Performance Management Plan (PMP) Template

Applicant Name: CASA Academy

Indicator (check one): _____Math __X___Reading **Duration of the Plan:** Begins July 1 and continues for two years

Measure	Metric	Expected/Predicted Baseline Based on Enrollment of Target Population	Annual Target For The Plan
State standardized assessment data (school average)	Percent (%) of students who score proficient on the State standardized assessment	69%	Meet or demonstrate sufficient progress toward the Academic Performance Expectations as set and modified periodically by the Board
	Average student growth percentile (SGP) on the State standardized assessment.	48	

Applicant does not edit sections in grey

STRATEGY I: Provide and implement a curriculum that improves student achievement.

Action Steps	Timeline	Responsible Party	Evidence of Meeting Action Steps	Cost and Budget Line Item
1. Using Arizona Common Core reading standards, PARCC blueprints and sample test items (as available), create pacing guides that organize grade level Common Core Standards for grades K-2 that will ensure that all students reach CASA Academy's goals. These documents will guide all instruction at CASA Academy.	January 2014-April 2014	Academic Director and Director of Students and Operations	• Pacing guides for each grade level, K-2, available for teacher use (Pacing guides contain all Arizona Common Core reading standards for corresponding grade levels)	Director/Principal, Y1: $60,000 each
2. Create benchmark assessments to be administered two times per year (grade 2 only).	Y1: N/A Y2: July 2015	Y1: Academic Director	• Two benchmark assessments for grade 2 (Benchmark assessments contain Common Core Standards aligned to the pacing guide. Benchmark test items meet or exceed the level of the Arizona Common Core Standards.)	Director/Principal, Y1: $60,000 Y2: $63,000

3. Research, identify, and purchase curriculum resources.	Initial resources by June 2014. Additional resources to be purchased on an as-needed basis throughout the school year.	Academic Director (with input from teachers, when appropriate)	• Curriculum materials • Receipts of curriculum purchases	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each Curriculum & Resource Materials, Y1: $48,846.70 Y2: $39,995.98
4. Through a rigorous selection process, hire highly effective teachers to implement data-driven instruction based on CASA Academy's educational philosophy and mission.	Y1: Five teachers by July 2014 Y2: Four additional teachers by July 2015	Academic Director and Director of Students and Operations	The following documents are on file at CASA Academy: • Signed teacher offer letters • Teacher resumes and application materials • Copies of teacher certificates • Copies of college/university transcripts • Copies of teacher Fingerprint Clearance Cards Additionally the following documents are kept as verification of teacher effectiveness: • observation/coaching conversations documentation • student data reports • teacher formal evaluations	Director/Principal, Y1: $60,000 each Y2: $63,000 each Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each
5. In grade level teams, form unit plans and assessments that align to the Arizona Common Core Standards and CASA Academy's pacing guides and	First two unit plans and assessments	Teachers (with assistance from Academic Director as	• Unit plans • Assessments (Unit plans and assessments align to the Arizona Common Core	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education,

benchmark assessments (when applicable).	to be completed by August 1st. Other units and assessments completed at least one week in advance of teaching unit.	needed)	Standards and CASA Academy's pacing guide and benchmark assessments. Units meet or exceed the rigor of the standards and are created at least one full week prior to the beginning of each unit.)	Y1: $33,000 each Y2: $33,971 each
6. Using unit plans and assessments, write rigorous daily lesson plans designed to increase student achievement.	First lesson plans to be completed by July 31. (Plans created at least two days prior to teaching a lesson).	Teachers (to be reviewed by Academic Director)	• Rigorous daily lesson plans • Student data records	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each SAIS Software, Y1: $11,000 Y2: $7,700
7. Evaluate the effectiveness of CASA Academy's curriculum using student achievement data on unit and/or benchmark assessments.	Quarterly—October 8, January 28, April 22, and July 1. Additional quarterly dates will be included in Y2.	Academic Director and Teachers	• Student data records that show unit and/or benchmark assessment scores. • Summary assessment results report broken down by standard (85% of students meet or exceed on all CASA Academy benchmarks. If 85% or more of students do not meet or exceed, the Academic Director and teachers will immediately evaluate and implement changes that must be made to the curriculum to ensure students master the standards	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each SAIS Software, Y1: $11,000 Y2: $7,700

			covered on each benchmark.)	
8. Revise curricular materials to adjust instruction based on identified needs from assessment results.	Quarterly—October 8, January 28, April 22, and July 1. Additional quarterly dates will be included in Y2.	Academic Director and Teachers	• Revised curriculum pacing guide • New curriculum materials purchased as needed	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each

STRATEGY II: Develop and implement a plan for monitoring the integration of the Arizona Academic Standards into instruction.

Action Steps	Timeline	Responsible Party	Evidence of Meeting Action Steps	Cost and Budget Line Item
1. Design and implement a schedule that allows for 210 minutes of daily reading instruction aligned to the Arizona Common Core Standards.	By January 2014	Academic Director and Director of Students and Operations	• Schedule for each grade level that allows for 210 minutes of daily reading instruction	Director/Principal, Y1: $60,000 each Y2: $63,000 each
2. Create a formal evaluation rubric and an informal observation rubric to evaluate integration of Arizona Common Core Standards within reading instruction.	January-March 2014	Academic Director	• Formal evaluation rubric • Informal observation rubric	Director/Principal, Y1: $60,000 Y2: $63,000
3. Create CASA Academy handbook that outlines procedures for lesson planning, including integration of Arizona Common Core Standards within reading instruction.	January-March 2014	Academic Director and Director of Students and Operations	• CASA Academy Handbook with relevant section included	Director/Principal, Y1: $60,000 each Y2: $63,000 each
4. Provide teachers with copies of the pacing guide and staff handbook for CASA Academy.	July 2014	Academic Director and Director of Students and Operations	• Signed agreement from all teachers stating that handbook and pacing guides were received	Director/Principal, Y1: $60,000 each Y2: $63,000 each
5. Create unit plans and assessments that align with CASA Academy's	First two unit plans	Teachers (to be reviewed by	• Unit plans	Director/Principal, Y1: $60,000

pacing guide and integrate Arizona Common Core reading standards.	and assessments to be completed by August 1st. Other units and assessments completed at least one week in advance of teaching unit.	Academic Director)	• Unit Assessments (All unit plans and assessments align to the Arizona Common Core Standards and CASA Academy's pacing guide.)	Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each
6. Using unit plans and assessments, write rigorous daily lesson plans that integrate the Arizona Common Core reading standards.	First lesson plans to be completed by July 31. (Plans created at least two days prior to teaching a lesson).	Teachers (to be reviewed by Academic Director)	• Rigorous daily lesson plans	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each
7. Create and implement a schedule for weekly observations of each teacher to ensure integration of Arizona Common Core reading standards.	Weekly while school is in operation, beginning August 1st.	Academic Director and Director of Students and Operations	• Observation schedules for each week (Schedules are created strategically to ensure that all teachers are observed at least once a week and receive additional support as needed.) • Observation forms with recorded notes	Director/Principal, Y1: $60,000 each Y2: $63,000 each
8. Conference with teachers to provide feedback on integration of standards into instruction.	Weekly while school is in operation, beginning	Academic Director and Teachers	• Coaching Conversation schedules for each week • Observation forms with recorded notes and notes on	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education,

	August 1st.		next steps for teachers	Y1: $33,000 each Y2: $33,971 each
9. Administer unit assessments that are aligned to the Arizona Common Core reading standards.	Immediately following each unit (typically every 2-4 weeks)	Teachers	• Student assessments • Unit data reports that indicate student mastery level for each standard	Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each SAIS Software, Y1: $11,000 Y2: $7,700
10. Analyze assessment data to determine the effectiveness of integrating Arizona Common Core reading standards within instruction. Make revisions as necessary based on student data.	Immediately following each unit (typically every 2-4 weeks)	Teachers and Academic Director	• Unit data reports that indicate student mastery level for each standard • Revised pacing guides and lesson plans (as needed)	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each SAIS Software, Y1: $11,000 Y2: $7,700

STRATEGY III: Develop and implement a plan for monitoring and documenting student proficiency.

Action Steps	Timeline	Responsible Party	Evidence of Meeting Action Steps	Cost and Budget Line Item
1. Administer reading benchmark assessments (DIBELS Next and DRA2) three times per year (schedule differs based on grade level).	August, February, and June	Academic Director and Teachers	• School calendar indicates assessment dates • Student DIBELS Next assessment booklets • Student DRA2 score sheets • Report of all student scores for DIBELS Next and DRA2	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each Curriculum & Resource Materials, Y1: • Assessment: DIBELS Next Student Benchmark Booklets, $262.25 • Assessment: DIBELS Next Assessor Booklets $47.45 • Assessment: DRA K-3 Kits $2,114.85 Y2: • Assessment: DIBELS Next Student Benchmark Booklets, $472.05 • Assessment: DIBELS Next Assessor Booklets $56.94 • Assessment: DRA K-3 Kits $1,691.88 SAIS Software, Y1: $11,000 Y2: $7,700
2. Set ambitious end-of-year individual growth goals for students based off of current levels.	Annually, every August	Academic Director and Teachers	• Report of all student scores for DIBELS Next and DRA2 (Growth goals included in report)	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each

3. Progress monitor student reading growth using DIBELS. Adjust guided reading group instruction based on data.	Bi-weekly during school year	Academic Director and Teachers	• Progress monitoring scores entered • List of guided reading groups	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each Curriculum & Resource Materials, Y1: Assessment: DIBELS Next Progress Monitoring Booklets $248.75 Y2: Assessment: DIBELS Next Progress Monitoring Booklets $447.75 SAIS Software, Y1: $11,000 Y2: $7,700
4. Administer the Stanford 10 test to second grade students as mandated by the State of Arizona.	Y2: April 2016 (no second grade students in Y1)	Academic Director and Teachers	• Score report including achievement data	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each Tests provided by ADE.
5. Throughout each lesson, implement several "checks for understanding" to ensure that students are mastering content. If students are not mastering content, adjust instruction accordingly.	Daily, during the school year	Teachers	• Daily lesson plans that include "checks for understanding" • Observation notes demonstrating "checks for understanding" were or were not observed	Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each
6. At the end of each direct instruction lesson, give and analyze one final "check for understanding" so that the teacher may ascertain which students are ready to move on to independent practice and to identify those who require more guided practice. Based on	Daily, during the school year	Teachers	• List of students who did not master final "check for understanding" and received additional instructional support	Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each

analysis of "check for understanding," teacher will work with students who require additional support.				
7. Assess students at the end of each instructional unit and analyze student data in data meetings.	First two unit plans and assessments to be completed by August 1st. Other units and assessments completed at least one week in advance of teaching unit.	Teachers and Academic Director	• Student assessments • Unit data reports that indicate student mastery level for each standard	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each SAIS Software, Y1: $11,000 Y2: $7,700
8. Include unit assessment data on academic dashboard and share with governing board members during monthly meetings.	Monthly or bi-monthly (report prepared at least one week prior to governing board meetings)	Academic Director	• Dashboard that displays unit assessment data	Director/Principal, Y1: $60,000 Y2: $63,000 SAIS Software, Y1: $11,000 Y2: $7,700 Office Technology Equipment, (Assumes directors will have already purchased laptops in 2013.) Y1: $299.99+ $29.80 (tax), each Y2: $299.99 + $29.80 (tax), each
9. Based on data analysis at data meetings, teachers and the Academic Director will determine and plan intervention and enrichment groups (to occur during Acceleration block) to ensure that all students are on the road	Immediately following each unit (typically every 2-4	Teachers and Academic Director	• Unit data reports that indicate student mastery level for each standard • List of intervention and enrichment groups	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each

to content mastery.	weeks)		• Plans for intervention and enrichment groups	Y2: $33,971 each Curriculum & Resource Materials, Y1: $48,846.70 Y2: $39,995.98 SAIS Software, Y1: $11,000 Y2: $7,700
10. Conduct intervention and enrichment groups (during Acceleration).	Immediately following each unit (typically every 2-4 weeks)	Teachers	• Lesson plans • Observation notes indicating implementation of intervention and enrichment groups	Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each
11. Re-assess students in the intervention group.	Immediately following the conclusion of Acceleration units	Teachers	• Student assessments • Unit data reports that indicate new levels of student mastery for each standard	Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each SAIS Software, Y1: $11,000 Y2: $7,700
12. Conduct reading comprehension benchmark assessments (grade 2 only).	Y1: N/A Y2: Grade 2, September, January	Teachers and Academic Director	• Benchmark assessments • Data reports that display student performance levels on each standard assessed	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each SAIS Software, Y1: $11,000 Y2: $7,700
13. Analyze data from reading comprehension benchmark assessments in grade-level teams. Based on data, plan further interventions for students.	Y1: N/A Y2: Grade 2,	Teachers and Academic Director	• Benchmark data reports that indicate new levels of student mastery for each standard	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education,

	September, January			Y1: $33,000 each Y2: $33,971 each SAIS Software, Y1: $11,000 Y2: $7,700
14. Monitor and adjust plan for documenting student proficiency. Make immediate changes to improve this system as necessary.	Quarterly—October 8, January 28, April 22, and July 1. Additional quarterly dates will be included in Y2.	Teachers and Academic Director	• Revised assessments (as needed)	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each

STRATEGY IV: Develop and implement a professional development plan that supports effective implementation of the curriculum.

Action Steps	Timeline	Responsible Party	Evidence of Meeting Action Steps	Cost and Budget Line Item
1. Schedule and prepare for professional development regarding reading instruction throughout the school year.	Y1: April 2014-July 2014 Y2: April 2015-July 2015	Academic Director and Director of Students and Operations	• School calendar with scheduled professional development dates • Professional development outlines and/or plans	Director/Principal, Y1: $60,000 each Y2: $63,000 each
2. Create a formal evaluation rubric and an informal observation rubric to evaluate teacher performance.	By July 2014	Academic Director and Director of Students and Operations	• Formal evaluation rubric • Informal observation rubric (Rubrics include specific criteria that will drive student achievement at CASA Academy.)	Director/Principal, Y1: $60,000 each
3. Create a formal evaluation rubric to evaluate the effectiveness of the Academic Director and Director of	By July 2014	Academic Director, Director of Students and	• Formal evaluation rubric	Director/Principal, Y1: $60,000 each

Students and Operations on an annual basis (to be used by the Governing Board).		Operations, and Governing Board		No additional cost required; Responsibility assumed within scope of Governing Board role.
4. During initial summer professional development, provide professional development relating to reading instruction at CASA Academy. At this professional development, teachers will gain an understanding of the Arizona Common Core Reading Standards, the Daily Five and CAFÉ frameworks, guided reading, vocabulary instruction, phonics instruction, comprehension instruction, and appropriate pacing that aligns with the pacing guide at CASA Academy. Teachers will also be trained on unit planning and assessment creation at CASA Academy.	July 2014	Academic Director	• School calendar with scheduled professional development dates • Professional development outlines and/or plans (Professional Development sessions include all components necessary for successful implementation of the CASA Academy reading curriculum.)	Director/Principal, Y1: $60,000 Curriculum & Resource Materials, Y1: Reading Curriculum and Resources, Professional Resources, $500 Y2: Reading Curriculum and Resources, Professional Resources, $900
5. Observe and coach teachers on a weekly basis to ensure proper implementation of the chosen reading curriculum at CASA Academy. During observations and coaching conversations target one area for growth based on individual teachers' needs. This area for growth will be the focus of future observations and will be changed once the teacher has demonstrated mastery of the targeted area for growth.	Weekly during the school year	Academic Director and Director of Students and Operations	• Observation schedules for each week (Schedules are created strategically to ensure that all teachers are observed at least once a week and receive additional support as needed.) • Observation notes • Plan that includes actions necessary for teacher growth	Director/Principal, Y1: $60,000 each Y2: $63,000 each
6. Provide ongoing professional development to teachers based on need as determined by the Academic Director, the Director of Students and Operations, teachers, and student achievement data. This professional development will differ based on individual teacher needs and may	Weekly during the school year	Academic Director and Director of Students and Operations	• Records of all teacher observations and coaching conversations • Plan that includes actions necessary for teacher growth	Director/Principal, Y1: $60,000 each Y2: $63,000 each Curriculum & Resource Materials, Y1: Reading Curriculum and Resources, Professional Resources, $500 Y2: Reading Curriculum and Resources,

include whole-staff professional development, individual coaching, co-teaching, and/or observations of other teachers.				Professional Resources, $900
7. Provide scheduled common planning time for teachers to collaborate with their grade level teams to plan for instruction, make modifications to unit plans, and share best practices for teaching reading.	Weekly during the school year	Academic Director and Director of Students and Operations	• Schedule that allows for 40 minutes of collaborative time every day	Director/Principal, Y1: $60,000 each Y2: $63,000 each
8. Conduct data meetings in which grade level teams and the Academic Director analyze data and make modifications to instruction to increase student learning. In these meetings, additional areas for teacher support will be identified so that meaningful professional development can be provided.	Immediately following each unit (typically every 2-4 weeks)	Academic Director and teachers	• Student assessments • Unit data reports that indicate new levels of student mastery for each standard • Plans for intervention and enrichment groups	Director/Principal, Y1: $60,000 Y2: $63,000 Teacher—Regular Education, Y1: $33,000 each Y2: $33,971 each
9. Conduct eight student early release days for teacher professional development throughout the course of the academic school year. The focus of these professional development days is to increase student achievement. Topics will be determined based on teacher need and student data.	Y1: Aug. 27, Sept. 17, Oct. 8, Dec. 17, Jan. 28, April 22, May 20, July 1 Y2: 8 days, (dates TBD)	Academic Director and Director of Students and Operations	• Calendar that allows for eight student early release days for teacher professional development • Professional development plans • Document that shows analysis of teacher and student data and perceived professional development needs	Director/Principal, Y1: $60,000 each Y2: $63,000 each Curriculum & Resource Materials, Y1: Reading Curriculum and Resources, Professional Resources, $500 Y2: Reading Curriculum and Resources, Professional Resources, $900
11. Conduct formal evaluations of teachers using created template and rubric.	Mid-Year (January) and End-of-Year (June)	Academic Director and Director of Students and Operations	• Schedule of formal teacher observations • Completed formal evaluation rubrics	Director/Principal, Y1: $60,000 each Y2: $63,000 each

12. Conduct formal evaluations of the Academic Director and Director of Students and Operations using created template and rubric.	Mid-Year (January) and End-of-Year (June)	Governing Board	• Schedule for formal evaluations • Completed formal observation rubrics	No additional cost required; Responsibility assumed within scope of Governing Board role.