

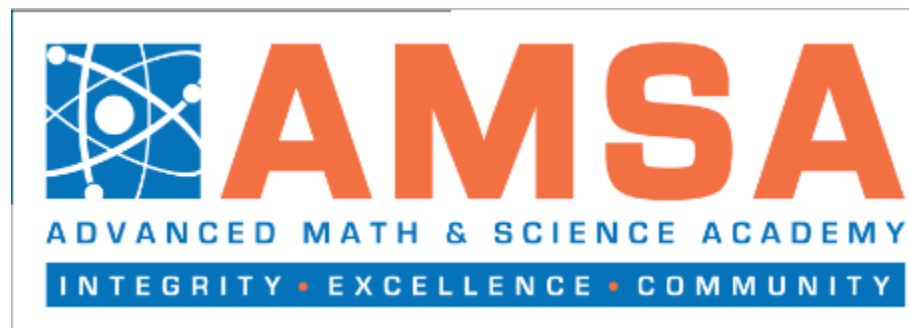
Entry Plan Findings

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Listen * Learn * Lead



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Introduction

The work that AMSA has engaged in since its Charter in 2005 has defined excellence within the State of Massachusetts and beyond. As the new Executive Director, I am responsible for continuing to support the great work so that EVERY scholar's needs are met so that EVERY student may achieve excellence in all subjects, focusing on math, science, and technology. Thereby continuing AMSA's tradition of setting the stage for students to thrive in the contemporary high-tech workplace.

During the selection process, the Advanced Math and Science Academy Board of Trustees and the overall community communicated the priority of maintaining AMSA's "special sauce" and a priority of cultivating leadership from within our walls.

AMSA is viewed across the Commonwealth and nation as a top educational facility. Students focus on math and science but are exposed to a world-class education. Ingenuity and Innovation are at the forefront of all AMSA does. This reputation and AMSA's continued aspiration forecast the opportunity to continue to be even greater in the coming years.

Purpose of The Entry Plan

The entry plan aims to establish a set of intentional activities, strategies, and organizational goals that will guide us as we traverse the road ahead. The process was designed to enable me, as the new executive director, to gather information quickly and establish a strong community presence early on.

Key Questions

What aspects of AMSA should be maintained at all costs?

What makes you most proud to be a part of AMSA?

What priorities should AMSA focus on?

What challenges face AMSA?

What kind of leadership are you looking for from me?

AMSA by the Numbers

AMSA by the Numbers:

99.3% Graduation rate (2023) State of MA 89.2%

97.1% of our students pursue higher education. State of MA 72.7%

94% of students participate in advanced coursework. State of MA 65.8%

90.1% of students take digital Literacy and Computer Science each year. State of MA 36.3%

AMSA's attendance rate is 94.8% State of MA 93.1%

Teacher retention rate 2024 90.7% State of MA 82.9%

3 Year Teacher retention rate 88.4% State of MA 83.1%

83% of AMSA students who took an AP Exam scored three or higher on an AP Exam.

In 2023, 30 AMSA students were AP scholars, 20 AP Scholars with honors, and 29 AP Scholars with Distinction.

11.3 to 1 student-to-teacher ratio.

AMSA is classified as meeting or exceeding targets, the highest classification a school can receive.

Diversity: 68.5% Caucasian, 10.6% Asian, 11% Hispanic, 7% Multi-race.

AMSA's attrition rate for 2023-2024 is 3%

10% of students who left were on IEPs

85% of students who left are white

#4 School in Massachusetts

#228 Nationally ranked

Timelines & Activities

Fall 2023

Attended two Principal Council Meetings- Students

Attended one Student Council Meeting- Students

Hosted two Faculty Drop-in Meetings

Hosted Family Forum 8-18-23

Hosted three Information Nights: 9/21/23, 9/27/23, & 12/13/23 -Parents

Sent 4 Direct Communications to Families (SMORES Newsletter)

Engaged AMSA's staff in 1:1 relationship meetings

Attended all Board of Trustee Sub-Committee Meetings (Governance, Finance, Education)

Spring 2024

Attended two Principal Council Meetings-

Continued individual teacher listening sessions

Hosted Family Forum 3-27-24

Attended all Board of Trustee Sub-Committee Meetings (Governance, Finance & Development)

Met with Representative Danielle Gregoire

Attended a small luncheon with Senate President Spilka

Consistent Insights

Strengths-describe what an organization excels at

AMSA's success is grounded in teacher autonomy, an unapologetic commitment to rigor with adequate support and adequate time to plan.

AMSA's students are connected to the caring AMSA staff.

AMSA's staff are intellectually curious beings committed to spreading that curiosity to their students.

AMSA's students are on track for graduation and exceed other students in the area of college readiness.

AMSA students have multiple opportunities to receive support when needed through tier I and II supports.

AMSA students' learning emphasizes skill acquisition over content absorption, making their education highly adaptable and transferable.

AMSA transforms populations who traditionally don't identify as STEM individuals into participants in STEM fields.

AMSA's educators offer more than just academic backgrounds; many of them bring valuable field experience to the table.

Weaknesses-stop an organization from performing at its optimum level.

AMSA students and families feel that colleges do not understand the level of rigor at AMSA compared to that in District Public Schools.

AMSA is below the average for statewide charter tuition.

AMSA's Foundation has not engaged in strategic development activities for some time.

AMSA's lack of fiscal resources due to funding methodology presents a significant obstacle to achieving parity in teacher compensation.

Opportunities- are openings or chances for something positive to happen

AMSA has the opportunity to establish clear communication channels and defined expectations to facilitate streamlined growth effectively.

AMSA's classroom teaching approaches offer abundant potential to connect with learners on a personalized, individual level, enriching the educational experience for all.

AMSA has an opportunity to explore expansion to reach more students while simultaneously enhancing our financial position.

AMSA has the opportunity to analyze scheduling and allocate resources strategically, enhancing student opportunities for growth and success.

AMSA has the chance to enhance its brand image by refining and effectively conveying its identity in a more unified manner.

Threats-factors that have the potential to harm an organization

Legislation that restricts the growth and or funding of Public Charter Schools.

Incurring a financial situation that results in repeated negative audit reports.

Strategic Objectives & Organizational Goals

Advocacy: Develop Board capacity in governance and resource acquisition to advocate for the charter school movement at the local, state, and national levels.

Teaching & Learning: Support the academic, social-emotional, and physical growth of all students with high expectations for all, including exceeding accountability standards with “unapologetic rigor.”

Faculty & Staff Development: Be a school of choice for talented educators through competitive compensation and emphasizing employee well-being.

Parent & Community Partnerships: Strengthen AMSA's partnerships with our

	<p>families and engage the wider community to support our mission.</p> <p>Development: Diversify funding streams, expand and strengthen funding infrastructure, and enhance resources for developing AMSA.</p> <p>Facilities & Operations: Plan for and implement facilities and technology improvements promoting sustainability</p>
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Executive Director Goal Setting 2024-2025

Management and Operations Goals

Statement of Need	AMSA's job descriptions are outdated and do not reflect our mission/core values.
SMART Goal	By June 2025, 100% of AMSA's job descriptions will be updated and reviewed with the respective staff and will provide an opportunity for growth-focused performance reviews.
Theory of Action	By comprehending expectations, roles, and responsibilities, we can establish more effective communication protocols, leading to enhanced student outcomes.
Measure of Success	<p>Updated Job descriptions</p> <p>All contracts reflect new job descriptions</p> <p>All performance evaluations will be redesigned to measure performance on job expectations.</p>

Statement of Need	AMSA's current capital plan does not allow for tracking completed projects or projecting capital project needs.
SMART Goal	By June 2025, in collaboration with the Director of Finance, the Director of IT, and the Director of Facilities, we will develop a comprehensive capital plan detailing all current and future capital projects, including renovations, expansions, and equipment upgrades, to effectively address organizational needs and goals.
Theory of Action	By developing a comprehensive capital plan that outlines our capital assets and capital needs along with a mechanism to track accomplishments, AMSA will be better able to align the capital projects with the organization's strategic objectives and financial

	capabilities, ensuring that they support the mission and vision while being feasible within the current operational context.
Measure of Success	A detailed capital plan that includes a system to track and document all completed capital projects, ensuring that progress can be monitored and evaluated by the board of trustees regularly.

Instructional Leadership

Statement of Need	AMSA students would benefit from another option: earning college credit for the college-level work they do besides AP.
SMART Goal	During the 2024-2025 academic year, explore potential higher education partnerships. If AMSA is the right fit, then enter into a partnership that would launch in 2025-2026.
Theory of Action	If AMSA students have the opportunity to earn college credits while enrolled, it could lead to increased recognition from colleges regarding the rigor of academic performance at AMSA.
Measure of Success	Evidence of exploration with several higher education partners. The establishment of a pilot program for 2025-2026.

Instructional Leadership

Statement of Need	While very high-performing, there is a noticeable achievement gap for our high-needs students.
SMART Goal	AMSA will aim to meet all of the accountability targets set by DESE annually in the areas of achievement, absenteeism, and advanced coursework completion.
Theory of Action	If AMSA establishes ambitious targets for academic achievement and attendance, we will strive to narrow the achievement gap for all students, with a particular focus on those classified as high needs.
Measure of Success	Progress towards meeting targets set by DESE annually.

Community Engagement

Statement of Need	AMSA must continually expand and strengthen community and family partnerships.
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SMART Goal	Throughout the 2024-2025 school year, AMSA will increase family and community engagement, as evidenced by a 15-25% increase in partnerships and annual giving.
Theory of Action	If AMSA boosts its engagement with families and the community, it will benefit from a rise in development funding.
Measure of Success	<p>AMSA will enhance its brand image by refining and effectively conveying its identity in a more unified manner. (Brand materials)</p> <p>Increased number of business partnerships (tours, monetary giving, internships, etc.)</p> <p>Increased annual giving and a solid marketing campaign for annual giving.</p>

Professional Culture

Statement of Need	Professional Culture is a driver of teacher retention, and in order to increase culture AMSA will continue to utilize the PLC format for professional development.
SMART Goal	By the end of the academic year, AMSA Charter School endeavors to enrich its professional culture by nurturing enhanced collaboration and support among faculty and staff through the sustained implementation of Professional Learning Communities (PLCs). The objective is to attain an average rating of 4 on a Likert scale satisfaction survey, specifically assessing collaboration, support, and overall professional culture during designated professional development sessions.
Theory of Action	A positive and supportive professional culture enhances job satisfaction and contributes to improved student outcomes, as it promotes collaboration, innovation, and a sense of belonging among faculty and staff.
Measure of Success	The objective is to attain an average rating of 4 on a Likert scale satisfaction survey, specifically assessing collaboration, support, and overall professional culture during designated professional development sessions.