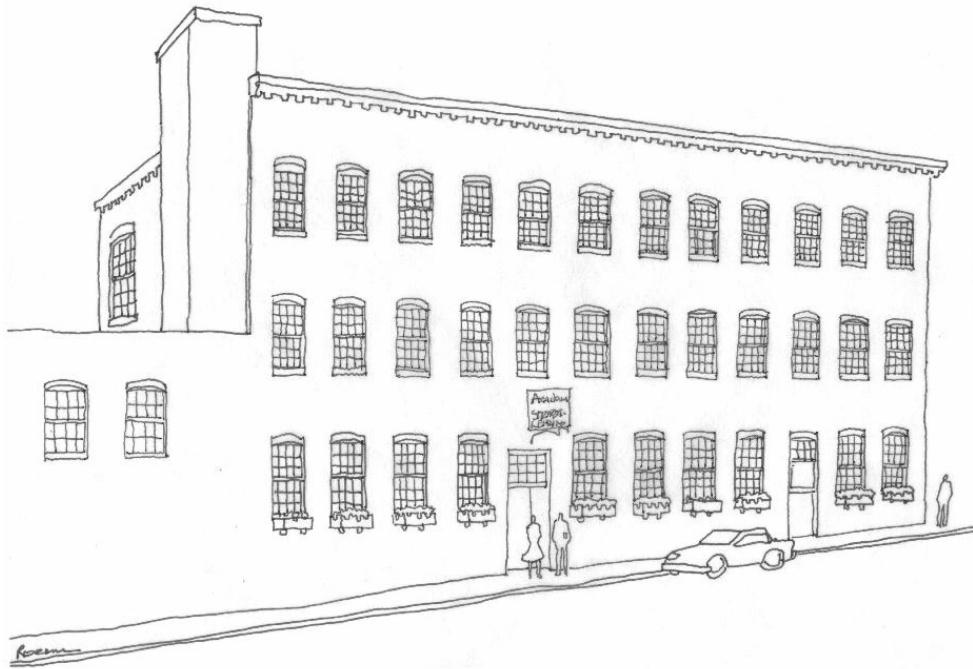


ACADEMY OF STRATEGIC LEARNING

A HORACE MANN CHARTER SCHOOL

Established 2001



ANNUAL REPORT 2007

9 Water Street, Amesbury, MA 01913
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**Academy of Strategic Learning
9 Water Street
Amesbury, MA 01913
978-388-8037/Fax: 978-388-8073
www.academyofstrategiclearning.org**

Dear Friends of the Academy of Strategic Learning Charter School:

July 26, 2007

This year saw the Academy of Strategic Learning able to enhance curriculum through grant funding and community support.

The procurement of a competitive \$10,500 Learn and Serve America federal grant by Humanities Teacher Carol Grosky, afforded students the opportunity to participate in community projects. In keeping with the theme "Think Globally, Act Locally," projects included focusing on Amesbury's waterways, incorporating a visit to the Water Treatment Plant and a storm drain project. Working with town engineer Rob Desmarais, students launched a campaign to increase public awareness about the dangers of dumping trash and chemicals in storm drains. The grant also funded flower planting around town and building bird houses which were donated to Camp Kent.

Local mosaic artist Leslie Doherty instructed students in the art of creating mosaic designs out of cut glass. In May, four Academy students received 1st and 2nd place ribbons for the designs they submitted to the Amesbury Cultural Council's annual Youth Art Show in the upper Millyard. Their work will be displayed this fall in a juried art show at the Somerville Museum.

Other grant-funded activities included Tai Chi at Great Bay Tai Chi in Amesbury, visits to the BodyWorlds II exhibit at the Museum of Science in Boston, the Peabody Essex Museum in Salem and outings to various local cemeteries as part of a history class.

For the third year in a row, our annual Father & Daughter Dance fundraiser was held at the Cashman School in May. Girls in grades K through 12 and the significant men in their lives enjoyed a tropical-themed evening complete with DJ and refreshments. The event raised approximately \$7,000 to help fund Academy programs and much needed classroom materials.

Eight seniors graduated from the Academy on June 3, 2007. Post graduate plans include two students attending Northern Essex Community College, one attending Elizabeth Grady School in Medford, another student training as an x-ray technician at Southern Maine Community College in Portland and one student traveling to Universal Technical Institute in South Carolina. Scholarships awarded to graduates totaled \$4,000 and included the Amesbury Health Care Charitable Trust, Judith Doyle Memorial, Elks Club and Amesbury Rotary Club scholarships.

Sincerely,

Norman Pierce
Chairman
Academy of Strategic Learning Board of Trustees

EXECUTIVE SUMMARY

The Academy of Strategic Learning was established in 2001 as a school that specializes in addressing the educational challenges facing students with a high-risk for dropping out. Nationally, the drop out rate in schools is increasing. It has been demonstrated that high school drop outs earn significantly less money throughout their lifetime than graduates. The academic program at the Academy of Strategic Learning is a replicable design that can be utilized in school systems throughout Massachusetts to offer students a second chance to succeed. This prototype is based on a small school model where students are offered a clear structure and customized learning opportunities. Enrollment consists of fifty students ages twelve through twenty.

Our long-range goals will be accomplished by identifying what works best with at-risk students. From there, we build upon these successful modalities while disseminating this information to other charter, independent and public schools throughout the state. We graduated our fourth class of seniors this June. All eight seniors passed the English Language Arts and Mathematics MCAS tests. Five out of the eight graduates are college bound.

Staff involvement has had a significant positive impact the students' lives. Nurturing the individual is a primary focus at the school. Teachers build relationships with students and show a personal interest in their accomplishments. Last year, a performance worksheet was implemented to align the accountability plan with the work of the various stakeholders; Board of Trustees, Director, Staff, Parents and Students. Teachers work as a team to ensure that the school meets the goal of academic success. This small structured setting offers students the chance to turn their lives around and make positive choices for their future utilizing Glasser's Reality Therapy as a framework for problem solving and conflict resolution. A wrap around school- linked services model is integrated into the schools support system to ensure comprehensive and timely interventions with at-risk students and families. Additionally, the Director works collaboratively with a broad base of social service agencies. We serve a population of at-risk students and modify the curriculum to meet individual needs.

Last year, the Academy of Strategic Learning worked with an organizational development consultant, Dr. Arthur DiMauro to incorporate best practices for working with traumatized children into the pedagogy of the school. In addition, ties with the business community and the new superintendent of schools were strengthened. This past year the Foundation and Board of Trustees hired two Behavioral Management consultants to assist with the development of effective practices that are particular to children who have been exposed to trauma. These strategies were piloted in the 2006-2007 and will continue into the 2007-2008 school year.

Enrollment at the Academy of Strategic Learning is based on a lottery. Middle and high school students living in Amesbury, Newburyport, Haverhill, Lawrence, Salisbury and Merrimac can apply. Fifty nine percent of all students are from low-income families and receive free or reduced-fee school meals. Fifty one percent of students receive special education services. Three students have a 504 plan. Each student has either an Individualized Learning Plan (ILP- regular education) or an Individualized Education Plan (IEP - special education). Sixty seven percent of the students are male. Thirty three percent are female.

The Academy of Strategic Learning is located in the Carriage Mills in Amesbury's historic Lower Millyard. This open loft-style space is conducive to with the project-based learning and technology

model that the school has adopted. The Board of Trustees identified several potential new sites that will continue to be explored this year. A change in location of the school is intended to facilitate the expansion of programs and services that are not feasible in the current location. Teachers from four at-risk schools: Academy of Strategic Learning, Champion Charter School, Boston Evening and Day Academy and Lowell Middlesex Academy worked with the Project for School Innovation (PSI) funded by a dissemination grant from the MA Department of Education. Data analysis templates were developed and a technical assistance book was developed to help additional communities set up Horace Mann Charter Schools for at-risk students. Research on outcomes for at risk youth was conducted through a collaboration with Dr. Michael Nakkula, from the Risk and Prevention Program at Harvard University. The director of the Academy and the director of the Pettengill House, a social service agency that partners with the Academy, presented *Effective Wrap Around Services for At Risk Youth* at two state wide conferences at Holy Cross College and Hesser College to increase understanding of the needs of traumatized youth in public school settings. Through a grant from the department of Education, this work will continue. The following is available upon request: Annual Report, Audit, Accountability Plan, Year II Site Visit Report, Academy brochure and the *Amesbury America* and *Academy of Strategic Learning* videos.

The Academy of Strategic Learning is located at 9 Water Street, Amesbury, Ma .01913

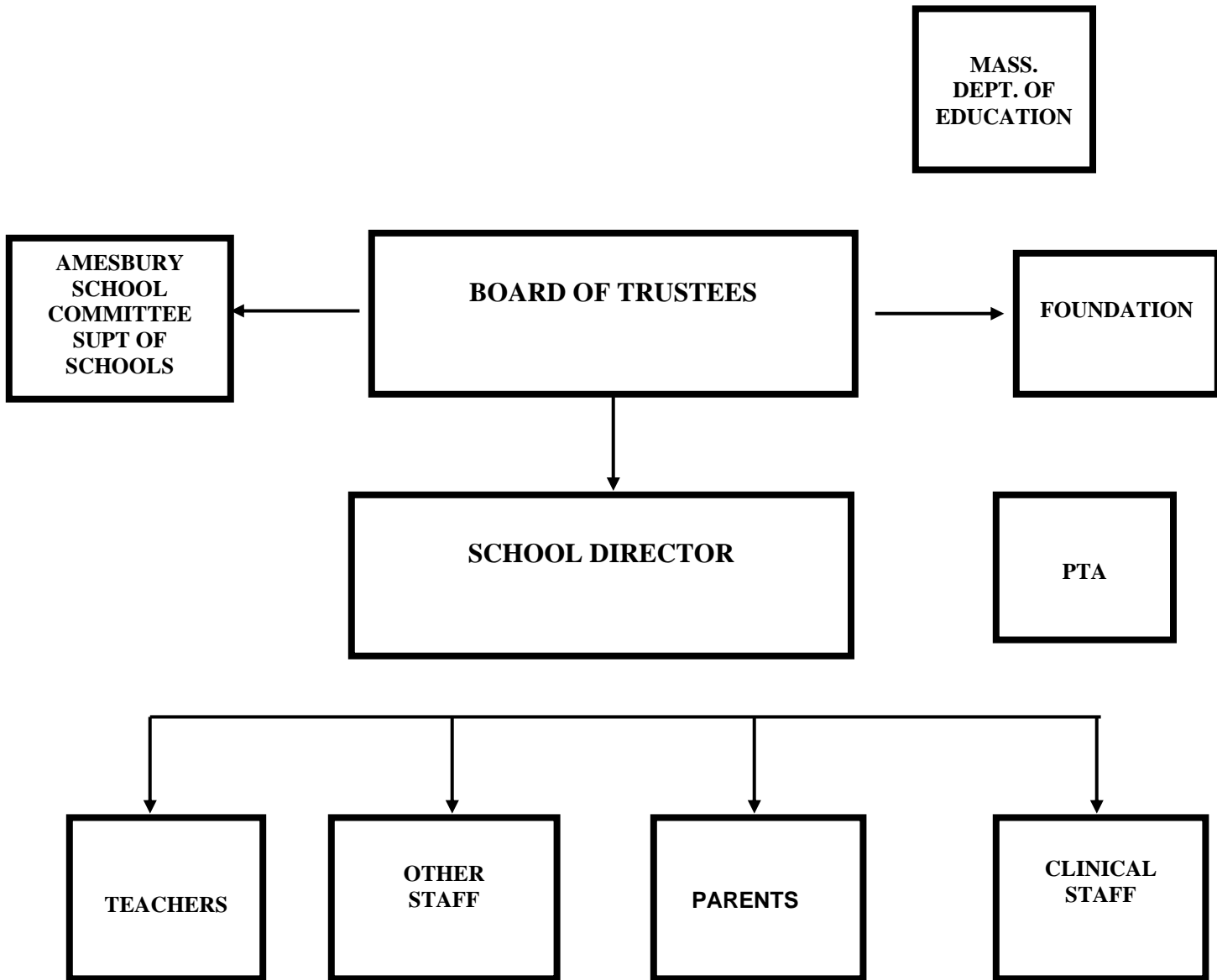
SCHOOL MISSION

The Academy of Strategic Learning Charter School will exhibit unconditional commitment to every child, ensuring that all students experience success through the development of attitudes and skills necessary for life-long learning. We will provide the highest quality staff, meaningful learning experiences, and a vitally involved community. Our goals include achievement as well as mastery of the skills needed to become workers, parents and citizens in a democratic society.

We would like to acknowledge appreciation for the support received this year:

- Mayor Thatcher Kezer and the Amesbury School Committee
- Amesbury Federation of Teachers
- Richard Zannini, President of the Academy of Strategic Learning Foundation
- Joshua L. Miner, Christopher W. Rogers, Samuel S. Rogers, Trustees, Abbot and Dorothy H. Stevens Foundation
- Bonnie and Greg Schultz
- Amesbury Elementary Schools Parent Association volunteers
- Amesbury Psychological Center
- Pettengill House
- Health and Education Services

ORGANIZATIONAL CHART



SCHOOL PROFILE

CALENDAR/INSTRUCTIONAL DAYS FOR THE 2007-2008 SCHOOL YEAR

The Academy offers an individualized program. Because there is a school-to-work component in the students' day, the academic program for the high school is in session from 8:30 a.m. until 12:30 p.m. High school students participate in the internship program or work study ten hours each week. Middle school students' academic program is in session from 8:30 a.m. -1:30 p.m. Students participate in a community service/ internship component five hours each week. There are 181 school days at the Academy, following the Amesbury Public Schools schedule. Teachers participate in a summer institute for three days in August.

GRADES AND AGE LEVELS SERVED

- Fifty students will be enrolled during the 2007-2008 school year, thirty six high school students and fourteen middle school students
- We have reached full capacity of fifty students.
- The school includes grades 7-12. Our first seniors graduated in June 2004.
- We have a middle school, lower and upper high school.

EDUCATIONAL PHILOSOPHY

The Academy of Strategic Learning's multi-aged classrooms provide students with the critical thinking skills that they will need to succeed. Four academic areas are addressed: mathematics, language arts, science and social studies. The school's success is measured by achievement levels of our students on individual products, standardized tests and mastery of performance standards based on the Academy's curriculum which is aligned with the Massachusetts Curriculum Frameworks. A physical education program was added last year to meet state requirements. This program has been enthusiastically embraced by students and faculty. Bowling, skate boarding and Tai Chi were added this year. Yoga and snow shoeing will be included for 2007-2008. The goal of the physical education program is to encourage students to adopt life long fitness activities into their routines.

Research has shown that alternative schools that involve students in authentic and engaging tasks experience success. Many of the students at the Academy have not experienced school success prior to coming to The Academy. One challenge has been to find ways to engage the students in authentic tasks to motivate them to be active participants in their own learning process and accountable for their own success. Teachers utilized project-based learning, integrative technology and other creative approaches to engage students in the learning process. Utilizing the Massachusetts State Curriculum Frameworks, teachers focused on what they wanted the students to know and understand and then designed with their team active learning units. This past year, service learning was integrated into the curriculum as a weekly exploratory that engaged the entire student body in local environmental initiatives under the theme Think Globally/Act Locally.

The Academy of Strategic Learning applies the philosophy of Choice Theory and Reality Therapy to the social development curriculum. Choice Theory teaches a self-regulating system in which students choose to respond appropriately because they come to believe this choice and action is right for them. The goal of Reality Therapy is to help people reconnect. This reconnection starts with the teacher first connecting with the individual and then using this connection as a model for the development of

appropriate interaction with teachers and peers. This model works for students at-risk for school failure as they need to reconnect with the educational system in order to engage in learning. This past year, teachers engaged in focus group examination of the impact of trauma on the teaching/learning environment, to increase skills for effective and timely interventions. This important work will be continued through a competitive grant award from the Massachusetts Department of Education.

EXTERNAL ASSESSMENT

All 8 graduating seniors passed the English Language Arts and Mathematics MCAS tests. Five seniors are college bound. One senior is employed in his family company. Two seniors are entering the workforce in fields that they began during their high school internships. No determination has been made regarding AYP, since the cohort of students in the school is not consistent and small. Students are allowed to enter and exit at all grades.

INTERNAL ASSESSMENT

Rubrics are used to define expectations for student success. Grades are based on rubric performance. Students receive report cards four times a year. Mid-term reports are sent home four times a year. Each special education student has an Individualized Education Plan (IEP). Regular education students have an Individualized Learning Plan (ILP). Learning is customized to meet each student's needs. This year, two exhibition segments at the mid year and end year will be added to the assessment process. They will be based on the best examples of chosen work from student portfolios. These academic displays will be open to the public.

STAFF PROFILE

STAFF ATTRITION

An interim Director from the Amesbury Public Schools assumed the permanent position in July 2006. Three new teachers will be hired for the start of the 2007 school year in science, math and English language arts. Two teachers are leaving the school.

NCLB REPORT CARD

87.8 % of teachers were licensed to teach in their teaching assignment at the Academy during 2006-2007. At this writing, hiring is not complete. Every effort will be made to retain highly qualified teachers.

SCHOOL DIRECTOR

Donna Georges is the Director of the Academy of Strategic Learning. Her permanent appointment to the position occurred in October of 2006. She is a Massachusetts licensed principal and a licensed certified social worker (LCSW). She brings thirty years of experience working with adolescents as both a health education director/teacher and human service agency clinician. She was the former grants manager, civil rights coordinator and homeless liaison for the Amesbury Public Schools.

TEACHER QUALIFICATIONS – 2006 -2007 TEACHING STAFF

Name	Teaching Assignments	Years in Education	Years in School	Degree and Certification
Donna Georges	<i>Director</i>	30	15 months	M. Ed Management/Admin Certified Principal LCSW
Bethany Noseworthy	<i>Guidance Counselor/Outreach Facilitator</i>	4	5	M. Ed Salem State College Guidance
Diane Milley	<i>Special Education</i>	2	1	M. Ed Salem State College Special Education
Barbara Mintz	<i>Health Education/Nurse</i>	2	5	BA Univ. of Mass AD – Nursing Northern Essex C.C.
Elyse Smiertelny	<i>Teacher Assistant</i>	3	4	No advanced degree
Florence Kennedy	<i>Nurse</i>	15	3	Nursing Certificate
Andrew Murray	<i>Math Teacher</i>	1	1	MBA Northeastern
Charles Wright	<i>Tutor</i>	6	5	BA N.H. College Criminal Justice
Carol Grosky	<i>History Teacher</i>	5	3	MA, University of NH American Studies
Melissa Tannian	<i>Teacher Assistant After School Teacher</i>	1	2	Associate Degree Hesser College
Margaret NicklessTroyli	<i>ELA Teacher</i>	2	1	M. Ed Lesley University
Alicia Marescalchi	<i>Adjustment Counselor</i>	1	3	MS Cambridge College
Alice Mainville	<i>Secretary</i>	1	3	BA Emerson College

STUDENT PROFILE

Demographics Comparison District and State 2006-2007		
<u>Race/Ethnicity</u>	School	State
African American	0 %	8.9%
Asian	0 %	0.0%
Hispanic	0 %	11.5%
Native American	0%	0.3%
White	100 %	74.6%
<u>Gender</u>		
Male	67.0%	51.5%
Female	33.0 %	48.5%
<u>Selected Population Enrollment</u>		
Limited English Proficiency	0.0 %	5.37%
Low-income	59 %	28.2%
Special Education	51 %	15.6%
<u>TOTAL COUNT</u>	50	968,661

Academy Demographics 2004-20045	
504 Plans	6.0 %
Court Involved	28 %
Free/Reduced Lunch	59 %

SUSPENSION DATA

<u>Number of Special Education Students</u>	<u>Number of Regular Education Students</u>	<u>Number of Days Suspended</u>
1	6	1
2	3	2
0	1	4
0	1	5

ATTENDANCE DATA

The average number of days present equals 84.7 %

STUDENT TURNOVER DATA (2006-2007)

Student CET#	Reason for Withdrawal
OCM	Transferred to Amesbury High School
OJJ	Transferred to Amesbury Middle School
ORB	Transferred to Pentucket High School
ODM	Transferred to North Shore Recovery High school
ONS	Transferred to Newburyport High School

In addition, six students dropped out of school during the 2006-2007 school year. Three of these students who were new to the school in 2006, were only in attendance for the first two weeks of the current school year. One student attended two days of school. One student transferred to Job Corp.

Total number of applications received 2006-2007

<u>GRADE</u>	<u>STUDENTS APPLYING</u>	<u>RESIDENCE</u>
7	10	5 Amesbury 1 Merrimac 1 Salisbury 1 Newburyport 2 Haverhill
8	5	4 Amesbury 1 Haverhill
9	8	3 Amesbury 1 Merrimac 1 Newburyport
10	2	1 Amesbury 1 Salisbury
11	8	4 Amesbury 2 Merrimac 1 Salisbury 1 Newburyport
12	3	3 Amesbury

Waiting List (2006-2007)

<u>Entering Grade Level</u>	<u>Students Applying</u>	<u>Residence</u>
7	8	4 Amesbury 1 Salisbury 1 Newburyport 2 Haverhill
8	5	3 Amesbury 1 Merrimac 1 Salisbury
9	4	2 Amesbury 1 Salisbury 1 Merrimac
10	3	2 Amesbury 1 Salisbury
11	3	1 Newburyport 1 Salisbury 1 Merrimac
12	1	1 Amesbury

PUBLIC LOTTERIES

September 8, 2006	2 students applied
October 13, 2006	6 students applied
November 30, 2006	6 students applied
February 16, 2007	9 students applied
June 15, 2007	13 students applied

WAIT LIST

There is currently a wait list of twenty four students.

ENROLLMENT POLICY

Academy of Strategic Learning shall not discriminate on the basis of race, color, national origin, creed, sex, ethnicity, sexual orientation, mental or physical disability, age, ancestry, athletic performance, special need, proficiency in the English language or foreign language, or prior academic achievement. Eligibility for enrollment is consistent with the school’s grade levels as documented in the Academy of Strategic Learning’s charter. The ultimate enrollment of the Academy of Strategic Learning will be fifty students that number to be divided equitably among grades seven through twelve.

The Academy of Strategic Learning shall not administer tests to potential applicants or predicate enrollment on results from any test of ability or achievement. Requirements for enrollment in the Academy of Strategic Learning, including, but not limited to attendance at informational meetings and interviews, shall not be designed, intended or used to discriminate.

In conformance with M.G.L. c. 71, Section 89, enrollment in a Horace Mann charter (Academy of Strategic Learning) shall be conducted as follows:

- (a) Priority shall be given first to any students actually enrolled in said school on the date that the final application is filed with the Board of Education and to their siblings. In such cases where there are fewer spaces in a Horace Mann charter (Academy of Strategic Learning) than eligible applicants who were enrolled in said school, the Charter School shall hold an enrollment lottery;
- (b) if there are more spaces available than eligible applicants from the school, and there are more applicants than spaces available who reside in Amesbury in which the Academy of Strategic Learning is located and who are currently enrolled in the public schools of the Amesbury School district in which the Horace Mann charter school is located, the Academy of Strategic Learning Charter School shall hold an enrollment lottery for all such applicants;
- (c) if there are more spaces available than there are eligible applicants for a given grade level, the remaining spaces may be filled with students from other grade levels, following procedures outlined in (a) and (b).
- (d) if there are more spaces available than eligible applicants from the school or district, and there are more applicants than spaces available who reside outside the town of Amesbury in which the Horace Mann charter school is located, the Academy of Strategic Learning shall hold an enrollment lottery for all such applicants.

If the primary enrollment process fails to produce an adequate number of enrolled students, the Academy of Strategic Learning may repeat the process more than once, if necessary, providing such process is fair and open, with reasonable public notice given at least one week prior to the application deadline. As spaces become available during the school year, a school may repeat the enrollment process to fill these openings. No student entering an enrollment process may be admitted ahead of other eligible students who were previously placed on a waiting list during a prior enrollment process.

The Academy of Strategic Learning will place names of Amesbury district students not selected in an enrollment lottery on a waiting list in the order of the names that were drawn. Students on the waiting list may be enrolled, as spaces become available. There will be two separate waiting lists, one for middle school and one for high school.

All lotteries shall be conducted in public. A disinterested party will draw names. Reasonable public notice will be given at least one week prior to the lottery. If space is available after the first option was given to Amesbury school district students, students outside the district may apply via School Choice. Students applying via School Choice will be placed on the appropriate waiting list after Amesbury students.

GOVERNANCE PROFILE

BOARD OF TRUSTEES

<u>NAME</u>	<u>AFFILIATION</u>	<u>APPOINTMENT</u>	<u>EXPIRATION</u>
Norman Pierce (Chairperson)	Retired Head Master	02/28/01	07/31/07
Deborah Smith (Vice- Chair)	Executive Director	01/28/03	07/31//07
Jackie Elfiki	Amesbury Public Schools	09/01/06	09/01/09
Kevin Donovan	Amesbury Police Department	09/01/06	09/01/09
Nora Sheridan	Northern Essex Comm. College	10/01/06	10/01/09
Caroline Haskins	IRS customer service (parent)	11/17/05	06/30/10
Matt Gingras	Academy Student	09/01/05	09/01/08
Dr. Charles Chaurette	Superintendent AmesburyPS	09/01/06	09/01/09
Joan Landers	Superintendent Wakefield PS	09/01/06	09/01/07

Sub-Committee Chairpersons 2006-2007

<u>Nominating:</u>	<u>Policy:</u>	<u>Curriculum:</u>	<u>Finance:</u>
Deb Smith	Norman Pierce	Nora Sheridan	Caroline Haskins
<u>Facilities:</u>	<u>Fund Raising/Grants:</u>	<u>School and District Relations:</u>	
Norman Pierce	Deb Smith	Joan Landers	

OFFICERS FOR 2006-2007

Norman Pierce	Chairperson
Deb Smith	Vice-Chairperson
Joan Landers	Secretary
Caroline Haskins	Treasurer

BOARD MEETINGS 2006-2007

July 12, 2006	January 17, 2007
August 9, 2006	February 14, 2007
September 13, 2006	March 14, 2007
October 11, 2006	April 11, 2007
November 8, 2006	May 16, 2007
December 6, 2006	June 13, 2007

All meetings are held at the Academy, commencing at 5:30 PM. All meetings of the Board of trustees are conducted in accordance with Massachusetts General Laws, Chapter 30A. Notices are posted in the Town Clerk's Office at the Amesbury Town Hall.

MAJOR POLICY DECISIONS

During the 2006-2007 Academic year, the Board of Trustees voted and adopted the following

- Discipline of Students with Special Needs.
- Appointment of Director
- Revision of By laws

MEMORANDUMS OF UNDERSTANDING

- Tuition
- Lunch Program
- Special Education Services
- Transportation

CHARTER AMENDMENTS

No charter amendments were requested in 2006-2007

SUMMARY OF OFFICIAL COMPLAINTS

A grievance policy was adopted on March 26, 2002 by the Board of Trustees. No formal complaints were received by the Board of Trustees during the 2006-2007 academic year.

DISSEMINATION

The Academy received a grant from the Massachusetts Department of Education two years ago to work with three other at-risk charter schools: Academy of Strategic Learning, Champion Charter Public School, Lowell Middlesex Academy and Boston Evening and Day Academy. The directors at these schools continue to work with Ruth Feldman of Project for School Innovation to define the unique attributes of Horace Mann Charter Schools. PSI delivered a publication to outline these characteristics. That document was published in 2006. The Academy has been collaborating on a third year project with the same four schools and PSI toward the goal of administering a consistent student pre and post test instrument that measures school success. The four schools participated in a panel discussion at Harvard University, under the direction of Dr. Michael Nakkula to report findings.

The Academy of Strategic Learning has a promotional video of the school. The production of this video was donated by New Media Associates, Inc. Bill Plante, President of New Media Associates, Inc.

The website is: www.academyofstrategiclearning.org

BUSINESS PARTNERSHIPS

SCHOOL-TO-WORK/INTERNSHIP

All students who attend the Academy of Strategic Learning are required to participate in a school-to-work or internship program after school. Students worked in internships with business partners. The Alliance for Amesbury and Rotary have actively supported the Academy of Strategic Learning. The following illustrates the internship placements that were experienced in 2006-2007.

STUDENT PARTICIPATION

GRADE 7

Name	Placement	Participation
Student 1	Private day care	Y
Student 2	Private day care	Y

Grade 8

Name	Placement	Participation Y or N
Student 1	Jennifer Zimmerman & Child care Amesbury, MA	Ron Bailey assistant Y
Student 2	Nathan Damsell Amesbury, MA	handyman's assistant Y
Student 3	Merrimack Valley Feline Rescue Society Salisbury, Ma.	Y
Student 4	Private home day care	Y

Grade 9

Name	Placement	Participation Y or N
Student 1	Grand Wireless Seabrook, NH	(Jeff Fantarne) Y
Student 2	Tanya's Pizza	Y
Student 3	Farm Hand: Colby Farm	Y
Student 4	Merrimack Valley Feline Rescue Society Salisbury, MA	(Jennifer Gynan) Y
Student 5	Hollow Cafe	Y
Student 6	Kenoza Vending Co. Inc. Haverhill, MA	(Monique Swansen) Y
Student 7	Administrative Assistant	Y
Student 8	Carpenters Apprentice Amesbury, MA	(Lesley Page) Y

Grade 10

Name	Placement	Participation Y or N
Student 1	CVS Amesbury, MA	Y
Student 2	Colby Farm	Y
Student 3	Amesbury Sport Park	Y
Student 4	Stop and Shop	Y
Student 5	Carriage Town Books	Y
Student 6	Stevens Tree Farm	Y
Student 7	Amesbury Sport Park	Y
Student 8	Market Basket	Y
Student 9	Boys and Girls Club	Y

Grade 11

Name	Placement	Participation Y or N
Student 1	Exempt	N/A
Student 2	Daily News	Y
Student 4	Game Stop	Y
Student 5	Papa Gino's	Y

Grade 12

Name	Placement	Participation Y or N
Student 1	Groveland Landscaping	Y
Student 2	Hungry Traveler Restaurant	Y
Student 3	McDonald's	Y
Student 4	Roofing	Y
Student 5	Private Daycare	Y
Student 6	Family Construction Business	Y
Student 7	Spadafora Florist	Y
Student 8	Turner Motor Sports	Y

FINANCIALS

Balance Sheet Academy of Strategic Learning July 1, 2005 to June 30, 2006

ASSETS

Current Assets

Checking/Savings

1000.00 · Checking 10,511.28

Total Checking/Savings 10,511.28

Accounts Receivable

1201.02 · Accounts Receivable APS 04-05 2,726.81

Total Accounts Receivable 2,726.81

Total Current Assets 13,238.09

Fixed Assets

1410.00 · Equipment 23,644.00

1420.00 · Computer Equipment 63,205.57

1430.00 · Furniture & Fixtures 4,823.72

1500.00 · Accumulated Depreciation -13,721.14

Total Fixed Assets 77,952.15

Other Assets

1600.00 · Security deposit - 9 Water St. 5,200.00

Total Other Assets 5,200.00

TOTAL ASSETS 96,390.24

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

2000.00 · Accounts Payable 7,255.84

Total Accounts Payable 7,255.84

Other Current Liabilities

2050.00 · Due to Amesbury Public School 237.00

2100.00 · Accrued Expenses ~ 1,182.28

2100.01 · Prepaid insurance -1,052.00

2100.02 · Accrued Expenses fiscal 03/04 13,379.55

2100.04 · Accrued expenses - 04/05 400.00

Total Other Current Liabilities 14,146.83

Total Current Liabilities	<u>21,402.67</u>
Total Liabilities	21,402.67
Equity	
3000.00 · Opening Bal Equity	10.00
3100.00 · Retained Earnings	70,397.91
Net Income	<u>4,579.66</u>
Total Equity	<u>74,987.57</u>
TOTAL LIABILITIES & EQUITY	<u><u>96,390.24</u></u>

Academy of Strategic Learning
Profit & Loss Budget vs. Actual
July 1, 2005 to June 30, 2006

	<u>Jul '05 - Jun 06</u>	<u>Budget</u>	<u>\$ Over Budget</u>
Ordinary Income/Expense			
Income			
4000.00 · 05/06 - APS TUITION	351,859.77	388,200.00	-36,340.23
4100.01 · Choice Tuition	0.00	25,000.00	-25,000.00
4100.02 · District In-kind contribution	20,835.00	20,835.00	0.00
4200.03 · Walmart Gift	300.00		
4200.28 · Foundation Funding/Grants	15,000.00	32,088.66	-17,088.66
4200.29 · Forest Foundation Funding	5,000.00		
4404.06 · 04-05 GRANT - #537 (\$65,792.)	3,478.24		
4405.01 · 05-06 #240 SPECIAL EDUCATION	14,431.00	14,032.00	399.00
4405.02 · 05-06 #274 SPECIAL EDUCATION	1,000.00	5,000.00	-4,000.00
4405.03 · 05-06 #305 - TITLE ONE	19,027.00	21,141.00	-2,114.00
4405.04 · 05/06 #632 Grant	1,030.00		
4405.05 · #140 GRANT - TEACHER QUALITY	<u>1,121.00</u>		
Total Income	433,082.01	506,296.66	-73,214.65
Expense			
5004.00 · Payroll - Staff			
5005.00 · Director-Warn	3,406.04		
5005.01 · Director - Block	33,177.84	76,922.00	-43,744.16
5005.02 · Payroll - Director - Georges	30,325.16		
5006.00 · Administrative-Alice Mainville	28,313.99	29,056.00	-742.01
5010.00 · Out Reach - Becotte	6,972.56	19,141.60	-12,169.04
5011.00 · P/R - Silverman, Robert	0.00		
5011.01 · P/R - Blair, Kristen	0.00		
5012.00 · P/R - Mulligan, James	0.00		
5015.00 · ELA/SS Teacher - Grosky	33,538.68	35,841.00	-2,302.32
5015.01 · SPEC. ED. - D. McCarthy	31,221.21	37,153.00	-5,931.79

5015.02 · MATH TCHR. - Mulligan	40,010.80	41,524.00	-1,513.20
5015.03 · Sped/Math Tutor-McCarthy (#1)	12,715.73	10,248.00	2,467.73
5015.05 · H.S. M/S/Tech Tchr./McCarthy	0.00		
5016.00 · Tutor #1-Wright	13,855.00	14,908.93	-1,053.93
5016.01 · Adj. Coun. - Peterson	31,332.00	40,138.00	-8,806.00
5016.04 · Math tch assoc./Bair/Cann	3,350.10	16,000.00	-12,649.90
5016.08 · Science tchr . - Silverman	24,676.25	19,000.00	5,676.25
5017.00 · P/R - Nurses (2)	10,287.57	10,991.13	-703.56
5018.00 · P/R - Guidance--Noseworthy	996.08		
Total 5004.00 · Payroll - Staff	304,179.01	350,923.66	-46,744.65
5020.99 · "Other" Payroll Associated Cost			
5017.01 · Substitute Teachers	4,083.96	4,500.00	-416.04
5017.02 · Administrators Prof. Dev	0.00	2,500.00	-2,500.00
5020.00 · Summer stipend	4,422.81	6,000.00	-1,577.19
5021.00 · ADP-Payroll Processing	0.00	3,250.00	-3,250.00
5025.00 · Payroll benefits	0.00	20,000.00	-20,000.00
5040.00 · MTRS	2,589.00		
5040.01 · Fringe/Other	0.00		
5040.02 · Bookkeeper - ASL	2,840.50		
5040.03 · MCAS Tutoring	859.04		
Total 5020.99 · "Other" Payroll Associated Cost	14,795.31	36,250.00	-21,454.69
5026.00 · District Expenses (In-Kind)			
5026.01 · Special Ed Director	8,000.00	8,000.00	0.00
5026.02 · Network Services	2,000.00	2,000.00	0.00
5026.03 · Hardware/Software Tech	2,500.00	2,500.00	0.00
5026.04 · Attendance Officer	5,000.00	5,000.00	0.00
5026.05 · Food Services/Acctg./Delivery	3,335.00	3,335.00	0.00
Total 5026.00 · District Expenses (In-Kind)	20,835.00	20,835.00	0.00
5070.00 · OUTREACH ACTIVITIES			
5071.00 · Parent Council	0.00	500.00	-500.00
5072.00 · Business Partnerships	161.85	500.00	-338.15
Total 5070.00 · OUTREACH ACTIVITIES	161.85	1,000.00	-838.15
5090.00 · SUPPLIES			
5092.00 · Instructional Supplies	1,698.68	3,500.00	-1,801.32
5092.01 · Textbooks Supplies	2,732.44	3,000.00	-267.56
5092.03 · Library Supplies	0.00	500.00	-500.00
5093.00 · Inst.Tech. Supplies	562.94	2,000.00	-1,437.06
5093.01 · Computer Supplies	2,311.08	2,250.00	61.08
5094.00 · Non-Instructional Supplies	3,331.43	3,000.00	331.43
5094.01 · Kitchen supplies	179.13	1,000.00	-820.87
5095.00 · A.V. Supplies	0.00	250.00	-250.00
5096.00 · Furniture & Fixtures Supplies	54.44		
Total 5090.00 · SUPPLIES	10,870.14	15,500.00	-4,629.86
5210.00 · CONTRACTED			

5220.00 · Consultants	711.01		
5221.01 · After School Program/Arts	6,963.38		
5250.00 · Audit	8,600.00		
Total 5210.00 · CONTRACTED	16,274.39		
5360.00 · Travel - Bus	602.28		
5400.00 · OTHER			
5001.00 · Advertising	1,283.64	2,500.00	-1,216.36
5001.01 · Building Preparation	0.00	2,000.00	-2,000.00
5075.00 · Space - Lease	31,200.00	33,873.00	-2,673.00
5075.01 · Security System	210.00	250.00	-40.00
5080.00 · Telephone-	901.40	3,000.00	-2,098.60
5087.00 · Cleaning Services	9,325.00	6,000.00	3,325.00
5087.01 · Cleaning supplies	27.34	1,000.00	-972.66
5088.00 · Equipment - maintenance	0.00	1,500.00	-1,500.00
5300.00 · Insurance - Liability	7,252.00	5,665.00	1,587.00
5350.00 · Travel - mileage & conf.	10.00	500.00	-490.00
5365.00 · Setup for educ. Occupancy	25.59		
5381.00 · Tech Support -Network	594.00		
5400.01 · Membership	3,274.00	500.00	2,774.00
5410.00 · Dues	0.00	500.00	-500.00
5410.01 · Postage	700.67	1,500.00	-799.33
5425.00 · Interest expense and late fees	105.48		
5430.00 · Subscriptions	0.00	500.00	-500.00
Total 5400.00 · OTHER	54,909.12	59,288.00	-4,378.88
5500 · CHARTER REQUIREMENTS			
5501.00 · Assessment	900.00	2,000.00	-1,100.00
5502.00 · Evaluation	464.97	3,000.00	-2,535.03
5503.00 · Reporting	0.00	1,000.00	-1,000.00
5504.00 · Governance/Audit	0.00	6,000.00	-6,000.00
5505.00 · Professional Development	430.08	2,500.00	-2,069.92
Total 5500 · CHARTER REQUIREMENTS	1,795.05	14,500.00	-12,704.95
5600.00 · STUDENT SERVICES . . .			
5603.00 · Sports Supplies	0.00	1,000.00	-1,000.00
5605.00 · Student Testing	1,796.07	3,500.00	-1,703.93
5606.00 · Legal	495.00	2,000.00	-1,505.00
5608.00 · Health Supplies	858.43	500.00	358.43
5609.00 · Transportation	316.25		
5610.00 · E-Sped	322.00	1,000.00	-678.00
5600.00 · STUDENT SERVICES . . . - Other	22.51		
Total 5600.00 · STUDENT SERVICES . . .	3,810.26	8,000.00	-4,189.74
5700.01 · AT-RISK YOUTH			
5750.00 · Stipends	0.00	0.00	0.00
5950.00 · Travel	0.00	0.00	0.00
5951.00 · Other costs	0.00	0.00	0.00
Total 5700.01 · AT-RISK YOUTH	0.00	0.00	0.00

6999.00 · Uncategorized Expenses	0.00		
Total Expense	428,232.41	506,296.66	-78,064.25
Net Ordinary Income	4,849.60	0.00	4,849.60
Other Income/Expense			
Other Income			
7000.00 · COLLECTED Lunch money	1,871.96		
Total Other Income	1,871.96		
Other Expense			
8000.00 · PAID Lunch money	2,141.90		
Total Other Expense	2,141.90		
Net Other Income	-269.94		
Net Income	4,579.66	0.00	4,579.66

Final Budget
FY '06
Approved by Board of Directors and School District

		FY 05	FY 06
Ordinary Income/Expense			
Income			
	4000.01 - 03-04 APS TUITION	\$385,116.48	\$491,573.66
	4100.01 – Choice Tuition	\$13,600.00	\$25,000.00
	4100.02 – District In-kind contribution	\$20,835.00	\$20,835.00
	4200.28 - Foundation funding	\$1,250.00	\$1,250.00
	4403.02 - Special Education 274	\$5,000.00	\$5,000.00
	4403.01 - Special Education 240	\$14,032.00	\$14,032.00
	4403.00 - 03-04/#305-TITLE I	\$21,141.00	\$21,141.00
	Total Income	\$460,974.48	\$578,831.66
Expenses			
	5004.00 · Payroll - Staff		
	5005.00 · Payroll-Director	\$74,682.00	\$76,922.00
	5006.00 · Payroll - administrative	\$26,443.00	\$29,056.00
	5010.00 · 0.6 Outreach Facilitator - Becotte	\$38,802.00	\$39,141.60
	5015.00 ·H.S. Special Educ. McCarthy	\$42,754.00	\$35,841.00
	5015.01 · M. S. Special Educ.- Elfiki	\$34,798.00	\$37,153.00
	5015.02 - H.S. Humanities Teacher - Grosky	\$0.00	\$41,524.00
	5015.03 ·0.4 Humanities Tutor--Noseworthy	\$9,756.04	\$10,248.00
	5016.00 · Science/Technology Tutor-Wright	\$14,480.00	\$14,908.93
	5016.01 · 1.0 Adjustment Counselor - Peterson	\$13,090.00	\$40,138.00
	5016.01 - 0.5 Guidance Position - College Prep		\$19,000.00
	5016.04 · Teacher Associate	\$16,837.00	\$0.00
	5016.05` - Teachers Assistant	\$0.00	\$16,000.00
	5016.06 - Teachers Assistant	\$0.00	\$16,000.00

	5015.01 - H.S. Math/Science/Technology Teacher	\$39,443.28	\$0.00
	5017.01 - Substitute Teachers	\$3,000.00	\$4,500.00
	5017.02 - Administrator's Prof. Dev.	\$2,500.00	\$2,500.00
	5016.05 - After School	\$0.00	\$23,500.00
	5017.00 - P/R - Nurse	\$10,671.00	\$10,991.13
	5020.00 - Summer stipend	\$6,000.00	\$6,000.00
	5023.00 - Payroll taxes - FICA	\$0.00	\$0.00
	5004.00 - Payroll/MTRS	\$0.00	\$0.00
	5024.00 - ADP	\$2,750.00	\$3,250.00
	5025.00 - Payroll benefits	\$13,000.00	\$20,000.00
	Total 5004.00 - Payroll - Staff	\$349,006.32	\$446,673.66
	5026.00 - District Expenses		
	5026.01 - Special Ed Director	\$8,000.00	\$8,000.00
	5026.02 - Network Services	\$2,000.00	\$2,000.00
	5026.03 - Hardware/Software Tech	\$2,500.00	\$2,500.00
	5026.04 - Attendance Officer	\$5,000.00	\$5,000.00
	5026.05 - Food Services/Acctg./Delivery	\$3,335.00	\$3,335.00
	Total 5026.00 - District Expenses	\$20,835.00	\$20,835.00
	5070.00 - Outreach Activities		
	5071.00 - Parent Council	\$0.00	\$500.00
	5072.00 - Business Partnerships	\$0.00	\$500.00
	Total 5070.00 - OUTREACH ACTIVITIES	\$0.00	\$1,000.00
	Facilities		
	5001.01 - Building Preparation	\$0.00	\$2,000.00
	5075.00 - Space - Lease	\$33,209.16	\$33,873.00
	5075.01 - Security System	\$0.00	\$250.00
	5076.00 - Moving expenses	\$0.00	\$0.00
	5080.00 - OTHER-Telephone	\$3,000.00	\$3,000.00
	5087.00 - Cleaning Services	\$6,000.00	\$12,000.00
	5087.01 - Cleaning supplies	\$800.00	\$1,000.00
	5088.00 - Equipment - maintainence	\$500.00	\$1,500.00
	Total Facilities	\$43,509.16	\$53,623.00
	5090.00 - Supplies		
	5092.00 - SUPPLIES- Instructional	\$3,000.00	\$3,500.00
	5092.01 - SUPPLIES - Textbooks	\$2,157.00	\$4,500.00
	5092.03 - Supplies - Library	\$500.00	\$500.00
	5093.00 - SUPPLIES-Inst.Tech.	\$2,000.00	\$2,000.00
	5093.01 - SUPPLIES - Computer	\$1,000.00	\$3,750.00
	5094.00 - SUPPLIES-Non-Instructional	\$1,500.00	\$3,000.00
	5095.00 - SUPPLIES - A.V. Supplies	\$242.00	\$250.00
	5096.00 - Supplies/Furniture & Fixtures	\$0.00	\$2,500.00
	5090.00 - Supplies - Testing	\$0.00	\$1,000.00
	Total 5090.00 - Supplies	\$10,399.00	\$21,000.00
	Business Expenses		
	5300.00 - Insurance - Liability	\$5,500.00	\$5,665.00
	5350.00 - Travel - mileage & conf.	\$500.00	\$500.00
	5400.00 - OTHER-Membership	\$500.00	\$3,500.00
	5410.00 - Dues-teacher	\$500.00	\$500.00
	5410.01 - OTHER-Postage	\$1,200.00	\$1,500.00

	5001.10 - Advertising	\$2,000.00	\$2,500.00
	5430.00 - OTHER-Subscriptions	\$500.00	\$500.00
	Total -Business Expenses	\$10,700.00	\$14,665.00
	5500 - CHARTER REQUIREMENTS		
	5501.00 - Assessment	\$2,000.00	\$2,000.00
	5502.00 - Evaluation	\$3,000.00	\$3,000.00
	5503.00 - Reporting	\$2,000.00	\$1,000.00
	5504.00 - Governance/Audit	\$6,000.00	\$6,000.00
	5505.00 - Professional Development	\$1,825.00	\$5,000.00
	5506.00 - Dissemination/Curriculum	\$0.00	\$0.00
	Total 5500 - CHARTER REQUIREMENTS	\$14,825.00	\$17,000.00
	5600.00 - STUDENT SERVICES . . .		
	5603.00 - Sports Supplies	\$0.00	\$1,000.00
	5604.00 - Amesbury Health Center	\$5,200.00	\$0.00
	5605.00 - Student Testing	\$3,000.00	\$3,500.00
	5606.00 - Legal	\$2,000.00	\$2,000.00
	5608.00 - Health Supplies	\$500.00	\$500.00
	5610.00 - ESPED	\$1,000.00	\$1,000.00
	Total 5600.00 - STUDENT SERVICES . . .	\$11,700.00	\$8,000.00
	TOTAL EXPENSE	\$460,974.48	\$578,831.66

SCHOOL PERFORMANCE

ACCOUNTABILITY PLAN - ACADEMY OF STRATEGIC LEARNING

Introduction

The Academy of Strategic Learning was founded on the belief that we need to develop a curriculum that will reach our at risk population while maintaining high expectations for learning. The ASLCS uses a standards based curriculum aligned with the Massachusetts Curriculum Frameworks which incorporates: (1) use of teaching strategies that will reach all students in an inclusive environment; (2) use of a curriculum based on relevance to life's experiences;(3)and an accountability system that allows the students the opportunity for success. Academic success is measured by proficiency in state and district standards in the subject areas of mathematics, science and technology, language arts and social studies. It is essential that the students take responsibility for their own academic and social growth. They will be given the guidance they need to pursue their educational endeavors and to take ownership of their failures in the past.

The cornerstone of the accountability plan for the Academy of Strategic Learning Charter School is based on three areas: student performance, organizational viability and alignment of school operation with founding principles and practices. The Academy is driven by a passion for excellence and attention to the quality of our program for at risk students. We hold high expectations for all learners.

The pedagogical philosophy of the school is based on the educational approach emulated by the teachings of William Glasser. It is believed that educating students through a lead-managing model will enable the students to produce quality work.

The Academy of Strategic Learning will use a system of performance standards based on the school's integrated curriculum framework as a basis of measuring student progress. Each student will have his/her abilities assessed before entering the Academy. His/her assessment will provide baseline data for measuring student progress. It will be based on student's earlier standardized testing, an analysis of student work, and other relevant data. This data would be inclusive of attendance records, documentation of prior school history, achievement scores, student strengths and weaknesses, and cognitive profile.

Students at the Academy will exercise leadership skills, become public speakers; have an understanding of the relevance of education in their academic and social development, and to have their needs met in positive and healthy ways to become productive members of the community. The Academy of Strategic Learning is based on quality education. Students will not be able to move to the next level in the curriculum unless they maintain at least a "B" average. They will be required to relearn information until mastery has been obtained. Content/skills exams will be administered quarterly and at the end of each school year. Students who have not obtained mastery evidenced by a "B" average will be required to attend individual tutoring sessions that will take place at the end of the school day or at a time that will allow the student to continue to participate in after school activities or a job in the community.

Yearly Academy data will be used to evaluate program performance by comparing scores on standardized tests to district scores. Each student's progress as determined by the Individualized Learning Plan will be assessed quarterly to determine overall student performance. A system has been designed and implemented using scoring guides and rubrics to evaluate critical thinking skills in curriculum areas based on performance standards in accordance with the mission of the school.

The Academy of Strategic Learning Charter School incorporates a curriculum that emphasizes social development and responsibility. Students set goals based on self-evaluation and take responsibility for learning. The Academy applies the philosophy of Choice Theory and Reality Therapy into the social development curriculum. This model is appropriate for students at risk for school failure because they need to reconnect with the educational system in order to engage in learning.

Student Attainment of Academic Achievement

Goal 1: All students at the Academy of Strategic Learning Charter School will become proficient in the use of the English language.

Progress Indicators

Measure 1: Eighty percent of students enrolled at the Academy of Strategic Learning Charter School for two or more years will show an increase in incidence of achieving mastery level in the area of ELA.

Measure 2: Seventy-five percent of students enrolled at the Academy of Strategic Learning Charter School for two or more years will perform in the “needs improvement” or above level on the 10th grade MCAS.

Measure 3: Seventy-five percent of students enrolled at the Academy of Strategic Learning Charter School will perform in the “needs improvement” or above on the 7th grade reading MCAS reading test.

Measure 4: Eighty percent of students enrolled at the Academy of Strategic Learning Charter School, in grade 9, will perform in the 10 – 20 range on the district writing assessment.

Rubric for Writing Assessment (Appendix 1)

Goal 2: All students at the Academy of Strategic Learning Charter School will achieve competency in the area of understanding and application of mathematical computation and problem solving.

Progress Indicators

Measure 1: Seventy-five percent of students enrolled at the Academy of Strategic Learning Charter School will perform in the “needs improvement” or above on the 8th grade MCAS mathematics test.

Measure 2: Seventy-five percent of students at the Academy of Strategic Learning Charter School will meet or exceed exit grade level district curriculum standards. This internal portfolio assessment is based on a rubric system that divides achievement into three categories: Exemplary (4), Proficient (3), and Minimum (2).

Measure 3: Seventy-five percent of the students at the Academy of Strategic Learning Charter School for two or more years will perform in the “needs improvement or above” on the 10th grade MCAS.

Organizational Viability

Goal 1: The Academy of Strategic Learning Charter School will maintain strong organizational viability by demonstrating district, parent and community support.

Progress Indicators

Measure 1: Using a school survey distributed to district representation (school committee, administration, etc.), eighty five percent of those surveyed will comment in the above average range for school performance, communication and success with students.

Measure 2: Using a school culture survey distributed to staff of the Academy of Strategic Learning Charter School, eighty percent of the staff will report positively in regards to staff development opportunities, board and director communication and overall effectiveness of the program.

Measure 3: At the Academy, ninety percent of the class will graduate from high school.

Measure 4: Using a school culture survey, distributed to parents of students attending the Academy of Strategic Learning Charter School, eighty-five percent will respond above average in regards to academic programming, staff selection, communication and student progress.

Goal 2: The Academy of Strategic Learning Charter School will maintain strong organizational viability by demonstrating sound fiscal procedures and responsible decision-making.

Progress Indicators

Measure 1: Yearly financial statements will show that the Academy is fiscally sound and has adequate financial resources.

Measure 2: Annual approved budget for each school year will show appropriations that will ensure effective school programming aligned with school's charter.

Measure 3: Audited financial statements will demonstrate that the school is responsible and fiscally sound with available resources.

Alignment with Charter

Goal 1: Academy of Strategic Learning Charter School students will demonstrate growth in work place competencies.

Progress Indicators

Measure 1: During the academic year, ninety-five percent of all Academy of Strategic Learning Charter School students will participate in work-related experiences through internships, work-study and job-shadowing. Participation will be documented by completion of the Massachusetts Work-Based Learning Plan, weekly time sheets and/ or weekly visits to sites by Outreach Coordinator.

Measure 2: Ninety-five percent of students will participate in the completion and evaluation of the MA Work-Based Learning Plan with the provider and Outreach Coordinator.

Measure 3: Seventy-five percent of students will participate in question/answer sessions with community business members on a quarterly basis.

Goal 2: Academy of Strategic Learning Charter School students will take responsibility for their own academic and social growth.

Progress Indicators

Measure 1: All students will complete an Individualized Learning Plan in collaboration with the students' teachers and parents twice a year. Ninety percent of the students will successfully accomplish the ILP goals by the end of the school year.

Measure 2: Eighty-five percent of the time, students will choose to talk through problems using reality therapy in order to succeed in the program and for life beyond school.

Measure 3: All high school seniors will complete an independent project, which they will present to a committee of business and parent volunteers.

Student Attainment of Academic Achievement

Goal 1: All Students at the Academy of Strategic Learning Charter School will become proficient in the use of the English Language.

Measure 1: 80% of students enrolled at the Academy of Strategic Learning for two or more years will show an increase in incidence of achieving mastery level in the area of ELA.

Measure 2: 75% of students enrolled at the Academy of Strategic Learning for two or more years will perform in the Needs Improvement or above level on the 10th grade MCAS.

Measure 3: 75% of students enrolled at the Academy of Strategic Learning will perform in the Needs Improvement or above level on the 10th grade MCAS.

Measure 4: 80% of students enrolled at the Academy of Strategic Learning, in grade 9, will perform in the 10-20 range on the district writing assessment.

Goal 2: All students at the Academy of Strategic Learning Charter School will achieve competency in the area of understanding and application of mathematical computation and problem solving.

Measure 1: 75% of students enrolled at the Academy of Strategic Learning will perform in the Needs Improvement or above on the 8th grade MCAS mathematics test.

Measure 2: 75% of students at the Academy of Strategic Learning will meet or exceed exit grade level district curriculum standards. This internal portfolio assessment is based on a rubric system that divides achievement into three categories: Exemplary (4), Proficient (3), and Minimum (2). Measurement system is development.

Measure 3: 75% of the students at the Academy of Strategic Learning for two or more years will perform in the Needs Improvement or above on the 10th grade MCAS.

Organizational Viability

Goal 1: The Academy of Strategic Learning Charter School will maintain strong organizational viability by demonstrating district, parent, and community support.

Measure 1: Using a school survey distributed to district representation (school committee, administration, etc.) 85% of those surveyed will comment in the above average range for school performance, communication, and success with students.

Measure 2: Using a school culture survey distributed to staff of the Academy of Strategic Learning Charter School, 80% of the staff will report positively in regards to staff development opportunities, Board of Trustees, and school director communication, and overall effectiveness of the program.

Measure 3: At the Academy, 90% of the class will graduate from high school.

Measure 4: Using a school culture survey, distributed to parents of students attending the Academy of Strategic Learning Charter School, eighty-five percent will respond above average in regards to academic programming, staff selection, and communication and student progress.

Goal 2: The Academy of Strategic Learning Charter School will maintain strong organizational viability by demonstrating sound fiscal procedures and responsible decision-making.

Measure 1: Yearly financial statements will show that the Academy is fiscally sound and has adequate financial resources.

Measure 2: Annual approved budget for each school year will show appropriations that will ensure effective school programming aligned with the school's charter.

Measure 3: Audited financial statements will demonstrate that the school is responsible and fiscally sound with available resources.

Alignment with Charter

Goal 1: Academy of Strategic Learning Charter School Students will demonstrate growth in workplace competencies.

Measure 1: During the academic year 95% of all Academy of Strategic Learning Charter School students will participate in work related experiences through internships, work-study, and job shadowing. Participation will be documented by completion of Massachusetts Work-Based Learning Plan, weekly time sheets and/or visits to sites by Outreach Coordinator.

Measure 2: Ninety-five percent of students will participate in the completion and evaluation of the Massachusetts Work-Based Learning Plan (MWBLP) with the provider and Outreach coordinator.

Measure 3: 75% of students will participate in question/answer sessions with community business members on a quarterly basis.

Goal 2: Academy of Strategic Learning Charter School students will take responsibility for their own academic and social growth.

Measure 1: All students will complete an Individualized Learning Plan in collaboration with the students' teachers and parents twice a year. 90% of the students will successfully accomplish the ILP goals by the end of the year.

Measure 2: 85% of the time, students will choose to talk through problems using reality therapy in order to succeed in the program and for life beyond school.

Measure 3: All high school seniors will complete an independent project, which they will present to a committee of business and parent volunteers.

SCHOOL PERFORMANCE

Student Attainment of Academic Achievement

Goal 1: All students at the Academy of Strategic learning Charter School will become proficient in the use of English language.

The Academy of Strategic Learning is a school-wide Title I program. The grant proposal focused on special education student needs in reading and Language Arts activities recognizing the need to increase special education student achievement in this area. All students in grades 7-10 were administered a standardized reading assessment to establish baseline data on each student which is being used to drive the individual learning plan in this area.

Performance Measure Three: Seventy-five percent of students enrolled at the Academy of Strategic Learning Charter School will perform in the “needs improvement” or above on the 7th grade reading MCAS reading test.

Measure 3: One grade seven student passed MCAS ELA. Two students entered after testing date.

Goal 2: All students at the Academy of Strategic Learning Charter School will achieve competency in the area of understanding and application of mathematical computation and problem solving.

Performance Measure One: Seventy-five percent of students enrolled at the Academy of Strategic Learning Charter School will perform in the “needs improvement” or above on the 8th grade MCAS mathematics test.

Measure 1: Grade 8 students who have been at the Academy of Strategic Learning for less than a year have not succeeded in demonstrating this measure.

Performance Measure Two: Seventy-five percent of the students at the Academy of Strategic Learning Charter School for two or more years will perform in the “needs improvement or above” on the 10th grade MCAS.

Measure 2: 90 % of the grade ten students who have been at the Academy for two years have demonstrated mastery on this goal. In addition, 100 % of the senior students at the Academy of Strategic Learning passed the MCAS mathematics test.

Organizational Viability

Goal 1: The Academy of Strategic Learning Charter School will maintain strong organizational viability by demonstrating district, parent and community support.

Performance Measure One: Using a school survey distributed to district representation (school committee, administration, etc), eighty-five percent of those surveyed will comment in the above average range for school performance, communication and success with students.

Measure 1: This measure was achieved.

Performance Measure Two: Using a school culture survey distributed to staff of the Academy of Strategic Learning Charter School, eighty percent of the staff will report positively in regards to staff development opportunities, board and director communication and overall effectiveness of the program.

Measure 2: This measure was achieved.

Performance Measure Three: At the Academy, ninety percent of the class will graduate from high school.

Measure 3: This past year, three students who were previous drop outs from Amesbury High School, entered the Academy as seniors but dropped out of school before the end of the first quarter. The eight students who completed the senior year graduated.

Performance Measure Four: Using a school culture survey, distributed to parents of students attending the Academy of Strategic Learning Charter School, eighty-five percent will respond above average in regards to academic programming, staff selection, communication and student progress.

Measure 4: This measure was achieved.

Goal 2: The Academy of Strategic Learning Charter School will maintain strong organizational viability by demonstrating sound fiscal procedures and responsible decision-making.

Performance Measure One: Yearly financial statements will show that the Academy is fiscally sound and has adequate financial resources.

Measure 1: Performance Measure Two: Annual approved budget for each school year will show appropriations that will ensure effective school programming aligned with school's charter.

Measure 1: This measure was achieved.

Measure 2: *Positive audit*

Performance Measure Three: Audited financial statements will demonstrate that the school is responsible and fiscally sound with available resources.

Measure 3: Audited financial statements did demonstrate that the school is responsible and fiscally sound with available resources.

Alignment with Charter

Goal 1: Academy of Strategic Learning Charter School students will demonstrate growth in work place competencies

Performance Measure One: During the academic year, ninety-five percent of all Academy of Strategic Learning Charter School students will participate in work-related experiences through internships, work-study and job-shadowing. Participation will be documented by completion of the Massachusetts Work-Based Learning Plan, weekly time sheets and/or weekly visits to sites by Outreach Coordinator.

Measure 1: Measure was achieved.

	2004-2005	2005-2006	2006-2007
Grade 7	100%	100%	100%
Grade 8	83%	100%	100%
Grade 9	86%	100%	85%
Grade 10	100%	100%	90%
Grade 11	100%	100%	100%
Grade 12	100%	100%	100%

Performance Measure Two: Ninety-five percent of students will participate in question/answer sessions with MA Work-Based Learning Plan with the provider and Outreach Coordinator.

Measure 2: 100 % of students who are in the work-based learning plan, participated in the evaluation.

Year	2005-2006	2006-2007
Grade	7	7
Students	4	4
Non-Eligible	0	0
Subtotal	4	4
Not Participating	0	0
Participation	100%	100%
Grade	8	8
Students	5	7
Non-Eligible	0	0
Subtotal	5	7
Not Participating	1	1
Participation	80%	86%

Grade	9	9
Students	12	8
Non-Eligible	2	0
Subtotal	9	8
Not Participating	1	0
Participation	89%	100%

Grade	10	10
Students	4	10
Non-Eligible	1	2
Subtotal	3	8
Not Participating	0	2
Participation	100%	100%

Grade	11	11
Students	10	9
Non-Eligible	4	1
Subtotal	6	8
Not Participating	1	0
Participation	83%	100%

Grade	12	12
Students	13	8
Non-Eligible	1	0
Subtotal	12	8
Not Participating	0	0
Participation	100%	100%

Performance Measure Three: Seventy-five percent of students will participate in question/answer sessions with community business members on a quarterly basis.

Measure 3: This has not been measured on a quarterly basis.

Goal 2 Academy of Strategic Learning Charter School students will take responsibility for their own academic and social growth.

Performance Measure One: All students will complete an Individualized Learning Plan or Individualized Education Plan in collaboration with the students' teachers and parents twice a year. Ninety percent of the students will successfully accomplish the ILP goals by the end of the year.

Measure 1: 100 % of the students completed an Individualized Plan or Individualized Education Plan. This model will be reevaluated for the 2007-2008 school year. Students completed pre and post evaluations of their goals for the school year. The data has not been analyzed at this writing.

Performance Measure Two: Eighty-five percent of the time, students will choose to talk through problems using reality therapy in order to succeed in the program.

Measure 2: Students achieved this goal. Impressive gains continue to be documented for the most resistant students.

Performance Measure Three: All high school seniors will complete an independent project, which they will present to a committee of business and parent volunteers.

Measure 3: *100 % of seniors completed an independent project. 100 % presented to faculty, peers and administrators. At student's request, the public was not invited to these presentations. Students were given the option because of the personal nature of the content. The 2007-2008 year will include the business and community sector and parents through collaborations that were established in 2006-2007.*

ACADEMY PERFORMANCE WORKSHEET
Student Attainment of Academic Achievement
September 2006

Goal 1: All students at the Academy of Strategic Learning Charter School will become Proficient in the use of English Language

Measures	Outcomes	Strategic Objective	Responsible for Collecting Data
1. 80 % of the students enrolled for 2 or more years will show an increase in incidence of achieving mastery level in ELA	100% of the students enrolled for 3 years increased their score on the ELA test		Grade 7,8,9 teachers
2. 75 % of students enrolled for 2 or more years will perform in NI or above level on ELA MCAS test	Data on #of the students enrolled for 2 years on the ELA MCAS not available at this writing		Grades 7, 8, 9, 10 teachers
3. 80 % of students enrolled in grade 9 will perform in the 10-20 range on district writing assessment	District writing assessment was not administered in 2006-2007	Standardized writing assessment will be administered in fall 07 and spring 08	Grades 7, 8, 9 teachers

ACADEMY PERFORMANCE WORKSHEET
Student Attainment of Academic Achievement
November 2006

Goal 2: All students at the Academy of Strategic Learning Charter School will achieve competency in the area of understanding and application of mathematical computation and problem solving

Measures	Outcomes	Strategic Objective	Responsible for Collecting Data
1. 75 % of students will perform in NI or above on grade 8 MCAS math test	Measure was not achieved.	Grade 10 scores for last cohort of grade 8 students will meet measure.	Grade 7,8 teachers
2. 75 % of students will meet or exceed exit grade level district curriculum standards. Portfolio Assess	75% achieved this measure	Continue to achieve 75% standard	Grades 7 – 12 teachers
3. 75 % of students enrolled for 2 or more years will perform in NI or above on 10 th grade math MCAS	Measure achieved	Continue to achieve 75% standard	Grades 7-10 teachers

ACADEMY PERFORMANCE WORKSHEET

Organizational Viability

June 2006

Goal 1: The Academy of Strategic Learning Charter School will maintain strong organizational viability by demonstrating district, parent and community support.

Measures	Outcomes	Strategic Objective	Responsible for Collecting Data
1. Using a school survey distributed to district representation (school committee, administration), 85% will report positively in regards to staff dev., communication and effectiveness of program	This measure was achieved.		Board of Directors and Director
2. Using a school culture survey, 80 % staff will report positively in regards to staff dev, communication and effectiveness	Measure achieved.		Board of Directors and Director
3. 90 % of eligible seniors will graduate from high school	8 of 11 seniors graduated and all passed MCAS tests		Board of Directors and Director
4. 85 % of parents will respond above average in regards to academic programming, staff selection, communication and student progress	Measure achieved		Board of Directors and Director

ACADEMY PERFORMANCE WORKSHEET

Organizational Viability

November 2006

Goal 2: The Academy of Strategic Learning Charter School will maintain strong organizational viability by demonstrating sound fiscal procedures and responsible decision-making

Measures	Outcomes	Strategic Objective	Responsible for Collecting Data
1. Yearly financial statements will show that the Academy is fiscally sound and has adequate resources	Positive audit and Charter Review.		Board of Directors
2. Annual approved budget for each school year will show appropriations that will ensure effective school programming aligned with school's charter.	This measure is in the process of being delineated for appropriate yearly accountability.		Board of Directors
3. Audited financial statements will demonstrate the school is responsible and fiscally sound with available resources.	Positive Charter Review		Board of Directors

ACADEMY PERFORMANCE WORKSHEET

Alignment with Charter

November 2006

Goal 1: Academy of Strategic Learning Charter School students will demonstrate growth in work place competencies.

Measures	Outcomes	Strategic Objective	Responsible for Collecting Data
1. 75 % of all students will participate in work-related experiences. Participation will be documented by completion of the MA work-based learning plan	Grade 7-100 % Grade 8 -100 % Grade 9 -85 % Grade 10- 90 % Grade 11 – 100 % Grade 12 – 100 %		Outreach Director
2. 85 % of the time students will talk through problems using reality therapy	Measure was achieved.		Behavioral Specialist
3. 100 % of seniors will complete and independent project and present to a committee of business and parent volunteers	100 % completed 100% presented to a committee of peers, faculty and a Board member.		Grade 11/12 teachers and Senior advisors