				Pasade	ena Campus			
District Name	Richard Milburn Academy	Campus Name	Richard Milburn Academy Pasadena	Superintendent	Armard Anderson	Principal	Sandra J. Nix	
District Number	014-801-009	Campus Number	000000009	District Coordinator of School Improvement	Amanda McQuade	ESC Support	ESC 4	
District Number	014-801-005	Campus Number	000000003	(DCSI)	·	ESC Support	ESC 20	
					surances			
DCSI	commitments and support nunderstand I am responsible	nechanisms to ensure for the implementati	attest that I will provide or facilitate the successful implementation of the on of all intervention requirements. he plan elements as indicated hereir	e Targeted Improvement Pla If I am the principal supervis	n for this campus. I		Amanda McQuade, 9/16/19	
Principal Supervisor (Only necessary if the DCSI is NOT the Principal supervisor)	necessary district-level comr	mitments and support	test that I will coordinate with the Domechanisms to ensure the principal erstand I am responsible for ensurin	I supervise can achieve succ	cessful implementation of the		Amanda McQuade, 9/16/19	
I, as principal for this campus, attest that I will coordinate with the DCSI (and my supervisor, if they are not the same person) to use the district-provided commitments and support mechanisms to ensure the successful implementation of the Targeted Improvement Plan for this campus. I agree to carry out the plan elements as indicated herein.  Sandra J. Nix 9/16/19								
Board Approval Date	2019-11-08							
				Needs	Assessment			
			What accountability goals for each Domain has your campus set for the year?	Domain 1: 74, Domain 2: 50	0, Domain 3: 50; Increase from cores will increase from 0%-1!		1, Increase Domain 2 from 43%-50%, Increase Domain 3 from 0% to 10%. CCMR will improve	
	Data Analysis Questions		What changes in student group and subject performance are included in these goals?	Increasing scores for sub gr	roups(ELLs and Sped); Increase	e each sub group by 10	%	
If applicable, what goals has your campus set for CCMR and Graduation Rate?  Increase CCMR from 4% to 10%								
			(То		essment Results pus HAS NOT had an ESF I	Diagnostic)		
			Use t	the completed Self-Asse	ssment Tool to complete	this section		
		Essential Ac	tion			Implementa	ntion Level (1 Not Yet Started - 5 Fully Implemented)	

3

**1.1** Develop campus instructional leaders with clear roles and responsibilities.

2.1 Recruit, select, ass	sign, induct and retain a full staff of highly qualified ed	ducators.			3
3.1 Compelling and ali	igned vision, mission, goals, values focused on a safe	environment and high expectations.			4
4.1 Curriculum and ass	ssessments aligned to TEKS with a year-long scope and	d sequence.			2
<b>5.1</b> Objective-driven d	daily lesson plans with formative assessments.				2
5.3 Data-driven instru	uction.				1
	Prioritized Focus Ar	rea #1		Prioritized Focus Area #2	Prioritized Focus Area #3
<b>Essential Action</b>	5.1 Objective-driven daily lesson plans with forma	tive assessments.	5.3 Data-driven instruction.		4.1 Curriculum and assessments aligned to TEKS with a year-long scope and sequence.
Rationale	Lesson plans will have clear objectives that will me populations such as sped, ELLs, 504, and Rtl.	eet the needs of students in special	PLCs will help establish a proinstruction based on the neo	otocol for analyzing student data and restructuring eds of the students' data.	Teachers must stay on target with aligned TEKS in order for students to master the necessary material tested on EOC exams.
Desired Annual Outcome	Teachers will develop lesson plans that contain for exit tickets or using diagnostic tests and then implobjectives whenever necessary.		Teachers will use recent STA focus on closing the gaps by	AAR and Interim data to drive their instruction to rocusing on Tiers.	Staying aligned will help the flow of instruction so teachers can focus on the TEKS necessary for mastery of objectives needed for students to pass their EOC exams but also understand that there will be times that lessons need to be re-taught and reviewed daily.
Barriers to Address During the Year	New teachers that are not familiar with using clear understanding the lesson plan cycle.		Teachers constantly focusin areas throughout the year.	g on data presented to them and focusing on those	Teacher not using the curriculum presented or making use of resources provided to them during training during campus and district PLCs.
Dist	•	learners, and the district provides the	ne campus the a standard-ali		he district ensures there are effective systems for identifying and supporting struggling able to establish strong data-driven instructional practices, meet the needs of all students utcomes.

							Stud	dent Data							
				% of \$	Students at Car	npus Determi	ned Proficiency	y Level					% of Studen STAAR	ts at Meets Gra or Other Asse	ade Level on essment
Grade level	Subject tested	Cycle	e 1 (Fall Interim	1)	C	ycle 2 (Dec EO	C)	Cycle	3 (Spring Interi	m)	C	ycle 4 (May EOC)		Summative	
		Data Source	Goal	Actual	Data Source	Goal	Actual	Data Source	Goal	Actual	Data Source	Goal	Data Source	Goal	Actual
	English I	State Interim	17%		Dec STAAR	40%		State Interim	20%		STAAR	42%	STAAR	44%	
	English II	State Interim	22%		Dec STAAR	27%		State Interim	25%		STAAR	29%	STAAR	31%	
	Algebra I	State Interim	35%		Dec STAAR	40%		State Interim	8%		STAAR	42%	STAAR	44%	
	Biology	State Interim	16%		Dec STAAR	70%		State Interim	21%		STAAR	72%	STAAR	74%	
	US History	State Interim	39%		Dec STAAR	72%		State Interim	29%		STAAR	74%	STAAR	76%	
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	Cycle 1 90-day Outcomes (September - November)												
	Prio	ritized Focus Are	ea #1		Prioritized Focus Area #2			Prioritized Focus Area #3					
Essential Action	5.1 Objective-driven daily less	son plans with fo	ormative assessments.	5.3 Data-driven instruction.			4.1 Curriculum and assessme	ents aligned to TEKS with a yea	r-long scope and sequence.				
Desired Annual Outcome	Lesson Plans will improve stu	dent performan	ce by 3%	Teachers will use formative a student performance by 3%.	assessment data to create SM/	ART goals and increase		ster weekly assessments that a ery of TEKS for areas of interv					
Desired 90-day Outcome	Lesson plans will include form and turned in weekly, revised			Formative assessment data vinstruction and lead to 3% gr	will be used to create lessons rowth.	that show differentiation of	Teachers will pace the level of weekly lesson plans that are	of instruction to stay on target reviewed and revised.	for mastery of TEKS using				
Barriers to Address During this Cycle		eachers are unfamiliar with instructional strategies and scaffolding and ck the tools to implements formative assessments.  Recognizing the need to reteach a lesson based on the data and the lack of mastery of TEKS in cld The inexperience of current teachers and lack of knowledge of the subject area curriculum.											
District Actions for this Cycle	Instructional Service Coordina coach and core teachers with lessons.	•		provided within two instruct	e Coordinator will ensure all d ional days and assistance will a to identify struggling learne	be provided over data		ator will provide the instructione district's scope and sequen					
District Commitments Theory of Action						fective systems for identifying ar appropriate levels of rigor, and th							
				Action	plan-Milestones								
Miles	Milestones Prioritized Focus Area Timeline				Person(s) Responsible	Evidence used to Determine Progress toward Milestone	Evidence Collection Date	Progress toward Milestone	Necessary Adjustments / Next Steps				
Weekly PLC meetings to esta on lesson plans.	olish feedback opportunity	☑1 □2 □3	27-Aug	PLC Calendar, Agenda	Instructional Coach and Principal	PLC calendar, Agenda	Every Monday at 12:00PM	Some Progress	Provide feedback in smaller chunks				

								<u>.                                      </u>
Training of lesson plan cycle		30-Jul	PLC Calendar, Agenda	Instructional Coach and Principal	PLC calendar, Agenda	30-Jul	Significant Progress	Continue reviewing the lesson plan cycle during PLC
Weekly trainings of exit tickets and /or formative assessments	☑1 □2 □3	31-Jul	PLC Calendar, Agenda	Instructional Coach and Principal	PLC calendar, Agenda	Every Tuesday after school	No Progress	Adjust the PLC to provide more time for exit ticket examples and formative assessments
Training on the use of data to drive instruction	□1 ▼2	1-Aug	PLC Calendar, Agenda	Instructional Coach and Principal	PLC calendar, Agenda	1-Aug	Some Progress	Provide the teachers with opportunities to review data
Reviewing the effectiveness of PLC protocol	□1 ☑2 □1 □3	16-Sep	PLC Calendar, Agenda, Minutes	Instructional Coach and Principal	PLC Calendar, Agenda, Minutes	Every Monday at 2:30PM	Some Progress	Get feedback from teachers on what they feel they need more training in and adjust the PLC agendas to fit their needs
Creating lessons with built-in exemplars	<u>₩</u> 2	31-Jul	PLC Calendar, Agenda, Minutes	Instructional Coach and Principal	PLC Calendar, Agenda, Minutes	Every Monday at 12:00PM	Some Progress	Continuing to work on lesson plans so that teachers not only build in the exemplars but learn to carry them out with fidelity.
Improving the delivery of instruction	□1 ☑2 □3	1-Nov	Lesson Plans, Data	Teachers, Instructional Coach, and Principal	Interim testing	Every Tuesday after school	Some Progress	Working with teachers on the best practices of delivering instruction to the different sub pops within their classroom.
Curriculum resources are being implemented during PLC time	□1 □2 ☑3	22-Aug	PLC Agenda, Scope and Sequence	District Instructional Coach, Campus Instructional Coach	Lesson Plans, Scope and Sequence	Every Tuesday after school	Some Progress	Resources need to be stressed more during PLC time and given time to evaluate these resources prior to putting to use.

Implementation of scope and sequence in core subject areas during professional development	□1 □2 ☑3	31-Jul	District calendar	Instructional Coach, Teachers, Principal	Lesson Plans, Scope and Sequence	Every Tuesday after school	No Progress	There was no opportunity during this period due to weather conditions; however, they will be evaluated and implemented during the upcoming professional development.
Lessons are aligned to the district scope and sequence aligned to state assessments	□1 □2 ☑3	22-Aug	Scope and Sequence	District Instructional Coach, Instructional Coach, Teachers	Lesson Plans, Scope and Sequence	Every Thursday	Significant Progress	Teachers were provided with a binder to follow the scope and sequence and during individual PLC time the lesson plans are evaluated to follow the scope and sequence or
			Reflection and Pla	anning for Next 90-Day	/ Cycle			
Did you achieve your desired 90-day outcome? Why or why not?	)			of the milestones while no progr ce in their weekly meetings and t ir teaching.				
Did you achieve your student performance goals (see Student Da	ata Tab)? Why or	why not?	No, we did not. Part of the rea	son is the lack of attendance fron	n students and another part is th	e lack of teachers teaching their	lesson plans with fidelity.	
				Carryover Milestones			New Milestones	
Review the necessary adjustments/next steps column above. W working on in the next cycle? What new milestones do you need				ver with the exception of the last since the district covers those in		Teachers and IC will meet with been turned in a timely manner	·	

		Cycle 2 90-Day Outcomes (December-February)	
	Prioritized Focus Area #1	Prioritized Focus Area #2	Prioritized Focus Area #3
Essential Action	5.1 Objective-driven daily lesson plans with formative assessments.	5.3 Data-driven instruction.	4.1 Curriculum and assessments aligned to TEKS with a year-long scope and sequence.
Desired Annual Outcome	Lesson Plans will improve student performance by 3%	Teachers will use formative assessment data to create SMART goals and increase student performance by 3%.	All core teachers will administer weekly assessments that are aligned to the scope and sequence to determine mastery of TEKS for areas of intervention.
Desired 90-day Outcome	I Exit tickets will be used daily as evidence of formative assessments	Teachers will break down the data and will focus on the specific needs of each student by creating smart goals for each student after each district assessment.	Teachers and the IC will adjust intervention time after receiving interim assessment data. After reviewing the data from the formative assessments, students will be regrouped into tiers weekly for STAAR intervention Fridays.
Barriers to Address During this Cycle	Teachers will need to become familiar and recognize the needs of each individual subgroup in order to re-teach a particular lesson.	Teachers may not keep up with the vast turnover of students and their data.	Teaching multiple preps and not being able to focus on just STAAR tested areas.
District Actions for this Cycle		The district will ensure staff have access to all data systems, know how to pull their data from each system, and have a basic understanding for how to read and use the data to drive instruction.	
District Commitments	If the district ensures that the campus has access to high-quality formative assess	nents for all tested subjects, and the district ensures there are effective systems for  identifying ar	nd supporting struggling learners, and the district provides the campus the a standard-aligned

	Action plan-Milestones											
Milestones	Prioritized Focus Area	Timeline	Resources Needed	Person(s) Responsible	Evidence used to Determine Progress toward Milestone	Fyidence Collection Date	Progress toward Milestone	Necessary Adjustments / Next Steps				
Weekly PLC meetings to establish feedback opportunity on lesson plans.	☑1 □2 □3	27-Aug	PLC Calendar, Agenda	Instructional Coach and Principal	PLC calendar, Agenda	Every Monday at 12:00PM						
Training of lesson plan cycle	□1 □2 □3	30-Jul	PLC Calendar, Agenda	Instructional Coach and Principal	PLC calendar, Agenda	30-Jul						
Weekly trainings of exit tickets and /or formative assessments	☑1 □2 □3	31-Jul	PLC Calendar, Agenda	Instructional Coach and Principal	PLC calendar, Agenda	Every Tuesday after school						

Theory of Action

and viable curriculum, then the campus we be able to establish strong data-driven instructional practices, meet the needs of all students through appropriate levels of rigor, and the instructional team will have the tools to support teachers and student outcomes.

Training on the use of data to drive instruction	□1 ☑2 □3	1-Aug	PLC Calendar, Agenda	Instructional Coach and Principal	PLC calendar, Agenda	1-Aug		
Reviewing the effectiveness of PLC protocol	□1 ☑2 □3	16-Sep	PLC Calendar, Agenda, Minutes	Instructional Coach and Principal	PLC Calendar, Agenda, Minutes	Every Monday at 2:30PM		
Creating lessons with built-in exemplars	□1 「32 □3	31-Jul	PLC Calendar, Agenda, Minutes	Instructional Coach and Principal	PLC Calendar, Agenda, Minutes	Every Monday at 12:00PM		
Improving the delivery of instruction	□ □ □	1-Nov	Lesson Plans, Data	Teachers, Instructional Coach, and Principal	Interim testing	Every Tuesday after school		
Curriculum resources are being implemented during PLC time		22-Aug	PLC Agenda, Scope and Sequence	District Instructional Coach, Campus Instructional Coach	Lesson Plans, Scope and Sequence	Every Tuesday after school		
Lessons are aligned to the district scope and sequence aligned to state assessments		31-Jul	District calendar	Instructional Coach, Teachers, Principal	Lesson Plans, Scope and Sequence	Every Tuesday after school		
Teachers and IC will meet with the Principal over lesson plans because lesson plans have not been turned in a timely manner for the five tested STAAR areas.	□1 □2 □3	12-Nov	Lesson Plans, Eduphoria	Principal, Instructional Coach, Teachers	Lesson Plans, Scope and Sequence	Every Tuesday during PLC		
			Improving th	e delivery of instruction	on			
Did you achieve your desired 90-day outcome? Why or why not?	,							
Did you achieve your student performance goals (see Student Da	ata Tab)? Why or	why not?						
				Carryover Milestones			New Milestones	
Review the necessary adjustments/next steps column above. We working on in the next cycle? What new milestones do you need								

				Cycle 3 90-Day	Outcomes (March-M	ay)			
	Prior	ritized Focus Are	ea #1		Prioritized Focus Area #2			Prioritized Focus Area #3	
Essential Action	5.1 Objective-driven daily less	son plans with fo	ormative assessments.	5.3 Data-driven instruction.			4.1 Curriculum and assessme	ents aligned to TEKS with a yea	r-long scope and sequence.
Desired Annual Outcome	Teachers will develop lesson assessments with exit tickets implementing interventions t	or using diagnos	stic tests and then	Teachers will use recent STA closing the gaps by focusing o	AR and Interim data to drive to n Tiers.	their instruction to focus on	necessary for mastery of obje	flow of instruction so teachers ectives needed for students to fill be times that lessons need	pass their EOC exams but
Desired 90-day Outcome									
Barriers to Address During this Cycle									
District Actions for this Cycle									
District Commitments Theory of Action				ments for all tested subjects, and instructional practices, meet the					
				Action	plan-Milestones				
Mile	stones	Prioritized Focus Area	Timeline	Resources Needed	Person(s) Responsible	Evidence used to Determine Progress toward Milestone	Evidence Collection Date	Progress toward Milestone	Necessary Adjustments / Next Steps
		<b>□</b> 1							
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Desired Annual Outcome	Teachers will develop lesson plans that cont assessments with exit tickets or using diagno implementing interventions to re-teach objective.	ostic tests and then	Teachers will use recent STA closing the gaps by focusing	AR and Interim data to drive on Tiers.	their instruction to focus on	necessary for mastery of obje	flow of instruction so teachers ectives needed for students to vill be times that lessons need	pass their EOC exams but
Essential Action	D		0			0		
	Prioritized Focus A	rea #1		Prioritized Focus Area #2			Prioritized Focus Area #3	
			END OF	YEAR REFLECTION				
	ents/next steps column above. What milestones f /hat new milestones do you need to add to the ne							
				Carryover Milestones			New Milestones	
Did you achieve your student pe	erformance goals (see Student Data Tab)? Why or	r why not?						
Did you achieve your desired 90	O-day outcome? Why or why not?							
			Reflection and Pla	anning for Next 90-Da	y Cycle			
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## Cycle 4 90-Day Action Plan (June-August)

The purpose of this 90-Day action plan is to prepare for the upcoming school year.

The essential actions the campus prioritizes may have changed based on progress made in the school year or based on ESF diagnostic results.

The essential actions the campus prioritizes may have changed based on progress made in the school year or based on Est diagnosite results.					
	Prioritized Focus Area #1	Prioritized Focus Area #2	Prioritized Focus Area #3		
<b>Essential Action</b>	Lesson plans will include formative assessments with exemplar responses and turned in weekly, revised, and then adjusted.	Formative assessment data will be used to create lessons that show differentiation of instruction and lead to 3% growth.	Teachers will pace the level of instruction to stay on target for mastery of TEKS using weekly lesson plans that are reviewed and revised.		
Rationale					
How will you communicate these priorities to your stakeholders? How will you invest them?					
Desired 90-Day Outcome					
Who will help the campus build capacity in this area?					
Barriers to Address					
District Actions for this Cycle					
District Commitments Theory of Action	0				
Action plan-Milestones					

Action plan-Milestones								
Milestones	Prioritized Focus Area	Timeline	Resources Needed	Person(s) Responsible	Evidence Used to Determine Progress Toward Milestone	Evidence Collection Date	Progress Toward Milestone	Necessary Adjustments/Next Steps
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Reflection and Planning for Next 90-Day Cycle						
Did you achieve your desired 90-day outcome? Why or why not?						
Did you achieve your summative student performance goals (see Student Data Tab)? Why or why not?						
			New Milestones			
Review the necessary adjustments/next steps column above. What milestones from this cycle will you continue working on in the next cycle? What new milestones do you need to add to the next cycle?						
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TIP Components	Notes				
	Foundations				
Self-Assessment Results	If the campus has had an ESF Diagnostic, DO NOT complete the 'Self-Assessment' section. Continue to the next section titled, 'ESF Diagnostic Results'				
Essential Action	From the drop down menu, select the Essential Action the campus selected based on the Needs Assessment and/or ESF Final Report.				
Rationale	Explain the reasons this Essential Action was selected.				
Desired Annual Outcome	Create your annual goal for each Prioritized Focus Area identified using qualitative and/or quantitative measures.				
Barriers to Address During the Year	List barriers to implementation the campus may face as they take the necessary steps to improve the prioritized focus area.				
District Commitment on Theory of Action	State the District Theory of Action and the District Commitments that will support the campus' essential actions found in the plan.				
Date of ESF Diagnostic	Complete after ESF Diagnostic.				
	Cycles 1, 2, and 3 90-day Action Plan				
Desired 00 desi Ordi					
Desired 90-day Outcome	Describe the specific goals the campus plans to achieve by the end of the cycle for the relevant prioritized focus area.				
Barriers to Address During the Year	List barriers to implementation the campus may face as they take the necessary steps to improve the prioritized focus area. Barriers may stay the same or change from cycle to cycle.				
District Actions for this Cycle	List what the district will do to support the campus during this 90-day cycle to achieve the desired outcomes.				
Milestones	In each row, list actions the campus is taking in this cycle to achieve desired outcomes and address barriers to implementation.  An action may address more than one priority focus area. New actions can be added over time, as needed.				
Prioritized Focus Area	Select the Prioritized Focus Area(s) that is aligned to this milestone.				
Timeline	Identify a start and end date. End date may carryover to another cycle.				
Resources Needed	Examples include, but are not limited to: budget allocation, data platforms, personnel, etc.				
Evidence used to Determine Progress toward Milestone	Measures can be qualitative or quantitative.				
Progress toward Milestone	Select the status of the evidence review from the dropdown menu.				
Necessary Adjustments/Next Steps	List adjustments or next steps the campus will take to achieve this action. Include barriers that limited progress towards achieving this action.				
	Cycle 4 90-day Action Plan				
Rationale	Explain the reasons this Essential Action was selected.				
Desired 90-day Outcome	Describe the specific goals the campus plans to achieve by the end of the cycle for the relevant prioritized focus area.				
Barriers to Address During the Year	List barriers to implementation the campus may face as they take the necessary steps to improve the prioritized focus area. Barriers may stay the same or change from cycle to cycle.				
District Actions for this Cycle	List what the district will do to support the campus during this 90-day cycle to achieve the desired outcomes.				
Milestones	In each row, list actions the campus is taking in this cycle to achieve desired outcomes and address barriers to implementation.  An action may address more than one priority focus area. New actions can be added over time, as needed.				
Prioritized Focus Area	Select the Prioritized Focus Area(s) that is aligned to this milestone.				
Timeline	Identify a start and end date. End date may carryover to another cycle.				
Resources Needed	Examples include, but are not limited to: budget allocation, data platforms, personnel, etc.				
Evidence used to Determine Progress toward Milestone	Measures can be qualitative or quantitative.				
Progress toward Milestone	Select the status of the evidence review from the dropdown menu.				
Necessary Adjustments/Next Steps	List adjustments or next steps the campus will take to achieve this action. Include barriers that limited progress towards achieving this action.				