

LAUPĀHOEHOE COMMUNITY PUBLIC CHARTER SCHOOL STRATEGIC PLAN

(Final Strategic Issues, Goals, and Five Year Objectives)

**Approved by the LCPCS Governing Board
12/23/2014**

To take effect starting 07/01/15

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WHAT IS THE STRATEGIC PLAN?

The Laupāhoehoe Community Public Charter School Strategic Plan...

- defines the long term direction of the organization;
- provides a framework for the Board and Director to make decisions that affect the long term goals and objectives of the organization (3-5 years);
- includes the organization's vision of a preferred future to which the organization aspires;
- includes the organization's mission, which defines its purpose and role as it works to achieve this preferred future;
- defines the critical strategic issues that must be addressed by the organization for it to achieve its desired outcome of vision and mission;
- shows how the organization addresses each strategic issue through specific goals, which are desired outcomes that guide the identification of specific objectives and resource allocation;
- includes an action plan of specific measurable objectives which can realistically achieve each goal;
- assigns each objective to a responsible person with allocated resources and a defined completion date.
- is consistent with and complementary to the LCPCS Annual Academic Plan and the Detailed Implementation Plan.
- should be updated periodically including annual updates of objectives and budgets.

LIST OF RELATED RESOURCE MATERIAL:

- LCPCS Strategic Plan Meeting Notes 8-23-14
- LCPCS Strategic Planning Consolidated SWOT Notes and Summary of 8-23-14
- LCPCS Strategic Plan Meeting Notes 8-24-14
- LCPCS Detailed Implementation Plan (Revised May 2, 2011)
- LCPCS Academic Plan 2014-2015

LAUPAHOEHOE COMMUNITY PUBLIC CHARTER SCHOOL

VISION: *Families, staff and community working together to graduate successful learners who are job, school, and life-ready.*

MISSION: *To emphasize hands on learning and academic success where every student is known, valued and loved, using community partnerships and resources while instilling traditional cultural values.*

What we do well and where we need to improve:

Through a facilitated process, a diverse group of stakeholders identified the strengths, weaknesses, opportunities and threats for the school. Five groups, each with about 6-12 individuals including students, teachers, staff, parents, and community members, developed their own list in each category. These lists were then ranked by participants to identify the top priority items.

Key strengths identified by the group include

- the dedicated and talented staff, teachers, and Board of Directors;
- the school's community volunteers;
- the facilities and physical location (the `aina);
- optimism in the school's leadership, commitment to improve, and confidence in self-reliance;
- incorporation of Hawaiian cultural practices and values;
- agriculture; and
- students feeling known and valued.

Key weaknesses identified by the group include

- the outreach communications is poor internally and externally;
- enrichment classes are missing, like art, music, etc...;
- lack of funding;
- not everyone is on the same page, there are still some lingering bad feelings in transition;
- meeting the diverse student needs;
- lack of after-school opportunities;
- lack of time or support for professional development; and
- lack of vocational training programs.

Key opportunities identified by the group include

- engaging community partners;
- securing grants through the Hui nonprofit organization to support the School;
- being a model and cooperate with other schools in a Professional Learning Community;
- improving student performance at school; and
- using technology strategically.

Key threats identified by the group include

- inconsistent funding; competition from schools that offer more;
- declining momentum with low test scores and academic performance;
- negative community talk and miscommunication;
- staff and teachers are spread too thin, risking burnout;
- graduates are not ready for life, school and job; and
- home environments.

LAUPAHOEHOE COMMUNITY PUBLIC CHARTER SCHOOL STRATEGIC ISSUES AND ASSOCIATED GOALS

Three strategic issues describe what needs to be addressed so the school can successfully achieve its mission and vision. For each strategic issue, specific goals are identified to address the issue.

OVERVIEW OF STRATEGIC ISSUES & GOALS

Strategic Issue #1: The school's success depends on its teachers being able to provide high-quality holistic education for every student in partnership with the students' families and community members.

- **Goal #1:** Every student receives a high-quality, holistic education.
- **Goal #2:** Teachers are prepared and able to deliver a high-quality, holistic, project-based education to each student which meets or exceeds overall academic standards.
- **Goal #3:** The school involves each student's parent(s) and family to enhance his/her academic success, social-emotional health, and achievement of life goals.

Strategic Issue #2: In order to achieve our vision and mission, students need access to an array of educational programming during the academic day and outside of normal school hours.

- **Goal #4:** Educational programming that supports the success of students is provided outside of school hours.
- **Goal #5:** Our people and processes are well managed, fully utilized and regularly recognized.
- **Goal #6:** Our facilities are well managed and fully utilized.

Strategic Issue #3: The school's success depends on a critical mass of school stakeholders demonstrating an altruistic commitment to the organization through their contribution of time, talent, money, and love.

- **Goal #7:** LCPCS has the capacity to secure and manage the resources to support its education program.
- **Goal #8:** Financial contributions are secured from business, foundations, service clubs, and individuals to ensure achievement of LCPCS' mission and strategic goals.
- **Goal #9:** LCPCS leverages community partnerships, volunteer support, and in-kind resources to support its mission and strategic goals.

FIVE YEAR OBJECTIVES

Five year objectives to achieve these goals are listed here. They are focused on outcomes that can be seen and felt at the school. Strategies to achieve these objectives were proposed for consideration by those engaged in the strategic planning process. The School Director will use these objectives and the proposed strategies to develop one and three year targets for the Board's consideration and approval. The School Director, in collaboration with the Board, will use these objectives, the proposed strategies, and the one year targets to develop year to year action plans that are aligned to the school budget.

Strategic Issue #1: The school's success depends on its teachers being able to provide high-quality holistic education for every student in partnership with the students' families and community members.

- **Goal #1:** Every student receives a high-quality, holistic education.
- **Goal #2:** Teachers are prepared and able to deliver a high-quality, holistic, project-based education to each student which meets or exceeds overall academic standards.
- **Goal #3:** The school involves each student's parent(s) and family to enhance his/her academic success, social-emotional health, and achievement of life goals.

Discussion:

Learning of all subjects at LCPCS should happen in an integrated, multi-disciplinary way with explicit consideration given to multiple intelligences. The planning group described characteristics of a high-quality, holistic education. A "high quality" education emphasizes academic and emotional components of the learning process; promotes self-learning through acquisition of "read to learn" skills; values critical thinking; emphasizes accountability for measurable results; adopts high-quality learning materials; employs ongoing, formative assessment; incorporates student-driven learning; uses test scores to guide academic planning; and regards each student as a self-confident, problem-solving contributor to society. A "holistic" education adopts an integrated, interdisciplinary approach with explicit consideration given to multiple intelligences; addresses the importance of psycho-social-emotional components as well as family and community supports to developing successful learners; provides for professional development; embraces the community; and embodies place-based learning.

Objective #1.1: Develop and implement an annual academic plan that meets any State or Federal requirements (e.g. Title I).

Objective #1.2: Establish a Professional Learning Community and Professional Development culture to achieve holistic and interdisciplinary teaching, through consistent training and professional development for the entire staff, in order to ensure quality delivery of the educational program.

Objective #1.3: Prepare students in Grades K-5 to be successful for the Project-Based Learning (PBL) that will be implemented in Grades 6 – 12.

Objective #1.4: LCPCS will be considered to have met all academic expectations for public schools, (e.g. Strive HI, WASC Accreditation)

Objective #1.5: Conflicts are resolved and/or managed effectively at all levels of the school.

Objective #1.6: Agriculture programs are a key component of the core curriculum of the school.

Objective #1.7: Educational enrichment programs are a key component of the core curriculum of the school (including but not limited to fine arts, music, dance, theater, CTE).

Objective #1.8: Hawaiian cultural values, practices and activities are integrated daily at the school.

Objective #1.9: LCPCS has an athletic program that develops skills in grades K-8 leading up to opportunities to participate in BIIF team and individual sports in grades 9-12.

Objective #1.10: Every student has a Personal Success Plan that continuously identifies their high-interest and high-performing areas and receives guidance and support to reach their potential.

Objective #1.11: Every family participates in at least one of the activities designed to inform and include them in their child's education.

Objective #1.12: Student enrollment will match our capacity to serve (e.g. Pre-K, K-12, Virtual, Blended, Adult education programs).

Strategic Issue #2: In order to achieve our vision and mission, students need access to an array of educational programming during the academic day and outside of normal school hours.

- **Goal #4:** Educational programming that supports the success of students is provided outside of school hours.
- **Goal #5:** Our people and processes are well managed, fully utilized and regularly recognized.
- **Goal #6:** Our facilities are well managed and fully utilized.

Discussion:

The level of student need at LCPCS is high from both an academic and social emotional perspective. LCPCS receives limited funding to deliver a quality program during the normal school day. For many if not most of our students, their opportunity to succeed depends on getting additional support outside of the academic day. Furthermore, LCPCS is in a rural isolated community with a limited amount of community capacity to provide that kind of support. LCPCS must play a key role in providing for and contributing to the creation of this capacity. One of the key ways this can be done is ensuring that our facility is available, well maintained, and managed. In addition, LCPCS can play a key role in securing the funding and volunteer support needed to cover the many needs (ie. facility management, library, equipment, technology, transportation, kitchen facilities, supplies, professional development for teachers and staff, after-school programs, and tutoring).

Objective #2.1: There is an active and organizationally strong 501c(3), non-profit organization that supports and provides for the educational needs of the community, especially the students and families of LCPCS, via programs that occur both during the school day and outside of normal school hours.

Objective #2.2: The school's organizational capacity and infrastructure are sufficient to meet the daily and developing needs of the school (e.g. policies & procedures, org. chart, communication systems).

Objective #2.3: All faculty and staff know and support the school's vision, mission, goals, objectives, strategies and educational programs, and receive the communication needed to support and implement it with commitment.

Objective #2.4: All facilities are managed well and fully utilized.

Objective #2.5: The school has all of the up-to-date and functional technology it needs to meet its operational and educational needs.

Objective #2.6: Provide every student the emotional and social tools and support needed to be successful.

Strategic Issue #3: The school's success depends on a critical mass of school stakeholders demonstrating an altruistic commitment to the organization through their contribution of time, talent, money, and love.

- **Goal #7:** LCPCS has the capacity to secure and manage the resources to support its education program.
- **Goal #8:** Financial contributions are secured from business, foundations, service clubs, and individuals to ensure achievement of LCPCS' mission and strategic goals.
- **Goal #9:** LCPCS leverages community partnerships, volunteer support, and in-kind resources to support its mission and strategic goals.

Discussion:

An effective two-way communication system must be implemented to engage and inform stakeholders (i.e., teachers, parents, students, alumni, community members, businesses, service clubs, and elected officials) to involve them in ways which foster altruistic commitment to support the mission of the school, increase partnerships, secure monetary and in-kind donations, and increase volunteer participation at Board meetings, school events, athletic events, after-school programs, and other activities. All stakeholder groups should understand the mission and goals of LCPCS, and that this mission and these goals are clearly represented in all school functional areas. Stakeholders personally contribute time, talent, money and love to support the "Greater Good" of the Community by ensuring every student is known and valued.

Objective #3.1: All potential stakeholders are identified and receive regular communication that leads to strong support.

Objective #3.2: All the resources required to deliver the necessary educational programs are secured.

Objective #3.3: There are active parent (e.g. PTA/PTO) and volunteer groups that meet regularly and makes contributions to the overall betterment of the school.

Objective #3.4: All students will receive the nutrition they need to be successful.

Objective #3.5: There will be regular and ongoing community adult education programs at the school.

Laupāhoehoe Community Public Charter School: Flow diagram showing a critical mass of stakeholders' altruistic commitment through partnerships and other supports to the school to achieve a high-quality holistic education for every student:

