



Advanced Math & Science Academy Charter School

Minutes

Board of Trustees Meeting

Date and Time

Tuesday December 9, 2025 at 6:00 PM

This meeting was held IN-PERSON at AMSA, Upper School Cafeteria, 199 Forest Street, Marlborough, MA.

Trustees Present

Andrea Grych, Bela Gorman, Dwayne Stanley, James Carter, Jessica Bowen, Mary Swartz, Maura Webster, Stephan Richter

Trustees Absent

Darren Rose, Evan Przyborowski

Ex Officio Members Present

Lisa Mobley

Non Voting Members Present

Lisa Mobley

Guests Present

Marcy Eckel, Mike Nawrocki, Sara Snow

I. Opening Items

A. Call the Meeting to Order

Maura Webster called a meeting of the board of trustees of Advanced Math & Science Academy Charter School to order on Tuesday Dec 9, 2025 at 6:04 PM.

B. Record Attendance

II. Public Comment

A. Public Comment

There was were no requests for public comment.

III. Consent Agenda

A. Financial Statements

There were no documents submitted for the consent agenda.

IV. Votes

A. Approve BOT Meeting Minutes from October 16, 2025

Stephan Richter made a motion to approve the minutes from Board of Trustees Meeting on 10-16-25.

Bela Gorman seconded the motion.

The board **VOTED** to approve the motion.

B. Approve BOT Special Meeting Minutes from November 10, 2025

James Carter made a motion to approve the minutes from the Special Board of Trustees Meeting on 11-10-25.

Bela Gorman seconded the motion.

The motion is to approve the minutes with the addition of language explaining that Jessica Bowen was not in attendance because her role as Faculty Representative requires that she recuse herself from contract negotiations.

The board **VOTED** to approve the motion.

C. Updated Bullying Prevention and Intervention Plan

The policy was drafted in collaboration with our lawyer 2 years ago and there were no substial edits made to the Bullying Prevention and Intervention Plan. The only update was clarification about the delivery of notification letters to parents.

The Education Committee reviewed the updates to the policy and recommends that the Board approve.

Bela Gorman made a motion to approve the updates to the Bullying Prevention and Intervention Plan.

Jessica Bowen seconded the motion.

The board **VOTED** unanimously to approve the motion.

D. Approve The Approval Authority Policy

The Finance Committee deliberated on the Approval Authority Policy. The language was vague and language was added to make the policy more clear. Some thresholds were changed and some operational steps were removed that were no longer pertinent.

The only comment was to bring attention to a typo in the document.

The Finance Committee recommends that the Board approve the policy.

Stephan Richter made a motion to approve.

Andrea Grych seconded the motion.

The board **VOTED** unanimously to approve the motion.

E. Approve New Counselor Evaluation Tool

Lisa Mobley explained that the old evaluation tool did not represent what the counselors actually do. Lisa, Mike, Amanda, and the counseling team reviewed different models and agreed on this tool. They contacted their Local 170 and they voted to ratify and it was applied. It has been recommended by the teamsters and will be an addendum to the existing contract.

Both the Evaluation Tool and Letter are attached.

Mike Nawrocki evaluates the Director of Counseling.

Stephan Richter made a motion to approve.

Bela Gorman seconded the motion.

Jess abstains.

The board **VOTED** to approve the motion.

V. Updates

A. Fundraising Update

Marcy Eckel provided the fundraising highlights.

Brick sales will be ending on December 31.

They are planning an end of calendar year push.

Marcy is happy to report that Murphy Insurance is a new business partner.

They raised \$2500 on Giving Tuesday and received \$2000 in new grants.

They are currently focused on alumni outreach. They are planning an event with alumni and staff on January 6. They are working on building a resource for students to connect with alumni about college or work.

The alumni Back to the Future event was cancelled, but the alumni are planning an event on campus sometime around next Thanksgiving. The goal is to set up a platform for asking alumni about their specific colleges or companies. Development needs to collect a lot more information. The new head of AMSA's Alumni Organization is Kimsoo Gopnik.

Mark Vital is retiring and many of his responsibilities are moving over to Development. Community outreach with the goal of increasing touchpoints with alumni and businesses. Including, rejuvenating AMSA's presence on Facebook, Instagram and LinkedIn to regenerate social media.

AMSA sponsored and attended the Marlborough 250th event in November, the Chamber breakfast, a recent ribbon cutting for BP Coffee Loft, and the MCC annual meeting.

They are advertising the May 20th Women's Only Par Event along with the help of Maryjo Nawrocki and Cindy Zomar. There will be only 36-40 attendees at this event.

Bela asked, "How do alumni get into the group?"

Alumni said alumni should contact Marcy directly.

Right now, all they have is a spreadsheet. It has been mostly spread via word of mouth.

The previous president of the Alumni Organization was Maddy Bedard tried to build it up.

A difficult task. The AMSA LinkedIn Page needs to get up and running.

Lisa suggested that she could put this information in her Newsletters, asking for updated alumni information.

Creating a way to share same school interest is a great idea. Colleges are starting to understand what AMSA is about. Mr. Nawrocki knows the alumni by name and Marcy is happy that he said he will assist with this project. Create more of a mentoring situation and get the alumni supercharged to move into different programs.

Mike brought the idea to the Alumni Association of holding an alumni panel to take questions from teachers and staff. Teachers and staff would like to know what the students are doing and how they were able to help them and support them with college and work. Teachers and staff will submit questions, and, on the 17th, they will discuss them with staff.

AMSA's secondary LinkedIn account was not being used and has been disabled.

Lisa has set up our website to link into #amsacharterschool. A Social Media update from Maura would be great!

Bela was glad that Marcy is going to events in Marlborough.

Meredith Harris from MEDC (women owned businesses) visited AMSA last week. Marcy just found out that MEDC makes small business grants. Meredith said she will feature AMSA in her updates.

Stephan asked Marcy if she would provide a list of VIPs in Marlborough. Marcy will work on that.

B. Parent Representative Update (Dwayne Stanley representing parents until PTO nomination of parent rep)

Dwayne heard from parents about concerns with the swim team. Parents were not clear about swim team's logistics, specifically where they are to practice. Dwayne answered the parent emails and reached out to Athletic Director Jaquan James to let him know of the confusion. Jaquan then sent a message explaining that the team would be swimming in Sudbury. AMSA's hands were tied about the change of pool location. It took 9 months of work to find another pool.

Lisa added that Jaquan is doing a great job. He sends out great newsletters and postings. He is awesome!

C. Faculty Representative Update

Jess wanted to share some of the situations that have caused concern for the faculty. In the new building, the science counter tops are still missing on the cabinets. Due to a series of miscommunications, this matter is being addressed later than expected. The buildings are also having heating issues.

Jess read a letter from an English teacher regarding the reading program, expressing their dissatisfaction with the administration's decisions.

Teachers would like to be more involved with shaping policy that addresses the effects of Covid, the emergence of AI, and the decline in thinking skills, which is a national phenomenon.

Stephan asked if these concerns were relevant to the Board since the issues appear to be operational. Have these concerns been addressed using the appropriate process? Lisa said that she heard about the cabinets just that afternoon and said it was obvious that the ball had been dropped. She looked into the problem and found that the cabinets were supposed to be ordered and they were not. The vendor had been giving Facilities the runaround. The chair is now working directly with the vendor. There is a policy for addressing issues and follows the chain of command.

The school has invested \$125,000 to put in all new temperature controls. There will be zones, however, there will not be controls in each classroom. It would have cost an

additional \$65K for separate classroom controls. It will be another \$15K to replace a part for the boiler, which will be brought to Finance.

Lisa said that 165, 199, and 201 are super old buildings, and the administration is trying to invest in them, while staying within the budget. A soft opening was offered last year to the teachers who were moving to the new building, but they declined because they felt it would be too difficult. When teachers were moving in at the beginning of this school year, they did not have all the furniture. Stephan added that in his own experience, many Chinese vendors have refused to deliver goods due to the high tariffs.

Maura suggested that it would be helpful to have prior knowledge of concerns from parents and teachers so the Board could determine if issues are operational or governance related.

Lisa is concerned that she is hearing that some teachers who speak to Jess feel a lack of voice. She added that sometimes if someone doesn't like a decision it can feel top down. In contrast, Lisa said that since coming to AMSA, she has been data driven and worries that the faculty doesn't always understand this. A lot of time and consideration was spent looking at student level reading data. There is a lot of research coming out now to address illiteracy. The best practice now suggests pivoting from phonetics to whole language, using evidence-based programs such as OG and Wilson.

A lower school English teacher has gathered data within the same classroom. She found some students reading at 1st grade level and some reading at 12th grade level, and in the rest in between. You can't expect a teacher to differentiate for 12 grades.

The English Dept Chair and the English teacher met with the Principal. They discussed how they might consider leveling first grade for reading. Data showed that the reading program with the reading specialist made little to no improvement. Reading was reassigned to be supervised under special education. The teacher has been trained in OG. This reading position serves both special and general ed. If there is room in the budget they will add a body for reading. That is not a top-down decision. The ED, Principal, and Chair will make this decision. There is need for another English body and perhaps a Reading Writing workshop for the lowest level readers. This is an operational issue that Lisa and Mike will have to deal with.

Jess explained that she has served on the Board several times and there had been a disconnect in her earlier years at AMSA between the admin, the board, and the faculty. She asked then to have time put on the agenda to bring information about what is happening for teachers. Her intention is to inform the Board, not damage. She wants to be a faithful conduit for the teachers and to make information known. She is careful not to give just singular complaints.

Maura suggested to the Governance Committee that they discuss creating policy/guidelines for making all reports available ahead of a meeting.

D. Executive Director Report

ED Report (see attached report) Report Highlights

AMSA Reading and ELA Data (Non-Statewide Assessments)

The Executive Director presented longitudinal ELA performance data for a cohort of 21 students tracked over a two-year period using internal benchmark and item-level analyses aligned to state standards. Of these students, 10 demonstrated slight improvement, 9 showed a decline, and 2 showed no change in overall performance. Four students moved from the “Not Meeting Expectations” category to “Partially Meeting Expectations,” while 16 students remained in the same performance category and one student moved down one category.

Board members asked clarifying questions regarding:

- How these internal benchmarks are administered and aligned to MCAS standards
- Whether cohort trends differ by grade level or subgroup
- How progress is monitored between annual MCAS administrations

The Executive Director explained that these internal measures are used to monitor student progress throughout the year and to evaluate whether instructional adjustments are yielding improvement prior to the next MCAS cycle.

ELA Item Analysis and Subgroup Performance

The Executive Director also presented item-level ELA analysis comparing general education students and students with IEPs. The data indicated that Grade 7 students with IEPs scored below the state average on 11 assessed items, representing a notable area of concern.

Board members discussed:

- The instructional implications of persistent item-level gaps
- Whether similar patterns are present in other grades
- How intervention strategies are differentiated for students with disabilities

As a result of this analysis, the Administration reported that changes to the school’s reading program have been initiated to better target identified skill deficits, particularly for students requiring specialized support.

PSAT Data as a Non-Statewide Measure of Academic Progress

The Executive Director presented AMSA’s PSAT performance data as an additional non-statewide assessment used to track academic growth between MCAS administrations.

Overall AMSA PSAT scores exceeded state, national, and global averages in both Reading & Writing and Math.

Board members asked questions regarding:

- The comparability of PSAT growth data to MCAS growth measures
- How PSAT results are disaggregated by subgroup
- The feasibility of using PSAT 8/9 to PSAT 10 data as a longitudinal growth indicator

The Administration shared preliminary analysis of score trends from PSAT 8/9 to PSAT NMSQT:

Score Change Category	Number of Students	Percentage
Demonstrated Growth	49	67.12%
Maintained Score	6	8.22%
Demonstrated Decline	18	24.66%

Additional slides (attached) showed disaggregated Reading & Writing and Math trends across testing years. Board members discussed how this data could inform instructional planning and early identification of students needing support.

The Board and Administration discussed whether PSAT growth data may serve as a complementary progress-monitoring tool alongside MCAS to provide more frequent snapshots of student performance.

Lisa ended her report with an invitation to the board to join the AMSA staff at their Holiday Lunch on Friday, December 19 at 11:30am. AMSA will be saying goodbye to Liana McLaren and Mark Vital who are both retiring after many years of dedicated service to AMSA.

VI. Committee Reports

A. Development

B. Finance

Bela reported that Finance did not budget for the surprise expense of \$125,000 for the HCAC controls. The Finance Committee will make changes in the coming year that will help them address and prepare for unforeseen expenses going forward. A new capital plan, better communication with facilities, and changes to the org chart will help improve the process.

C. Governance

Governance did not meet in November.

D. Education

Stephan presented a summary of the Staff and Family Survey results.
(See attached Survey Results Summary)

The Family Survey results were down slightly from last year.
Academic Program was 87% favorable (down by 1%)
Administration satisfaction was 89% favorable (down by 2%)
Communication was 82% favorable (down by 2%)
School Climate was 78% favorable (down by 5%)
Responsiveness and clarity of communication from teachers was 77% favorable (down by 5%).
Concern about violence at AMSA was 52% favorable (down by 20%)

Stephan remarked there had been several scuffles last year, but additional rules and expectations were put into practice, which has dramatically changed the school climate. There have been far fewer incidences of violence this year.

The Staff Survey results were up and down slightly from last year.
Academic Program was 75% favorable. (no change)
Administration satisfaction was 62% favorable (down by 5%)
Board satisfaction was 51% favorable (up by 4%)
Efficacy was 69% favorable (down by 1%)
Morale was 77% favorable (up 1%)
School Climate (teacher's perception) was 72% favorable (down by 6%)
Administration communicating rationale when making decisions 54% favorable (down 10%)
Relationships between students at AMSA 82% favorable (up 10%)
AMSA provides resources to address needs of advanced students 94% favorable (up 11%)

There was discussion about whether or not to remove comments from the surveys. Lisa was quick to suggest that it would not be a good decision to remove that option. She believes it is important to keep the open responses. Some of the comments call out specific names and departments which are not in the spirit of the intention of the survey. Also, comments that are contradictory can also create a conundrum. The Education Committee will discuss how to proceed with future surveys to make sure the results are meaningful and actionable.

VII. Review Action Items

A.

Action Items from Previous Meetings

B. New Action Items

Reading discussion will be brought to the Education Committee so they can monitor progress being made in the reading program. They are not making policy, rather tracking improvement.

Governance will discuss creating a structure for how information is reported to the board, such as having all reports submitted in advance.

VIII. Closing Items

A. Adjourn Meeting

Dwayne Stanley made a motion to adjourn.

Jessica Bowen seconded the motion.

The board **VOTED** unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:45 PM.

Respectfully Submitted,
Sara Snow

Documents used during the meeting

- AMSA Bullying Prevention and Intervention Plan NOV 2025 DRAFT.pdf
- Approval Authority Policy.docx.pdf
- 25-26 School Counselor Evaluation Form Options.docx.pdf
- Counselor eval side letter.pdf
- December 9, 2025 (1).pdf
- 12-09-25 2025 Survey Results.pdf