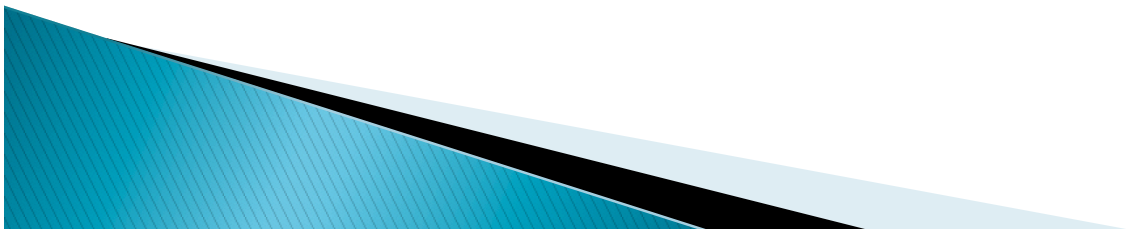


Strategic Plan

- ▶ **Committee:** Mary Campbell-Jenkins, Suzanne Mitchell, Terry Roth, Susan Cannon, Cheryll Booth, Elizabeth Hearn, and Kari Lovell
- ▶ **External Stakeholders:** List given to Erik Speakman
- ▶ **Strategic Planning Board Session:**
 - November 16th Druid Hills Country Club (Big Thank You to Gabe!)

Strategic Plan Survey and Focus Groups

- ▶ **External Stakeholder Survey**
- ▶ **Board Survey**
- ▶ **Staff Survey & Focus Groups**
 - October 11th, 12 – 1 :30, all Staff Focus Group,
 - Focus Group with NTRP (date; TBD – Elizabeth Hearn to serve as key Liaison with NTRP staff,)
 - Focus Group up to 15 staff (cross-section and cross-grade representation)
- ▶ **Students:**
 - Focus Group of up to 15 students representing a diversity of the parent community (date; TBD).
- ▶ **Parent Survey & Focus Groups**
 - (2–3 Groups of 15 parents)
 - October 8th at PTCA Meeting

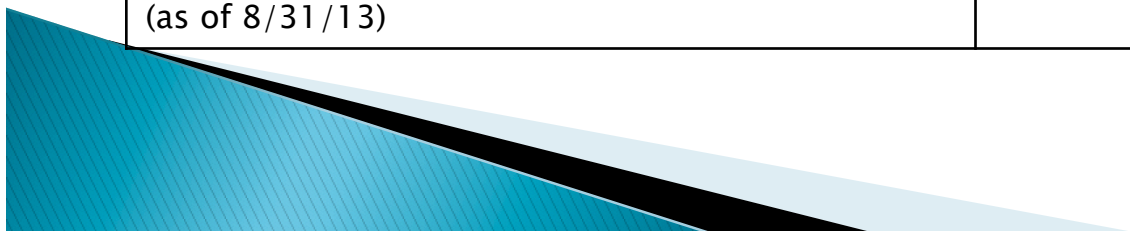


Business Operations Report

- ▶ YTD Financials through 8/31/13
 - Profit and Loss Statement (see statement)
 - Cash flow Statement (see statement)
- ▶ Update: “Line of Credit”
 - \$200K LOC – we plan pay it back in October 2013
- ▶ FY14 APS Allocation:
 - APS allocation reflects 635 FTEs
 - Updated Allocation payment expected in December 2013
 - FY14 Funding for ANCS @ \$8,826 per FTE
 - FY14 Funding for ANCS @ \$8,117 per FTE (remove pension funding)
- ▶ NTRP Reimbursement \$118K filed
- ▶ Security System for Pavilion Street Door
- ▶ Middle School Title 1 allocation 47K (budgeted 25K)

Business Operations Dashboard

Finance "Big Rocks"	Operations "Big Rocks"
<ul style="list-style-type: none"> <input type="checkbox"/> Pension Funding resolution (Dec 13) <input type="checkbox"/> FY15 Budgeting Model (Jan 14) <input type="checkbox"/> Refinancing Plan for MC (May 14) <input type="checkbox"/> Fixed Asset Audit completion (Jun 14) <input type="checkbox"/> Establish operating cash reserve (Jan 14) <input type="checkbox"/> Policy Manual Updates (Ongoing) 	<ul style="list-style-type: none"> <input type="checkbox"/> Building Service Request Service System (Oct 13) <input type="checkbox"/> Virtual File Cabinet (Nov 13) <input type="checkbox"/> Technology Plan (Jun 14) <input type="checkbox"/> Building & Grounds Plan for MC (Jun 14) <input type="checkbox"/> Policy Manual Updates (Ongoing)
Cash in the Bank (as of 8/31/13)	\$101K
Operating Cash Reserve (Cash + Investments)	\$607K
Line of Credit (accessed in July 13)	(\$200K)
# Students (as of 8/31/13)	669
YTD Operation Income or (Loss) (as of 8/31/13)	(\$476K)



Fund Development

Informational Items

- ▶ **Annual Campaign Report Update:**
July/August Earnings: \$8,630.90
[August 2013 Annual Campaign Earnings.pdf](#)
- ▶ **Aetna Grant Submission:**
 - ED submitting grant to Aetna Foundation for \$25,000 to create a "[Southeast Atlanta Fit for Life Project](#)"
- ▶ **Upcoming Events:**
 - 3rd Friday Coffee
 - Annual Campaign Kickoff: Week of September 23rd
 - Morning Meeting Presentation
 - ED Email to ANCS families
 - Morning Meeting/Afternoon "Fund Drive"

Executive Director's Report

- ▶ Year-to-Date Performance Dashboard
- ▶ Teacher Keys (TKES) and Leader Keys (LKES)
- ▶ Communication and Curriculum Update
- ▶ Stakeholder Satisfaction Surveys
- ▶ Student Enrollment – Charter Amendment

Monthly Overview

ANCS Performance Dashboard 2013-14	K-8	Elementary	Middle
	Aug	Aug	Aug
Student Academic Performance			
Percentage of students meeting standards in each skill area			
% of 5th grade students meeting ANCS standards in writing			
% of 8th grade students meeting ANCS standards in writing			
STAR - Reading (% of students showing NPR growth)			
STAR - Math (% of students showing NPR growth)			
STAR - Reading (average NPR)			
STAR - Math (average NPR)	69%	70%	66%
School Climate & Culture			
Level 3/4 behavior incidents	1	0	1
Student survey responses (% of students who feel safe at school)			
Mobility (% enrolled on day 1 who are currently enrolled)	99%	99%	99%
Average Daily Student Attendance	98%	99%	97%
Stakeholder Satisfaction			
Student Satisfaction			
Parent Satisfaction			
Staff Satisfaction			
Leadership & Organizational Performance			
Employee evaluations (% of employees proficient/exemplary in formative evaluations)			
Number of formative evaluations completed			
Average Daily Faculty/Staff Attendance	96%	96%	96%
Financial & Operational Management			
Annual campaign goals met			
Expense categories within budgeted amount	Yes		
Positive net operating income	Yes		

Communication and Curriculum Update

- ▶ Grade level teams developed school-home communication expectations
- ▶ Focused on how, what, how often, and by what means teachers will communicate with parents on:
 - *Curriculum and project overviews*
 - *Student performance and progress*
 - *Homework and home expectations*
 - *Ongoing class and/or advisory updates*

Communication and Curriculum Update

- ▶ Leadership at each campus reviewed expectations
- ▶ Parents given expectations at curriculum nights in past few weeks
- ▶ Effectiveness of expectations will be assessed through:
 - Campus leadership team check-ins
 - Parent satisfaction surveys and focus group
 - Teacher satisfaction surveys and focus group

Communication and Curriculum Update

- ▶ Grade level and content teams submitting collaborative unit plans to campus leadership for review and feedback
- ▶ K–8 curriculum “big picture” document content completed by teaching teams
- ▶ Document to be formatted for consistency and presented in October

Teacher & Leader Keys

- ▶ As part of federal Race to the Top funding, Georgia developed new teacher and leader evaluation systems: Teacher Keys (TKES) & Leader Keys (LKES)
- ▶ More detailed information about [TKES and LKES on GADOE website](#)
- ▶ GA law will require all public schools—including charters—to use TKES & LKES starting in SY 2013–14

Teacher & Leader Keys

- ▶ ANCS leaders participated in DOE-led trainings
 - *TKES*: ED, Principals, Assistant Principals, Special Education Coordinator
 - *LKES*: ED, Principals, Board Governance Chair

Teacher & Leader Keys

TKES

- ▶ For all lead teachers
- ▶ Teaching practice assessed in 10 domains by:
 - Walk-throughs (at least 4)
 - Classroom observations (at least 2)
 - Student surveys
 - Teacher-provided documentation
- ▶ Written formative and summative evaluations
- ▶ Student achievement assessed by:
 - Student Growth Percentile (CRCT)
 - Student Learning Objectives (non-tested subjects)
- ▶ Teacher Effectiveness Measure
 - 50% teaching practice, 50% student achievement

LKES

- ▶ For principals, assistant principals, special education coordinator
- ▶ Leadership practice assessed in 8 domains by:
 - Observations of leader
 - Faculty/staff surveys
 - Leader-provided documentation
- ▶ Written formative and summative evaluations
- ▶ Student achievement assessed by school's:
 - Student Growth Percentile
 - Student Learning Objectives
 - Achievement Gap reduction
- ▶ Leader Effectiveness Measure
 - 70% student achievement, 30% leadership

Teacher & Leader Keys

- ▶ *Many* questions about TKES/LKES remain unanswered—for example:
 - Electronic platform for managing these processes: how much effort is needed to use them?
 - How valid and reliable are the SGP and SLO measures?
 - What is process for creating our own SLOs?
 - What use—if any—will charter schools be expected to have for TEM and LEM scores?
 - Who outside of school will be able to see individuals' TEM and LEM scores?
- ▶ Conflicting information from APS and DOE on these and other questions

Teacher & Leader Keys

- ▶ Proposed plan for ANCS for 2013–14
 - Use teacher and leader practice components of systems for evaluations for lead teachers and school administrators
 - Consider student achievement—using variety of measures—in these evaluations but do not use SGPs and SLOs
 - Continue to use ANCS criteria and process for evaluations of associate teachers and support staff

Teacher & Leader Keys

- ▶ Next steps:
 - Continue to seek answers to questions from DOE and APS – *ongoing*
 - Present TKES/LKES information to faculty/staff for feedback and discussion – *September*
 - Board approval of using elements of TKES/LKES for evaluations during this “hold harmless” year – *October*
 - Begin using modified TKES/LKES process and hold structured conversations with faculty about the teacher and leader practice domains – *October*

Stakeholder Satisfaction Surveys

- ▶ Collaborating with GSU doctoral students to refine stakeholder surveys given by school
- ▶ Developed short “satisfaction surveys” for students, teachers/staff, and parents
- ▶ Each survey has 15–18 questions
 - 15–17 core questions will appear on each survey
 - 2–3 questions will change on each survey for feedback on specific areas
- ▶ Satisfaction surveys will be distributed four times during school year and results analyzed by leadership team

Stakeholder Satisfaction Surveys

- ▶ In addition to periodic satisfaction surveys, we will continue to have annual surveys for *students and parents* to give feedback about specific classes/teachers and school administration and for *faculty/staff* to give feedback about school administration
- ▶ Annual surveys will be given in March

Student Enrollment

- ▶ Current ANCS student enrollment higher than projected in charter petition
- ▶ APS Office of Innovation has asked for school to submit amendment to charter to reflect higher student enrollment level
- ▶ Amendment language will be brought to ANCS board for approval before going to APS board prior to registration for SY 2014–15