

TO: Matt Underwood, Principal and Executive Director
FROM: Lisa Roberson, Personnel Chair, ANCS Governing Board
DATE: September XX, 2011
RE: Goal Setting for Middle Campus Principal and Executive Director

As the Personnel Chair, I have incorporated input from your evaluation at the end of the last academic year and requested that the Governing Board identify other areas of focus for the coming year. To ensure that we are collectively committed to the same priorities, we have translated these areas into measurable goals which will ensure your success in your roles, as well as our collective organizational success. Last year, the Board publicly expressed confidence in your ability to lead us, both in the capacity of continued excellence as the Middle Campus Principal, and as the Executive Director. Moving into this academic year, we anticipate similar responsibilities as in years past, but accompanied by new challenges. Please find the recommended goals incorporated within the outline below, which are aligned with the principles of The Coalition of Essential Schools.

[Goals (*aligned with the Coalition for Essential Schools Principles*)
(Objectives)]

1. Communication and Relationship Building (*Family Engagement and Community Partnerships*)
 - a. Clearly communicate community issues via a system of courier letters, email blasts, PTCA presentations and Board reports, as appropriate, throughout the year.
 - b. Continue to attend or ensure that a representative of ANCS attend neighborhood organization meetings (SAND, GPNA, EACA, etc.). Coordinate ANCS representatives and provide them with updates. At these meetings representatives will update the attendees on our school and continue to gain their support.
2. Management of Daily Operations (*Culture of Fairness and Trust*)
 - a. Continue to empower staff to do their jobs while overseeing the critical deadlines, compliance issues, financial obligations and personal communication of the dependencies between each staff member. Monitor the critical deliverables weekly, throughout the academic year.
 - b. Manage the new DBO and conduct a written review of her performance by December 2012.
3. Leadership (*Transformational Leadership*)
 - a. Create and leverage a leadership structure that you can rely on and that meets the needs of faculty and students, empowering them to coach

others, reach definitive decisions, adopt procedures and recommend policy within their area of expertise. Complete this and document it as an organizational chart in the Personnel Manual by January 7, 2012.

- b. Define clear structure of backup leadership, should you or any of the key campus roles be away from campus. Document this in the Personnel Manual by January 7, 2012.

4. Specific Operational Duties:

4.1 Finance and Facility (*Maximizing Resources for Equitable Outcomes*):

- a. Manage the constraints caused by the current budget crisis with equanimity. Continue to lead the Finance Committee, with the Finance Chair, to ensure that you are managing to budget and also aligning cost to revenue expectations throughout the year.
- b. Should ANCS be awarded facilities grants as discussed in your State of the School Presentation at the August 2012 Board Meeting, manage the DBO to leverage and prioritize the grants for prioritized projects. Communicate the priority of projects for the 2012-13 year to the school community to show meaningful improvement to our school, by January 7, 2012.
- c. Review past reduction decisions (combined ED/Principal Role, increased class size, reduction in language offering, reduction in number of associate teachers), utilizing the lessons learned in last year's annual budgeting exercise and subsequent events, document and lead the school community through an organized budgeting process between January and May 2013.

4.2 Personnel (*Professional Learning Community*)

- a. Clearly define the operational structure and specific duties of support staff and hold them accountable. Review CSBM proposal and determine the feasibility of implementation. Ensure that teachers, parents and students know the operational responsibilities of each of the administrators, to facilitate communication between them. Review CSBM proposal and determine feasibility of implementation. Make a recommendation to the board by November 2012, including the changes to the operational structure and changes in existing duties of staff, and if approved, begin phased implementation by December 2012.
- b. Work with Compliance and Accountability Committee Chair and others as necessary to review and update the following policy manuals by the corresponding deadlines:
 - ∞ Personnel (August 2012)
 - ∞ Finance and Operations (December 2012)
 - ∞ Board Policy (March 2013)
- c. Manage the Director of the NTRP, ensure that all reporting requirements for this grant are met, and provide the board with quarterly updates on the success and challenges of the NTRP program.

- d. Utilize a broader selection of sources, outside of the Coalition of Essential School resources, to seek an increase in diversity of faculty, with respect to years of teaching experience, variety of environments, and background of candidates.
- 4.3 Educational program (*Access, Opportunity, and Preparation for High School*)
- a. Ensure that we meet special learning needs, especially as our population of exceptional children grows, from the lower grades up. Develop a plan (for gradual phased implementation) to ensure that we comply with state and federal regulations for PEC in terms of reporting, testing, and APS administrative participation. Ensure that APS-provided resources for occupational therapy, physical therapy and speech services fulfill their requirements or that we seek alternatives for impacted students. Immediately inform impacted families and the Board of any changes to or lack of appropriate services. Provide the board with an update on PEC at the January 2013 board meeting.
 - b. Continue the plans for the summer learning institute, new student evaluations and portfolio exhibitions. Report to the Board quarterly on these efforts and our Middle Campus students' readiness for High School, with such metrics as successful portfolio submissions, passing grades, standardized testing and periodic assessments.
- 4.4 Charter Compliance and Strategic Planning (*Continuous School Improvement*)
- a. Provide a summary to the Board on updating the school's Strategic Plan and progress towards the goals within it, including planning in the following areas no later than February 2013:
 - ∞ Plan and execute an approach to integrate into the larger academic Atlanta community, to leverage grants, teaching resources, training opportunities and collaboration. This may include other charter schools, APS schools, universities or partner corporations.
 - ∞ Priorities of large projects and enrollment planning. This includes both short- and long-term planning for increased enrollment in the form of class size or additional classes. It should also consider facilities and grounds utilization; and teacher to student ratio, including associate teachers and related arts teachers.
 - ∞ Develop and present the board with Advisory Board recommendation by March 2013.
 - ∞ Strategic Plan should be updated and presented to the board no later than February 2013.
 - b. Work with board chair and others to select the Enrollment Task Force and present a recommendation to the board regarding school expansion at December 2012 board meeting.
 - c. Communicate and assess the current Before- and After-School and Enrichment Programs across both campuses. Ensure that programs

remain as non-profit, while addressing family needs and appropriate adult to student ratios. The program financials should be documented by March, 2013, to ensure they are considered in the Board budget approval.

With your strong history leading our organization, there is concrete evidence that you will be able to achieve these goals. We look forward to working with you and will be available to help meet these goals, in any way. ANCS will continue to benefit from your commitment to the school and community throughout this academic year.

Thank you again for your dedication and efforts to make ANCS an amazing school.

Respectfully Submitted,

Leslie S. Rowe
Governing Board Chair, ANCS

Lisa Roberson
Personnel Chair, ANCS

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