

LNS Annual Meeting Minutes
May 10, 2022
(via Zoom)

Attendees (based on Zoom participation list):

- **Present:** Mara Rus, Gabrielle Emanuel, Kate Brooks, Emily Lines, Laura Mellen, Vickie Slingerland, Abigail Flanagan, Clint Cherco, Greta Kaplan, Caroline Nordstrom, Annie Magee, Katherine Ruhl, Bryan Wynn, Lauren O'Neil, Mitch Brooks, Anique Lebel
- **Absent:** Sasha Dages, Emily Cardy, Kristie Fox
- **Also present:** Nancy Fincke, Andrew Alan West, Elizabeth Hoffecker, Nathaniel Heald, John Magee

Call to Order and Welcome: Mara Rus
(see full notes below)

- This is an opportunity to look back at the list of Board projects and goals that were set up in September and to reflect on our progress.
- It is during our Annual Meeting that we approve next year's Board Slate and make changes to the board and steering roles.

Vote on role changes
(screenshot of votes below)

- only board members can vote
- 1. Vote to elevate the Legal Advisor role a Board role: passed
- 2. Vote to elevate Enrollment to a Steering role: passed

Secretary's Report: Gabrielle Emanuel

- Approve minutes from the 2020-21 Annual Meeting. Gabrielle Emanuel motions and Kate Brooks (and others) seconds

President's Annual Report: Mara Rus
(see full notes below)

- There were six board goals that we set out for 2021-2022:

1. Continue to make health and safety a priority at LNS. The Steering and COVID Committees along with the Director will follow guidance from our external COVID Advisor and local healthcare consultant who will regularly review and assess our COVID response plans and inform leadership of measures that enhance safety.
 - Steering Committee, President and Director
 - Target Date: Ongoing
 - Update from Mara Rus: This year we sought a new model that utilized an outside COVID advisor. We found this model to be successful. (Full update below.)

2. Foster a sense of community and support relationship building while keeping our school safe and respecting others.
 - LNS Board, VP of Programs, Director, President
 - Target Date: Ongoing
 - Update from Mara Rus: Community continues to remain central to LNS. Both virtual and in-person outdoor events were held. (Full update below.)
3. Create a development plan that will thoughtfully organize LNS fundraising in order to support the strategic goals and operational needs of the organization.
 - VP of Development and Director
 - Target Date: Spring 2022 and Ongoing
 - Update from Kate Brooks: Made progress toward (1) creating and solidifying a strategic and systemic approach to development that is thoroughly documented to ensure continuity as leadership shifts, (2) developing a deeper understanding of the need for philanthropy at LNS and create an internal and external culture of giving embraced by board members, staff, and other stakeholders, (3) continuing to build and deepen relationships with current, past, and extended families, and (4) laying the groundwork for campaign preparation/readiness. (Full update below.)
4. To engage in a thoughtful process to develop a 3-5 year Anti-Bias Learning Implementation Plan for LNS. The Plan will support LNS's commitment to "elevating (and implementing) anti-bias culture and education."
 - VP of Operations and Director
 - Target Date: Ongoing
 - Update from Emily Lines: Rebranded at DEI, interviewed staff and teachers, conducted community survey. Creating a DEI Implementation Plan that will help define the focus and goals of the Committee in the next 2-3 years. (Full update below.)
5. Renew short-term lease.
 - Strategic Planning, President and Director
 - Target Date: Spring 2022
 - Update from Mitch Brooks: successfully completed this goal and LNS's new lease has better terms. (Full update below.)
6. Propose plan for long term occupancy.
 - Strategic Planning, Pres & Director
 - Target Date: Spring 2022 and Ongoing
 - Update from Mitch Brooks: still a work in progress due to staffing changes at deCordova and Trustees of the Reservation. (Full update below.)

Director's Annual Report: Nancy Fincke
(see full notes below)

- Staffing changes: Four new teachers were hired. One did not return. Sisy Thomas was hired to be the Assistant Director

- Professional Development: We are working towards outlining a cohesive and consistent approach to the outputs of shared documentation at LNS.
- Updates on partnership with deCordova, extended day programs and enrollment

Treasurer's Annual Report: Bryan Wynn

(see full notes below)

LNS is in a pretty strong financial position that can let us execute on our priorities. LNS is on a path to a balanced budget over the next couple years.

Nominating Committee Report: Clint Cherco

(See full notes and screenshot of votes below)

Presented nomination committee.

More than 28 community members sent in proxy forms.

Formal approval of proposed 2022-23 board slate. Motion by Gabrielle Emanuel, Katherine Ruhl (and others) second

Reminder to connect with incoming person for job transitions

Summary: Mara Russ

(See full notes below)

Gratitude and acknowledgements

***** Full Notes Provided By Presenters**

Mara Rus's Call to Order and Welcome:

Welcome and thank you all for coming! Tonight's meeting is unique in that it is both our School's Annual Meeting and our Board's May meeting.

The first part of tonight, LNS's Annual Meeting, provides an opportunity to look back at the list of Board projects and goals that were set up in September and to reflect on our progress. It is also during our Annual Meeting that we approve next year's Board Slate.

The second part of tonight, our May Board Meeting, will run like our other Board meetings and will allow for updates, questions and discussion.

Before we start our respective reports I would like the Board to vote on two matters necessary to tonight's Board Slate.

2. We would like to elevate the Legal Advisor role a Board role.
3. We would like to elevate Enrollment to a Steering role.

As for the Legal Advisor role, this really should be a Board role and we are finally making it one. This just makes sense to have an active legal lens present at Board meetings.

As for the Enrollment role, Steering believes this to be the right decision for a couple reasons. First, having someone on Steering thinking specifically about Enrollment goals and the future school is important. As we all know, Enrollment is crucial to LNS. Without enrolled children at LNS there is no school. But it's not just that. Enrollment is also connected to so many other crucial areas - development and fundraising, financial assistance to families, marketing (and was to improve marketing), committees, incoming families, enrollment trends, diversity equity and inclusion, community building, sustainability, strategic planning. We think it's important and prudent to have Enrollment serve on Steering and share not only relevant information regarding Enrollment specifically but opinions on all these areas connected to Enrollment. [VP of Operations will no longer be a Steering role, but instead the jobs that fall under Operations purview (ie parent survey and Board/Job/Committee placements) will be divided amongst other parent roles (details on that tbd).]

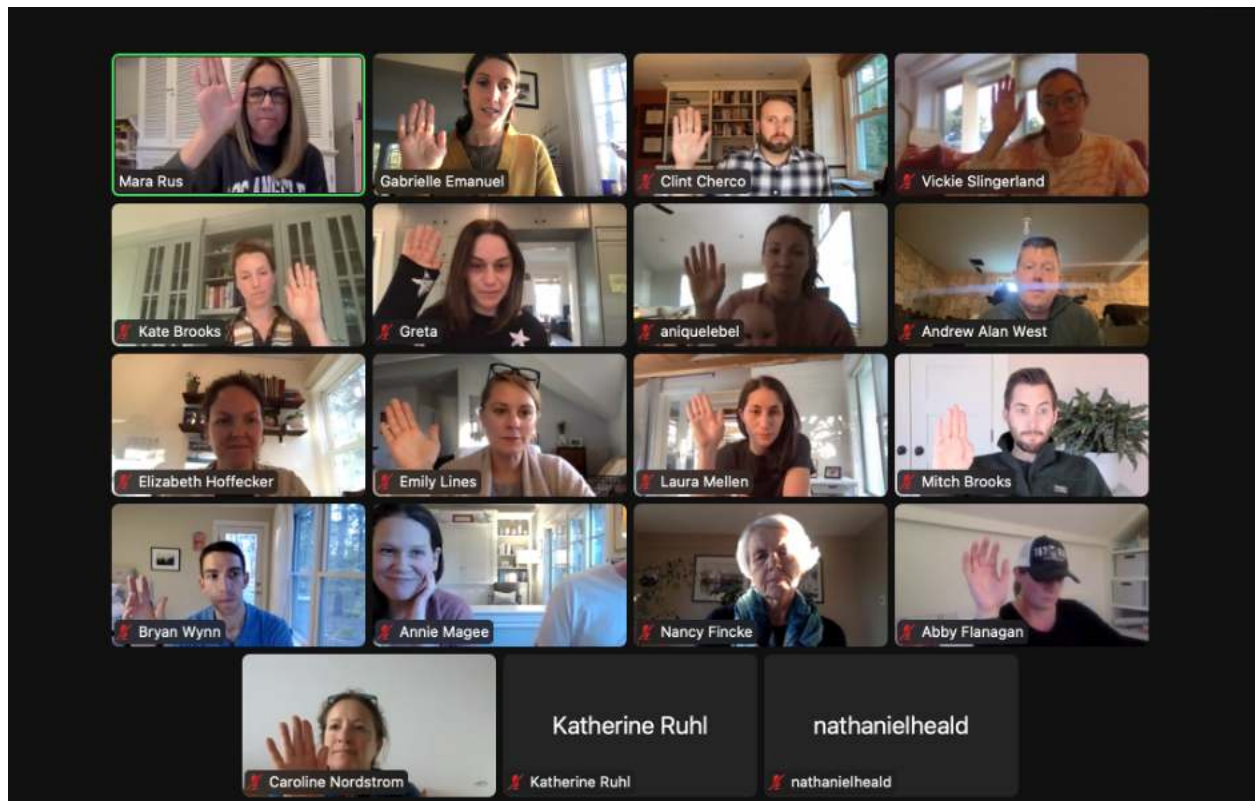
As opposed to the Board Slate, only Board members can vote here, so Gabrielle if you are ready to record this vote, I am. Again only Board members should be voting here.

Vote on role changes

1. Vote to elevate the Legal Advisor role a Board role: passed



2. Vote to elevate Enrollment to a Steering role: passed



President's Annual Report

Board Goal 1: Update from Mara Rus

Continue to make health and safety a priority at LNS. The Steering and COVID Committees along with the Director will follow guidance from our external COVID Advisor and local healthcare consultant who will regularly review and assess our COVID response plans and inform leadership of measures that enhance safety.

4. In 2021-22 State and EEC guidelines left all early childhood educators with minimal safety requirements and the expectation that if schools preferred a more cautious approach to protecting children under the age of 5 they must find ways to do so on their own.
3. Last year a COVID Committee was utilized with community members responsible for recommending COVID Policy to the school.

PROS: more community discussion and debate, frequent more open meetings.

CONS: inefficient, too demanding, time consuming, contentious (at times), discussion without consensus or conclusion, placed parents (with varying levels of medical literacy) in uncomfortable and difficult situations within our community.

6. This year we sought out a different model: outside COVID Advisor

Main reasons for this change: Cons listed above AND recognition that seeking expertise to make decisions about medical policy for schools is different from general school policy.

- COVID Advisor advised Steering of best COVID policy throughout the year. COVID Committee members assisted.
- Meetings were held via zoom and answers to questions were often handled over email. Notes were placed on the website.
- We found this model to be successful on the following fronts: a) it removed from the community the demand of debating and determining COVID protocols for the school; b) it led to strong, cogent, medically thorough recommendations; c) these recommendations were based on credentialed medical expertise rather than conflicting views amongst parents; d) it was significantly more time efficient; and e) there was frequently more clarity.

Prepared written remarks:

At the start of the 2021-22 academic year LNS was once again facing the uncertainty of the COVID-19 pandemic. State and EEC guidelines left all early childhood educators with minimal safety requirements and the expectation that if schools preferred a more cautious approach to protecting children under the age of 5 they must find ways to do so on their own.

Last year LNS utilized a community based COVID Committee to advise Steering on the best methods to protect our community from the spread of COVID. While the Committee was certainly successful for the 2020-21 academic year we found that it was not a sustainable model going forward. Mainly, we found the process was both inefficient and too demanding on our community. Weekly meetings open to all often went late into the evening. They were filled with great (though often contentious) discussion but did not always yield consensus or final conclusions. The COVID Committee model itself is also inherently flawed in that it has the potential to place parents, with varying degrees of comfort and medical literacy, in difficult situations within our community.

It is for these reasons that this year we decided to follow a different model and seek guidance from an outside COVID Advisor. *Seeking expertise to make decisions about medical policy for schools is different from general school policy.* This is something on which we can all agree. Our goal this year was to utilize a medical professional outside of the community who would advise the Steering Committee on best COVID protocols. These protocols would evolve throughout the year based on the changing COVID climate and our Advisor's guidance.

We met with our Advisor over zoom and communicated over email and phone. Nancy and I were at every meeting often with other Steering members as well. Notes of these meetings were placed on the LNS website. In addition, we had the assistance of two COVID Committee members who assisted in communication with our Advisor as well as implementation of isolation/quarantine guidelines and test and stay programs.

We found this model to be successful on the following fronts: a) it removed from the community the demand of debating and determining COVID protocols for the school; b) it led to strong, cogent, medically thorough recommendations; c) these recommendations were based on credentialed medical expertise rather than conflicting views amongst parents; d) it was significantly more time efficient; and e) there was frequently more clarity.

We are grateful to not only our Advisor who dedicated his time and significant expertise to assist LNS in navigating the second year of this pandemic but to parents, teachers, children and members of LNS leadership who worked together to not only keep our community safe but to preserve respect for one another.

Board Goal 2: Update from Mara Rus

Foster a sense of community and support relationship building while keeping our school safe and respecting others.

- Recognition that despite COVID, community is central to LNS and we want to foster it whenever possible.
- Last year offered us a blueprint to fall back on when necessary.
- Recognition that virtual meetings offered both convenience, efficiency and safety for many but in-person gathering when possible was important to encourage at LNS.
- Welcoming and Social:
 - Firepits
 - Fall Pumpkin Event back at LNS
- Room Parents:
 - Fall and Spring Coffees
 - Impromptu picnics
- Annual Community-wide Celebration and Fundraiser: Garden Party at deCordova
- Natural formation of Community due to studios and teachers.
- StoryPark is a tool used by the teachers and each other to foster community. It allows communication amongst parents and with teachers and offers a point of connection for all.

Prepared Written Remarks:

Entering the 2021-22 school year, fostering a sense of community seemed again like a particular challenge given the uncertain COVID climate. But thankfully, last year gave us much of a blueprint to resort to when needed. Our community is central to LNS so with this in mind we did what we could to support relationship building. We recognized that virtual meetings offered both convenience, efficiency and safety for many but we also recognized that in person gathering when possible was important to encourage at LNS. Steering along with Welcoming and Social, Room Parents and the Garden Party Committee came together this year to make sure that fostering a sense of community while remaining safe was a priority in the 2021-22 school year.

For the most part, in person outdoor gatherings were sought out by many when possible. Last year's firepits were such a success we brought them back this year. Each studio had fun gathering with food and drink in the Fall and we believe this is a tradition that will last. In addition, Welcoming and Social brought back from hiatus our fall pumpkins event which was a big success as well. Studios gathered in person on a gorgeous fall day to celebrate community. Room parents also hosted a coffee in the fall for parents and a spring coffee was held at the cafe. And last though certainly not least, our Garden Party held Saturday May 7th was a beautiful celebration of our community! We all gathered together safely to celebrate not just LNS but each other. It was certainly a night to remember.

The core of our community is also what happens behind the gates and in the studios. The teachers have done a wonderful job of bringing our studios together around a common purpose. That's seen in the day to day interactions of parents and children, play dates, picnics, and after school play as well as during the formal events such as the studio update nights. Story park is a tool used by the teachers and each other to foster community. It allows communication amongst parents and with teachers and offers a point of connection for all.

Overall, community continues to remain central to LNS. (Please stay tuned for community building spirit gear we hope to roll out this spring!)

Board Goal 3: Update from Kate Brooks

Create a development plan that will thoughtfully organize LNS fundraising in order to support the strategic goals and operational needs of the organization.

LNS hired Brightspot Consultants to develop a development plan for the school.

Development plan process:

- Interviews with current and alumni families, board members, and key staff.
- Meetings with Nancy, Sisy, Steering, and a group of parents to define goals and articulate what makes LNS special.

- Develop a shared language around the need for fundraising at LNS.

Development Plan delivered in December 2021

Overarching goals

- Create and solidify a strategic and systemic approach to development that is thoroughly documented to ensure continuity as leadership shifts.
- Develop a deeper understanding of the need for philanthropy at LNS and create an internal and external culture of giving embraced by board members, staff, and other stakeholders.
- Continue to build and deepen relationships with current, past, and extended families.
- Lay the groundwork for campaign preparation/readiness.

Objective One:

Shore Up Systems and Procedures

- Enhance tracking of donor information and data
- Reorganize staff capacity around the development function
- Implement other systems and processes to ensure development work is planful, regularly assessed, and documented

Objective Two:

Build an internal culture of philanthropy by educating current families that LNS is reliant on revenue beyond tuition to deliver the rich experience that is the school's hallmark.

- Finalize key elements of a case for support that could thread into all communications.
- Introduce the concept of philanthropy earlier and more often as new families become acquainted with the school.
- Ensure that soft messages around philanthropy are integrated into regular school communications more frequently.

- Conversation around giving time and giving money

Objective Three:

Grow potential revenue from external constituencies by more deeply engaging school alumni and extended families of current students.

- Implement a concerted and strategic effort to engage alumni more deeply.
- Consider implementing an effort to garner financial support from current students extended families.

Objective Four:

Refine practices for asking for support.

- Continue to send the Annual Appeal in October/November.
- Continue to plan and host the Gala.

Identify current families who may be interested in larger gifts.

Board Goal 4: Update from Emily Lines

To engage in a thoughtful process to develop a 3-5 year Anti-Bias Learning Implementation Plan for LNS. The Plan will support LNS's commitment to “elevating (and implementing) anti-bias culture and education.”

- Rebranded ourselves the Diversity Equity and Inclusion Committee
 - o Anti-Bias learning is an important piece of what the committee will focus on, but we'd like the vision of the committee to go beyond the classroom
- Conducted interviews with all teachers and staff
 - o Where are we now?
 - § The teachers and staff agree on the importance and value of anti-bias learning and are committed to an ongoing focus on ABL at LNS.
 - § All are eager to incorporate anti-bias into ongoing work more formally, and to engrain an anti-bias approach into all aspects of the culture of LNS.
 - o Where do we want to go and how can we get there?

§ The teachers and staff want anti-bias to be naturally woven into the culture and every-day lives at LNS, not focused upon only at certain times.

§ Teachers and staff want to work in partnership with parents and families to elevate and implement anti-bias culture and education at LNS

· Parent Education will play a key role

- Brought in speaker **Nadia Jaboneta**, from Pacific Primary in SF
- Sent survey to LNS community
 - o 83% feel that anti-bias learning and education is important in their child's schooling.
 - o 85% feel it's important in their family's greater community outside LNS
 - o Comments:
 - § While most families feel this work is important, some feel frustrated that our community hasn't made more progress sooner.
 - § Others feel we're on the right track and recognize that this process needs to be slow if it's going to be deliberate and long-lasting.
 - § Folks want to see us focus on a wide variety of areas where bias can be present, not just race and skin color. Particularly when it comes to enrollment and recognizing the potential for more economic diversity.
- Parents are interested in learning more, which is great, and I think parent education is a really big piece of this puzzle. We might think of DEI work as the skin tone work that's done in Studio Red, but that's really the tip of the iceberg, as Nadia's movie illustrated. Teaching inclusivity and anti-bias starts with relationships, listening, understanding, and curiosity, all of which are already part of the fabric of the LNS experience.
- Important that we always come back to the question of "who is this benefiting?"
- DEI Implementation Plan: Creating a DEI Implementation Plan that will help define the focus and goals of the Committee in the next 2-3 years. The Plan isn't meant to be prescriptive, but it is meant to take the many wonderful ideas that we've gathered from the community and help create a roadmap for next year's committee to start digging in deeper to this important work.

Board Goal 5: Update from Mitch Brooks

Renew short-term lease.

We have secured a three-year lease. The goal is to give us time to figure out our long-term occupancy plan.

This new lease has more favorable terms. The previous lease terms included an annual increase of 3.5% plus the consumer price index. Since the consumer price index is way up, this was a problem. So, our current lease has a set increase, and we save roughly 5% on our rent as a result of that change.

Board Goal 6: Update from Mitch Brooks

Propose plan for long term occupancy.

This goal still in progress. President of Trustees of the Reservation passed away unexpected and there has been turn over in business manager position for deCordova. LNS had made progress with the previous business manager. He was then replaced with an interim person and now deCordova is looking for a replacement. DeCordova is not looking to make dramatic decisions about our long-term presence on the property until there is someone in this position. LNS has expressed a sense of urgency and we are moving in a direction where are ready to engage.

Director's Annual Report: Nancy Fincke

Faculty

Four teachers joined the faculty this fall Mariana Steffanini, Paula Hinchcliffe, Cindy Heaney and Lindsay Clemens. Emily Yaffe was on a maternity leave followed by a Leave of Absence this year and decided not to return to LNS in the fall of 2022.

Staff

Sisy Thomas was hired to be the Assistant Director

Professional Development

The faculty has spent two Professional Days, several faculty meetings and doing "homework." on The Assessment and Documentation Project. Emily Yaffe is leading this project in a consultant role.

We are working towards outlining a cohesive and consistent approach to the outputs of shared documentation at Lincoln Nursery School. This includes:

Classroom Documentation

- How does classroom documentation build relationships?
- What is the purpose of classroom documentation and what can it look like?
- How is it used?

Parent Communication and Education

- How are teachers communicating with parents about their child's experience?
- How are teachers educating parents around group learning?

Progress Reports

- How do we make progress reports manageable for teachers?
- How do we ensure progress reports note both capability and challenge?
- What tools can help us do this?

The goals

A defined approach to how LNS makes documentation visible (i.e. shared documentation), which will include

- Setting limitations around the length of published pieces to support a sustainable approach (i.e. online posts, progress reports)
- Creating consistency with shared components: Intention, Observation, Interpretation, Relaunch (i.e. wondering, possibilities)

LNS Partnership with deCordova

Emily Silet and Sarah Brockway, LNS Learning and Engagement liaisons resumed weekly studio visits, attended LNS faculty meetings and facilitated children's small group visits to the museum. Sarah Montross, Curator gave the faculty tours for the fall and spring exhibits. Our relationships with employees of TTOR at the museum are important in sustaining and developing our partnership.

Extended Day Programs

Early Arrival occurred in each child's studio. All children enrolled in afternoon programs Monday- Friday were contracts and placed in Studio Purple. Studio Red was offered Wednesday as a S&P day.

Enrollment

Thank you to Vickie Slingerland and Laura Mellen Enrollment Chairs for a forthcoming report.

Strategic Planning Committee

Treasurer's Annual Report: Bryan Wynn

LNS continues to position itself for secure and exciting future, of which healthy finances are a critical input. After a tumultuous couple of years through COVID that included reduced tuition and increased COVID related costs LNS is emerging in a very healthy spot, having advanced our strategic agenda while strengthening our balance sheet that is achieving strong returns while prudently managing risk. As we transition out of COVID it is important that we glide path towards a balanced budget over time, without sacrificing investments to advance our strategic plan.

2020-2021: we are in the final innings of completing the audit for the 2020-2021 school year and should be finalized by the end of the month and is broadly in line with the update shared last fall.

2021-2022: we are currently forecasting total income more than \$150K for the current school year, which represents a meaningful reversal over the prior COVID impacted school year. This

performance is well ahead of the budget, although not necessarily in a repeatable way. This was driven by three things:

- 1) Tuition expansion – increases in both tuition and growth of afternoon programming helped drive up tuition meaningfully.
- 2) Fundraising – the strategic investment we have made in development and fundraising is paying dividends with a healthy outcome of both the annual appeal and our spring event.
- 3) One-time benefits – LNS received ~\$190K in one-time benefits related to COVID in the form of both PPP loans, tax credits and other incentives.

The year had a strong headline performance but removing the one-time benefits our “recurring” performance is projected to be \$70 – 80K loss as the increases in faculty salaries, which makes up greater than 80% of the expenses, outstripped the tuition increases – a trend that is not sustainable over the long-run.

Balance sheet: from an investment perspective we came into this school year with a newly clarified “Investment Objectives and Portfolio Strategy” created by Ben Webber. This document has clarified our time horizon, risk tolerance and matching portfolio strategy to enable long-term capital appreciation. With this clarity we have begun to shift our balance sheet from >80% cash at the start of the year to a more fully invested position year, contributing \$150K in incremental investment to date. In 2021 this yielded an 17% return. We will continue to look for opportunities to prudently shift towards investment and out of cash over the coming year. The investment portion of our balance sheet currently sits at \$533K as of May 6th.

Two-year outlook: with this near-term context in mind the Steering Committee set out financial objectives to use our one-time benefits to accelerate our strategic plan, while moving towards a more balanced budget over the next two years . Specifically, we aimed to run a structural budget that was ~\$40-60K losses in 2022-2023 school year, which would be roughly offset by the average endowment returns over the last 10 years, before returning to a balanced budget in the 2023-2024 school year. With that in mind the Board approved a budgeted loss of \$32K for next year, slightly ahead of our original target, while advancing our strategic initiatives around investing in our teachers and bringing more diversity to the classroom.

In summary, we are in a strong financial position and have should have the full ability to execute on our strategic plan in the years ahead.

Nominating Committee Report: Clint Cherco

Here is your 2022 Nominating committee, which was created to include representation from all four LNS studios, with a mix of board & non-board parents, as well as a mix of continuing and departing parents from the community.

Robin Blesius - Blue

Clint Cherco, Chair - Red

Emily Lines - Purple

Laura Mellen - Yellow

Mara Rus - Yellow

Kerri Schubert - Purple

Ty Webber – Yellow

Lincoln Nursery School Board Members for 2022-2023:

President: Emily Lines

VP Development: Kate Brooks

VP Enrollment: Laura Mellen

VP Programs: Anique Lebel

Budget Treasurer: Bryan Wynn

Secretary: Raleigh Werner

deCordova Liaison: Bridget Healy

DEI Chair: Andrew West

Gala Chair: Emily Beekman

Legal Advisors: Abigail Flanagan and Aiden Flanagan

Strategic Planning Chair: Mitch Brooks

Room Parent (Blue): Vickie Slingerland

Room Parent (Yellow): David Henry

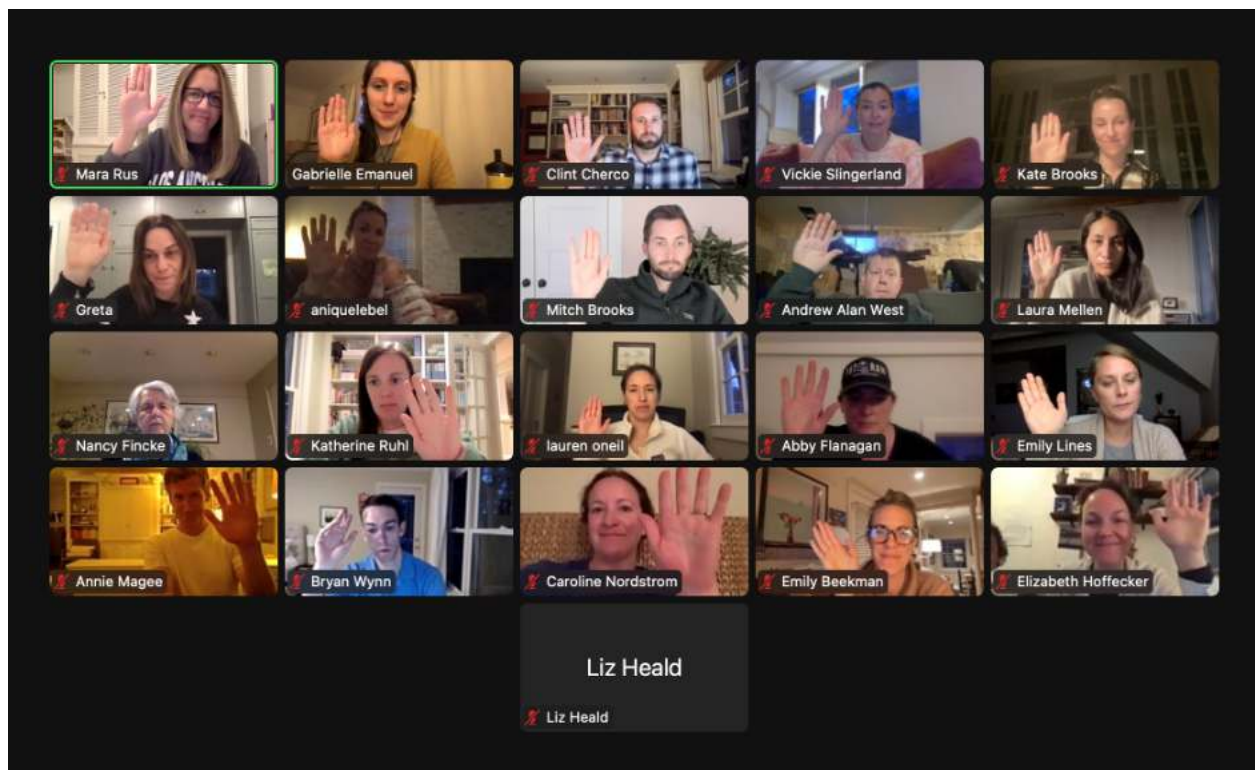
Room Parent (Purple): Mara Rus

Room Parent (Red): Annie Magee

Staff Search & Development Chair: Lauren O'Neil

Welcoming & Social Co-Chairs: Colleen Bixby and Caroline Nordstrom

There were more than 28 proxy forms sent ahead of the Annual Meeting. Screenshot of vote taken at the Annual Meeting to approve the 2022-2023 Board Members:



Summary from Mara Rus

In reflecting back on our board goals for the year it is easy to see we have made many positive changes that will benefit our community for years to come. I am thankful to this fantastic Board who's collaboration on all fronts is what not only sustains LNS but propels it and us forward. You, LNS Board members, rise to the occasion and your dedication to your children and this school is remarkable.

I would like to recognize the hard work of our teachers and staff. They are the backbone of our community and one of the most valuable pieces of LNS. We will never be able to thank them enough for what they provide our children and families. And, as always, Nancy, what an incredible job she does leading our community and embracing change and new ideas. I'm constantly amazed at her ability to maintain sight of the big picture. We are beyond lucky to have her ongoing support and vision for our community.

Additionally, Sisy, I want to thank her for all she does as our new Assistant Director. She joined this year seamlessly and supports the school in every possible way. She is a much valued addition to our LNS community.

I would also like to thank our COVID Advisor, Dr. Ezekiel Emanuel, who dedicated his time and expertise so thoughtfully this year. Not only did he help create our COVID policy, he continuously reviewed these policies and made recommendations to Steering throughout the year.

I would also like to recognize the hard work of our Gala team including it's chair Abby Flanagan and VP of Development Kate Brooks! They did an incredible job of throwing our first in person fundraiser in 3 years! The LNS Garden Party was not only a successful fundraising event for LNS but more importantly it was a wonderful in person celebration of our year together as a community. Certainly a night I will remember and I am sure you all will too!

Thank you to Laura Mellen and Vickie Slingerland and their Enrollment Committee for all the hard work they put into the entire enrollment process this year. From meetings, to open houses to tours to follow-up communication with prospective incoming families. It is a big job that is at the heart of LNS's sustainability and continues throughout the school year.

Thank you to Gina Cherco and the Staff Appreciation Committee for providing truly wonderful monthly lunches to our teachers. These meals served as wonderful reminders to our teachers that all they do for our children and community is appreciated.

Thank you to John Magee and Spencer Lane along with their Maintenance Committee for helping with various building and maintenance jobs this year.

Thank you to our Secretary, Gabrielle Emanuel, for always keeping us informed with Board Meeting announcements and minutes.

Thank you to our Staff Search and Development Chair, Lauren O'Neil, for the hard work and professionalism she brought to this role.

Thank you to Sasha Dages for taking on the deCordova Liaison role and working hard to maintain our relationship with the Museum.

Thank you to our DEI Committee for starting this important work at LNS and thinking about the process so thoughtfully.

Thank you to our Strategic Planning chairs Clint Cherco and Mitch Brooks for their continued support in assessing our relationship with deCordova and the Trustees as well as proactively working towards strengthening our relationship together. This year they helped secure a new short term lease with terms more favorable to LNS. Thank you Clint and Mitch!

And thank you Clint as well for serving as our Nominating Committee Chair! And thank you to all who served on the Committee. It was a true pleasure.

Thank you to the many individuals who worked extra hard to plan events to connect us this year. Emily Cardy and Katherine Ruhl for Welcoming and Social, thank you for constantly seeking ways to safely get us together as a community. And thank you Room Parents - Greta Kaplan, Caroline Nordstrom, Annie Magee, and Kristie Fox. Thank you for all your work within the studios to foster community, we certainly appreciate it.

Thank you Kate Kelly for all of her work on the school's most successful Annual Appeal to date! Truly remarkable!

Thank you Kim Rajdev for serving as our legal advisor this year. She worked on various legal issues including but not limited to By-Law amendments and COVID legal issues.

And Thank you Bryan Wynn, our Treasurer this year (and next!). It has been a pleasure working with you this year. Your fresh and big picture perspective has been eye opening and the impetus for wonderful important, crucial, discussion regarding LNS's future.

And last but certainly not least, a very special thank you to the incredible and tireless Steering Committee: Nancy Fincke, Kate Brooks Anique Lebel and Emily Lines. I would be nothing without these ladies and so would LNS! They are so dedicated and give so much of themselves to our school. And in my humble opinion, they don't get thanked enough. It has truly been my pleasure to work alongside them this year and I don't know what I or LNS