Performance Management Plan (PMP) Template

Applicant Name: Phoenix Collegiate Academy Elementary

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	54% of 3rd graders	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.	49%	

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. Compile comprehensive standards grounded in Arizona's College and Career Ready Standards that represent the ideal learning outcomes for PCA Elementary Students.	Y0: July 2015	Principal	Internal Share Drive folders	Provided by CMO, no budgeted cost required
2. Convene a curriculum development committee comprised of content experts to fully develop and periodically assess and revise the curriculum.	Y0: July 2015	Principal, teachers	• Description of committee responsibilities • List of committee members • Email correspondence	Included in salary of responsible parties in Startup Budget
3. Define program, grade level and course goals.	Y0: July 2015	Principal	Course syllabi	Included in salary of responsible parties in Startup Budget
4. Develop and sequence grade level and course objectives/competencies.	Y0: July 2015	Principal	Scope and Sequence Documents	Included in salary of responsible parties in Startup Budget

5. Create learning goals, success criteria.	Y0: July 2015	Principal, teachers	Unit Plans	Included in salary of responsible parties in Startup Budget
6. Identify resource materials to assist with program implementation.	Y0: July 2015	Chief Academic Officer, Principal	Resource Bank on Share Drive	Work of CMO staff is not included in campus budgets. Principal's work is included in salary in Startup Budget
7. Develop and/or identify assessment items and instruments to measure student performance.	Y0: July 2015	Chief Academic Officer, Principal	• Sample Assessments • Draft Assessments	Work of CMO staff is not included in campus budgets. Principal's work is included in salary in Startup Budget
8. Complete entire first unit curriculum, including performance-based and multiple choice assessments, learning goals and success criteria, daily lesson plans, etc.	Y0: October 2015	Principal, teachers	Unit 1 lesson plans and assessments for Math and ELA.	Principal's work is included in salary in 3-yr Budget
9. Determine success of curriculum project through project metrics and reports to team. Review lessons learned.	Y0: October 2015	Principal, teachers	Curriculum Evaluation Rubric	Staff work is included in salary lines in 3-yr Budget
10. Hire exemplary teachers.	Y0: January 2016-June 2016 Y1: October 2016-June 2017	Talent Manager, Principal, Assistant Principal	• Recruitment Materials • Website • Hiring Manual • Signed contracts	Work of CMO staff is not included in campus budgets. Staff work is included in salary lines in 3-yr Budget
11. Revise internal Reading standards based on test scores of enrolled students.	Y1: July 2016 Y2: July	Principal, teachers	• Edited versions of original reading standards • Curriculum Map	Start Up Budget: N/A 3-Yr Operational Budget: Salaries of teachers and

	2017			principal
12. Use internal Reading standards to revise scope and sequence documents.	Y1: July 2016 Y2: July 2017	Teachers	Edited version of scope and sequence	Start Up Budget: N/A 3-Yr Operational Budget: Salaries of teachers
13. Compare instructional materials to Arizona College and Career Ready Standards. Identify any standards/units with inadequate instructional materials.	Y1: July 2016 Y2: July 2017	Teachers	Unit planning materials	Start Up Budget: N/A 3-Yr Operational Budget: Salaries of teachers
14. Review and Purchase instructional materials aligned to Arizona College and Career Ready Standards and that support academic program, curriculum units and specific learning goals and success criteria established by the team.	Y1: July 2016 Y2: July 2017	Chief Academic Officer, Principal	• Instructional Materials purchase receipts • Instructional materials noted in unit plans.	Work of CMO staff is not included in campus budgets. Start Up Budget: N/A 3-Yr Operational Budget: Salaries of principal
15. Create end-of-year summative reading assessment aligned to standards and nationally normed tests.	Y1: July 2016 Y2: July 2017	Teachers	End-of-Year assessment	Start Up Budget: N/A 3-Yr Operational Budget: Salaries of teachers
16. Create internal interim assessments to be administered every quarter.	Y1: July 2016 Y2: July 2017	Teachers	Interim assessments	Start Up Budget: N/A 3-Yr Operational Budget: Salaries of teachers
17. Develop inquiry based reading lesson plans that align with learning goals and success criteria.	Y1: July 2016-May 2017, weekly Y2: July 2017-May 2018, Weekly	Teachers	• Lesson Plans • Instructional materials and supplementary materials utilized by teachers • Classroom observation records	Start Up Budget: N/A 3-Yr Operational Budget: Salaries of teachers

18. Plan specific formative assessment strategies into curriculum units and create formal assessment schedule for formative and summative unit assessments.	Y1: July 2016-May 2017, weekly Y2: July 2017-May 2018, Weekly	Teachers	• Lesson plans include formative assessments • Assessment rubrics • Assessment schedule	Start Up Budget: N/A 3-Yr Operational Budget: Salaries of teachers
19. Update curriculum program based on student performance data.	Y1: July 2016-May 2017, 6-weekly Y2: July 2017-May 2018, 6-weekly	Principal, Teachers	Revised curriculum materials including course syllabi, scope and sequence, assessments, unit and lesson plans and materials	Start Up Budget: N/A 3-Yr Operational Budget: Salaries of principal
20. Determine the success of curriculum program using student benchmarks and surveys.	Y1: May 2016 Y2: May 2017	Chief Academic Officer, Principal	• Student Surveys • Agendas of Academic team meetings • Data Reports	Work of CMO staff is not included in campus budgets. Start Up Budget: N/A 3-Yr Operational Budget: Salaries of principal

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. Adjust CMO instructional monitoring and observation tool to best fit Elementary School Teacher audience.	Y0: July 2015	Principal	Share Drive folder for observation tools	Work completed prior to charter is done with CMO budget. Cost of Principal work included in startup budget salary line for principal.

2. Adjust CMO lesson plan template to include Arizona College and Career Ready Standards and Elementary School audience.	Y0: July 2015	Principal	Lesson Plan template	Work completed prior to charter is done with CMO budget. Cost of Principal work included in startup budget salary line for principal.
3. Adjust existing rubric for lesson plan review that evaluates the alignment between lesson and Arizona College and Career Ready Standards.	Y0: July 2015	Principal	Lesson Plan rubric	Work completed prior to charter is done with CMO budget. Cost of Principal work included in startup budget salary line for principal.
4. Create system for LP review that provides feedback about integration of Arizona College and Career Ready Standards.	Y0: July-August 2015	Principal	Lesson Plan review expectations in Curriculum and Instruction Manual	Work completed prior to charter is done with CMO budget. Cost of Principal work included in startup budget salary line for principal. Aug work is included in 3-yr budget salary line for Principal.
5. Schedule time for Principal to evaluate LPs and instruction for alignment to Arizona College and Career Ready Standards.	Y1: July 2016-May 2017, Weekly Y2: July 2017-May 2018, Weekly	Principal	• Evaluation Schedule • Daily observation schedule	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
6. Provide internal Reading standards and sample units aligned to Arizona College and Career Ready Standards.	Y1: July 2016 Y2: July 2017	Principal	• Internal Math Standards • Unit Samples	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
7. Create lessons aligned to Arizona College and Career Ready Standards.	Y1: July 2016-	Teachers	• Lesson Plans	Start Up Budget: N/A Teacher work is included in 3-

Teach planned lessons, noting implementation successes and challenges, gather agreed-upon evidence of student learning.	May 2017, daily Y2: July 2017-May 2018, daily		• Data Sheet to track evidence of student learning	yr budget salary lines.
8. Conduct informal classroom observations (Pop-Ins, Power Walks).	Y1: July 2016-May 2017, weekly Y2: July 2017-May 2018, weekly	Principal, Chief Academic Officer	Classroom observations demonstrate a check for alignment with standards.	Work of CMO staff is not included in campus budgets. Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
9. Coaching conversations about how instructional activities and strategies align to standards.	Y1: July 2016-May 2017, weekly Y2: July 2017-May 2018, weekly	Principal, Teachers	Individual teacher action plans specify growth goals in standards implementation.	Start Up Budget: N/A Principal/teacher work is included in 3-yr budget salary lines.
10. Review and provide feedback for teacher lesson plans.	Y1: July 2016-May 2017,	Principal	Comments on submitted lesson plans that not where or not lesson is aligned to standards (and other	Start Up Budget: N/A Principal work is included in 3-yr budget salary lines.

	weekly Y2: July 2017-May 2018, weekly		items).	
11. Evaluate, assess and revise instructional strategies based on a combination of observational and standards-based student achievement data.	Y1: July 2016-May 2017, weekly Y2: July 2017-May 2018, weekly	Principal, teachers	Content or Data Team meeting agendas	Start Up Budget: N/A Principal/teacher work is included in 3-yr budget salary lines.
12. Evaluate, assess and revise instructional monitoring plan based on stakeholder feedback and performance measurements.	Y1: July 2016-May 2017, twice annually Y2: July 2017-May 2018, twice annually	Principal, teachers	• Survey Results • Revised instructional monitoring plan	Start Up Budget: N/A Principal/teacher work is included in 3-yr budget salary lines.

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. Create school-wide goal that all students will achieve significant growth.	Y1: July 2016	CEO, Chief Academic Officer, Principal	Goal listed on school action plans	Work of CMO staff is not included in campus budgets. Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
2. Select interim assessments aligned to Arizona College and Career Ready standards, to be administered three times annually.	Y0: July 2015	Chief Academic Officer	Interim assessments data, including STEP	Work of CMO staff is not included in campus budgets. Cost of MAP and STEP testing: Curriculum and Resource Materials line of startup budget (broken out in assumptions) and 3yr budget (broken out in assumptions)
3. Create common template for teachers to record in-class observations documenting student proficiency.	Y0: July 2015	Principal	In class student observation template	Start Up Budget: Principal work is included in budget salary line for Principal.
4. Develop process for analyzing benchmark and interim assessment data and creating action plans for intervention.	Y0: July 2015 Y1: July 2016 Y2: July 2017	Principal	Test analysis protocol	Start Up Budget: Principal work is included in budget salary line for Principal. (July YR0) 3 Yr. Operational Budget: Principal work is included in budget salary line for Principal. (July YR1 & 2)
5. Develop 6-weekly benchmark assessments aligned to revised curriculum units, specific learning goals, and success criteria.	Y1: July 2016-May 2017, prior to the start of all units	Teachers	Benchmark Assessments, particularly STEP	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines. Cost of MAP and STEP testing: Curriculum and Resource Materials line of startup budget (broken out in assumptions) and 3yr budget (broken out in assumptions)

	Y2: July 2017-May 2018, prior to the start of all units.			
6. Administer NWEA MAP Arizona College and Career Ready Standards aligned assessments.	Y1: August 2016, December 2016, May 2017. Y2: August 2017, December 2017, May 2018	Teachers	Student performance on NWEA MAP and STEP	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines. Cost of MAP and STEP testing: Curriculum and Resource Materials line of startup budget (broken out in assumptions) and 3yr budget (broken out in assumptions)
7. Administer 6-weekly assessments.	Y1: October 2016, December 2016, March 2017 and May 2017 Y1: October 2017, December 2017, March	Teachers	Student performance on benchmark assessments, especially STEP	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines. Cost of STEP testing: Curriculum and Resource Materials line of startup budget (broken out in assumptions) and 3yr budget (broken out in assumptions)

	2018 and May 2018			
8. Aggregate summative 6-weekly assessment to target student intervention efforts and teacher professional development.	Y1: October 2016-May 2017, 6-weekly Y2: October 2017-May 2018, 6-weekly	Teachers	Aggregate data sheets	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines. Cost of STEP data reports broken out in startup and 3-yr budget assumptions.
9. Use informal/formative assessment data to differentiate instruction and provide targeted intervention.	Y1: August 2016-May 2017, daily Y2: August 2017-May 2018, daily	Teachers	• Completed formative assessment protocols • Teacher assessment documentation	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines. Cost of STEP data reports broken out in startup and 3-yr budget assumptions.
10. Develop and adopt goals specific to identified needs based on data analysis.	Y1: August 2016-May 2017, 6-weekly Y2: August 2017-May	Teachers	Content team meeting notes	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines.

	2018, 6-weekly			
11. Review student progress results with Governing Board.	Y1: August 2016-May 2017, quarterly Y2: August 2017-May 2018, quarterly	CEO, Chief Academic Officer, Principal	• Governing Board Minutes • Student achievement data on dashboard	Work of CMO staff is not included in campus budgets. Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
12. Monitor effectiveness of lessons through analysis of student achievement data during coaching.	Y1: August 2016-May 2017, weekly Y2: August 2017-May 2018, weekly	Principal, teachers	Data driven goals developed during one-on-one coaching sessions (notes from the meeting)	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines.
13. Examine student work and discuss student understanding of the standards. Monitor student achievement through multiple formative assessment strategies and reflect on effectiveness of strategies used to create improvement.	Y1: August 2016-May 2017, weekly Y2: August 2017-May 2018, weekly	Principal, teachers	• Protocol for examining student work. • Student assessment data • Data team agenda	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines.

14. Evaluate efficacy of monitoring and documenting student proficiency in terms of process and impact.	Y1: August 2016-May 2017, 6-weekly Y2: August 2017-May 2018, 6-weekly	Chief Academic Officer, Principal	Longitudinal reports of student achievement data	Work of CMO staff is not included in campus budgets. Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.

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. Adapt CMO formal evaluation template and teacher evaluation rubric which will be reviewed with staff during summer staff PD.	Y0: July 2015	Principal	• Formal evaluation template • Teacher evaluation rubric	Start Up Budget: Principal work is included in budget salary line for Principal.
2. Adapt CMO formal evaluation and rubric for PD.	Y0: July 2015	Principal	• Formal PD evaluation • Formal PD rubric	Start Up Budget: Principal work is included in budget salary line for Principal.
3. Create summer PD session on key instructional strategies.	Y1: July 2016	Principal	• Session plans • Session materials and presentations	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
4. Organize summer PD sessions on Arizona College and Career Ready Standards.	Y1: July 2016	Principal	• Session plans • Session materials and presentations	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
5. Create weekly schedule with time allocated for teacher planning and collaboration.	Y0: February 2016	Principal and Assistant Principal	Master schedule documenting prep time, content meeting time, and school-wide PD.	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines.

6. Create summer PD plan.	Y1: July 2016	Chief Academic Officer, Principal	• Agenda • Workshop Materials	Work of CMO staff is not included in campus budgets. Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
7. Provide training in curriculum development and instructional resources to staff during summer curriculum development and individual coaching meetings to new and returning teachers.	Y1: July 2016	Principal	• Curriculum Development frameworks • Compilations of instructional resources • PD evaluations	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
8. Provide in-depth training to teachers on Doug Lemov's "Teach Like A Champion" strategies for classroom instructional success.	Y1: July 2016	Principal	• Session plans • Session Presentation • Curricular Materials	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
9. Provide training in differentiation strategies for Elementary school students.	Y1: July 2016	Principal	• Session plans • Session Presentation • Curricular Materials	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
10. Provide training in rigor, course pacing, and test preparation.	Y1: July 2016	Principal	• Session plans • Session Presentation • Curricular Materials	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
11. Solicit teacher evaluations of PD to improve training provided to staff.	Y1: August 2016	Chief Academic Officer	Survey results	Work of CMO staff is not included in campus budgets.
12. Conduct observation and debrief cycles.	Y1: August 2016-May 2017, weekly	Principal	• Pre-observation goals • Notes from classroom visit • Post-observation reflection and notes	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.

	Y2: August 2017-May 2018, weekly			
13. Develop teacher personal growth goals and support teachers in individual PD plan section of teacher evaluation framework through coaching and observation.	Y1: August 2016-May 2017, weekly Y2: August 2017-May 2018, weekly	Principal	Individual PD plans and action steps	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
14. Provide feedback based on classroom visits and observations.	Y1: August 2016-May 2017, weekly Y2: August 2017-May 2018, weekly	Principal	• Feedback emails • Coaching session notes	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for Principal.
15. Conduct formal evaluations of teachers.	Y1: August 2016-May 2017, bi-	Principal	Evaluation documentation	Start Up Budget: N/A Principal work is included in 3-yr budget salary line for

	annually Y2: August 2017-May 2018, bi-annually			Principal.
16. Conduct formal evaluation of COO and CAO. Conduct formal evaluation of CEO.	Y1: August 2016-May 2017, annually Y2: August 2017-May 2018, annually	CEO and Governing Board (volunteers)	Evaluation documentation	Work of CMO staff is not included in campus budgets.
17. Evaluate effectiveness of and revise PD process.	Y1: September 2016 and February 2017 Y2: September 2017 and February 2018	School leadership team (principal/Asst. principal, teachers	• Trend analysis of PD teacher feedback • Correlation between teacher evaluation data and student academic achievement data.	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines.
18. Critically examine and discuss learning expectations for selected state	Y1: August	Content teams	Learning goals and success criteria	Start Up Budget: N/A

standards.	2016-May 2017, weekly Y2: August 2017-May 2018, weekly	(teachers)	for state standard.	Staff work is included in 3-yr budget salary lines.
19. Research and select instructional strategies and resources for enhancing learning and described in standards.	Y1: August 2016-May 2017, weekly Y2: August 2017-May 2018, weekly	Content teams	Share drive folders for instructional strategies by content area	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines.
20. Plan lessons incorporating selected strategies and agree on the type of student work each teacher will analyze to reveal evidence of student learning.	Y1: August 2016-May 2017, weekly Y2: August 2017-May 2018, weekly	Content teams	• Common Lesson Plans • Student work evaluation rubric	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines.

21. Reflect on successes and challenges of implementing lesson and evidence of student learning. Analyze student work and discuss alternative instructional strategies or modifications that may better promote student learning.	Y1: August 2016-May 2017, 6-weekly Y2: August 2017-May 2018, 6-weekly	Content teams	Collaborative group documentation of progress towards and revision/replacement of goals.	Start Up Budget: N/A Staff work is included in 3-yr budget salary lines.