

Linkages Chart for the Process (How) Questions for School Improvement Planning

Student and Stakeholder Focus

1. How does the school involve stakeholders in determining the needs of students and stakeholders?
2. How does the school determine the academic needs of all students and subgroups of students using disaggregated data?
3. How does the school determine and anticipate the changing requirements and expectations of current and future students and stakeholders to support long-range planning?
4. How does the school determine levels of student and stakeholder satisfaction/dissatisfaction as a means for identifying opportunities for improvement?
5. How does the school build positive relationships with students and stakeholders?
6. How does the school address student and stakeholder concerns (e.g., complaint management)?

Leadership

1. How does the leadership develop the school's vision, mission, Core Values/ Best Practices, and performance expectations, ensuring student and stakeholder involvement?
2. How are the school's vision, mission, Core Values/Best Practices, goals/ objectives, and performance expectations communicated to the staff, students, and parents?
3. How are the school's vision, mission, Core Values/Best Practices, goals/ objectives, and performance expectations monitored? How is that information used for continuous improvement?
4. How does the leadership create an environment to enhance Core Values/Best Practices, leadership capacity and the professional learning community/ school learning system? (See Chapter 2, Building the School Culture.)
5. How does the leadership create an organizational learning system to support the school improvement plan's goals/ objectives and action plans?
6. How does the leadership model quality principles and processes?
7. How are the leadership and organizational systems evaluated for effectiveness and improvement?

Faculty and Staff Focus

1. How does the school plan for staff involvement to analyze, align and define education and training needs in relation to school and classroom goals/ objectives?
2. How does the school design and deploy education and training for its adult learners?
3. How does the school evaluate the effectiveness of education and training on teaching in the classroom and on student achievement? How does the school sustain the outcomes of the education and training of staff that have value for student achievement?
4. How is the school organized and managed to focus on the school's goals/objectives?
5. How does the school motivate and enable staff to develop and utilize their full potential?
6. How does the school provide feedback to staff about their performance in relation to school goals/ objectives and action plans?
7. How does the school recognize the staff for meeting student achievement of goals/objectives?
8. How does the school determine the staff's well-being and levels of satisfaction/dissatisfaction? How does the school develop a culture focused on continuous improvement and performance excellence? (vision/mission, Core Values/Best Practices, leadership capacity, professional learning community/school learning system – See Chapter 2, Developing the School Culture)

Strategic Planning

1. How does the school develop, review, and evaluate goals/objectives, engaging all stakeholders (or representatives) in the process?
2. How does the school develop strategic, measurable goals/objectives based on the current and future needs and expectations of students and stakeholders?
3. How does the school achieve alignment among county, school, and classroom goals/objectives? How do classroom goals/objectives support the school's strategic goals/objectives?
4. How does the school develop action plans in response to goals/objectives?
5. How does the school support alignment of Professional Development Plans with the school's strategic goals/objectives?
6. How does the school identify milestones, data points, targets, and formative and summative assessment tools aligned with goals/objectives? (Linkage to "Organizational Performance Results" and "Measurement, Analysis and Knowledge Management" Categories.)

Process Management

1. How are key processes designed, defined, and deployed to support and sustain the SIP goals/objectives and actions within each category?
2. How are key processes aligned and integrated to maximize efficiency?
3. How is the PDSA cycle used for continuous improvement?
4. How are quality tools used to enhance the participation of staff and facilitation of processes?

Organizational Performance Results

1. How does the school identify data points, targets, and summative assessment tools that will assess student achievement in relation to the school's goals/objectives?
2. How does the school determine the achievement of students and subgroups of students towards goals/objectives? (Include trend data, as available.)
3. How does the school compare its results with similar schools within and outside the school system? How does the school determine schools for benchmarking?
4. How will the school determine student and stakeholder satisfaction/dissatisfaction? (Include trend and disaggregated data, as available.)
5. How does the school determine the current levels and trends in staff satisfaction/dissatisfaction and well-being? (Include trend and disaggregated data, as available.)
6. How will the school determine the effectiveness of the education and training of all staff members to meet the school's goals/objectives and improve teaching and learning?
7. How will the school determine the effectiveness of its leadership and organizational systems?
8. How well have the processes and systems been defined, designed, and deployed? How does the school use results to improve the school and guide the school improvement planning process? How does the school report key performance and process results to all stakeholders?

Measurement, Analysis, and Knowledge Management

1. How does the school share, analyze, and provide performance data to stakeholders?
2. How does the school select and/or develop multiple sources of formative assessment tools, aligned with goals/objectives and summative tools, for frequent monitoring of school performance?
3. How does the school gather, analyze, and integrate data and information about student, classroom and school performance to make decisions and drive instruction?
4. How does the school use data for continuous improvement including corrective, rapid action, if needed?
5. How does the school ensure the quality, timeliness, availability security and confidentiality of data and information?
6. How does the school use comparative data and information? How does the school measure itself against top performing schools (benchmarking)?