

## Executive Director Goals Update

### Management and Operations Goals

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| Statement of Need  | AMSA's job descriptions are outdated and do not reflect our mission/core values.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 | Updated Job descriptions<br>All contracts reflect new job descriptions<br>All performance evaluations will be redesigned to measure performance on job expectations.         |
| MID-YEAR Status    | Completed and added to Teachpoint (our electronic evaluation system)                                                                                                         |

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| 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 five-year 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 five-year 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 five-year 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.                                                                                                                                                                                                |
| MID-Year Status    | Completed-knowing that this is a living document that changes as our needs change.                                                                                                                                                                                                                                                                                                                      |

### Instructional Leadership

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| 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.                                                                                                                                                                                                                                                                                                                                                                                                   |
| MID-Year Status    | <p>Direct Enrollment Partnership with Assumption University Completed with special AMSA Student Scholarships available.</p> <p>Direct Enrollment with Mass Maritime in Progress</p> <p>Discussions have started with Suffolk University</p> <p>We have had several teachers approved to teach MCC Courses and one course approved, but the timing of it is making us question whether we should pause the rollout until next year.</p> <p>Anna Makovoz is working directly with UMASS Lowell on upper-level math.</p> |

### Instructional Leadership

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| 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.                                                                                                                                                   |
| MID-Year Status    | We need this year's MCAS Scores to evaluate this goal.                                                                                                                                                   |

## Community Engagement

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| Statement of Need  | AMSA must continually expand and strengthen community and family partnerships.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 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> <p>Addition of at least two new community engagement events.</p>                                                                                                                                                                                                                                                       |
| MID-Year Status    | <p>We have worked collectively to utilize our brand materials in all of our communications, particularly in development. We have hired Cat Cardoso per diem to continue our brand design as needed.</p> <p>We have rolled out the business partner program and currently have 14 business partners.</p> <p>We have toured/met/hosted with Senator Jamie Eldridge, Representative Carmine Gentile, and Representative Meghan Kilcoyne.</p> <p>We hosted an open door Ice Cream Social</p> <p>We hosted the MRCC breakfast on 3-11</p> <p>We hosted two AMSA Potluck Nights</p> <p>Thus, our goal of two new community events is exceeded.</p> |

## Professional Culture

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| 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        | <p>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.</p> |

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| 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. |
| MID-Year Status    | No information yet                                                                                                                                                                                                            |