

Yinghua Academy 2014-2015 Continuous Improvement Plan

Annual Goals and corresponding Board Objectives & School Management Objectives based on Five-Year Strategic Plan (2011-2015)

Academics	Professional Development/ Human Resources	School Culture & Community	Organizational Sustainability
<p>ANNUAL GOALS</p> <ul style="list-style-type: none"> • Continuous progress in student achievement in reading and math as indicated by nationally-normed NWEA scores: <ul style="list-style-type: none"> a. Increase the percent of students (not including K & 1) scoring above the national median on the reading MAP <i>2013-14: 80% of students in grades 2-8 scored above the national median</i> b. Increase the percent of students scoring above the national median on the math MAP <i>2013-14: 90.7% of students in grades 1-8 scored above the national median</i> • Document assessment process for Chinese listening, speaking, reading, and writing using the YCT, SOPA, and other tools, and with 2012-2013 results, create benchmarks that will serve as a basis for continuous progress in future years • Develop an assessment for Chinese writing goals including rubrics or exemplars based on Yinghua Chinese writing curricular goals • Document alternative assessments such as presentations and portfolios to give a holistic picture of a student's abilities 	<p>ANNUAL GOALS</p> <ul style="list-style-type: none"> • 100% of staff* to receive professional development training, including leadership team, administrative team, and board (as required by Friend's contract) *for teachers, refer also to Q Comp goals <i>2011-12: 100% of staff received</i> <i>2012-13: 100% of staff received</i> <i>2013-14: 100% of staff received</i> • Retain at least 80% of eligible teachers that meet or exceed expectations based on Yinghua's professional standards including performance, participation, and value added beyond job description <i>2011-12: 81% of such teachers retained</i> <i>2012-13: 73% of such teachers retained</i> <i>2013-14: 94% of such teachers retained</i> • Develop and maintain internal and external pipeline of outstanding teachers as measured by staff survey*, number of referrals**, number of external relationships with graduate programs and other feeder groups, and number of applicants. <i>*Would you refer a friend: strongly agree + agree:</i> <i>2010-11 survey: 29%</i> <i>2011-12 survey: 74%</i> <i>2012-13 survey: 40%</i> <i>2013-14 survey: 74%</i> <i>**Begin to measure number of applicants for each open position and report number of referrals.</i> 	<p>ANNUAL GOALS</p> <ul style="list-style-type: none"> • Monitor and encourage Yinghua stakeholders' positive engagement with the school: <ul style="list-style-type: none"> o Staff <ul style="list-style-type: none"> i. Meet or exceed 80% satisfaction rate* (as required by Friends' contract through 2014) <i>2010-11 survey: 38%</i> <i>2011-12 survey: 97%</i> <i>2012-13 survey: 52%</i> <i>2013-14 survey: 93%</i> <i>*with employment: strongly agree + agree</i> ii. Improve staff's willingness to suggest ideas and improvements <i>2010-11 survey: 33%</i> <i>2011-12 survey: 79%</i> <i>2012-13 survey: 49%</i> <i>2013-14 survey: 69%</i> <i>*Comfortable bringing up ideas: strongly agree + agree</i> iii. Record staff's engagement in in school events o Students <ul style="list-style-type: none"> i. Achieve 95% attendance rate (as required by Friends' contract) <i>2010-11 : 96%</i> <i>2011-12 : 96%</i> <i>2012-13: 96%</i> <i>2013-14: 96.5%</i> ii. Meet or exceed 2013-2014 % of students enrolled in an after school program* <i>2012-13: 44%</i> <i>2013-14: 45%</i> 	<p>ANNUAL GOALS</p> <ul style="list-style-type: none"> • Achieve 16.4% fund balance by 6/30/15 as projected in the long-range budget model • Achieve enrollment of 635 students (for 2014-2015 at the end of the school year) as projected in the long-range budget model <ul style="list-style-type: none"> a. Meet or exceed the number of applicants for the 2013-2014 school year (1/1/13- 6/10/14) for Kindergarten and 1st grade. <i>2013-14: (KG): 189; (1st):11</i> b. Achieve 90% retention of K-7 students <i>2010-11: 92%</i> <i>2011-12: 90%</i> <i>2012-13: 89%</i> <i>2013-14: 89%</i> • Manage increased student population and facility size to minimize disruption and ensure safety • Develop and execute fundraising plan • Increase involvement and engagement with community groups, including Northeast Minneapolis, the local Chinese community, charter schools, and immersion schools

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<ul style="list-style-type: none"> • Determine appropriate comparative metric for reporting overall school performance • Maintain a reputation of excellence as a top Chinese immersion school in the United States (Recognized by Chinese education experts, conference participation, requests to visit and share expertise, etc.) • Fully articulate and document K-8 curricula in all subjects 	<ul style="list-style-type: none"> • Increase the percentage of teachers who are licensed or are working towards licensure <i>2013-14: (13 licensed teachers + 2 teachers working towards licensure)/37 total teachers = 40.5%</i> 	<p>*Participation in aftercare, enrichment, music, sports, and Lego League averaged over three terms</p> <p>iii. Develop a metric to measure student life participation</p> <ul style="list-style-type: none"> ○ Parents <ul style="list-style-type: none"> i. Meet or exceed 80% satisfaction rate* (as required by Friends' contract through 2014) <i>2010-11 survey: 86%</i> <i>2011-12 survey: 89%</i> <i>2012-13 survey: 81%</i> <i>2013-14 survey: 85%</i> *very satisfied + satisfied ii. Meet or exceed 2013-14 % of parents volunteering 4+ hours each year <i>2011-12 survey: 75%</i> <i>2012-13 survey: 68%</i> <i>2013-14 survey: 69%</i> iii. Identify parent educational events and begin to measure participation* iv. Meet or exceed conference attendance rate (required by Friends' contract beginning 2015) <i>2012-13 fall: 96%, spring: 95%</i> <i>2013-14 fall: 97%, spring: 95%</i> <p>* specific metrics to be determined</p>	
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<p style="text-align: center;">Board Objectives</p> <p>ACADEMIC COMMITTEE</p> <ul style="list-style-type: none"> • Approve criteria for monitoring continuous improvement of Yinghua student achievement by: <ol style="list-style-type: none"> a. understanding the MDE metric used for comparing MN public schools b. understanding criteria for comparing Chinese immersion schools in the United States c. understanding the metric for evaluating Chinese language learning • Quarterly academic reporting of metrics • Monitor the refinement of the curriculum map for Chinese language • Develop an Academic Committee calendar and communication plan 	<p style="text-align: center;">Board Objectives</p> <p>GOVERNANCE COMMITTEE</p> <ul style="list-style-type: none"> • Implement board development plan including orientation, training, and evaluation <p>PERSONNEL COMMITTEE</p> <ul style="list-style-type: none"> • Implement quarterly review process for CEO/Executive Director • Review and revise CEO/Executive Director job description • Oversee review and revision of administrative staff job descriptions • Develop Personnel Committee calendar • Establish regular HR reporting (e.g. staffing updates, personnel issues) 	<p style="text-align: center;">Board Objectives</p> <p>EXECUTIVE COMMITTEE</p> <ul style="list-style-type: none"> • Identify strategies for increasing community engagement through board communications <p>SURVEY TASK FORCE</p> <ul style="list-style-type: none"> • Review and evaluate different methods for soliciting feedback from staff, students, and parents 	<p style="text-align: center;">Board Objectives</p> <p>FINANCE COMMITTEE</p> <ul style="list-style-type: none"> • Establish target surplus goal and a date for achieving it • Contract with a consultant to conduct a review of the school’s finances to identify any areas of opportunity that will improve the school’s financial position • Successfully complete the bond assumption by YBC from Educational Properties–Yinghua before the end of FY 2015 • Enhance the financial statements with financial consultant and provide summary and analysis for the Board • Refine operations dashboard to include other areas such as academics, facilities, development as they relate to school finances • Develop a process plan with defined responsibilities for the board, school management, and financial consultant • Refine the Finance Committee calendar <p>GOVERNANCE COMMITTEE</p> <ul style="list-style-type: none"> • Develop plan for board member and committee member recruitment and succession

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		<ul style="list-style-type: none">• Develop advocacy plan with respect to teacher licensing and admissions parity• Formalize and standardize policy review process <p>FACILITIES COMMITTEE</p> <ul style="list-style-type: none">• With the Owner’s Representative, monitor construction schedule and budget, and communicate project information as necessary• Identify and prioritize renovation and construction needs beyond what can currently be included in the bond <p>DEVELOPMENT COMMITTEE</p> <ul style="list-style-type: none">• Develop long-term fundraising plan• Determine a solution for database cultivation and continuity• Cultivate prospects of major donors• Exceed 2013-2014 donations for two of the school’s annual giving campaigns: Give to the Max (\$34,000) and Red Envelope (\$40,000)• Exceed (\$TBD) for additional donations beyond those campaigns and campaigns run by YACA• Work with YACA to utilize the Yinghua Academy Foundation for revenue generation• Set fundraising goals for the school and support administration with development guidance
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<p>School Management Objectives</p> <ul style="list-style-type: none"> • Exceed Friends academic goals as outlined in the charter: <ul style="list-style-type: none"> a. Math MCA 82.8% <i>2013-2014: 88.8%</i> b. Reading MCA 84.8% <i>2013-14: 78.9%</i> c. Science. MCA 66.7% <i>2013-14:83.6%</i> d. NWEA MAP > 75% above the national median <i>2013-14 Math: 90.7%</i> <i>2013-14 Reading: 80%</i> • Continue to refine DDI process with teachers • Implement and refine the Chinese immersion strategies from sources such as internal seasoned teachers and experts in the field • Fully document the K-8 scope and sequence for the Chinese Language Arts curriculum • Fully refine the 2-8 scope and sequence for the English Language Arts curriculum • Devise a readiness checklist for English for students entering Grade 2 and distribute to parents • Align the Chinese and English KG-8 scope and sequence where appropriate 	<p>School Management Objectives</p> <ul style="list-style-type: none"> • Implement professional development plan for all teaching staff with focus on continuous development through PLC's and Q Comp goals, and education in American classroom culture • Implement yearly professional development plan for all non-teaching staff and administrators determined by performance review goals • Submit professional development plans to board at October meeting, then submit to Friends in required report format by 12/15 • Document approach to salary and benefits relative to competition; identify gap and brainstorm policy or funding ideas to minimize the gap 	<p>School Management Objectives</p> <ul style="list-style-type: none"> • Approve and implement plan for communicating values and beliefs in collaboration w/ Board • Refine org chart document yearly to help community navigate who to go to for specific types of questions (one version for staff, one for parents) with expected communication standards at the top • Develop communications plan (analyze effectiveness of various forms of communication; modify or implement new methods to best meet the needs of the Yinghua community; document who is responsible, deadlines and frequencies, audience, and medium for each topic, including newsletter, website, email, folders, etc.) • Ensure continued success of Kindergarten experience for all families, with a retention goal of 95% <i>Retention from 2012-13: 96%</i> <i>Retention from 2013-14: 96%</i> • Define metrics for measuring engagement of students, parents, and staff and report to board on an ongoing basis • Issue family handbook by 9/1 • Develop Yinghua's point of view on character education 	<p>School Management Objectives</p> <ul style="list-style-type: none"> • Continue to explore high school options for first full immersion students and work closely with families to advise • Refine technology master plan • Act as key liaison to facilities project manager through design and build process regarding program decisions • Establish processes to ensure accurate and consistent data collection that can be easily formatted into useful reports for decision-making

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<ul style="list-style-type: none">• Continue the development of the program description, academic scope and sequence, and course design of the middle school program• Increase parent/family awareness of Yinghua’s academic goals for students at each grade level with effective access to a parent handbook that includes a scope and sequence of content in each subject area• Continue to network and collaborate with other charter and Chinese immersion schools on a national level			
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