Performance Management Plan (PMP) Template

Applicant Name: **Early Career 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	86	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.	53.6	

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 Highly Qualified teachers. Candidates will be assessed for compatibility with the schools educational philosophy and operating approach during the hiring process. Reading teachers must demonstrate proficiency with in AZ Common Core Standards in Reading. Reading teachers must be willing to engage in ongoing professional development and be willing to participate in various school activities related to student achievement.	July 2015, ongoing as needed	Executive Director	• New hires in place • Documented cultural compatibility forms completed • Teacher evaluations will demonstrate ongoing participation in student achievement activities • Professional development file completed and appropriate given the teachers performance	No additional cost. Executive Director is charged with all ECA hiring. Will use the resources of the EMO to source and screen candidates. EMO costs are included in EMO management fee.
2. Identify needed programs.	Initial work completed;	Executive Director and EMO	• Program Development and approval research	No additional cost. Part of the Executive Director and ECA

	additional work is to be completed July 2015 – August 2015; thereafter ongoing as needed		• Program Outlines • Program enrollments both for ECA and for ITT Tech Tempe • Graduate employments both for ECA and for ITT Tech • PAC meeting feedback	governing board job duties. EMO costs are included in EMO management fee.
3. Develop courseware based on the vision and expertise of subject matter experts and instructional designers that meets the AZ Common Core Standards in Reading.	Initial work completed; additional work is to be completed July 2015 – August 2015; thereafter ongoing as needed	Executive Director with the ECA Reading teachers and the EMO Curriculum Development Team	• Courseware including syllabus, instructors guide, assessments and instructor resources for course delivery	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.
3. Compile matrix consisting of comprehensive standards, program level outcomes, and course and lesson objectives that allow ECA to meet the AZ Common Core Standards in Reading.	Initial work completed; additional work is to be completed July 2015 – August 2015; thereafter ongoing as	Executive Director with the Reading teachers and the EMO Curriculum Development Team	• Complete curriculum mapping for all objectives • Curriculum matrix • Assessment data reports that show students are proficient in AZ Common Core Standards in Reading	No additional cost. Executive Director is charged with all ECA hiring. Teachers must review standards and teach to them. Will use the resources of the EMO to source and screen candidates. EMO costs are included in EMO management fee.

	needed			
4. Identify resource materials to assist with curriculum implementation.	July 2014 – August 2014; thereafter ongoing	Executive Director and teachers with the assistance of the EMO Curriculum Development Team and Publishers	• Resource bank • Free source documents in secure, shared storage • Compiled list of possible resources	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.
5. Identify and integrate adaptive learning tools into courseware to enhance student learning outcomes.	April 2015, thereafter ongoing	Executive Director and teachers with the assistance of the EMO Curriculum Development Team	• Courseware including syllabus, instructors guide, assessments and instructor resources for course delivery	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.
6. Convene a curriculum development committee comprised of content experts and teachers to assess and, if necessary, recommend and develop revisions for curriculum.	June 2015, Each trimester	Executive Director and teachers with the assistance of the EMO Curriculum Development Team	• Description of committee responsibilities • List of committee members • Email correspondence • Student assessment results versus AZ Common Standards in Reading • Curriculum feedback from teachers	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.
7. Plan specific formative assessment strategies into curriculum units and create formal assessment schedule for formative and summative unit assessments including a review	June 2015, annually	Executive Director and teachers with the assistance of the EMO Curriculum	• Lesson plans include formative assessments • Assessment rubrics • Assessment schedule	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.

schedule.		Development Team		
8. Analyze student performance data. Analysis plan established in step 5. Teachers review formative assessment weekly. All teachers meet bi-weekly to review formative assessment data and summative (if available). Quarterly, ED and teachers meet to review student progress. Annual review occurs during the summer and inform the Professional Development schedule.	August 2015, weekly, bi-weekly, quarterly, annually	Executive Director and teachers with the assistance of the EMO Curriculum Development Team	• Reports in secure, shared storage • Student data • Schedule and attendance sheet for Professional Development or in-service training	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.
9. Update curriculum and program(s) based on student performance data and student survey feedback.	December 2015, each trimester	Executive Director with the assistance of the EMO Curriculum Development Team and the Curriculum Committee	• Curriculum committee meeting minutes • Student surveys • Curriculum work orders • Revised courseware	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.
10. Determine the success of the curriculum and program using student performance data, benchmarks, and surveys including employer surveys from SPE's and employment.	June 2015 (after first year of operation) June 2016 (after first graduating cohort), annually	ECA governing board, Executive Director	• Curriculum review report and revision suggestions • Board meeting minutes	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.

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 standard lesson plan template that requires integration of the Arizona C&CR Standards.	July 2015; Review, revise annually as needed	Executive Director with the assistance of the EMO Curriculum Development Team	• Lesson Plan Template	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.
2. Create a rubric for lesson plan review that evaluates the alignment between lesson and Arizona C&CR Standards.	July 2015	Executive Director with the assistance of the EMO Curriculum Development Team	• Lesson Plan Rubric	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.
3. Compile matrix consisting of comprehensive standards, program level outcomes, and course and lesson objectives.	Material portion completed, remaining to be completed by July 2015	Executive Director with the assistance of the EMO Curriculum Development Team	• Matrix	No additional cost. Part of the Executive Director and teacher job duties. EMO costs are included in EMO management fee.
4. Conduct informal and formal, announced and unannounced classroom observations.	August 2015, ongoing as needed based on assessment results	Executive Director	• Classroom observation feedback	No additional cost. Part of the Executive Director job duties.
5. Review and provide feedback on	August	Executive Director	• Annotated lesson plan	No additional cost. Part of the

lesson plans and observed classroom performance.	2015, biweekly		review rubric • Classroom observation feedback	Executive Director job duties.
6. Evaluate and revise instructional strategies based on observed classroom performance and standards-based student achievement data.	December 2015, each trimester	Executive Director, Teachers	• Collaborative working group action plan	No additional cost. Part of the Executive Director and teacher job duties.
7. Evaluate instructor and student performance data against Campus and Institutional Effectiveness Plans and identify correctives. Campus and Effectiveness Plans are related to post-secondary requirements but can be used to improve ECA student learning in Reading and other areas.	December 2015, each trimester	ECA governing board, Executive Director	• Instructor evaluations • Student performance data • Campus Effectiveness Plan • Institutional Effectiveness Plan • Meeting minutes	No additional cost. Part of the Executive Director and EMO duties. EMO costs are included in EMO management fee.
8. Evaluate and revise instructional monitoring plan based on feedback and performance measurements.	June 2015, annually	Executive Director, Teachers	• Survey results • Revised instructional monitoring plan	Part of the Executive Director and EMO duties. EMO costs are included in EMO management fee.

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. Establish goal for the achievement of mastery in Reading based on AZ standards; teachers buy-in.	July 2015	Executive Director, teachers	• Written goal	No cost
2. Administer diagnostic assessments. Evaluate students' pre-existing knowledge of AZ Common Core Standards in Reading using computer-based testing.	August 2015, semi-annually	Executive Director	• Student pre-course evaluation data • Matrix comparing pre-course evaluation data to Arizona standards and stated learning outcomes	Built into ECA curriculum and part of budgeted per student curriculum fee. EMO costs are included in EMO management fee.
3. Conduct formative assessments to assess student performance on AZ Common Core Standards for Reading.	August 2015, daily as needed	Executive Director, Teachers	• Formative assessments • Formative assessment results	No additional cost. Part of the Executive Director, teacher and EMO duties. EMO costs are included in EMO management fee.
4. Conduct summative assessments at the end of each unit of study to assess student performance on AZ Common Core Standards for Reading.	August 2015, weekly as needed	Executive Director, Teachers	• Summative assessments • Summative assessment results	No additional cost. Part of the Executive Director, teacher and EMO duties. EMO costs are included in EMO management fee.
5. Review assessments results to determine student progression and opportunities for student improvement. As needed, modify instructional methods, implement supplemental learning and identity individual students needing individual instruction.	Bi-weekly each academic year	Executive Director, Teachers	• Protocol for examining student work • Student formative assessment data • Meeting minutes • Initiatives in place to improve student learning • Updated lesson plans and instructional methods	No additional cost. Part of the Executive Director and teacher duties.

5. Conduct summative assessment (comprehensive exam) at the end of each trimester to assess student performance on AZ Common Core Standards for Reading.	November 2015, each trimester	Executive Director, Teachers	• Summative assessment (comprehensive exam) • Summative assessment (comprehensive exam) results	No additional cost. Part of the Executive Director, teacher and EMO duties. EMO costs are included in EMO management fee.
6. Evaluate student performance against stated learning outcomes and Arizona standards using summative assessment data.	November 2015, each trimester	Executive Director, Teachers	• Assignment rubrics • Student summative assessment data • Matrix comparing summative assessment data to stated learning outcomes and Arizona standards • Meeting minutes	No additional cost. Part of the Executive Director and teacher duties.
7. Evaluate Strategy III in order to determine if negative performance deviations were captured by plan. Review to determine if performance can be improved through additional or alternative monitoring.	July 2016, annually in July	Executive Director	• Meeting notes • Revised Strategy III documents	No additional cost. Part of the Executive Director, teacher and EMO duties. EMO costs are included in EMO management fee.

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. Develop yearly professional development plans for each teacher. For new teachers use previous experience and development activities to inform plan. For existing teachers use student performance results and formal observations from previous classes to inform plan.	July 2015, annually, as needed for new hires	Executive Director	• Faculty Professional Development Plans	No additional cost. Part of the Executive Director duties.
2. Conduct professional growth activities related to improving or expanding teachers' subject matter expertise. Alternatively, teachers can attend professional growth activities outside of the ECA and submit documentary evidence of the growth activity.	July 2015, ongoing as needed	Executive Director	• Professional growth activity documentation	No additional cost. Part of the Executive Director and teacher duties.
3. Conduct in-services focused on classroom delivery and management, teaching methodology, and best practices as prescribed by assessment results and classroom observations.	November 2015, each trimester	Executive Director	• In-service recording or minutes • Attendance record	No additional cost. Part of the Executive Director duties.
4. Provide product knowledge training for new classroom technology and/or courseware.	November 2015, each trimester, as needed	Executive Director	• Meeting minutes • Attendance record	No additional cost. Part of the Executive Director and EMO duties. EMO costs are included in EMO management fee.

5. Provide training on specific Arizona standards and high school requirements.	August 2015, ongoing as needed	Executive Director	• Meeting minutes • Attendance record	No additional cost. Part of the Executive Director duties.
6. Conduct formal observations instructor classroom performance to identify professional development integration in classroom activities. Instructors will be observed a minimum of three times during their first term. Real-time feedback provided to instructors after observations.	September 2015, ongoing, as needed	Executive Director	• Formal observation evaluation document	No additional cost. Part of the Executive Director duties.
7. Evaluate Professional Development activities and their impact on student learning.	July 2016, ongoing annually	Executive Director	• Review of each activity including participant surveys • Review of student learning evidenced by assessments and survey feedback	No additional cost. Part of the Executive Director and EMO duties. EMO costs are included in EMO management fee.