. With the support of lease aid, a renewable funding revenue, the school has made 1116 South Oak Street home. The owner of the building is responsible for long-term maintenance, including but not limited to, maintaining up-to-date inspections, alignment with state and federal

building codes, and notifying occupants of changes and important notices (occupancy, fire exits, etc.). LMSS is responsible for the internal function of the building as it pertains to the school's use.

Many families tell staff that the school feels like a home. The walls are painted to enhance learning and mood, the floors are made of hardwood, and the second-floor ceiling retains the original arched wooden support beams. The community room walls were painted simply in our school colors which made the space more beautiful and welcoming! LMSS had the opportunity to expand the school's physical footprint by renting additional space located just on the other side of the parking lot. This was a great opportunity for LMSS to expand to include more space dedicated to large physical movement, messy sciences and group experiences.

Though development plans and projects are elaborated upon in the Future Plans Section, LMSS has maintained the building with garden projects, painting, and other beautification efforts. The school contracts for janitorial service, and contracts for maintenance/servicing of the elevator, and technologies used at LMSS, and provides internal training on maintenance expectations. To ensure student and staff safety, LMSS regularly schedules safety drills including fire, severe weather, evacuation and lockdowns.

More detailed operational management also occurs at LMSS. The accurate and timely submission of state/federal reports including, but not limited to: MARSS, ED-FI, STAR, EDRS, UFARS, CLICS, TRA, and PERA happen regularly. Many of these reports require multiple, time-sensitive submittals throughout the year. Maintaining current information is critical to being able to supply state and other agencies correct information in a timely manner. LMSS contracts with several outside professionals. Hearing and vision checks are provided to students annually. Ready Bus Lines Company, (whose primary contract is with ISD 300- the resident school district), provides daily transportation for LMSS, and service to and from the before/after care program at the local elementary school.

As with all public schools, LMSS keeps records of and reports on student discipline. The school has been fortunate to have minimal incidents to report to MDE. A discipline policy is in place

that provides discipline in steps based on the level of severity of the act. A notable part of Montessori curriculum, which we believe lessens the necessity for external discipline, is the area of Grace and Courtesy. Presentations, beginning the first day of school, even in the youngest classroom, teach all students how to respect themselves and each other. The knowledge of how to be gracious and courteous has lasting impacts on student behavior, which is evident through the school's small number of discipline reports.

LMSS does not offer a hot-lunch program. However, as required by state and federal regulations, LMSS does recognize the economic significance of families qualifying for educational benefits. LMSS offers a daily milk program, providing two cartons of milk for Kindergarten students and one carton for first through twelfth-grade students. LMSS requests that families pack a lunch for their child. To reinforce practical life and grace and courtesy skills, the school provides multiple microwaves, metal cutlery, ceramic plates and bowls, and glass cups for students to use. We have found that a formalized dining atmosphere bridges school and home life and reinforces the relevance of dining etiquette. Students are expected to clean up after themselves and work cooperatively to clean the lunchroom. Some AP students have enough time management skills to cook their lunch at school, enjoying a fresh, home-cooked meal while reinforcing their practical life skills. Healthy foods are sometimes donated for student lunches. A local apple orchard often donates crates of apples for students to eat as a healthy snack. Additionally, educators include a culinary component into culture lessons, requiring students to prepare a meal related to the culture they are studying. With the guidance of adults, students learn basic culinary skills, a curricular component that is made possible with the school's home style kitchen appliances. The AP program also includes cooking courses in their elective pool.

For the first time in LMSS history, with the help of the new student support funding stream provided by the state of Minnesota, LMSS was able to partner with two local charter schools to hire a full time counselor. This position shares their expertise with the three schools, providing student support in social and emotional education, social and emotional regulation, provides support to special education students when appropriate, as well as provides support to high school students as they prepare for life after high school. LMSS looks forward to continuing the partnership to ensure that all students (including those at other LEA's) have access to a counselor throughout their educational journey.

As the safety and security of our students is one of the school's most important priorities, parent and community volunteers are closely supervised. All volunteers that work with children or who chaperone on field trips must consent to a background check through The Minnesota Bureau of Criminal Apprehension and the National Sex Offender Registry. Volunteers participating in any overnight travel with students are subject to a full background check (the same check required of employees.) All checks comply with Minnesota statutes.

As previously mentioned, all employees are subject to background checks, which must be completed before an employee's initial start date. The school's hiring policy dictates that any open position is posted internally first. Applicants are asked to provide a resume; five years' work experience, contact information, three professional references, educational history and copies of transcripts. Qualified applicants are invited to an interview. The interview team consists of a minimum of three people. Following interviews, the team makes a recommendation to the Head of School, who determines if an offer of employment will be extended.

Finances

For questions regarding school finances or to request a copy of complete 2023-2024 financials and/or an organizational budget for 2023-24, contact:

Tammy Stremcha
Director of Operations
507-895-4054
Tammy@LaCrescentMontessori.com

Information presented below is derived from audited figures. The full financial audit will be completed and presented to the Minnesota Department of Education and Osprey Wild no later than December 31, 2024. Material changes to the figures shown below are not expected.

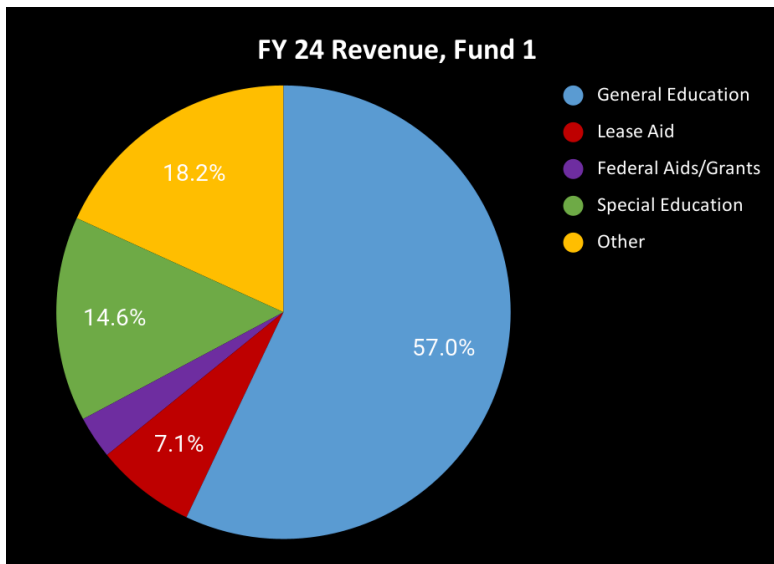
FY24 Finances	Fund 1	Fund 2	Fund 4
Total Revenues	\$1,339,253	\$2,285	\$65,167
Total Expenditures	1,333,254	2,786	52,844
Net Income(Loss)	7,799	(501)	12,323
Total Fund Balance	\$412,364	\$3,481	\$75,315

Overview

LMSS strives to make decisions based on the success of all students while also weighing the fiscal responsibility of public funding. The original FY24 budget was approved in May of 2023 with a net profit of almost \$4,000. All programs were fully funded, and funds were earmarked for classroom funds and field trips. As the year progressed, revenues and expenses increased in general relativity, ultimately resulting in a net surplus as shown above.

Revenues

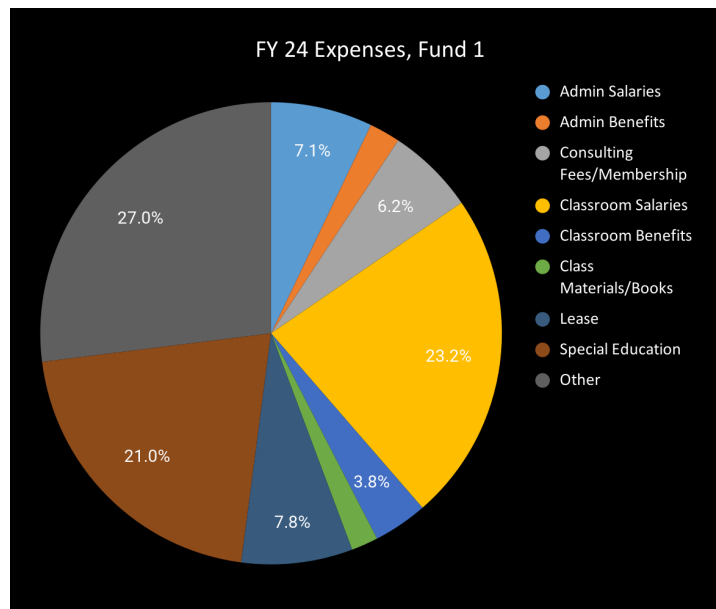
Of the revenues of Fund 1 (General Fund), 57% came from state general education funding, which is slightly lower than the prior year, due to the increased revenues from other sources. Most funding categories remained steady (from a percentage perspective).



Fund 2 (Food Service) is used exclusively for income generated by the consumption of milk. State and federal aid for milk, as well as any fees or gifts (for food service), is accounted for in this fund.

Fund 4 (Community Service) was again used exclusively for tuition and fees charged for the school's pre-school program.

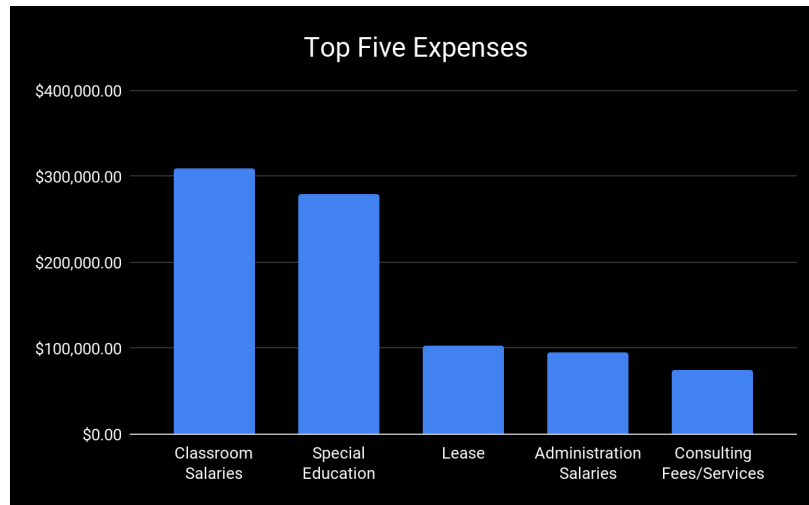
Expenses



The chart above depicts the total amount of expenses in Fund 1 during the 2023-24 school year. When comparing this information to previous years' data, there are few changes. Each category remained relatively steady as a percentage of total expenditures.

The following chart depicts the top 5 categories of expenses. This helps correlate the

percentages from the previous graph to actual dollars. It is clear that the priority for spending at LMSS is to support the high-quality personnel that directly educate students.

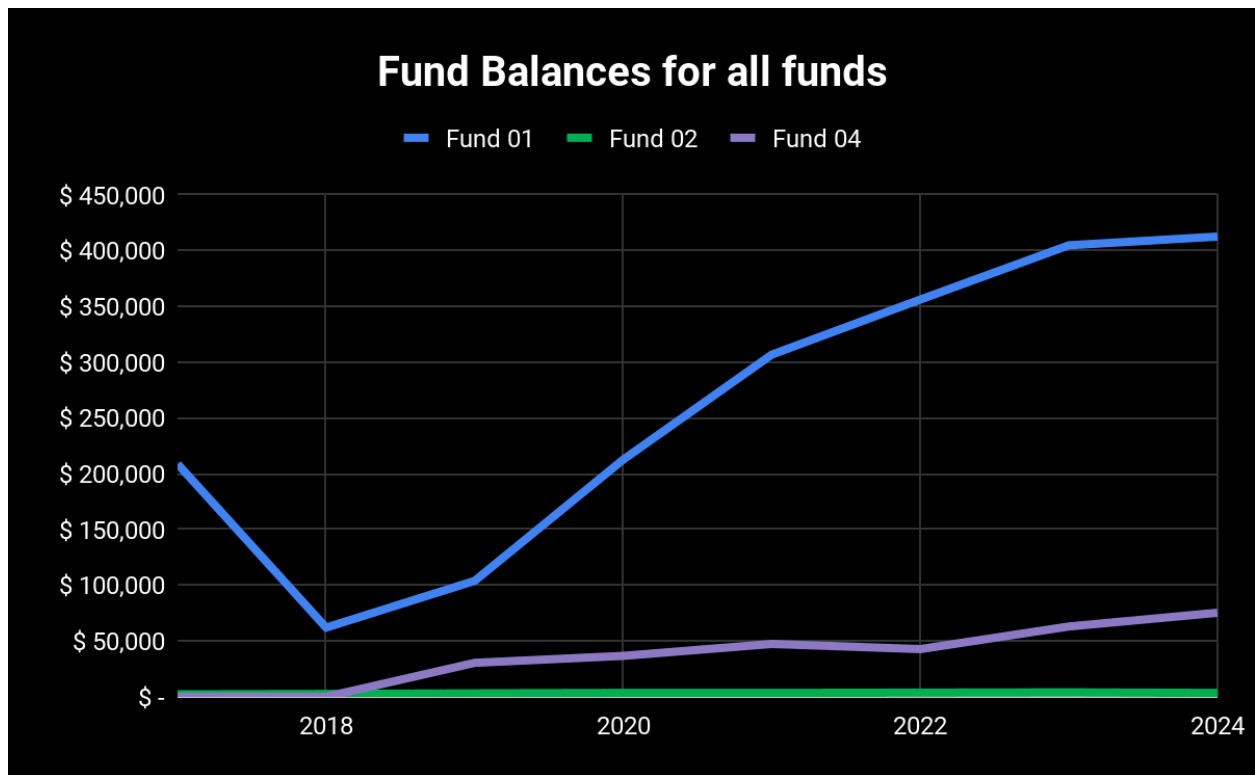


As mentioned previously, Fund 2 (Food Service) is used exclusively for our milk program. All expenses are for the purchase of milk for student consumption.

Fund 4 (Community Service) expenses are costs associated with the preschool program.

Net Surplus or Deficit and Fund Balance

In the graph below, the blue line represents Fund 1 (General Fund). It shows the result of strategically choosing to retain staff at the adolescent program (despite reduced enrollment) to continue to support student achievement and growth during fiscal year 2018, then focusing on increasing the fund balance since FY19. Fund 2 (Food Service) in green continues to be of minimal consequence and is expected to continue this trend for years to come. Fund 4 (Community Service/Preschool), in purple, ended the year with an increase in the fund balance from FY24.



Overall fund balance(s) are one measure in determining the financial health of an organization. Based on this information, LMSS continues to recognize the importance of a healthy fund balance, but not to the detriment of the education of our students. While it is important to increase the fund balance in preparation of future holdbacks, rapid rate hikes, or enrollment reduction, it is also important to provide a quality education to our current students.

At the end of FY24, LMSS ended with approximately 30.9% fund balance as compared to annual expenses. This is a great position to be in as we prepare for possible additional costs associated with expanding program offerings, solidifying staff retention and recruitment as well as increasing student support services.

World's Best Workforce Annual Budget

LMSS's budget is the World's Best Workforce (WBWF) Budget. The school's WBWF goals are embedded into the goals of its contract with Osprey Wilds so it is only natural for the budget to be one in the same. As previously discussed in the Finance section, LMSS invests most of the revenues into student success through highly qualified educators, support staff and special education programming. Nearly 70% of total expenses are utilized for creating the World's Best Workforce and increasing student success.

Future Plans

LMSS strives to implement new and exciting concepts in the coming academic year. Some plans are in the beginning discussion phase, while others are continuations of long-term endeavors.

- Increase participation in co-curricular activity partnership
- Expand our footprint to include additional space within our building campus
 - Formalize a plan for the purpose of additional space
- Publish the school-wide curriculum in various formats to meet the needs of the stakeholders
- Remodel and restock our all school library
- Strengthen STEM opportunities and articulation of how STEM is integrated into LMSS's programs
- Continue to focus on recruitment and retention to stabilize enrollment trends.
- Offer ongoing parent education opportunities open to the community to increase understanding of Montessori and STEM education
- Offer regular family events to engage LMSS families fully in the life of the school.
- Develop a Culturally Responsive curriculum/material review process for families and staff

Staff and students have accomplished many amazing things. Every staff member looks forward to continued student growth and academic success. The family-like atmosphere and supportive environment at LMSS contributes greatly to the growth of its students. LMSS is a perfect example of the wonderful things that can happen when strong bonds are nourished and stakeholders work together for the greater good of each child.

Attachments

Non-Licensed Professional Development Plans:

1. Tammy Stremcha

Human Resources and Personnel Management

Goal: To organize personnel records and bring up to legal standards.

Activities	Timeline	Collaboration	Completion Date
Records Retention of Personnel Records		The Dos & Don'ts of Records Retention and Destruction Pryor Learning \$200	12/10/2023
Create a records retention policy easy to read and easy to use	2025**	Retention Schedules 101 - Bing video	
Destroy outdated personnel documents per records retention policy	June 2024		As of 1/22/24: Approximately ¼ of records eligible for destruction has been destroyed.

Legal and Compliance Management

Goal: Maintain with fidelity the legal requirements of MN charter schools

Activities	Timeline	Collaboration	Completion Date
Create and utilize a tracking spreadsheet for SERVS funding	FY24	EdFinMN	Ongoing

Effective Communication- the following are ideas for now, and are not finalized goals. The board will help determine final goals.

Goal: Grow and cultivate a positive emotional environment with internal and external stakeholders.

Activities	Timeline	Collaboration	Completion Date
Emotional Intelligence	FY24	Emotional Intelligence:	2/21/2024

		Cultivating Immensely Human Interactions Michigan Online (umich.edu)	
I am surrounded by idiots. - book			As of 1/22/24: Have read 2.5 chapters.

Additional: Student Health/Social-Emotional Awareness

Goal: Increase my knowledge base regarding child psychology in a varying array of topics as training becomes available.

Activities	Timeline	Collaboration	Completion Date
Medication Administration for School Personnel	August	Kate \$50	October 4, 2023

2. Kate Garfin

Instruction and Assessment

Goal: Provide open, transparent access to evaluation practices and procedures.

Activities	Timeline	Collaboration	Completion Date
Train Staff on new Authorizer Goals	Ongoing	Teachers	EOY
Train Staff on new Educator Effectiveness & Evaluation Process	Ongoing	Teachers	EOY

Human Resources and Personnel Management

Goal: Understand and apply effective practices and legal requirements connected to Human Resources

Goal: Assist substitute teacher in their success at LMSS

Activities	Timeline	Collaboration	Completion Date

Legal Issues for Human Resources	January 15/17	University of Minnesota	April 10-12
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Legal and Compliance Management

Goal: Implement effective practices in 504 development and use.

Goal: Increase knowledge of Non-Exclusionary Practices

Activities	Timeline	Collaboration	Completion Date
Non-Exclusionary Training	August 24 9:30-10:30	MDE	August 24th

Board, Authorizer, and Community Involvement

Goal: Maintain and build relationships with organizations that support our mission and vision

Goal: Increase the visibility of LMSS in our immediate community as well as within the Charter and Montessori communities

Activities	Timeline	Collaboration	Completion Date
Maintain current membership in the American Montessori Society	Ongoing	AMS	EOY
Attend weekly meetings with MACS	Ongoing	MACS	EOY
Participate in community events as a representative of LMSS and consider membership in a community organization that supports similar goals.	Ongoing	Historical Society Chamber Applefest	EOY

Previous Professional Development Plan

Goal: Improve staff and administrative relationships and communication

Activities	Timeline	Collaboration	Completion Date
Tough to Treasured: How to Forge Positive Relationships	Asynchronous March 1st	Trillium	March 1
Spiritual Preparation of the Administration	Asynchronous April 1st	AMS	April 1