**New England Association of Schools and Colleges**

**Commission on Independent Schools**

**Two-Year Progress Report – 2020 Accreditation Process**

**Date of Report**  **Year and Month of Evaluation Visit**

**School Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Address\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Head of School Name, Title \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Name of Follow-up Chair, Title\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Please use this document for your responses. When you have completed all the sections, please save it as a PDF and send this, along with any other supporting documents, which should also be in PDF format, to:** *CISreports@neasc.org****. Please do not send your documents with security permissions.***

The Commission on Independent Schools requires the submission of a Two-Year Progress Report. It is due on the date noted in the letter received by the school following the Commission's action on the evaluation visit.

There are five parts to the Two-Year Progress Report: 1) a report on actions taken by the school on its Major Recommendations, 2) a report on the status of the Standard-Specific Recommendations, 3) a reflection and brief narrative on enrollment trends, 4) a narrative on planning that includes submission of a long-range or strategic plan, and 5) a brief written reflection on the school's finances.

Unlike composing the school's Self-Study, completing the Two-Year Report does not require the same participation by various school community members. Still, the Commission recommends forming a report committee that includes representative members of faculty, administrators, and the school's governing authority or board. Please provide all the information as directed.

1. **Report on the Major Recommendations**

In a brief narrative, please describe the action(s) taken on each Major Recommendation listed in the Commission's letter. Include documentation where possible.

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| *Insert your narrative in this expanding textbox* |

1. **Report on the Standard-Specific Recommendations**

For the standards listed below, copy the language from the Standard-Specific Recommendations in the Visiting Team Report into the textbox or summarize the individual recommendations in a few words. Then indicate their status: Complete, Incomplete, Ongoing. If complete, add the approximate date. If the school has rejected a recommendation, indicate the reason.

**Foundation Standard 1**: Enrolled Students Align Appropriately with the Mission

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| **Recommendation 1** *Insert text in this textbox* |

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| **Recommendation 2** *Insert text in this textbox* |

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| **Recommendation 3** *Insert text in this textbox* |

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| **Recommendation 4** *Insert text in this textbox* |

**Foundation Standard 2:** The Governing Body/Board Assures the School Remains Sustainable and True to its Mission

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**Foundation Standard 3:** The School's Resources Sufficiently Support Present and Prospective Operation

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| **Recommendation 3**  |

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| **Recommendation 4**  |

**Foundation Standard 4:** The School Employs an Appropriate Adult Community to Optimally Implement the Mission

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| **Recommendation 2**  |

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| **Recommendation 3**  |

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**Foundation Standard 5:** A Proactive Culture of Health and Safety Permeates the School

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| **Recommendation 3**  |

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**Foundation Standard 6:** Proprietary Schools Ensure Effective Leadership, Clear Organizational Structure, and the Necessary Resources to Successfully Execute the Mission of the School for the Foreseeable Future **(***Note: This Standard applies to for-profit schools only. Not-for-profit schools need not respond.)*

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**Program Standard 7:** Commitment to Mission and Core Beliefs Informs Decisions, Guides Initiatives and Aligns with the Students' Needs and Aspirations

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**Program Standard 8:** Commitment to Inspiration and Support Characterizes the Approach to Each Student

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**Program Standard 9:** Commitment to Excellence Distinguishes the Program

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**Program Standard 10:** Commitment to Continuous Professional Development Permeates the Adult Culture

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**Program Standard 11:** Commitment to Engaging with the Greater Community Enhances Student Experience

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**Program Standard 12:** Commitment to Meeting the Needs of Each Student Drives the Residential Program

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| **Recommendation 4**  |

**Program Standard 13:** Commitment to the Health and Well-Being of Each Student Guides the School's

Homestay Program

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**Strategic Planning Standard 14:** Commitment to Long-Term Viability and Innovation Guides Planning

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| **Recommendation 4**  |

1. **Reflection on Enrollment Trends**

Review the school's enrollment over the past three to five years, including retention, reflecting on trends and key influencing factors. Consider disaggregating enrollment data by grade level, family income, gender, race, ethnicity, distance from home to the school, and other demographic and socioeconomic factors.

Write a brief narrative explaining the school's most significant enrollment trends or patterns and what factors seem to have had the greatest impact on enrollment. Describe with specific examples two of the following points:

* Why the school thinks the last three to five years of enrollment are (or are not) predictive of future enrollment.
* How the trends or patterns are affecting the school's financial position, capital improvements, and the hiring and retention of employees.
* How the trends or patterns affect the school's objectives for diversity, equity, and inclusion.
* How satisfied the school is with its enrollment, recruiting, and marketing efforts.
* How the school's enrollment management plan is designed to address the trends in enrollment effectively.

In a concluding sentence or two, describe your confidence in the school's future enrollment and the school's planning to address future enrollment needs.

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| *Insert your text here* |

1. **Planning**

Write a brief narrative about the school's planning. The school might include in its narrative how it plans, when it conducts planning, who is involved in planning, and for what the school is planning. Be sure to articulate the school's vision for the next three to five years (or, if desired, beyond), explaining how the school is using planning processes to realize this vision.

In the school's narrative, describe with specific examples two of the following points:

* What challenges the school will confront in the next few years, and the strengths the school possesses to address these challenges.
* The goals the school has identified to guarantee long-term viability and how the school will fulfill these goals.
* The goals the school has identified to improve the quality of the students' education and enhance their experience and how the school will fulfill these goals.
* How innovation, creativity, and imagination guide the school's planning.
* How the school's governing body or board is actively involved in leading planning, reviewing progress on accomplishing strategic goals, and celebrating the completion of goals.
* What other regular planning processes the school has in place to support its long-term or strategic planning, e.g., curriculum planning, crisis planning, financial planning, facilities and grounds planning, fundraising and philanthropy planning, capital campaign planning, etc.

Submit a **long-range plan, a strategic plan, or a revised and updated version of the school's existing plan. The Commission does not specify how a school conducts strategic planning or the format of a school's plan. However, many schools find it beneficial to create plans formatted with defined action steps leading to each overarching goal prioritized chronologically or in the order of importance. The steps identify the person(s) responsible for fulfillment, the beginning date and expected completion date, the cost or resources necessary for completion, where the resources will come from, and what evidence will demonstrate that a step is completed.**

**The Commission does ask that schools carefully review Standard 14: Commitment to Long-Term Viability and Innovation Guides Planning and its corresponding indicators. It also requires schools to include any incomplete Major Recommendations from the Commission's notification letter in the school's plan.** (For additional information on school planning, consult the "Reflections on Strategic Planning" in the *Manual for School Improvement.*)

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| *Insert your text here* |

1. **Reflections on the School's Finances**

Review the school's financial position since the decennial visit and write a brief narrative about any substantial changes and developments.

In the narrative, describe with specific examples two of the following points:

* How any changes in revenue from tuition, fees, gifts, grants, investments, endowments, and other sources are impacting, positively or negatively, the school's sustainability and the students' experience.
* How any changes in expenses from salaries and benefits, general operating costs, maintenance, renovations, insurance, transportation, debt service, etc. are impacting, positively or negatively, the school's viability and the students' experience.
* How the school is actively engaged in financial planning to address present needs and future contingencies.
* How the school's financial position is supporting the school's objectives for diversity, equity, and inclusion.

In a few concluding sentences, describe your confidence in the school's financial standing, sustainability, and plans to address future financial needs.

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| *Insert your text here* |

The Head of School's signature affirms the report's accuracy and verifies that it has been reviewed by the school's governing body or board chair.

**Signature of Head of the School**