Goal 1: Improve Student Achievement through Standard-Based Education

Rationale
Student performance data reflects progress made toward core-content. Redesigned courses and instructional practices have resulted in improved student achievement but there is much progress to be made. Teachers have increased small group instruction for students, closely aligned courses to standards, and included a variety of course assessments (including experimental research design). Teachers will collect data on student participation and achievement and develop courses that engage students through relevant course content.

Implementation Process						Supervision		Resources		
Strategic Actions (Tasks)	Measures	Timeline	Annual Benchmarks (Growth Targets)	Enabling Activities (Assess & Monitor Progress)	Outcomes (Evaluate Progress/ Evidence)	Lead	Reporting Department (Academic, Technology, Finance)	Source	Name	Cost
1.1 All teachers are highly qualified to teach all subject areas.	Increase the percent of highly qualified teachers (HQT) in all core and elective areas.	2017 - 2029	100% returning core & elective teachers expected to be HQT and emergency hires to be placed in SATEP (3 new hires SY25-26 emergency hire/non-HQT projected to be by SY27-28)	School-supported pre-service and in-service opportunities	Increased faculty completion of HQT requirements and licensure Returning faculty are all HQT	Teachers Curriculum Director	Academic Finance	Payment of PRAXIS fees	PRAXIS	Varies

Objective	Expected Outcome	Timeline	Measure	Activities	Activities	Responsible	Resource	Resource	Resource	Resource	Cost
1.2 Ensure K-12 standards-based curriculum alignment and additional training opportunities targeted by various departments schoolwide	Aligned standards-based lessons and assessments to state/national standards and benchmarks in all content areas. Meet all State, SPED/504 and counselor training expectations	2017 - 2029	100% alignment of K-12 student work samples in all core content areas; 100% compliant with all mandated requirements	Professional Development in response to necessary interventions	Differentiated lesson planning strategies and interventions for small group instruction. Teachers will refine and update standards-based assessments yearly. Staff will participate in trainings and workshops as required.	K-12 teachers; SPED Dept.; Counselors; Administrators; Curriculum Director	Academic; Finance	Technology	Internet	Canvas; Zoom; In person training/workshops	$$$
1.3a Improve reading and writing proficiency and increase performance of students in elementary	Cumulative elementary student performance in reading and writing	2023-2029	Increase scores by 3% in reading and writing each year on statewide assessments. 100% of elementary teachers will utilize supplementary resources in resource room yearly	Elementary teachers will incorporate resources for Foundation classes (SY2023-24) and remedial support classes attached to monthly class requirements (SY2024-25); Elementary parents may review, borrow or buy inventoried materials from elementary resource room	Assess and determine K-6 student placement each new year. Track student progress.	Elementary teachers; Elementary Admin	Academic; Finance; Technology	Mentorship; Materials; Internet	In-house; Various vendors; Canvas		

1.3b Improve reading and writing proficiency and increase performance of students in secondary	Cumulative secondary student performance in reading and writing	2023-2029	100% of secondary ELA teachers will participate in course redesign and modification	Secondary courses will customize curriculum provide greater variety of assessments, deeper analysis, more open-ended and personalized responses, and provide more individualized teacher feedback.	Determine remaining secondary courses to be redesigned. Implement necessary modifications Redesigned 7th grade Leadership course SY2024-25	Secondary ELA teachers Curriculum Director	Academic Finance Technology	Mentorship Materials Internet	In-house Various vendors MS Office Canvas	
1.4 Increase the number of 8th graders who are proficient in Algebra 1	Number of 8th graders showing proficiency on a standardized Algebra 1 exam, typically completed in the 9th grade	2017-2029	Increase number of proficient students each SY.	Determine baseline of students passing EOC Algebra 1 exam	Implement Pre- Algebra and Algebra 1 curriculum with 7th and 8th graders respectively.	Math Department Secondary Counselor Testing Coordinator Curriculum Director	Academic	Apex Learning Math Forge Algebra 1A/1B		
1.5 Develop student proficiency in original inquiry-based experimental research design.	Cumulative student performance on the Science portion of the Hawaii State Assessment and EOC	2017-2029	Improve student performance each year. Update year by year scores	Develop progressive science educational experiences.	Introduce students to applied science research potential off campus field trips and redefine hands-on opportunities on-campus	Science teachers (K-12)	Academic Finance	Field trips and lab materials	Various vendors	TBD yearly $$$

1.6 Increase secondary student achievement in all core courses by modifying content and personalized opportunities to promote engagement and mastery	Increase the number of students participating and meeting or exceeding the requirements of assignments and assessments.	2023-2029	100% secondary core teacher participation in modifying courses and providing one-on-one support to help students meet and exceed required assignments and assessments	Analyze RFA data (SY2023-24) and Tutoring data (SY2024-25). Teachers determine what is working and not working. Provide Professional Development.	Incorporate a variety of assessments that include open ended and personalized responses, individualized teacher feedback, engaging group learning actvities and one-on-one support	Core teachers Secondary counselors Curriculum Director	Academic			
1.7 Continue to implement common and consistent strategies in both grading (rubrics, checklist, etc.) and scheduling of assignments (weekly plan, email, announcements, etc.).	Align all current and future rubrics and checklists with the standards being addressed. Provide specific feedback on student strengths and weaknesses that is relevant to the standards.	2025-29	Submit 3 rubrics or checklists and the standards they address to the Curriclulm office for review 2025-26.	Provide professional development on standards-based rubrics and checklists for all Core Teachrs. 2025-26. Revise deparment rubrics used for writing, presentations and reearch.	Continuously evaluate the specificity in the rubrics and checklists with student success on assignments/assessments. Go over each rubri/checklist c with students to ensure understanding of the requirements of the assignments/assessments.	All secondary teachers Curriculum Director	Academic			

1.8 Explore options to expand and modernize on-ground, face to face spaces		2017-2029	Reach 100% of goal each year	Evaluate effectiveness of space and programs offered Find at least one space per neighbor island	No. of course offerings More physical lab spaces with additional equipment Sites for neighbor island student use	Leadership Team	Academic Finance Technology	Per pupil and facilities allocation		

Goal 2: Provide comprehensive support for all students

Rationale
Availability of support services for all students at MBTA -- In order to reach both neighbor island students and Oahu students that do not have the means to access the MBTA campus, an online support program that offers learning/studying/personal skill building strategies has been created. The online support system, coupled with necessary face to face interventions and meetings will be used by faculty and staff as a resource for student use to address academic, personal, and post high school concerns. Providing these online and face to face opportunities will afford all students and parents access to more support services that are aimed at student achievement and growth.

Implementation Process						Supervision		Resources		
Strategic Actions (Tasks)	Measures	Timeline	Annual Benchmarks (Growth Targets)	Enabling Activities (Assess & Monitor Progress)	Outcomes (Evaluate Progress/ Evidence)	Lead	Reporting Department (Academic, Technology, Finance)	Source	Name	Cost
2.1a Improve online counseling program by providing students with access to the following resource: Time management and decision-making skills	Increase student ability to submit timely work and to utilize the school's resources to be academically successful	2017-2029	Decrease in quarterly "F" report Monitor grade checks/reports	Initial and follow up meetings with support team (student, parent /guardians, teachers, counselor, and administration if needed) CAP courses build time management skills, academic and career related decisions, and academic performance	Increase two-way communication Provide intervention strategies and support to improve student performance Continue to implement Online Support Program Improve time management and decision-making skills	College Counselor Secondary Counselors Student Service Coordinator	Academic Technology Finance	Internet	Canvas Zoom College & Career Website Maia Learning School Website	$$$
2.1b Improve online counseling program by providing students with access to the following resource: Assignment, Test Organization skill development	Enhance communication in preparation for standardized tests (SBA, EOC, ACT, PSAT) through clear expectations and procedures	2017-2029	Increase student participation for all standardized tests	Provide teachers with testing schedule to modify instruction (i.e.: physical rooms, due dates, etc.) Post updated information to Canvas Testing course shells Email students and parents	Improved grade level participation in all standardized tests	All teachers (K-12) Testing Coordinator	Academic Technology Finance	Internet	Canvas School Website	

2.1c Improve online counseling program by providing students with access to the following resource: Grade Level Promotion education leading to Graduation	Provide multiple methods for communicating grade promotion and graduation requirements	2017-2029	Maintain grade level promotion of at least 90% per grade level Maintain on-time graduation rate of 80%	Students complete CAP Progress Report Reflections and Report Card Reflections to determine and track academic progress towards graduation 9th - 11th students meet with secondary counselor to determine 4-year plan and monitor progress in Maia Learning	Improve grade level promotion in grades 7-12 and graduation rate	Registrar Secondary Counselor College Counselor	Academic Technology Finance	Internet	Canvas Zoom College & Career Website Maia Learning	
2.2 Plan, develop and implement a comprehensive college and career program	Prepare students for a successful post-secondary future	2018-2029	Increase student awareness of post-secondary opportunities Maintain college-going rate of 80% 100% of graduating class will submit at least one college application Increase number of students attending post-secondary education Implement a Dual Credit to Associate Degree pathway	Redesigning PTP and CAP courses to include college and career information Increase & monitor student/teacher (CAP Advisor) involvement Create College & Career website to improve communication regarding post-secondary opportunities among all stakeholders Redesign SAT Test Prep and ACT Test Prep courses Conduct virtual college visits Invite professionals to speak about their occupations Conduct in-house college workshops Incorporate information about GLO's & WASC in CAP courses	Utilize Maia Learning Platform to transmit documents for college applications and to track college-going data Increase student/teacher (CAP Advisor) engagement through bi-quarter check-in meetings and quarterly field trips Provide PD for staff in writing letters of recommendation Promote community partnerships through Guest Lecture Series using the ClimbHI portal Increase PSAT and ACT attendance Utilize scores as objective measure for student academic improvement by department.	College Counselor CAP Advisors	Academic Technology Finance	Internet PD	Canvas Zoom College & Career Website Maia Learning ClimbHI Hawaii Pacific University	

2.4 Develop a mentor program (New Student Training) for newly enrolled students to help with successful transition to an online environment.	Decrease the number of new students who disenroll in the 1st quarter.	2021-2029	75% of new students will pass their courses.	Frequently update training with new, relevant information based on surveys conducted	Update program yearly	Registrar Secondary counselor College counselor Secondary admin Current students	Academic Technology Finance	Internet	Canvas Gmail & IM Zoom Feedback from exit forms	
2.5 Increase teacher use of virtual class software in core subjects including foreign languages	Increase number of students receiving a C or better in subject area.	2017-2029	100% of secondary core courses and foreign languages will conduct weekly virtual classes	Schedule virtual class consistently with the least amount of scheduling conflicts	Collaborate logistics to meet target needs Review student performance data to improve quality of sessions	Registrar Content Teachers	Academic Technology Finance	Various vendors	Zoom	
2.6 Small group and/or individual tutoring sessions for struggling students.	Use performance data, and D/F grade checks	2017-2029	Increase the percentage of students passing their core courses SY2023-24 RFA SY2024-25 mandatory core subject Tutoring sessions and Study Hall SY2025-26 ??	Continue use and expand online interactive, self-paced program to address struggling learner skills in core areas.	Have struggling learners participate in these programs Use performance data to improve needs and acquire basic skills	Secondary teachers Cousnelors	Academic Technology Finance	Internet New room spaces	Zoom	

2.7 Increase opportunities for neighbor island students to participate.	Refine teacher visits as much as possible due to smaller staff and number of students, while still creating more avenues for social interaction between students and other school stakeholders.	2023-2029	Increased in-person student opportunities for socialization and virtual/interactive learning opportunities with the transformation of Room 201	Regular student attendance. Increased academic perfromance. New social interactive activities planned and implemented by teacher teams and participating students.	Inceased student attendance. Increased student academic performance.	Curriculum Director Secondary Counselors & Teachers Finance Director	Academic Technology Finance	Various vendors	Zoom	$$$

Goal 3: Continuously improve performance and quality

Rationale
Our virtual classrooms and online technologies are the primary avenues for teachers and students to communicate, collaborate and exchange instructional information. Nonetheless, teachers need ongoing training and support in current and new technologies to help support our core programs.

Implementation Process						Supervision		Resources		
Strategic Actions (Tasks)	Measures	Timeline	Annual Benchmarks (Growth Targets)	Enabling Activities (Assess & Monitor Progress)	Outcomes (Evaluate Progress/ Evidence)	Lead	Reporting Department (Academic, Technology, Finance)	Source	Name	Cost
3.1 Investigate/ Create other curriculum and assessment, and implement where appropriate	Ongoing implementation and development of new curriculum involving all secondary core content teachers	2017-2029	Investigate at least one new curriculum and/or assessment then implement as appropriate each SY	Frequently review and update curriculum	Actively assess the effectiveness of curriculum and assessment Research option	Curriculum Dept. All Core Depts.	Academic Technology Finance	Admin. Finance	APEX HDOE AP Math E-Dynamics Marth Forge UWorld AP	
3.2a School-wide PD planning to provide teachers with ongoing training and support	Identify curriculum and student support PD that align with school goals and student instructional needs	2023-2029	At minimum, one school-wide or division-wide (elementary and secondary) PD per year.	Per school calendar, the use of non-instructional teacher workdays to identify and plan for necessary PD to support this task.	Regular informal and formal meeting times to determine PD.	All secondary discipline/elective faculty. All grade level faculty & staff. Leadership Council.	Academic Technology Finance	Admin. Finance		$$$
3.2b Provide teachers with time and guidance to look at common learning expectations, rubric development, and assessing student work together.	Establish unique to division (elementary and secondary) non-instructional teacher planning time each week to review cross-grade, cross-discipline learning expectations, rubric development (as needed) and new assessments.	2023-2029	Develop working schedules to accommodate more division-wide planning.	Per school calendar, the use of non-instructional teacher workdays to identify and plan for necessary PD to support this task.	Informal teacher planning schedules that support this task. Mention SY2024-25 Leadership Whale Rider here	All secondary discipline/elective faculty. All grade level faculty & staff. Leadership Council.	Academic Technology Finance	Admin. Finance		$$$

Goal 4: Comprehensively and efficiently support school needs by integrating Academic, Technology, and Finance Department

Rationale
Support the school's foundational pillars and needs of our students under one umbrella.

	Implementation Process					Supervision		Resources			
Strategic Actions (Tasks)	**Measures**	**Timeline**	**Annual Benchmarks (Growth Targets)**	**Enabling Activities (Assess & Monitor Progress)**	**Outcomes (Evaluate Progress/ Evidence)**	**Lead**	**Reporting Department (Academic, Technology, Finance)**	**Source**	**Name**	**Cost**	
4.1a Operationalize WASC self-study - Academic Plan & Report	Address the role and function of focus groups and home groups; review the Acadmic Plan and self study report for each focus group	2021-2029	July 2025 - Accreditation Process Training; Spring 2025 - Home/Focus groups meet, review report and revise plan; Fall 2025 focus groups write self-study report; Spring 2026 host WASC Visiting Committee	Create a plan for Self-Study and next WASC visit; Conduct focus and home group meetings; refine academic plan; establish process for self-study and documentation of stakeholder involvement	Self-Study report, academic plan, schedule for self-study shared in Google docs with all school faculty/staff.	All teachers (K-12) Leadership Team	Academic	Existing documents	WASC Reports and Academic Plans		
4.1b Operationalize WASC self-study - Stakeholder Involvement, Governing Board	Include all stakeholder groups in Self-Study overview process	2021-2029	Regularly scheduled stakeholder involvement through meetings and recorded minutes	Schedule meetings and record minutes	Meeting minutes and survey results stored in Google docs	Members of the Governing Board	Technology Academic Finance	TBD			

4.2 Coordinate Technology Plan with Academic Plan and Financial Plan	Assess functionality of teacher and student hardware and software (Tech Audit) with respect to curricular needs	2021-2029	Update tranining resources in Staff Handbook; Provide new hardware on a routine basis	Follow refresh calendar dates	Laptop refresh every three years for staff and teachers.	IT Department	Technology Academic Finance	Existing documents	Varoius Vendors	$$$
4.3 Coordinate school's financial plan with Academic Plan and Technology Plan	Full financial support for academic and technology initiatives; Follow Commission Financial Performance Framework including annual CPA audit	2021-2029	Fully satisfy annual Financial Peformance Framework; Conduct annual external financail audit	Hawaii Public Charter School Commission Financial Performace Framework requirements	Monthly Finance report presented to Governing Board	Finance Department (GB oversight)	Finance Academic Technology	Hawaii Public Charter School Commission Contract; External Auditor approved by the Commision	CPA Audit	$$$
4.4 Monitor systems of support	Meet the additional responsibilities with State, District and AG's Office for increased appropriate management with Contentious Parents, SPED/504, and clarification on school policies	2023-2029	Conduct staff PD and participate in conferences/workshops	Provide yearly on-going updates	To meet deadlines provided by other State and Government Depts.	Leadership Team	Finance Academic Technology	WASC 2023 Report; Student and course surveys	Admin.	TBD