

Parnassus Preparatory School
World's Best Workforce
Annual Report
2022-2023



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I. About the World’s Best Workforce Annual Report

This World’s Best Workforce Annual Report is written to document academic and fiscal accountability, innovative practices, accomplishments, and achievements at Parnassus Preparatory School during the 2021-2022 school year.

This report meets the reporting requirements of the Minnesota Department of Education, Minnesota statutes, the expectations of Parnassus’ authorizer, and Parnassus’ own expectations as a classical college preparatory school. This report is available to current and prospective families, staff, and the community at large on the Parnassus website.

Parnassus Preparatory School is authorized by Friends of Education, EX0-01-A 200, located at 11100 Wayzata Blvd. Suite 800; Minnetonka, MN and reachable at info@improveK-12education.org.

Contributors to the World’s Best Workforce Annual Report include Ms. Ford, Executive Director; Ms. Good, Director of Academic Affairs and Assessment; Mr. Taintor, Finance Manager; and Mr. Friess, Board Chair and Treasurer.

II. School Vision, Mission Statement, and Educational Philosophy

The mission of Parnassus Preparatory School is to provide students with a classical education, grounded in the classical Trivium, that demands their best in intellectual achievement and character development.

A classical education cultivates wisdom and virtue by nourishing the individual with truth, beauty, and goodness. Students at Parnassus Preparatory School pursue wisdom and virtue at every level and in each of the many disciplines offered to them. Parnassus Preparatory School’s academic focus is on developing thoughtful, literate, and expressive graduates through classical education, a time-tested model that is systematic and comprehensive. Our classical curriculum, grounded in the liberal arts, distinguishes us from other educational institutions.

The classical Trivium and the instructional methods used in each school address children’s developmental stages, challenging them to reach their highest potential at each and every level. Parnassus Preparatory School’s educational philosophy is that all students benefit from the highest standards of academic integrity and a rigorous, content-based educational program that develops their intellectual capacity and personal character. Through evidence-based instructional methods that are aligned with the classical Trivium, the use of history as the chronological backbone of the curriculum, and the integration of the humanities and advanced sciences, the school provides an environment that fosters academic excellence and builds the habits of discipline and perseverance to complete challenging tasks.

III. Student Enrollment, Demographics, and Attrition

Parnassus Annual Enrollment

Parnassus enrollment, based on average daily membership using the October 1st snapshot date for the past five years, is listed below. Please note that the year-end enrollment for the 2021 - 2022 school year was 1286 students.

Academic Year	Grades	Total Enrollment
2017-2018	Prima – 4R (K-12)	1097
2018 - 2019	Prima – 4R (K-12)	1165
2019-2020	Prima-4R (K-12)	1228
2020-2021	Prima-4R (K-12)	1286
2021 - 2022	Prima-4R (K-12)	1341

2021 – 2022 Enrollment Details

The chart below depicts Parnassus’ enrollment by grade level for Fiscal Year 2022 per grade level based on the October 1st snapshot date. The school had an enrollment of 1341 students in the 2021-2022 school year. The school’s mission and vision are supported by the strategic plan to have a larger base in the School of Grammar and smaller classes in the upper grades of the Schools of Logic and Rhetoric.

FY 2022	Prima (K)	1G 1 st	2G 2 nd	3G 3 rd	4G 4 th	1L 5 th	2L 6 th	3L 7 th	4L 8 th	1R 9 th	2R 10 th	3R 11 th	4R 12 th
Enrollment	136	135	128	125	126	126	126	123	113	100	51	20	32

Student Attrition

Academic Year	2017-2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022
Attrition Rate	4%	5%	3%	3%	4%

Equal Opportunity for All Students

Parnassus seeks and supports students from all backgrounds and has pursued the following two objectives regarding equal opportunity for all students to attend the school:

- 1) Specific, targeted marketing strategies to reach out to educationally and economically disadvantaged families; and
- 2) Once at Parnassus, the school continues to develop programs to ensure the economically and disadvantaged students integrate into Parnassus’ classrooms and are successful.

Below is the school’s demographics summary for the 2021-2022 school year, reflecting these efforts and the opportunity of a rigorous, classical, college preparatory schooling to all students:

Enrollment by Race/Ethnicity

Demographics, 2020 – 2021 School Year*	White/ Caucasian	Black/ African American	Asian	Hispanic/ Latino	Two or More Races
Percent of Total Student Body	33.3%	43.1%	11.9%	5.6%	5.8%

*Demographic data reflects enrollment on October 1st, 2021. Fewer than 1% of students identified as American Indian or Alaskan Native or as Native Hawaiian or Pacific Islander.

Enrollment by Special Population

Demographics, 2020 - 2021 School Year*	Free or Reduced Lunch	English Learner (EL)	Special Education
Percent of Total Student Body	27.5%	8.0%	4.8%

*Demographic data reflects enrollment on October 1st, 2021

IV. Governance, Management, and Administration

The 2021-2022 Board of Parnassus Preparatory School consisted of five members: two Parnassus parents, two community members, and one Parnassus teacher. The board meets monthly and all board members have completed board training.

Parnassus Preparatory School (4199-07) Board Roster

Name	Current Director	Elected (E) Appointed (A)	Date Seated	Date Term Expires	Officer Position	Email
Greg Friess	X	E	7/1/2010	6/30/2026	President & Treasurer	friess@parnassusprep.com
Ben Ark	X	E	2/14/2018	6/30/2026	Vice President	ark@parnassusprep.com
Kenneth Zigrino	X	E	7/1/2010	6/30/2023	Secretary	zigrino@parnassusprep.com
Barbara Rose	X	E	12/1/2010	6/30/2025	Director	rose@parnassusprep.com
Ravi Shanbhag	X	E	7/1/2019	6/30/2023	Director	shanbhag@parnassusprep.com

Board Development:

- Training on effective school board elections
- Board self-evaluation and team building
- Attendance and participation at various school activities

2021-2022 School Administration

Constance Ford, Executive Director and Head of School

Ms. Ford is the current and founding Executive Director of Parnassus Preparatory School. Under her leadership, Parnassus has more than tripled its enrollment and the school has expanded to include all three levels of the Schools of Grammar, Logic, and Rhetoric. Ms. Ford spearheaded Parnassus' extensive multimillion-dollar building project in 2017 to create the school's beautiful campus. A pioneer in the charter school movement for over twenty-five years, Ms. Ford's emphasis has been on classical charter schools. She was a founder of the first classical charter school in Wisconsin and of one of the first charter schools in her region. During her tenure, the school was recognized as one of the top charter schools in Wisconsin. Ms. Ford holds a B.A. in Art History from Lawrence University and an M.A. in Educational Leadership.



Professional Development Plan

A focus of Parnassus Preparatory School is to build an academic culture that is deeply ingrained in the traditions of the Classical framework. As the school's leader, the Executive Director continued her professional development on classical education and education in general. Following is a list of courses, workshops, and other educational activities that the Executive Director participated in as part of her Professional Development Plan for the 2021-2022 school year.

Professional Development Activity	Date
Continued reading of books, articles, and other publications related to classical education, vision, and delivery; attend various cultural events related to classical education, vision, and delivery; and attend various (virtual) art exhibits, operas and music events, literary talks and lectures.	Ongoing throughout the school year
Read numerous works from the Parnassus curriculum, leading book discussions for many of the books with the Parnassus leadership team.	Ongoing throughout the school year
Annual Law School Conference	November 2021
School Law Conference/Minnesota CLE	November 2021
Online course: <i>The Black Tradition and the Great Conversation</i>	Fall 2021
Hornel Foundation Gifted & Talented Symposium	June 2022
Online course: The Seven Liberal arts	June 2022
Classical education-related articles, blog posts, and educational videos	Ongoing
Ongoing training and development of school-related areas (school safety, ESSA, effective practices, data analysis, etc.)	Ongoing

Ms. Good, Director of Academic Affairs and Assessment

Ms. Good is a passionate advocate for a rigorous, content-rich program to all students. In her role, she oversees Parnassus' academic programming, graduation standards, assessment, and enrollment. She holds a B.A. in Cognitive and Linguistic Sciences with a minor in Italian from Wellesley College in Wellesley, Massachusetts, and an M.A. in Educational Leadership.

Mr. Hamiel, Principal of the Schools of Logic & Rhetoric

Principal Hamiel joined Parnassus in the fall of 2013. Prior to Parnassus, he was a mathematics teacher for the St. Cloud Area Schools. He holds an M.A. in Curriculum, Instruction, and Assessment and K-12 Principal and Superintendent licenses from St. Cloud State University.

Mr. Kasowicz, Principal of the School of Logic

Principal Kasowicz joined the Parnassus leadership team in the fall of 2016. Before beginning at Parnassus, he worked at Robbinsdale Area Schools and Blue Sky Online High School, leading both academic committees and participating on board committees. He holds a M.A. in Educational Leadership from Concordia University and a K-12 Principal license from Bethel University.

Ms. Omberg, Principal of the School of Grammar and Director of Special Education

Principal Omberg has been the Principal of the School of Grammar since 2016. She came to Parnassus from Minnetonka Public Schools. She holds an M.A. in Special Education from the University of Minnesota and a K-12 Principal and Director of Special Education licenses from St. Mary's University.

V. Academic Programming & Performance

Innovative Practices and Implementation

The Trivium stages of Grammar, Logic, and Rhetoric require different and innovative teaching methods depending on the stage and maturity level of the students. For example, in the Grammar stage (levels Prima through 4G) instructors focus on providing students with content using direct instruction, memorization techniques such as singing and chanting, group memorization, dictation, and recitation. In the Logic stage, students start asking, “Why?” to ensure that what they have learned in the Grammar stage is in fact true. Teaching techniques include asking leading questions to stimulate students’ critical thinking and arrive at valid conclusions. The Socratic Method of questioning is heavily emphasized during instruction at this level. In the Rhetoric stage, teaching techniques include a heavy reading load, discussions, debates, and emphasis on supporting one’s opinions with researched facts and logical reasoning. The Socratic Method and Harkness discussion style are at the forefront of instruction in the School of Rhetoric.

Parnassus is one of the few schools, public or private, to practice the Harkness discussion method, also known as “Harkness Table”, for discussion-led instruction. The Harkness method incorporates teaching in seminar style for the advancement of learning in the School of Rhetoric. An authentic Harkness table is a large, oval table used in a style of teaching where students sit at the table with a teacher. However, the Harkness table is much more than a place to sit. Teachers participate and guide students in discussions, encouraging them to take ownership of their learning. The method is in use at many top American private schools and boarding schools, as well as at colleges and universities. It encourages classes to be held in a discursive manner. This collaborative discussion method can be traced back to Socrates, approximately 2,400 years ago. The Harkness teaching method is related to the Socratic Method and Socratic Circles, approaches already familiar to scholars entering the School of Rhetoric.

Parnassus’ language program is innovative as the school was the first institution, public or private, in the Northwest Metro area to require the study of both the Latin and Greek languages in addition to Spanish. Latin forms the root of 90% of polysyllabic English words and over 60% of all English words, and eight percent of all English words are Greek based. A student’s reading comprehension, writing, and speaking skills are substantially improved by studying Latin and Greek. Vocabulary is enriched, grammar is sharpened, and a sense of organization, structure, and logic is instilled in the student. In addition, Latin contributes to about 80% of the vocabulary of the Romance languages: French, Italian, Portuguese, Romanian, and Spanish – facilitating the study of these modern languages. Moreover, studies have shown that students of Latin have higher SAT scores than students of any other language. Parnassus students begin their study of Latin in the School of Grammar and add Greek in the School of Rhetoric.

In addition to the study of Latin and Greek, the school also believes it is important for well-rounded scholars to study a modern world language. As such, Parnassus begins teaching Spanish at the Prima level and continues it through the School of Rhetoric. Not only is Spanish considered to be one of the most functional spoken languages in contemporary American society, but it is also a direct descendent of Latin which makes it a perfect complement to Parnassus scholars’ classical language studies.

Gifted and Talented Programming

As a charter school, Parnassus Preparatory School is a school of choice, and we recognize that families choose us for our rigorous academic programming. As Parnassus strongly believes that all students benefit from a content-rich, rigorous curriculum that holds students to the highest standards of intellectual achievement and character development, Parnassus does not identify Gifted and Talented students or offer a specialized Gifted and Talented track. Instead, the focus is on providing all students with the most rigorous course offerings and a variety of enrichment activities in our interdisciplinary curriculum.

Parnassus does not currently offer early admission to Prima (Kindergarten). Occasionally, a student’s exceptional academic abilities and maturity may merit whole-grade acceleration to 1G (1st grade) or beyond. To advise all families of this opportunity, Parnassus publishes its policies for whole-grade acceleration and early admission to Prima (Kindergarten) on the school website.

Minnesota Comprehensive Assessments (MCA) Results

Parnassus administered the MCAs to students in April and May of 2022. Results are presented alongside those of the state of Minnesota overall, as well as District 279 (Osseo Public Schools), our resident district.

Mathematics MCA Proficiency

Student Group	State	Parnassus	Osseo
Overall Proficiency	44.8%	56.6%	41.7%
3G	59.0%	70.1%	56.2%
4G	56.4%	66.9%	54.9%
1L	43.1%	56.8%	43.0%
2L	39.3%	46.3%	36.8%
3L	37.6%	52.2%	33.3%
4L	40.1%	45.6%	35.1%
3R	36.6%	57.9%	31.3%

Reading MCA Proficiency

Student Group	State	Parnassus	Osseo
Overall Proficiency	51.1%	58.1%	49.5%
3G	48.1%	51.3%	48.9%
4G	49.6%	58.9%	47.7%
1L	59.4%	63.9%	57.6%
2L	54.4%	52.9%	50.4%
3L	45.5%	54.4%	43.0%
4L	46.4%	58.7%	44.0%
3R	55.2%	79.6%	55.4%

Science MCA Proficiency

Student Group	State	Parnassus	Osseo
Overall Proficiency	41.4%	50.4%	34.5%
1L	50.0%	51.7%	46.2%
4L	29.2%	40.8%	19.5%
School of Rhetoric	45.6%	68.9%	38.7%

Nationally Normed Assessment – Stanford Achievement Test, Tenth Edition (SAT10) Results

This was the second year that Parnassus administered the Stanford Achievement Test, Tenth Edition (SAT10s). The tests were administered in November of 2021. Students are considered proficient on the SAT 10s if they score at Stanine 5 or higher.

SAT10 Student Proficiency by Level and Subject

Level	Mathematics	Reading	Science*
All Students	63%	55%	55%
2G	65%	42%	*
3G	64%	53%	*
4G	63%	60%	59%
1L	60%	58%	56%
2L	55%	58%	52%
3L	64%	61%	53%
4L	68%	55%	57%

**The Science sub-test is only offered beginning at the Primary 3 (4G) level.*

World’s Best Workforce - Academic Goals and Results

As part of the local World’s Best Workforce plan, each district and charter school is required to set goals related to each of the components of the World’s Best Workforce and to report on their progress towards those goals. The goals for Parnassus Preparatory School are listed below.

Goal Area 1: All Students Ready for School

<input checked="" type="checkbox"/> WBWF Goal Only <input type="checkbox"/> WBWF /A & I Goal	Result	Goal Status
<p><i>By December 15th, 2021, 80% of the School’s Prima students continuously enrolled since the first day of school will be able to identify all 26 upper and lower case letters and count to 32.</i></p>	<p><i>98% of the school’s Prima students, continuously enrolled since the first day of school, were able to identify all 26 upper and lower case letters and count to 32.</i></p>	<p><i>Check one of the following:</i></p> <p>Multi-Year Goal:</p> <p><input type="checkbox"/> On Track <input type="checkbox"/> Not on Track</p> <p>One-Year Goal</p> <p><input checked="" type="checkbox"/> Goal Met <input type="checkbox"/> Goal Not Met <input type="checkbox"/> District/charter does not enroll students in kindergarten</p>

Goal Area 2: All Students in Third Grade Achieving Grade-Level Literacy

<input checked="" type="checkbox"/> WBWF Goal Only <input type="checkbox"/> WBWF /A & I Goal	Result	Goal Status
<p><i>On the Spring 2022 Reading Minnesota Comprehensive Assessments (MCAs), the proficiency rate of Parnassus' 3G scholars will be at least five percentage points higher than the state average for that level.</i></p>	<p><i>While Parnassus' 3G scholars scored higher than the state average for that level on the Spring 2022 Reading MCAs, the difference was less than 5 percentage points (3.3 percentage points).</i></p>	<p><i>Check one of the following:</i></p> <p>Multi-Year Goal:</p> <p><input type="checkbox"/> On Track <input type="checkbox"/> Not on Track</p> <p>One-Year Goal</p> <p><input type="checkbox"/> Goal Met <input checked="" type="checkbox"/> Goal Not Met <input type="checkbox"/> District/charter does not enroll students in grade 3 <input type="checkbox"/> Unable to Report</p>

Goal Area 3: Close the Achievement Gap Among All Groups

<input checked="" type="checkbox"/> WBWF Goal Only <input type="checkbox"/> WBWF /A & I Goal	Result	Goal Status
<p><i>In FY2022, for each subgroup other than English Learners, for which the School had publicly reportable/sufficient counts: the School proficiency rate will exceed the state-average proficiency rate for the subgroup for each reading and math. These subgroups will include:</i></p> <ul style="list-style-type: none"> <i>• Students who qualify for Free or Reduced Lunch;</i> <i>• Students receiving Special Education services; and</i> <i>• Racial subgroups other than students who identify as Native Americans and Native Hawaiians/Pacific Islanders.</i> 	<p><i>This goal was met for all publicly-reportable subgroups for both math and reading.</i></p>	<p><i>Check one of the following:</i></p> <p>Multi-Year Goal:</p> <p><input type="checkbox"/> On Track <input type="checkbox"/> Not on Track</p> <p>One-Year Goal</p> <p><input checked="" type="checkbox"/> Goal Met <input type="checkbox"/> Goal Not Met <input type="checkbox"/> Unable to Report</p>

Goal Area 4: All Students Career-and College-Ready by Graduation

<input checked="" type="checkbox"/> WBWF Goal Only <input type="checkbox"/> WBWF /A & I Goal	Result	Goal Status
<p><i>Each year, a minimum of 85% of Third-Level Rhetoric (3R) students will take the ACT, and the average composite ACT score of the Third-Level Rhetoric students will exceed the state-average composite.</i></p>	<p><i>100% of Third Level Rhetoric (3R) students took the ACT in Spring 2022; the average composite score was a 24.8, exceeding the state-average composite of 21.0.</i></p>	<p><i>Check one of the following:</i></p> <p>Multi-Year Goal:</p> <p><input type="checkbox"/> On Track <input type="checkbox"/> Not on Track</p> <p>One-Year Goal</p> <p><input checked="" type="checkbox"/> Goal Met <input type="checkbox"/> Goal Not Met <input type="checkbox"/> Unable to Report</p>

Goal Area 5: All Students Graduate

<input type="checkbox"/> WBWF Goal Only <input type="checkbox"/> WBWF /A & I Goal	Result	Goal Status
<p><i>For the class of 2022, the School's four-year graduation rate will exceed 90%, and all publicly reportable student groups will have a minimum four-year graduation rate of 85%.</i></p>	<p><i>97% of the members of the Class of 2022 graduated in four years, and all publicly reportable student groups will have a minimum four-year graduation rate of 85%.</i></p>	<p><i>Check one of the following:</i></p> <p>Multi-Year Goal:</p> <p><input type="checkbox"/> On Track <input type="checkbox"/> Not on Track</p> <p>One-Year Goal</p> <p><input checked="" type="checkbox"/> Goal Met <input type="checkbox"/> Goal Not Met <input type="checkbox"/> District/charter does not enroll students in grade 12 <input type="checkbox"/> Unable to Report</p>

VI. Staffing, Professional Development, and Equitable Access to Teachers

Parnassus employed 120 full time employees during the 2021-2022 school year, including 89 licensed faculty, two coordinators, two directors, and three principals. Parnassus also maintained agreements with outside consultants and contractors. Of the licensed teachers who taught in 2021-2022, 80% have returned for the 2021-2022 school year. [Note: *** Indicates that staff member is not a part of the 2022-2023 Parnassus faculty.]

Parnassus 2021-2022 Licensed Teaching Staff

File Folder Number	Last Name	First Name	File Folder Number	Last Name	First Name
1000995	Adams***	Karlyn	428532	Mathews	Ben
515239	Addae	Charles	485168	Mattsson	Nicholas
1011857	Alamo***	Kaitlin	433314	Medcalf	Samantha
1014191	Allen***	William	375586	Miller	Sherilyn
517755	Almquist	Gwen	512051	Moua	Chang
448078	Ambriz***	Lianna	508913	Moua	Kia
1009742	Anderson	Caroline	484596	Murphy	Brian
499079	Bagwell	Alexander	396506	Neimeyer	Heather
482806	Batiste-Fajemirokun	Nina	410928	Nelson	Sonja
480444	Beebe (Hart)	Ashley	373151	Norton	Bradley
413590	Bennett***	Michael	423007	Omberg	Corinne
500609	Browers	Elnara	518706	Ormberg	David
427048	Byrne	Kathryn	363769	Rose	Barbara
492085	Camarillo	Chelse	449810	Rossi	Marie
474188	Cole	Nicholas	500650	Sage	Brendan
317504	Daly***	Maura	484885	Salmonson (Sjolseth)	Amanda
510461	Dean	Geoffrey	374825	Saponara-Gottwalt	Irene
470471	Dechert	James	242317	Schnitzler	Bradley
495462	Dembsky	Claire	455396	Shequin	Angela
430329	Doyle	Jenelle	1013106	Singh	Sunpreet
473203	Edstrom	Kirsten	493069	Sood***	Erick
516847	Elwell	Carol	337648	Stafford	Amy
492627	Feicht	Joshua	496812	Steeber	Jessica
461775	Ford	Shawn	502088	Strand	Julius
503644	Fuelling***	Christopher	396243	Stutzman	Jessica
516637	Giese***	Autumn	367321	Swanson	Cynthia
348753	Haben	Jodi	485913	Swanson***	Peter
421135	Hamiel	Christopher	448353	Thomas	Nelvin
479732	Hamiel	Greg	488496	Thompson	Zachary
473705	Hasner	Ann Marie	479407	Towell	Kathleen
463338	Hauge	David	489159	Trauba	Kirstan
1005838	Hayden	Holly	1003948	Tschacher***	Grace
460815	Hays	Breann	1012169	Tschacher***	Garrett
487416	Hays***	Alex	460041	Turenne***	Rachel
508244	Herbst	Karen	468098	Ulbrich	Alison
517975	Hill	Travis	506884	Van Blaricom (Olson)	William
431040	Hulzebos	Ana	512241	Veach	Austin
507424	Idahosa***	Lovelace	508137	Vieau (Bonnema)***	Melanie
468770	Igoe	Jill	490192	Von Drasek	Susan
450235	Kasowicz	Matthew	349539	Weiland	Carole
478233	Keil	Michael	1011415	West	Kate
495751	Kelly	Karen	1015281	Young	Taylor
1008205	Kleinman***	Katharine	486575	Zachman	Andrew
421616	Langseth	Nicholas	449096	Zook***	Matthew
420845	Lundberg	Carol			

Professional Development

Developing the staff in the classical model and pedagogy is paramount to Parnassus Preparatory School's success as a Classical school and to fulfilling its mission. Recognizing the importance of professional development, in 2021-2022, Parnassus continued to provide training and development opportunities for faculty and staff in the following areas:

- 1) Parnassus' Classical education model
- 2) Direct Instruction
- 3) Data-Driven Instruction
- 4) Effective Classroom Management
- 6) Socratic and Harkness discussion methods
- 7) Cultural Competency

As part of the school's strategy to accomplish its mission, it is a Parnassus tradition to include summer readings for the staff. The School holds discussions of the assigned works during the back-to-school workshop and training. The required summer readings include classic works of literature from the Parnassus curriculum as well as academic and research-based books and articles.

Equitable Access to Excellent Teachers

On June 1st, 2015, MDE submitted a plan to the U.S. Department of Education that required all states to address long term needs for improving equitable access of all students to excellent educators. The *Every Student Succeeds Act* (ESSA) requires states to evaluate and publicly report whether low-income and minority students are disproportionately served by ineffective, out-of-field, or inexperienced teachers.

Equitable Access to Experienced, Effective, and In-Field Teachers

Parnassus is proud to serve a racially and economically diverse student population, and the school strives to provide an education that is both excellent and equitable to all students, regardless of race or socioeconomic status. Care is taken to ensure that class rosters are balanced between various student groups and special populations. After reviewing data, including course rosters detailing students' race/ethnicity, primary home languages, gender, and socioeconomic statuses, the school did not find any gaps related to equitable access to effective teachers for students of color, nor were any found for low income students. Parnassus takes care to ensure that all students, regardless of background, are placed with the teachers who will be able to help them make the most academic gains. One-hundred percent of Parnassus students, including all of students of color, students receiving EL services, and students receiving Special Education services, had access to experienced, in-field, effective teachers.

Regular review of course rosters and the demographic details of incoming students allows the school to effectively create balanced rosters. Additionally, screening incoming Prima (kindergarten) students allows the school to be more intentional in creating class lists to ensure that classes are generally balanced between genders, ethnic backgrounds, and academic abilities so that students have equitable access to high-quality teachers. Parnassus works extensively with all staff members and provides intensive, ongoing professional development to all teachers to ensure that our faculty meets our high standards for instructional effectiveness and academic rigor. This includes training on our pedagogical and classroom management practices to ensure consistency across classrooms and grade levels. Teachers are observed regularly throughout the year and classroom data are closely monitored to support the success of all students. Teacher performance data is reviewed regularly to monitor and gauge the effectiveness of instruction. These instructional data, along with regular classroom observations, help determine teacher effectiveness. Along with teacher effectiveness, teachers' years of experience, licensure, and qualifications are considered when deciding course and class placement. For critical, skill-based subjects such as math and reading, Parnassus places its most qualified and effective teachers with its at-risk students.

Access to Diverse Teachers

Parnassus continues to make a conscious effort to broaden the diversity of its staff so that it better reflects the diversity of our student population. While in 2021-2022, over 66% of Parnassus scholars were students of color, just 9% of Parnassus' licensed teaching staff were individuals of color. Efforts currently in place to broaden the diversity of teachers in the school include making connections with student teacher programs, broadening the range of the geographical areas in which we post for open teaching and administrative positions, and increasing the number of locations online where we solicit applications for teaching jobs.

VII. Operational Performance and Finances

Parnassus Preparatory School is required to operate under a charter agreement with an entity that has been approved by the Minnesota Department of Education (MDE) to be a charter school authorizer. The authorizer monitors and evaluates the School's performance and determines whether to renew the School's charter. Parnassus is in good standing with its authorizer, Friends of Education, and has received a five-year charter contract renewal which began on July 1st, 2019.

Processes implemented by the board, administrators, and staff ensured overall timeliness regarding compliance with applicable laws and MDE reporting requirements. Parnassus Preparatory School strives to be completely compliant with MDE reporting and regulations, including submitting reports such as the Annual Report/World's Best Work Force, DIRS reporting, MARSS data, etc. Parnassus school representatives regularly attend required MDE training. Parnassus followed state and local health and safety requirements and is compliant with fire code, inspections, and other safety requirements. The school regularly conducts all emergency fire, severe weather, and lockdown drills and was compliant with all requirements.

During the 2021-2022 school year, Parnassus provided daily transportation through contracted busing services to 992 students on sixteen bus routes throughout our service area including Anoka, Blaine, Brooklyn Park, Brooklyn Center, Champlin, Coon Rapids, Corcoran, Crystal, Hamel, Maple Grove, New Hope, Osseo, Plymouth, Ramsey, and St. Michael.

Parnassus Building Company, affiliated building company, serves as the school's landlord.

Future Plans

The school's academic, cultural, financial, and governance goals are outlined in the school's Continued School Improvement Plan (CSIP). Student achievement, college preparation, and the development of well-rounded scholars and citizens remains the school's priority.

The Parnassus administration and staff will continue to review student performance data to measure academic growth and learning recovery. The school will administer the Stanford Achievement Test, Tenth Edition (SAT10s) to students in the Second Level Grammar (2G) through Fourth Level Logic (4L) levels for the second year. The SAT10 national assessment is well suited for our school's focus on factual knowledge, cultural literacy, and rigorous content across the liberal arts. Parnassus will also continue to offer access to IXL for our scholars in 3G-4L, as well as some students in the School of Rhetoric, as a resource for standards-aligned, skill-based reading, math, and science practice. Additionally, the school will continue to offer free ACT test preparation and practice for scholars in the Fourth Level Logic (4L) through Third Level Rhetoric (3R) including sessions with targeted practice for each section of the exam: English, Mathematics, Reading, and Science.

The classical tradition calls for daily, deliberate examinations of truth, goodness, and beauty. Through direct instruction, guided instruction, discussion, reflection, and debate on the nature of virtue and its purpose for self and society, students examine what it means to live a good and virtuous life. At Parnassus, we rely heavily on the rich content of the school's curriculum as the medium through which our conversations and investigations about character are conceived and illustrated, and we use our daily work, behavior, and volunteer service to apply what we have learned for the good of our school and wider community. Teachers and staff will focus on teaching the importance of virtue, displaying appropriate and respectful behavior, and making good choices and decisions. As a classical school, we have the unique privilege and opportunity of joining the great human endeavor of representing the ideals of truth, goodness, and beauty in all that we do.

Executive Financial Summary

For the fiscal year ending June 30th, 2022, Parnassus Preparatory School (the School) recorded revenues of \$16.25 million, expenditures of \$15.97 million, and an increase in the fund balance of \$280,224. A total of 1320 students were served, which is an increase of 2.6% from last year's total of 1286 students.

The School's solid financial position continues to allow it to deliver on their mission. Parnassus once again met its goal of maintaining a 25% fund balance (as a percentage of expenditures), while investing in its program and meeting all financial commitments to bondholders. Parnassus Preparatory School's financial position remains strong.

Analysis of Revenues and Expenditures

The following table shows revenues and expenditures over the last two years. Like all public schools, the School uses government fund accounting. For the School, the funds used are the General Fund (revenues and expenses related to instruction and running the school), the Food Service Fund (revenues and costs for lunch, breakfast, and snacks) and the Community Fund (community service activities and programs).

	2022				2021			
	Total	General	Food Service	Community	Total	General	Food Service	Community
Revenue	16,247,612	15,315,988	841,260	90,364	15,070,484	14,895,135	152,130	23,219
Expenditures	15,967,388	15,103,143	783,352	80,893	14,422,087	14,246,617	139,672	35,798
Transfers	-	(12,484)	-	12,484	-	(12,579)	-	12,579
Surplus	280,224	200,361	57,908	21,955	648,397	635,939	12,458	-

Analysis of Revenues

Total revenue in financial year 2022 was \$16.25 million, up 8% from 2021. The School's per-pupil funding in 2022 increased 5% to \$12,309 per student. This per-pupil revenue growth reflects federal grant assistance for operations during the pandemic, as well as a 2.45% increase in per-pupil funding from the state and the continued relatively higher growth in enrollment in the School of Rhetoric. As Federal funding for pandemic related expenses recede the School expects per-pupil revenue to come down.

The demographic and economic makeup of the student population of any school also has an impact on per-student funding. In fiscal year 2022, the School served a Free and Reduce population just over 27% of students with approximately 4.9% Special Education students and just under 1% English Language Learners (ELL). The School's enrollment reflects its commitment to serve all students in its demographic area.

Analysis of Expenditures

In the fiscal year, ending June 30th, 2022, total expenditures were \$15.97 million, up 11% from 2021. The School's overall per-student expenditures in 2022 were \$12,097, up 8% from 2021. Focusing on the General Fund, which includes the bulk of the School's revenue, per-student expenditure was \$11,442 and represents a 3% increase over 2021. This growth in General Fund spending per pupil represents the School's commitment to classical education as well as use of federal grant assistance for distance learning and pandemic related expenditures.

As noted above, Parnassus Preparatory School's strong financial position allows the school to focus on its mission of delivering a classical education. A key part of that is providing for a competitive compensation package to attract and retain a great staff. The School continues to focus on areas of the budget that allow it to stay competitive in an era of 1-2% per pupil revenue increases. Some examples include turning the food service program from a loss to approximately break-even, exceeding fundraising targets, and continuing improvement in a cash management program increased the School's days cash on hand at the end of the fiscal year.

Budgetary Comparison

An annual budget for 2021-2022 was established prior to June 30, 2022. One budget revision was approved during the fiscal year to better reflect the estimated forecast of the School.

The Parnassus Board and management use the budget as an important tool to make prudent decisions in the ongoing management of the school. The Board reviews the school's financial progress monthly and values its ability to maintain financial flexibility as circumstances change. The primary metrics that are reviewed are the annual surplus, the resulting fund balance, and financial covenants.

Regarding the financial covenants, the School's emphasis on cash management resulted in ending days cash on hand of 75 days in 2022. This is based on using the fund financial statements, excluding the Building Company Fund.

Parnassus ended the fiscal year very close to budget in 2022. General fund revenues were 3% below budget while prudent expense controls led to a favorable 3% budget deviation. The net result was an annual surplus of approximately \$280,224 across all funds.

Fund Balance Analysis

Parnassus Preparatory School's fund balance (reserves) grew to \$4,310,747 in 2022. The school remains at its stated goal of maintaining a fund balance of at least 25% of annual expenditures. Parnassus' budgeting philosophy is unchanged; it manages its finances to deliver a fund balance that meets this goal. The Board and Executive Director will continue to look for ways to manage financials in order to maintain a great teaching staff and invest in the school's program to provide students with a classical education that is grounded in the classical Trivium and that demands students' best in intellectual achievement and character development.

VIII. World's Best Workforce Information

Public Meeting to Discuss 2020-2021 Outcomes

The school conducted public meetings to discuss the goals, outcomes, and strategies related to the World's Best Workforce on November 9th, 2021. The information for 2021-2022 was presented on November 15th, 2021.

District Advisory Committee

In the 2021-2022 school year, the District Advisory committee included the following members:

Ms. Katherine Good, Support Staff
Mr. Kenneth Zigrino, Community Member
Mr. Calvin King, Parent
Ms. Stella Sick, Parent

Ms. Monica Ortiz, Parent
Mr. Zachary Thompson, Teacher
Ms. Kadie Bomee, Student

Dissemination & Marketing Information

Minn. Stat. 124E.17 requires charter schools to “disseminate information about how to use the offerings of a charter school. Targeted groups include low-income families and communities, students of color, and students who are at risk of academic failure.”

Parnassus conducts annual and ongoing marketing strategies to attract and keep students from diverse backgrounds and social economic status. The school’s demographics included in this annual report are a testament of the success of its efforts and of the school’s classical program. Below are several strategies used at Parnassus to achieve this goal during the 2021-2022 school year.

a) Manner and information disseminated during the school year:

- Parnassus uses its website to promote the school’s offerings to all.
- Parnassus conducts informational meetings for groups and private meetings to families throughout the year to promote the offerings of the school to all. These are held virtually – removing barriers related to transportation, and interpreting services are available upon request.
- Parnassus includes ongoing advertisements in local city magazines and directories in the school’s targeted areas. Many of these magazines and directories are free to the public and distributed in various locations throughout the community.
- Parnassus places ads in local newspapers in its targeted markets, including translated versions in Russian and Hmong.
- Parnassus conducts a targeted online advertising campaign aimed at low-income zip codes.
- Parnassus empowers parents to promote the school with new prospective families and to engage with existing families.

b) Manner and information disseminated during the school year specifically to low-income students, students of color, and at-risk students:

- Parnassus sends an electronic and a paper copy of its newsletters to all families bi-monthly including information about the school’s offerings, enrollment, parent-teacher conferences, and any other updates.
- Parnassus utilizes interpreters for meetings with parents where the English language may be a barrier to communication.
- Parnassus offers critical enrollment paperwork and other materials in translation to families who speak Hmong, Spanish, and Russian.
- Parnassus uses the school phone alert system (including email and text messages) or the school academic system to continuously communicate with families regarding key academic areas such as parent-teacher conference, student missing assignments, expected homework, and test and project due dates.
- Parnassus sends written letters to targeted families as a non-electronic means of communication.
- Parnassus teachers call parents of targeted student groups when grades are below expectations.
- All Parnassus staff members have access to a Language Line, for simultaneous interpretation of phone conversations in more than 100 languages.
- Teachers reach out to students during lunch, recess, resource period and after school providing at-risk students with support.
- The school generates missing assignment reports and implements specific strategies to reach at-risk students and their families.

c) Activities Parnassus engages in to ensure participation of all students:

- Socioeconomic

- i. Uniforms – Parnassus offers uniform vouchers to low income families to pay for the school uniform logos.
 - ii. Field Trips – The school offers free access to low income students to participate in any school sponsored events.
 - iii. School Events – Parnassus assists low income families by offering free access to school events.
 - iv. School Social Events – Low income students are offered free access to the school’s student socials and fun nights/activities.
- Demographic, Ethnic, Racial:
 - i. All school-sponsored events and activities are promoted to all students and all have access.
 - ii. The school promotes the participation of a diverse group of students and leaders in key areas of the school including Student Senate and advisory groups.
 - iii. Parnassus adjusts where appropriate to ensure inclusion for all –e.g. making adjustments to the uniform policy to accommodate and respect personal beliefs and various cultural norms.
 - iv. World languages are celebrated at Parnassus. Students in all grades have daily Spanish and Latin instruction and Greek instruction in the School of Rhetoric.
- d) The results of all these activities are reflected in the student demographic information listed in our annual reports. Parnassus’ commitment to a serving a diverse community of students is reflected in the racial, ethnic, and socioeconomic makeup