

Action plan-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Community #1

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships, and mentoring throughout the organization.

Specific Result: Map the coaching and mentoring assets that respond to the needs of families within a specific area of the community by creating a central hub.

Action Steps

1. Identify a “hub” of 3-5 elementary schools, 1 middle school and 1 high school.
2. Conduct a needs assessment of the families that are represented within identified “hub”.
3. Identify businesses, agencies, individual capacities and services that are available within the hub that can facilitate coaching and mentoring for families that need services.
4. Develop a capacity assessment for identified agencies.
5. Develop a rubric to define the criteria of a coaching/mentoring relationship.
6. Form partnerships with the network to coordinate family activities (for example: community garden, health services, homework support, internships etc.)

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Community #1

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships, and mentoring throughout the organization.

Specific Result: Map the coaching and mentoring assets that respond to the needs of families within a specific area of the community by creating a central hub.

Costs	Benefits
Tangible: Personnel Legal Expertise Supplies for Map Meeting Venue Expense for Meeting Hospitality	Tangible: Asset Map Rubric Criteria
Intangible: Time	Intangible: Increased Community Collaboration Deepened Community Unity

Action plan-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Community #2

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships, and mentoring throughout the organization.

Specific Result: Create a resource directory to communicate services that are available within hub and update quarterly.

Action Steps
<ol style="list-style-type: none">1. Categorize the network by services offered.2. Format and print the directory.3. Disseminate the directory through multiple means. For example, websites, hard copy, school events, various community groups, etc.4. Update Directory quarterly (for example: June, September, January and March)

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Community #2

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships, and mentoring throughout the organization.

Specific Result: Create a resource directory to communicate services that are available within hub and update quarterly.

Costs	Benefits
Tangible: Personnel Printing Web development Indirect/office costs—phones, materials, supplies	Tangible: Directory
Intangible: Increased Workload Time	Intangible: Facilitating families in accessing needed services Healthier community

Action plan-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Community #3

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships, and mentoring throughout the organization.

Specific Result: A Community University will be established as a mechanism for families to receive coaching and mentoring services.

Action Steps
<ol style="list-style-type: none">1. Identify a location within the hub.2. Program will be developed based on the needs assessment.3. Coaches and mentors will then be identified.4. Plan events based on family need and requests.5. Market The Community University.6. Evaluate and adapt the university after each event, no less than annually.

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Community #3

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships, and mentoring throughout the organization.

Specific Result: A Community University will be established as a mechanism for families to receive coaching and mentoring services.

Costs	Benefits
Tangible: Facility, Venue, Location Hospitality (food, childcare) Materials and Supplies Marketing Personnel	Tangible: Improved student achievement and graduation rates
Intangible: Time Increased Workload	Intangible: Facilitating families in accessing needed services Healthier community Leadership, Collaboration being developed in the community Greater dissemination of information.

Action plan-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Staff #1

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: All administrators will be trained and mentored on how to build their staff's capacity for recognizing and/or administering quality first instruction, instructional leadership, and positive customer service at the school site or department.

Action Steps

1. Complete needs assessment on knowledge of recognizing and/or administering quality first instruction, instructional leadership, and positive customer service at the school site or department.
2. Identify and investigate effective, research-based models to provide a trainer of trainers program in the areas stated above.
3. Focused training provided throughout the year to supervising administrators (such as principals, ACIIs, directors) on recognizing and/or administering quality first instruction, instructional leadership and positive customer service at the school site or department.
4. Supervising administrators (such as principals, ACIIs, directors) will provide training to their respective staffs based on the training that they have received.
5. Supervising administrators (such as principals, ACIIs, directors) will model best practices for staff and provide follow up support.
6. Create mentoring clusters (both like and un-alike groups) to provide an opportunity for walkthroughs, dialogue, sharing out, providing feedback, and reflection)
7. Create quarterly benchmarks to analyze progress and assess needs.

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Staff #1

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: All administrators will be trained and mentored on how to build their staff's capacity for recognizing and/or administering quality first instruction, instructional leadership, and positive customer service at the school site or department.

Costs	Benefits
Tangible: Curriculum Location Trainers	Tangible: Less discipline Higher student achievement Lower drop out rate More student engagement Use of focused instructional strategies in all areas of the organization. Common language, vocabulary, strategies to provide for vertical alignment.
Intangible: Time to create needs assessment Time to create benchmarks Time to create clusters	Intangible: Self-Esteem and Morale Positive school culture Higher District Morale

Action plan-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Staff #2

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: Certificated staff will be provided with coaching/mentoring in successful, research-based instruction through professional development, modeling and mentoring with observation, reflection, and self-evaluation.

Action Steps
<ol style="list-style-type: none">1. Create and implement a needs assessment.2. Define and identify research-based instructional methods including the tenets of first instruction, lesson plan implementation, engagement strategies.3. ACIIs/Principals/Coaches will be identified and provided training in the chosen methods.4. A trainer of trainer models will be used at schools during the MOU staff development time. All staff will be trained.5. Develop a system to allow teachers to model and be observed by their peers with an opportunity to reflect on and self-evaluate their own teaching practices.6. Provide further opportunities for academic coaching/support to teachers with specific needs through recommendation and self-referral.7. Monthly review of academic data to determine areas of focus and needs.

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Staff #2

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: Certificated staff will be provided with coaching/mentoring in successful, research-based instruction through professional development, modeling and mentoring with observation, reflection, and self-evaluation.

Costs	Benefits
Tangible: Curriculum Location Trainers Staff Technology	Tangible: Less discipline Higher student achievement Lower drop out rate More student engagement Use of focused instructional strategies in all areas of the organization. Common language, vocabulary, strategies to provide for vertical alignment.
Intangible: Time to create needs assessment Time for training	Intangible: Self-Esteem and Morale Positive school culture Higher District Morale

Action plan-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Staff #3

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: All staff will be trained in creating a safe and positive culture for mentoring and coaching that allows for positive communication and feedback.

Action Steps

1. Identify, research and choose a research-based model of creating positive school culture (i.e.: Muhammad, DuFours, Lezotte)
2. Assign someone to provide a trainer of trainer models for the chosen model.
3. Create and administer a needs assessment which pinpoints what it means to have a safe and positive school culture.
4. Disaggregate and use results to identify and prioritize strengths and weaknesses to create goals.
5. Create training goals and outcomes.
6. Develop Accountability Measures such as benchmark protocols and surveys to measure success:
 - Walkthrough data
 - Student achievement data
 - PBS data
 - Customer service surveys (administered quarterly)
 - Staff surveys (administered quarterly)
7. Provide training to supervising administrators on how to create positive school culture and how to provide constructive feedback.
8. Supervising administrators will identify leadership team/key personnel to implement practices.
9. Provide an outlet for staff responses and reflections (ie: parking lot strategy, SWOT, exit cards etc.)
10. Report on Accountability measures routinely and provide support on areas that show need.

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Staff #3

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: All staff will be trained in creating a safe and positive culture for mentoring and coaching that allows for positive communication and feedback.

Costs	Benefits
Tangible: Curriculum Location Trainers Staff Technology	Tangible: Less discipline Higher student achievement Lower drop out rate More student engagement Use of focused instructional strategies in all areas of the organization. Common language, vocabulary, strategies to provide for vertical alignment.
Intangible: Time to create needs assessment Time for training	Intangible: Self-Esteem and Morale Positive school culture Higher District Morale Staff sharing and contributing in staff development Parent morale increase Safer environment to make change.

Action plan-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Staff #4

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: All classified/non-identified staff will be provided training to be mentored and/or to mentor others to build human capacity to best serve the students and parents in a positive and safe culture.

Action Steps

1. Identify, research and choose a research-based model of creating positive school culture and mentoring program.
2. Assign someone to provide a trainer of trainer models for the chosen model and schedule trainings.
3. Create and administer a needs assessment that pinpoints what it means to have a safe and positive school culture. The following are examples:
 - Customer service
 - Telephone customer service
 - Interpersonal communication skills
 - Time management
 - Follow-up, follow through
 - Conflict resolution, de-escalation
 - Instructional strategies for classroom staff
4. Disaggregate and use results to identify and prioritize strengths and weaknesses to create goals.
5. Create training goals and outcomes.
6. Conduct staff trainings through trainer of trainer model at sites and departments.
7. Create and administer benchmarks, surveys to collect data on effectiveness of training and implementation.
8. Provide an outlet for staff responses and reflections (i.e.: parking lot strategy, SWOT, exit cards etc.)
9. Report on Accountability measures routinely and provide support on areas that show need.

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Staff #4

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: All classified/non-identified staff will be provided training to be mentored and/or to mentor others to build human capacity to best serve the students and parents in a positive and safe culture.

Costs	Benefits
Tangible: Curriculum Location Trainers Staff Technology Sub Pay	Tangible: Greater ownership of role at school or department. Decreased disciplinary issues Increased student achievement Better customer service
Intangible: Time to create needs assessment Time for training Time for data disaggregation	Intangible: Self-Esteem and Morale Positive school culture Higher District Morale Feeling part of a team Parent morale increase Safer environment to make change.

Action plan-*Coaching and Mentoring*

Strategy Number: III **Plan Number:** Student #1 **Date:** 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: SBCUSD will ensure that all staff will be trained in engaging with students in an mentor/coach relationship and exhibiting a high standard of professionalism and customer service.

Action Steps
<ol style="list-style-type: none">1. A curriculum or model of coaching/customer service will be identified or developed to train staff. For example, Character Counts.2. A rubric will be developed that establishes what the standard of professionalism and customer service looks like as a staff member when engaging with students and/or community members in a coaching/mentoring relationship.3. A rubric will be established that measures the common vocabulary and standards for mentoring students at all sites based on the chosen model.4. All staff will be trained through a trainer of trainer model at sites and departments.

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Student #1

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: SBCUSD will ensure that all staff will be trained in engaging with students in an mentor/coach relationship and exhibiting a high standard of professionalism and customer service.

Costs	Benefits
Tangible: Training Time and Cost Materials for curriculum or effective models	Tangible: Improved communication between sites, parents and staff. Increased graduation rates and student achievement. Common vocabulary when talking about coaching and mentoring.
Intangible: Frustration of staff due to higher expectations and additional training.	Intangible: Self-Esteem Connection to School and feeling of involvement

Action plan-*Coaching and Mentoring*

Strategy Number: III **Plan Number:** Student #2 **Date:** 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: Each school site will implement a mentoring/coaching program, focusing on all students during the transition years (5-6, 6-7, 7-8, 8-9, 9-10) that will address student needs, including but not limited to areas of peer to peer, student to adult, academic, social and career/college.

Action Steps
<ol style="list-style-type: none">1. A needs assessment will be developed for all sites to administer to students, parents and staff at school sites regarding the areas of greatest need for mentoring.2. School site will designate the individual (s) to implement transition program during the school day.3. Complete the needs assessment to determine student needs and issues at each school site.4. Develop program materials and curriculum based on needs assessment at school site.5. Recruit students, staff, and community mentors to participate in the transitional program.6. Conduct teacher/admin training sessions on the mentoring program.7. Create benchmark tools to monitor program progress.

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Student #2

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: Each school site will implement a mentoring/coaching program, focusing on all students during the transition years (5-6, 6-7, 7-8, 8-9, 9-10) that will address student needs, including but not limited to areas of peer to peer, student to adult, academic, social and career/college.

Costs	Benefits
Tangible: Training Time and Cost Materials for curriculum or effective models	Tangible: Improved communication between sites, parents and staff. Increased graduation rates and student achievement.
Intangible: Frustration of staff due to higher expectations and additional training.	Intangible: Self-Esteem Connection to School and feeling of involvement

Action plan-*Coaching and Mentoring*

Strategy Number: III **Plan Number:** Student #3 **Date:** 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: All SBCUSD students will have access to a mentor as all school sites will establish a mentoring program during the school day where students can receive immediate and long term assistance on academic and social deficiencies at an early stage through student mentors, adult mentors, coaches, and professionals.

Action Steps

1. School sites will designate the time period of the day that will be devoted to mentoring/coaching students, expanding upon the transitional program established in Student Action Plan #2. (For example, an embedded advisory program within each school site)
2. School sites will designate a person to oversee the implementation of the mentoring time.
3. Develop and complete student needs assessment.
4. Identify effective mentoring programs and curriculums, using philosophies such as the “40 developmental assets” to guide decision-making.
5. Students will be identified through multiple measures (staff and teacher referral, grades, attendance, student behavior data, parent- and self-referral).
6. Declare goals and objectives of the mentoring period to school site stakeholders.
7. Develop and implement benchmarks to progress monitor results.

Cost-Benefit Analysis-*Coaching and Mentoring*

Strategy Number: III

Plan Number: Student #3

Date: 11/27/12

Strategy: We will strengthen human capacity through systems of coaching, internships, externships and mentoring throughout the organization.

Specific Result: All SBCUSD students will have access to a mentor as all school sites will establish a mentoring program during the school day where students can receive immediate and long term assistance on academic and social deficiencies at an early stage through student mentors, adult mentors, coaches, and professionals.

Costs	Benefits
Tangible: Learning Center Program Staff Extension of School Day Enrichment Periods Assessment Cost Marketing Cost Materials Cost	Tangible: Less discipline Higher student achievement Lower drop out rate Greater school participation College Preparedness Career Preparedness
Intangible: Additional work duties Frustration or anxiety in change of job duties or expectations. Increased workload Time	Intangible: Self-Esteem and Morale Positive school culture. Connection to School and feeling of involvement