

Objective: ORG.1.2: (Standard 8 Self Study) Ensure admission practices are mission-driven, responsive to community needs and designed to support the financial sustainability of the school.

	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	ORG.1.2.1: Review admissions procedures (including priority enrollment criteria) to support and possibly increase enrollment of language learners in lower grade levels	Academic Director SASA Oversight: Education Committee/Parent Committee	GB approval	June 2021	Jun 2022	1) Recommend to GB revisions to the enrollment criteria (e.g., children of alumni) as needed 2) Revised procedures recommended to GB as needed	
2	ORG.1.2.2: Create a process to monitor the Ke Ala Hūlili (KAH) program's effectiveness in supporting ongoing enrollment	Executive Director Academic Director	Secondary Pouhana Funding for KAH	Jan 2024	May 2025	1) Process includes measurable enrollment goals and objectives that are included in a written document 2) Data on enrollment and attrition is collected for Ke Ala Hūlili program and analyzed regularly (e.g., annually)	
3	ORG.1.2.3: Investigate desirability of establishing an online program that will begin in ha'aha'a and feed into waena and ki'eki'e	Executive Director Academic Director Oversight: Education Committee	Funding for online system Check impact to charter contract GB approval	Feb 2022	July 2023	1) Report with recommendations submitted to the GB	

Objective: ORG.1.3: (Standard 5, 11 Self Study) Maintain a collaborative culture with open communication to create an optimal environment for the school community.

	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	ORG.1.3.1: Maintain an effective process to document and disseminate official rules, procedures, policies, decisions and other important information.	Executive Director SOS	- Position assigned to update/print materials/organization - Fiscal: \$ printing	July 2021 July 2022 July 2023 July 2024 July 2025	Dec 2021 Dec 2022 July 2023 July 2024 July 2025	1) Centralized location of all documents that can be made accessible to all employees 2) Attendance sheet for Admin Day & review of employee handbook are completed annually 3) Signed employee handbook acknowledgement forms are in employee files, annually	
2	ORG.1.3.2: Conduct employee end-of-year reflection surveys as a part of key decision making	Academic Director Executive Director	-Position assigned to update and distribute surveys -Time to analyze survey responses Fiscal: \$ printing	March 2022	May 2022	1) Non-identifiable survey responses are compiled annually 2) Decisions informed by the survey data are documented in reports and other correspondence	
3	ORG.1.3.3: As new staff, faculty, and 'ohana enter into the school community, provide opportunities to build relationships. (SW7) [Title I: CAP III. D]	Executive Director Academic Director Parent Committee (GB) Nā Hulu Mākua	Funding for Papa Makua and 'ohana night event materials	July 2021 July 2022 July 2023 July 2024	May 2022 May 2023 May 2024 May 2025	1) Parent Orientations are scheduled annually and listed in newsletters 2) At least 2x/year: Parent activity nights are scheduled annually (as much as possible with any needed safety guidelines) and reported on ED report to Governing Board 3) Papa Makua classes are scheduled and provided throughout the school year reported on ED report to Governing Board	

GOAL ORIGIN	ORG.2: Execute and evaluate plans for current maintenance and future development of the facilities in support of the Mission and program.	Alignment to other goals:
School-level		GB Strategic Plan
<p>Rationale: Me ka pa‘a ma ka ‘ike kūpuna ma ka ‘ōlelo Hawai‘i, e mālama ai ke kula ‘o Kawaikini (M-12) i kaiapuni kāko‘o a i kaiapuni a‘o, ma ka ‘ōlelo Hawai‘i a me ka ‘ōlelo Pelekānia nō ho‘i, kahi e minamina, ho‘ohana, a ho‘omau ‘ia ai nō ho‘i ka ‘ike ku‘una ‘ōiwi.</p> <p>Grounded in the Hawaiian language, Kawaikini NCPCS will create a productive community of bi-lingual and bi-literate citizens in a supportive K-12 learning environment where indigenous cultural knowledge is valued, applied, and perpetuated.</p>		

Objective: ORG.2.1: (Self-Study 2020) Review and revise the Master Plan to include interim phasing options.

	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the objective?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school community?</i>
1	ORG.2.1.1: Engage architect to update existing master site plan	SOS Executive Director SLK Oversight: GB Facilities Committee	Admin. SLK rep (legwork) Cost of Architect	May 2021	July 2022	1) Completed Master Site Plan	Facilities Report to GB Faculty internal website
2	ORG.2.1.2: Engage architect to draw plans for Interim Hale ‘Aina	SOS SLK Oversight: GB Facilities Committee	Cost of Architect work	May 2021	Sept 2022	1) Completed Interim Hale ‘Aina Plans	Facilities Report to GB Kawaikini Quarterly Meetings Faculty Meetings School Newsletter
3	ORG.2.1.3: Identify needs for classroom facilities sufficient to accommodate planned growth of student population, especially in secondary program.	Executive Director Academic Director	Admin to provide statement of needs/ list	July 2021 July 2022 July 2023 July 2024 July 2025 July 2026	Dec. 2021 Dec 2022 Dec 2023 Dec 2024 Dec 2025 Dec 2026	1) Up to date Statement of Needs/List to accommodate planned growth of student population.	Facilities Report to GB Kawaikini Quarterly Meetings Faculty Meetings School Newsletter
4	ORG.2.1.4: Create timeline plan for phasing options of Master Plan	Executive Director SLK Oversight: GB Facilities Committee	-Final Master Site Plan -Interim Hale ‘Aina plan -Statement of needs/list -Identified funding source(s)	March 2023	June 2024	1) Completed timeline plan for phasing options published.	Facilities Report to GB Kawaikini Quarterly Meetings Faculty Meetings School Newsletter

Objective: ORG.2.2: Execute, review, and evaluate maintenance plans for existing buildings and grounds, including garden areas.							
	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	ORG.2.2.1: Review and revise existing Kawaikini NCPCS Preventative Maintenance (Spring 2018)	SOS Executive Director Oversight: GB Facilities Committee	SOS Executive Dir. \$ Budget line for annual projects	June 2022	June 2023	1) Updated Kawaikini NCPCS Preventative Maintenance Plan 2) Implementation scheduled Preventative Maintenance Plan - logged as completed	Records kept with Admin. Updated in Operations Manual GB Facilities chair report to GB
2	ORG.2.2.2: Maintain and update vendor list for servicing of different facility structures (Fire alarm, air conditioning, vents etc)	SOS	SOS	Oct 2021	Jan 2022	1) Annual updated Vendor List in Operation Manual	Records kept with Admin. Updated in Operations Manual
3	ORG.2.2.3: Plan for the renewal, repair and replacement of the facilities.	SOS Executive Director SLK Oversight: GB Facilities Committee	-Final Master Site Plan -Statement of needs/list -Identified funding source(s)	Oct 2023	July 2024	1) Final plan for the renewal, repair and replacement of the facilities	GB Facilities chair report to GB Faculty meeting agenda
Objective: ORG.2.3: Complete construction of the Multi-Purpose Building.							
	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	ORG.2.3.1: Conduct preparations of renewal of the land/property lease with University of Hawai'i (KCC) (2033)	Executive Director SLK		July 2027	Dec. 2027	1) preliminary discussions held with KCC with notes to confirm renewal is on track & expected. 2) timeline exists to discuss with KCC a plan for lease renewal	ED Report to Governing Board
2	ORG.2.3.2: Create timeline for phases of completion of multipurpose building	Executive Director SLK	Meeting time	Jan 2023	Dec 2023	1) Completed timeline	Timeline for phases is shared by ED with KCC
3	ORG.2.3.3: Implement timeline for phases	Executive Director SOS SLK Oversight: GB Facilities Committee	Resource Development committee	Jan 2024	Dec 2027	1) Phases of the building are completed	GB Facilities chair report to GB Faculty meeting agenda Parent newsletter
4	ORG.2.3.4: Create a bid package	SLK GB Facilities GB Finances	Architect Resource Development committee	Jan 2025	June 2025	1) Bid package completed	

GOAL ORIGIN	ORG.3: Ensure a sufficient amount of qualified faculty and staff are employed at the school.	Alignment to other goals:
GB Strategic Plan		WASC 2020
<p>Rationale: Me ka pa'a ma ka 'ike kūpuna ma ka 'ōlelo Hawai'i, e mālama ai ke kula 'o Kawaikini (M-12) i kaiapuni kāko'o a i kaiapuni a'o, ma ka 'ōlelo Hawai'i a me ka 'ōlelo Pelekānia nō ho'i, kahi e minamina, ho'ohana, a ho'omau 'ia ai nō ho'i ka 'ike ku'una 'ōiwi.</p> <p>Grounded in the Hawaiian language, Kawaikini NCPCS will create a productive community of bi-lingual and bi-literate citizens in a supportive K-12 learning environment where indigenous cultural knowledge is valued, applied, and perpetuated.</p>		

Objective: ORG.3.1: Support current faculty and staff to excel in their current and future roles at the school.

	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the objective?</i>	<i>Name / Title</i>	<i>personnel, financial, PD etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	ORG.3.1.1: Provide and offer Hawaiian language classes/reading groups for employees outside of the school day to support Hawaiian language development	Executive Director Administrative staff	-Funds for Papa Makua Kumu - Training funds	Aug 2021 Aug 2022 Aug 2023 Aug 2024 Aug 2025	May 2022 May 2023 May 2024 May 2025 May 2026	1) Flyer with language classes schedule is distributed to staff	Faculty internal website
2	ORG.3.1.2: Identify strategies to retain and engage current staff (e.g., develop processes to recognize, support, and encourage current staff.)	Executive Director SOS Oversight: GB Human Resources	Fund retention budget	Jun 2024	Dec 2024	1) List of employee recognition activities are listed in administration annual schedule 2) Recognition activities that involve community partners will include a mahalo to those partners at end of year school events	
3	ORG.3.1.3: Prepare staff for future leadership positions	Executive Director Academic Director	Training time Training funds Pouhana position funds	Mar 2025	Dec 2025	1) List school strategies for preparing leadership skills 2) Approved professional development requests to attend leadership workshops are filed in employee records 3) Staff ILP lists leadership development activities	

Objective: ORG.3.2: Attract the highest level of new faculty and staff to the school.							
	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	ORG.3.2.1: Support and expand existing relationships with colleges	Executive Director	Colleges contact list	Dec 2022	March 2023	1) Single document with updated contact information for college recruitment	
2	ORG.3.2.2: Create an ongoing contact list for alumni for future recruitment	SASA Academic Director		Mar 2023	May 2023	1) Alumni contact list is organized on google drive 2) Assigned position includes tasks to update this list in May, annually	
3	ORG.3.2.3: Develop a recruitment plan to be used annually, including timeline with specific steps (e.g., where to post, etc.)	SOS Executive Director Oversight: GB Human Resources	Assigned position	June 2023	Dec 2023	1) Completed recruitment plan	
4	ORG.3.2.4: Work actively with current staff to attract new qualified faculty and staff to the school	Executive Director SOS Academic Director	Admin annual calendar	Jan 2022 Jan 2023 Jan 2024 Jan 2025 Jan 2026	May 2022 May 2023 May 2024 May 2025 May 2026	1) Open positions are posted on the internal website for viewing by all staff 2) Pouhana agenda will include announcement for recruitment of positions in February	Faculty internal website Parent newsletter Main website

GOAL ORIGIN	AC.1: Staff Development and Support: Grow the capacity of faculty and staff based on research and best practices.	Alignment to other goals:	
School-level		Title 1	
Rationale: Me ka pa'a ma ka 'ike kūpuna ma ka 'ōlelo Hawai'i, e mālama ai ke kula 'o Kawaikini (M-12) i kaiapuni kāko'o a i kaiapuni a'o, ma ka 'ōlelo Hawai'i a me ka 'ōlelo Pelekānia nō ho'i, kahi e minamina, ho'ohana, a ho'omau 'ia ai nō ho'i ka 'ike ku'una 'ōiwi.		School-level	
Grounded in the Hawaiian language, Kawaikini NCPCS will create a productive community of bi-lingual and bi-literate citizens in a supportive K-12 learning environment where indigenous cultural knowledge is valued, applied, and perpetuated.			

Objective AC.1.1: (VC Recommendation #1) Build an environment that provides professional learning, evaluates the academic program, and makes needed refinements to ensure the individual and collective successes and challenges in curriculum implementation.

	Implementation Steps	Desired Student	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>ESLR #</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	AC.1.1.1: Create a process for both individual and collective professional development based on teacher needs (i.e. Singapore Math, Hawaiian Language, Instructional Strategies, Data Analysis). [CAP III. B]	1	Academic Director SSC/Academic Coach	Training funds Stipend funds Time to develop process and procedures Time scheduled to review process with staff Kumu ILP	July 2022	Dec 2023	1) Documented process to survey staff and analyze survey data to plan for collective professional development including parameters of the academic action plan 2) Staff survey responses regarding professional development are accessible in google drive 3) PD schedule reflects differentiated professional development workshops aligned to the school's academic action plan 4) A published meeting schedule that reflects collective professional development 5) Documented process references teacher evaluations for PD planning 6) Documented process includes access instructions to PDe3 system for individual teacher workshops	Faculty internal website Faculty meeting agenda
2	AC.1.1.2: Create and implement a system for Professional Learning Communities (PLC) as professional development		Academic Director Academic Coach	- Assigned and trained position(s) to lead PLC - Faculty time to review system	Jan 2022	June 2022	1) Published meeting schedule for grade-level & content-area cluster PLC meetings 2) Definition of PLC purpose, structure (i.e. organized by content; grade cohorts etc) and outcomes will be included with the meeting schedule 3) Published template for PLC meeting minutes is completed 4) System includes how PLC's notes are organized and how to access information (i.e. Google Drives, folder etc)	
3	AC.1.1.3: create an annual calendar that outlines the timeframe for collecting and analyzing data as it pertains to professional learning and evaluation of academic program		Executive Director Academic Director		June 2024	Aug 2025	1) Published calendar for data collection/analysis including BOY, MOY and EOY timelines	Faculty internal website Faculty meeting agenda

Objective AC.1.4: (VC Recommendation #2) Build Administrators' capacity in instructional leadership in order to focus on the areas of curriculum alignment and movement towards a consistent data-driven process with focus on the educational and non-instructional programs/supports will further improve the school's ability to achieve their mission.

	Implementation Steps	Desired Student	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
					start	finish		
	<i>What actions lead to accomplishing the goal?</i>	<i>ESLR #</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>			<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	AC.1.4.1: Identify a source of best practices in instructional leadership conferences and workshops		Executive Director Oversight: HR Committee	Scheduled time to research trainings	June 2021	Oct 2021	1) List of trainings are updated annually for each of the leadership team positions (AD/ED/SOS) 2) Identify the organization(s) to partner to receive most updated conferences for best practices in instructional leadership	
2	AC.1.4.2: Leadership team annually attends trainings in best practices in instructional leadership		Executive Director GB Education committee Oversight: HR Committee	1) Training funds 2) Stipend funds	June 2021 June 2022 June 2023 June 2024 June 2025	Oct 2021 Oct 2022 Oct 2023 Oct 2024 Oct 2025	1) Completed PD reflections for attending conferences/trainings are in employee files for all leadership positions 2) Training certificates are in employee files for all leadership positions 3) 2024: Leadership team training workshop completion impacts positive outcomes on the Indicators of Success document	ED Report to Governing Board

GOAL ORIGIN	AC.2: Data-Driven Instruction: Collect and analyze data effectively to inform instruction and targeted interventions.	Alignment to other goals:
School-level		Title 1
Rationale: Me ka pa'a ma ka 'ike kūpuna ma ka 'ōlelo Hawai'i, e mālama ai ke kula 'o Kawaikini (M-12) i kaiapuni kāko'o a i kaiapuni a'o, ma ka 'ōlelo Hawai'i a me ka 'ōlelo Pelekānia nō ho'i, kahi e minamina, ho'ohana, a ho'omau 'ia ai nō ho'i ka 'ike ku'una 'ōiwi.		Charter Contract
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Objective AC.2.1: (VC Recommendation #3) Refine the use of varied assessments as evidence of student learning and review as a faculty to determine how to continue to improve the learning program and teacher practice to best meet the varied needs of students. (Alignment: VC Recommendation #4 Continue the efforts towards a data-driven process for reflection of students growth both academically and socially/emotionally.)

	Implementation Steps	Desired Student Impact	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
					start	finish		
	What actions lead to accomplishing the goal?	ESLR #	Name / Title	personnel, financial, PD, etc.			How do we know the action has been accomplished?	How do we communicate progress to all members of school stakeholders?
1	AC.2.1.1: Review Assessment Inventory with staff		Academic Director Academic Coach Testing Coordinator	Time in faculty meeting	Aug 2021 Aug 2022 Aug 2023 Aug 2024 Aug 2025	Sept 2021 Sept 2022 Sept 2023 Sept 2024 Sept 2025	1) Meeting agenda item is posted to review assessment inventory 2) Assessment inventory is linked/listed on the Mana'o Ho'okele (Kawaikini Scope/Sequence) 3) Assessment schedule is included in the faculty calendar planners and digitized on school Google calendar and internal site 4) Schoolwide Assessment Inventory are distributed to all faculty annually 5) Assessment tab added to internal website 6) Assessment inventory includes school-developed cultural performance assessments	Internal website School printed calendar
2	AC.2.1.2: Regularly review results of student/parent surveys and other feedback mechanisms for informing decision-making and planning for the curriculum program. [CAP II. B]	6	Executive Director Academic Director	Faculty meeting time	Nov 2021 Nov 2022 Nov 2023 Nov 2024 Nov 2025	Dec 2021 Dec 2022 Dec 2023 Dec 2024 Dec 2025	1) Annual faculty meeting or data team meeting agenda includes dates for review & analysis of survey data 2) published data analysis in State of the school report 3) corresponding additions/amendments to curriculum are documented in Mana'o Ho'okele (Kawaikini Scope/Sequence)	
3	AC.2.1.3: Develop a system of reviewing student surveys regarding school climate and plan for any improvement needed. [CAP II. D]	6	Pouhana Academic Director Oversight: GB Education Committee	Faculty meeting time	Nov 2021 Nov 2022 Nov 2023 Nov 2024 Nov 2025	Dec 2021 Dec 2022 Dec 2023 Dec 2024 Dec 2025	1) published data analysis in State of the school report 2) corresponding addition/amendments to curriculum are documented in Mana'o Ho'okele (Kawaikini Scope/Sequence)	
4	AC.2.1.4: Assessment system includes Kawaikini school-developed cultural performance assessments	6	Academic Director CES Oversight: Executive Director		Aug 2022	May 2024	1) Revised CRA process rubric document is completed 2) Target goals are clearly listed in the CRA process rubric 3) Assessment inventory includes oral & written assessments in both languages 4) Manokalanipō Kupukupu Units will be completed for all moku projects	
5	AC.2.1.5: Establish an ongoing, annual system of data collection, analysis and future planning, which would include regular training for faculty, staff, and Governing Board, as appropriate. [CAP II. E]	6	Academic Director Curriculum Committee Support Services Committee Oversight: GB Education Committee	Meeting times	Aug 2021 Aug 2022 Aug 2023 Aug 2024	June 2022 June 2023 June 2024 June 2025	1) Established committee to analyze the assessment inventory and recommend revisions or changes (Aug.21 - Dec.21) 2) Completed annual timeline/calendar for schoolwide assessments, including dates for analyzing data (Jan.22-Jun.22) 3) Centralized location is identified for information on test administration, review and analysis 4) System includes accountability measures for collecting data 5) Training agenda for assessment system at all levels 6) Self assessment on HFCS process rubric indicates movement towards Mahola/ <i>exemplary</i> in Growth-focused assessment areas	

Objective AC.2.2: Refine systemic programs and processes that will assist the academic sustainability of Kawaikini.								
	Implementation Steps	Desired Student Impact	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
					start	finish		
	<i>What actions lead to accomplishing the goal?</i>	<i>ESLR #</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>			<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	AC.2.2.1: Refine system to document and provide RTI Tier 3 services		Student services committee Academic Director Oversight: Executive Director	Salary for positions providing RTI, RTI Tier 3 training sessions PBIS Tiered Framework site Tier 3 campus work space RTI coaching, if needed	June 2021	June 2022	1) Tier 3 staff positions are identified 2) Tier 3 interventions for language and math are documented in a provided template to all teachers 3) Student RTI logs are updated regularly and accessible 4) Updated procedure in Employee handbook that outlines the responsibilities of each person in the RTI process and use of logitudinal data (He Lawai'a/NWEA)to advance student support services 5) Staff survey responses indicate a clear understanding of Tier 1 & Tier 2 services before implementation of Tier 3 (Evidence-Based Support)	Faculty and team meeting agendas Employee handbook
2	AC.2.2.2: Create a document to list educational and non-instructional program improvement initiatives		Executive Director Academic Director		June 2021 June 2022 June 2023 June 2024 June 2025	Oct 2021 Oct 2022 Oct 2023 Oct 2024 Oct 2025	1) List is complete and on the google drive 2) Presentation of this list is reviewed at a BOY faculty meeting agenda 3) List includes measurable goals and expectations for improvement implementation	Faculty meeting agenda
3	AC.2.2.3: Develop credit recovery options for Kawaikini's unique courses		Academic Director Secondary Pouhana		Jun 2021	Aug 2022	1) Credit Recovery options outlined for Manokalanipō courses in secondary 2) Credit recovery options outlined for 'Ōlelo Hawai'i courses in secondary	Secondary Pouhana meeting agenda

Objective AC.2.3: Finalize and implement the Indicators of Success document								
	Implementation Steps	Desired Student Impact	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>ESLR #</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	AC.2.3.1: Identify a committee assigned to finalize Indicators of Success document and outline implementation steps to complete the Indicators of Success document annually	1-6	Executive Director Academic Director	-Committee meeting time -Faculty meeting time	Oct 2021	May 2023	1) List of committee members 2) Published meeting schedule 3) Committee meeting minutes template and minutes accessible to all committee members 4) Finalized Indicators of Success document 5) Outline of implementation steps for Indicators of Success document is complete	Internal website Committee and faculty meeting
2	AC.2.3.2: Review finalized "Indicators of Success" document with all stakeholders	1-6	Executive Director Academic Director Pouhana Oversight: GB Education Committee	-Position assigned to complete data logs	Aug 2023	Dec 2023	1) Meeting agenda reflects time to review Indicators of Success document 2) Indicators of Success is included in employee & 'ohana handbooks 3) Governing Board action to approve final Indicators of Success document	-Document is referenced in State of the School Report -Document is printed in faculty and student planners - Academic Director report to GB
3	AC.2.3.3: Collect data as specified in the Indicators of Success document	1-6	Student Services Committee Academic Director	curriculum to support indicators	Aug 2023 Aug 2024 Aug 2025	May 2024 May 2025 May 2026	1) Completed Indicators of Success document with data for school years beginning in SY 2023-2024 2) Data logs are organized, and updated annually, in google drive with status of identified success targets each school year	
4	AC.2.3.4: Review outcomes and findings of Indicators of Success document annually	1-6	Student Services/Curriculum Committees Academic Director Oversight: Education Committee	meeting time	May 2024 May 2025 May 2026	Aug 2024 Aug 2025 Aug 2026	1) Meeting agenda reflects time for review of Indicators of Success document 2) Status of Indicators of Success levels are reviewed annually on hālāwai kumu agenda schedule 3) Document of next steps/strategies to maintain or improve success outcomes	State of the school report Academic Director report to GB

GOAL ORIGIN	AC.3: Curriculum & Assessments: Structure curriculum and assessments for Grade Level alignment (Mana’o Ho’okele)	Alignment to other goals:
School-level		School-level
<p>Rationale: Me ka pa’a ma ka ‘ike kūpuna ma ka ‘ōlelo Hawai‘i, e mālama ai ke kula ‘o Kawaikini (M-12) i kaiapuni kāko’o a i kaiapuni a ‘o, ma ka ‘ōlelo Hawai‘i a me ka ‘ōlelo Pelekānia nō ho‘i, kahi e minamina, ho‘ohana, a ho‘omau ‘ia ai nō ho‘i ka ‘ike ku‘una ‘ōiwi.</p> <p>Grounded in the Hawaiian language, Kawaikini NCPCS will create a productive community of bi-lingual and bi-literate citizens in a supportive K-12 learning environment where indigenous cultural knowledge is valued, applied, and perpetuated.</p>		Title 1

Objective AC.3.1: Continue development of a comprehensive curriculum system

	Implementation Steps	Desired Student Impact	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
					start	finish		
	<i>What actions lead to accomplishing the goal?</i>	<i>ESLR #</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>			<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	AC.3.1.1: Continue building a K-12 Curriculum Inventory		Academic Director Curriculum Resource teacher Cultural Education Specialist Oversight: Education Committee	Resource staff to organize/evaluate/create curriculum Curriculum funds Curriculum training/PD	Nov. 2021 Nov. 2022 Nov. 2023 Nov. 2024 Nov. 2025	May 2022 May 2023 May 2024 May 2025 May 2026	1) Mana’o Ho’okele includes all grade- and content-level curriculum maps which are archived annually 2) Mana’o Ho’okele, will include subject curriculum resources (i.e. translated curriculums) 3) timeline to develop/refine curriculums being used in English, Hawaiian language, SEL, Math, and Manokalanipō (by Dec. 21) 4) published agreement/parameters for teachers to submit self-created curriculum	Faculty internal website
2	AC.3.1.2: Implement timeline to develop, assess and refine curriculums being used in English, Hawaiian language, SEL, Math, and Manokalanipō	5	Academic Director Curriculum Committee Cultural Education Specialist Designated Committee Members	Resource staff to implement timeline	June 2023	May 2027	1) Set multi year timeline for completion of refined curriculums 2) Position assigned to track and monitor progress for curriculum timeline outcomes 3) Timeline is revised and accessible to faculty and staff annually	Faculty meeting
3	AC.3.1.3: Implement curriculum committees for Manokalanipō, English Language Arts, Hawaiian Language Arts, SEL, and Math	5	Academic Director Academic Coach	designated faculty meeting time for committee work stipend funds	June 2022	May 2027	1) List of members/chair in each curriculum committee 2) List of objectives for each curriculum committee 3) Meeting schedule is set 4) Template for meeting minutes is completed 5) Faculty meeting minutes reflect share outs from committee chairs	Faculty meeting Faculty internal website

Objective AC.3.2: Organize and implement K-12 Manokalanipō curriculum

	Implementation Steps	Desired Student Impact	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
					start	finish		
	<i>What actions lead to accomplishing the goal?</i>	<i>ESLR #</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	AC.3.2.1: Develop Manokalanipō capstone projects for each moku (grades K, 2, 4, 6, 8, and 10) papa 12 - senior capstone [CAP I. A]	3	Academic Director CES + Kumu Alaka'i Curriculum Committee Oversight: Executive Director	CES position Stipends Established community partners Allocated staff meeting time PD about project-based learning, teaching practices and instruction	Aug 2023	June 2024	1) Completed moku capstone projects rubrics and/or Kupukupu unit plans; Moku capstones include identified components (nā inoa 'āina, mele, oli, hula, etc.) 2) Scope-and-Sequence of capstone projects is included in Mana'o Ho'okele 3) Completed moku capstone projects and Kupukupu unit plans are in curriculum binders	- Annual SOS report - 'Aha Na'auao
2	AC.3.2.2: Organize curriculum and assessment in alignment with our Mana'o Ho'okele (Scope and Sequence) of Manokalanipō. (Example: Kupukupu Unit Plans, writing rubrics, structuring our collaborative work with community partners). [CAP I. B]	3	Academic Director CES	CES position Time and resources for recordings PD time for cultural practices (oli/hula/lei/food/māla)	Aug 2022	May 2023	1) standards and benchmarks identified and written in Mana'o Ho'okele 2) baseline curriculum is updated and provided to kumu 3) update current Mana'o Ho'okele with current curriculum maps and assessments 4) published agreement/parameters for teachers to submit self-created curriculum	
3	AC.3.2.3: Finalize grade-level Manokalanipō Writing Assessments		Academic Director CES & Kumu Alaka'i	CES position PD for new kumu	Aug. 2024	June 2025	1) Manokalanipō Writing Assessments are included on Assessment Inventory & Mana'o Ho'okele 2) Data analysis of Manokalanipō Writing Assessments data is published annually	

Objective AC.3.3: Organize and refine English curriculum in grades 5-12

	Implementation Steps	Desired Student Impact	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
					start	finish		
	<i>What actions lead to accomplishing the goal?</i>	<i>ESLR #</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	AC.3.3.1: Increase collaboration between grade level teachers, AD and SSC/AC to discuss, plan, and monitor grade-level language goals and their implementation.	5	Academic Coach Academic Director Identified Committee Members	Time for collaboration	July 2022	June 2023	1) Mana'o Ho'okele includes the completed resequencing of English Language standards within grades 5-8 2) Assessments and corresponding interventions for English Language Arts (i.e. Soday program, Third Quest, Write Reflections) are listed in Mana'o Ho'okele 3) English Language Arts curriculums are identified for implementation with grades 5-12 for various levels of proficiency 4) Posted meeting schedule and minutes of collaboration meetings	
2	AC.3.3.2: Assess effectiveness of supplemental English literacy programs (i.e. Third Quest, Soday System) that are currently being used. [CAP I. F]	1	Kumu Alaka'i for Papa 5-6 Secondary English Language Oversight: Academic Director	Schedule time for evaluation	Oct. 2023	July 2025	1) Student growth data is collected and reviewed to analyze progress in language development 2) Metrics for determining effectiveness of English literacy programs is completed and implemented	Academic Director report to GB

Objective AC.3.4: Organize and refine Hawaiian Language Arts curriculum in grades K- 12								
	Implementation Steps	Desired Student Impact	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>ESLR #</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	AC.3.4.1: Increase collaboration between grade level teachers, AD and SSC/AC to discuss, plan, and monitor grade-level language goals and their implementation.	1-2	Academic Coach Academic Director Kumu Alaka'i Hawaiian Language Committee Members	Time for collaboration	July 2021	June 2027	1) Mana'o Ho'okele includes grade-level standards for Hawaiian Language Arts 2) Committee annual meeting schedule and minutes are completed each school year 3) Assessments (written & oral) and corresponding interventions for Hawaiian Language Arts are listed in Mana'o Ho'okele 4) Hawaiian Language Arts curriculums are created/collected/organized for implementation with grades M-12 for various levels of proficiency 5) For grades 9-12: Language courses curriculum will be accessible for 4 levels and distributed to hawaiian language teachers 6) Posted meeting schedule and minutes of collaboration meetings 7) published agreement/parameters for teachers to submit self-created curriculum	
2	AC.3.4.2: Clarify hawaiian language grade level curriculum & Assessment for Ke Ala Hulili students	1-2	Academic Director Hawaiian Language Committee Members	Teacher planning time	October 2022	June 2024	1) Mana'o Ho'okele will include resequenced Hawaiian Language standards for Ke Ala Hulili students 2) Mana'o Ho'okele will include curriculum maps and assessments	Parent notices Secondary team meeting

GOAL ORIGIN	Kawaikini has an operating budget sufficient to carry out the schools mission to support the school's program, facility, operations and personnel.	Alignment to other goals:
GB Strategic Plan		Charter Contract
		WASC 2020
<p>Me ka pa'a ma ka 'ike kūpuna ma ka 'ōlelo Hawai'i, e mālama ai ke kula 'o Kawaikini (M-12) i kaiapuni kāko'o a i kaiapuni a'o, ma ka 'ōlelo Hawai'i a me ka 'ōlelo Pelekānia nō ho'i, kahi e minamina, ho'ohana, a ho'omau 'ia ai nō ho'i ka 'ike ku'una 'ōiwi.</p> <p>Grounded in the Hawaiian language, Kawaikini NCPCS will create a productive community of bi-lingual and bi-literate citizens in a supportive K-12 learning environment where indigenous cultural knowledge is valued, applied, and perpetuated.</p>		

Objective: FIN. 1.1: (VC Recommendation #6) Kawaikini will continue and increase fundraising activities, including capital campaigning for identified projects such as building facilities and lunch program needs.

	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
				start	finish		
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc</i>			<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	FIN.1.1.1: Develop annual process to review and agree on immediate priorities and establish goals for the upcoming year	ED, SOS Oversight: Resource & Development committee	SLK	Sept 2021	ongoing	1) An annual plan is agreed upon by Kawaikini, SLK, and other stakeholders as needed	
2	FIN.1.1.2: Create a priority list of school projects requiring funding	SOS Executive Director	input from staff	Jan 2022	Aug 2022	1) Spreadsheet or work plan of identified projects including estimated funding amount and stakeholder groups	This might be disseminated to parents and included in the State of the School Report (SOS).
3	FIN.1.1.3: Coordinate with Kawaikini's non-profit support organization for major capital campaign projects	ED, SOS Oversight: Resource & Development committee	SLK	March 2023	August 2023	1) Agreements are in place between Kawaikini and SLK to guide respective projects	Updates on progress can be given at quarterly parent meetings.
4	FIN.1.1.4: Create a list of private and government funding sources	Oversight: Resource & Development committee	SLK	March 2024	Sept 2024	1) Spreadsheet/list of grant opportunities	

Objective: FIN. 1.2: Maintain fiscal stability and accountability.							
	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	FIN.1.2.1: Update financial Framework based on new charter contract	School Operations Supervisor Executive Director Oversight: Finance & Audit committee	Time to review updated Contract	Dec 2021	August 2022	1) Revised GB financial dashboard will be completed 2) Dashboard will be reviewed with Governing Board members at a scheduled meeting date	ED report to GB
2	FIN.1.2.2: Incorporate Financial Framework into decision-making & budgeting processes.	SOS, Executive Director Oversight: Finance & Audit committee		Dec 2021	March 2022	1) GB report includes Quarterly updates of financial framework via financial dashboard 2) File a copy of the completed charter contract for reference	Finance Committee report to GB
3	FIN.1.2.3: Provide fiscal training for board members to help understand fiscal reports.	SOS, Executive Director Oversight: Finance & Audit committee	Training funds; identify trainer	Aug 2022 Aug 2023 Aug 2024 Aug 2025 Aug 2026	Sept 2022 Sept 2023 Sept 2024 Sept 2025 Sept 2026	1) Training workshop is identified 2) Training date/time is set and distributed to all GB members 3) Training sign in sheet indicates attendance	

GOAL ORIGIN	FIN.2: Finalize and Implement the Kawaikini Sustainability Plan	Alignment to other goals:
GB Strategic Plan		Charter Contract
		School-level
<p>Kationale: Me ka pa‘a ma ka ‘ike kūpuna ma ka ‘ōlelo Hawai‘i, e mālama ai ke kula ‘o Kawaikini (M-12) i kaiapuni kāko‘o a i kaiapuni a‘o, ma ka ‘ōlelo Hawai‘i a me ka ‘ōlelo Pelekānia nō ho‘i, kahi e minamina, ho‘ohana, a ho‘omau ‘ia ai nō ho‘i ka ‘ike ku‘una ‘ōiwi.</p> <p>Grounded in the Hawaiian language, Kawaikini NCPCS will create a productive community of bi-lingual and bi-literate citizens in a supportive K-12 learning environment where indigenous cultural knowledge is valued, applied, and perpetuated.</p>		

Objective: FIN. 2.1: Review and update the current Plan Draft ([Link](#))

	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	FIN.2.1.1: Establish a committee of highly motivated stakeholders to assist in finalizing Plan on the basis of the existing draft	SOS ED Oversight: Resource Development committee	SLK	Jun 2021	Sept 2021	1) Committee member list for fundraising	
2	FIN.2.1.2: Convene the committee to complete the Plan	ED/SOS Oversight: Resource Development committee	GB approval	Oct 2021	March 2022	1) The Sustainability Plan is completed	A summary of the Plan (excluding confidential or strategic info) is posted to the website
3	FIN.2.1.3: Compile a running Google Doc that will track contributors/community partners of Kawaikini	Communication Coordinator/GB	SASA	July 2023	Dec 2023	1) Google Doc is created and made accessible to relevant Kawaikini stakeholders for ongoing use	Community partners and contributors should be acknowledged regularly, e.g., annually in the State of the School report
4	FIN.2.1.4: Begin implementation of the Plan	ED/SOS Oversight: Resource Development committee	SLK	April 2022	June 2027	1) Annual summary of progress made under the plan is included in the annual State of the School report	Progress updates on the plan can be disseminated to parents at quarterly parent meetings.

Objective: FIN. 2.2: Conduct periodic review of the Plan for annual goals and progress							
	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	FIN.2.2.1: Create timeline for review of Plan progress	ED Oversight: GB President / Board Development committee chair		April 2022	June 2022	1) Timeline is created for inclusion in GB orientation materials presented annually to the GB	Timeline is included in GB orientation materials presented annually to the GB
2	FIN.2.2.2: Conduct annual training on the Plan for new and continuing GB members	ED, Resource Development committee members Oversight: GB President / Board Development committee chair	GB working meeting time	August 2021	annually in August	1) Annual overview and training is held. 2) Resource Development committee goals for the year are created aligned with the Plan's goals.	
3	FIN.2.2.3: Conduct annual review of the Plan for new and continuing GB members	ED, Resource Development committee members Oversight: GB President / Board Development committee chair	GB working meeting time	June 2022	annually in June	1) Annual summary of progress is presented to the GB by the Resource Development committee	State of the School includes overview of progress in implementing the Sustainability Plan

GOAL ORIGIN	COM.1: Strengthen the school by developing and supporting internal and external stakeholder groups.	Alignment to other goals:
GB Strategic Plan		Charter Contract
Rationale:		WASC 2020
<p>Me ka pa'a ma ka 'ike kūpuna ma ka 'ōlelo Hawai'i, e mālama ai ke kula 'o Kawaikini (M-12) i kaiapuni kāko'o a i kaiapuni a'o, ma ka 'ōlelo Hawai'i a me ka 'ōlelo Pelekānia nō ho'i, kahi e minamina, ho'ohana, a ho'omau 'ia ai nō ho'i ka 'ike ku'una 'ōiwi.</p> <p>Grounded in the Hawaiian language, Kawaikini NCPCS will create a productive community of bi-lingual and bi-literate citizens in a supportive K-12 learning environment where indigenous cultural knowledge is valued, applied, and perpetuated.</p>		

Objective: COM.1.1: Support students of the School.

	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
				start	finish		
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>			<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	COM.1.1.1: Identify and pilot strategies to develop positive relationships between elementary and secondary students	Pouhana Student Council Advisor Student Services Committee	Kumu kokua committee meeting time	Jan 2022	May 2022	1) List of strategies is complete 2) Student survey results for positive school climate/sense of belonging is equal or above the state average 3) Student survey results for relationships established between student body ("Creating Community") is at or above the state average	
2	COM.1.1.2: Analyze the new Student ILP system and evaluate its effectiveness in optimizing our students' learning experience. [CAP II. A]	Student Services committee Pouhana Oversight: Academic Director	Committee assigned for evaluation	Mar 2023	July 2023	1) Student ILP evaluation document is complete including measurable outcomes for effectiveness 2) Updated procedures for the ILP system is included in the level of services section of the employee handbook 3) Plan for maintaining and improving ILP implementation is added to the level of services section of the employee handbook	
3	COM.1.1.3: Formalize a system for student recognition activities	Secondary Pouhana Student Council Student Council Kumu Chair	Budget \$ for student activities position assigned to lead	Sept 2024	May 2025	1) Quarterly assemblies dates for student achievement recognition are listed on school calendar 2) Identify a space/method to host assemblies for K-12 3) A list of recognitions per grade level is accessed on the internal website	Piko announcements, newsletter
4	COM.1.1.4: Develop a positive behavior interventions support system	Academic Director Counselor	PD with staff on system, Budget for school-wide posters, student incentives, etc.	Jan 2024	May 2024	1) Positive intervention system document is accessible in a centralized location and includes roles and responsibilities of staff 2) Student referrals are entered into a digital tracking system for monitoring of reduction 3) Student responses on Surveys for behavioral interventions indicates satisfaction	

Objective: COMM. 1.2: Support relations with community organizations.							
	Implementation Steps	Person(s) Responsible	Resources Needed	Timeline		Outcome(s)	Communication
	<i>What actions lead to accomplishing the goal?</i>	<i>Name / Title</i>	<i>personnel, financial, PD, etc.</i>	<i>start</i>	<i>finish</i>	<i>How do we know the action has been accomplished?</i>	<i>How do we communicate progress to all members of school stakeholders?</i>
1	COM.1.2.1: Conduct routine reporting to stakeholders	Executive Director SASA Oversight: GB Communication committee	ED	Dec 2022	Apr 2023	1) ED annual calendar lists dates for routine reporting to stakeholders 2) ED report to Governing Board lists completion of stakeholders report	State of the School report
2	COM.1.2.2: Strengthen relationships through ‘ohana activities and regular, open communication between school, students, and ‘ohana to increase student achievement. (SW7) [C.A.P.I. J]	Nā Hulu Makua SASA Executive Director Oversight: GB Parent Relations	Funding for family engagement activities	October 2021	May 2022	1) Identify annual activities that build relationships 2) List measurable goals of how activities impact student achievement; list is accessible on the internal website	‘Ohana flyers NHM reports