PERFORMANCE MANAGEMENT PLAN (PMP) 2011-2014

IRA H. HAYES MEMORIAL APPLIED LEARNING CENTER

NARRATIVE FOR READING TEMPLATE

I. Description of all previous improvement efforts to improve pupil achievement conducted by the school in the past 5 years:

As this is my first year as the Principal of Ira H. Hayes High School, I am unaware of all the previous improvement efforts conducted during the past 5 years. I do, however, know the following has been done:

- transition from a computer-based academic program where teachers serve as monitors to a more teacher-led academic program within a traditional classroom setting.
- School Improvement Plans have been submitted to the AZ. Department of Education.
- Tutoring after school and during the lunch time period have been conducted for struggling students.
- Summer School has been provided for struggling students.
- Standards-base teaching is being emphasized.
- Professional Development has been provided on a regular basis.
- A plan has been develop to monitor and document student proficiency.
- Highly qualified teachers have been hired and retained.
- Aligning the curriculum to the AZ. State Standards continues to be monitor and refined.
- Student engagement at a high level has been and will continue to be a emphasized in all classroom instruction.
- Data-driven instruction will continue to be emphasized and monitored

II. A description of the process used for conducting an analysis of relevant pupil achievement data.

The process entailed gathering and analyzing data in the following areas:

- AIMS scores in reading, math, and writing.
- Attendance
- Student transcripts
- Graduation Rate
- Dropout Rate
- Enrollment figures
- Discipline Data
- Report cards
- Formative Assessments

III. The findings from the data analysis.

Analysis of the student data indicated that our students' most challenging academic area is Math. Only 16% of the students passed the 2008 Math AIMS; 17% passed the 2009 Math AIMS and 23% passed the 2010 Math AIMS. Reading appears to be a stronger subject area for our students with 44% passing the 2010 Reading AIMS. This is a great increase from the 2008 Reading AIMS where only 15% of the students passed. The 2009 Reading AIMS proved to be the highest passing percentage during the last 3 years showing 49% of our students passing. The Writing AIMS is the strongest of the 3 core academic areas. Writing has steadily increased from 38% passing on the 2008 AIMS Writng to 43% on the 2009 AIMS Writing, to 50% on the most recent 2010 AIMS Writing. Ira Hayes is in great need of improvement in order to make AYP for the upcoming school year 2011-12 as the cut points will once again be raised to higher standards (Reading 74.2 and Math 70). Ira Hayes' graduation rate fell sharply in 2010 with a rating of only 20% compared to 50% the previous year. Similarly the dropout rate has increased from 17% in 2009 to 31% in 2010. The attendance rate remained constant at 75% for 2009 and 2010.

IV. How the plan that is presented is directly linked to the findings from the data analysis.

The analysis of the data shows a great need to improve the overall instruction at the school. The PMP provides for the hiring of a Math Academic Coach and a Reading Academic Coach. An ADE School Improvement Grant has been submitted and Ira Hayes High School is hoping that it will be awarded in order to hire the Coaches. Research has shown enhanced teaching skills through the guidance and monitoring of teachers by highly qualified Instructional Coaches.

The PMP also provides for embedded professional development in the area of data analysis and data-driven instruction. Professional development in Marzano's Instruction that Works and Best Practices will also be provided to the staff on an on-going basis. The Coaches and the Principals will monitor the level of implementation of the best practices taught during professional development.

Curriculum maps and Pacing Calendars will be developed as part of the action steps in the PMP. The analysis of data indicate a need for an increased monitoring of student achievement throughout the year. The PMP includes the usage of more formative benchmark testing to be conducted. This will enable the school to identify struggling students earlier in the year to provide earlier interventions in the area of math and reading.

PERFORMANCE MANAGEMENT PLAN TEMPLATE

IRA H. HAYES MEMORIAL APPLIED LEARNING CENTER

INDICATOR:[1] __**X**_Math __Reading **DURATION OF THE PLAN**[2]**:** Begins _August 8, 2011 to May 31, 2014

MEASURE*	METRIC*	CURRENT STATUS*	End Target For This Plan*[3]
State standardized assessment	Percent (%) of students who score proficient on the State standardized assessment and Student growth percentile (SGP)	(Board staff will enter info here)	Meet or demonstrate sufficient progress toward the level of adequate academic performance as set and modified periodically by the Board.

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

Action Steps [4]	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1. Design lesson plans and instruction aligned to the AZ. Academic Standards for Math..	On-going daily throughout the year and subsequent refinement years	All teachers	Lesson plans will cite the AZ. Academic Standards being addressed in the math lessons.	$2,000 (training)
2. Continue to utilize EdOptions which is aligned to the AZ. State Standards as credit recovery coursework instruction.	On-going daily throughout the year and subsequent refinement years.	All teachers	A computer generated log will be kept as to the number of students utilizing the EdOptions curriculum	$8,000 (licenses & training)
3. Develop curriculum maps and pacing guides for math instruction.. .	On-going throughout the year and subsequent refinement years	Principal and all teachers	Curriculum maps and pacing guides for math will be located in the front office area and weekly reading objectives written in kid-friendly language will be highly visible.	$2,000 (training)
4. Monitor, evaluate, and review the math curriculum on an annual basis	Monitor throughout	Principal and all teachers	Evaluation notes on the math curriculum will be utilized to design a	$1,000 (committee

	the year and evaluate at the end of the year.		refined math curriculum which will improve student achievement to a greater degree for all levels of math.	work)

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

Action Steps [4]	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1. Review lesson plans on a weekly basis to monitor the integration of the AZ. Academic standards into math instruction.	Weekly throughout the year	Principal	Principal checklist of lesson plans reviewed each week.	0 (in-kind funds- principal salary)
2. Conduct informal classroom observations on a daily basis looking for student engagement and the integration of math in all subject areas.	Daily throughout the year	Principal	Principal checklist of daily walk-throughs and the trend data collected.	0 (in-kind funds- principal salary)
3. Conduct formal teacher evaluations a minimum of one time a year.	Oct. 2011- April 2012 and each year thereafter.	Principal	All formal evaluations will have been completed by April 2012 and each year thereafter.	0 (in-kind funds- principal salary)
4. Posting of the AZ. Academic standards will be evident in all the classrooms with the instructional math objectives written on the board.	Daily	All teachers	The AZ. Academic Standards will be evident in the classrooms as part of the daily written objectives.	0 (in-kind funds- principal salary)

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

Action Steps [4]	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1. Monitor student proficiency in math on a quarterly basis utilizing a formative, common benchmark assessment such as AIMS web or Galileo.	10/13/11 12/15/11 3/15/11 5/24/11, and approximately the same dates for subsequent	Principal and all teachers	Benchmark assessments will have been accomplished with data available for analysis each quarter	$5,000 (license each year)

	years.			
2. Conduct daily classroom walkthroughs to monitor student engagement during instruction.	Daily beginning September 1, 2011	Principal	Principal checklist of daily walk-throughs and the trend data collected on the level of student engagement.	0 (in-kind funds-principal salary)
3. Conduct transparent data discussions and sharing of observational trend data on a weekly basis.	Weekly beginning September 1, 2011	Principal and all teachers	A log of weekly data discussions will be kept as evidence.	0 (in-kind funds-principal salary)
4.Provide immediate math interventions for struggling students before school, during lunch, and after school.	September 2011, 2012, 2013 through May 2012, 2013, 2014.	Math intervention team	A log of math intervention sessions and strategies used will be kept as evidence of meeting the action steps	$5,000 (tutoring fees)

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

Action Steps [4]	Timeline	Responsible Party	Evidence of Meeting Action Steps	Budget
1. Hire a Math Coach with the awarding of an ADE School Improvement Grant anticipated for mid-October, 2011.	October 2011, 2012, 2013.	Principal	A Math Coach will be on campus to assist teachers on a daily basis	$55,000 (yearly salary)
2. Plan a calendar of job-embedded professional development based upon classroom observations and teacher needs assessments.	August-Oct. 2011, 2012, 2013	Principal	An articulated, job-embedded professional development plan will have been developed by October 1, 2011 and refined in 2012,2013.	0 (in-kind funds-principal salary)
3. Hire an external consultant utilizing ADE grant funds (estimated to come in mid-October) to conduct professional development sessions on Marzano's teaching strategies that work.	November 2011 and yearly there-after	Principal	Training will have been conducted by the end of November 2011 and refresher training every year thereafter in 2012 and 2013.	$5000
4. Hire an external consultant utilizing ADE grant funds (estimated to come in	November 2011 and	Principal	Training will have been conducted by the end of November 2011 and	$5000

mid-October) to conduct professional development sessions on collecting and analyzing data and making decisions based on data.	yearly there-after		refresher training every year thereafter.	

Using the information entered in the "Budget" columns above, please provide a budget total that incorporates all strategies and action steps for each year of the performance management plan's implementation. For "Year 1", please specify the fiscal year (e.g., 2011). The charter holder may add years, as necessary.

Year 1: **Budget Total _____$88,000_____** **Fiscal Year _____2011_____**
Year 2: **Budget Total _____$88,000_____** (Year 2 & 3 duplicates Year 1 action steps, however, with more
Year 3: **Budget Total _____$88,000_____** refinement)

Notes:
* Provided by ASBCS staff
1 Academic area to be addressed for improvement
2 Duration of the plan must align with the timeline presented in the Action Steps
3 Refer to the Board's level of adequate academic performance
4 Repeat these action steps as necessary to include the appropriate number of steps to accomplish the strategy