



Board Meeting | Administrative Team Reports

Introduction

This report is intentionally organized using our school's departments and Strategic Planning Goals, which include the following:

- Goal #1 - Create a more just, equitable, and antiracist environment at TEA
- Goal #2 - Deliver on our student outcomes
- Goal #3 - Attract, develop & retain a 100% values aligned TEAm
- Goal #4 - Collaborate with the community to serve a larger purpose
- Goal #5 - Thrive financially

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Report #1: Program

Goal #1 - Create a more just, equitable, and antiracist environment at TEA

Goal #2 - Deliver on our student outcomes

Goal #3 - Attract, develop & retain a 100% values aligned TEAm

Goal #4 - Collaborate with the community to serve a larger purpose

What we've accomplished so far this school year:

Goal #1:

- Representatives from administration, staff, and faculty joined thousands of independent school members to virtually attend the National Association of Independent Schools (NAIS) People of Color Conference. This year the conference focused on [New Decade, New Destinies: Challenging Self, Changing Systems, and Choosing Justice](#)
- Four high school students participated virtually in the [NAIS Student Diversity Leadership Conference](#). Upon reflection of the experience, two of the students said they felt a sense of belonging they haven't felt before and were inspired by the expert speakers and affinity groups.
- Our leadership team and teacher representatives continue to meet with Joe Truss, our [culturally responsible leadership consultant](#), to support our strategic goals.

Goal #2:

- We started regular adventure days that engage with our beautiful Tahoe region. Check out the highlights below to see more of what our students have accomplished on their adventure days.
 - **PreK-2:** Our PreK-2 Teachers have leaned into adventuring on campus so that they can focus on delivering high quality instruction indoors and outdoors within COVID restrictions. This includes hiking on the campus trail systems, visiting the "Pirate Ship", creating/ changing/ restructuring our outdoor learning spaces, and



getting excited about cross country ski opportunities on campus once we get more snow.

- **3-5th grade** [adventure day](#)
 - **6th-grade** [humanities adventure day](#) and [science adventure day](#)
 - **7th-grade** [humanities adventure day](#) and [science adventure day](#)
 - **8th-grade** [humanities adventure day](#) and [science adventure day](#)
 - **9/10th grade** [science adventure day](#) and [humanities adventure day](#)
 - **11/12th grade** [science adventure day](#) and [humanities adventure day](#)
- We have hired additional positions in order to further deliver on our learner outcomes. Welcome to the TEAm:
 - **Anne Sullivan - Program Support**
 - Anne grew up in Minnesota, but has lived in Colorado for the last 10 years where her love of the outdoors grew. She obtained a Bachelors of Arts in Sustainability Studies and Outdoor Education and is working on her Masters of Science in Environmental Policy & Management through the University of Denver. She has taught Outdoor Education for Colorado Mountain College, and worked in the outdoor industry during her time in Colorado with the passion for connecting people to the natural world. When she isn't working you can find her outside, rafting, mountain biking, climbing, backcountry skiing, hiking and exploring. Anne has a drive to protect our waterways and create empathy for the environment and is excited to share her passion at Tahoe Expedition Academy.
 - **Shannon James - Program Support**
 - Shannon grew up in Montana, where she found her passion for the outdoors. She completed her undergraduate in Natural Resource Conservation at the University of Montana. After school Shannon began working on endangered species studies in Western Montana and Oregon. After a few seasons, she shifted to education, teaching outdoor education in the foothills of Mount Hood. She recently completed a year of teaching in and out of the classroom at a private school in Hong Kong. Her hobbies are skiing, climbing, and running.

○ **Laura Zaugg - Math Support**

- Laura has been teaching for 20 years and earned a BA in Psychology from the University of Washington and a Master's in Curriculum and Instruction, with an Education Leadership focus, from Southern New Hampshire University. Laura believes independent schools offer the incredible opportunity for teachers to create purposeful curriculum that allows students to find their voice, better understand the world, and learn new ways to think. She has been coaching girls soccer since she was in high school and has a passion for helping teams thrive. In 2006, she spent seven weeks driving to each of the lower 48 states and interviewing girls coaches to learn how they developed strong athletic programs. What she learned from the coaches has helped her be a better coach, teacher, and parent. In her free time, she likes to cook and bake, play and watch sports, hike, camp, ski, garden, and hang out with her family.

○ **Ana Remis - K-2 Virtual Teacher**

- Ana Remis is originally from Miami, FL, where she studied Visual Arts at New World School of the Arts. For her undergraduate degrees Ana studied the intersection of science & design at the New School, receiving a BA degree in Environmental Studies and a BFA in Design and Technology from Parsons. After graduating Ana moved to Reno, where she is currently enrolled in Sierra Nevada University's Masters of Arts in Teaching program. Her passions lie in interdisciplinary avenues of promoting STEAM engagement for all, enjoying nature, reading, and making art.

○ **Kasia Wojnar - Program Support**

- Kasia was born in New York, lived in Switzerland during her early childhood years, and finally moved to California, where she considers home. She attended UC Santa Barbara and studied Psychology, Education, and French. After graduating, Kasia promptly moved to her favorite place, Lake Tahoe, which has been home base ever since. She has held a number of positions including being a ski instructor, active travel guide, and educator. She has always loved both education and the outdoors, so she is thrilled to be at TEA where she can blend and nourish both passions. When she's not working, you can find Kasia playing in these beautiful mountains hiking, biking, or skiing.



- We continue to deliver on projects and real-world intensives. Take a look below at some of the real-world topics our students are tackling.
 - Intensives:
 - [Middle School Outdoor Adventure Leadership](#)
 - [Middle School Paths of Giving](#)
 - [High School Food Systems](#)
 - [High School Journalism](#)
 - Projects:
 - [Elementary School Art](#)
 - [PreK Projects: Trimester One](#)
 - [6th math and science](#)
 - [7th science - genetic engineering](#)
 - [8th Spanish](#)
 - [8th Math & Science](#)
 - [9/10th Math & Science](#)
 - [9/10th Humanities - Colonialism and Revolutions](#)
 - [11/12th Humanities - Student Designed Projects](#)
 - [Spanish 1, 2, 3](#)

Goal #3:

- We created a team of program members to help create new feedback and evaluation processes in line with TEA's values as well as salary plans that value our teachers' contributions.
- We have hired additional positions to support teacher bandwidth. (see goal #2)

Goal #4:

- Our students founded a community service club to contribute to the greater community. They coordinated a toiletry drive to support individuals experiencing homelessness in our local area.



- We continue to share our resources and collaborate with Curvd Learning so that schools across the country can benefit from the work we do at TEA. See some highlights below:
 - [Ready, Set, Fail!: Destigmatizing Failure Among Students](#)
 - [Staying in the Growth Zone](#)
 - [Today's Kids, Today's Leaders: Students Can Tackle Messy, Real-World Problems](#)
 - [Curvd & TEA Resources](#)
- The faculty, administration, and Board of Trustees signed a [TEA Climate Commitment](#) to do our part to mitigate climate change.

What we're currently working on:

Goal #1:

- Continuing to work with Joe Truss. We have an all school workshop with him in January.

Goal #2:

- **TEA Alumni Panel:** We are co-hosting with TAP an alumni panel to hear from TEA alumni on how TEA delivered on our learner outcomes for them and how it is showing up in their lives today. We invite everyone to join us via Zoom on December 15th at 5:30-7:00. We encourage you to submit questions ahead of time via the [google form](#). The panel will be recorded for those that cannot participate.
- **Overnight Fieldwork in the Works:** We are planning overnight fieldwork for later in the year to engage in more constructive adversity, crew building, and experiential learning. This will be within driving distance of the Tahoe area and backcountry focused to mitigate COVID issues. We are acquiring gear so that everyone can have their own tent and food can be done separately. More details coming soon.
- **Fall 2021 Kick-Off - Fieldwork for Everyone:** We are ALL missing fieldwork so we are planning a big kick-off to the 2021-2022 school year with overnight fieldwork across all grade levels. We are looking at testing options, vaccine options as they are released, and/or quarantine opportunities to make this doable and safe. COVID permitting, we are already looking at the following experiences for the high school (grades 9-12):
 - **Iceland:** Students will travel to Iceland to understand the feasibility of applying Iceland's geothermal energy model outside of a volcanically active area like



Truckee, CA. Check out [THIS VIDEO](#) created by students who previously traveled to Iceland with TEA.

- **Alabama:** Through anchor readings, expert conversations and experiences in the epicenter of the 1960s Civil Rights Movement, students will seek to understand the conditions that led to the need for an organized movement towards civil rights. Students will walk 30-40 miles in the very footsteps of Voting Rights marchers of 1965 as they journey from Selma to Montgomery. Check out [THIS BLOG](#) of a previous field study.
- **Hawaii, Big Island:** Students will conduct scientific research as well as cultural and historical studies of indigenous populations in harsh volcanic landscapes and atop 13,000-foot mountains in Hawaii. Check out [THIS BLOG](#) from a previous field study.
- **Bears Ears:** Students will travel to southern Utah in an effort to better understand the land disputes. Students will explore Bears Ears and meet with various stakeholder groups representing tourism, uranium mining, and Native American activism to grapple with various stakeholder needs when it comes to public versus private land. Check out [THIS VIDEO](#) of a previous field study.
- While we are optimistic we will be able to do the above fieldwork, we are preparing for alternative fieldwork as well. If COVID does not permit us traveling via airplanes, but we can quarantine ahead of time and/or get cleared with testing beforehand, we are planning the following fieldwork for 9-12th grade for Fall 2021 that would have transportation by SUV/van.
 - **Pacific Ocean to the High Desert:** Students will venture into the depths of California's wilderness areas to learn more about atmospheric, soil and climate science. Students will engage in an intense study of atmospheric science (weather and climate) and geologic history (uplift and erosion) of California's diverse biomes and why they exist. Check out [THIS BLOG](#) of a previous field study.
 - **Colorado River:** Students will tackle the complex issues around water rights in their Water Scarcity Project. To experience this first hand, students will have an immersive experience from the Hoover Dam to the Salton Sea. Check out [THIS BLOG](#) of a previous field study.
 - **Klamath River:** Students will complete a multi-day whitewater rafting trip along the Klamath River to learn about ecology, dams and indigenous populations. This field study was planned before the pandemic but sadly we had to cancel



when California shut down. We are excited to get to create this experience for our students.

- **Bears Ears** (We have done this trip via plane and via car so it works both ways): Students will travel to southern Utah in an effort to better understand the land disputes. Students will explore Bears Ears and meet with various stakeholder groups representing tourism, uranium mining, and Native American activism to grapple with various stakeholder needs when it comes to public versus private land. Check out [THIS VIDEO](#) of a previous field study.

Goal #3:

- Continuing to staff up for this year and audit our needs to deliver on the program for next year.
- We have created regular social interactions with the TEAm to bring everyone together safely.
- We are beginning to plan for next school year.

Goal #4:

- Our students created and signed a Schools for Climate Resolution with support from the Board and administration. In January, students from TEA's Earth Warriors Club are joining other students to present their Schools For Climate Action Resolutions to Californian Congressman Rep. McClintock
- We are sharing our learnings from our curveball study with other schools.
- We are working with experts across the country thanks to Nepris and local organizations in order to virtually bring in more of a collaboration. Examples of experts we have worked with so far this year include:
 - Lauren Grimes, Constitutional Scholar
 - Boyd Miller from the US Marine Corps
 - Mark Trexler from [Climatographers](#)
 - [Fernando Torres](#), Chief Economist
 - [Dr. William Keegan](#), Chairman and Curator of Anthropology, Department of Natural History, Florida Museum of Natural History



- Dr. Carlo Chalhoub, Claremont University, Media & the Election
- Kevin O’Hanlon, Samsung International, The Presidential Election
- WCDSD4Change, student led advocacy group from Washoe County
- Stacey Montooth, Executive Director of the Nevada Indian Commission
- Jason Bean, Photographer, Reno Gazette Journal
- Anthony Williams, Williams Media Group
- Danne Davies, Associate Professor, Montclair State University
- [Dr. Anabel Ford](#), Meso American Research Center
- [Dr. Steph McAfee](#), Nevada State Climatologist, Associate Professor, UNR
- Emily Dale, Data Scientist, A Place for Mom
- Dr. Christopher Thornberg, Economist, Beacon Economics
- Emma Neville, Director of Services, Tahoe Coalition for the Homeless
- Norah, Bry and Rowen Behrens, Disability and Inclusion
- Laurie Gelb, Media Literacy
- Cynthia Lane MD, Kaiser Permanente, Health & Wellness
- Kami Boyer, Sierra Senior Services
- Morgan Goodwin, Chapter Director, Sierra Club
- Sara Monson, Sierra Nevada Alliance
- Tyrone Smith, Founder of First and Goal
- Caroline Ginolfi, Nutritionist/Founder of Plant Based Blonde
- Karyn Stanley, Executive Director, Truckee Roundhouse
- Hannah Crum, Founder of Kombucha Kam
- Susie Stuphin, Founder of Tahoe Food Hub



- Ian Ruhter, fine art photographer, owner/proprietor Silver and Light
 - Mike Rogge, journalist, owner of the Mountain Gazette
 - Rick Chapman, photographer, Rick Chapman Photography
 - Dr. Rafael Perez, Postdoctoral Associate, Yale University
 - Dani Trujillo, High Fives Foundation
 - Deneen Hernandez, Forensic Examiner, FBI
 - Jaclyn Foroughi, CFA, Co-founder and Managing Partner
 - Anisa Heming, U.S.Green Building Council, Green Building Plans Expert
 - Dave Malone, CFA, Stock Market Expert
 - Brad Robinson, Squaw Valley/ Alpine Meadows, Water Quality Expert
- Our projects continue to have our community locally, regionally and nationally in mind to have a positive impact on the world around us. (see Goal #2 spotlights for examples)

What we're grappling with:

Goal #1:

- How to have TEA reflect the Tahoe Truckee community more holistically from students, parents, and staff.

Goal #2:

- What level of testing and vaccines will be available for next school year.

Goal #3:

- What staffing we need for next year to deliver on outcomes.
- What salary compensation and growth opportunities are available to support our TEAm.

Goal #4:

- How to develop more ongoing and collaborative projects that impact the world outside of TEA.



Report #2: Marketing, Communications, and Admissions

Goal #1 - Create a more just, equitable, and antiracist environment at TEA

Goal #2 - Deliver on our student outcomes

Goal #4 - Collaborate with the community to serve a larger purpose

Goal #5 - Thrive financially

What we've accomplished so far this school year:

Goal #1:

- Continue to update the JEDI [section of our website](#) dedicated to the Diversity Equity Inclusion work happening at our school.
- Promote our DEI work in every admissions tour through discussion [about school values](#), our strategic planning goals, and our learner outcomes.
- Offering a [“virtual tour” of our school](#) and a complete [“virtual admissions” process](#) on the Admissions page of our website to work towards equity in access.

Goal #2:

- Involving the students in the telling of the TEA story through two of our intensives offered this fall.
 - Journalism students are launching a new newspaper alongside students from Mammoth HS. Their paper will be inserted into the Sierra Sun and The Sheet (Mammoth Local Paper). TEA will run an add in the insert to help cover the costs of the printing while bringing awareness to student work.
 - Photography students created a digital photo book titled [Solargrams of the Sierras](#) inspired by Anna Atkins, the first person to publish a photography book back in 1843. Their book utilized old and new photographic processes and highlights some of the fauna and flora in our area in a very unique fashion.

Goal #4:

- Building awareness for Curvd Learning through TAP, our parent association. TEA Co-Director Mara Morrison, who also serves as Head of Curriculum Design for Curvd,



presented at a recent TAP Parent meeting. In the coming months, TAP will share Curvd resources on a bi-weekly basis through their “What’s on TAP” email newsletter.

Goal #5:

- Admitted a new 9th-grader this past week and are working towards another mid-year HS admit at the start of the 2nd-semester. That brings us to 236 students enrolled for the 2020/21 year.
- Inquiries for 21/22 continue to come in. As of 12/7/20 we have received 108 inquiries for 21/22. Of these inquiries, 40 have completed the admissions process in time for our Priority Enrollment Action. Those families are being reviewed by our admissions committee and upon acceptance will be sent enrollment agreements, based on space availability.
- Also continuing to update the [COVID-19 section of our website](#) to keep all existing and prospective students and families informed of our mitigation measures and policies as they are developed.

What we’re currently working on:

Goal #1:

- Making regularly scheduled times to continually update the JEDI section of our website.
- Improving our virtual admissions process to create additional opportunities for assessing - both school of student and student of school.
- We have included in our pro forma budget over \$1M in flex tuition assistance for the 2021-22 school year, which will allow us to attract a student body with diverse backgrounds and financial standing.

Goal #2:

- Collaborating with MS Humanities to showcase 2nd-semester student work in the new newspaper currently being launched by the HS students.
- Launched the final “photo essay” project with the Photography Intensive students with plans to submit projects to local news media.

Goal #4:

- Continuing to work with Curvd to help grow awareness of their work through co-branded pieces of content promoted across various platforms.

Goal #5:



- We are currently working on opening up the enrollment seasons for the 2021-2022 school year, with applications already underway. Here's a snapshot of the upcoming admissions funnel as of 12/7:
 - Total inquiries for 21/22 = 108
 - Total Early Action Applications received to date = 40
- We will release our enrollment and re-enrollment dates soon, with a refundable reservation deposit for existing families expected to be sent out right after winter break. This refundable reservation deposit will give us a good sense of what enrollment will look like for the coming year and allow us to plan accordingly. It will turn into a non-refundable reservation in late February. Expect finalized dates and information soon.

What we're grappling with:

Goal #1:

- Ensuring our JEDI work is given the time it requires despite all of the other challenges this year.
- Not all prospective students, especially our younger ones, are able to clearly articulate their beliefs and selves on video calls. Still working on figuring out that problem while prioritizing safety.
- Looking to find ways to connect prospective students and families with existing students and families to create more opportunities for conversations and exploration.

Goal #2:

- The complexity of in-person on-campus + in-person off campus learners while taking on real-world tasks like producing a newspaper. Throw in some real-world curveballs like failing technology and lack of connectivity and we're certainly all in our own growth zones.

Goal #4:

- Allocation of time to execute on existing opportunities for community collaboration through Curvd Learning.

Goal #5:

- Ensuring that our school continues to be financially successful this year and next with regard to re-enrollment and new enrollment.



Report #3: TEA Financials and Development

Goal #1 - Create a more just, equitable, and antiracist environment at TEA

Goal #4 - Collaborate with the community to serve a larger purpose

Goal #5 - Thrive financially

What we've accomplished since the beginning of the school year:

Goal #1:

- This year we have awarded over \$1M in FLEX Tuition Assistance, our needs based program to attract and retain qualified students who would otherwise not be able to attend TEA. We are proud of our students and families in this program, who help us create a more diverse, equitable and inclusive environment at TEA.
- TEA's Development Director attended the NAIS POCC and will be integrating insights and awareness gleaned into future fundraising strategic plans.
- The Strategic Development Committee is exploring ways to retain the accessibility of this year's virtual auction for the spring 2022 event. We are discussing how to hold a fun celebratory party, but keep the ticket/admissions price low in order to allow all of our communiTEA members to attend.

Goal #4:

- We are pulling students from all over the area to come to TEA, including Reno, Sparks, Tahoe City, Olympic Valley, Incline, Kings Beach, Truckee and Donner Summit. Having a diverse geographic student population allows us to reach and connect with different communities in our area.
- The theme of this year's Annual Giving Campaign, "Lean IN to Lift UP", celebrates the many ways in which our students advocate for and support the local, regional and global community.

Goal #5:

- At our September Board of Trustees Meeting, we presented a balanced budget with a realistic fundraising goal of \$500k (compared to \$1.4M last year). This was a huge step in the right direction for the organization and came as a result of a two year effort by our Board of Trustees and school leadership. 2020-21 projected income statement [here](#).



- Further, we are so proud of the efforts of our Auction Team, who delivered a magical and highly successful event in the midst of a pandemic. So much appreciation and gratitude for Chrissy Braud and her Auction TEAm, who spearheaded the event, as well as to Courtenay Wallpe, who has led our Fundraising and Development efforts since March.
- Handwritten thank you cards and donor acknowledgement letters were mailed to all Auction donors. Additionally, an October Donor Communication entitled "[Perseverance and Creativity in Action](#)" describing program and fundraising successes thus far this academic year was distributed to 350 donors on November 2nd.
- In collaboration with the Path of Giving Intensive students, [a donor gratitude communication](#) was developed and distributed to 375 donors on November 23rd.
- Thirteen amazing parent volunteers - one per grade - were recruited to serve as 2020-2021 Annual Giving Campaign(AGC) Ambassadors. The ambassadors will be reaching out to parents in their grade to answer questions, encourage participation in the campaign, and send gratitude notes.
- A plan for encouraging participation and engaging our students was developed by the AGC ambassadors and strategic fundraising committee. The goal is to encourage 100% participation by our communiTEA by involving our students.
- [A beautiful pdf describing the Annual Giving Campaign](#) was designed by Mike Daniels in collaboration with TEA Marketing and was distributed to 1200 subscribers on Monday, November 30th.
- On Tuesday, December 1st - Annual Giving Day - the 2020 Annual Giving Campaign was officially launched with a newly revised [TEA donation website page](#) (courtesy of TEA Marketing Department) and an inspiring and [heartfelt video appeal](#) from Mara Morrison.
- Over \$80,000 has already been secured towards our \$500,000 goal. We are deeply grateful for our lead donors who tangibly demonstrated their belief in and commitment to TEA's future.

What we're currently working on:

Goal #1:

- We continue our efforts to fund our FLEX Tuition Assistance program, which will ensure we can continue to attract and retain highly qualified students who otherwise would not be able to afford tuition. These efforts are both internal and external, with our Annual Giving Campaign and external efforts to identify and engage non-TEA families who believe in our mission and want to help ensure our school is available to a diverse student body.

Goal #5:



- Direct, personalized, individual appeal letters are being written and will be emailed to each member of the TEA community by mid-December. Additionally, one on one donor solicitation meetings are being scheduled and will be conducted throughout the campaign until we reach our \$500,000 goal.
- Plans for producing the 2019-2020 Annual Report are underway. A staff committee has been formed with the hope of producing the document by February.
- The Development TEAm is working to update the donor CRM database and make it truly work for us.

What we're grappling with:

Goal #4:

- One thing we know for sure is that we have to continue to develop our campus to be able to better support and engage with our regional community. We also know that a new classroom building, a Cafe and Black Box theatre are at the top of the list. Developing the campus will enable us to support our students at TEA and collaborate with the larger community by providing additional access and programming if/when possible and working in partnership with local businesses and organizations.

Goal #5:

- Our Finance Committee continues to meet regularly to review our actuals, projections and budgets. In addition to holding the school leadership accountable for budgetary decisions and execution, our Finance Committee and Business Office ensure that annual audits are completed by an outside accounting firm. Auditors have completed audits through the 2018-2019 fiscal year. The audit for fiscal 2019-2020 will be conducted in the coming months.
- The pandemic undoubtedly creates challenges for fundraising as parents are weary on many levels. However, it also presents unique opportunities for each of us to practice empathy and demonstrate advocacy in order to ensure a more secure and robust future for our students, faculty and program. We hope to inspire our communiTEA to fund the future, as well as the present, through their Annual Giving Campaign donations.



Report #4 - Facilities and Operations (Technology, Transportation, Safety, Risk Mitigation and On / Off Campus Protocols and Procedures)

Goal #1 - Create a more just, equitable, and antiracist environment at TEA

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Goal #4 - Collaborate with the community to serve a larger purpose

Goal #5 - Thrive financially

What we've accomplished since the beginning of the school year:

Goal #1:

- We have done our best to meet the needs of each family and student in our school with facilities, outdoor spaces, transportation and operations. Our goal is to ensure everyone is welcome and feels supported in terms of operations as well as our policies, procedures and protocols, all of which have been revamped and updated with regard to COVID.

Goal #2:

- In addition to upgrading our outdoor classroom spaces, we have also been upgrading our indoor classroom spaces by adding IQ Air Filtration Units to 11 indoor spaces. We have 7 more devices on the way to ensure indoor spaces are safe and equitable for students.

Goal #3:

- Over the course of the fall, we have met and heard from each one of our faculty and staff to see where their comfort level is regarding working in a pandemic. We have done our best to meet the needs and wants of each faculty member by hiring 5 additional staff members, improving our facilities and implementing stringent COVID policies to ensure we are prioritizing the health and well-being of our faculty and staff (as well as, of course, our students and families).



Goal #5:

- Thanks to a very successful Auction and some very generous families and donors, we have been able to upgrade our facilities to accommodate for the new normal. By meeting the needs of our families and staff, we are hopeful that this will result in continued loyalty to and value in our people and program.

What we're currently working on:

Goal #2:

- We are always looking for ways to improve our facilities, transportation operations and policies and procedures for all students and families. The next big ticket item is, of course, building permanent classrooms, which would take the school's facilities to the next level.

Goal #5:

- Though we have yet to finalize it, we are working on what a Capital Campaign might look like to raise funds to build permanent classrooms for all students.

What we're grappling with:

Goal #5:

- In terms of designing and executing a Capital Campaign, there is much work to be done. We also know that building the next phase of the campus would take 18mths - 2 years to complete from the time of inception. This means we are already against the clock in terms of raising funds and getting a capital project going. This is definitely one of the most important steps for cementing TEA



Report #5: Board of Trustees Update

Head of School Update/Announcement

As was announced last week that the BOT is leading the entire school community in the search for a Head of School. As communicated, this has been a strategic goal for the Board since identified and agreed to in 2017. However, in order to successfully recruit a new HOS, the Board felt it was critical to ensure the school was in a strong financial position. Therefore, the Board and Leadership worked in tandem the past two years to ensure financial stability.

During the past two years, the Leadership Team, with Board support, has tirelessly worked to find a business and program model that aligned with the financial model. They have delivered on all fronts. However, in this model, our Team has been asked to work from a resource constrained position. It is now time to honor all the hard work and dedication of our Leadership Team, and bring in a Head of School to support them, Faculty, Staff and entire community on the exciting road that lies ahead.

You are all encouraged to participate in all of the calls, surveys and emails to ensure we are holistically ensuring we bring in an individual who embodies our TEA vision. It is anticipated that a new HOS will be identified by March 1, 2021 with a start date of July 1, 2021.

Board Development

As we continue to grow and evolve, the Board is actively assessing Board needs for next year and beyond. The Board currently looks to TEA committees to provide support beyond Board meetings. Current committees include Fundraising, Finance and HOS Search Committee.

The Board is also working to create/reactivate an Advisory Board which will consist of individuals outside of the immediate TEA community. This Advisory committee will meet 1-2 times a year and focus on high-level strategic goals (such as how to raise money for additional campus buildings).