Performance Management Plan (PMP) Template

Applicant Name: Phoenix Collegiate Academy High School

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	76%	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.	56%	

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 HS Students.	Y0: July 2014	Dean of Curriculum	Internal Share Drive folders	Free (Share Drive is already operational through other schools)
2. Convene a curriculum development committee comprised of content experts to fully develop and periodically assess and revise the curriculum.	Y0: July 2014	Dean of Curriculum, teachers	• Description of committee responsibilities • List of committee members • Email correspondence	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
3. Define program, grade level and course goals.	Y0: July 2014	Dean of Curriculum	Course syllabi	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
4. Develop and sequence grade level and course objectives/competencies.	Y0: July 2014	Dean of Curriculum	Scope and Sequence Documents	Not included in start-up budget. All of this work is being done already under the existing

				charter that is K-12.
5. Create learning goals, success criteria.	Y0: July 2014	Dean of Curriculum, teachers	Unit Plans	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
6. Identify resource materials to assist with program implementation.	Y0: July 2014	Chief Academic Officer, Dean of Curriculum	Resource Bank on Share Drive	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
7. Develop and/or identify assessment items and instruments to measure student performance.	Y0: July 2014	Chief Academic Officer, Dean of Curriculum	• Sample Assessments • Draft Assessments	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
8. Complete entire first unit of 9th-11th grade curriculum, including performance-based and multiple choice assessments, learning goals and success criteria, daily lesson plans, etc.	Y0: October 2014	Dean of Curriculum, teachers	Unit 1 lesson plans and assessments for 9th-11th grade Math and ELA.	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
9. Determine success of curriculum project through project metrics and reports to team. Review lessons learned.	Y0: October 2014	Dean of Curriculum, teachers	Curriculum Evaluation Rubric	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
10. Hire exemplary teachers.	Y0: January 2015-June 2015 YI: October 2015-June 2016	Talent Manager, Dean of Curriculum, Dean of Culture	• Recruitment Materials • Website • Hiring Manual • Signed contracts	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
11. Revise internal Reading standards based on test scores of enrolled students.	Y1: July 2015	Dean of Curriculum,	• Edited versions of original reading standards	Start Up Budget: All of this work is being done already

	Y2: July 2016	teachers	• Curriculum Map	under the existing charter that is K-12. 3-Yr Operational Budget: Line 20- Salaries and Benefits
12. Use internal Reading standards to revise scope and sequence documents.	Y1: July 2015 Y2: July 2016	Teachers	Edited version of scope and sequence	Start Up Budget: N/A (Work will be done prior under existing charter's budget.) 3-Yr Operational Budget: Line 20- Salaries and Benefits
13. Compare instructional materials to Arizona College and Career Ready Standards. Identify any standards/units with inadequate instructional materials.	Y1: July 2015 Y2: July 2016	Teachers	Resources attached to our included with unit plans	Start Up Budget: N/A (Work will be done prior under existing charter's budget.) 3-Yr Operational Budget: Line 20- Salaries and Benefits
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 2015 Y2: July 2016	Chief Academic Officer, Dean of Curriculum	• Instructional Materials purchase receipts • Instructional materials noted in unit plans.	Start Up Budget: N/A (Work will be done prior under existing charter's budget.) 3-Yr Operational Budget: Line 20- Salaries and Benefits
15. Create end-of-year summative reading assessment aligned to standards and nationally normed tests.	Y1: July 2015 Y2: July 2016	Teachers	End-of-Year assessment	Start Up Budget: N/A (Work will be done prior under existing charter's budget. 3-Yr Operational Budget: Line 20- Salaries and Benefits
16. Create internal interim assessments to be administered every quarter.	Y1: July 2015 Y2: July	Teachers	Interim assessments	Start Up Budget: N/A (Work will be done prior under existing charter's budget.

	2016			3-Yr Operational Budget: Line 20- Salaries and Benefits
17. Develop inquiry based reading lesson plans that align with learning goals and success criteria.	Y1: July 2015- May 2016, weekly Y2: July 2016- May 2017, Weekly	Teachers	• Lesson Plans • Instructional materials and supplementary materials utilized by teachers • Classroom observation records	Start Up Budget: N/A (Work will be done prior under existing charter's budget.) 3-Yr Operational Budget: Line 20- Salaries and Benefits
18. Plan specific formative assessment strategies into curriculum units and create formal assessment schedule for formative and summative unit assessments.	Y1: July 2015- May 2016, weekly Y2: July 2016- May 2017, Weekly	Teachers	• Lesson plans include formative assessments • Assessment rubrics • Assessment schedule	Start Up Budget: N/A (Work will be done prior under existing charter's budget. 3-Yr Operational Budget: Line 20- Salaries and Benefits
19. Update curriculum program based on student performance data.	Y1: July 2015- May 2016, quarterly Y2: July 2016- May 2017, quarterly	Dean of Curriculum, Teachers	Revised curriculum materials including course syllabi, scope and sequence, assessments, unit and lesson plans and materials	3-Yr Operational Budget: Line 20- Salaries and Benefits
20. Determine the success of curriculum	Y1: May	Chief Academic	• Student Surveys	Start Up Budget: N/A (Work

program using student benchmarks and surveys.	2015 Y2: May 2016	Officer, Dean of Curriculum	• Agendas of Academic team meetings • Data Reports	will be done prior under existing charter's budget.) 3-Yr Operational Budget: Line 20- Salaries and Benefits

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 High School Teacher audience.	Y0: July 2014	Dean of Curriculum	Share Drive folder for observation tools	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
2. Adjust CMO lesson plan template to include Arizona College and Career Ready Standards and High School audience.	Y0: July 2014	Dean of Curriculum	Lesson Plan template	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
3. Adjust existing rubric for lesson plan review that evaluates the alignment between lesson and Arizona College and Career Ready Standards.	Y0: July 2014	Dean of Curriculum	Lesson Plan rubric	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
4. Create system for LP review that provides feedback about integration of Arizona College and Career Ready Standards.	Y0: July-August 2014	Dean of Curriculum	Lesson Plan review expectations in Curriculum and Instruction Manual	Not included in start-up budget. All of this work is being done already under the existing charter that is K-12.
5. Schedule time for Dean of Curriculum to evaluate LPs and instruction for alignment to Arizona College and Career Ready Standards.	Y1: July 2015-May 2016, Weekly Y2: July 2016-May 2017,	Dean of Curriculum	• Evaluation Schedule • Daily observation schedule	Start Up Budget: Not included as will be paid from existing K-12 charter. 3-Yr. Operational Budget: Line 20-Salaries and Benefits.

	Weekly			
6. Provide internal Reading standards and sample units aligned to Arizona College and Career Ready Standards.	Y1: July 2015 Y2: July 2016	Dean of Curriculum	• Internal Reading Standards • Unit Samples	Start Up Budget: Not included as will be paid from existing K-12 charter. 3-Yr. Operational Budget: Line 20-Salaries and Benefits.
7. Create lessons aligned to Arizona College and Career Ready Standards. Teach planned lessons, noting implementation successes and challenges, gather agreed-upon evidence of student learning.	Y1: July 2015-May 2016, daily Y2: July 2016-May 2017, daily	Teachers	• Lesson Plans • Data Sheet to track evidence of student learning	Start Up Budget: Not included as will be paid from existing K-12 charter. 3-Yr. Operational Budget: Line 20-Salaries and Benefits.
8. Conduct informal classroom observations (Pop-Ins, Power Walks).	Y1: July 2015-May 2016, weekly Y2: July 2016-May 2017, weekly	Dean of Curriculum, Chief Academic Officer	Classroom observations demonstrate a check for alignment with standards.	Start Up Budget: Not included as will be paid from existing K-12 charter. 3-Yr. Operational Budget: Line 20-Salaries and Benefits.
9. Coaching conversations about how instructional activities and strategies align to standards.	Y1: July 2015-May 2016, weekly	Dean of Curriculum, Teachers	Individual teacher action plans specify growth goals in standards implementation.	3-Yr. Operational Budget: Line 20-Salaries and Benefits.

	Y2: July 2016-May 2017, weekly			
10. Review and provide feedback for teacher lesson plans.	Y1: July 2015-May 2016, weekly Y2: July 2016-May 2017, weekly	Dean of Curriculum	Comments on submitted lesson plans that not where or not lesson is aligned to standards (and other items).	3-Yr. Operational Budget: Line 20-Salaries and Benefits.
11. Evaluate, assess and revise instructional strategies based on a combination of observational and standards-based student achievement data.	Y1: July 2015-May 2016, weekly Y2: July 2016-May 2017, weekly	Dean of Curriculum, teachers	Content or Data Team meeting agendas	3-Yr. Operational Budget: Line 20-Salaries and Benefits.
12. Evaluate, assess and revise instructional monitoring plan based on stakeholder feedback and performance measurements.	Y1: July 2015-May 2016, twice annually Y2: July 2016-May 2017,	Dean of Curriculum, teachers	• Survey Results • Revised instructional monitoring plan	Start Up Budget: Not included as will be paid from existing K-12 charter. 3-Yr. Operational Budget: Line 20-Salaries and Benefits.

	twice annually			

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 2015	CEO, Chief Academic Officer, Dean of Curriculum	Goal listed on school action plans	Start Up Budget: None. This work will be done while still operating under the existing K-12 charter.
2. Select interim assessments aligned to Advanced Placement standards and Arizona College and Career Ready standards, to be administered three times annually.	Y0: July 2014	Chief Academic Officer	Interim assessments data	Start Up Budget: None. This work will be done while still operating under the existing K-12 charter. 3 Yr. Operational Budget: Line 20- Salaries and Benefits Line 38: Curriculum and Resource Materials (NWEA MAP test)
3. Create common template for teachers to record in-class observations documenting student proficiency.	Y0: July 2014	Dean of Curriculum	In class student observation template	Start Up Budget: None. This work will be done while still operating under the existing K-12 charter.
4. Develop process for analyzing benchmark and interim assessment data and creating action plans for intervention.	Y0: July 2014 Y1: July 2015 Y2: July 2016	Dean of Curriculum	Test analysis protocol	Start Up Budget: None. This work will be done while still operating under the existing K-12 charter. 3 Yr. Operational Budget: Line 20- Salaries and Benefits
5. Develop quarterly benchmark assessments aligned to revised curriculum	Y1: July 2015-	Teachers	Benchmark Assessments	Start Up Budget: None. This work will be done while still

units, specific learning goals, and success criteria.	May 2016, prior to the start of all units Y2: July 2016- May 2017, prior to the start of all units.			operating under the existing K-12 charter. 3 Yr. Operational Budget: Line 20- Salaries and Benefits
6. Administer NWEA MAP Arizona College and Career Ready Standards aligned assessments.	Y1: August 2015, December 2015, May 2016. Y2: August 2016, December 2016, May 2017	Teachers	Student performance on MAP NWEA	3 Yr. Operational Budget: Line 38: Curriculum and Resource Materials (NWEA MAP test)
7. Administer quarterly assessments.	Y1: October 2015, December 2015, March 2016 and May 2016 Y1:	Teachers	Student performance on benchmark assessments	3 Yr. Operational Budget: Line 20- Salaries and Benefits

	October 2016, December 2016, March 2017 and May 2017			
8. Aggregate summative quarterly assessment to target student intervention efforts and teacher professional development.	Y1: October 2015-May 2016, quarterly Y2: October 2016-May 2017, quarterly	Teachers	Aggregate data sheets	3 Yr. Operational Budget: Line 20- Salaries and Benefits
9. Use informal/formative assessment data to differentiate instruction and provide targeted intervention.	Y1: August 2015-May 2016, daily Y2: August 2016-May 2017, daily	Teachers	• Completed formative assessment protocols • Teacher assessment documentation	3 Yr. Operational Budget: Line 20- Salaries and Benefits
10. Develop and adopt goals specific to identified needs based on data analysis.	Y1: August 2015-May 2016, quarterly	Teachers	Content team meeting notes	3 Yr. Operational Budget: Line 20- Salaries and Benefits

	Y2: August 2016-May 2017, quarterly			
11. Review student progress results with Governing Board.	Y1: August 2015-May 2016, quarterly Y2: August 2016-May 2017, quarterly	CEO, Chief Academic Officer, Dean of Curriculum	• Governing Board Minutes • Student achievement data on dashboard	3 Yr. Operational Budget: Line 20- Salaries and Benefits
12. Monitor effectiveness of lessons through analysis of student achievement data during coaching.	Y1: August 2015-May 2016, weekly Y2: August 2016-May 2017, weekly	Dean of Curriculum, teachers	Data driven goals developed during one-on-one coaching sessions (notes from the meeting)	3 Yr. Operational Budget: Line 20- Salaries and Benefits
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 2015-May 2016, weekly Y2: August 2016-May 2017, weekly	Dean of Curriculum, teachers	• Protocol for examining student work. • Student assessment data • Data team agenda	3 Yr. Operational Budget: Line 20- Salaries and Benefits

14. Evaluate efficacy of monitoring and documenting student proficiency in terms of process and impact.	Y1: August 2015-May 2016, quarterly Y2: August 2016-May 2017, quarterly	Chief Academic Officer, Dean of Curriculum	Longitudinal reports of student achievement data	3 Yr. Operational Budget: Line 20- Salaries and Benefits

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 2014	Dean of Curriculum	• Formal evaluation template • Teacher evaluation rubric	Start Up Budget: None. This work will be done while still operating under the existing K-12 charter.
2. Adapt CMO formal evaluation and rubric for PD.	Y0: July 2014	Dean of Curriculum	• Formal PD evaluation • Formal PD rubric	Start Up Budget: None. This work will be done while still operating under the existing K-12 charter.
3. Create summer PD session on key instructional strategies.	Y1: July 2015	Dean of Curriculum	• Session plans • Session materials and presentations	3 Yr. Operational Budget: Line 20 Salaries and Benefits
4. Organize summer PD sessions on Arizona College and Career Ready Standards and Advanced Placement standards.	Y1: July 2015	Dean of Curriculum	• Session plans • Session materials and presentations	3 Yr. Operational Budget: Line 20 Salaries and Benefits
5. Create weekly schedule with time allocated for teacher planning and	Y0: February	Dean of Curriculum and	Master schedule documenting prep time, content meeting time, and	Start Up Budget: None. This work will be done while still

collaboration.	2015	Dean of Culture	school-wide PD.	operating under the existing K-12 charter.
6. Create summer PD plan.	Y1: July 2015	Chief Academic Officer, Dean of Curriculum	• Agenda • Workshop Materials	3 Yr. Operational Budget: Line 20 Salaries and Benefits
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 2015	Dean of Curriculum	• Curriculum Development frameworks • Compilations of instructional resources • PD evaluations	3 Yr. Operational Budget: Line 20 Salaries and Benefits
8. Provide in-depth training to teachers on Doug Lemov's "Teach Like A Champion" strategies for classroom instructional success.	Y1: July 2015	Dean of Curriculum	• Session plans • Session Presentation • Curricular Materials	3 Yr. Operational Budget: Line 20 Salaries and Benefits Line 42 Other-Staff Professional Development
9. Provide training in differentiation strategies for high school students.	Y1: July 2015	Dean of Curriculum	• Session plans • Session Presentation • Curricular Materials	3 Yr. Operational Budget: Line 20 Salaries and Benefits
10. Provide training in AP rigor, course pacing, and test preparation.	Y1: July 2015	Dean of Curriculum	• Session plans • Session Presentation • Curricular Materials	3 Yr. Operational Budget: Line 20 Salaries and Benefits
11. Solicit teacher evaluations of PD to improve training provided to staff.	Y1: August 2015	Chief Academic Officer	Survey results	3 Yr. Operational Budget: Line 20 Salaries and Benefits
12. Conduct observation and debrief cycles.	Y1: August 2015-May 2016, weekly	Dean of Curriculum	• Pre-observation goals • Notes from classroom visit • Post-observation reflection and notes	3 Yr. Operational Budget: Line 20 Salaries and Benefits

	Y2: August 2016- May 2017, 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 2015-May 2016, weekly Y2: August 2016- May 2017, weekly	Dean of Curriculum	Individual PD plans and action steps	3 Yr. Operational Budget: Line 20 Salaries and Benefits
14. Provide feedback based on classroom visits and observations.	Y1: August 2015-May 2016, weekly Y2: August 2016- May 2017, weekly	Dean of Curriculum	• Feedback emails • Coaching session notes	3 Yr. Operational Budget: Line 20 Salaries and Benefits
15. Conduct formal evaluations of teachers.	Y1: August 2015-May 2016, bi-annually Y2:	Dean of Curriculum	Evaluation documentation	3 Yr. Operational Budget: Line 20 Salaries and Benefits

	August 2016- May 2017, bi-annually			
16. Conduct formal evaluation of COO and CAO. Conduct formal evaluation of CEO.	Y1: August 2015-May 2016, annually Y2: August 2016- May 2017, annually	CEO and Governing Board	Evaluation documentation	3 Yr. Operational Budget: Line 20 Salaries and Benefits
17. Evaluate effectiveness of and revise PD process.	Y1: September 2015 and February 2016 Y2: September 2016 and February 2017	School leadership team, teachers	• Trend analysis of PD teacher feedback • Correlation between teacher evaluation data and student academic achievement data.	3 Yr. Operational Budget: Line 20 Salaries and Benefits
18. Critically examine and discuss learning expectations for selected state standards.	Y1: August 2015-May 2016, weekly Y2: August	Content teams	Learning goals and success criteria for state standard.	3 Yr. Operational Budget: Line 20 Salaries and Benefits

	2016- May 2017, weekly			
19. Research and select instructional strategies and resources for enhancing learning and described in standards.	Y1: August 2015-May 2016, weekly Y2: August 2016- May 2017, weekly	Content teams	Share drive folders for instructional strategies by content area	3 Yr. Operational Budget: Line 20 Salaries and Benefits
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 2015-May 2016, weekly Y2: August 2016- May 2017, weekly	Content teams	• Common Lesson Plans • Student work evaluation rubric	3 Yr. Operational Budget: Line 20 Salaries and Benefits
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 2015-May 2016, quarterly Y2: August 2016- May	Content teams	Collaborative group documentation of progress towards and revision/replacement of goals.	3 Yr. Operational Budget: Line 20 Salaries and Benefits

	2017, quarterly			