

CHAPTER V

Action Plan

By the time the WASC Visiting Committee arrived on our campus in February 2010 as the culminating step in our first self-study, the school staff had just begun to work on our required Action Plan, our first definitive strategic action plan since becoming a charter school in 1996.

The first unfinished draft shown in Chapter V consisted of ten goals but lacked many details and needed revision. By following recommendations of the Visiting Committee, the Leadership Team has reorganized the initial draft. The revised Action Plan

- specifies four overriding goals,
- differentiates among objectives and among initial and subsequent steps,
- determines what person or group will be responsible for managing and completing each objective/step, and
- schedules gradual implementation over the next three years.

Goal # 1 Improve Math Performance of All Students

<p>Rational for goal (weakness): Lanikai, though high performing, is not maintaining and/or increasing academic performance compared to schools with similar demographics.</p>
<p>Measurement/Evidence to support weakness finding: An average of 34% of students in grades 3 to 6, from 2006 to 2008, are scoring below proficiency on the HSA math test.</p>
<p>Goal: All students improve a minimum of 1 year in their math scores.</p>
<p>Measurement and/or evidence for achieving goal: All students show a minimum of 1 year growth using DIBELS for JK and Benchmark Tracker from K-6, supplemented by HSA, Terra Nova, Standards Based Teacher Created Assessments, and Textbook Assessments. (Special Education students will use appropriate individualized assessments.)</p>

Strategies to Meet Goal	Initial Steps	Intermediate Steps	Lead Position	Completion Date	Resources/ Cost
1. Create a database for collection and dissemination of schoolwide scope and sequence.	* Train 100% of instructional staff, including principal, EAs, specialists in current Rubicon Database.	* Accountability Piece: select and implement classroom observation tool which measures/evaluates use of Insight strategies * Schedule/implement coaching times and collaborative review among staff *Include strategies for creating/utilizing benchmark assessments	*C & I Coord. *In-house expert	May 2011	*Budget for program *Budget for in-house expert *Time for entering information
2. Schedule time for vertical and horizontal meetings.	*Create a school wide schedule that allows teachers to meet vertically/ horizontally.	*Create agendas for meetings *Keep/share minutes	Scheduling Team	May 2010	*Time *Stipend for coordinator

4. Use differentiation strategies school wide to provide more support for lower performing students and increased rigor for higher performing students.	*Train all teachers in differentiation with implementation strategies. *Develop RTI process for each grade level.	*Classroom coaching and support as necessary *Create a template for self-assessment. *Self-Assess quarterly	*In-house expert(s) *Teachers *Admin.	May 2012	*Budget for training *Budget for in-house expert(s) to coach *Time for training, coaching
5. Create and use clear guidelines or examples (file/portfolio) that show the required work needed to progress to the next grade level (exit objectives) for vertical and horizontal alignment of math. Base expectations on Hawaii and National Core Standards.	*Schedule planning time for comparing student work horizontally and vertically. *Schedule planning time for defining exit objectives.	Compare upper/lower grade level files of examples of expected objectives to ensure alignment and progress in math.	* Team for developing Exit Objectives for Math *Teachers *Admin.	May 2010	*Time for collaboration and creating final product *Budget for team work outside of school time
6. Select math instructional tools using committee process.	*Create committee of three teachers to represent the staff. *Review research-based programs following the school exit goals for each grade level and ESLRs as criteria for selection.	*Present two options to staff and community for review and input. December 2010. *Make decision, order materials, and complete training by August 2011.	*C & I Coord. *Ad Hoc Math Action Plan Committee	August 2011	Stipend
7. Institute collegial classroom visits and discussion of instructional strategies / best practices in math.	*Schedule time for visits during math instruction. starting October 2011.	Schedule & hold follow-up discussion.	*C & I Coord. *Teachers	December 2011	*Time for collegial visits *Possible

	*Create tool for observation/discussion.		*Admin.		substitutes for coverage
8. Analyze data to drive instruction for math.	*Use common assessment tools (DIBELS, Benchmark Tracker, trade, HSA, DOMA, teacher created assessment) and schedule time for teachers to analyze data to check for student progress or intervention needs.	Analyze data horizontally and vertically using set questions to drive instruction.	*C & I Coord. *Teachers *Admin.	Each semester starting September 2010	Time for data meetings and discussion
9. Present data to community.	*Schedule time for PTA and school board to view Benchmark Tracker data (Synergy Power Point form) and receive data reports.	Prepare reports and discussion questions for presentations.	*C & I Coord. *PCNC Admin.	Each semester starting December 2010	Time at board meetings
10. Assist Board Finance Committee in aligning their decisions with the action plan goals	*Inform Finance Committee of data and action plan alignments.	*Maintain connections between the action plan and the budget as quarterly agenda items. *Schedule meeting dates.	*C & I Coord. *Finance Chair	May 2011	Time on board agenda once a quarter

Goal # 2 Improve Writing Performance of All Students

<p>Rational for goal (weakness): The WASC self-study noted the lack of a schoolwide writing program/assessment as an area for growth.</p>
<p>Measurement/Evidence to support weakness finding:</p>
<p>Goal: All students improve a minimum of 1 year in their writing skills.</p>
<p>Measurement and/or evidence for achieving goal: All students show a minimum of 1 year growth in writing skills using the school wide rubric based on National Writing Standards/Assessment.</p>

Strategies to Meet Goal	Initial Steps	Intermediate Steps	Lead Position	Completion Date	Resources & Cost
1. Create and use clear guidelines or examples of writing (file/portfolio) that show the work required to progress to the next grade level (exit objectives) for vertical and horizontal alignment of writing expectations based on Hawaii and National Core Standards.	<p>*Schedule planning time for comparing student work horizontally and vertically.</p> <p>*Schedule planning time for defining exit objectives.</p>	Compare upper/lower grade level files of examples of expected objectives to ensure alignment and progress in writing.	Team for developing Exit Objectives for Writing	January 2011	<p>*Time for collaboration and creating final product.</p> <p>*Budget for team work outside of school time or subs</p>
2. Use school wide rubrics to measure student progress and collect data.	<p>*Develop team of 3 teachers to create rubrics for lower and upper grade levels.</p> <p>*Develop rubrics based on standards in kid language.</p>	Train teachers to use rubrics.	<p>*Team for developing Writing Rubrics</p> <p>*Teachers</p>	January 2011	Budget for team to meet outside of school hours or subs
3. Define instructional tools to support school rubrics for writing that integrate with Insight strategies.	Review research-based programs that align to the school rubrics.	*Present two options to school community for review and input.	Writing rubric team	May 2011 selection for start SY	Budget for program and training

		*Select program for school wide implementation. *Train 100% of teachers.		2011 - 2012	
4. Apply Insight Education strategies school wide for planning/creating curriculum and assessment to match Hawaii and National Core Curriculum standards (as evidenced by completion of a minimum of 4 Insight units per year).	*Train 100% of instructional staff, including principal, EAs, Specialists (starting in May 2011).	Schedule times for coaching and collaborative review within staff.	*In-house expert	May 2012	*Budget for trainer from Insight *Budget for in-house expert to coach *Budget for materials to support units. *Time for creating units. *Time for collaboration
5. Institute school-wide use of differentiation strategies for writing to provide more support for lower performing students and increased rigor for higher performing students.	*Train all teachers in differentiation with implementation strategies. *Develop schoolwide RTI process.	*Provide classroom coaching and support as necessary. *Self-Assess quarterly.	*In-house expert	January 2012	*Budget for training *Budget for in-house experts to coach *Time for training, coaching
6. Hold collegial classroom visits and discussion of instructional writing strategies for best practices.	*Schedule time for collegial classroom visits during math instruction.	Schedule time for follow-up discussion.	C & I Coord.	January 2012	*Time for collegial visits *Possible

	*Create tool for observation and discussion.				substitutes for coverage
7. Analyze data to drive instruction for writing.	Schedule time for teachers to analyze data to check for student progress or intervention needs.	Analyze data, horizontally and vertically, using set questions to drive instruction.	*C & I Coord. *Teachers *Admin	January 2012	Time for data meetings and discussion
8. Present data to community.	Schedule time for PTA and school board to view Benchmark Tracker data (Synergy Power Point form) and receive data reports.	Prepare reports and discussion questions for presentations.	*C & I Coord. *PCNC *Admin	January 2012	
9. Assist Board Finance Committee in aligning their decisions with the action plan goals	*Train finance committee to utilize action plan and understand data. *Schedule meeting dates. *Create an action-plan finance team (all stakeholders).	Schedule meetings once a quarter for finance committee and action plan team to discuss and review the alignment of finance to the action plan finance team.	*C & I Coord. *Finance Chair	Quarterly starting May 2010	Time for training and meetings
10. Conduct feasibility study for extended school day in order to improve writing scores.	Create ad hoc committee (parent, teachers) to assess community needs, support, and interest for extended day in order to raise writing scores.	*Present findings to staff, board and community. *Decide on implementation plans.	Committee chair for ad hoc feasibility committee	Start study school year 2011-2012 in order to decide prior to collective bargaining	*Time to review *Stipend as necessary

Goal # 3 - Improve Student Performance through a Positive School Climate

<p>Rational for goal (weakness): WASC report defined a need to “increase positive communication and involvement among all stakeholders.” Synergy also noted the need to “build collaborative and supportive relationships.....”</p>
<p>Measurement/Evidence to support weakness finding: Synergy data - focus groups and interviews. Student surveys and home group notes for WASC self study.</p>
<p>Goal: Create a more positive climate for students, staff and school community in support of learning.</p>
<p>Measurement and/or evidence for achieving goal: Surveys for teachers, student, and community that show a marked improvement from the Synergy survey.</p>

Strategies to Meet Goal	Initial Steps	Intermediate Steps	Lead Position	Completion Date	Resources/Cost
1. Use LotusNotes consistently across school community.	*Set up LotusNotes for consistent use in school. *Designate consistent communication networks/strategies.	*Train 100% of staff on LotusNotes. *Staff uses LotusNotes exclusively.	*Technology committee (as necessary) *In-house expert	October 2010	*Budget for tools *Budget for in-house expert
2. Implement and consistently evaluate ESLRs/GLOs school wide.	*Define school wide rubric for evaluating student ESLR/GLOs performance. * Use schoolwide database for regularly scheduled evaluation.	Present awards for ESLR’s/GLO at quarterly awards ceremony schoolwide.	*Technology committee *Ad Hoc ESLR Action Plan committee	January 2012	Time for committee to meet
3. Revisit for revision the Mission/Vision statements and ESLRs/GLOs.	*Set a schedule for reviewing statements and ESLRs/GLOs.	Develop procedures that allow input from all stakeholders for revising statements and ESLRs.	WASC leadership team	May 2013	Time for committee to meet

	*Evaluate how well the practices at Lanikai match the expectations.				
4. Establish conflict resolution process for stakeholder groups (adults)	Create a process for solving disagreements between staff members and/or community members. (start August 2010)	*Facilitate the conflict resolution process. *Monitor the effectiveness of conflict resolution process.	*Conflict resolution team *Synergy	May 2011	Time for committee to meet
5. Clearly define decision-making procedures and communicate to community.	*Staff & board members complete the decision-making matrix. *Train community on school bylaws and union contract information that drives decisions.	*Review matrix results. *Set decision making procedures. *Communicate decision making procedures clearly to the school community.	*Principal *School Board *Union APC	September 2010	Time to meet
6. Establish clear avenues for communication between parents and teachers and administration and board.	*Clearly inform staff, board, PTA, parents of their responsibilities and roles in communication and whom to contact	*Publish in school handbook and on school website *Increase community awareness of the appropriate communication process	*School Board Parent Liason *PTA *PCNC	May 2010	
7. Review and refine the organizational flow chart to match practices.	*Review flow chart. *Refine according to school needs. *Set reporting procedures for committees for communication among all stakeholders.	*Inform parents, staff, board, and teachers of final outcome. *Monitor the effectiveness of organizational flow	*Principal *School Board	December 2010	Time to meet

<p>8. Consistently evaluate procedures for administration.</p>	<p>*Document a clear process for administration’s evaluation that is based on school action plan and student learning.</p> <p>*Develop a tool to measure performance January 2011</p>	<p>*Implement the process that is documented evaluations.</p> <p>*Review the procedures for effectiveness and revisions.</p>	<p>School Board</p>	<p>January 2011</p>	<p>Time to meet</p>
<p>9. Develop consistent evaluation procedures for teachers in accordance with union contract.</p>	<p>Create an ad hoc committee to review and refine the formal and informal teacher evaluation processes that supports school goals.</p>	<p>Schedule meetings for committee to review multiple options and create suggestions for staff/principal.</p>	<p>*APC *Ad Hoc Evaluation Action Plan committee</p>	<p>Prior to collective bargaining in May 2012</p>	<p>Time to meet</p>
<p>10. Define a school wide classroom climate/management method.</p>	<p>Create an ad hoc committee to review Quantum, Responsive Classroom or other appropriate programs for meeting the school climate/management needs.</p>	<p>*Present to staff with justification (December 2010)</p> <p>*100% training on program</p> <p>*Coaching for implementation</p> <p>*Review for effectiveness annually</p>	<p>*In-house expert *Committee</p>	<p>August 2011</p>	<p>*Time to meet *Budget for training and stipend for expert</p>

Goal # 4 Improve Reading Performance of All Students

<p>Rational for goal (weakness): Lanikai, though high performing, is not maintaining and/or increasing academic performance compared to schools with similar demographics.</p>
<p>Measurement/Evidence to support weakness finding: An average of 15% of students are scoring below proficiency on the HSA reading test.</p>
<p>Goal: All students improve a minimum of 1 year in their reading scores.</p>
<p>Measurement and/or evidence for achieving goal: All students show a minimum of 1 year growth using DIBELS, Benchmark Tracker, HSA, Terra Nova, Standards Based Teacher Created Assessments, and Textbook Assessments. (Special Education students will use appropriate individualized assessments.)</p>

Strategies to Meet Goal	Initial Steps	Intermediate Steps	Lead Position	Completion Date	Resources/Co st
<p>1. Apply Insight Education strategies school wide for planning/creating reading curriculum and assessment to match Hawaii and National Core Curriculum standards.</p>	<p>* Train 100% of instructional staff, including principal, EAs, specialists.</p>	<p>* Schedule coaching times/collaborative review within staff</p>	<p>*In-house expert</p>	<p>*May 2013 Complete a minimum of four units following Insight planning per year.</p>	<p>*Budget for •trainer from Insight * in-house expert to coach * materials to support units *Time for creating units *Time for collaboration</p>
<p>2. Use differentiation strategies for reading schoolwide to provide more support for lower performing students and increased rigor for higher performing students.</p>	<p>*Train all teachers in differentiation with implementation. •Develop RTI process Schoolwide.</p>	<p>*Provide classroom coaching and support as necessary. *Self-assess quarterly.</p>	<p>*In-house expert</p>	<p>May 2012</p>	<p>Budget for training & in-house experts to coach *Time for training, coaching</p>

3. Create clear guidelines or examples (file/portfolio) that show the required work needed to progress to the next grade level (exit objectives) for vertical and horizontal alignment of reading expectations based on Hawaii and National Core Standards.	*Schedule planning time for comparing student work horizontally and vertically. *Schedule planning time for defining exit objectives.	Compare upper/lower grade level files of examples of expected exit objectives to ensure alignment and progress in reading.	Reading exit objectives team	May 2012	*Time for collaboration and creating final product. *Budget for team work outside of school time.
4. Select reading instructional tools using committee process.	*Create committee of three teachers to represent the staff *Review research based programs following the school exit goals for each grade level and ESLRs as criteria for selection	*Present two options to staff and community for review and input. December 2011 *Make decision, order materials, and train by August 2012	*C & I Coord. *Ad Hoc Writing Action Plan Committee	August 2012	Time to meet Budget for
5. Hold collegial classroom visits and discussion of instructional reading strategies for best practice.	*Schedule time for collegial classroom visits during reading instruction. *Create tool for observation and discussion.	Schedule time for follow-up discussion.	C & I Coord.	January 2013	*Time for collegial visits *Possible substitutes for coverage
6. Analyze data to drive instruction for reading.	Schedule time for teachers to analyze data to check for student progress or intervention needs.	Analyze data horizontally and vertically using set questions to drive instruction.	*C & I Coord. *Teachers *Admin	January 2013	Time for data meetings and discussion.
7. Present data to community	Schedule time for PTA & board to view Benchmark Tracker	Prepare reports and discussion questions for presentations.	*C & I Coord. *PCNC *Admin	January 2013	

	data (Synergy Power Point form) & receive reports.				
8. Assist finance committee to align their decisions with the action plan writing goals.	*Training for finance committee to utilize action plan and understand data. *Schedule meeting dates. *Create an action plan finance team (all stakeholders).	Schedule meetings once a quarter for finance committee and action plan team to discuss and review the alignment of finance to the action plan finance team.	*C & I Coord. *Finance Chair	Each quarter starting May 2010	Time for initial training and scheduled quarterly meetings
9. Conduct feasibility study for extended school day in order to improve reading scores.	Create ad hoc committee (parent, teachers) to assess community needs, support, and interest for extended day in order to raise reading scores.	Present findings to staff, board and community. Decide on implementation plans.	Committee chair for ad hoc feasibility committee	Start school year 2011-2012 in order to decide prior to collective bargaining	*Time to review *Stipend