Performance Management Plan (PMP) Template

Applicant Name: Create 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) for target population	Percent (%) of target students who currently score proficient on the State standardized assessment	68%	Meet or demonstrate sufficient progress toward the Academic Performance Expectations as set and modified periodically by the Board
	Average current target student growth percentile (SGP) on the State standardized assessment.	50	

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. Hire School Directors: one Director of Elementary Education and one Director of Secondary Education	De-facto leaders during Planning Year, to be officially approved by the board in January of 2015 and revised by January of every year thereafter.	Governing Board of Create Academy	• Directors will be hired to prepare Create Academy students for success in college, career, and society. Directors will be committed and trained to lead all staff and students to high levels of achievement. Hiring paperwork to be collected include: o Resumes o Official transcripts, and applicable certificates	In the Planning Year, School Directors will each earn a $60,000 salary, under the "Salaries: Director/Principal" line item. In the first year of operations, each School Director will earn $60,000, "Salaries: Director/Principal" line item, and in the second year of operations each School Director will earn $63,000, found under the

				"Salaries: Director/Principal" line item. This assumes a 3% raise based on meeting performance objectives.
2. Create a finalized academic calendar and daily instructional schedule that will meet the State of Arizona requirements for Reading instructional days and minutes	Begun in February of 2014, finalized in January of 2015, and revised by January every year thereafter.	Directors of Elementary and Secondary Education	• Calendar and daily instructional schedule distributed to parents of current and prospective students, as well as all staff and governing board members	There is no additional cost; this action step is part of the job description and compensation of the Directors.
3. Create a formal curriculum committee made up of curriculum writers, teachers, and the Directors of Elementary and Secondary Education	To begin by September of 2014, and to be fully formed by May of 2015.	Directors of Elementary and Secondary Education	• Curriculum committee's roles and responsibilities will be laid out in the School Policies handbook.	There is no additional cost; this action step is part of the job description and compensation of the Directors.
4. Hire exceptional curriculum writers to support Directors of Elementary and Secondary Education in creating Create curriculum maps, scopes and sequences for relevant grades (Y1: K-2 and 5-6) aligned to Arizona College and Career Ready Standards to provide an appropriate arts integrated curriculum that meets the state	To begin by September of 2014, and to be fully formed by May of 2015.	Directors of Elementary and Secondary Education	• Curriculum maps for grades K-2 and 5-6 • Scopes and sequences for grades K-2 and 5-6 and adding the appropriate grade levels each year thereafter until the school reaches K-12	Y1: $7,050 from the "Contracted Services: AIS" line item in the start-up year budget. There will be no additional cost for the Directors' participation, as this is already included in their salaries.

standards.				
5. Create Social Justice project prompts, presentation/performance expectations, and rubrics.	To begin by September of 2014, and to be fully formed by May of 2015.	Director of Secondary Education	• Database of grade level specific prompts tied to standards	There is no additional cost; this action step is part of the job description and compensation of the Directors of Secondary Education.

6. Hire Highly Qualified (HQ) teachers. One HQ Special Education Director/Teacher will be identified as well.
 	
All teachers will be aligned with the school's mission and educational philosophy, and will be qualified to follow Arizona College and Career Ready Standards in reading, and use data-driven assessments to inform instructional practices.
	By the first day of staff orientation and professional development, July 7, 2015, and by the first day of orientation and staff development each year thereafter.	Directors of Elementary and Secondary Education	• All teachers hired by deadline
			• Teachers will demonstrate alignment to mission and vision of school in short-answer questions to application, cover letter, resume, and teaching demo. and
			• Hiring paperwork
			  ○ interview responses
			  ○ essay questions
			  ○ demo lesson
			  ○ resumes
			  ○ official transcripts and applicable certificates and references
				There is no additional cost; this action step is part of the job description and compensation of the Directors.

7. Train teachers in the key arts integration and project-based curricular models of Create Academy, as well as the social justice and collaborative elements key to the success of the school's curriculum.	By the end of staff development, in July of each year.	Directors of Elementary and Secondary Education	• Professional development presentation documenting and training teachers • Sign-in sheets for summer PD • Teacher contracts	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.

8. Use ATI-Galileo to create annual diagnostic pre- and post-tests for appropriate grade levels (adding grade levels as the school grows) to measure student learning and achievement in reading over the course of the academic year.	By the end of staff development in July of every year.	Curriculum Committee	• Diagnostic pre-tests and post-tests for grades served, as well as revised diagnostic pre and post-tests	Year 1: $1,600; Year 2: $2,320; ATI-Galileo assessment software included under the line item, "AIS: Library Resources/Software."
9. Use ATI-Galileo to create reading standards-based formative assessments to be taken at the end of every unit.	Ongoing.	Teachers and Directors of Elementary and Secondary	• Copies of formative assessments • Student assessment data	There is no additional cost; ATI-Galileo will have already been purchased.
10. Use ATI-Galileo to create reading standards-based benchmark summative assessments through to be administered three times a year.	By the end of staff development in July every year.	Curriculum Committee	• Summative assessments developed through Galileo.	There is no additional cost; ATI-Galileo will have already been purchased.
11. Create and align the majority of its curriculum resources through the use of open-access and public-domain sources, and align a small assortment of purchased texts and educational resources.	By July of 2015, and July of every year thereafter.	Directors of Elementary and Secondary Education and Teachers.	• Links to all open-access and public-domain resources embedded within curriculum scopes and sequences and lessons • References to all purchased materials embedded in curriculum scopes and sequences and lessons	This expense is accounted for in the "Curriculum & Resource Materials" line item where $15 per student is budgeted for curriculum and resource materials.
12. Review reading curriculum throughout the year at least once a month during predetermined Professional Development/Data analysis days.	Ongoing.	Curriculum Committee	• Teacher feedback and reviewing student achievement during data analysis days • Revised curriculum maps for additional years	There is no additional cost; this action step is already a part of the job description of the teachers and Directors of Elementary and

				Secondary education.
13. Review and revise previous year's reading curriculum to ensure students' needs are met and the fidelity of the school's mission is continually reflected in the daily curriculum.	June of 2016 and June of every year thereafter.	Curriculum committee	• Written explanation of state of curriculum and steps taken to revise it • Revised curriculum	There is no additional cost; this action step is already a part of the job description of the teachers and Directors of Elementary and Secondary education.
14. Assess student data to determine students' developing reading proficiency, and intervene to provide necessary support, as per MOWR legislation in Arizona.	Ongoing.	Teachers and Director of Elementary Education	• Reading intervention policies in Curriculum and Instruction Handbook	There is no additional Cost; this action step is already a part of the job description of the teachers and Director of Elementary Education.

STRATEGY II: Develop and implement a plan for monitoring the integration of the Arizona's College and Career Ready Standards into instruction.

Action Steps	Timeline	Responsible Party	Evidence of Meeting Action Steps	Cost and Budget Line Item
1. Create a Curriculum and Instruction handbook that provides expectations, and guidelines for lesson plan creation and addressing academic standards.	By June 30, 2015 and revised in June of every year thereafter.	Directors of Elementary and Secondary Education	• Staff Handbook created and approved by the Governing Board • Staff Handbook referenced during summer professional development with teachers	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.
2. Create a School Policies Handbook that provides clarity about procedural and operational	By August 2014 and revised by the	Directors of Elementary and Secondary	• School Policies Handbook	There is no additional cost; this action step is part of the job description and

expectations of all staff members. The creation of this handbook will clarify policies such that teachers can spend the bulk of their time focusing on integrating Arizona's college and Career Ready standards into every instructional day.	end of July every year thereafter.	Education		compensation of the Directors of Elementary and Secondary Education.
3. Establish a project unit and lesson plan submission process such that School Directors can review and collect potential plans and projects on a rolling basis from teachers. This will facilitate the development of the school's database of projects.	By March of 2015, to be revised in March of every year thereafter.	Directors of Elementary and Secondary Education	• A free online submission process, perhaps Google Docs or Dropbox, will be outlined in the curriculum handbook.	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.
4. Create and design project units following Create Academy's curriculum map for reading. Upload those project units to a database where other sample reading project units and lesson plans exist to support teachers in integrating the standards, as well as support the Directors in monitoring the teachers' implementation of those standards.	By March of 2015, to be revised in March of every year thereafter.	Curriculum Committee	• Rubrics for project units and lesson plans- for grades K-2 and 5-6	There is no additional cost; this action step is already a part of the job description of the teachers and Directors of Elementary and Secondary education.
5. Create rubrics to evaluate reading project units and lesson plans	By March of 2015, to be revised in March of every year	Curriculum committee	• Dropbox account (or equivalent) with folders for sample projects and lessons aligned with reading	There is no additional cost; this action step is already a part of the job description of the teachers and Directors of Elementary

	thereafter.		standards	and Secondary education.
6. Create daily lesson plans within larger project units for reading following Create Academy's curriculum map for reading.	Ongoing: daily.	Teachers	• Teacher created lesson plans	There is no additional cost; this action step is already a part of the job description of the teachers.
7. Informally observe all teachers at least once every two weeks for implementation of Arizona's College and Career Ready standards and Create Academy's instructional model in daily classroom instruction.	Ongoing: at least once every two weeks for teachers.	Directors of Elementary and Secondary Education and Director of Special Education	• Two copies of written feedback, one copy provided to observed teacher and one copy kept in office for Directors' records • Specialized, written feedback from Special Education Director recorded on three copies: one for teacher, one for Directors, and one for Director of Special Education's records	There is no additional cost; this action step is already a part of the job description of Directors of Elementary and Secondary education.
8. Formally observe all teachers twice a year for implementation of Arizona's College and Career Ready standards and Create Academy's instructional model in daily classroom instruction.	At least twice a year for each teacher.	Directors of Elementary and Secondary Education	• Official copies of Evaluation Instrument	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.
9. Design a peer review process and accompanying rubric for co-teachers to provide informal feedback for each other to improve collaboration in the classroom.	By February of 2015 and every March in each year thereafter.	Directors of Elementary and Secondary Education	• Feedback rubric tool • Explanation of the process in Staff Policies handbook	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.

10. Design an age-appropriate process for students to evaluate teachers and project units.	By February of 2015 and every March in each year thereafter	Teachers	• An evaluation tool that is developmentally appropriate for various grade levels • Explanation of the process in Staff Policies handbook	There is no additional cost; this action step is already a part of the job description of the teachers.
11. Evaluate and revise instructional practices and reading units and lessons based on data analysis of assessments on a quarterly basis.	By September of 2015, and approximately every twelve weeks thereafter.	All instructional staff	• Schedule shows data analysis days each month • Lesson Reflection Notes for future years • Lesson plans focused on targeted standards	There is no additional cost; this action step is already a part of the job description of the Directors of Elementary and Secondary education.

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. Define the levels for mastery and proficiency for Arizona College and Career Ready reading standards.	By December 2014 and every summer thereafter	Directors of Elementary and Secondary Education	• Defined levels of mastery communicated to Governing Board and Teachers through training and handbooks	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.
2. Administer diagnostic reading assessments.	By August 2015 and every	Teachers	• Data reports from assessments, including ATI-Galileo	There is no additional cost; this action step is part of the job description and

	year thereafter			compensation of teachers.
3. Create school-wide goals for reading achievement by grade level.	By July 2015 and every year thereafter	Directors of Elementary and Secondary Education with approval from governing board.	• Governing Board minutes showing approved goals • Goals document	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.
4. Develop tools and process to monitor student achievement by reviewing data	By July 2015 and every year thereafter	Curriculum Committee	• Process will be included in school policies handbook • Tool for monitoring student achievement will be in Dropbox • Days set aside for data analysis and professional development	There is no additional cost; this action step is part of the job description and compensation of teachers.
5. Create and administer end-of-project unit summative assessments based on standards taught in each unit.	By August 2015 and prior to every semester thereafter	Teachers	• Teacher-created rubrics • Teacher feedback to students and progress reports to Parents and Directors	There is no additional cost; this action step is part of the job description and compensation of teachers.
6. Review portfolio assessments of comprehensive student work at the end of each semester.	By May 2016 and every year thereafter	Teachers	• Database to store student achievement information through SAIS • Ongoing teacher notes within the system	There is no additional cost; this action step is part of the job description and compensation of teachers.

7. Create a process for teachers to biweekly track students who have been identified as underachieving using formative assessment data.	By July 2015 and every year thereafter	Curriculum Committee	• Database to store information through SIS system. • Ongoing teacher notes within the system	There is no additional cost; this action step is part of the job description and compensation of teachers.
8. Teachers will use the data from their biweekly formative assessments and other student progress data to provide intentional intervention/enrichment acceleration instruction.	Ongoing	Teachers	• Teacher professional development agenda during Early Release Days • Assessment data, including intervention or enrichment progress	There is no additional cost; this action step is part of the job description and compensation of teachers.
9. Choose a student-tracking dashboard to easily analyze student data and share information with the Governing Board.	By July 2015 and every year thereafter	Directors of Elementary and Secondary Education	• Student tracking (student information system) database	Y1: $5,000; Y2: $7,000 SAID Software line item in the Three-Year Budget.
10. Monitor and adjust instruction based on assessment data.	Ongoing.	Teachers	• Student assessment data report • Printed reports of student achievement scores and progress provided by teachers at weekly PD meetings	There is no additional cost; this action step is part of the job description and compensation of teachers.

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

Action Steps	Timeline	Responsible	Evidence of Meeting Action	Cost and Budget Line Item

		Party	Steps	
1. Identify and register for training workshops and conferences nationwide that align with Create Academy's curricular and instructional model	Throughout planning start-up year and ongoing thereafter	Directors of Elementary and Secondary Education	• Payments of conference and training fees • Purchased plane tickets • All applicable receipts	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education, and accounted for within the Membership Dues, Registrations, and Travel line item in the Start-Up and Three-Year Budgets.
2. Formalize knowledge and skills learned from conferences to ensure teachers and students benefit from administrator trainings	By July 2015 and ongoing thereafter	Director of Secondary Education	• Organized binders that house received learning materials, notes, and plans	There is no additional cost; this action step is part of the job description and compensation of the Director of Secondary Education.
3. Create a list of learning outcomes for training teachers in the summer prior to the first day of school.	By July 2015 and every year thereafter	Curriculum Committee	• Formalized list of learning outcomes, printed	In Y1: this cost will be included in the salaries of the Directors of Elementary and Secondary Education, as well as the teachers' hiring package salary. In Y2: this cost will be included in the salaries of the Directors of Elementary and Secondary Education, and will also cost, $7,500, to pay three teachers a stipend in the summer. This will come from line item,

				"AIS Contracted Services."
4. Develop the training and professional development workshops, as well as daily agendas for every day of the summer's teacher training.	By July 2015 and every year thereafter	Director of Secondary Education	• Daily agendas • Applicable presentation materials (powerpoint presentations, prezis, handouts, etc.)	There is no additional cost; this action step is part of the job description and compensation of the Director of Secondary Education.
5. Develop a structure for weekly staff meetings.	By July 2015 and every year thereafter	Director of Secondary Education	• Staff meeting structure laid out in Staff Policies Handbook	There is no additional cost; this action step is part of the job description and compensation of the Director of Secondary Education.
6. Develop a system that allows teachers to provide requests and feedback about weekly staff meetings and monthly professional development days.	By July 2015 and ongoing thereafter	Director of Elementary Education	• Staff Policy handbook • Teachers' documented feedback in the form of emails or surveys	There is no additional cost; this action step is part of the job description and compensation of the Director of Elementary Education.
7. Develop a structure for monthly professional development days, as well as a tentative schedule of training content.	By July 2015 and every year thereafter	Directors of Elementary and Secondary Education	• Staff Policy handbook • Projected calendar of future professional development	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.
8. Complete regular, informal, and unannounced observations of all teaching staff.	Ongoing	Directors of Elementary and Secondary Education	• Copies of rubrics and all written feedback will be kept in personnel files	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.

9. Provide regular feedback to teachers in response to the informal and unannounced observations.	Ongoing	Directors of Elementary and Secondary Education	• Copies of all Directors' feedback to teachers will be kept in a confidential binder in each Director's office	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.
10. Complete formal teacher observations at least twice a year	Ongoing	Directors of Elementary and Secondary Education	• Official copies of the evaluation instrument and all accompanying paperwork will be kept in confidential personnel files	There is no additional cost; this action step is part of the job description and compensation of the Directors of Elementary and Secondary Education.