Invictus Academy at Airways Annual Plan (2024 - 2025)

Last Modified at Oct 03, 2024 11:39 AM CDT

[G 1] Reading/Language Arts
Invictus Academy at Airways will increase ELA meeting or exceeding expectations proficiency rates in grades 9-12 from 5.5% in 2024 to 9.0% in 2025.

The ELA Department will earn a TVAAS Level 3 in 2025.

Performance Measure
Performance will be measured using the following tools:

TNReady Assessment

ANet Assessment

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 1.1] Standard Aligned Core Instruction **Rationale** Provide daily access to a rigorous reading/language arts curriculum that will develop students' deep understanding of the content, strengthen comprehension, and promote mastery of TN Standards to ensure students are career and college ready. **Supporting Data** Invictus Academy gained an overall 2.6% increase on the EOC TCAP Assessments of students performing "On Track and/or Mastered" in ELA from the Spring of 2023 to the Spring of 2024. **Benchmark Indicator** **Implementation** * Daily classroom observations, using the Instructional Practices 1-4 guide, will provide the ILT with data to determine trends in teachers' ability	**[A 1.1.1] Utilize Instructional Supplies and Equipment to Support Academic Achievement** ELA teachers will secure supplies, materials, equipment and resources to support reading academic growth and achievement. This includes the ELA Pearson digital and hardbound resources, particularly those that support the Reading Prescriptions and lead to student success on the TCAP English I, II EOC Assessments. **Implementation** * Daily classroom observations of the teachers using the Pearson resources * Weekly/bi-weekly classroom walkthrough reports * Weekly PLC meeting agenda and minutes * Quarterly collaborative planning meeting agenda and minutes * Quarterly review of Pearson common assessments in use during PLCs	Dr. Soya Moore, Principal and ELA Teachers	03/28/2025	Title I	

to effectively implement the identified instructional shifts outlined in the TEM rubric and gauge the implementation of standards-aligned instruction. * Weekly informal Walkthroughs will be collected through the Classroom Informal Walkthrough and Debriefing document and will be monitored through Power-BI for 80% implementation with instructional practices 1-4 * Quarterly Review of TEM observation data to monitor educators delivery of standards aligned lessons to the TN Standards. The TEM Rubric will be utilized for formal observations. **Effectiveness** * Classroom Observation data will show a 10% growth in implementation of the Four Instructional Practices with fidelity. * Teachers scoring Level 1 or Level 2 in any domain will increase to Level 3. * Students will score 70% or better on quarterly assessments * Weekly Classroom Walkthrough Reports will be conducted with 100% feedback and result in 100% of teachers fully implementing the four Instructional Practices.	**Effectiveness** * Daily classroom observations will result in 100% of teachers utilizing the Pearson resources. * Weekly/Bi-weekly Classroom Walkthrough Reports will result in 100% of teachers being on track for implementing reading prescriptions/curriculum maps. * PLC sessions will result in a 10% weekly increase of teachers fully implementing district resources. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources to created standards aligned lessons. * Quarterly review of Pearson common assessments during PLCs will result in students' mastery at 70% or higher.				
	[A 1.1.2] Identify ELA AMO and DAMO Students Annual Measurable Objective and Double Annual Measurable Objective students are identified as those who will use specific activities to meet the district and state goals based on their formative assessment data. Activities include: peer tutoring, student leadership and student presentations/leading lessons of standards based tasks. **Implementation** * Daily Quizzes * Monthly and Quarterly Assessments	Dr. Soya Moore, Principal and ELA Teachers	03/28/2025	Title I	

	* Daily classroom observations of the teachers using the four Instructional Practices * Weekly/Bi-Weekly Classroom walkthrough reports * Weekly PLC agenda and minutes * Quarterly collaborative planning agenda and minutes * Quarterly review of assessments in use during PLCs. **Effectiveness** * Students will score 80% or higher on daily quizzes. * Students will score 80% or higher on monthly/quarterly assessments. * Daily classroom observations will result in 100% of teachers fully implementing the four Instructional Practices. * Weekly/Bi-weekly classroom walkthrough reports will result in 100% of teachers s being on track for implementing reading prescriptions/curriculum maps. * PLC sessions will result in a 10% weekly increase in student work sample data. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources to created standards aligned lessons. * Quarterly review of assessments during PLCs will result in students' mastery at 70% or higher.				
	[A 1.1.3] Conduct PLC Meetings and Collaboration During weekly ELA PLC meetings, teachers and administrators will engage in collaborative activities in which the team will disaggregate common and summative assessment data to make informed instruction data driven decisions. Discussions will be centered around the implementation of the four instructional practices, student work, lesson design & delivery, and standards alignment.	Dr. Soya Moore, Principal and ELA Lead	03/28/2025	Title I	

		Implementation * Weekly PLC meeting agenda and minutes to disaggregate assessment data * Quarterly collaborative planning agenda and minutes **Effectiveness** * Weekly PLCs to disaggregate student data will result in assessment scores of 70% or better. * Quarterly collaborative planning sessions will result in 100% of teachers' lesson plans reflecting the four instructional practices and 7 teach indicators.				
		[A 1.1.4] Partner with Achievement Network (ANet) Invictus Academy will partner with Achievement Network to increase the academic performance of students through more intentional integration of standards-aligned assessments and coaching to develop effective teachers, share successful practices with other forward-thinking educators, and catalyze instructional change. **Implementation** * Daily classroom observations of the teachers using the Achievement Network Platform. * Quarterly Review of Achievement Network Data. **Effectiveness** * Daily classroom observations will result in 100% of teachers utilizing the resources in the Achievement Network Platform. * Quarterly review of Achievement Network data	Dr. Soya Moore, Principal and ELA Lead	05/23/2025	Title I	

	will result in a 10% increase in student achievement.				
	[A 1.1.5] Utilize Triand Assessment Software Invictus Academy will use Triand Assessment Software to gain access to a bank of test questions that will increase the academic performance of students through more intentional integration of standards-aligned assessments. **Implementation** * Weekly/Bi-Weekly Classroom walkthrough reports * Quarterly Review of Triand Assessments. **Effectiveness** * Weekly/bi-weekly walkthrough reports will reflect 100% of teachers utilizing Triand assessments and resources. * Quarterly review of Triand data will result in a 10% increase in student achievement.	Dr. Soya Moore, Principal and ELA Lead	05/23/2025	Title I	
[S 1.2] Professional Development **Rationale** Provide professional development for teachers, administrators, and instructional facilitators on how to articulate the instructional practice shifts that will improve teachers' pedagogy of the content, master of standard look-fors, students' skill set, and students' proficient reading level of grade supported texts. **Supporting Data** Based on the Spring 2023-24 Insight Survey, there was an index score of 6.6 indicating teacher's satisfaction with Professional Development; and there was an index score of 5.8 indicating teacher's satisfaction with instructional planning.	**[A 1.2.1] Attend local, state, and national conferences** Invictus Academy @ Airways staff will attend in-state and out-of-state professional development sessions and educational conferences to gather information that improves and cultivates instructional practices that lead to higher student achievement and teacher effectiveness to meet our ELA goal. Attending staff will train ELA faculty, and best practices will be shared during collaborative planning, and PLC sessions weekly. **Implementation** * Bi-Weekly classroom instructional walkthrough reports * Quarterly collaborative planning agenda and minutes	Dr. Soya Moore, Principal and ELA Teachers	03/28/2025	Title I	

Invictus Academy gained an overall 2.6% increase on the EOC TCAP Assessments of students performing "On Track and/or Mastered" in ELA from the Spring of 2023 to the Spring of 2024. **Benchmark Indicator** **Implementation** * Daily classroom observations, using the Classroom Walkthrough Protocol and Debriefing Document, will provide the ILT with data to determine trends in teachers' ability to effectively implement the identified instructional shifts outlined in the rubric and gauge the implementation of standard aligned instruction in order to plan professional development support. * Classroom Walkthrough data will be monitored through the district's PD management system (Professional Learning Zone/PLZ) and Microsoft Forms for 80% standard aligned core instructional implementation with fidelity at 2 per teacher per semester in order to provide individualized professional learning support. * Instructional Leadership Team (ILT) meetings, using the meeting agenda and minutes, are conducted twice each month at 85% attendance to ensure district and school leaders are gaining and sharing knowledge of content, obtaining content support and resources through collaboration, and effectively communicating new information with school-level educators. * PLCs, using the meeting agenda and minutes, will be held weekly to improve teacher knowledge and skills and help improve student achievement through stronger leadership and teaching. * Collaborative Planning, using the meeting agenda and minutes, will be held quarterly to provide opportunities for teachers to work together during the school day to make connections through examining their practice, consulting with colleagues, and developing their skills.	* Quarterly professional development agenda and minutes **Effectiveness** * Bi-weekly Classroom Walkthrough Reports will be conducted with 100% feedback and result in 100% of teachers fully implementing the four Instructional Practices. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources to create standards aligned lessons. * Quarterly professional development sessions will result in 100% of teachers implementing standard aligned lessons.				

Effectiveness * Daily classroom observations using the Classroom Walkthrough Protocol and Debriefing Document will reflect that 100% of teachers are on track for implementing reading prescriptions/curriculum maps. * Monthly district and school ILT Walkthrough data will show a 10% growth in implementation of the the District's Four Instructional Practices with fidelity. Teachers scoring Level 1 or Level 2 in any domain will increase to Level 3. * Bi-weekly Instructional Leadership Team (ILT) meetings will result in a 10% growth in teachers walkthrough data. * PLC sessions will result in a 10% weekly increase of teachers fully implementing district resources. * Quarterly collaboration sessions will result in a 10% increase in teachers utilizing District resources to create standards aligned lessons. * The Insight Survey Leadership Index increased to 8.8 in the Spring of 2024.					
	[A 1.2.2] Implement ELA Educational Epiphany Instructional Practices 1-4 ELA teachers will engage in the Four Instructional Practices professional learning. **Implementation** * Bi-Weekly classroom instructional walkthrough reports * Quarterly collaborative planning agenda and minutes * Quarterly professional development agenda and minues **Effectiveness**	Dr. Soya Moore, Principal and ELA Teachers	05/23/2025	Title I	

	* Bi-weekly Classroom Walkthrough Reports will be conducted with 100% feedback and result in 100% of teachers fully implementing the four Instructional Practices. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources to create standards aligned lessons. * Quarterly professional development sessions will result in 100% of teachers implementing standard aligned lessons.				
	[A 1.2.3] Integrate Technology Content teams will analyze blended learning resources and station rotation model and integrate more technology in their lessons. **Implementation** * Bi-Weekly classroom instructional walkthrough reports * Quarterly collaborative planning agenda and minutes * Quarterly professional development agenda and minutes **Effectiveness** * Bi-weekly Classroom Walkthrough Reports will be conducted with 100% feedback and result in 100% of teachers fully implementing the four Instructional Practices and integrating technology. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources and technology to created standards aligned lessons. * Quarterly professional development sessions will result in 100% of teachers implementing standard aligned lessons with the embedded use of technology.	Dr. Soya Moore, Principal and ELA Teachers	05/23/2025	Title I	

| [S 1.3] Targeted Intervention and Personalized Learning
Rationale

Invictus Academy @ Airways will provide academic interventions and personalized learning activities that are designed to meet the individual needs of the student and provide a learning pace and instructional approaches to meet the needs of each learner.

Supporting Data

* Invictus Academy gained an overall 2.6% increase on the EOC TCAP Assessments of students performing "On Track and/or Mastered" in ELA from the Spring of 2023 to the Spring of 2024.

Benchmark Indicator
Implementation

* Monthly progress monitoring data review of students' performance in targeted intervention (i-Ready) to determine next steps of intervention support in an effort to get them to grade level.
* Monthly data team meeting agenda and minutes
* Weekly fidelity checks

Effectiveness

* Monthly progress monitoring data will reflect students increasing by at least 2-3 data points.
* Monthly data team meetings will reflect at least 10% of students being able to exit RTI2 supports and interventions.
* Weekly fidelity checks will reflect that 100% of teachers are implementing the RTI2 curriculum, which will result in students increasing by at least 2-3 data points during progress monitoring. | [A 1.3.1] Implement Tier 2 and Tier 3 Small Group Instruction
RTI2-A Literacy and Math course Intervention blocks will embedded in the Master schedule to support tier 2 and tier 3 students to decrease skill deficits.

Implementation

* Monthly progress monitoring data reports with a focus on deficit areas
* Monthly data team meetings agenda and minutes
* Weekly fidelity checks

Effectiveness

* Monthly progress monitoring will result in at least 10% growth.
* Monthly data team meetings will result in 20% of students meeting the criteria for not needing intervention supports.
* Weekly fidelity checks will reflect that 100% of teachers are implementing the RTI2 curriculum, which will result in students increasing by at least 2-3 data points during progress monitoring. | Dr. Soya Moore and ELA Teachers | 05/23/2025 | Title I | |

| | [A 1.3.2] Provide Targeted Intervention and Personalized Learning
Invictus Academy @ Airways will provide academic interventions and personalized learning activities that are designed to meet the individual needs of the student and provide a learning pace and instructional approaches to meet the needs of each learner.

Implementation

* Monthly progress monitoring data reports with a focus on deficit areas
* Monthly data team meetings
* Weekly fidelity checks

Effectiveness

* Monthly progress monitoring will result in at least 10% growth.
* Monthly data team meetings will result in 20% of students meeting the criteria for not needing intervention supports.
* Weekly fidelity checks will reflect that 100% of teachers are implementing the RTI2 curriculum, which will result in students increasing by at least 2-3 data points during progress monitoring. | Dr. Soya More, Principal and ELA Teachers | 05/23/2025 | Title I | |

[G 2] Mathematics
Invictus Academy at Airways will increase Algebra I, Algebra II, and Geometry students meeting or exceeding expectations proficiency rates in grades 9-12 from 0.4% in 2024 to 5.0% in 2025.

The MATH Department will earn a **TVAAS Level 3 in 2025.**

Performance Measure
Performance will be measured using the following tools:

TNReady Assessment

ANet Assessment

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 2.1] Standard Aligned Core Instruction **Rationale** Teachers will plan and execute standard aligned lessons with intentionality and focus (data-informed instruction) to provide daily access to a rigorous math curriculum that will develop students' engagement in important content, build on prior knowledge (pre-requisite skills), and promote mastery of TN Standards to ensure students are career and college ready. **Supporting Data** Invictus Academy gained an overall 0.0% increase on the EOC TCAP Assessments of students performing "On Track and/or Mastered" in MATH from the Spring of 2023 to the Spring of 2024. **Benchmark Indicator** **Implementation** * Daily classroom observations, using the Instructional Practices 1-4 guide, will provide the ILT with data to determine trends in teachers' ability to effectively implement the identified instructional shifts outlined in the TEM rubric and gauge the implementation of standards-aligned instruction. * Weekly informal Walkthroughs will be collected through the Classroom Informal Walkthrough and Debriefing document and will be monitored through Power-BI for 80% implementation with instructional practices 1-4 * Quarterly Review of TEM observation data to monitor educators delivery of standards aligned lessons to the TN Standards. The TEM Rubric will be utilized for formal observations.	**[A 2.1.1] Utilize Instructional Supplies and Equipment to Support Academic Achievement** Math teachers will secure supplies, materials, equipment and resources to support reading academic growth and achievement. This includes the Pearson digital and hardbound resources, particularly those that support the Math Prescriptions that lead to student success on the TCAP Algebra I, Algebra II, and Geometry Assessments. **Implementation** * Daily classroom observations of the teachers using the Pearson resources. * Weekly/bi-Weekly classroom walkthrough reports * Weekly PLC agenda and minutes * Quarterly collaborative planning agenda and minutes * Quarterly review of Pearson common assessments in use during PLCs. **Effectiveness** * Daily classroom observations will result in 100% of teachers utilizing the Pearson resources. * Weekly/Bi-weekly Classroom Walkthrough Reports will result in 100% of teachers being on track for implementing reading prescriptions/curriculum maps. * PLC sessions will result in a 10% weekly increase of teachers fully implementing district resources. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources to created standards aligned lessons. * Quarterly review of Pearson common	Dr. Soya Moore, Principal and Math Teachers	05/23/2025	Title I	

	assessments during PLCs will result in students' mastery at 70% or higher.				
Effectiveness * Classroom Observation data will show a 10% growth in implementation of the Four Instructional Practices with fidelity. * Teachers scoring Level 1 or Level 2 in any domain will increase to Level 3. * Students will score 70% or better on quarterly assessments * Weekly Classroom Walkthrough Reports will be conducted with 100% feedback and result in 100% of teachers fully implementing the four Instructional Practices.					
	[A 2.1.2] Identify Math AMO and DAMO Students Annual Measurable Objective and Double Annual Measurable Objective students are identified as those who will use specific activities to meet the district and state goals based on their formative assessment data. Activities include: peer tutoring, student leadership and student presentations/leading lessons of standards based tasks. **Implementation** * Daily Quizzes * Monthly and Quarterly Assessments * Daily classroom observations of the teachers using the four Instructional Practices * Weekly/Bi-Weekly Classroom walkthrough reports * Weekly PLC agenda and minutes * Quarterly collaborative planning agenda and minutes * Quarterly review of assessments in use during PLCs. **Effectiveness**	Dr. Soya Moore, Principal and Math Teachers	03/28/2025	Title I	

	* Students will score 80% or higher on daily quizzes. * Students will score 80% or higher on monthly/quarterly assessments. * Daily classroom observations will result in 100% of teachers fully implementing the four Instructional Practices. * Weekly/Bi-weekly classroom walkthrough reports will result in 100% of teachers s being on track for implementing reading prescriptions/curriculum maps. * PLC sessions will result in a 10% weekly increase in student work sample data. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources to created standards aligned lessons. * Quarterly review of assessments during PLCs will result in students' mastery at 70% or higher.				
	[A 2.1.3] Conduct PLC Meetings and Collaboration During weekly Math PLC meetings, teachers and administrators will engage in collaborative activities in which the team will disaggregate common assessments, formative assessments and summative assessment data to make informed instruction practice decisions. Discussions will be centered around student work, lesson designs, and standards alignment. **Implementation** * Weekly PLC agenda and minutes to disaggregate assessment data * Quarterly collaborative planning agenda and minutes **Effectiveness** * Weekly PLCs to disaggregate student data will	Dr. Soya Moore, Principal and Math Lead	05/23/2025	Title I	

	result in assessment scores of 70% or better. * Quarterly collaborative planning sessions will result in 100% of teachers' lesson plans reflecting the four instructional practices and 7 teach indicators.				
	[A 2.1.4] Partner with Achievement Network Invictus Academy will partner with Achievement Network to increase the academic performance of students through more intentional integration of standards-aligned assessments and coaching to develop effective teachers, share successful practices with other forward-thinking educators, and catalyze instructional change. **Implementation** * Daily classroom observations of the teachers using the Achievement Network Platform * Quarterly Achievement Network Data **Effectiveness** * Daily classroom observations will result in 100% of teachers utilizing the resources in the Achievement Network Platform. * Quarterly Achievement Network data will result in a 10% increase in student achievement.	Dr. Soya Moore, Principal and Math Teachers	05/23/2025	Title I	
	[A 2.1.5] Utilize Triand Assessment Software Invictus Academy will use Triand Assessment Software to gain access to a bank of test questions that will increase the academic performance of students through more intentional integration of standards-aligned assessments. **Implementation** * Weekly/Bi-Weekly classroom walkthrough reports * Quarterly report of Triand Assessments.	Dr. Soya Moore, Principal and Math Teachers	05/23/2025	Title I	

	Effectiveness * Weekly/bi-weekly walkthrough reports will reflect 100% of teachers utilizing Triand assessments and resources. * Quarterly reports of Triand data will result in a 10% increase in student achievement.				
[S 2.2] Professional Development Provide ongoing, high quality professional development at the District and school level for school leaders, teachers, and other instructional staff that focuses on instructional shifts and strategies that result in improved student performance. **Benchmark Indicator** **Implementation** * Daily classroom observations, using the Classroom Walkthrough Protocol and Debriefing Document, will provide the ILT with data to determine trends in teachers' ability to effectively implement the identified instructional shifts outlined in the rubric and gauge the implementation of standard aligned instruction in order to plan professional development support. * Classroom Walkthrough data will be monitored through the district's PD management system (Professional Learning Zone/PLZ) and Microsoft Forms for 80% standard aligned core instructional implementation with fidelity at 2 per teacher per semester in order to provide individualized professional learning support. * Instructional Leadership Team (ILT) meetings, using the meeting agenda and minutes, are conducted twice each month at 85% attendance to ensure district and school leaders are gaining and sharing knowledge of content, obtaining content support and resources through collaboration, and effectively communicating new information with	**[A 2.2.1] Attend local, state, and national conferences** Invictus Academy @ Airways staff will attend in-state and out-of-state professional development sessions and educational conferences to gather information that improves and cultivates instructional practices that lead to higher student achievement and teacher effectiveness to meet our Math goal. Attending staff will train Math faculty, and best practices will be shared during collaborative planning, and PLC sessions weekly. **Implementation** * Bi-Weekly classroom instructional walkthrough reports * Quarterly collaborative planning agenda and minutes * Quarterly professional development minutes and agenda **Effectiveness** * Bi-weekly Classroom Walkthrough Reports will be conducted with 100% feedback and result in 100% of teachers fully implementing the four Instructional Practices. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources to create standards aligned lessons. * Quarterly professional development sessions will	Dr. Soya Moore, Principal and Math Teachers	03/28/2025	Title I	

school-level educators. * PLCs, using the meeting agenda and minutes, will be held weekly to improve teacher knowledge and skills and help improve student achievement through stronger leadership and teaching. * Collaborative Planning, using the meeting agenda and minutes, will be held quarterly to provide opportunities for teachers to work together during the school day to make connections through examining their practice, consulting with colleagues, and developing their skills. **Effectiveness** * Daily classroom observations using the Classroom Walkthrough Protocol and Debriefing Document will reflect that 100% of teachers are on track for implementing reading prescriptions/curriculum maps. * Monthly district and school ILT Walkthrough data will show a 10% growth in implementation of the the District's Four Instructional Practices with fidelity. Teachers scoring Level 1 or Level 2 in any domain will increase to Level 3. * Bi-weekly Instructional Leadership Team (ILT) meetings will result in a 10% growth in teachers walkthrough data. * PLC sessions will result in a 10% weekly increase of teachers fully implementing district resources. * Quarterly collaboration sessions will result in a 10% increase in teachers utilizing District resources to create standards aligned lessons. * The Insight Survey Leadership Index increased to 8.8 in the Spring of 2024.	result in 100% of teachers implementing standard aligned lessons.				
	[A 2.2.2] Implement Math Educational Epiphany Instructional Practices 1-4 Math teachers will engage in the Four Instructional Practices professional learning. **Implementation**	Dr. Soya Moore, Principal and Math Teachers	05/23/2025	Title I	

	* Bi-Weekly classroom instructional walkthrough reports * Quarterly collaborative planning agenda and minutes * Quarterly professional development minutes and agenda **Effectiveness** * Bi-weekly Classroom Walkthrough Reports will be conducted with 100% feedback and result in 100% of teachers fully implementing the four Instructional Practices and integrating technology. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources and technology to created standards aligned lessons. * Quarterly professional development sessions will result in 100% of teachers implementing standard aligned lessons with the embedded use of technology.				
	[A 2.2.3] Integrate Technology Into Lessons Content teams will analyze blended learning resources and station rotation model and brainstorm what blended learning should look like in their classroom. **Implementation** * Bi-Weekly classroom instructional walkthrough reports * Quarterly collaborative planning agenda and minutes * Quarterly professional development agenda and minutes **Effectiveness**	Dr. Soya Moore, Principal and Math Teachers	05/23/2025	Title I	

	* Bi-weekly Classroom Walkthrough Reports will be conducted with 100% feedback and result in 100% of teachers fully implementing the four Instructional Practices. * Quarterly collaborative planning will result in a 10% increase in teachers utilizing District resources to create standards aligned lessons. * Quarterly professional development sessions will result in 100% of teachers implementing standard aligned lessons.				
[S 2.3] Targeted Interventions and Personalized Learning, **Rationale** Provide academic interventions, personalized learning activities, an individualized learning pace, and various instructional approaches designed to meet the needs of specific learners to improve student achievement. **Supporting Data** * Invictus Academy gained an overall 0.0% increase on the EOC TCAP Assessments of students performing "On Track and/or Mastered" in Math from the Spring of 2023 to the Spring of 2024. ** ** ** ** **Benchmark Indicator** **Implementation** * Monthly progress monitoring data review of students' performance in targeted intervention (i-Ready) to determine next steps of intervention support in an effort to get them to grade level. * Monthly data team meeting agenda and minutes * Weekly fidelity checks	**[A 2.3.1] Implement Tier 2 and Tier 3 Small Group Instruction** RTI2-A Literacy and Math course Intervention blocks will embedded in the Master schedule to support tier 2 and tier 3 students to decrease skill deficits. **Implementation** * Monthly progress monitoring data reports with a focus on deficit areas * Monthly data team meeting agenda and minutes * Weekly fidelity checks **Effectiveness** * Monthly progress monitoring will result in at least 10% growth. * Monthly data team meetings will result in 20% of students meeting the criteria for not needing intervention supports. * Weekly fidelity checks will reflect that 100% of teachers are implementing the RTI2 curriculum, which will result in students increasing by at least 2-3 data points during progress monitoring.	Dr. Soya Moore, Principal and Math Lead	05/23/2025	Title I	

Effectiveness * Monthly progress monitoring data will reflect students increasing by at least 2-3 data points. * Monthly data team meetings will reflect at least 10% of students being able to exit RTI2 supports and interventions. * Weekly fidelity checks will reflect that 100% of teachers are implementing the RTI2 curriculum, which will result in students increasing by at least 2-3 data points during progress monitoring.					
	[A 2.3.2] Provide Targeted Intervention and Personalized Learning Invictus Academy @ Airways will provide academic interventions and personalized learning activities that are designed to meet the individual needs of the student and provide a learning pace and instructional approaches to meet the needs of each learner. **Implementation** * Monthly progress monitoring data reports with a focus on deficit areas * Monthly data team meeting agenda and minutes * Weekly fidelity checks **Effectiveness** * Monthly progress monitoring will result in at least 10% growth. * Monthly data team meetings will result in 20% of students meeting the criteria for not needing intervention supports. * Weekly fidelity checks will reflect that 100% of teachers are implementing the RTI2 curriculum,	Dr. Soya Moore, Principal and Math Lead	05/23/2025	Title I	

	which will result in students increasing by at least 2-3 data points during progress monitoring.				

[G 3] College and Career Readiness
Invictus Academy at Airways will increase the percentage of ready graduates from 6.1% in 2024 to 8.0% in 2025 and increase the graduation rate from 61.0% in 2023 to 63.0% in 2025.

Performance Measure
Performance effectiveness will be measure by the following:

* Early Post Secondary Opportunities being offered
* ACT composite score (21 or higher)
* Earnings of Industry Certifications
* ASVAB Scores
* Graduation Rate

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 3.1] ACT Preparation **Rationale** Provide targeted content and test taking skills support to students to undergird content area deficits, improve testing stamina and address school-wide areas for concern in achieving a composite score of 21. **Supporting Data** Invictus Academy gained a 4.9% increase in the percentage of Ready Graduates from the Spring of 2023 to the Spring of 2024, moving from 1.6% to 6.1%. **Benchmark Indicator** **Implementation** * Quarterly review of student's report card data to monitor success rates in ACT supported courses. * Quarterly** **attendance roster reviews of ACT workshops will demonstrate student exposure and	**[A 3.1.1] Provide ACT Workshops for Teachers** Staff will engage in professional development sessions to assist in student needs progress and identifying strategies to prepare students for the ACT.** **Implementation** * Quarterly review of student's report card data to monitor success rates in ACT supported courses. * Quarterly** **attendance roster reviews of ACT workshops will demonstrate student exposure and opportunity for skill building for test mastery. **Effectiveness** * Quarterly review of student's report card data to monitor success rates in ACT supported courses will show a 10% increase in passing grades. * Quarterly** **attendance roster reviews of ACT workshops will have at least 80% attendance rate.	Dr. Soya Moore, Principal and Graduation Coach	05/23/2025	Title I	

opportunity for skill building for test mastery. **Effectiveness** * Quarterly review of student's report card data to monitor success rates in ACT supported courses will show a 10% increase in passing grades. * Quarterly** **attendance roster reviews of ACT workshops will have at least 80% attendance rate.					
	[A 3.1.2] Conduct ACT Awareness Workshops for Students Students will engage in structured ACT workshops to support student needs, monitor student progress, and identify strategies to increase student composite scores. **Implementation** * Quarterly review of student's report card data to monitor success rates in ACT supported courses. * Quarterly** **attendance roster reviews of ACT workshops will demonstrate student exposure and opportunity for skill building for test mastery. **Effectiveness** * Quarterly review of student's report card data to monitor success rates in ACT supported courses will show a 10% increase in passing grades. * Quarterly** **attendance roster reviews of ACT workshops will have at least 80% attendance rate.	Dr. Soya Moore, Principal and Graduation Coach	03/28/2025	Title I	
[S 3.2] Early Post-Secondary Opportunities **Rationale** Develop and expand opportunities for students to access multiple early post-secondary opportunities (EPSO) and advance academic courses while	**[A 3.2.1] The Addition of EPSOs to Master Schedule** **Implementation** * Quarterly report cards and progress reports * Semesterly student interest surveys	Katina Jackson Hall, Guidance Counselor	09/27/2024	Title I	

enrolled in high school in order to increase students' college and career readiness. **Supporting Data** Invictus Academy observed an increase of EPSO courses that were added to master schedule with current teachers providing course instruction. Invictus Academy gained a 4.9% increase in the percentage of Ready Graduates from the Spring of 2023 to the Spring of 2024, moving from 1.6% to 6.1%. **Benchmark Indicator** **Implementation** * Quarterly report cards and progress reports * Semesterly student interest surveys **Effectiveness** * Quarterly report cards will reflect 100% of students enrolled in advanced academics will have a passing grade of C or higher. * As a result of semesterly student interest surveys, there will be a 10% increase in the number of students enrolled in an advanced academic course.	**Effectiveness** * Quarterly report cards will reflect 100% of students enrolled in advanced academics will have a passing grade of C or higher. * As a result of semesterly student interest surveys, there will be a 10% increase in the number of students enrolled in an advanced academic course.				
	[A 3.2.2] Offer ASVAB to explore military opportunities **Implementation** * Quarterly ASVAB reports (Every 11th and 12th-grade student and/or student that is at least 17 years of age, will complete the ASVAB assessment to explore military opportunities.) **Effectiveness**	Katina Jackson Hall, Guidance Counselor and Graduation Coach	03/28/2025	Title I	

	* The percentage of students passing the ASVAB Assessment will increase from 5.0% in 2024 to 10.0% in 2025.				
[S 3.3] Career Exploration and Work-Based Learning Opportunities **Rationale** Provide early opportunities for K-8 students in college and career planning by identifying interests and career expectations. Assist students in early high school grades with identifying interests and career expectations as well as opportunities for internships, apprenticeships, etc. **Supporting Data** Invictus Academy gained a 4.9% increase in the percentage of Ready Graduates from the Spring of 2023 to the Spring of 2024, moving from 1.6% to 6.5%. **Benchmark Indicator** **Implementation** * Quarterly monitoring of enrollment and course selection for 8th and 9th grade students in CCTE courses that will support the CCTE redesign by evaluating student investment via attendance, course selection, and grades in redesign efforts. * Quarterly review of transcripts for Pathways to support the program of study and maintain alignment of the pre-requisite skills for industry certification for students in grades 9-12 to ensure students are appropriately progressing through the program. * Semesterly review of career interest inventories **Effectiveness**	**[A 3.3.1] Provide College and Career Readiness Counseling** Provide students with college and career planning opportunities that will assist in identifying interests and career-expectations. **Implementation** * Quarterly monitoring of enrollment and course selection for 8th and 9th grade students in CCTE courses that will support the CCTE redesign by evaluating student investment via attendance, course selection, and grades in redesign efforts. * Quarterly review of transcripts for Pathways to support the program of study and maintain alignment of the pre-requisite skills for industry certification for students in grades 9-12 to ensure students are appropriately progressing through the program. * Semesterly review of career interest inventories **Effectiveness** * Quarterly review of enrollment and course selection for 8th and 9th grade students in CCTE courses will increase by 10%. * Quarterly review of semester transcripts will be performed with 100% fidelity. * Semesterly review of student career interest inventories reflects 100% in master scheduling, which supports at least 70% of CCTE students mastering competencies to complete industry certifications.	Katina Jackson Hall, Guidance Counselor	03/28/2025	Title I	

* Quarterly review of enrollment and course selection for 8th and 9th grade students in CCTE courses will increase by 10%. * Quarterly review of semester transcripts will be performed with 100% fidelity. * Semesterly review of student career interest inventories reflects 100% in master scheduling, which supports at least 70% of CCTE students mastering competencies to complete industry certifications.					
	[A 3.3.2] Enroll more students in CCTE classes CCTE Teacher will increase the number of students acquiring CCTE industry certification **Implementation** * Quarterly monitoring of enrollment and course selection for 8th and 9th grade students in CCTE courses that will support the CCTE redesign by evaluating student investment via attendance, course selection, and grades in redesign efforts. * Quarterly review of transcripts for Pathways to support the program of study and maintain alignment of the pre-requisite skills for industry certification for students in grades 9-12 to ensure students are appropriately progressing through the program. * Semesterly review of career interest inventories **Effectiveness** * Quarterly review of enrollment and course selection for 8th and 9th grade students in CCTE courses will increase by 10%. * Quarterly review of semester transcripts will be performed with 100% fidelity. * Semesterly review of student career interest inventories reflects 100% in master scheduling, which supports at least 70% of CCTE students	Katina Jackson Hall, Guidance Counselor	03/28/2025	Title I	

	mastering competencies to complete industry certifications.				
[S 3.4] Effective Transitions (Middle to High School to Post-Secondary) **Rationale** Provide programs and initiatives designed to prepare students, parents, and teachers for a smooth and positive transition between specific grade levels and educational placements. **Supporting Data** Invictus Academy gained a 4.9% increase in the percentage of Ready Graduates from the Spring of 2023 to the Spring of 2024, moving from 1.6% to 6.1%. **Benchmark Indicator** **Implementation** * Principal and Assistant Principal will monitor programs and initiatives quarterly with the branding, marketing, recruitment rollout and increased enrollment of students to Invictus Academy. * Semester review of 4-year student academic and transition plans * Semi-annual student individualized plans (e.g., BIPs, 504 Service Plans, Functional Behavior Assessments, PSAPs, SART, or alternative school transition plans) . * Semesterly fidelity check of IEPs **Effectiveness** * Quarterly review of programs and initiatives will be monitored with 100% fidelity in order to ensure effectiveness. * Review 4-year student academic and transition	**[A 3.4.1] Recruitment for Accelerated Pacing Program** Invictus Academy will develop a branding and recruitment plan for increasing the number of accelerated pacing students **Implementation** * Principal and Assistant Principal will monitor programs and initiatives quarterly with the branding, marketing, recruitment rollout and increased enrollment of students to Invictus Academy. * Semester review of 4-year student academic and transition plans * Semi-annual student individualized plans (e.g., BIPs, 504 Service Plans, Functional Behavior Assessments, PSAPs, SART, or alternative school transition plans) . * Semesterly fidelity check of IEPs **Effectiveness** * Quarterly review of programs and initiatives will be monitored with 100% fidelity in order to ensure effectiveness. * Review 4-year student academic and transition plans to determine if 100% of students are ensured course offerings and opportunities for educational placement are available for transitioning students each semester * Semi -annual students individualized plans are used to ensure 100% of students are on track for the next grade and implementation of accommodations, modifications and intervention. * Fidelity checks show a minimum of 80% of IEPs are completed each semester.	Katrina Jackson, Guidance Counselor	03/28/2025	Title I	

plans to determine if 100% of students are ensured course offerings and opportunities for educational placement are available for transitioning students each semester
* Semi -annual students individualized plans are used to ensure 100% of students are on track for the next grade and implementation of accommodations, modifications and intervention.
* Fidelity checks show a minimum of 80% of IEPs are completed each semester.

[G 4] Safe and Healthy Students
Invictus Academy at Airways will decrease Chronic Absenteeism from 92.4% in 2024 to 85% in 2025; and decrease Suspensions/Expulsions from 12.9% in 2024 to 10% in 2025.

Performance Measure
Interventions and supports will be measured using the following:

* Bi-weekly RTI2-B team meeting agenda and minutes
* PowerBI Weekly attendance report and suspension list
* Bi-weekly SART, PSAP and/or SARB meeting agenda and minutes
* Quarterly monitoring of student intervention plans with specific supports

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 4.1] Attendance and Behavior Interventions and Supports **Rationale** Implement targeted interventions and support programs and initiatives that address identified behavior needs and provide appropriate student supports. **Supporting Data** Invictus Academy at Airways had an Attendance Rate of 76.4% which is an increase of 1.7% from the previous year of 74.7%. The Chronic Absenteeism Rate increased from 84.1% to 94.1% which is an increase of 9%. IAA will Decrease	**[A 4.1.1] Conduct attendance meetings/behavior plans- SART/PSAP/SARB** The Graduation Coach will hold mandatory attendance meetings with parents and students. **Implementation** * Bi-weekly RTI2-B Team meeting agenda and minutes * Weekly attendance report and suspension list * Bi-weekly SART, PSAP and/or SARB meeting agenda and minutes * Quarterly monitoring of student intervention plans with specific supports	Graduation Coach, Andrea Frazier	05/23/2025	Title I	

suspensions/expulsions from 12.9% in 2024 to 10%. **Benchmark Indicator** **Implementation** * Bi-weekly RTI2-B Team meeting agenda and minutes * Power BI Weekly attendance report and suspension list * Bi-weekly SART, PSAP and/or SARB meeting agenda and minutes * Quarterly monitoring of student intervention plans with specific supports **Effectiveness** * Bi-weekly RTI2-B meetings will result in a 10% decrease in the suspension rate. * Attendance reports will be monitored weekly and will result in a 5% incremental increase. * Bi-weekly SART, PSAP and/or SARB meetings will improve attendance rates by 10% or more. * Quarterly monitoring of student intervention plans with specific supports will reduce chronic absenteeism by 5%.	**Effectiveness** * Bi-weekly RTI2-B meetings will result in a 10% decrease in the suspension rate. * Attendance reports will be monitored weekly and will result in a 5% incremental increase. * Bi-weekly SART, PSAP and/or SARB meetings will improve attendance rates by 10% or more. * Quarterly monitoring of student intervention plans with specific supports will reduce chronic absenteeism by 5%.				
	[A 4.1.2] Utilize Inner Vision to promote Positive Behavior Intervention Support and SEL Inner Vision, International will provide a series of direct SEL student services to students. Workshops include Conflict Resolution, Lion, Jungle and You, Journey to Success, and 100 Books: The STOP: Improving Police and Community Relations. **Implementation** * Bi-weekly RTI2-B Team meeting agenda and minutes * Weekly attendance report and suspension list * Bi-weekly SART, PSAP and/or SARB meeting	Soya Moore, Principal and Behavior Specialist, Cedric Coates	12/20/2024	SSIG	

	agenda and minutes * Quarterly monitoring of student intervention plans with specific supports **Effectiveness** * Bi-weekly RTI2-B meetings will result in a 10% decrease in the suspension rate. * Attendance reports will be monitored weekly and will result in a 5% incremental increase. * Bi-weekly SART, PSAP and/or SARB meetings will improve attendance rates by 10% or more. * Quarterly monitoring of student intervention plans with specific supports will reduce chronic absenteeism by 5%. **1. 4 Sessions of direct SEL Services: Oct.23; Nov. 6; Dec. 4; Dec. 18 ** ** 4 sessions X $3500.00 = $14,000.00** **2. 100 books X $20.00 = $2,000.00 **				
	[A 4.1.3] Provide rewards and incentives for students who report to school daily and on time. Students will be provided incentives to decrease chronic absenteeism, improve attendance rate, and decrease suspensions. **Implementation** * 20-day Attendance reports * 20-day Behavior reports * 20-day Suspension reports **Effectiveness**	Principal, Dr. Soya Moore and Behavior Specialist, Cedric Coates	05/23/2025	Title I SSIG	

	* 20-day attendance reports will reflect a 5% decrease in the number of students absent from school. * 20-day behavior reports will reflect a 5% decrease in the number of student infractions. * 20-day suspension reports will reflect a 5% decrease in the student suspension rate. **1. Medals and medallions to recognize attendance during quarterly honor recognition program and ** ** throughout the school year. ** ** Medals: 100 medals X $1.50/medal = $150.00** ** Medallions: 100 medallions x $2.00 = $200.00** ** Shipping Estimate: $30.00** **Subtotal: $380.00**				
[S 4.2] Professional Development **Rationale** Provide ongoing, high quality professional development at the District-level and school site for school leaders, teachers, and other instructional staff to focus on changing instructional practices that result in improved student attendance and behavior positively impacting student achievement. **Supporting Data** Invictus Academy @ Airways had an Attendance Rate of 74.9% which is an increase of 0.2% from the previous year of 74.7%. **Benchmark Indicator** **Implementation**	**[A 4.2.1] Provide RTI2-B Training** The RTI-B team will receive training from the district. The RTI-B team will work to provide evidence-based, problem-solving approaches to address student behavior. RTI2-B will focus on teaching students appropriate behaviors as opposed to punishing inappropriate behaviors and also develops positive relationships between students and school staff. **Implementation** * Student discipline reports - 20 day reporting period will assist in monitoring students behavior and effectiveness behavioral interventions and supports measures aimed at reducing student discipline incidents. * Attendance and suspension data - 20 day reporting period, will assist in monitoring students'	Graduation Coach	05/23/2025	Title I	

* Bi-weekly RTI2-B Team meetings agenda and minutes * Weekly attendance report and suspension list * Bi-weekly SART, PSAP and/or SARB meeting agenda and minutes * Quarterly monitoring of student intervention plans with specific supports **Effectiveness** * Bi-weekly RTI2-B meetings will result in a 10% decrease in the suspension rate. * Attendance reports will be monitored weekly and will result in a 5% incremental increase. * Bi-weekly SART, PSAP and/or SARB meetings will improve attendance rates by 10% or more. * Quarterly monitoring of student intervention plans with specific supports will reduce chronic absenteeism by 5%.	attendance and the effectiveness of behavioral interventions and supports measures aimed at improved student attendance. * Bi-weekly monitoring students who have been identified as needing additional support (i.e. homeless, foster care, student involved in RTIB programs, Truancy Supports and progressive discipline supports). **Effectiveness** * 20-day student discipline reports will result in a 10% decrease in disciplinary referrals. * 20-day attendance reports will be monitored weekly to reduce chronic absenteeism by 5%. * Bi-weekly monitoring students who have been identified as needing additional support (i.e. homeless, foster care, student involved in RTIB programs, Truancy Supports and progressive discipline supports) will increase attendance rates to at least 95%.				
[S 4.3] Parent, Family, and Community Engagement **Rationale** Promote effective parent, family, and community engagement activities and resources that support safe schools which will improve student attendance and behavior. **Supporting Data** Invictus Academy at Airways had an Attendance Rate of 74.9% which is an increase of 0.2% from the previous year of 74.7%. **Benchmark Indicator** **Implementation** * Quarterly parent meeting agenda and minutes	**[A 4.3.1] Provide Parent Workshops** Invictus Academy will provide parent workshops and resources to give the parents suggestions on how to help their child at home. **Implementation** * Quarterly parent workshops, agenda, and minutes * Bi-weekly check-in parent meetings, agenda, and minutes * Conduct a semi-annual adopter survey to monitor their impact on students' success by way of their contributions of resources and time. **Effectiveness**	Tarvis Mull, Assistant Principal	05/23/2025	Title I	

* Semesterly parent-teacher conference sign-in sheets/minutes **Effectiveness** * Quarterly parent meetings will result in an increase in participation by at least 10%. * Semesterly parent-teacher conferences will result in a 5% decrease in student infractions and a 5% decrease in student absences	* Quarterly parent workshops will result in a 10% decrease in the suspension/expulsion rate. * Bi-weekly parent check-ins will result in a 20% increase in parental involvement. * Semi-annual adopter surveys and sign ins will show a 20% increase in parental involvement.				
	[A 4.3.2] Convene Annual Title I Meeting The Annual Title I Meeting will be held to inform families of children participating in Title I programs about the program and their rights to be involved in their child's education. **Implementation** * Annual Title I Parent Meeting, agenda, and sign-in sheet **Effectiveness** * Parent attendance will show at 10% of parents in attendance.	Carlos Smith, Title I Facilitator	09/30/2024		